

UNIVERSITY OF MARYLAND EXTENSION



2025

2030

STRATEGIC
PLAN



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The committee worked diligently to ensure the voices of both University of Maryland Extension (UME) employees and stakeholders were elevated, reflecting the perspectives and needs of the communities we serve across the state. Their collaborative spirit and insightful leadership provided the foundation for this responsive and forward-looking strategic plan. We are grateful for their contributions and support of our shared mission to serve Maryland's communities through research, teaching and service.

Letter from the Associate Dean/Associate Director

Dear UME Community,

I am honored to share with you the 2025 - 2030 UME strategic plan. This document is the result of a planning process focused on listening, learning and collaborating with our entire community, and it reflects the energy, care and expertise of many dedicated individuals across our organization and our state.

This plan arrives at an important moment as the needs of our communities evolve and the broader environment continues to shift. As our people navigate changes, we have the opportunity - and the responsibility - to live out our mission and lead with purpose.

The strategic priorities outlined here are ambitious, yet achievable, and focus on ensuring our programs remain accessible and impactful for all Marylanders. They reflect the voices of our employees, stakeholders and partners, building on the power of Extension to make a meaningful difference.

They reinforce our commitment to delivering the right education, resources and information to help our neighbors and communities navigate challenges, both big and small. A key part of this work is ensuring we're serving those who need us most, strengthening our brand, growing its recognition, and expanding our reach across the state.

We do not do this work alone. Our impact is magnified through collaboration and partnerships, and we will continue to nurture and grow these relationships to stay aligned, extend our collective impact and carry out the meaningful work driven by the dedication and talent of our people. We are committed to investing in their development and strengthening systems and processes so they can focus their time where it matters most - supporting and educating our communities.

As we look to the next five years, we are energized by what lies ahead, with this plan steering our work and sharpening our focus. I am grateful for all who came together and am once again reminded of and inspired by the impact we have on our community. Thank you for your commitment to UME and for your contributions to this vital effort.

Sincerely,



Jinhee Kim, Professor
Associate Director/Associate Dean,
University of Maryland Extension

Executive Summary

UME is dedicated to making a positive impact on our communities and partners. The launch of this bold strategic plan builds on our impact and strengthens UME's commitment to providing wide-reaching, research-based education. As a proud part of the state's land-grant institution, UME serves Marylanders by addressing critical needs and opportunities through responsive, community-driven programming. This strategic plan provides a framework to guide our efforts and ensure our mission is executed effectively and sustainably.

Our plan is structured around four key priorities providing guidance and focus for our work. Each priority is supported by a clear goal, actionable strategies and measurable success metrics to track our progress.



Deliver Responsive, Research-Based Knowledge

UME is committed to providing Marylanders with high-quality, research-backed knowledge and resources to address the most pressing challenges they face in their lives and communities. The impact and relevance of our work is enhanced by a strategic focus on key areas - integrating agriculture, food and health, promoting environmental stewardship and empowering Marylanders through lifelong learning. High-impact programming and an emphasis on applied research will further improve the lives of all Marylanders, strengthening UME's position as a trusted source of knowledge that empowers individuals and communities to thrive.

Expand Extension's Reach and Visibility Across Maryland

While UME is widely respected among those familiar with our work, there is a need to elevate our visibility and engage a broader audience across the state. By strengthening our brand, improving communication strategies and leveraging new technologies, UME will become a trusted resource for all of Maryland.

Foster Meaningful Partnerships and a Culture of Collaboration

Our impact is amplified through strong partnerships with academic colleagues, government agencies, industry leaders and community organizations. Fostering a culture of collaboration creates a more integrated, responsive, and effective network, supporting our goals to co-create solutions with partners and ensure our work remains relevant and deeply rooted in the needs of Maryland's communities.

