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# USM Strategic Plan Update for Board of Regents Retreat

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# The USM's 10-Year Strategic Plan

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- Focused primarily -- but not exclusively -- on external audience
- Used to shape and frame operating and budget decisions
- Embedded indicators & process checks measure progress and ensure accountability

# Rationale Behind 2010 Plan

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- Concern over Maryland's national and international competitiveness
- Recognition of USM's ability to drive economic development & improve quality of life
- Desire to leverage and secure Maryland's advantage in R&D
- Need to build on early leadership in E&E and Course Redesign to get ahead of academic transformation
- Desire to reemphasize the USM's commitment to quality and eminence

# Structure of 2010 Plan

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## Five Broad Themes:

- 1) Access, Affordability, and Attainment
- 2) Economic Development and Competitiveness
- 3) Academic Transformation
- 4) Stewardship
- 5) Achieving and Sustaining National Eminence

# Key Goals of Plan

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- Enroll 195,000 students
- Produce 28,000 bachelor's degrees annually
- Increased STEM production by 40%
- Triple number of STEM teachers
- Double R&D funding (\$2.4B)
- Create 325 new companies

## Key Goals (cont.)

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- Expand and support academic transformation
- Identify and implement next generation of E&E
- Build a culture of philanthropy across the System
- Build and support world class facilities
- Attract and retain high quality students, faculty, and staff

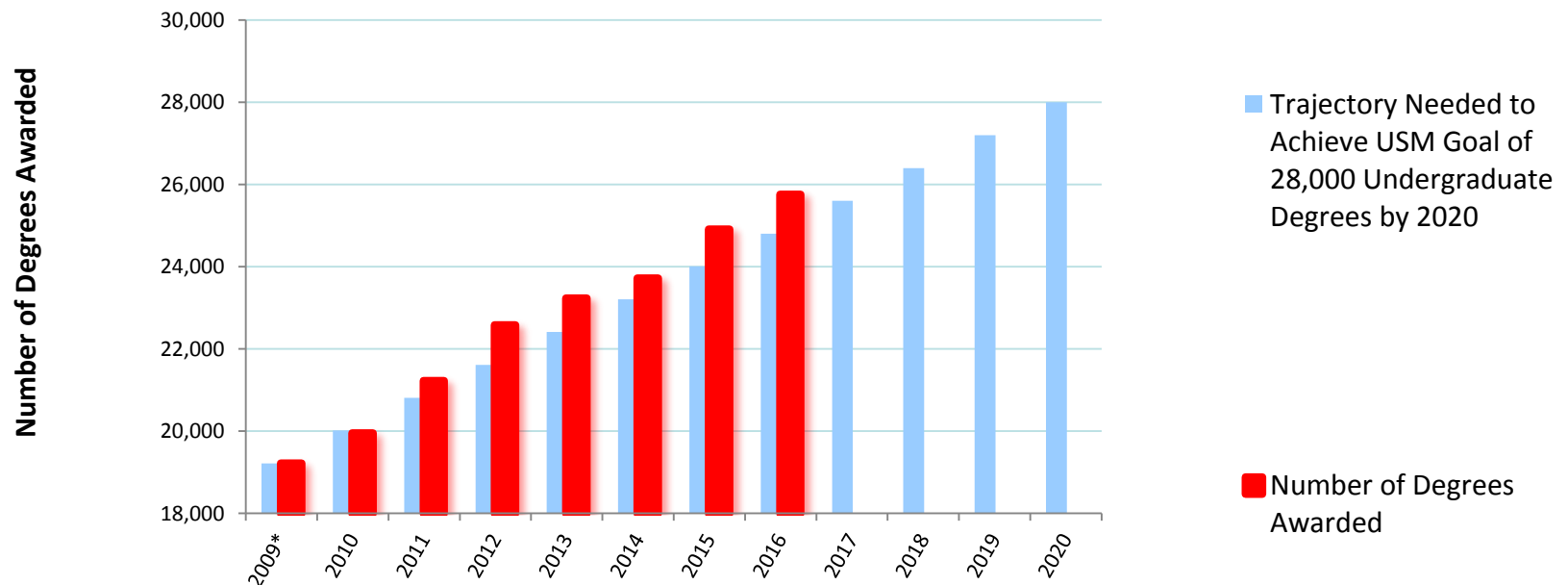
# Progress to Date

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Assessment: Progress toward Key Goals is strong in many areas....But not all

