

Overview of Institutional Implementation Plans under the USM 2020 Strategic Plan: “Powering Maryland Forward”

Each USM institution has now completed a comprehensive implementation plan (IP) in response to the USM’s 2020 strategic plan. Each IP lays out specific goals, strategies, and commitments that the institution will undertake in support of and alignment with the overarching USM plan. A summary of the institutional IPs, including their estimated impact, is provided below. The summary also highlights key elements of the various plans, critical success factors, and the projected impact of the Governor’s FY 12 budget allowance on the near-term success of the plan.

The full set of planning documents for each institution, including a narrative outlining the major goals and themes, the projected operating costs, and the strategies proposed for addressing the System plan, is included in separate tabs at the back of this notebook.

The Process

Implementation planning has been highly consultative and has followed a four-step process.

1. First, following the Regents approval of the strategic plan in early December USM staff worked with campuses to brief them on the process to be followed, and refine the methodology and timeline for “fleshing out” the specific strategies each institution would undertake in support of the goals and themes of the plan. This process was informed by a series of conference calls and meetings with key institutional officers.
2. After the initial phone briefings, the USM leadership held a series of face-to-face meetings with each campus’s senior leadership to go over specific goals for the implementation process, review possible strategies each institution might take, and agree upon the information to be submitted, as well as the process and timeline for submitting it. Suggestions for facilitating the process or questions regarding what was needed were once again encouraged.
3. Beginning in January, each campus presented its initial implementation plan to the chancellor. Based on the discussion and feedback that occurred at the presentations, follow up letters were sent to each campus, offering additional guidance and asking for supplemental information or data.
4. The process concluded with each campus submitting its final implementation plan to the chancellor in preparation for the special Board of Regents meeting.

*It is important to note that commitments made in the institutional implementation plans, as presented in the following materials, are based on an “optimal” scenario. In essence they present what the USM institutions could achieve, and committed themselves to achieving, **if the necessary funding and related support were made available**. Supplementary information contained in the material also shows what the impact of the FY 12 allowance will be on progress in year one of the USM Strategic Plan.*

What the Implementation Plans (IPs) Show: An Analysis of the Plans

In summary, the IPs detail a public system of higher education institutions that, if supported appropriately, is able and willing to respond aggressively to state and national education, research, workforce preparation, and quality of life needs. Highlights of the institutional implementation plans include:

- Ambitious commitments to expand access and increase degree completion at every USM institution, from our flagship through our Historically Black Institutions (HBIs) and non-traditional institutions.
- Visionary commitments, particularly on the part of our research institutions, to build and create world-class centers of research; address critical national needs in such areas as energy research, cybersecurity, and STEM (science, technology, engineering, and mathematics); and to develop a full-fledged health sciences campus in Montgomery County.
- Total commitments on the behalf of each of our institutions to protect quality; to support faculty, staff, and students; and to continue to be effective and efficient stewards of the resources entrusted to us.

Key questions answered by the implementation plans include the following:

1) Does the overarching, System strategic plan “add up”?

A key concern of the USM and the institutions during the implementation planning phase was to verify that the ambitious goals laid out in the Strategic Plan were achievable. In essence, the planning phase represented the opportunity to go back and determine whether the plan held together operationally—whether, when the institutions looked at the goals and strategies laid out in the plan, and matched them with the System’s resource estimates, the total “added up to” or achieved the desired outcome. On the whole, the answer was yes. However, discussions over institutional commitments to enrollment growth, degree production, and research generation will continue. The implementation plans currently indicate that given the proper operating and capital support the following will be achieved:

- USM institutions will grow enrollment significantly, increasing undergraduate access by an additional 29,500 students by fiscal 2020. That represents approximately 96% of the goal laid out in the plan.
- USM institutions will increase the number of baccalaureate degrees produced by an additional degrees 8,800 by 2020. That represents approximately 98% of the goal laid out in the plan.
- USM institutions will increase the number of students enrolled in STEM programs, both graduate and undergraduate, by over 10,500 students. That would be a 32% increase over the 2010 level and represents 80% of the ambitious goal laid out in the plan.
- USM institutions will add over 2,570 additional STEM degrees, graduate and undergraduate, a 46% increase over 2010 levels. That would more than achieve the 40% increase established as the goal in the plan.
- USM institutions will expand the amount of extramural R&D funding brought in to Maryland annually to over \$2.2 billion. That would be a 74% increase over FY 10 and three-quarters of the way to the plan’s ambitious goal of doubling research funding.

