



**UNIVERSITIES AT SHADY GROVE
SUMMARY MISSION STATEMENT
DECEMBER 2010**

Mission and Core Values

The Universities at Shady Grove (USG) is a University System of Maryland Regional Higher Education Center (RHEC) offering upper level undergraduate and graduate education in Montgomery County, Maryland. Nine USM institutions offer more than 60 high-demand degree and certificate programs at the USG campus. Participating USM institutions include: Bowie 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, and University of Maryland University College.

USG's mission is "To support and expand pathways to affordable, high-quality public higher education that meet the distinctive needs of the region and are designed to support workforce and economic development in the state; to achieve these goals through partnerships and collaborations with academic, business, public sector and community organizations that promote student success, high academic achievement and professional advancement."

In support of this mission, the following are USG's core values:

- *Access and Affordability:* USG places the highest value on expanding access to higher education services and resources within its service region. It provides affordable high quality degree programs at the baccalaureate and post baccalaureate levels and professional development educational activities using the academic resources of the University System of Maryland.
- *Distinctive and Effective Partnerships:* USG is an integral and progressive member of the region. Support for regional partnerships is a fundamental value of the USG and a core component of its growth strategy. It works closely with participating universities and community leaders to support its educational mission and to bring well-supported, creative and imaginative curricula that are built and developed through strong and sustained partnerships.
- *High Quality Programming and Services:* USG provides a high quality educational experience (instruction and student services) with a focus that is unique to the region. It values and delivers curricula that offer a well-rounded selection of advanced studies in both general education and in specific fields related to employment opportunities in the region. In addition, it supports a wide range of academic services and educational activities that enhance the experiences for all students enrolled in programs offered through the USG.
- *Regional/State Capacity Building Focus:* USG is devoted to the complementary goals of serving a well-educated population and preparing a well-trained work force in the region. USG's growth and development are integrally linked to the higher education needs of the region, with particular emphasis given to workforce, economic development and expanding educational access to diverse populations. USG expands degree and curricular offerings and services as these needs are

identified in order to best serve the interests of its current and potential students and regional partners.

- *Results Oriented:* USG achieves superior performance in access, affordability, instruction, and student services. Programs address regional needs. It evaluates input on its performance as a regional higher education center and always searches for ways to make improvements on what matters most to students, faculty and stakeholders.
- *A Central Focus on Student Success:* Insuring student academic success is the primary goal and priority of USG. Of special importance are the needs and interests of students who transfer to USG from community colleges. Its principal goal is to meet and exceed student expectations for a high-quality higher educational experience.
- *Sustainability:* USG is committed to being a leader in environmental stewardship. As a unique educational community, USG students, faculty, staff, and administrators take seriously its responsibility to promote and encourage eco-friendly practices as a vital tenet of its campus culture and institutional values. Working with its partner institutions, local schools, and businesses, USG focuses on raising awareness about sustainable practices both on the campus and in the surrounding community.

USG was established in response to real and projected demands for higher education in its service region. USG's current mission and future growth are in close alignment with key elements in Maryland's Postsecondary Plan and the USM Strategic Plan. These include: providing access to a high quality, affordable education, improving the state's workforce through targeted academic and professional degree programs, and focusing on comprehensive, high quality services that place students at the center of the learning process to insure retention and degree completion.

Because of its close collaborations with K-12, community colleges and regional employers, USG serves as a model for its service to underserved populations and for expanding the number of locally-educated graduates who are work-ready for the growth of the regional economy. USG's plans for future programmatic growth in health, biosciences and engineering fields will increase STEM graduates as well as provide greater access to graduate and professional degrees to meet projected workforce needs for jobs in these fields in the region and state.

Institutional Identity and Purpose

The Universities at Shady Grove is one of two regional higher education centers administered by the University System of Maryland (USM). USG was established to expand pathways to affordable, high quality public education, supporting workforce and economic development priorities in one of the state's most highly populated, diverse and economically-developed region.

