

**University of Maryland University College
USM Five-Year Implementation Plan
Key UMUC Initiatives to Address USM Themes**

Theme 1: College Completion – a 55% degree attainment level for Maryland:

UMUC is committed to playing a significant role in helping Maryland to achieve its 55% college completion goal. We intend to do this through the following initiatives:

1. **Growing enrollments:** UMUC has been responsible for, and will continue to be responsible for, the majority of USM’s growth. UMUC is already the largest public university in the country and is committed to increasing its enrollment (undergraduate and graduate) by a minimum of 3% annually reaching no less than 55,000 students (stateside) by the Fall of 2019.

Obviously, the more students who attend college, the more degrees awarded and the closer we come to Maryland’s goal of 55% degree attainment. It is important to understand however, that UMUC’s non-traditional student population typically takes longer to earn their degrees than do traditional students. Therefore, the production of graduates will lag the increase in enrollments.

Critical success factors include the measurement of enrollment growth and degrees conferred over the next 5 years.

Our strategies to increase enrollments and thereby the production of degrees include:

- a. **aggressively partnering with the corporate and government market.** UMUC has established an office of Corporate Learning Solutions that will cultivate clients in this important market. *The critical success factor will be measuring the increase in enrollments through agreements with corporate and government clients.*
- b. **leveraging our leadership position to attract greater numbers of military students.** UMUC’s long standing commitment to serving men and women in uniform is fundamental to who we are and that commitment will continue. We recently won the re-bid of our long standing contract with the military in Asia and have every intention of winning the upcoming re-bid of our contracts in Europe and the Middle East. *The critical factors will be measuring the increase in military enrollments and winning the re-bids in Europe and the Middle East.*
- c. **attracting more Maryland residents to UMUC.** Enrollment data shows that more than 17,000 Maryland residents currently attend for-profit universities. This is regrettable given that these Marylanders could be attending UMUC and receiving a high quality education at a lower cost. We know that many of these 17,000 applied but were not admitted to our sister campuses in the System. We recommend that rejection letters sent to applicants who are being denied admission include language referring them to UMUC or another one of USM’s designated growth institutions. We believe it is better for the System as a whole to “retain” these students rather than rejecting them and having them potentially attend a for-profit university. *The*

critical success factors will be in reducing the number of Maryland residents who choose to go to for-profit universities and our ability to persuade our sister campuses to refer applicants they reject to UMUC and USM growth campuses.

- d. **increasing outreach to community colleges and the number of alliances and articulation programs.** UMUC currently holds articulation agreements with all 16 community colleges in Maryland and with 56 colleges outside Maryland, providing a seamless transfer of community college graduates in selected majors. UMUC has found that students transferring from community colleges are more likely than non-transfers to persist at UMUC and to earn a bachelor's degree. UMUC intends to enhance this pathway by developing articulations with additional community colleges, by establishing articulations in additional majors, and by developing 2+2+2 articulations that will enable community college graduates to earn a bachelor's and a master's degree. In addition, UMUC will work with selected colleges to develop "reverse transfer" agreements that will enable a student who has not been awarded an associate degree to transfer applicable credits from UMUC to a community college in order to earn an associate degree from that college while completing their UMUC Bachelor's Degree. *The critical success factor will be measuring the increase in community college transfer students to UMUC.*
2. **Increasing the availability of scholarships and financial aid support:** We know that many students don't complete their degrees because of financial reasons. It is a national problem. Data from our Achievement Gap initiative suggests that scholarships and other forms of financial aid may be the most effective means to promote retention and graduation. In addition to increasing institutional aid, UMUC will seek additional funding for scholarships and need-based aid in the form of donor contributions. *The critical success factor will be in measuring the increase and/or the persistence of students helped through scholarships and financial aid.*
3. **Identifying and assisting at-risk students:** UMUC will improve early identification of at-risk students through a data-mining effort, and will design programs to improve retention and graduation of this population. UMUC is conducting a data-mining study designed to identify factors that will enable early prediction of whether a student is on track to persist and earn a bachelor's degree. Data sets drawn from our course delivery software, student records system and customer service management software will be integrated and analyzed to build predictive models for student success in terms of persistence and graduation rates. As a result of this project, UMUC will be able to identify success paths/profiles derived from reliable models with high predictive power for specific groups of students. *The critical success factor will be determined in measuring the increase in student success rates.*
4. **Closing the achievement gap:** UMUC is committed to closing the achievement gap between different groups of students. While UMUC has a relatively small gap in graduation rates between all students and African-American, women and Latino students, closing this gap will continue to be a high priority for the University. *The critical success factor is in measuring the degree to which the gap is closed and eliminated.*
5. **Re-designing the entire undergraduate curriculum:** This massive undertaking, we call SEGUE (Supporting Educational Goals for Undergraduate Excellence), is expected to increase the retention and graduation rates of all of our undergraduate students. Adult students will be able to graduate sooner because they will be able to complete up to 4 courses in a single semester without needing

