

Summary Mission Statement

The University System of Maryland at Hagerstown (USMH) is a regional higher education center that is responsive to student academic interests and workforce development needs of the region and the state. USMH provides access to high-quality undergraduate and graduate programs offered by its academic partner institutions to traditional students and working adults, including being an important pathway to baccalaureate education and beyond for Maryland's community college associate degree graduates. Contributing to the success of all partner institutions' students, USMH provides needed academic support and student services, including locally-funded scholarship assistance. By drawing on the academic resources available across the University System of Maryland, and through collaboration and partnerships with the surrounding community, USMH also seeks to provide local and regional employers with needed professional development opportunities. USMH is intentionally located in downtown Hagerstown, Maryland so as to contribute toward the city's revitalization.

Identity and Capabilities

USMH is a system wide learning center that facilitates and supports teaching and learning in its service areas of Western Maryland and the broader regional I-81 corridor. Strategically located, USMH seeks to: 1) provide access to baccalaureate, professional and graduate education in a region where distance to a senior institution creates a barrier to continuation, and 2) provide a skilled and educated workforce to aid economic development in its service areas.

USMH achieves these outcomes by providing access to partner institutions' undergraduate, graduate, and professional programs of local need and interest, and by offering professional development opportunities in disciplines where full degrees are not required. Academic programs accommodate full-time and part-time students, both in traditional day classes and in evening classes primarily for working adults. Student success is facilitated through a growing Student Success Center which has the ultimate purpose of aiding students' success in their classes, their graduation rates, and their time-to-completion rates.

USMH maintains state-of-the-art technologies such that the student learning experience is maximized; it provides space for community activities that support and enhance the public good; and it strives to be continually conscious in its decision-making of promoting the economic and community development of Hagerstown, Western Maryland and the greater region, and the State of Maryland.

Multi-Year Goals

Since opening in 2005, USMH has grown from offering twelve programs to twenty-three degree programs, including its first doctoral program in Education Leadership, and Certificate programs in Engineering and Nursing Education; from two institutional partners to six; and has grown from three hundred eighty-two (382) students to nearly five hundred (500). USMH expects to offer additional degree and professional

development programs in the future, to attract additional academic partners, and to grow beyond six hundred (600) students over the next five-plus years (by 2019). The Center seeks to:

- Grow enrollment each year in a combination of current programs and new programs in STEM and Health and Human Service-related areas.
- Reduce USMH students' economic barriers to higher education access by expanding the USMH Scholarship Fund for students enrolled in a USMH program by an amount at least proportional to enrollment growth.
- Maintain USMH students' retention, degree completion and time-to-completion rates above System averages by promoting and expanding services of the USMH Student Success Center (begun in 2012), including writing assistance and career services. Tutoring and academic mentoring programs are envisioned in collaboration with partner institutions.
- Contribute to the economic development of the tri-state region by educating a workforce that matches employer needs; promote a few selected programs (new and existing) as "destination" programs that attract students from outside the immediate area to attend.
- Support local and regional workforce development needs by offering non-degree professional development programming at the upper-division undergraduate or higher level toward the aim of assisting local companies, nonprofits and educational organizations with educational needs that do not necessitate or require a formal degree.
- Increase the number of USMH students obtaining internships and participating in applied research and other work-related and hands-on learning opportunities by locating, and aiding students in locating, such opportunities, again in collaboration with partner institutions.

Short-Term Strategic Initiatives

The immediate initiatives for USMH include: attracting more academic programs and institutional partners; continued growth in both headcount and FTEs; expanded student services; impacting local economic development; and raising scholarship funds and additional revenue. To achieve these initiatives, it will be necessary to expand USMH facilities, either through leased space or the acquisition of space. To maintain USMH's competitive edge and provide a safe environment for students and staff, technology will need to be continuously upgraded and security enhancements implemented.

1. Attract and sustain new academic programs offered by existing and new USM institutional partners.
 - 1.1 Work with USM institutions to provide one new academic program per year.
2. Expand student service offerings.
 - 2.1. Expand capacity of the Writing Center and promote expanded use of the Career Center;
 - 2.2. Provide assistance to students who are encountering financial barriers to enrollment by identifying sources of financial aid;
 - 2.3. Investigate and begin identifying tutoring and academic mentoring needs of

- USMH students in collaboration with academic partners;
 - 2.4. Work with academic partners in identifying desired internship opportunities;
 - 2.5. Continue to explore coffee shop and bookstore opportunities;
 - 2.6. Begin to explore USMH-branded student housing in walking distance of USMH in collaboration with local private developers.
3. Increase the number and amount of USMH scholarships awarded each year.
 - 3.1. Continue to increase the scholarship endowment balance through both special events and targeted individual gifts solicitation; promote the existence of the scholarship fund.
 4. Implement and maintain proactive enrollment management strategies.
 - 4.1. Work with academic partners to increase each program's headcount and FTE;
 - 4.2. Focus marketing efforts toward program recruitment and less toward USMH branding;
 - 4.3. Increase the number of Hagerstown Community College and Frederick Community College transfer students.
 5. Continually identify how and where to reach future students, and promote USMH programs in these markets, thus promoting USMH as a leading academic provider in Western Maryland and the surrounding region; continually reframe marketing messages to be consistent with changes in demographics and the maturity of the higher education market.
 - 5.1. Increase the number of website hits by making it increasingly content-active;
 - 5.2. Increase the use of social media;
 - 5.3. Increase Open House attendance
 - 5.4. Achieve increases in total USMH enrollment.
 6. Continually integrate up-to-date technology to support the academic programs and students.
 - 6.1. Upgrade the data center's servers and software as necessary;
 - 6.2. Upgrade Wi-Fi service and speed as new generations are proven reliable and cost effective;
 - 6.3. Upgrade personal computer technology (desktops, laptops, iPads and other mobile devices) for student, faculty and administrative use to stay aligned with market changes;
 - 6.4. Upgrade audio-visual technology as necessary to remain current with advances.
 7. Maintain and enhance the facility in a sustainable and responsible manner.
 - 7.1. Continue to upgrade security measures;
 - 7.2. Continue to improve efficiency of systems through use of the existing energy management system
 - 7.3. Increase recycling efforts;
 - 7.4. Pursue planning the installation of wet labs;
 - 7.5. Increase use of environmentally safe products consistent with the purchase of consumable products from organizations supporting persons with disabilities;

- 7.6. Continue to facilitate emergency drills in collaboration with WCPS and finalize an updated natural disaster and emergency preparedness plan.
8. Plan for the expansion of program offerings
 - 8.1. Undertake an analysis of the quantity and layout of future additional space needed to support projected increases in enrollment and program offerings;
 - 8.2. Begin identifying possible downtown Hagerstown space options that meet these requirements that can be leased or purchased in the future.
9. Implement continuous improvement and quality assessment systems
 - 9.1. Set employee goals consistent with USMH goals;
 - 9.2. Periodically review student and staff satisfaction surveys.