

2016

University System of Maryland Scorecard

Performance at a Glance: Progress on USM's Strategic Priorities



A Letter from the Chancellor

At the University System of Maryland (USM), we take accountability very seriously. As Maryland's public higher education system, we are entrusted with public resources and have an obligation to demonstrate that we are using them efficiently and effectively. We have produced this USM Scorecard to do just that.

In this publication, we communicate the progress made on the goals outlined in our strategic plan—*Powering Maryland Forward*. Approved by the Board of Regents in December 2010, the plan focuses on five key priorities to strengthen USM's leadership in student success—including college completion rates—and in academic, research, and economic innovation. Those priorities are:

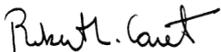
- helping the state of Maryland achieve its goal of having 55 percent of its residents holding associate's and/or bachelor's degrees;
- ensuring Maryland's competitiveness in the innovation economy;
- transforming the academic model to meet the higher education and leadership needs of Maryland's 21st century students, citizens, and businesses;
- identifying more effective ways to build and leverage available resources; and
- sustaining national eminence through the quality of USM's people, programs, and facilities.

This Scorecard charts USM's progress in fulfilling these commitments. We have made great strides in many areas, including increasing degree attainment, advancing economic and workforce development, using resources more effectively and efficiently, and building a systemwide culture of philanthropy.

I am proud of our successes to date. At the same time, I know that we still have work to do to achieve success in other areas.

In the years ahead, the USM community looks forward to strengthening our partnerships with state officials, the business community, organizations statewide, and individuals across Maryland to build on this progress. Together, we can ensure that USM continues to meet the changing needs of our students, state, and nation with excellence and effectiveness.

Respectfully,



Robert L. Caret

About USM

USM works to improve our state's quality of life by providing excellent, accessible, and affordable education opportunities; engaging in research and scholarship; fueling economic and workforce development; and offering resources and services that benefit individuals throughout the state and beyond. USM comprises 12 institutions, two regional higher education centers, and a system office.

Undergraduate Students: 122,835*

Staff (various categories): 38,134

Graduate Students: 41,664*

Facilities: 100 sites

Full-time Faculty: 8,658

Buildings: Nearly 1,000, including 20 libraries

Part-time Faculty: 8,545

Operating Budget: \$5.31 billion (FY 2017)

*Final FY 2016 stateside enrollment

Unless otherwise noted, figures throughout this Scorecard are the latest available at the time of publication.

With the exception of the baseline year for new company formation (FY 2012), baseline years in this Scorecard are FY 2009 or FY 2010, depending on the data point.

Progress on USM's strategic priorities is illustrated throughout this Scorecard using the graphic system shown below.



LIMITED



GOOD



VERY GOOD



EXCELLENT



Helping the State of Maryland Achieve Its Goal of 55 Percent College Completion

The state of Maryland set a goal of having at least 55 percent of its adult population, 25 years and older, attain a college degree—either a two-year associate’s or a four-year baccalaureate. Key strategies USM is using to support this goal include: collaborating with Maryland community colleges and Maryland’s P-20 system to improve articulation and transfer between institutions; expanding enrollment at USM’s regional higher education centers; reducing the average undergraduate time-to-degree; and increasing need-based, institutional financial aid.



2020 GOAL

Close the gap in educational achievement among undergraduate students at USM institutions.

Baseline (FY 2010)*:
 All USM Students: 67 percent
 African-American: 42 percent
 Hispanic: 69 percent
 Low-income: 51 percent

FY 2016*:
 All USM Students: 69 percent
 African-American: 49 percent
 Hispanic: 71 percent
 Low-income: 55 percent

*Numbers reflect the percentage of students who graduated within six years.



2020 GOAL

Increase enrollment to approximately 195,000 students, without reducing quality.

Baseline (FY 2009) / 143,457*
 FY 2016 / 164,499* (15 percent increase)
FY 2020 / 195,000

*Stateside enrollment



2020 GOAL

Expand baccalaureate degree production to 28,000 degrees annually.

