

UMBC

USM Strategic Plan

Implementation Narrative

As a growing research university focused on national eminence and quality, UMBC strongly endorses the USM strategic plan's goals of increasing college completion and enhancing research and economic competitiveness. As described in the strategic plan, we view academic transformation and careful stewardship of our resources as essential to accomplishing our over-arching goals. In this narrative, we describe our plans for contributing to USM's strategic goals. It is important to note that this implementation plan depends on the allocation of additional resources from State support and the flexibility to raise tuition rates by more than a nominal amount, as portrayed in Attachment 1.

Our central goal will be to increase the number of graduates by 75 to 85 in each of the first five fiscal years of implementation. Continuing this trend over the 10 years of the strategic plan will result in an annual increase of over 800 degrees granted by 2020. We will reach this ambitious goal by increasing our graduation rates, the size of our freshman and transfer entering classes, and enrollment in our professional master's programs (see modeling information provided by UMBC's Office of Institutional Research). Attaining these increases will require an integrated set of approaches that support students from their initial contact with the university through their graduation. These approaches will include increased academic and financial support for students, programmatic growth, and academic transformation designed to enhance student success.

Our focus on academic support begins with the expansion of current programs for first-year students (both freshman and transfer). We have enhanced retention and graduate rates using our Introduction to an Honors University program, supplemental instruction, bridge programs, early warning systems, living learning communities, and pedagogical innovation, and we will expand all of these efforts under this implementation plan. Given the central role financial aid plays in retention and graduation, our efforts to support first-year students will be complemented by significant increases in financial aid, including funds earmarked for need-based financial aid.

To provide sufficient infrastructure and capacity to support the referenced increases in enrolled students, we will expand the size of our faculty in areas with high student-faculty ratios, and we will hire staff in critical areas such as counseling, campus safety, and information technology. We will also increase our investments in facilities, including funds for classroom renovations and facilities maintenance. Given our relatively limited number of program offerings, we will grow recently introduced academic programs and introduce new academic programs in STEM fields and in arts, humanities, social sciences, and professional programs that are critical to economic and workforce development, including public health, engineering, Asian studies, cyber-security, and aging studies.

In addition to student support and programmatic growth, we will aggressively pursue pedagogical innovation and academic transformation. UMBC has a strong tradition of pedagogical innovation with ongoing efforts in Chemistry, Psychology, Mathematics, Physics, and Biology, and we will be expanding these efforts further under the plan. Based on current initiatives, we will expand the use of active learning models, on-line and hybrid learning courses and learning software. Coupled with student support and financial aid, these pedagogical innovations will help ensure that enrolled students graduate.

As a growing research university, UMBC will play an essential role in supporting the USM's efforts in research and economic competitiveness. To do this, we will provide support for the development of our basic research capacity, will improve our research infrastructure to provide a platform for continued growth in external funding, and will take aggressive steps to commercialize our research results. To develop our basic research, we will create two new research centers (one in life sciences, one in high-performance computing), create a research "venture fund" to invest in high risk-high reward research innovation, and expand policy research in areas that impact economic development (e.g., health, aging security). To improve our research infrastructure, we will expand core research facilities, increase research laboratory space, and improve staffing and business systems in areas of financial management, compliance, and grant support. To support the commercialization of our research results, we will strengthen our technology transfer capability by investing in marketing resources, proof-of-concept studies, and intellectual property protection. We will also enhance our support of fledgling start-ups by providing operating support for incubators in cyber-security and clean energy, as well as for programs designed to support entrepreneurs from under-represented minority groups.

We will pursue all of these efforts with a specific focus on reducing per unit costs and increasing revenue from non-State sources, in addition to relying on additional support from the State. On the cost side, our goals are to use our academic transformation efforts to reduce systematically per-student instructional costs and to build on our prior efforts to reduce administrative costs in information technology. On the revenue side, we will build on our current efforts to expand our donor base and our outreach to alumni. We anticipate that these efforts will provide significant resources to support our goals of increased college completion and research/economic development.

