



# UMBI

life. science. works.

**FROM: JHC, President**

**DATE: February 22, 2008**

---

UMBI is under going an external review at the end of May to help evaluate what we do best, how we implement activities, assess outcomes, and what else could or should we be doing as a research intensive institution. This has been a tremendous effort in house to provide the necessary data to adequately prepare for the review. Let me start by saying thank you to all of you who have participated in providing critical and valuable information in the self assessment process. Marian Jackson will be sending out an email explaining the review process early next month. This memo below focuses on our current and key strategic priorities at UMBI.

We anticipate certain financial restraints due to reduced State and Federal funding sources, and declining indirect revenues, which will require us to think and act strategically. We need to continue to be proactive to any social-political pressures related to the terms of housing IHV in the MBC building and to the loss of the blue crab federal research funding at COMB. At CARB and CBR, we also need to continue to maximize use of the cores located out at the UMBI Shady Grove campus. In addition, we have to work together to strengthen our internal capabilities and resources within and across our research centers and central administration.

In order to respond effectively to these considerations, it is clear that UMBI must make some strategic actions and prioritize activities of key personnel. As President of UMBI, I am providing this memo to clarify the strategic priorities being discussed both at off site and on site meetings with the senior management team. I have recently given a few directives that I feel are necessary and timely. These are outlined below.

### **Strategic Priority Number One: Advancing the Science**

It is important that the Centers, housed in the UMBI structure, work cooperatively in a united effort to bring our scientific focus efficiently forward in the future. The Research Council has been asked to lead this effort. Working with faculty over the next few months they will look to identify several “signature” areas of research in which UMBI can demonstrate strength and potential growth by having at least two centers work together on a specific signatory program. They have also been asked to look ahead to envision areas where UMBI research strengths could be utilized to address current Maryland and/or global issues, and help bring solutions to those concerns. Currently our faculty searches have addressed perceived needs and gaps within our research portfolio as well as strengthening some of our current research areas of excellence.

Dr. John Moulton, Chair of the Research Council, has been asked to engage the UMBI Senate in this process. He will report back on progress made to the Senior Strategic Management Team within the next six weeks.

### **Strategic Priority Number Two: Increase Funding and Economic Development Efforts**

Seeking additional funding for the short and long term sustainability of UMBI is a top priority. In addition to ongoing efforts to increase the flow of State and Federal funding, UMBI will intensify our activities related to increasing revenue from industrial sponsored research and commercialization agreements, as well as from foundation grants and philanthropic gifts.

To allow a more seamless and integrated coordination, Brad Peganoff, Senior Manager of Corporate & Government Affairs, has been reassigned at my direction from Institutional Advancement to the Office of Research, Innovation & Commercialization. Brad will take on certain additional responsibilities in marketing the research capabilities and achievements of UMBI to the appropriate potential industry partners.

### **Strategic Priority Number Three: Improve Internal & External Communications**

Chief of Staff, Kathy Magruder was brought on board in October to represent me and manage the work productivity of the senior staff. She has been given the authority to interface with staff at every level to insure that UMBI is functioning effectively to deliver on the strategic work plans and my expectations as well as those set for me by the Chancellor.

Everyone at UMBI is busy in their day-to-day activities, a situation which is not always conducive for effective communication within the organization. Additionally, we have an ongoing need to better coordinate and increase effective external messaging about the important work carried out by UMBI. There have been occasions where we learn about an event after the fact and miss potential PR opportunities. I have asked Kathy to work closely with other members of the senior management team and staff at every level of UMBI to find ways to improve our avenues of communication up and down the 'chain of command' as well as across centers, and to and from the centers and central. I encourage you to maintain open and responsive channels of communication with her at all times. I expect that the VPs and Center Directors will exercise leadership in facilitating the flow of information on a timely and regular basis, between each other and the faculty or staff they manage.

#### **Strategic Priority Number Four: Promote UMBI's Capacity to Partner in Workforce Development Initiatives**

The impending impact of the recent BRAC (Base Realignment & Closure) will bring many new jobs to Maryland in the future. Preparing a workforce trained in STEM (Science, Technology, Engineering and Math) to succeed in those jobs is a challenge that is placed squarely upon the education system at every level in Maryland. UMBI is uniquely positioned to assist through expansion of the successful Sci-Tech K-12 program, and in relation to the post grad experience we facilitate. I have encouraged our K-12 education staff members to proactively pursue grant funding from MHEC and other sources to allow UMBI to offer more and better training which would allow UMBI to be recognized for our value in those efforts. I ask that you support Dr. Mary Stapleton and her staff as they revamp our Sci-Tech K-12 program and endeavor to build more strategic partnerships for outreach activities.

I hope you will support these strategic institutional priorities as we move ahead. UMBI is an unique organization made up of talented and hard working individuals which gives me every reason to believe that by pulling together our best days are still to come!

Thank you for your time and attention.