Baseline (FY 2009) / 19,217
 FY 2016: 25,761 (34 percent increase)
FY 2020 / 28,000

PROGRESS:



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GOOD



VERY GOOD



EXCELLENT



Ensuring Maryland's Competitiveness in the Innovation Economy

Maryland has historically ranked among the elite states in economic strength and competitiveness. USM has played a critical role in bolstering Maryland's economy by strengthening technology transfer and research commercialization at USM institutions; increasing available research space; producing more graduates in key workforce areas (STEM, healthcare, cybersecurity, etc.); and promoting innovation and entrepreneurship.



2020 GOAL

Double USM's externally sponsored R&D funding by 2020 from approximately \$1.2 billion to \$2.4 billion.*

Baseline (FY 2010) / \$1.2 billion
FY 2016 / \$1.27 billion (6 percent increase)
FY 2020 / \$2.4 billion

*Sources of extramural support include federal, corporate, state, foundations, associations, societies, international, and others. While USM institutions continue to compete successfully for research funding, the Budget Control Act of 2011, which mandated spending cuts in federal R&D and other areas, impacted USM's research funding performance during the past several years.

As a single body, USM ranks 10th in federal R&D funding nationally according to the Association of University Technology Managers.



2020 GOAL

Create 325 new companies and five internationally recognized research centers of excellence.

Baseline (FY 2012) / 51
FY 2016 / 502* (884 percent increase)
FY 2020 / 325

*Total number of companies facilitated by USM institutions since FY 2012.



2020 GOAL

Increase degree production in high-need STEM areas by 40 percent.

Baseline (FY 2010) / 3,857*
FY 2016: 6,438* (67 percent increase)
FY 2020 / 5,400

*These figures reflect total bachelor's degrees produced annually.

PROGRESS:



LIMITED



GOOD



VERY GOOD



EXCELLENT



Transforming the Academic Model to Meet the Higher Education and Leadership Needs of Maryland's 21st Century Students, Citizens, and Businesses

USM has leveraged its expertise in technology-based transformation, and specifically course redesign, to facilitate systemwide sharing of best practices for redesigned courses.



2020 GOAL

Establish a systemwide planning and implementation framework for identifying and supporting new or early-stage academic transformation initiatives.

- USM's Center for Academic Innovation (now the William E. Kirwan Center for Academic Innovation) was established in 2012 to conceptualize, promote, study, and disseminate innovations that improve access, affordability, and outcomes of higher education.



2020 GOAL

Support course transformation at USM institutions by tripling the number of courses reconceived via USM's "Course Redesign Initiative" and implemented.

Baseline (FY 2010) / 11
FY 2014 / 57* (418 percent increase)
FY 2020 ≥ 40

*This is the total number of courses redesigned through the USM-led Course Redesign Initiative, which ended in 2014. Since then, USM institutions have continued to redesign courses to improve student outcomes.

As a result of course redesign, more than 10,000 students passed courses in 2013-2014 who otherwise might not have. Additionally, USM institutions were able to reallocate more than \$5,790,000 for instructional purposes.

The Maryland Open Source Textbook Initiative, a collaboration between the USM Student Council and the Kirwan Center, has yielded nearly \$950,000 in cumulative savings in textbook costs for students.



PROGRESS:



LIMITED



GOOD



VERY GOOD



EXCELLENT



Identifying More Effective Ways to Build and Leverage Available Resources

USM has undertaken two Effectiveness and Efficiency (“E&E”) initiatives to increase savings, enhance quality, and promote more effective stewardship of system resources. Since 2003, USM has saved more than \$540 million through E&E 1.0.



2020 GOAL

Identify and implement “the next generation” of initiatives under the system’s Effectiveness and Efficiency (E&E) Initiative.

- USM launched E&E 2.0 in February 2015 to enhance student success, continue innovation in teaching and learning, reengineer administrative processes, and reduce costs. E&E 2.0 initiatives include more inter-institutional collaboration, optimal use of technology, new academic programs at USM’s historically black universities, expanding the use of cloud computing and IT outsourcing, leveraging University of Maryland University College’s expertise in online education delivery, and other efforts. Such efforts yielded approximately \$41.2 million in savings in FY 2016.



2020 GOAL

Advance the system’s commitment to environmental sustainability.