Support, Develop and Sustain Talent

Our people are the core of this work, driving our commitment to strengthening internal systems, investing in our people and ensuring UME can deliver high-quality programming, build deep community connections and feel valued and supported. Supporting and sustaining talent extends beyond systems - it's about equipping UME employees with the tools, resources and mentorship they need to succeed and grow professionally.



Introduction

Maryland Cooperative Extension Service was established in 1914 through the signing of the Smith-Lever Act to extend university-based knowledge directly to the people. For the past 100+ years, UME has remained committed to the Cooperative Extension's original purpose and land-grant mission - reaching Marylanders through locations across all 23 counties and Baltimore City, eight research and education centers, and the University of Maryland, College Park and Eastern Shore campuses.

UME serves as a trusted partner, offering programs spanning from 4-H youth development and pesticide certification to financial wellness initiatives and the Master Gardener program. This work is rooted in evidence-based research and designed to meet the evolving needs of Marylanders. As we move forward, we are committed to sharpening this focus and intentionally supporting the programs we offer, staying nimble and responsive to emerging challenges, and working collaboratively to address pressing challenges, with actionable and understandable solutions.

We are energized by the opportunity to strengthen impact through a clear and distinctive path forward. With this strategic plan, we are poised to make an even greater impact on the individuals, families and communities we serve.





ABOUT THE PROCESS

The development of this strategic plan was a collaborative and inclusive effort, reflecting the voices of those we serve and those who power our work. We recognize we are stronger together, and this process was designed to ensure all stakeholders – community members, partners, employees and university constituencies – had the opportunity to contribute their perspectives. Their insights were invaluable in shaping a shared vision and defining priorities for our future.

From December 2024 to January 2025, we held in-person town halls in 13 counties across the state, bringing together community members and stakeholders to discuss UME's impact, future direction and the evolving needs of Marylanders. Virtual town halls were offered in February 2025 to ensure broad accessibility and allow even more voices to be heard. In total, 259 community and university stakeholders participated in these discussions, providing valuable input on the opportunities and challenges ahead.

To gain a deeper understanding of our internal strengths and opportunities, seven listening sessions were held with employees from across the state. These sessions engaged 120 employees in meaningful discussions about our organization's future and how we can better serve Maryland's communities.

Extensive research on peer and aspirant Extension organizations supplemented this engagement to better understand the broader challenges and opportunities facing Extension organizations and to highlight best practices. Additionally, the process included an extensive data review, leveraging previously gathered data from recent self-study processes.

With this stakeholder engagement, research and data review as the foundation of our plan, we are ready to move forward with purpose and ensure we continue to be engaged with, and responsive to, the communities we serve.



MISSION

University of Maryland Extension (UME) empowers people and communities to improve their lives by offering transformative, science-based education and leading collaborative partnerships across Maryland and beyond.

VISION

The University of Maryland Extension (UME) will be known for addressing the most pressing challenges facing our communities through responsive education and resources, impactful research and innovative collaboration.



FRAMEWORK

This strategic plan is organized around priority areas that address challenges and seize the potential of the State of Maryland by activating the mission of University of Maryland Extension. The priority areas are supported by an overarching goal, strategies to outline the critical aspects and actions necessary to drive success, and measurable success metrics that foster accountability, enable continuous evaluation and ensure each goal is achieved.

**HELPING OUR COMMUNITIES
GROW AND THRIVE**



01

DELIVER RESPONSIVE, RESEARCH-BASED KNOWLEDGE

University of Maryland Extension is responsive to the needs of the communities we serve across the state. At the core of UME's mission as part of a proud land-grant institution is our commitment to providing transformative, science-based education and service to the people of our state. The trust put in UME drives our dedication to providing high-quality, responsive research-based knowledge that reflects the expertise of our people and the breadth of our natural environment, creating the community connections needed to overcome current and future challenges.

To continue fulfilling this mission effectively, we must be purposeful and strategic in how we deploy resources. By identifying and focusing on priority areas, we will not only enhance UME's relevance and impact, but also ensure programs continue to meet the needs of individuals and communities across the state. This focused approach allows us to optimize our expertise, strengthen partnerships and deliver solutions that empower Marylanders to thrive.