to take more than 2 courses simultaneously. Additional information about SEGUE is cited under Theme 3 below. *The critical success factor is measured by a decrease in time to degree and the number of degrees awarded.*

6. **Providing workforce relevant educational programs in high demand jobs:** Students are much more likely to attend and persist and graduate if they know there is a high likelihood of landing a good job as a result. UMUC will continue to aggressively roll out new programs as we have recently done with our Cybersecurity degrees. UMUC will work closely with employers and map our academic programs to jobs in the marketplace to ensure our students are well prepared for those jobs. *The critical success factor is in measuring the success our graduates have in landing well paying professional jobs.*

Theme 2: Research Excellence, Economic Competitiveness, and Job Creation:

Maryland businesses need a highly skilled and educated workforce in order to remain competitive. UMUC will continue to support the economic development and competitiveness of the state by providing large numbers of college graduates, many in high demand fields. We will develop new and expanded academic programs leading to certificates and degrees in critical areas that are aligned with workforce needs of the State of Maryland.

The critical success factor is in measuring the increase in the number of graduates UMUC produces in high demand fields.

New and proposed degree programs include:

1. A new bachelor's degree, two new master's degrees, and three new Post-Baccalaureate Certificates in **Cybersecurity**.
2. A proposed new Area of Concentration (approval pending) that will enable specialization in **Technology Transfer Management** within four existing master's degree programs. This new concentration will build upon a Memorandum of Understanding and transfer agreement with the Foundation for Advanced Education in the Sciences of the National Institutes of Health and supports advanced education in STEM fields.
3. A proposed new Post-Baccalaureate Certificate in **Intellectual Property, Digitization and Digital Media** (approval pending) will provide for advanced education in a growing field in which UMUC has particular expertise and resources.

Theme 3: Academic Transformation:

UMUC has an award winning model for developing and maintaining state-of-the art on-line courses where learning outcomes are systematically assessed and evaluated. Our large course development unit is constantly developing new courses and updating existing courses to keep them relevant. Some major initiatives underway now and in the future include:

1. UMUC will improve attainment of learning outcomes in undergraduate programs through a systemic re-design of the entire undergraduate curriculum. UMUC's School of Undergraduate Studies is currently engaged in a systematic re-design of the entire undergraduate curriculum, working from newly restated course and program objectives to build a tightly sequenced curriculum from the ground up. SEGUE, mentioned above, will result in a curriculum that is relevant, sequenced and focused on learner needs.

Critical success factors will be the completion of the SEGUE re-design of all 1200 courses in the 32 undergraduate programs and the impact of this effort on persistence and graduation rates.