- USM institutions will create 145 spin off or start-up companies by 2015. That would place the System squarely on track to hit the plan’s goal of 325 by 2020.
- In the area of course redesign and academic transformation, USM institutions will increase the number of courses redesigned under the System’s course redesign initiative (CRI) to over 40 by 2015, achieving the plan’s goal. Further, additional efforts by institutions to transform their curricula outside of the CRI process, which includes UMUC’s redesign of its entire undergraduate curriculum, could bring the total number of USM courses scheduled for some type of redesign to over 1,700.

In all of this, a focus on quality was ever present and was apparent in the funding level determined to be necessary to accomplish the goals of the strategic plan. Current projections for Systemwide success in hitting key goals of the plan, based on institutional commitments in their IPs, are included in the charts at the back of this narrative.

2) Does the System strategic plan, and the institutions’ responses to it, appear to have fundamentally altered or reshaped institutional and Systemwide priorities or operations?

There appears to be little question that the strategic planning process, which includes not only the development of the overall System plan but also the individual campus plans, will have a fundamental impact on operations and priorities at both the System and campus levels.

This change is reflected in the external focus of the System and the institutional implementation plans – i.e., the way the System and campuses recognize the needs of the state and nation as the primary driver of the plan and respond appropriately. Nowhere is this more evident than in the willingness of the flagship campus to re-examine its own strategic plan in light of the state’s attainment goal and respond with a pledge of strong growth, not just generally but in strategic areas (including STEM and an expanded commitment at Shady Grove). Similarly, UMBC and other campuses have responded to the interests of the state and nation as witnessed by the dramatic increases their plans call for in STEM, cybersecurity and other critical workforce degrees.

A second and perhaps even more fundamental shift resulting from the plan is the emphasis on degree completion. As a result of the plan, student success is now a primary, if not the primary measure, of Systemwide and institutional success under the plan. Each institution has been compelled to undertake a complex analysis of its enrollment and academic strategies and come up with an enrollment/degree projection process that integrates areas that, in the past, may have been looked at in isolation. As one president noted in response to this question: “Completion used to be one of the last things we looked at when making decisions, now it is the first thing.”

Finally, a third and final fundamental impact has been the willingness of institutions to identify and address weaknesses within the System and to expand beyond the boundaries of traditional operations, whether those are geographic, disciplinary, or administrative. A prime example of this shift is UMB’s plans for greater expansion into other areas of the state, particularly Montgomery County. Laid out in detail in its IP, this ambitious strategy would reflect a historic shift in the campus’s locus of operations. At the same time, UMB and all of the System’s research campuses recognize and move to address in their plans, the historic weakness Maryland

institutions have shown in converting their extramural research funding success into commercialization opportunities.

3) *What are the factors critical to success under the plan, and how will we know that it is working?*

A third element of the implementation planning phase involved identifying the first order priorities that the System and the institutions should focus on and monitor in order to 1) ensure the successful launch of the plan, and 2) measure its overall trajectory and impact. To assist in this both USM staff and institutions worked to come up with a set of “mission-critical” factors or measures for each theme. Examples of these included:

For Access & Degree Attainment:

- Re-instillation of enrollment growth funding (EFI) by the state and an acceleration of the capital program project schedule
- Improved degree completion at UMUC and the HBIs (deemed critical due to the share of enrollment growth that will occur at UMUC and the retention challenges facing the student populations at the HBIs)
- Enrollment growth at UMCP and boosting STEM degree production at both UMCP and UMBC
- Resolution of equity issues surrounding funding vis a vis state funds and tuition at SU and TU
- Successful expansion of UB’s undergraduate program and stronger enrollment growth at FSU

For Research, Economic Development and Competitiveness:

- Successful expansion of UMB into Montgomery County
- Recognition of the operating and capital costs of building the research capacity as well as the technology transfer and commercialization capability of UMB, UMCP, UMBC and UMCES
- Identification and implementation of a successful model for research collaboration among our research campuses

For Stewardship:

- Alignment of state workforce requirements and program approval processes, particularly for the comprehensive campuses
- Strengthened autonomy under the USM’s Public Corporation Status

Additional factors, including those for other themes of the plan, have been or will be identified as well. Processes for monitoring and reporting on these, including incorporating key factors as part of the revised Dashboards, will be developed through the accountability follow up.