Since its establishment in 2000, USG has focused on the following priorities:

- Growing the day-time full-time undergraduate programs offered onsite and strengthening the evening and weekend programs.
- Ensuring that students receive the same high quality instruction at USG as they would if attending one of the participating USM institutions.
- Providing a range of student services and student life activities comparable to those on the campuses of any of its partner institutions, with a specific focus on student retention and increasing student academic success.
- Increasing student scholarship support as well as developing internship and career opportunities with business partners for students during their academic studies and post-degrees.
- Promoting and developing strong partnerships with regional education, business and community groups that address access to higher education, economic development and community needs.
- Expanding graduate and professional degree offerings that meet the need for a highly skilled workforce in selected fields including education, business and health.

USG: What Makes It Distinct

USG is unique among the RHECs in the state in its size, in the students it serves, the programs it offers and the layered partnerships which form the underpinning of its success in the region.

- **Size:** USG is the largest RHEC in the state in the number of students it serves:
 - More than 3900 undergraduate and graduate students are enrolled in programs offered at USG (Fall 2010)
 - Enrollment at USG has experienced double-digit percentage growth in each of the past 4 years (2007-2010)
- **Diversity of its student populations:** USG serves three distinct student populations: undergraduate day time fulltime students, undergraduate part-time students and graduate students (full-time and part-time). Overall, the USG student population is diverse, a key goal of the Maryland Postsecondary Plan, reflecting the demographics and workforce characteristics of the region. Among undergraduates, no ethnic race is the majority (35% Caucasian; 22% African American; 16% Asian; 12% Latino; 6% Foreign; 9% Other). Many undergraduates are the first in their families to attend college. Most of the undergraduate and graduate students reside in Montgomery County, and for the full-time students, approximately two-thirds transfer from Montgomery College.

- **Number of programs offered to meet the economic and workforce needs of the region:** Currently, more than 60 baccalaureate and post-baccalaureate degrees and certificates are offered at USG. Thirty-two degree programs have been added to the list of offerings in the last four years. No single campus in the USM offers the range of degrees and certificates that are available at USG. Degree programs offered at USG are identified and delivered in close collaboration with the USM institutions, local education institutions and employer groups to address higher education and workforce needs. Leaders in business, education, government and community organizations who serve on the USG Board of Advisors monitor workforce demands and assist in expanding degree offerings through partnerships using their collective resources.

USG's university partners currently offer undergraduate and graduate programs in an array of health, science and technology fields designed to meet the region's projected workforce needs especially in STEM industries. These include:

- Biological Sciences and Public Health Science from UMCP
- Health Systems Management from University of Baltimore
- Nursing and Pharmacy from University of Maryland, Baltimore
- Respiratory Therapy from Salisbury University
- Geographic Information Systems from UMBC
- Biotechnology, Laboratory Science, Cyber Security Management, Information Technology Management and Health Care Management from UMUC
- Education Masters Certification programs to increase the number of highly qualified teachers are offered by UMCP and Towson University. Two unique degrees jointly-developed by the Montgomery County Public Schools and UMCP at USG are the M.Ed. with a specialization in Middle School Mathematics and the M.Ed. with a specialization in Elementary and Middle School Science. These programs were piloted at USG and are now offered in other jurisdictions.