- USM leads the state in sustainability efforts with nearly 60 facilities constructed and/or planned as LEED-certified “Silver” or higher.
- All USM institutions have signed the College and University Presidents’ Climate Leadership Commitment, making carbon neutrality a part of their academic programs and other educational experiences.
- Since 2007, USM institutions have reduced carbon emissions by 16 percent (139,000 metric tons).



2020 GOAL

Build a vibrant culture of philanthropy across USM institutions and in partnership with its affiliated foundations.

Baseline (FY 2010) / \$222 million*
FY 2016 / \$277 million* (25 percent increase)

*Private funds raised annually



Achieving and Sustaining National Eminence Through the Quality of Our People, Our Programs, and Our Facilities

Achieving and sustaining national eminence within the distinct and complementary mission of each institution is the overarching goal of USM and its institutions. USM has improved affordability; supported campus-based programs that increase retention, graduation, and student satisfaction; implemented hiring and retention practices promoting greater quality and diversity among faculty; and enhanced capital funding for building renovation, infrastructure, and facilities renewal.



2020 GOAL

Collaborate on best practices across USM to support recruitment and retention of minority students, faculty, and staff.

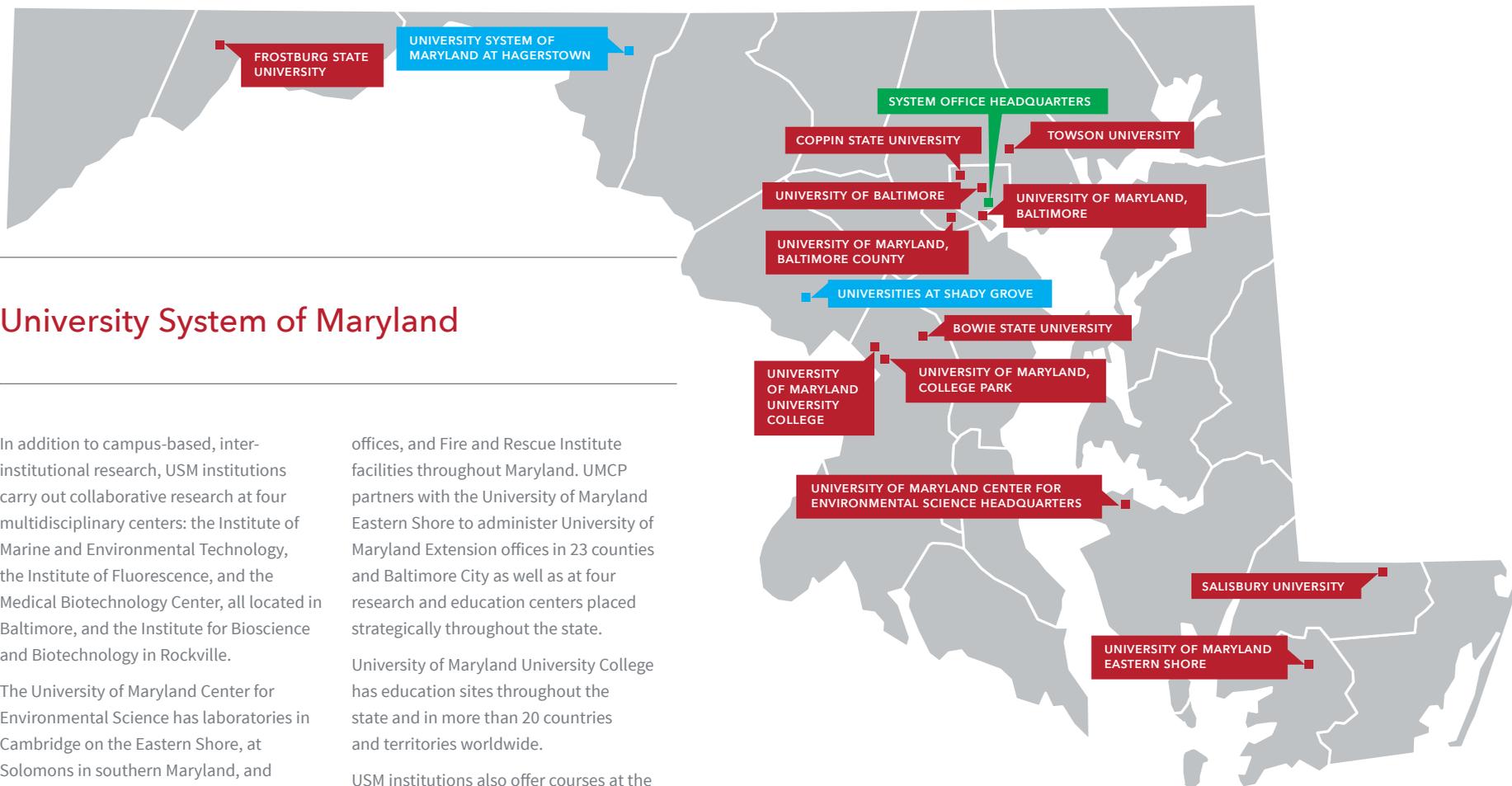
- The percentage of all USM undergraduates who were African-American, Hispanic, or Native American/Pacific Islander increased from 31 percent in 2010 to 33 percent in 2016.
- More than 50 percent of USM employees hired between 2010 and 2015 were African-American, Hispanic, Native American, Asian, or Pacific Islander.
- USM has established the Diversity and Inclusion Council to address many issues, including minority recruitment. The group will measure the impact of diversity and inclusion efforts at USM institutions, establish accountability metrics, and help to leverage best practices across the system.