4) *What is the projected impact of the proposed FY 12 budget on the ability of the institutions to implement the strategies and goals of the plan?*

Obviously, the FY 12 budget will have a negative impact on what the campuses, and the System overall, are able to do to move forward on the strategic plan. Based on the institutional implementation plans and related data, a quick analysis of the impact will be:

- Progress toward the USM's goal of 45,000 additional enrollments will be delayed as an estimated 2,500 qualified freshmen and transfer students are denied admission.
- Progress toward the goal of 10,000 additional degrees will be impacted as financial aid budgets, which contribute to the ability of students to persist to graduation, will be slashed by over \$7 million.
- Progress toward the USM's R&D goal will be slowed, as an estimated \$40 million in extramural research funds are lost or left on the table.
- The research, commercialization, and health benefits of a developed, health sciences complex in Montgomery County will be delayed as UMB has to scale back its timeline on development at Shady Grove.
- The system's educational and research capacity will take a hit as facilities renewal funds are cut in excess of \$12 million at a time of critical infrastructure needs.

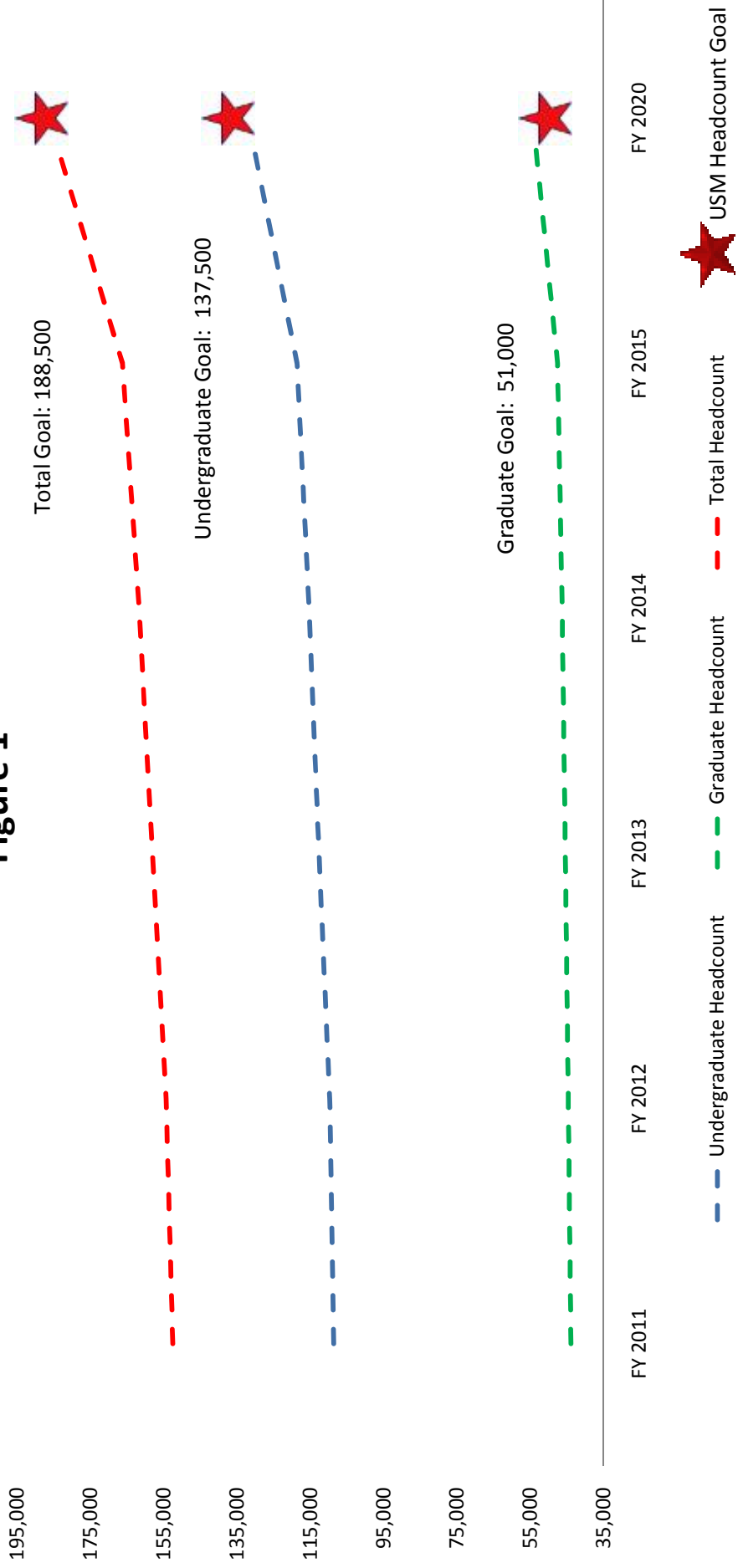
Additional assessments of the impact the proposed FY 12 budget would have on progress under the plan, are included in the data submitted by each institution. Clearly, one poor budget year will not bring a total halt to the commitment and momentum the System and its institutions are bringing to the plan and its state-focused goals. However, substantial increases in funding will be necessary, and soon, to create and fuel the pipelines to meet out-year objectives.