USG's distinctive framework of layered partnerships fosters unique collaborations between and among participating USM institutions and with education institutions and businesses in the region. These multi-faceted and dynamic partnerships nurture a campus environment that supports high-quality teaching and student academic achievement and by so doing, create local academic pathways that provide each student with the education and skills necessary to achieve a rewarding career in an increasingly competitive world

- **Curricular collaborations among USM institutions.** All undergraduate programs offered at USG participate in a course-sharing agreement whereby students from one institution can enroll in courses offered by other institutions onsite through an inter-institutional registration process. In addition, USM institutions have developed unique curricula offered only at USG. These include the Public Health Science BS from UMCP and the Geographic Information Systems MPS from UMBC. Several degree programs at USG have also participated in the development of interdisciplinary, inter-institutional courses, such as the Investigative Forensics course offered jointly by UMB, UMBC and UMCP. Another course, Diversity in the Workplace, is currently being offered in partnership between the UMBC Psychology program and Sodexo, an international service provider located in the county and recognized as one of the top 50 companies in the world for its diversity and inclusion practices. One important initiative being piloted at USG is an inter-professional education curriculum in Critically Ill Patient Care through collaboration between the UMB Schools of Nursing and Pharmacy and the Salisbury Respiratory Therapy program. Additional inter-institutional courses are being planned in Genomics, Vaccines, Translational Research, Health Disparities and Leadership Ethics. The unique mix of programs

and USM institutions onsite enable USG to develop and pilot distinctive curricula and student learning experiences and have clearly become one of its signature features.

- **Degree programs offered at USG are supported by centralized student, academic and administrative services.** At USG, onsite services are provided to students and faculty for all programs. This integrated “one-stop shop” includes admissions, financial aid and scholarship support, library, technology, academic support, career and internships services and student life activities. All administrative, facilities and financial services are provided onsite. Such services have evolved and expanded over time and represent a concerted effort to create a campus environment that supports high quality teaching and student academic achievement.
 - The USG Center for Academic Success (CAS) has distinguished itself for its array of services designed to support students learning. Special emphasis is placed on supporting students through the transition from lower-level to upper-level curricula. Writing assistance, accelerated learning workshops, and the Guided Study Sessions model of peer-to-peer instruction have resulted in significant gains in student retention, grade achievement and course completion rates. Through collaboration with faculty from USG partner institutions, a high percentage of students are utilizing CAS services. Because of its successes at USG, some university partners have adapted elements of the CAS model on their home campuses, and one partner, UMB, received a grant to adopt the entire model.
 - Another example of expanded activity and service is the USG scholarship initiative designed to supplement financial aid to undergraduate students. In Fall 2010 USG awarded over \$250,000 in scholarships to more than 90 students across all degree programs. Ninety-three percent of these scholarships were awarded to first generation college students.
- **Distinctive collaborative relationships support education and career pathways and integrated program planning.**
 - In collaboration with the Montgomery County Public Schools (MCPS) and Montgomery College, USG/USM formed a PreK-20 Council to better articulate curriculum planning and college access initiatives within the county across its educational institutions. An important partnership initiative is 2+2+2 programs to create education and career pathways in health and technology fields with special emphasis on strengthening the pipeline for minority and first generation college student populations.
 - Through a unique partnership agreement, USG houses the MCPS Professional Library as part of its onsite campus library which administratively is a branch of the College Park libraries. Through this partnership, MCPS teachers and professional staff have access to the library resources of the USM flagship campus library. In addition, the agreement provides for the development of joint collections between USG and MCPS and future collaborations on database access to support teaching and curriculum development.

USG: Future Development

USG’s future is intimately tied to the economic development of Montgomery County and the surrounding region and the strategic imperatives and opportunities it will face. As well as being an economic engine for the state, Montgomery County is the state’s most populous county and, increasingly, one of its most diverse. With the most educated workforce in Maryland, the county houses within its borders the largest collection of health, bioscience and information technology companies in the state, including

MedImmune, Human Genome Sciences, Lockheed-Martin, and Hughes Network Systems. Montgomery County is also home to nine of the state's ten federal agencies engaged in advanced research and development (R&D). This is the greatest concentration of such agencies in any state, and includes the National Institutes of Health, the world's largest funder of basic life science research, the National Institute of Standards and Technology, the Food and Drug Administration, National Oceanic and Atmospheric Administration, and the Department of Energy. Federal R&D programs are also expanding dramatically at Fort Detrick stimulating even further development along the I-270 science and technology corridor. The larger "national capital region," which includes Montgomery and Frederick Counties, will experience unprecedented growth, and an increased need for trained scientists, research support staff and other highly skilled knowledge workers. Thus, STEM-related industries are and will be an increasingly critical component in the workforce needs of the greater region.

