



POWERING MARYLAND FORWARD

USM's 2020 Plan for More Degrees, A Stronger Innovation Economy, A Higher Quality of Life | Executive Summary

INSTITUTIONS

Bowie State University

Coppin State University

Frostburg State University

Salisbury University

Towson University

University of Baltimore

University of Maryland,
Baltimore

University of Maryland,
Baltimore County

University of Maryland,
College Park

University of Maryland
Eastern Shore

University of Maryland
University College

University of Maryland Center
for Environmental Science

REGIONAL CENTERS

Universities at Shady Grove

University System of
Maryland at Hagerstown

Powering Maryland Forward is the University System of Maryland's (USM's) focused and substantive response to the education, economic, and leadership challenges faced by our state and our nation. Approved unanimously by the USM Board of Regents on December 3, 2010, the 10-year strategic plan lays out the system's goals and strategies to help the State of Maryland maximize its potential to become a national leader in both college completion and economic innovation.

Why Now?

- **An Economy in Crisis:** The United States and Maryland are experiencing the most challenging fiscal environment since the Great Depression.
- **Drop in College Completion:** Once the world's leader in high school and college completion rates, the U.S. is now 12th among industrialized nations in postsecondary completion (Organisation of Economic Co-operation and Development).
- **Increasing Demand:** The demand for higher education is expected to increase during the next few years. The latest Maryland Higher Education Commission (MHEC) projections indicate that the demand for postsecondary education will continue to rise statewide, growing by almost 60,000 students—or 20 percent—by 2019.
- **Greater Diversity:** MHEC also projects that there will be greater diversity among students, both in terms of race/ethnicity and patterns of attendance.
- **Growing Role of Technology:** Technology is reshaping how, when, and where learning takes place as well as the scope of collaborative research activities.
- **Maryland's Knowledge-Based Economy:** To maintain its position as an innovation economy leader, the State of Maryland requires a steady infusion of ideas—from its research universities, federal laboratories, and private sector—that transfer well to market. Also required is an increased number of science and engineering graduates with the skills and knowledge to drive the economy forward.



Five Themes

To compete successfully in the fast-paced global economy and for our state to strengthen its position as a powerhouse in this innovation economy, we must improve the educational attainment level of our citizens. Therefore, the five themes of Powering Maryland Forward, and selected targets for 2020, are:

Helping the State of Maryland Achieve its Goal of 55 Percent College Completion (Associate's and Bachelor's Degrees)

- Increase enrollment to approximately 195,000 students (headcount), or an additional 45,000 over 2009 levels, without reducing quality.
- Expand enrollment at USM's regional higher education centers or other off-campus sites by 5,000 students.
- Expand baccalaureate degree production by an additional 10,000 degrees, with particular focus on the high-need areas of science, technology, engineering, and mathematics, or STEM.
- Close the gap in educational achievement among students at USM institutions.

Ensuring Maryland's Competitiveness in the Innovation Economy

- Treat Maryland's research enterprise as an industry to attract more federal funding to the state.
- Make the state and its universities even more attractive for R&D investment by funding research facilities and hiring additional faculty. Double USM's externally sponsored R&D funding to \$2.4 billion.
- Triple the number of STEM teachers graduating from USM institutions. Increase by 40 percent the number of STEM graduates produced by USM.
- Create 325 new companies and five internationally recognized research centers of excellence.

Transforming the Academic Model to Meet the Higher Education and Leadership Needs of Maryland's 21st Century Students, Citizens, and Businesses

- Continue to support course transformation at USM institutions by tripling the number of courses reconceived via the Course Redesign Initiative.
- Establish a system-wide planning and/or implementation framework for identifying and supporting new or early-stage transformation.
- Develop and implement a "Maryland Compact for Student Learning, Leadership Development, and Civic Engagement."

Identifying New and More Effective Ways to Build and Leverage Available Resources

- Identify and implement the next generation of initiatives under the system's Effectiveness and Efficiency (E&E) Initiative, which has yielded more than \$200 million in direct cost savings to date. Invest future savings in this plan.
- Advance USM's role and responsibilities as a public corporation.
- Assure the system's commitment to environmental sustainability.
- Build a vibrant culture of philanthropy.

Most Importantly, Achieving and Sustaining National Eminence Through the Quality of Our People, Our Programs, and Our Facilities

- Attract, support, and retain high-quality students, faculty, and staff.
- Build, support, and maintain world-class teaching, research, and living/learning facilities.
- Collaborate and share best practices across USM to support the recruitment and retention of minority students, faculty, and staff.

Funding the Plan

Implementation of the plan, especially with regard to economic growth and job creation, will require a substantial and sustainable increase in funding. Appropriate starting points are Maryland's Higher Education Investment Fund (HEIF) and the state's Video Lottery Terminals Program, both intended in part to help support higher education. In addition, it is USM's hope that as the economy recovers, additional general fund revenues will be directed toward achieving the plan's goals. Also, USM will continue its Effectiveness and Efficiency Initiative and increase fundraising efforts in support of this plan.

Next Steps

USM and its institutions are working to develop implementation plans that will lay out the necessary action steps and required resources. Accountability under Powering Maryland Forward will be ensured by yearly progress reports that demonstrate the benefits of continued investment in the University System of Maryland.

To read the complete version of Powering Maryland Forward, visit: www.usmd.edu/10yrplan/USM2020.pdf