V. TRANSLATING STRATEGIES INTO ACTIONS

This Strategic Plan is provided as a framework and guide for the strategies and priorities to be established in units across the University. The divisions of the University and the colleges and schools will be encouraged to review and update their individual strategic plans in light of the priorities, initiatives, and action steps put forth in this Plan.

Accomplishing the goals of this ambitious Plan will require:

- that there be broad-based commitment to its aims and strategies by institutional leaders, faculty, and staff;
- that specific responsibilities and timetables be assigned for implementing the initiatives and steps;
- that strategies for resource allocations be established in support of Plan initiatives, and
- that standards and a process for measuring progress be established.

With these requirements in mind, we propose to implement this Plan as follows:

**Achieving Community Commitment**

This update of the Strategic Plan was developed through an intentionally broad consultative process. It is a community product representing our shared goals and our best judgment of the strategies needed to achieve them. It was drafted initially by a representative task force, which held frequent and in-depth discussions of goals and strategies with institutional leaders. The draft was then made available to all faculty, staff, and students and interested external groups; it was reviewed by the Board of Visitors; discussed in a variety of group meetings; modified in response to these discussions; and reviewed and adopted by the College Park Senate. The final version was presented to President Mote for his review and endorsement.

The community involvement and consultation that characterized the writing of the Plan will be the model for its implementation. The Plan will be distributed widely, made available on the University’s web site, and further discussed in community meetings that unit heads will be asked to convene.

**Implementation Assignments and Timetables**

Each of the action steps will be assigned to a particular individual who will be responsible for overseeing its implementation. Those individuals charged with oversight will be asked to identify needed resources and to propose an implementation plan and a timetable for action, in consultation with the University vice presidents. Where possible, the implementation plans will identify specific measures for monitoring progress towards the stated goal. During Fall 2000, these individual plans will be put together into a comprehensive implementation schedule.
Resource Allocations

We anticipate that sufficient resources will be available to allow the University to make substantial progress over the next several years toward achieving many of these goals. In addition to funding through State appropriations, we expect increases in external grant funding, increases in gifts from individuals, corporate partners, and foundations, and an expansion of revenue-producing instruction in off-campus locations. Additional discretionary funds that become available at each unit level should be allocated according to priorities set in the Plan. In particular, subsequent enhancements of unit budgets should be determined by the resource requirements and schedule of implementation identified during Fall 2000. Within the Division of Academic Affairs, these allocation decisions will be informed by the advice of the Academic Planning Advisory Committee (APAC).

Measuring Progress

Some of the Plan's action steps list specific targets for success; progress in many others can be easily determined through standard measures. The quality of our graduate and professional programs will be assessed through evidence of faculty recognition, student placements, research awards, national comparative studies, and the judgments of recognized experts during periodic program reviews. Our success in undergraduate education will be measured by the accomplishments and diversity of the students we admit, by our ability to keep them excited by the educational process and fully engaged in the life of the institution, by the rate at which they graduate, and by the quality of their training as measured by success in the marketplace.

Some action steps require more qualitative measures. Our success in promoting diversity and fostering community will be determined through surveys and focus groups that can evaluate attitudes and levels of comfort in individuals and groups. Our success in engaging with the greater community will be judged in part by the number of activities undertaken, but primarily will be measured by the way the community assesses our importance to its economic, intellectual, and cultural life. Our success in involving our alumni and friends will be measured by evidence of their increasing loyalty, support, and participation in the life of the campus.

The State-mandated Managing for Results (MFR) process requires that we report each year on progress towards achieving certain goals that overlap with the more ambitious goals of the updated Plan. We propose to expand this process to an annual assessment of the full set of available measures of quality, which will provide an overall view of progress and an opportunity for corrective action where needed. Each year the Provost will report to the Senate and to the institution at large on the state of plan implementation.