**University System of Maryland Strategic Plan:  What's New for 2018**

In 2010, the University System of Maryland (USM) launched a 10-year strategy to increase the state's economic competitiveness -- and thereby improve Maryland residents' quality of life -- by increasing college completion rates, fueling the state's innovation economy, adopting new ways of teaching, reducing costs and achieving efficiencies, and elevating USM's national and international eminence.  After taking office as USM chancellor in 2015, Robert L. Caret led a mid-term update of the plan.

"The USM through 2020: A Renewed Vision for Powering Maryland Forward" revises several original goals and creates a new initiative to support campus equity, diversity, inclusion and civic engagement.  This update precedes the development of a new strategic framework, which is expected to be unveiled in 2020.  An analysis of the USM's progress meeting goals originally set in 2010 is available at the USM Scorecard.  The full 2018 update is available online here [hyperlink].

**New 2020 Goals:**

Equity, Diversity, Inclusion and Civic Engagement:  Valuing and Celebrating All Maryland Residents
Long an area of focus, the USM has adopted new targets to reflect the rich diversity of its students, faculty, and staff, and to ensure that all are more fully included, regardless of ability, background, gender, gender identity, race or ethnicity, creed, perspective or national origin.
- Increase the number of bachelor's degrees awarded to underrepresented minority students by 900.
- Expand bachelor's degrees earned annually by underrepresented minority students in STEM and health fields by 14% and 50% (to over 1,800 and 1,000 respectively).
- Increase the number of underrepresented minority students, faculty, and staff studying, working, and/or teaching at USM institutions.
- Increase focus on supporting Historically Black Institutions (HBIs), particularly in Baltimore, through collaborations such as B-Power.
- Support safe, civil, and welcoming environments for all students, faculty, and staff at all USM campuses that recognize and celebrate the rich diversity of our System, in ideas as well as people and institutions.
- Educate the next generation of citizens to build stronger, more engaged communities by increasing institutional participation and recognition in the American Democracy Project and the Carnegie Civic Engagement Classification.

**Continuing and Updated 2020 Goals:**

Increasing Access, Affordability and Degree Attainment
The USM will continue to advance student success and provide all Marylanders with access to affordable, quality education, in support of the state's 55% college completion initiative.
- Expand baccalaureate degree production to 28,000 annually.
- Increase enrollment to 180,000+ students, the level needed to efficiently achieve degree goal.

- Close the gap in educational achievement among undergraduates.
- Expand the numbers and types of defined pathways to degree completion.

From Research to Jobs:  Leading in Research, Innovation, and Economic Competitiveness
An economic engine for Maryland, the USM bolsters the innovation economy by creating and filling jobs in such growing areas of opportunity as health care and cybersecurity.
- Award 11,000 STEM degrees annually (a 15% increase).
- Continue to address the state's need for well-trained teachers, by producing at least 1,100 new teacher candidates each year including at least 300 new STEM teachers.
- Increase health care degrees by 25% and cyber degrees by 20% (to 4,100 and 5,500 awarded annually, respectively).
- Facilitate the creation of at least 100 new companies per year.
- Expand technology commercialization through greater use of licensing and patent agreements.
- Grow externally sponsored R&D funding by at least 1% annually and diversify sources.

Academic Innovation:  Meeting Maryland's Changing Education Needs
The USM is reshaping how faculty and students teach and learn.
- Mine academic performance data to identify and support struggling students.
- Use technology to further reduce student costs (from tuition to textbooks).
- Expand flexible learning models, including online classes (through USMx) and alternative credentialing/certificate programs (such as digital badging).

Stewardship:  Maximizing USM Resources
The USM maximizes every taxpayer, tuition, grant, and philanthropic dollar to accomplish its education and research mission more efficiently and at less cost.
- Use data analytics to build on the $597.1 million already saved through USM Effectiveness and Efficiency initiatives.
- Maintain the USM's leadership role in environmental stewardship.
- Launch campus-based, comprehensive campaigns and build endowments to ensure sustained support for students, faculty, and programs.

Achieving and Sustaining National Eminence and Global Impact
By achieving the goals stated above, the USM and its institutions aspire to lead their peers in higher education.
- Foster "systemness" by creating an organization (USM) with impact greater than the sum of its parts (institutions).
- Attract talented students, faculty, and staff by promoting affordability, competitive salaries, and benefits.
- Build, support, and maintain world-class teaching, research, and living/learning facilities.