In addition, Montgomery County has focused on the growth of health and biosciences as a strategic economic development priority and one which reflects its comparative advantage in the greater DC regional economy. The county's Biosciences Strategic Plan and the establishment of the Great Seneca Science Corridor, which includes the USG/USM campus, are important components of this effort. USG/USM has participated actively in these decisions and has planned the future growth of the campus in Montgomery County to support these strategic interests. USM actions to support expanded R&D and STEM-related higher education services in the county include:

- **Organizing its biotechnology-related research programs into the Institute for Bioscience and Biotechnology Research (IBBR, formerly the UMBI Center for Advanced Research in Biotechnology):** The recent reorganization of IBBR at the Shady Grove campus means that USM's two premiere institutions, the University of Maryland, College Park and the University of Maryland, Baltimore, will now be better able to use their strengths to leverage greater research and commercialization success in such areas as drug and vaccine design and discovery, structural biology, nanobiotechnology, pathobiology, genomics, and proteomics. IBBR currently houses a research division of the National Institute of Standards and Technology (NIST) which also plans to expand its current activities in conjunction with the reorganization. This multi-university effort, in combination with the region's concentration of biomedical technology and engineering firms and the significant federal research presence, promises to have a revolutionary impact on USM's ability to conduct cutting-edge fundamental and applied research that will benefit Montgomery County, the region, and the entire state.
- **Biomedical Sciences Education Facility:** While USG can sustain some program growth over the next several years, it will soon reach the limit of its current facilities. Unless additional space is provided, USG is expected to reach full capacity by 2015. This limitation could halt the momentum USG has created over the past 10 years in delivering accessible and affordable higher education beyond the associate's degree to the region. More urgently, without additional facilities to develop new laboratory-intensive and clinical programs, such as those in the engineering and biomedical sciences, the county, region, and state will miss the opportunity to leverage the IBBR reorganization and fail to fully integrate the world-class research, professional training, and commercialization development opportunities. The full mix of world class facilities and programs, supporting students, faculty, and researchers, and located in the heart of one the nation's largest life sciences research complexes, would give Montgomery County and the surrounding region, as well as the state as a whole, an immediate and profound economic boost.

To take full advantage of this unique opportunity, and to allow USG to maintain its commitment to meeting the growing workforce needs of the county and region, the USM Board of Regents has submitted to the Governor in its 5 year capital budget a proposed Biomedical Sciences Education Facility. This new construction project will provide for the design and construction of a 220,000

GSF/116,000 NASF innovative cutting-edge facility. It will be programmed to respond to new enrollment growth in undergraduate and graduate programs offered to meet the region's projected workforce needs, specifically related to those in the STEM industries. Nearly half of the facility will be laboratory space and is currently scheduled to receive design funding in 2015 with building completion in 2019.

Through an enhanced USG, working in combination with the activities and resources of IBBR, the USM will create an educational and research complex that is unique in the state and the nation in its ability to nurture, support, and exploit the research and commercial opportunities and workforce needs of the region. To achieve this vision, USG proposes to focus future growth on three critical areas: healthcare and biosciences, engineering, and education. Future USG plans may include the following elements, which are in various stages of negotiation with the participating campuses.

