



**UNIVERSITIES AT SHADY GROVE
SUMMARY MISSION STATEMENT
MARCH 2014**

Summary Mission Statement

The Universities at Shady Grove (USG) is a University System of Maryland (USM) Regional Higher Education Center (RHEC) offering upper level undergraduate and graduate education in Montgomery County, Maryland. Participating USM institutions include: Bowie State University (BSU); Salisbury University (SU); Towson University (TU); University of Baltimore (UB); University of Maryland, Baltimore (UMB); University of Maryland, Baltimore County (UMBC); University of Maryland, College Park (UMCP); University of Maryland Eastern Shore (UMES), and University of Maryland University College (UMUC).

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:* In partnership with the participating universities, 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 programs offered at 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, 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.

Institutional Identity

The USG is one of two RHECs administered by the 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. Nine USM institutions offer more than 80 high-demand degree and certificate programs at the USG campus. USG is the largest RHEC in the state in the number of students it serves; more than 3800 undergraduate and graduate students are enrolled in programs offered at USG (Fall 2013).

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 regional economy. USG's plans for future programmatic growth in health, biosciences and engineering fields will increase science, technology, mathematics and medical (STEMM) 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.

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 the home campus of one of the participating USM institutions.
- Providing a range of student services and student life activities comparable to and integrated with 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 collaborating with participating institutions to develop 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.

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 Maryland Higher Education Commission (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-institution 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 positioned to meet that need. USM has 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 university 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.

USG is unique among the RHECs in the state in its size, in the students it serves, and the success these students achieve. USG's distinctive framework of academic 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.

- **Diversity of its student populations:** USG serves three distinct student populations: undergraduate day- time fulltime students, undergraduate part-time students, graduate and post-baccalaureate professional degree students (full-time and part-time). Overall, the USG student population is diverse, reflecting the demographics and workforce characteristics of the region. Among undergraduates, no ethnic or racial group is the majority (36% Caucasian; 21% African American; 14% Asian; 14% Hispanic; 4% 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 and a majority of them attended Montgomery County Public Schools.
- **Success of its students:** Data show that four-year graduation rates for students that follow the pathway from Maryland community colleges through USG are higher than community college students who transfer directly to the home campus of USM institutions. USG's four-year graduation rates for students that follow this pathway are twenty percent higher than the community college student transfers throughout USM. Based on the FY2010 cohort reported by USM in March 2014, the data showed for those students that transfer to USG from a community college had a four-year graduation rate of 75%.
- **Number of programs offered to meet the economic and workforce needs of the region:** USG is also unique in the range of programs offered by its participating universities and the pathway partnerships which form the underpinning of its success in the region. Currently, more than 80 baccalaureate and post-baccalaureate degrees and certificates are offered at USG. 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 participating USM universities, 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 BOA 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 the STEMM industries. These include:

- Biological Sciences, Public Health Science and Information Science from UMCP
- Health Systems Management from UB
- Nursing and Pharmacy from UMB
- Respiratory Therapy and Exercise Science from SU
- Geographic Information Systems and Cybersecurity 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 TU. 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. A Masters Certification program in STEM will be offered in fall 2015.

- **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 universities have developed unique curricula offered only at USG. These include the Public Health Science BS from UMCP and the Industrial/Organizational Psychology and the Geographic Information Systems tracks in the MPS degree from UMBC. Several degree programs at USG have also participated in the development of interdisciplinary, inter-institutional courses, such as the Critically Ill Patient Care Simulation class offered by UMB Pharmacy, UMB Nursing and SU Respiratory Therapy. Another course, Diversity in the Workplace, is currently being offered as a 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. This course, offered for the past four years at USG enrolls students from multiple programs. USG has institutionalized these unique curricular and inter-institutional collaborations through CIPES (Council on Interprofessional and Interdisciplinary Education Strategies), building on the rich array of academic and professional education resources in the region.

- **Degree programs offered at USG are supported by centralized student, academic and administrative services.** Integral to the success of the USG partnership is the unique delivery of services provided on-site for students and faculty across all programs. These services are aimed at enriching the student experience, insuring student academic achievement and supporting instructional needs. 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 sustain a campus environment that supports high quality teaching and student degree completion and success. They are provided as collaborations between USG and our university partners, through which students benefit from being a part of the USG community, while also maintaining a critical linkage and unique identity with their respective home university. USG’s Student and Academic Services Division includes the Center for Academic Success (CAS), Career and Internship Services Center (CISC), Office of Student Services (OSS), Center for Counseling and Consultation (CCC), and Center for Recruitment and Transfer Access (CRTA). The CAS provides students with cutting-edge learning strategies and personalized academic coaching through workshops on time management and study strategies, peer-guided study sessions, writing assistance and tutoring. CISC offers an array of career development services/resources including individual career coaching, job placement, employment resources, skill inventories, on-campus interviewing and internship development. The CRTA aims to create and facilitate programming to better prepare prospective students for the transition through the high school-community college-USG pathway. The CRTA is responsible for partnering with Montgomery College and Montgomery County Public Schools on several transfer access initiatives including the new Achieving Collegiate Excellence and Success (ACES) program.