2020 GOAL

Achieve and sustain national eminence by attracting, supporting, and retaining high-quality students, faculty, and staff.

- USM programs and institutions are consistently ranked among the nation's best. Following are a few examples:
 - University of Maryland, College Park (UMCP) ranked 67th among public and private universities worldwide by *Times Higher Education*. UMCP also ranked No. 20 among national public universities in the 2017 *U.S. News & World Report Best Colleges*.
 - Bowie State University, Coppin State University, Frostburg State University, Salisbury University, Towson University, and UMCP have been named "value" or "best value" universities by such publications as *U.S. News & World Report*, *Kiplinger's Personal Finance*, *The Economist*, and *Money*.
 - The University of Baltimore's School of Law clinical programs ranked 17th and the University of Maryland, Baltimore's School of Nursing Doctor of Nursing Practice program ranked No. 5 on *U.S. News & World Report's* list of America's Best Graduate Schools.
 - University of Maryland, Baltimore County is recognized by *U.S. News & World Report* as a national leader in innovation and undergraduate teaching.
 - *U.S. News & World Report* ranked University of Maryland Eastern Shore and Bowie State University No. 22 and No. 26, respectively, among historically black institutions.
 - University of Maryland University College received the 2016 Higher Education Excellence in Diversity Award from *INSIGHT Into Diversity* magazine.



University System of Maryland

In addition to campus-based, inter-institutional research, USM institutions carry out collaborative research at four multidisciplinary centers: the Institute of Marine and Environmental Technology, the Institute of Fluorescence, and the Medical Biotechnology Center, all located in Baltimore, and the Institute for Bioscience and Biotechnology in Rockville.

The University of Maryland Center for Environmental Science has laboratories in Cambridge on the Eastern Shore, at Solomons in southern Maryland, and in Frostburg in western Maryland.

The University of Maryland, College Park (UMCP) has Technology Extension Service offices, Agricultural Experiment Station sites, University of Maryland Extension

offices, and Fire and Rescue Institute facilities throughout Maryland. UMCP partners with the University of Maryland Eastern Shore to administer University of Maryland Extension offices in 23 counties and Baltimore City as well as at four research and education centers placed strategically throughout the state.

University of Maryland University College has education sites throughout the state and in more than 20 countries and territories worldwide.

USM institutions also offer courses at the system's two regional higher education centers—Universities at Shady Grove and the University System of Maryland at Hagerstown—and at the regional centers operated by the state.

- INSTITUTIONS
- REGIONAL HIGHER EDUCATION CENTERS
- SYSTEM OFFICE HEADQUARTERS

UNIVERSITY SYSTEM OF MARYLAND

The University System of Maryland Office is headquartered in Baltimore and has locations in Adelphi, Annapolis, and Columbia.

Current Mailing Address for All System Offices:
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12.16 / 1M