We approach this work with immense pride and a deep commitment to the people we serve. By stewarding resources wisely and staying aligned with UME's mission, we will continue to be a trusted source of knowledge and information in our communities for generations to come.

GOAL: *Provide trusted, research-based solutions in our areas of expertise that help Marylanders address critical challenges and create new opportunities.*

UME will align research and educational programming around the following three strategic focus areas. We aim to maximize synergy and impact, addressing the pressing challenges facing our communities and leveraging Maryland's unique opportunities and resources.

STRATEGIC FOCUS AREAS

Integrate Agriculture, Food and Health

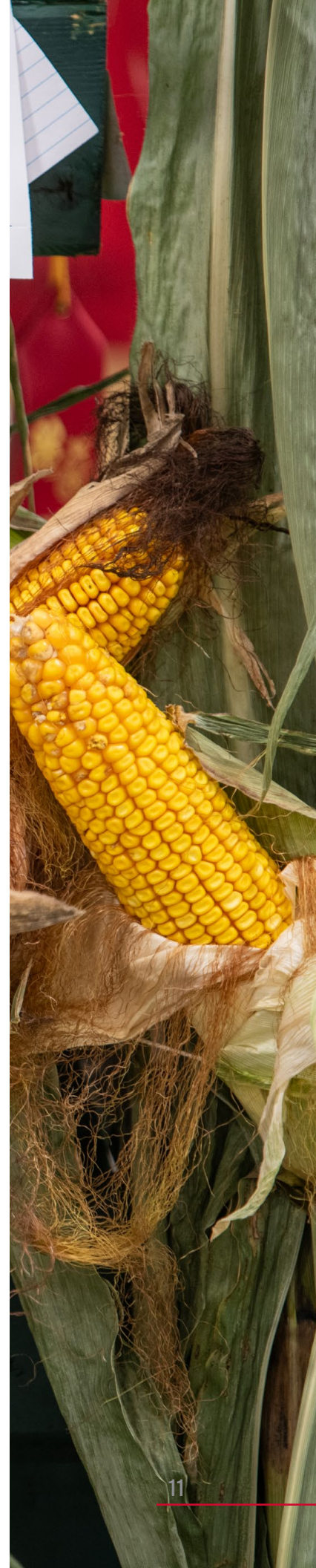
Maryland's agricultural sector plays a critical role in local and national food production and the economic vitality of our communities. UME's impact spans the entire process - from growing to eating - demonstrating our commitment to connecting agriculture, food systems and safety, nutrition and health. Our work across the food system creates healthier environments, promoting nutrition, healthy eating, physical activity and supporting the operations of farms across our state.

Promote Environmental Stewardship

From the shorelines of the east to the mountains of the west, the natural resources within the rural and urban landscapes across the state position UME as a leader in resilient and regenerative sustainable practices. UME helps people and communities make more environmentally conscious decisions by transforming current research and partnerships into practical tools and everyday solutions. Our work brings together interdisciplinary expertise and community engagement to address environmental challenges such as improving water quality, tackling climate impacts and advancing energy resilience across the state.

Empower Marylanders through Lifelong Learning

UME educates and empowers people of all ages by fostering lifelong learning, leadership development, civic engagement, and workforce readiness. We recognize well-being encompasses many interconnected aspects of life, and our work reflects that same breadth and depth. From youth development programs that build confidence and leadership, teach skills for life-long success and support academic and career exploration to volunteer and skill-building initiatives that equip individuals to lead change in their neighborhoods, we strengthen communities by investing in people. We empower individuals to create successful futures by equipping them with the skills and knowledge needed to build personal, professional, and financial resilience.