Attachment 1 portrays the resources we believe are essential to meeting the goals we have established in our implementation plan for the USM Strategic Plan. Annual increments above a Current Services Budget, growing from \$5M in FY 2012 to \$6.6M in FY 2016, will be needed to invest in expanded and new programs, and faculty and staff positions to support this aggressive effort. We are proposing an annual increase in our UG resident tuition rate of 7%, which includes 4% to cover the CSB, and 3% to fund the improvements outlined in the above narrative. We stand ready to respond to the new opportunities and challenges envisioned in the USM Strategic Plan, and fully understand that we will need to adjust our goals as necessary given fiscal realities as they occur in the coming years.

**Strategic Plan - Implementation Plan - University of Maryland Baltimore County
Fiscal & Personnel Summary
FY 2012 - FY 2016
(in thousands)**

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Revenue:					
State Supported Appropriation					
Current Services (1)	\$6,717	\$7,187	\$7,690	\$8,229	\$8,805
Strategic Enhancements (2)	\$5,038	\$5,390	\$5,768	\$6,172	\$6,604
Tuition Supplement - market correction					
UG tuition rate	0	0	0	0	0
Additional revenue	0	0	0	0	0
Subtotal - annual increase	\$11,755	\$12,578	\$13,458	\$14,400	\$15,408
Grand Total State Supported Appropriation	\$179,682	\$192,260	\$205,718	\$220,118	\$235,526

Incremental Expenditures:					
Current Services Budget	6,717	7,187	7,690	8,229	8,805
Strategic Plan Themes - Dollars					
55% College Degree Completion	4,348	4,518	5,001	5,143	5,697
Research & Competitiveness	365	332	415	250	340
Academic Transformation	100	100	100	100	75
Stewardship	0	15	-25	15	-25
Quality	225	425	277	664	517
Subtotal SP Enhancements	5,038	5,390	5,768	6,172	6,604
Total Annual Incremental Expenditures	\$11,755	\$12,577	\$13,458	\$14,401	\$15,409

Strategic Plan Themes - Personnel:					
55% College Degree Completion	16.00	15.00	17.00	17.00	19.00
Research & Competitiveness	2.00	2.00	3.00	0.00	2.00
Academic Transformation	1.00	0.00	1.00	0.00	1.00
Stewardship	0.00	1.00	0.00	0.00	-1.00
Quality	1.00	5.00	0.00	1.00	0.00
Total Personnel Increase	20.00	23.00	21.00	18.00	21.00

Budget Indicators:					
UG resident tuition rate	7%	7%	7%	7%	7%
Enrollment growth - FTES	145	147	149	151	154
Increase in Degrees Granted	75	78	80	82	85
Institutional Financial Aid Increase (net of CSB)	\$2,270	\$2,433	\$2,606	\$2,789	\$2,983
Funding guideline attainment	64%	65%	67%	69%	71%

Assumptions: State-supported increase - maximum of 7% (4% designated for Current Services - 3% targeted for enhancements)

- Current Services (mandatory costs) will be funded by a 4% general fund and a 4% max tuition increase (note: state-supported increases)**
- General Funds of 3% and Tuition up to 3% + market correction targeted for the Strategic Plan initiatives**
- COLA funding provided by State in addition to current services.**