Next Steps

- ✓ President's Retreat - completed 1/20/11
- Brief Oversight Agencies (MHEC, DBM, DLS) - TBD
- Prepare for Legislative Hearings
- Continue to work to refine details of the System and implementation plans and develop accountability measures

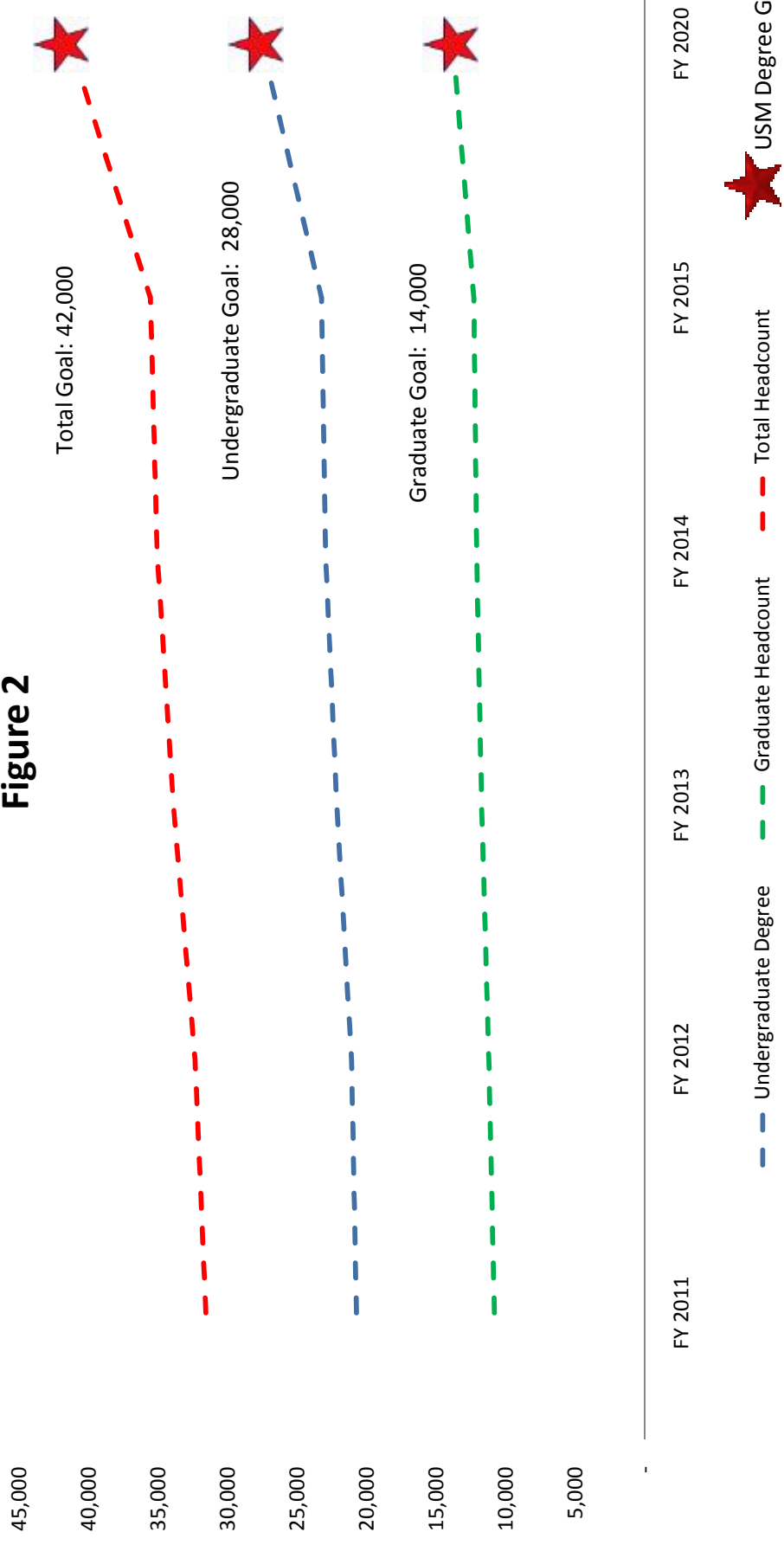
USM Enrollment Growth--2020 Plan

Figure 1



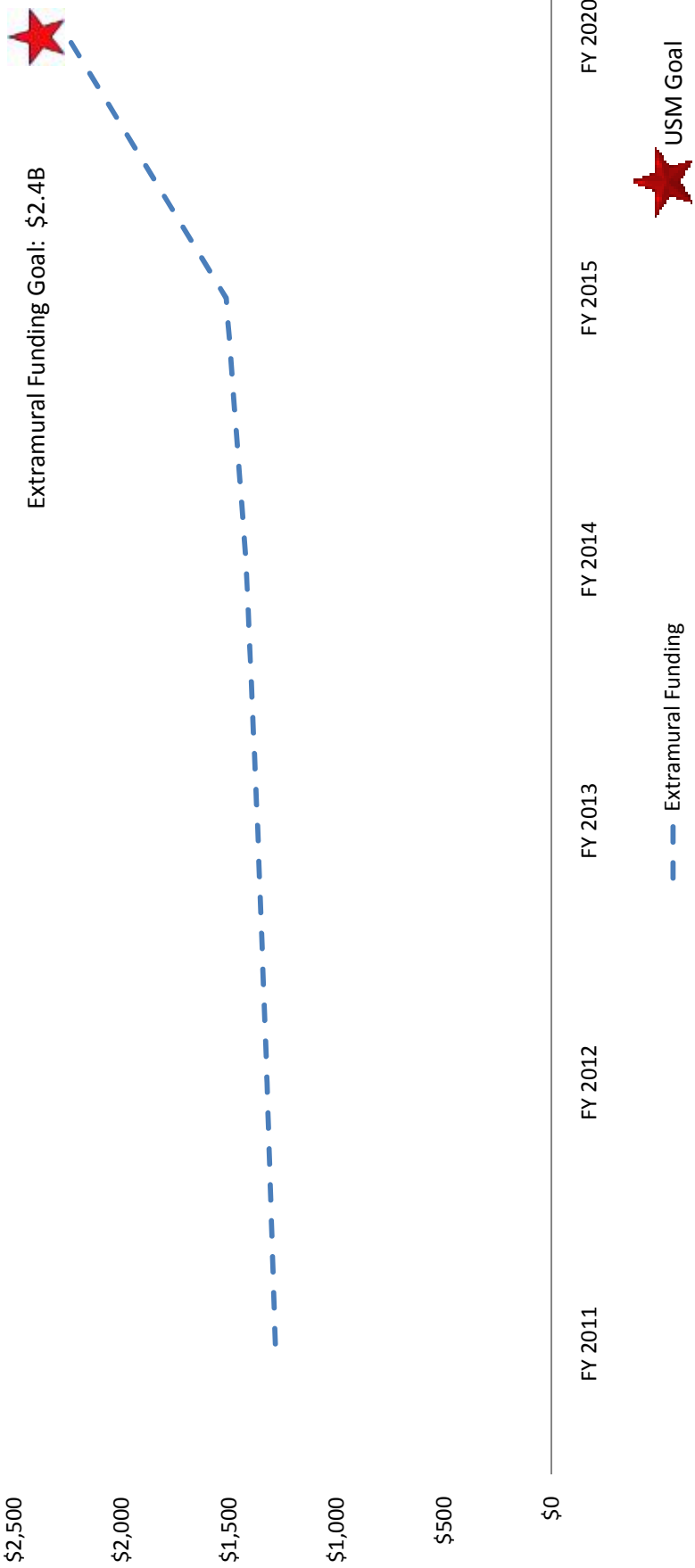
USM Degree Growth--2020 Plan

Figure 2



USM Extramural Funding Growth--2020 Plan

Figure 3
(in millions)



Strategic Plan - Implementation Plan - USM
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	\$76,877	\$82,490	\$88,220	\$94,304	\$100,810
Strategic Enhancements	\$57,680	\$61,902	\$65,101	\$69,613	\$74,439
Tuition Supplement - market correction					
UG tuition rate	\$7,847	\$1,004	\$1,034	\$1,065	\$1,097
Additional revenue					
Subtotal - annual increase	\$142,404	\$145,396	\$154,355	\$164,982	\$176,346
Grand Total State Supported Appropriation	\$2,199,191	\$2,344,587	\$2,498,942	\$2,663,924	\$2,840,270

Incremental Expenditures:					
Current Services Budget	\$78,869	\$82,490	\$88,220	\$94,304	\$100,810