STRATEGIES

- Conduct a comprehensive review of current programs to identify and elevate high-impact programs aligned with each strategic focus area while addressing gaps in content, delivery method and audience reach
- Create interdisciplinary teams to lead the implementation of strategic priorities, refine and enhance programming and facilitate meaningful collaboration across programs
- Promote broad program accessibility by investing in technologies that support flexible, learner-centered program delivery
- Update communication tools to simplify messaging, streamline external-facing information and improve access to key information and resources
- Create opportunities for on- and off-campus faculty and researchers to collaborate, translating and applying cutting-edge research into practical applications together and allowing insights from the field to inform future research projects
- Utilize data and stakeholder input to inform program planning and delivery and identify barriers to program reach and access

SUCCESS METRICS

- Identification of high-impact initiatives
- Development of interdisciplinary teams
- Educational program innovation and access





02

EXPAND EXTENSION'S REACH AND VISIBILITY ACROSS MARYLAND

In conversations with external stakeholders, the high value and regard for the work of UME was clear. However, we recognize generating and providing cutting-edge, research-based information is not enough and to maximize impact, we must also position UME as the premier source of trusted knowledge and resources, providing Marylanders with real-world solutions and support to address the pressing challenges facing communities across our state. This includes ensuring programs are accessible, inclusive and responsive to the diverse needs of all communities across Maryland's population.

Expanding reach and visibility requires a dual approach. First, we must elevate and strengthen the UME brand, transforming it into a household name for all Marylanders seeking credible information and practical solutions. Second, we must improve internal coordination to tell a more cohesive and compelling story of UME's impact, values and opportunities. One of UME's greatest strengths is its statewide presence and responsiveness to local needs, but this broad scope of services can present challenges in maintaining consistent and comprehensive messaging across programs and regions. This requires not only meeting people where they are geographically, but also recognizing and responding to the ways they prefer to learn, connect and access information.

To address these challenges, we will strengthen internal communication infrastructure, balancing traditional and technology-focused approaches to engage all Marylanders and establish feedback mechanisms that keep programs community-driven and responsive. Through these efforts, we will expand UME's reach, ensuring we become the go-to resource for Maryland's communities, offering broad connections and well-known, comprehensive programs.

GOAL: *Establish the University of Maryland Extension as THE trusted and preferred source of research-based information, solutions and support for audiences across the state.*

STRATEGIES

Enhance Communication and Engagement Pathways

- Enhance the UME website to provide a more intuitive, organized and user-friendly experience, with information organized around strategic areas of high-impact programming
- Leverage relevant technologies and communication platforms to more effectively communicate the breadth and depth of UME programs, tailoring the approach to meet the diverse needs of audiences across counties and regions
- Ensure the continuity of core programs through accessible and learner-appropriate approaches, utilizing in-person and print-based communication while exploring innovative methods to expand reach and impact
- Create ongoing opportunities for stakeholder engagement and implement formal feedback mechanisms to ensure UME educational programming meets their needs and addresses their challenges
- Address internal talent gaps by developing and training internal communication expertise to support a consistent, effective communication strategy across programs and counties
- Develop adaptable, user-friendly marketing toolkits and streamlined processes UME employees can customize to promote their programs effectively

Elevate the UME Brand

- Strengthen UME's brand and promote a cohesive identity that resonates with new and existing audiences, reinforcing UME's role as a leader in education, research and community impact and building on the strength of the university's brand
- Develop a strategic, coordinated approach to brand promotion with tailored communication materials built to utilize the full range of potential platforms and channels used by target audiences
- Leverage UME's branding to recruit talent, grow program participation and partnerships, increase volunteerism and share stories of impact
- Create a centralized repository of communication materials and resources to ensure consistent, coordinated and aligned messaging across all external communications

SUCCESS METRICS

- Website and communication engagement
- Volunteer retention and impact
- Program participation and satisfaction
- Program sponsorships and funding





03

FOSTER MEANINGFUL PARTNERSHIPS AND A CULTURE OF COLLABORATION

The success of UME is rooted in meaningful, impactful partnerships and our commitment to working collaboratively with communities, being embedded in the places we serve and serving as a critical bridge between the University of Maryland's (UMD) research and the communities relying on this knowledge. We will intentionally strengthen our bonds with both our campus-based colleagues and community partners, recognizing that the most meaningful and lasting impact happens when we foster connection and co-create solutions. This approach ensures our work is shaped by the real needs of Maryland's people and communities and remains responsive, innovative and relevant, ultimately amplifying our reach and impact.