Strategic Plan - Implementation Plan - University of Maryland Baltimore County						
Institutional Strategies						
	College Completion	Economic Competitiveness	Academic Transformation	Stewardship	Quality and Eminence	
Theme 1 - College Completion						
1.a. Expand access/enrollment						
Primary Institutional strategies:						
--Increase # of UG degrees granted by 33% by 2020	P					
--Increase # graduate degrees granted by 33% by 2020	P					
--Increase Shady Grove enrollment fourfold by 2020	P					
--Add and grow new high demand programs	P	x				x
-Environmental Engineering Track						
-Mech Engineering at Shady Grove						
-Asian Studies						
-Aging Studies						
-Health Policy						
-Media and Communications Studies						
-Cybersecurity						
-Other TBD						
--Expand Marketing Support and Recruitment Efforts	P					
--Expand merit-based scholarship funds	P	x				x
--Hire new faculty as enrollment grows	P					x
--New faculty start up funding	P	x				x
--Hire additional staff in key strategic areas	P	x				x
-Financial management, internal controls						
-Information technology systems, security and support						
-Counseling Center						
-International students and faculty						
-Campus safety and security						
1.b. Increase affordability						
Primary Institutional strategies:						
--Increase need-based financial aid	P					
--Increase financial aid by tuition rate increase	P					x
--Increase internships and other work experiences	P	x				
1.c. Improve degree completion						
Primary Institutional strategies:						
--Student support services	P					
--New student/1st Yr experience (freshmen, transfers)	P		x			
--Bridge program for Science and Tech transfer students (achievement gap issues)	P	x				x
Theme 2 - Economic Competitiveness						
2.a. Develop and recruit new companies						
Primary Institutional strategies:						
--Cybersecurity Incubator Partnership		P				x
--Expand ACTIVATE program		P				x
--Operating support for Clean Energy incubator		P				x
--Operating support for Minority Business incubator		P				x

Strategic Plan - Implementation Plan - University of Maryland Baltimore County						
Institutional Strategies						
	College Completion	Economic Competitiveness	Academic Transformation	Stewardship	Quality and Eminence	
2.b. Enhance R&D competitiveness						
Primary Institutional strategies:						
--Research Ventures Fund		P				X
--Develop two new Research Centers		P				
-High Performance Computing						X
-Integrated Life Sciences						X
--Address expanded compliance requirements		P		X		
--Expand policy related research in areas that impact the economy (e.g., health, aging, environment, security)		P				X
2.c. Strengthen tech transfer						
Primary Institutional strategies:						
-Resources to support intellectual property protection		P		X		
-Proof of concept/prototype development		P		X		
-Marketing resources for tech transfer		P				
2.d. Increase graduates in critical areas						
Primary Institutional strategies:						
--Expand high demand STEM programs	X	P				X
--Create required teaching and research facilities	X	P				X
--Create new partnerships in Health Sciences with UMB	X	P				X
Theme 3 - Academic Transformation						
3.a. Course Re-design & related strategies						
Primary Institutional strategies:						
--Expand active learning model to additional disciplines	X		P			
--Develop additional on-line and hybrid courses	X		P			
--Develop innovative software to enhance learning	X		P			
3.b. Systematic support of transformation						
Primary Institutional strategies:						
--Faculty and staff development to support active learning, on-line courses, and other new models	X		P			
--Provide design support for software development (e.g., software developers, discipline content experts, cognitive experts)	X		P			
3.c. Develop & implement Maryland Compact						
Primary Institutional strategies:						
--First yr. experience initiatives (freshmen, transfers)	P		X			
Theme 4 - Stewardship						
4.a. Effectiveness and Efficiency						
Primary Institutional strategies:						
--Reduce per student instructional costs			X			P
--Pursue less costly models for administrative services						P
--Determine which services can be eliminated						P
4.b. Expand philanthropic efforts						
Primary Institutional strategies:						