Strategic Plan Themes - Dollars					
55% College Degree Completion	\$23,134	\$25,459	\$36,667	\$40,009	\$43,037
Research & Competitiveness	\$26,118	\$15,539	\$10,521	\$12,931	\$18,683
Academic Transformation	\$8,580	\$7,412	\$5,624	\$5,226	\$5,844
Stewardship	\$1,035	\$2,541	\$983	\$456	(\$375)
Quality	\$24,589	\$10,862	\$7,926	\$8,416	\$6,828
Subtotal SP Enhancements	\$83,455	\$61,813	\$61,721	\$67,038	\$74,016
Total Annual Incremental Expenditures	\$162,324	\$144,303	\$149,941	\$161,342	\$174,826
Total Increase in State Supported Base	\$2,219,110	\$2,363,414	\$2,513,355	\$2,674,696	\$2,849,522
Balancing/Reconciliation items	(\$19,921)	(\$18,828)	(\$14,414)	(\$10,773)	(\$9,253)

Strategic Plan Themes - Personnel:					
55% College Degree Completion	121.00	148.00	168.00	164.00	161.00
Research & Competitiveness	59.00	96.00	83.00	296.00	289.00
Academic Transformation	30.00	20.00	18.00	17.00	16.00
Stewardship	11.00	15.00	17.00	8.00	4.00
Quality	<u>32.00</u>	<u>32.00</u>	<u>19.00</u>	<u>15.00</u>	<u>12.00</u>
Total Personnel Increase	253.00	311.00	305.00	500.00	482.00

Budget Indicators:					