- **Distinctive collaborative relationships support degree completion and career pathways.** Two programs highlight these efforts: Transfer Access Programs (TAPs) and Achieving Collegiate Excellence and Success (ACES).
 - **The Transfer Access Programs (TAPS):** USG Transfer Access programs identify freshmen and sophomore students at Montgomery College who are intending to transfer to a degree program offered at USG. TAP students are tracked by USG staff and given

opportunities to participate in USG activities. They are provided with enhanced advising opportunities to enroll in upper level coursework and financial incentives to successfully complete the transfer process. TAP programs are being piloted by all UMCP, UMB, UMES and UB bachelor's degree programs offered at USG and additional TAPS are planned for SU and TU programs.

- ***Achieving Collegiate Excellence and Success (ACES)*** is a collaboration launched in 2013 between the Montgomery County Public Schools (MCPS), Montgomery College (MC) and USG/USM. ACES is designed to create a seamless educational pathway from high school to college completion. ACES serves low income and first generation students and students from racial and ethnic groups underrepresented in higher education. The ACES partnership framework provides an integrated set of academic and student support services and throughout the pathway. Students' progress through the ACES pathway in three phases: phase one occurs during high school, phase two while attending MC and phase three while attending degree programs offered at USG or a USM institution. A key element of ACES is the presence of ACES coaches who are advocates that insure continuing support between the students and their families with counselors, teachers and peers throughout their educational experience, thereby assuring successful graduation at all levels. ACES coaches are employed by Montgomery College and are embedded in each of the participating high schools. Currently, 990 students in 10 MCPS high schools are in the ACES program.

Institutional Objectives and Outcomes

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, 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:

- **Establishing the Institute for Bioscience and Biotechnology Research (IBBR):** Located on the USG campus, IBBR is collaboration between UMCP, UMB and the National Institute of

Standards and Technology (NIST). IBBR is a component of the MPowering the State initiative and leverages USM's academic strengths through industry and federal laboratory collaborations available in the region to support greater research and commercialization in the biosciences. In addition, IBBR houses NIST's National Cybersecurity Center of Excellence (NCCoE). Increasingly, IBBR will serve as a training center for undergraduate, graduate and postdoctoral students who will be supported through these research and regional collaborations.

- **Biomedical Sciences and Engineering Education Facility (BSE):** 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 2017. 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 and fully integrate the 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 of 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, the Governor and the state legislature have included in its 5 year capital budget a Biomedical Sciences and Engineering Education Facility. This new construction project will provide for the design and construction of a 220,000 GSF/116,000 NASF innovative cutting-edge instructional 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 STEMM industries. Nearly half of the facility will be laboratory space and will begin in the summer 2014 with building completion scheduled for 2018.

To achieve this vision, USG will focus future growth in three critical areas: healthcare, engineering and computational sciences, and education. Working closely with USM partner universities, its Board of Advisors and regional employers, USG's goals for the BSE are to bring degree programs in these identified areas to support workforce and economic growth priorities in the region.

These critical areas were identified as part of the Part II Facility Program for a New Biomedical Science and Engineering Education Building for USG, November 2012.

Adequate state funding will be required to support this STEMM facility and the institutional costs for instructional faculty and support staff in the identified program areas to meet these goals.

USG Five-Year Priorities

1. **Enrollment and Program Growth.** 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'17. These programs will be identified in consultation with the USG BOA, employer groups and regional analyses of projected workforce needs and in close collaboration with USM institutions. A study of regional needs for post-baccalaureate degrees is currently underway.

2. **Pipeline (access) and Baccalaureate Degree Completion Initiatives.** A major focus of our partnership with local education institutions has been to strengthen 2+2 programs. USG's Transfer Access Initiatives (TAPs) with MC and the Achieving Collegiate Excellence and Success (ACES) program with MC and MCPS are highly visible and distinctive interventions to strengthen baccalaureate completion. The focus of the ACES program on low income and underserved student populations is especially noteworthy and has received much attention across the state. All of our USM partner universities are participating in these initiatives. We will continue to work with our partners to complete the implementation of ACES and expand TAPs programs as key elements in our mission to produce a locally grown, highly educated workforce.
3. **Expanding regional STEM workforce degrees and infrastructure.** The planning and construction of the BSE at USG will expand the capacity of the regional center to meet important workforce and regional economic development needs in STEM. We expect to complete construction of the facility in FY'18. Over the next two years we will be working closely with our university partners, regional employers and educational partners, to insure strong participation and pipeline for the degree programs supported by this new facility.
4. **Expanding career and internship opportunities.** The full measure of our success in supporting regional workforce needs will be to prepare a work ready graduate able and ready to meet expectations of regional employers. These skills sets, including working in inter-professional teams, problem solving and "thinking out of the box," communication and entrepreneurship, have been identified by our employer stakeholders and others as critical to success in a global and talent-competitive workplace. Working closely with our BOA and regional employer groups, our education and university partners, we will place special emphasis on expanding internship and work experience opportunities across all curricula. In a manner similar to the ACES initiative, we will work closely with our education and, university partners and regional employers and government agencies to promote and strengthen the development of work readiness skills for all students in the pipeline.