To maximize collaborative potential, we must make collaboration more accessible for internal and external audiences. By streamlining processes and creating accessible pathways for engagement, we will facilitate collaboration, allowing faculty, students, nonprofits, government agencies and industry leaders to connect and contribute to our shared goals. These partnerships will enhance coordination and resource sharing, deepen stakeholder engagement, expand funding opportunities and elevate UME's brand recognition, contributing to increased program participation, strengthened volunteer involvement, and improved access for underserved and unreached audiences. To ensure long-term success, we will document and evaluate these partnerships to better recognize contributions and measure impact, creating sustained models of collaboration.

GOAL: *Establish and expand strong partnerships with communities, stakeholders and the University of Maryland campus by fostering a culture of collaboration.*

STRATEGIES

Evaluate, Align and Grow Partnerships

- Develop a comprehensive and accessible inventory of existing UME partnerships to create a shared and accessible knowledge base to serve as the foundation for strategic collaboration
- Pursue opportunities to share resources and co-create programming with state, county and community partners to maximize outreach and impact
- Establish an engaged partnership approach that enables UME to effectively match community needs with resources and expertise across UME and its partners
- Share best practices and tools for growing and evaluating partnerships to equip UME faculty and staff with the skills needed to cultivate and sustain high-impact partnerships
- Leverage partnerships to drive innovation across UME's strategic focus areas to increase the collective impact

Bridge Campus and Community Through Collaboration

- Enhance awareness and strengthen communication channels between UME, UMD campus units and off-campus partners to foster a more integrated and collaborative network, broaden engagement opportunities for future students and strengthen pathways to UMD
- Deepen UME's collaboration with campus partners to advance engaged, interdisciplinary scholarship that addresses real-world challenges by co-developing research with community stakeholders
- Implement formal processes for sharing expertise, opportunities, research findings, and programmatic innovations on- and off-campus
- Collaborate closely with the Center for Community Engagement to enhance UMD faculty access to existing community engagement pathways
- Expand opportunities for UMD students to engage with UME through new and existing scholar's programs, internships, experiential learning initiatives and community-engaged service
- Advocate for the inclusion and recognition of community-engaged teaching, scholarship and service in faculty appointment, promotion, and tenure policies

SUCCESS METRICS

- Number and type of partners
- Number and type of partnered initiatives between on-campus faculty and Extension
- Number and size of grants awarded
- External resources generated
- Development of partnership evaluation rubrics
- Participation of current and prospective UMD students in UME programs
- Documented economic impact on communities





04

SUPPORT, DEVELOP AND SUSTAIN TALENT

UME's biggest asset is our people. We are committed to strengthening our internal systems and investing in our people to ensure we continue to deliver high-quality programming and build meaningful, impactful community connections for the individuals making meaningful differences in our communities. This includes improving the systems and processes that support faculty success, streamlining administrative work, fostering consistent communication, and supporting professional development and advancement. The internal processes, systems and structures we build are essential to enabling our employees to focus on what matters most: engaging with communities, driving transformational impact and delivering research-based solutions across Maryland.

Internal efficiency is essential to amplifying the impact of our work and ensuring our resources are used to effectively serve Maryland's communities. Systems impact people and to fully achieve our mission, we must continually evaluate and refine our systems and workflows to reduce administrative burdens, improve collaboration and empower our employees to thrive. By fostering internal alignment and streamlining operations, we create space for innovation and engagement, advancing transformational change in the communities we serve.