The new re-designed curriculum will:

- a. Provide consistent and predictable learning experiences for students by aligning course and program outcomes in one online worldwide curriculum with standard eight-week course lengths.
 - b. Provide a seamless pathway for students to complete a program worldwide, wherever they reside.
 - c. Maximize opportunities for student success and retention.
 - d. Result in a cohesive academic model.
2. UMUC is a worldwide leader in using technology to transform the academic model. Long before online learning management systems (LMS) were commonplace, UMUC developed its own proprietary LMS, WebTycho. UMUC will continue to be an innovator and leader in the art and science of the delivery of instruction using technology. We are committed to providing a superior learning environment where faculty and students are able to interact with each other one-on-one and in groups using an LMS that promotes active learning styles. The LMS must be well suited to the needs of working adult students and incorporate new technologies including multimedia and social networking. UMUC has begun a process to research the many LMS solutions available today with an eye toward moving to a new LMS platform or further enhancing its current proprietary platform within the next 3 years. *The critical success factor will be in measuring the satisfaction by both faculty and students of a new robust state of the art LMS three years from now.*

Theme 4: Stewardship:

UMUC has proven to be outstanding stewards of the state's fiscal and natural resources given its modest funding level, relative to its size, and its strong commitment to sustainability.

1. There is nothing more important to UMUC in the next 5 years than to remain competitive in the marketplace. UMUC's primary competition is the private sector in the form of the for-profit universities which, as pointed out in the USM Strategic Plan, have grown 329% in the past 10 years. Ten years ago, the USM became a public corporation to "allow it to operate effectively and accomplish its mission." Unfortunately, as documented in a report to the Board of Regents E & E Committee by the USM administrative vice presidents, much of the autonomy granted by public corporation status has been eroded. UMUC must find a way, working with its sister campuses and

the USM, to regain and enhance its ability to operate with greater flexibility, particularly in salary administration and procurement. An alternative is for USM to recognize the unique competitive environment in which UMUC must operate and take steps to provide it special operating autonomy. It is extraordinarily difficult for UMUC to compete in the marketplace against the private sector while encumbered with the bureaucracies inherent in a government environment. *The critical success factor will be in the strengthening of USM's public corporation autonomy and/or in UMUC obtaining the operating autonomy needed to effectively and efficiently compete.*

2. UMUC has built a robust advancement organization that is identifying and attracting new donors, including UMUC alumni. UMUC is committed to the development of our donor base and expansion of private giving in order to generate revenue that is not dependent on Maryland taxpayers. *The critical success factor will be in measuring the increase in donations.*
3. Sustainability is a priority for UMUC. UMUC built the first hotel in the country to be awarded LEED certification by the Green Building Council. We recently renovated a 236,000 GSF building and brought it up to LEED Gold certification, another first. As additional facilities are renovated, UMUC is committed to obtaining LEED certification. *The critical success factor will be in our ability to continue to bring new and renovated facilities on-line as LEED certified.*

Theme 5: Quality:

Quality, access and affordability all go hand in hand at UMUC. Unlike many of our for-profit competitors, we are not driven by the bottom line, we are driven by providing high quality academic programs and making them affordable and accessible throughout the year in a face to face, on-line, and hybrid format.

Access and affordability can be objectively measured; quality is more difficult to measure. Our critical success factors for determining improvements to the quality of our programs will be determined by looking at the success of our students both in the classroom and after graduation. UMUC has vigorous assessment programs that we will continue to improve and expand. Quality improvements will be recognized through constant and consistent evaluations of the university and our students.

We will continue to promote and insure quality through initiatives such as:

1. A rigorous program to assess learning outcomes to improve curriculum and student success.
2. The SEGUE initiative that is designed to embed clear and work-relevant learning outcomes in courses and programs.
3. Recruiting and retaining highly qualified faculty and staff.
4. Prudently managing our fiscal health so that we continue to have the resources needed to invest in quality.
5. Providing high quality learning and working environments both in a physical and virtual sense.

