



As the state's public higher education system, the University System of Maryland (USM) advances the quality of life for its students and the state's residents. Comprising 12 institutions and two regional centers, the system is a recognized leader in many areas, including academic and research excellence, the innovative leveraging of technology to transform courses for more student success, and the effective and efficient use of resources.

Furthermore, USM is a key driver of the state of Maryland's economic development. The university system continuously aligns its academic programs with the state's workforce needs. And it is increasing activities in the areas of technology transfer and commercialization to help boost the state's economic growth and opportunities.

Above all, USM strives for excellence in everything it does. Following are a few examples of how USM is helping to power the state of Maryland forward.



University System of Maryland

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USM Quick Points of Excellence | 2013



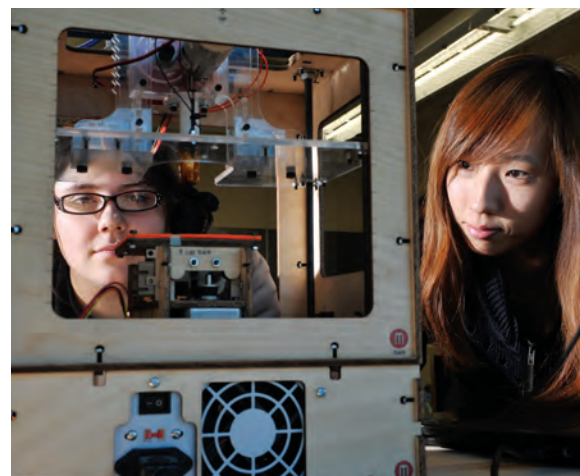


GRANTED MORE THAN **34,000 DEGREES** IN 2012, INCLUDING **74 PERCENT** OF ALL BACHELOR'S DEGREES AWARDED IN MARYLAND.

- Includes the state's premier environmental research institution, University of Maryland Center for Environmental Science, which conducts leading-edge research into today's most pressing environmental problems.
- Boasts eight institutions—Bowie State University; Salisbury University; Towson University; University of Baltimore; University of Maryland, Baltimore; University of Maryland, Baltimore County (UMBC); University of Maryland, College Park (UMCP); and University of Maryland Eastern Shore—ranked among the best in specific categories by *U.S. News & World Report*.
- Boasts four institutions—Salisbury, Towson, UMBC, and UMCP—among *Kiplinger's Personal Finance* magazine's "Best Values in Public Colleges" for 2013. UMCP, the system's flagship institution, ranks No. 5.
- Takes pride in UMCP's No. 13 position among U.S. public universities (No. 38 worldwide) in the Institute of Higher Education's (Jiao Tong University, Shanghai) ranking of the world's top universities based on research.
- Competed successfully for \$1.2 billion in external grants and contracts in FY 2012, supporting vital R&D and helping to position Maryland as an innovation economy leader.

USING RESOURCES WISELY

- Leads the state in sustainability efforts with 47 facilities constructed and/or planned as LEED-certified.



ENSURING ACCESS, AFFORDABILITY, AND COMPLETION

- Enrolled more than 155,600 students in fall 2012, 94 percent of the enrollment in Maryland's public four-year institutions.
- Granted more than 34,000 degrees in 2012, including 74 percent of all bachelor's degrees awarded in Maryland.
- Continues to improve affordability. Its average undergraduate tuition for full-time, in-state students, once ranked sixth highest, now ranks 26th nationally.
- Increased need-based, institutional financial aid for students by more than 100 percent since FY 2005.
- Maintains collaborative relationships with the state's community colleges to help smooth students' transition to four-year institutions.
- Encourages thousands of middle and high school students to begin preparing for college early through its Way2GoMaryland campaign.

ADVANCING ACADEMIC AND RESEARCH EXCELLENCE

- Established the Center for Innovation and Excellence in Learning and Teaching to develop, apply, and evaluate more effective ways to deliver high-quality courses through innovative use of technology.
- Redesigned or is redesigning more than 50 courses at its institutions and is partnering with non-USM institutions statewide to redesign an additional 30 courses to increase student success.

All USM universities have earned national recognition. For more information on their rankings, visit <http://www.usmd.edu/newsroom/USMRankings.html>

CONTRIBUTED SIGNIFICANTLY TO THE DEVELOPMENT OF **51 COMPANIES** IN FY 2012.

- Maintains favorable debt ratings from bond-rating agencies, saving millions of dollars annually. With a Moody's Investors Services rating of Aa1, USM is one of only 21 public higher education institutions to earn one of the agency's top two ratings.
- Surpassed its federated campaign goal, attracting more than \$2 billion in private gifts to support students, faculty, and programs.
- Launched University of Maryland: *MPowering the State* in spring 2012, a structured collaboration between the University of Maryland, Baltimore and the University of Maryland, College Park. During its first year, the collaboration:
 - Established University of Maryland Ventures to boost technology transfer and commercialization.
 - Attracted a \$2 million National Institutes of Health grant to continue development of a small robot to aid neurosurgeons in removing brain tumors.

FUELING THE STATE'S ECONOMY AND ENHANCING QUALITY OF LIFE

- Established the Center for Health-Related Informatics and Bioimaging to focus on projects using technological advancements to improve medicine and patient care.
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- Began developing curricula for the collaborative University of Maryland School of Public Health to increase USM's capacity to meet the state's public-health workforce needs.
- Contributed significantly to the development of 51 companies in FY 2012.
- Increased the number of juniors and seniors enrolled in STEM (science, technology, engineering, mathematics) courses by 43 percent from FY 2007 to FY 2011.
- Added faculty members' innovation and entrepreneurship activities as factors in tenure decisions.
- Hosts 72 tenant companies in its seven business incubators.
- Hosts 117 tenants in its four research parks.
- Achieved \$25 billion in economic impact through Maryland Industrial Partnerships (MIPS), a 25-year-old USM-state of Maryland alliance that funds collaborative R&D projects between companies and USM faculty.

LEADS THE STATE IN SUSTAINABILITY EFFORTS with **47 FACILITIES** CONSTRUCTED and/or PLANNED as **LEED-CERTIFIED.**



E&E SAVES USM MORE THAN \$356 MILLION

The University System of Maryland in 2003 launched its Effectiveness and Efficiency Initiative (E&E) to optimize USM resources and save money during a time of burgeoning enrollment, diminishing state support, and increasing costs.

Nearly a decade later, USM has saved more than \$356 million thanks to E&E. During this period, E&E has become part of the USM culture, impacting everything the system does. Furthermore, E&E powerfully demonstrates the system's commitment to continuous improvement in academic program delivery, administration, operations, and the leveraging of existing resources to advance quality and serve students and the state even better.

The savings to date achieved through E&E span several categories, including:

- Energy conservation.
- Technology improvements.
- More efficient use of space and buildings.
- Improvements in business processes.

In addition, through E&E, USM has achieved efficiencies in several academic-related areas, including:

- Reducing undergraduates' average time to degree (see chart).
- Increasing faculty's teaching commitment by 10 percent.
- Requiring undergraduates to complete at least 12 credits outside the traditional classroom.
- Transforming academic courses to yield higher levels of student success and lower delivery costs; the estimated cost savings per course is 25 percent.

USM EFFECTIVENESS & EFFICIENCY COST SAVINGS

FY04	\$41,907,000
FY05	38,052,000
FY06	38,619,000
FY07	44,404,000
FY08	32,209,000
FY09	40,872,000
FY10	38,711,000
FY11	43,294,000
FY12	38,022,000

TOTAL COST SAVINGS: **\$356,090,000**

TIME TO DEGREE IN SEMESTERS

