

At a Glance: **BOLD MOVES**

Introduction

The UMBC Bold Moves strategic plan outlines a shared vision for UMBC's future, grounded in our deepest commitments and highest aspirations. Organized around five strategic pillars, the plan serves as a roadmap for our entire community. Each pillar sets clear goals for what we aim to accomplish together, supported by institutional commitments designed to drive lasting, meaningful change.

Overview & Executive Summary

From the beginning, UMBC was a bold move. Established in 1963 and opening its doors in 1966, UMBC was conceived as a bold experiment in higher education access. Over 60 years, UMBC has grown from a 750-student campus to an R1 research university with over 100,000 alumni and \$180M+ in annual research expenditures.

Today, the world is changing rapidly in ways that are both profound and unpredictable. Society is more divided than ever; public institutions and democratic systems are under attack; and complex global challenges, including climate change, weigh heavily in our everyday lives and in the prospect for our future. At the same time, the value of higher education is being questioned, and inclusion is positioned in many places as a barrier to excellence instead of integral to it. **THE MOMENT DEMANDS OUR COMMITMENT, OUR FOCUS, AND BOLD MOVES.**

Vision & Core Values

Our Vision (North Star)

OUR VISION

2016

Our UMBC community redefines excellence in higher education through an inclusive culture that connects innovative teaching and learning, research across disciplines, and civic engagement. We will advance knowledge, economic prosperity, and social justice by welcoming and inspiring inquisitive minds from all backgrounds.

Core Values

01 Inclusive Excellence	MOST STRONGLY HELD
02 Student Success	CORE VALUE
03 Academic Excellence	CORE VALUE
04 Community Engagement	CORE VALUE
05 An Innovation Mindset	CORE VALUE

The Five Bold Moves Strategic Pillars & Goals

PILLAR 1:

GROW Student Opportunity and Success

- Goal 1: Expand equitable access and advance our mission as a public institution in Maryland by growing the student body strategically and serving more students from Baltimore and throughout Maryland.
- Goal 2: Foster belonging, well-being, and holistic thriving by strengthening coordination among student-centered programs and supports and addressing barriers to success.
- Goal 3: Support academic development and career readiness for every UMBC learner and reimagine our work as preparing graduates for lifelong success and engagement in a global community.

PILLAR 2:

TRANSFORM Teaching and Learning

- Goal 1: Grow the diversity of the faculty, broadly conceived, to advance excellence in teaching and learning.
- Goal 2: Develop and support pedagogical technologies and innovative, inclusive approaches to teaching and mentoring.
- Goal 3: Make the integration of academic learning, research, community engagement, and career-connected experiences a hallmark of a UMBC education, and grow doctoral education into a distinctive strength of UMBC.

PILLAR 3:

REDEFINE Excellence in Research and Creative Achievement

- Goal 1: Advance excellence in research and creative achievement by becoming and being recognized as a destination for those seeking a welcoming, vibrant, and diverse research and creative community.
- Goal 2: Lead in community-engaged research and creative work that contributes meaningfully to the public good and strengthens public trust in higher education.
- Goal 3: In a rapidly evolving technological era, promote interdisciplinary collaborations and inclusive inquiry that harnesses the arts, humanities, social sciences, sciences, and engineering in the creation of knowledge that serves humankind.

PILLAR 4:

CULTIVATE Organizational Innovation and Vitality

- Goal 1: Instill a culture of long-term fiscal planning and strategy and a shared understanding of our financial model
- Goal 2: Cultivate the recruitment and success of a diverse workforce and its sense of belonging and well-being in an inclusive, accessible, and welcoming environment.
- Goal 3: Equip employees to excel and evolve through consistent professional development and learning opportunities and the technology and infrastructure they need to succeed.
- Goal 4: Strengthen systems, policies, and processes to promote efficiency, environmental sustainability, innovation, and informed decision-making.

PILLAR 5:

STRENGTHEN Maryland and Its Communities

- Goal 1: Partner in continuing to strengthen public education in Baltimore City, Baltimore County, and across the state through initiatives that help educators and students flourish.
- Goal 2: Serve as a national model for university-community partnerships and experiences that foster connection across difference and civic and global engagement.
- Goal 3: Become a sought-after partner with industry and the public sector to fuel innovation, entrepreneurship, and workforce development.
- Goal 4: Advance ethical, inclusive adoption of emerging technology to help ensure that Marylanders thrive equitably.

Plan Development & Accountability

- Community-Driven: Built upon 22 Campus Conversations (1,000+ participants), Core Values and Campus Climate surveys, and aligned with the Maryland State Plan for Higher Education and USM Vision 2030.
- Actionable Execution: Implemented through focused annual action plans, strategic resource allocation, and measurable key results shared transparently across the community.

For more specifics on the strategic plan, please visit the strategic plan website at umbc.edu/strategic-plan.