Our commitment to supporting and sustaining talent extends beyond systems, equipping employees with the tools, resources and mentorship they need to succeed and grow professionally. We will foster a culture where connection, collaboration and mentorship are integral to our work, and an environment where our people feel valued, supported and inspired. This intentional focus on connection and learning strengthens internal relationships, provides opportunities to share expertise, break down silos and engage in cross-program collaboration, enhancing our ability to serve.

A strong and sustainable workforce positions UME to make a lasting, transformative impact for generations to come, and communication and shared expectations are essential for building a strong organizational foundation. By formalizing processes for onboarding, program evaluation and data management, we ensure employees have consistent, actionable information to guide their work and drive meaningful outcomes. By investing in our internal systems, processes and people, we will remain a trusted source of knowledge and solutions, while furthering our reputation as an organization that values and develops its talent to sustain long-term growth and success.

GOAL: Equip employees with the tools, resources and support needed to advance the UME mission and achieve their professional goals.

STRATEGIES

Foster Internal Collaboration and Knowledge Sharing

- Establish regular opportunities for UME employees to connect, share expertise and best practices and collaborate across roles, counties and program areas to foster a culture of learning, innovation and collective impact
- Implement a mentorship network that connects UME employees with programmatic, role-based, and geographic mentors to support their professional growth and build community
- Integrate opportunities for connection and collective discussion in existing meetings to strengthen the organizational culture and deepen understanding across the organization
- Adopt interactive tools, such as centralized maps and repositories of programming and events to reduce silos, promote cross-program collaboration and foster a more unified approach to education

Enhance Communication, Recruitment and Retention

- Implement a structured process for reviewing talent gaps and communicating staffing updates to internal and external stakeholders
- Set and communicate clear expectations for internal and external communications, clarifying roles and responsibilities, and providing consistent messaging
- Increase opportunities for knowledge-sharing across focus areas to enhance program integration and break down silos
- Foster intentional leadership development, strengthen internal talent pipelines and implement strategic succession planning to support long-term stability and growth opportunities
- Establish consistent feedback mechanisms in onboarding, offboarding and training to identify challenges and strengthen employee retention and engagement
- Assess compensation structures and responsibilities across the organization to inform the creation of consistent and sustainable compensation frameworks for hiring and retention



Strengthen Process Documentation and Standardization

- Build standardized onboarding processes to improve consistency
- Coordinate and integrate data and systems across the organization to streamline collection and identify methods and processes that generate actionable information
- Develop and consistently apply guidelines and logic models for program assessment, evaluation and impact reporting, leveraging campus-based expertise and resources where appropriate
- Conduct a review of current policies, processes and regulations to evaluate the effectiveness, necessity and responsiveness of internal systems, documenting barriers, sharing best practices and enhancing workflow in collaboration with the college and university

SUCCESS METRICS

- Employee satisfaction and belonging
- Employee retention
- Participation in new onboarding processes
- Participation in professional development and mentorship initiatives
- Awards and recognition
- Number of programs evaluated





Implementation

We are excited about the future of our work as we move forward with a collective vision and purpose, guided by a clear roadmap that will direct our decisions, actions and goals in the years to come.

This strategic plan is the culmination of an engagement-driven process and reflects the shared priorities and collective aspirations of our Extension community. We are committed to following this path, yet we recognize and understand the constantly evolving landscape in which we operate. Flexibility and adaptability are essential as we navigate new opportunities and challenges. By remaining responsive to change and adapting this roadmap to best serve the growth of our organization, we will ensure our efforts remain relevant, impactful and aligned with our long-term objectives.

We have developed an implementation timeline to accompany and support our efforts by outlining clear timelines, organize our work and ensure we are making measurable, impactful advancements. By holding ourselves accountable to these goals, we will continue to make tangible advancements that benefit our employees, partners and the communities we serve.

With dedication, collaboration and purpose, we are ready to write the next chapter of UME's enduring legacy.