UG resident average tuition increase	7%	7%	7%	7%	7%
Enrollment growth - FTES	1,839	2,208	2,514	2,800	2,993
Institutional Financial Aid Increase	16,508	15,007	17,095	18,167	20,020
Funding guideline attainment	75%	76%	79%	81%	84%

Strategic Plan - Implementation Plan - USM
Fiscal & Personnel Summary
FY 2012 Impact Statement
(in thousands)

	FY 2012 IP Original	FY 2012 Allowance
Revenue:		
State Supported Appropriation		
Current Services	\$76,877	\$44,338
Strategic Enhancements	\$57,678	\$0
Tuition Supplement - market correction		
UG tuition rate		
Additional revenue	<u>\$7,847</u>	<u>\$975</u>
Subtotal - annual increase	\$142,402	\$45,313
Grand Total State Supported Appropriation	\$2,199,189	\$2,102,100

Incremental Expenditures:		
Current Services Budget	\$78,869	\$78,869
Strategic Plan Themes - Dollars		
55% College Degree Completion	\$23,134	\$1,766
Research & Competitiveness	\$26,118	\$737
Academic Transformation	\$8,580	\$56
Stewardship	\$1,035	(\$36,164)
Quality	\$24,589	\$50
Subtotal SP Enhancements	\$83,455	(\$33,555)
Total Annual Incremental Expenditures	\$162,324	\$45,313
Balancing/Reconciliation items	(\$19,921)	\$0