- **Healthcare and biosciences:** UMB has indicated that it plans to bring its degree programs in Medicine, Dentistry, Physical Therapy and Medical & Research Technology to USG. Further in conjunction with the research and technology transfer activities at the IBBR, new graduate degree programs from UMCP and UMB will be housed at the campus.
- **Engineering:** Three distinctive engineering programs from UMBC and UMCP respectively are under consideration for USG, including mechanical engineering, electrical engineering and biotechnology. The mechanical engineering program would include a health technology component and the biotechnology program will be designed to include biomedical and biochemistry specializations.
- **Education:** The final proposed focus of USG's growth is education, with a particular emphasis on Science, Technology, Engineering and Mathematics (STEM) programming. These efforts will further develop the close working relationships with Montgomery County Public Schools (MCPS) and Montgomery College (MC), developing education/degree pathways to the health, science and engineering degrees offered locally on the USG campus. Further, there is also discussion with MCPS on the establishment of a laboratory STEM high school, with a proposed focus in biomedical sciences. This STEM high school would utilize the rich educational opportunities on the campus and the surrounding area. This proposed STEM "Middle College," will be operated in partnership with MCPS and MC, and will focus on innovative curricula for high school and college credit, and will serve as a center for teacher training for the county and state.

Institutional Capabilities

USG's mission and core values as well as its establishment, performance and future development are intrinsically tied to all of the goals outlined in the MHEC State plan. These include:

- Access and affordability
- Diversity
- Student-centered learning
- Economic growth and vitality

The model for higher education services delivery developed at the USG is distinctive. USG has clearly demonstrated that high-quality, affordable undergraduate and graduate education can be provided effectively and efficiently in a multi-campus partnership framework. For an increasing number of current and future careers in the Greater Washington and Montgomery County region, the bachelor's degree has become the essential entry point into the workforce. For those workers with the baccalaureate, still more are recognizing that to remain competitive they must hone and expand their existing skills by pursuing additional education at the graduate and professional level. Demand for locally available higher education in this populous and diverse region is expected to continue to boom, and USG is determined to meet that need. USM made an investment in USG as part of its long term strategy for serving the workforce needs of the state; it is the only public higher education resource in the region.

An engaged Board of Advisors (BOA) representing diverse community, education, government and employer interests supports USG's mission to expand pathways to affordable, high-quality public higher education in Montgomery County and the surrounding region. These prominent leaders are actively committed to ensuring that USG meets the current and future needs of students and employers for expanded higher education services that support the economic growth priorities of the region.

The USG BOA has recently established a STEM and Sustainability Alliance to support USG and USM growth plans. The Alliance is composed of representatives from technology companies in the region, MCPS, Montgomery College and USG's university partners. The purposes of the Alliance are:

- To identify ways in which regional technology businesses and federal research laboratories can best support the expansion of STEM and health degree programs at USG. Special emphasis will be given to the development of innovative curricula which support technology entrepreneurship, science application and technology commercialization learning experiences.
- To work in collaboration with the educational institutions in the region to strengthen and expand the pipeline of students enrolled in STEM and health programs offered through the USG.

Institutional Objectives and Outcomes

USG Five-Year Priorities

1. Assuming the availability of resources to support enrollment growth within USM, USG plans to expand existing onsite programs and bring new degree programs to reach its projected capacity of 5000 headcount students by FY' 16. These programs will be identified in consultation with the USG Board of Advisors, employer groups and regional analyses of projected workforce needs and in close collaboration with USM institutions.
2. USG is currently working with Montgomery College to support its degree completion goals and initiatives that strengthen transfer pathways into degree programs at the regional center. These initiatives include dual admissions programs for specific degrees offered at USG and reverse transfer agreements.
3. USG will focus on strengthening the education pipeline into STEM curricula with MCPS, MC and its university partners. These initiatives will include expanding the successful JETS (Journeys in Engineering, Technology and Science) program and the Frontiers in Science and Medicine program which focus on middle school students in MCPS.
4. USG will work with USM and its partner institutions in program and facilities development for the Biomedical Sciences Education Facility, proposed for planning funds in FY' 15.
5. USG will work closely with the newly formed IBBR to support the development of graduate research degree programs onsite and build relationships that strengthen new undergraduate curricula in bioscience, biotechnology and related fields.