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

	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>
Revenue:					
State Supported Appropriation					
Current Services (1)	\$5,370	\$5,746	\$6,148	\$6,578	\$7,039
Strategic Enhancements (2)	\$4,027	\$4,309	\$4,611	\$4,934	\$5,279
Subtotal	\$9,397	\$10,055	\$10,759	\$11,512	\$12,318
Tuition Supplement - market correction					
UG tuition rate	0	0	0	0	0
Additional revenue	0	0	0	0	0
Subtotal	\$9,397	\$10,055	\$10,759	\$11,512	\$12,318
Grand Total State Supported Appropriation	\$226,479	\$236,535	\$247,294	\$258,806	\$271,124
Incremental Expenditures:					
Current Services Budget	5,370	5,746	6,148	6,578	7,039
Strategic Plan Themes - Dollars					
55% College Degree Completion	1,818	1,945	2,081	2,228	2,383
Research & Competitiveness	600	642	687	735	786
Academic Transformation	850	910	973	1,041	1,114
Stewardship	50	54	57	61	66
Quality	709	759	812	869	929
Subtotal SP Enhancements	4,027	4,309	4,611	4,934	5,279
Total Annual Incremental Expenditures	\$9,397	\$10,055	\$10,759	\$11,513	\$12,318
Strategic Plan Themes - Personnel:					
55% College Degree Completion	8.00	8.00	8.00	8.00	8.00
Research & Competitiveness	2.00	2.00	2.00	2.00	2.00
Academic Transformation	3.00	3.00	3.00	3.00	3.00
Stewardship	1.00	1.00	1.00	1.00	1.00
Quality	4.00	4.00	4.00	4.00	4.00
Total Personnel Increase	18.00	18.00	18.00	18.00	18.00
Budget Indicators:					
UG resident tuition rate	7%	7%	7%	7%	7%
Enrollment growth - FTES	661	681	701	722	744
Institutional Financial Aid Increase	\$350	\$375	\$401	\$429	\$459
Funding guideline attainment	39%	38%	38%	37%	37%

Assumptions: State-supported increase - maximum of 7% (4% designated for Current Services - 3% targeted for enhancements
1. Current Services (mandatory costs) will be funded by a 4% general fund and a 4% max tuition increase (note: state-supported increase of 4%
2. General Funds of 3% and Tuition up to 3% + market correction targeted for the Strategic Plan initiatives
3. COLA funding provided by State in addition to current services.

Strategic Plan - Implementation Plan - University of Maryland University of College
Institutional Strategies

	College Completion	Economic Competitiveness	Academic Transformation	Stewardship	Quality and Eminence
Theme 1 - College Completion					
<i>Primary Institutional strategies:</i>					
1. Growing Enrollments	P	x		x	x
1.a. Corp Gov Market	P	x		x	x
1b. Military Students	P	x		x	x
1c. Maryland Residents	P	x		x	x
1.d. Community Colleges	P	x		x	x
2. Increase Scholarships and Financial Aid	P	x		x	x
3. Identifying and Assisting At-Risk Students	P	x	x	x	x
4. Closing Achievement Gap	P	x	x	x	x
5. Re-designing the Entire Undergraduate Curriculum	P	x	x	x	x
6. Providing Workforce Relevant Educational Programs in High Demand Jobs	P	x	x	x	x
Theme 2 - Res Excellence, Econ Competitiveness, and Job Creation					
<i>Primary Institutional strategies:</i>					
1. Providing Workforce Relevant Educational Programs in High Demand Jobs	x	P	x	x	x
Theme 3 - Academic Transformation					
<i>Primary Institutional strategies:</i>					
1. Improve attainment of learning outcomes in UG prgms	x	x	P	x	x
2. Learning Management System	x	x	P	x	x
Theme 4 - Stewardship					
<i>Primary Institutional strategies:</i>					
1. Work with USM to find ways to operate with more flexibility	x	x		P	x
2. Identify and attract new donors including UMUC alumni		x		P	x
3. Sustainability and commitment to obtaining LEED certification				P	x
Theme 5 - Quality					
<i>Primary Institutional strategies:</i>					
1. Assessment	x	x	x	x	P
2. Re-designing the Entire Undergraduate Curriculum	x	x	x	x	P
3. Quality Faculty and Staff	x	x	x	x	P
4. Fiscal Management	x	x	x	x	P
5. High Quality Environments	x	x	x	x	P

USM 2020 Strategic Plan – UMUC Implementation Plan
FY 2012 Budgetary Impact

UMUC is deeply committed to the University System of Maryland 2020 Strategic Plan. The plan is comprised of five themes that are in line with UMUC's abilities to execute. Although FY12 budgetary decisions are extremely disappointing in relation to the funding of the Implementation Plan, UMUC remains committed to the goals presented in the plan.