Reductions/reallocations to balance budget

Strategic Plan Themes - Personnel:		
55% College Degree Completion	121.00	0.00
Research & Competitiveness	59.00	0.00
Academic Transformation	30.00	0.00
Stewardship	11.00	0.00
Quality	<u>32.00</u>	<u>0.00</u>
Total Personnel Increase	253.00	0.00

Budget Indicators:		
UG resident tuition rate	7.0%	7.0%
Enrollment growth- FTES	1,839	166
Institutional Financial Aid Increase(CSB+Enhancements)	16,508	10,761
Funding guideline attainment	75%	70%

CIP (STATE-FUNDED, ACADEMIC PROJECTS)

BOARD OF REGENTS FIVE-YEAR STATE CAPITAL IMPROVEMENT PROGRAM (CIP) BY INSTITUTION

Figures as entered into CBIS: 6/30/10 - \$'000's

Revised 1-21-11

HIGHLIGHTED LINES denote projects included in the Governor's FY2011-15 CIP (as amended during the 2010 Session)

Priority STEM Teaching, Research and/or Critical Renewal/Repair Projects (added or accelerated over base) identified in the Board's June 2010 approval

Items shown in RED are additions by institutions as part of their Strategic/Implementation Plans, January 2011

INSTN	PROJECTS	Proj Total NBF/Cash	FUNDING CALENDAR: FIRST FIVE YEARS*								STRATEGIC IMPACT**				
			FY2012	FY2013	FY2014	FY2015	FY2016	FIVE YEAR TOTAL	OUTYEARS FY2017 AND BEYOND	Teaching	STEM Teaching	Research	Facilities Renewal		
UMB	Health Sciences Facility III	65,000	NBF P	50,000 PC	50,000 C	50,000 C	50,000 C	50,000 CE	200,000	35,000 E					
UMB	Health Sciences Facility IV	65,000							NBF	235,000					
UMB	Health Sciences Facility V	65,000								235,000					
UMB	MSTF & Bressler Mechanical Upgrade		50,000	50,000	50,000	50,000	50,000		200,000						
UMB	Water Distillation Facility for Emer Backup			10,000					10,000						
UMB	New Electrical Substation (HSF IV)									20,000					
UMB	School of Nursing North Addition	1,800	16,200	1,800					19,800						
UMB	Social Work Bldg Addition		12,000	36,600	5,600				54,200						
UMB	Carter Center Demolition (HSF IV or V site)									4,100					
UMB	121 N Greene Street Renov (Research)		500	5,000	700				6,200						
UMB	Howard Hall Renovation		1,650 P	16,901 C	2,600 E				21,151						
UMCP	Physical Sciences Complex Phase I: New	10,806	47,350 CE	17,600 CE					64,950						
UMCP	University Teaching Center: New/Renovation	10,000	2,450 P	20,285 PC	20,882 CE				45,775						
UMCP	H. J. Patterson Hall Wing 1: Renovation		1,250 P	1,450 P	15,470 CE				31,840						
UMCP	Replace Failing Building and Underground Infrastructure		15,500 PCE	18,400 PCE	22,000 PCE				55,900	63,000 PCE					
UMCP	Remote Library Storage Facility: New		454 P	7,467 CE					7,921						
UMCP	Campus-wide Fire Safety Improvements		3,950 PCE		4,600 PCE				12,850	4,400 PCE					
UMCP	Chemistry Building Wings 1 & 2: Renovation		1,800 P	1,590 P	17,122 PC	18,030 PCE		1,050 P	39,592	26,830 PCE					
UMCP	Toll Physics Building Phase I: Renovation				1,378 P	1,550 P		15,950 PC	18,878	23,132 CE					
UMCP	Jimenez Hall: Renovation							1,670 P	1,670	14,850 PCE					
UMCP	School of Public Health Conversion/Addition Phase II							1,625 P	1,625	15,300 PCE					
UMCP	Biosciences Research Support Facility: New	NBF						39,800 C	48,330	47,300 CE					
UMCP	BSOS Research and Instruction Bldg								TBD						
UMCP	Data Center								TBD						
BSU	New Fine and Performing Arts Bldg.		1,050 E						1,050						
BSU	Campuswide Site Improvements, Phase 2		2,150 PC	1,358 C					3,508						
BSU	New Natural Science Center			1,900 P	2,350 P	30,920 PC		21,753 CE	56,923						
BSU	Crawford Science Bldg, Renovation			600 P	750 P			8,975 PC	10,325	10,006 CE					