Strategic Plan - Implementation Plan - University of Maryland Baltimore County						
Institutional Strategies						
	College Completion	Economic Competitiveness	Academic Transformation	Stewardship	Quality and Eminence	
-- Establish new donors program	x	x	x	P	x	
--Add corporate and foundation fundraising staff	x	x	x	P	x	
--Expand alumni development efforts	x	x	x	P	x	
Theme 5 - Quality and Eminence						
5.a. Recruit "best and brightest" students						
Primary Institutional strategies:						
--Expand merit-based scholarship funds	P	x			x	
--Marketing support to inform MD residents of UMBC quality	x				P	
--Grant writing support for STEM training grants (e.g., NSF, NIH, Gates)	x	x			P	
5.b. Attract & retain quality faculty						
Primary Institutional strategies:						
--Maintain competitive salaries and benefits	x	x			P	
--Hire new faculty as enrollment grows	P				x	
--New faculty start up funding	P	x			x	
--Expand faculty development center activities	x				P	
--Staff and equipment to support Arts, Humanities faculty in new facility	x				P	
5.c. Attract & retain quality staff						
Primary Institutional strategies:						
--Maintain competitive salaries and benefits	x	x			P	
--Hire additional staff in key strategic areas	P	x			x	
-Financial management, internal controls						
-Information technology systems, security and support						
-Counseling Center						
-International students and faculty						
-Campus safety and security						
--Expand professional development and training for staff				x	P	
5.d. Build & maintain world-class facilities						
Primary Institutional strategies:						
--Phase 2 Perf. Arts and Humanities Bldg.	x				P	
--Interdisciplinary Life Sciences Bldg.		x			P	
--Campus entrance project				x	P	
--Increase Facilities Renewal Funding to 2% of CRV				x	P	
--Develop additional classrooms, teaching labs	x				P	
--Establish Sustainability Office				x	P	
--Expand residence halls	x				P	
--Expand parking/public transportation options					P	
--University Events Center	x				P	

UMBC

FY 2012 Allowance Funding Impact Narrative

Without the funding support UMBC requested in its Implementation Plan for the USM Strategic Plan, the outcomes and achievements identified will not occur. While UMBC strongly supports the goal of increasing college completion rates for Maryland citizens, enrollment growth of the magnitude demonstrated in our implementation plan is not possible. With no significant growth in financial aid, fewer students will be able to manage a higher education degree. Without additional faculty, staff and space to house students, there is little ability to grow. As a result, we will not admit approximately 300 new students, of which an estimated 140 would be STEM students, that we had anticipated admitting with these added resources.

UMBC will not have the resources to invest in technology transfer, incubator programs to start up new business, or research ventures designed to build capacity to grow external research funds in the future. This ability to contribute in ever expanding ways to growing Maryland's economy will be delayed until additional investments can be made in building these programs. Further delays in increasing research laboratory space for UMBC faculty will also seriously hinder our ability to grow external research activities. Such activities bring dollars and intellectual property to Maryland, and create significantly numbers of well-paying skilled jobs.

We will continue our prior academic transformation achievements, but will be unable to complete significant new course redesign plans, or the facilities modifications and IT services required to implement them. This will slow our retention and graduation improvement efforts, leading to attrition and longer time to degree for our existing students.

Our efforts to build new administrative and business services models will also be stymied through lack of resources. An upfront investment is required to make system modifications and implement new strategies, and without such funding, we will not be able to move forward to these initiatives. This also applies to campus sustainability efforts to reduce energy consumption.

The budget reductions in the past three years have seriously depleted UMBC's reserves and its teaching, research and administrative infrastructure. With the further base budget reductions required in FY 2012 to cover mandatory cost increases, UMBC will face challenges in maintaining the progress we have made on all of these fronts.

Strategic Plan - Implementation Plan - University of Maryland Baltimore County
Fiscal & Personnel Summary
FY 2012 Impact Statement
 (in thousands)

	<u>FY 2012</u>	<u>FY 2012</u>
	<u>IP Original</u>	<u>Allowance</u>
Revenue:		
State Supported Appropriation		\$2,740
Current Services (1)	\$6,717	-
Strategic Enhancements (2)	5,038	
Tuition Supplement - market correction		
UG tuition rate		0
Additional revenue	0	
Subtotal - annual increase	\$11,755	\$2,740
Grand Total State Supported Appropriation	\$179,682	\$170,667

Incremental Expenditures:		
Current Services Budget	6,717	4,458
Strategic Plan Themes - Dollars		
55% College Degree Completion	4,348	1,058
Research & Competitiveness	365	263
Academic Transformation	100	0
Stewardship	0	(3,039)
Quality	225	0
Subtotal SP Enhancements	5,038	(1,718)
Total Annual Incremental Expenditures	\$11,755	\$2,740

Retention, graduation, achievement gap initiatives

Reductions/reallocations to balance budget and retention initiatives above.