As Maryland's Open University focused on and capable of meeting the educational challenges presented in the State of Maryland, UMUC remains committed to the plan at any level of funding. UMUC will embark on the mission critical implementation plans outlined in its submission to the USM 2020 Strategic Plan without delay. The tuition and fee revenue realized through enrollment growth will fund these initiatives; although the lack of dedicated State funds certainly makes the task more difficult; especially in the long run.

UMUC is the most efficient University in the state when one looks at the historically low state funding levels vs. the huge numbers of Marylanders that UMUC serves. Continued chronic underfunding of UMUC, only 10% of our budget comes from the state, hurts UMUC and the state in the long run. Our ability to recruit and retain quality faculty and staff is compromised as is our ability to make the investments needed in our programs and infrastructure.

As important as adequate funding is to UMUC, so is getting help from the USM and the state in terms of allowing us the flexibility to operate effectively in the markets we serve. Furloughs and salary freezes are causing us to lose good people that we need to retain. Likewise we are having great difficulty in recruiting for the same reasons. In a year when money is not available in Annapolis, allowing us flexibility in salary administration costs the state nothing and yet benefits the state by making UMUC more competitive.

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

	FY 2012 IP Original	FY 2012 Allowance
Revenue:		
State Supported Appropriation		
Current Services	\$5,370	\$4,515
Strategic Enhancements	\$4,027	\$0
Tuition Supplement - market correction		
UG tuition rate		
Additional revenue	<u>0</u>	<u>0</u>
Subtotal - annual increase	\$9,397	\$4,515
Grand Total State Supported Appropriation	\$226,479	\$221,597

Incremental Expenditures:		
Current Services Budget	5,370	4,482
Strategic Plan Themes - Dollars		
55% College Degree Completion	1,818	33
Research & Competitiveness	600	0
Academic Transformation	850	0
Stewardship	50	0
Quality	<u>709</u>	<u>0</u>
Subtotal SP Enhancements	4,027	33
Total Annual Incremental Expenditures	\$9,397	\$4,515

Strategic Plan Themes - Personnel:		
55% College Degree Completion	8.00	0.00
Research & Competitiveness	2.00	0.00
Academic Transformation	3.00	0.00
Stewardship	1.00	0.00
Quality	<u>4.00</u>	<u>0.00</u>
Total Personnel Increase	18.00	0.00

Budget Indicators:		
UG resident tuition rate	7.0%	3.0%
Enrollment growth	3.0%	3.0%
Institutional Financial Aid Increase(CSB+Enhancements)	\$390	\$390
Funding guideline attainment	39%	37%

Strategic Plan - Implementation Plan - University of Maryland University College
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
<p>Theme 1 - College Completion Growing Enrollments Corp & Govt Military MD Residents Comm Colleges Increase Scholarships and Financial Aid Identify and Assisting At-Risk Students Closing Achievement Gap Re-designing the Entire Undergraduate Curriculum Providing Workforce Relevant Educational Programs in High Demand Jobs</p>	<p>n/a n/a n/a n/a n/a n/a n/a n/a n/a n/a</p>	<p>n/a n/a n/a n/a n/a n/a n/a n/a n/a n/a</p>
<p>Theme 2 - Economic Competitiveness Providing Workforce Relevant Educational Programs in High Demand Jobs</p>	<p>n/a</p>	<p>n/a</p>
<p>Theme 3 - Academic Transformation Improve attainment of learning outcomes in UG programs Learning Management System</p>	<p>n/a n/a</p>	<p>n/a n/a</p>
<p>Theme 4 - Stewardship Work with USM to find ways to operate with more flexibility Identify and attract new donors including UMUC alumni Sustainability and commitment to obtaining LEED certification</p>	<p>n/a n/a n/a</p>	<p>n/a n/a n/a</p>
<p>Theme 5 - Quality and Eminence Assessment Re-designing the Entire Undergraduate Curriculum Quality faculty and staff Fiscal Management High Quality Environments</p>	<p>n/a n/a n/a n/a n/a</p>	<p>n/a n/a n/a n/a n/a</p>