INST'N	PROJECTS	Proj Total NBF/Cash	FUNDING CALENDAR: FIRST FIVE YEARS*					FIVE YEAR TOTAL	OUTYEARS			STRATEGIC IMPACT**				
			FY2012	FY2013	FY2014	FY2015	FY2016		FY2017 AND BEYOND	Teaching	STEM Teaching	Research	Facilities Renewal			
TU	Campuswide Safety and Circulation, Phase 2		1,200 P	13,473 PC				14,673								
TU	Smith Hall Addition/Renovation		4,000 P	3,361 P	27,388 PC	29,600 PCE	39,000 PC	103,349	42,700 CE							
TU	New College of Health Professions Bldg.				3,550 P	4,350 P	38,500 C	46,400	34,845 CE							
UMES	New Engineering and Aviation Science Bldg. (Adv by 2010 Leg)		3,000 P	44,150 PC	41,798 CE			88,948								
UMES	Replacement of Early Childhood Center					1,000 P	1,186 P	2,186	18,812 C							
UMES	New Farm Support Building						1,485 P	1,485	14,325 PCE							
UMES	New Pharmacy Building				2,140 P	23,245 C	2,000 E	27,385								
FSU	New Ctr. For Communications & Information Technology			27,984 PC	31,795 CE			59,779								
FSU	Education Professions and Health Science Ctr.						3,000 P	3,000	55,101 PCE							
CSU	New Science and Tech Ctr.			41,685 PC	52,112 CE			93,797								
CSU	Grace/Jacobs Office Classrm. Bldg. Renovation			2,050 P	2,500 P	25,119 PC	31,523 CE	61,192								
SU	New Library (Academic Commons)	NBF					8,376 P	13,960	120,465 CE							
UB	New Law Center		41,493 PCE	4,250 E				45,743								
UB	Law School Renovation						2,000 P	2,000	41,537 P							
UMBC	New Performing Arts and Humanities Facility		42,050 CE	4,050 P	35,400 PC	38,216 PCE		119,716								
UMBC	Campus Traffic Safety and Circulation Improvements				1,114 P	11,125 C		12,239								
UMBC	New Interdisciplinary Life Sciences Bldg	NBF			6,000 P	4,700 P	42,100 C	52,800	42,000 CE							
UMCES	R.V. Truitt Replacement - CBL		950 P	11,439 C	1,500 E			13,889								
UMCES	New Information and Communication Services Bldg. - CBL			650 P	10,592 C	1,500 E		12,942								
UMCES	Shoreline Stabilization and Campus Road Repair - HPL						100 P	100	1,200 CE							
UMCES	Field Laboratories - AL						500 A	500	4,197 PCE							
USM	USG (Shady Grove) Biomedical Education Facility				6,689 P	6,000 PCE	30,000 PC	42,689	87,853 PCE							
USM	Capital Facilities Renewal Program Funding		17,000 PCE	17,000 PCE	17,000 PCE	17,000 PCE	17,000 PCE	85,000	17,000 PCE							
TOTAL RECOMMENDATION			237,447	352,565	473,656	394,999	357,593	1,816,260	1,213,953							

* State funding only shown in totals. A=Acquisition; P=Planning; C=Construction; E=Equipment

** ■ = primary purpose of project; ▲ = secondary purpose of project. "Teaching" or "STEM Teaching" designation includes classrooms, instructional laboratories, studios, etc.; "STEM" courses are those that support Science, Technology, Engineering and Math programs; "Research" facilities support Strategic Plan theme related to economic competitiveness; and "Facilities Renewal" projects include maintenance, renovation and replacement of substandard space and facilities of all types.

Note: Does not include request that will be made for College Park East Campus Relocation Project @ \$5M per year, FY2012-2014; includes a matching funds requirement.