University programs, activities and facilities are available to all without regard to race, color, sex, gender identity or expression, sexual orientation, marital status, age, national origin, political affiliation, physical or mental disability, religion, protected veteran status, genetic information, personal appearance or any other legally protected class.



Appendix

The following serves as a guide for how UME will advance the priorities and strategic initiatives outlined within this strategic plan. This document is intended to provide a structured yet adaptable framework to support thoughtful sequencing and execution of these actions while still allowing for flexibility to ensure work continues to align with UME's goals and capacity over time. Strategies are organized by immediate (next 12 months), medium-term (1-3 years) and long-term (4-5+ years). Some are labeled as "ongoing" to indicate activities that will require regular and continuous effort.

While some initiatives can be implemented quickly, others may need sustained effort through 2030. Additionally, many initiatives are interrelated, and actions meant to drive forward one strategy will support the achievement of others.

Priority 1: DELIVER RESPONSIVE RESEARCH-BASED KNOWLEDGE	SHORT-TERM <small>(next 12 months)</small>	MEDIUM-TERM <small>(1-3 years)</small>	LONG-TERM <small>(4-5 years)</small>	ONGOING
Conduct a comprehensive review of current programs to identify and elevate high-impact initiatives aligned with each focus area, addressing gaps in content, delivery method and audience reach	●			
Create interdisciplinary teams to lead the implementation of strategic priorities, refine and enhance programming and facilitate meaningful collaboration across programs		●		
Promote broad program accessibility by investing in technologies that support flexible, learner-centered program delivery				●
Update communication tools to simplify messaging, streamline external-facing information and improve access to key information and resources		●		
Create opportunities for on- and off-campus faculty and researchers to collaborate, translating and applying cutting-edge research into practical applications together and allowing insights from the field to inform future research projects				●
Utilize data and stakeholder input to inform program planning and delivery and identify barriers to program reach and access				●

Priority 2: EXPAND EXTENSION'S REACH ACROSS MARYLAND	SHORT-TERM (next 12 months)	MEDIUM-TERM (1-3 years)	LONG-TERM (4-5 years)	ONGOING
ENHANCE COMMUNICATION AND ENGAGEMENT PATHWAYS				
Enhance the UME website to provide a more intuitive, organized, and user-friendly experience with information organized around strategic areas of high-impact programming		●		
Leverage relevant technologies and communication platforms to more effectively communicate the breadth and depth of UME programs, tailoring the approach to meet the diverse needs of audiences across counties and regions				●
Ensure the continuity of core programs through accessible and learner-appropriate approaches, utilizing in-person and print-based communication while exploring innovative methods to expand reach and impact				●
Create ongoing opportunities for stakeholder engagement and implement formal feedback mechanisms to ensure UME educational programming meets their needs and addresses their challenges	●			
Address internal talent gaps by developing and training internal communication expertise to support a consistent, effective communication strategy across programs and counties			●	
Develop adaptable, user-friendly marketing toolkits and processes UME employees can customize and use to promote their programs effectively		●		
ELEVATE THE UME BRAND				
Strengthen UME's brand and promote a cohesive identity that resonates with new and existing audiences, reinforcing UME's role as a leader in education, research and community impact, building upon the strength of the university's brand	●			
Develop a strategic, coordinated approach to brand promotion with tailored communication materials built to utilize the full range of potential platforms and channels used by target audiences	●			
Leverage UME's branding to recruit talent, grow program participation and partnerships, increase volunteerism and share stories of impact				●
Create a centralized repository of communication materials and resources to ensure consistent, coordinated and aligned messaging across all external communications		●		