Strategic Plan Themes - Personnel:		
55% College Degree Completion	16.00	0.00
Research & Competitiveness	2.00	0.00
Academic Transformation	1.00	0.00
Stewardship	0.00	0.00
Quality	1.00	0.00
Total Personnel Increase	20.00	0.00

Budget Indicators:		
UG resident tuition rate	7.0%	3.0%
Enrollment growth	145	50
Institutional Financial Aid Increase(CSB+Enhancements)	\$2,270	\$54
Funding guideline attainment	64%	62%

Due to retention strategies

Strategic Plan - Implementation Plan - University of Maryland Baltimore county		
Impact of FY 2012 Budget on Institutional Strategies		
	Narrative of impact	If applicable, Dollar impact in FY 2012
Theme 1 - College Completion		If applicable, impact on Enrollment in FY 2012
Financial Aid	The amount of financial aid and scholarships was decreased significantly. Retention rates are expected to decrease, as current student packages will not be sufficient to cover all costs. Students may need to take fewer courses, resulting in greater time to graduation. Fewer awards can be offered to prospective new students, resulting in fewer students attending.	(\$2,230,000) (-200) Students
Admissions Denied	The university had planned to increase the number of transfer admits. Without hiring additional faculty, the university is unable to meet the educational demand and maintain quality.	240 transfer admissions denied
STEM Admissions Denied	UMBC is at capacity in terms of faculty and space for most of its STEM academic programs. Without additional resources for more faculty positions and space, a limit will be placed on new transfer students interested in STEM disciplines.	130 STEM transfer admissions denied
<i>Institutional specific</i>		
1.		
2.		
3.		
Theme 2 - Economic Competitiveness		
Tech Transfer/Company Creation	Support for the Clean Energy Incubator will not be available, which will make recruitment and support for commercialization for new companies very difficult.	(\$50,000) (-3) companies
Grant/Contract Funding	Funding to meet external funding compliance requirements will not be provided, limiting the ability of UMBC to pursue growth in external funding	(\$100,000)
<i>Institutional specific</i>		
1. Research Venture Investments	A planned fund to invest in promising early research ideas and focused research centers in areas of particular interest to Maryland and the US will not be available, eliminating new avenues to attract external research funding.	(\$150,000)
2.		
3.		
Theme 3 - Academic Transformation		
Courses Re-designed	Two introductory courses in STEM fields were planned for course re-design in FY 2012. This will be postponed. Expansion of current redesigned courses to additional sections will also be postponed. Planned investments in software development to further improve pedagogy will not be made.	(-2 Courses redesigned)
<i>Institutional specific</i>		
1.		
2.		
3.		

Strategic Plan - Implementation Plan - University of Maryland Baltimore county		
Impact of FY 2012 Budget on Institutional Strategies		
	Narrative of impact	If applicable, Dollar impact in FY 2012
		If applicable, impact on Enrollment in FY 2012
Theme 4 - Stewardship		
<i>Institutional specific</i>		
1. Admin. Services cost models	Funding will not be available to invest in redesign of administrative services models, therefore planned savings will not be realized.	(\$150,000)
2. Advancement strategies	Planned expansion of advancement activities for corporate, foundation and alumni giving will not occur, resulting in fewer gifts.	(Fewer alumni donors, fewer \$ raised)
3.		
Theme 5 - Quality and Eminence		
<i>Institutional specific</i>		
Faculty complement	Without competitive salaries, more of our best faculty are expected to seek opportunities at competitor institutions.	
Student quality		
<i>Institutional specific</i>		
1. Adequacy of Facilities	Inadequate investment in maintenance, repair and renewal of existing facilities will result in more downtime, inability to shift to more effective teaching strategies, and inability to pursue new external opportunities.	
2.		
3.		