INITIATIVE FIVE:

Ensure an administrative, operational and physical infrastructure that fully supports a first-class university.

To achieve the ambitious goals set forth in this Strategic Plan, it is essential that the University have a first-class, responsive and customer-oriented infrastructure that supports the work of our faculty, staff, and students. This infrastructure includes the people, processes, facilities, and technologies essential for the operations of a modern academic/business environment, and it spans all elements of the University from accounting, procurement, registration, billing and student information systems to the classrooms, laboratories, libraries and offices of staff and faculty. Because of earlier budgetary limitations, infrastructure investment has lagged behind investments in other areas at the University, but if we are to continue our rapid advancement, it is essential that investments be made to address a number of critical infrastructure issues.

Specific steps:

1. Establish a top performing University Relations operation.
   - Establish a first class public information infrastructure that advances the University's goals and creates an image appropriate for one of the nation's best public research universities.
   - Develop an integrated database for public communications, prospect management, alumni relations and partnership development.
   - Ensure that the University's web presence is among the best in the country.
   - Establish a fund raising organization that rivals that of our peer institutions, both in structure and personnel support, whose goal is to achieve a $125 million per year giving rate by 2004 with a 3-year average of $100 million from 2000-2004, and to double the number of alumni donors from 12,500 to 25,000.
   - Engage all departments, schools and administrative units in the fund raising process and create the collaborative environment that encourages major gifts and annual giving from alumni and other potential partners.
   - Implement the new University of Maryland, College Park Foundation.

2. Create and maintain an electronic networking infrastructure that provides the level of connectivity and data throughput required for our faculty and staff to excel in their research and scholarship and that facilitates innovative approaches to teaching and learning.
   - Continue to upgrade the campus backbone and connections to buildings, aiming in the short term for 100 Mbit/sec to every desktop.
   - Improve access to the campus network from remote and on campus locations and establish widely dispersed on-campus wired or wireless public network access points for the use of those
with laptop computers or similar portable devices.

- Replace the campus voice communication system, approaching the end of its useful life, with a state-of-the-art system that incorporates recent technological advances and the convergence of services onto a digital platform that is increasingly provided over data networks.
- Develop strong partnerships with national telecommunications companies to aid the deployment and development of cutting-edge telecommunications technologies on campus.
- Upgrade the authentication, directory, database, e-mail, LAN, Web server, and other network support services required for an electronic environment that is effective, efficient, easily navigable, and secure.

3. Develop the University's physical facilities so that they meet the needs of a leading research university.

- Engage the campus and local community in an update of the 1991 Facilities Master Plan to create the structure and vision for a campus of national prominence that is aesthetically pleasing, environmentally sound, and meets the operational needs of the University.
- Develop comprehensive short and long-term strategies to work with the USM, the Governor, and key members of the General Assembly to achieve funding of the University's high priority capital projects.
- Implement the proposals developed by the Teaching Facilities Committee to upgrade the University's classrooms and establish an improved classroom maintenance and support system, especially for technology-enhanced classrooms.
- Develop a strategic renovation plan that is correlated with campus academic priorities to modernize research and office space.
- Invest additional resources in improving the attractiveness, coherence, and historic character of the campus and its buildings, both inside and outside and improve routine housekeeping of buildings.
- Aggressively pursue partnerships between the University, City, and private developers that are aimed at:
  - increasing the amount and quality of student residential living space adjacent to campus
  - increasing the research space available to campus units.
  - improving the economic status and aesthetic nature of the neighborhoods surrounding the campus.

4. Ensure that the administrative operations of all campus units, including academic units, provide responsive, customer-oriented service to all of the University's constituencies.

- Promote a strong "customer-first" orientation in all campus units that demands and delivers the highest quality of customer service in all administrative processes to every internal and external client and continually monitors customer satisfaction.
- Create effective state of the art procurement, registration, academic advising, billing and information systems.
- Authorize units that have the capability and interest to operate their own procurement operations.
at the highest allowed levels and standards.

- Extend business process re-design efforts to all administrative, academic, and student service units to create more flexibility and accountability and to establish performance standards for decision making at the department level.
- Examine the adequacy of current operating budgets and staffing levels for fulfilling the missions of all campus units, and adjust as necessary as resources allow and in line with University priorities.
- Seek less costly and more timely methods for completion of construction projects according to University quality standards, including a consideration of decentralizing responsibility and increased outsourcing of projects.

5. **Accelerate and support the migration of student and business services to an online environment.**

- Ensure that all administrative offices have an online presence, and that all routine transactions are handled electronically to promote good business services across campus.
- Create an integrated Student Information System that fully supports online web services, provides the flexibility to accommodate changing policies and new initiatives, and includes academic degree audit capabilities to enhance student advisement and improve decision making for students and advisors.
- Create a modern data warehouse for institutional information and management information systems that will facilitate academic and business processes and strategic decision making.
- Increase the use of digital imaging and electronic workflow tools in academic and business processes.
- Provide expanded support to increase the role of technology in the management of business, administrative, and service activities.
- Create the level of campus-wide support needed to maintain a highly distributed, multi-platform information technology environment.
  - Delineate clearly the areas of IT support that are central responsibilities, those that are the responsibilities of the individual units, and those to be shared among them.
  - Enhance staffing and facilities in the central information technology units to ensure that all information technology facilities are planned, installed, and maintained in a professional manner and to improve software licensing, backup services, training, and consulting services across platforms.
  - Enhance staffing and facilities in individual units to provide the local support and service necessary for a first-class IT infrastructure system at all levels.

6. **Build the human resources infrastructure of the University to enable effective recruiting, retention, and first class support of the academic mission.**

- Evaluate the merits of establishing a single, comprehensive Office of Human Resources that would be charged with developing a full range of human resource services comparable to those of our peers.
- Continue efforts to implement Regents' policies to achieve staff salaries that are at or above the
market average.

● Ensure the participation of staff in University planning and decision making and recognize staff members as important University stakeholders.

● Conduct a targeted review of employee benefit health insurance programs, which should especially focus on premiums, program content, and reimbursement policies, with the goals of improving the overall health care benefits and establishing an effective customer service operation.

● Improve retirement planning for faculty and staff and develop uniform standards for retirement incentives.

● Create leadership development initiatives for front-line supervisors, mid-level managers, and executives.

● Conduct periodic reviews of the exempt and non-exempt employee system to identify ways to facilitate competitive hires and retain outstanding staff at all levels.