Priority 3: FOSTER MEANINGFUL PARTNERSHIPS AND A CULTURE OF COLLABORATION	SHORT-TERM (next 12 months)	MEDIUM-TERM (1-3 years)	LONG-TERM (4-5 years)	ONGOING
INVENTORY, ALIGN AND GROW PARTNERSHIPS				
Develop a comprehensive and accessible inventory of existing UME partnerships to create a shared and accessible knowledge base to serve as the foundation for strategic collaboration	●			
Pursue opportunities to share resources and co-create programming with state, county and community partners to maximize outreach and impact			●	
Establish an engaged partnership strategy that enables UME to effectively match community needs with resources and expertise across UME and its partners		●		
Share best practices and tools for growing and evaluating partnerships to equip UME faculty and staff with the skills needed to cultivate and sustain high-impact partnerships		●		
Leverage partnerships to drive innovation across UME's strategic focus areas to increase the collective impact				●
BRIDGE CAMPUS AND COMMUNITY THROUGH COLLABORATION				
Enhance awareness and strengthen communication channels between UME, UMD campus units and off-campus partners to build a more integrated and collaborative network, broaden engagement opportunities for future students and strengthen pathways to UMD				●
Deepen UME's collaboration with campus partners to advance engaged, interdisciplinary scholarship that addresses real-world challenges by co-developing research with community stakeholders	●			
Implement formal processes for sharing expertise, opportunities, research findings and programmatic innovations on- and off- campus		●		
Collaborate closely with the Center for Community Engagement to enhance UMD faculty access to existing community engagement pathways				●
Expand opportunities for UMD students to engage with UME through new and existing scholars programs, internships, experiential learning initiatives, and community engaged service				●
Advocate for the inclusion and recognition of community-engaged teaching, scholarship and service in faculty appointment, promotion, and tenure policies		●		

Priority 4: SUPPORT, DEVELOP AND SUSTAIN TALENT	SHORT-TERM (next 12 months)	MEDIUM-TERM (1-3 years)	LONG-TERM (4-5 years)	ONGOING
FOSTER INTERNAL COLLABORATION AND KNOWLEDGE SHARING				
Establish regular opportunities for UME employees to connect, share expertise and best practices, and collaborate across roles, counties and program areas to foster a culture of learning, innovation and collective impact		●		
Implement a mentorship network that connects UME employees with programmatic, role-based, and geographic mentors to support their professional growth and build community		●		
Integrate opportunities for connection and collective discussion in existing meetings to strengthen the organizational culture and deepen understanding across the organization				●
Adopt interactive tools, such as centralized maps and repositories of programming and events to reduce silos and promote cross-program collaboration, fostering a more unified approach to education		●		
ENHANCE COMMUNICATION, RECRUITMENT AND RETENTION				
Implement a structured process for reviewing talent gaps and communicating staffing updates to internal and external stakeholders	●			
Set and communicate clear expectations for internal and external communications, clarifying roles and responsibilities and providing consistent messaging	●			
Increase opportunities for knowledge-sharing across focus areas to enhance program integration and break down silos				●
Foster intentional leadership development, strengthen internal talent pipelines and implement strategic succession planning to support long-term stability and growth opportunities			●	
Establish consistent feedback mechanisms onboarding, offboarding and training to identify challenges and strengthen employee retention and engagement		●		
Assess compensation structures and responsibilities across the organization to inform the creation of consistent and sustainable compensation frameworks for hiring and retention		●		

Priority 4: continued SUPPORT, DEVELOP AND SUSTAIN TALENT	SHORT-TERM <small>(next 12 months)</small>	MEDIUM-TERM <small>(1-3 years)</small>	LONG-TERM <small>(4-5 years)</small>	ONGOING
STRENGTHEN PROCESS DOCUMENTATION AND STANDARDIZATION				
Build standardized onboarding processes to improve consistency and facilitate new employee integration		●		
Coordinate and integrate data and systems across the organization to streamline collection and identify methods and processes that generate actionable information		●		
Develop and consistently apply guidelines and logic models for program assessment, evaluation and impact reporting, leveraging campus-based expertise and resources where appropriate		●		
Conduct a review of current policies, processes, and regulations, to evaluate the effectiveness, necessity and responsiveness of internal systems, documenting barriers, sharing best practices, and enhancing workflow in collaboration with the college and university	●			

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