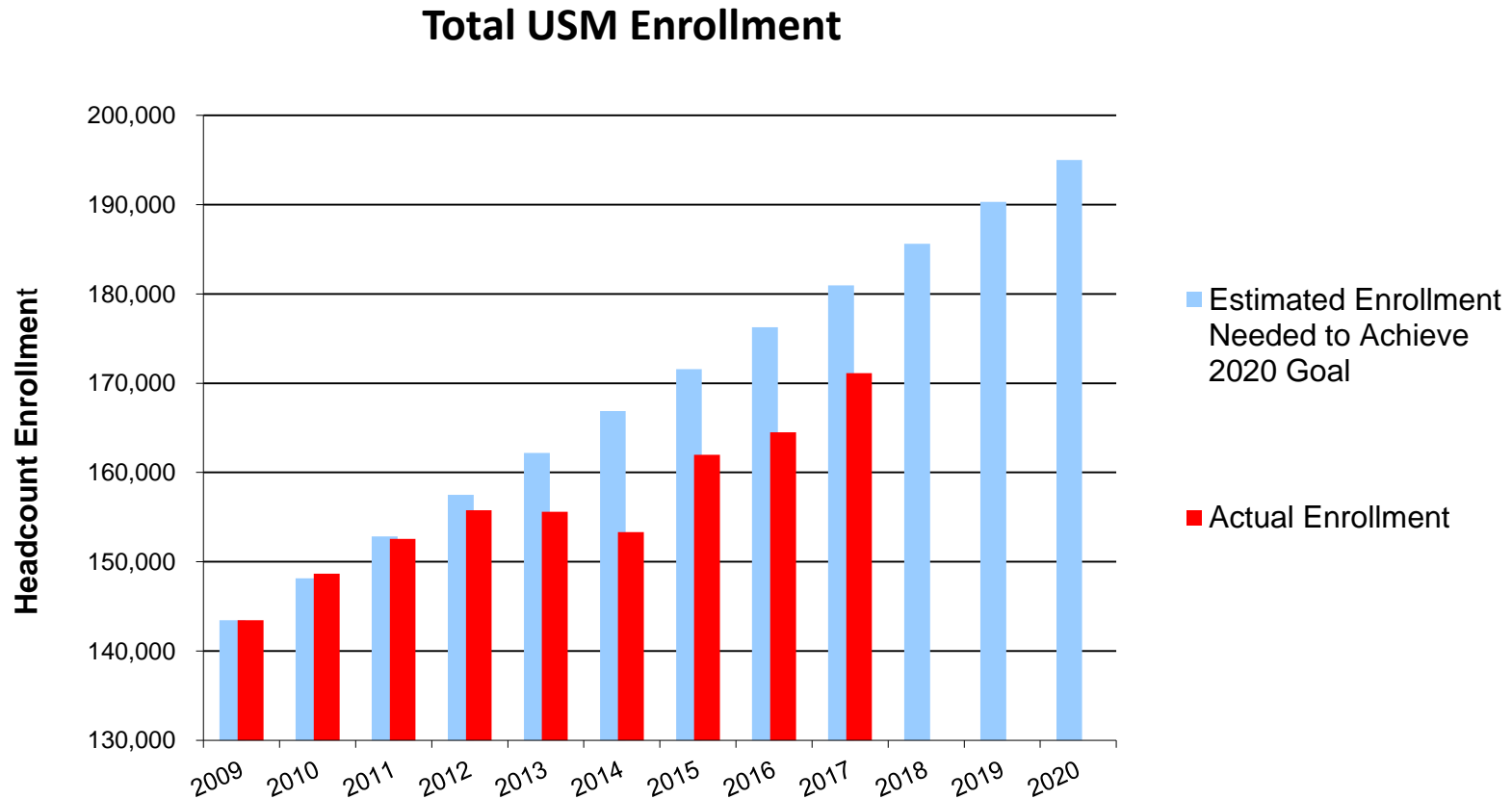
# Degree Production on Track - So Far

## Annual Undergraduate Degrees (Bachelor's) Produced by USM

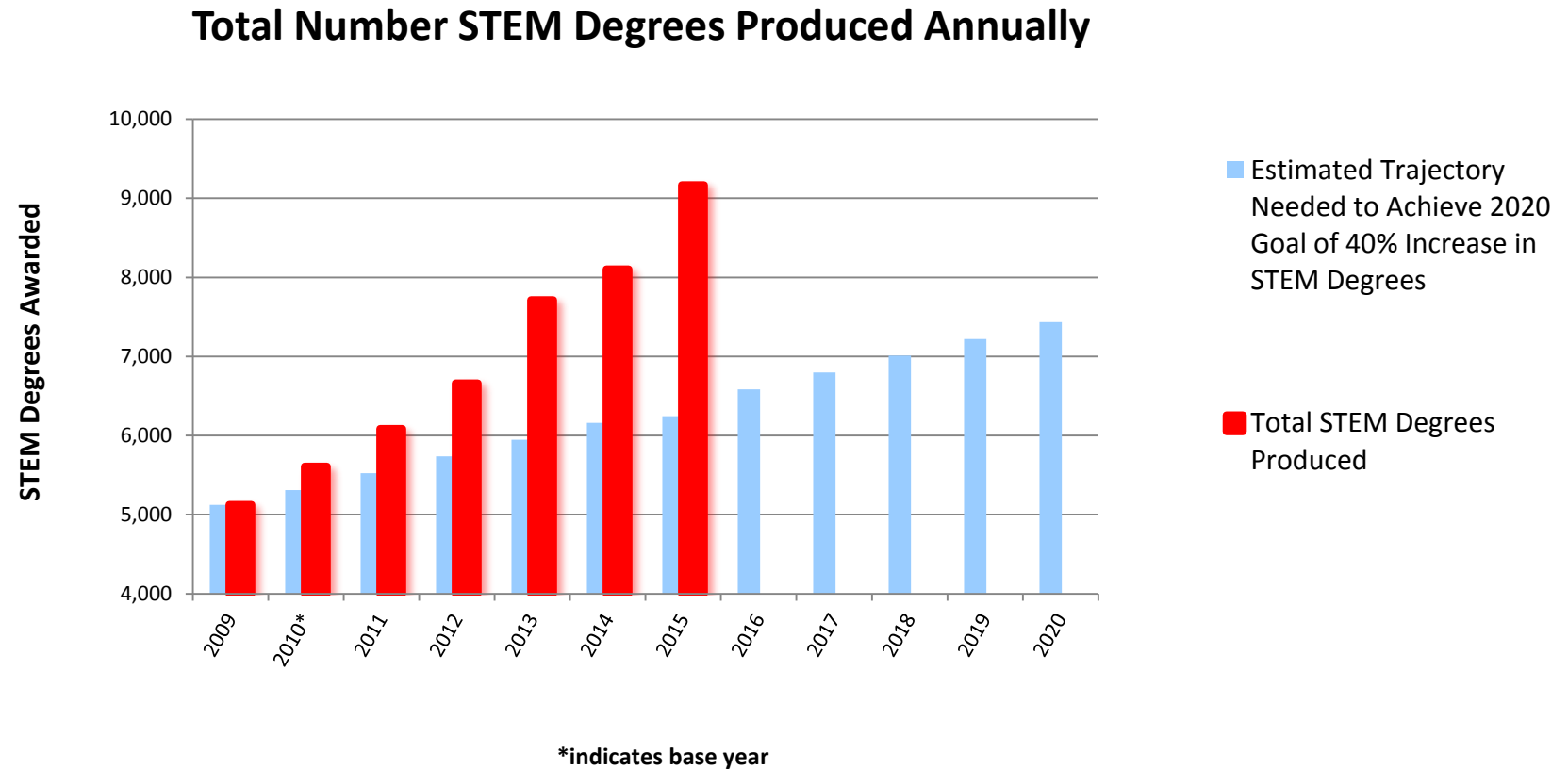




# Enrollment Below Targets – So Far

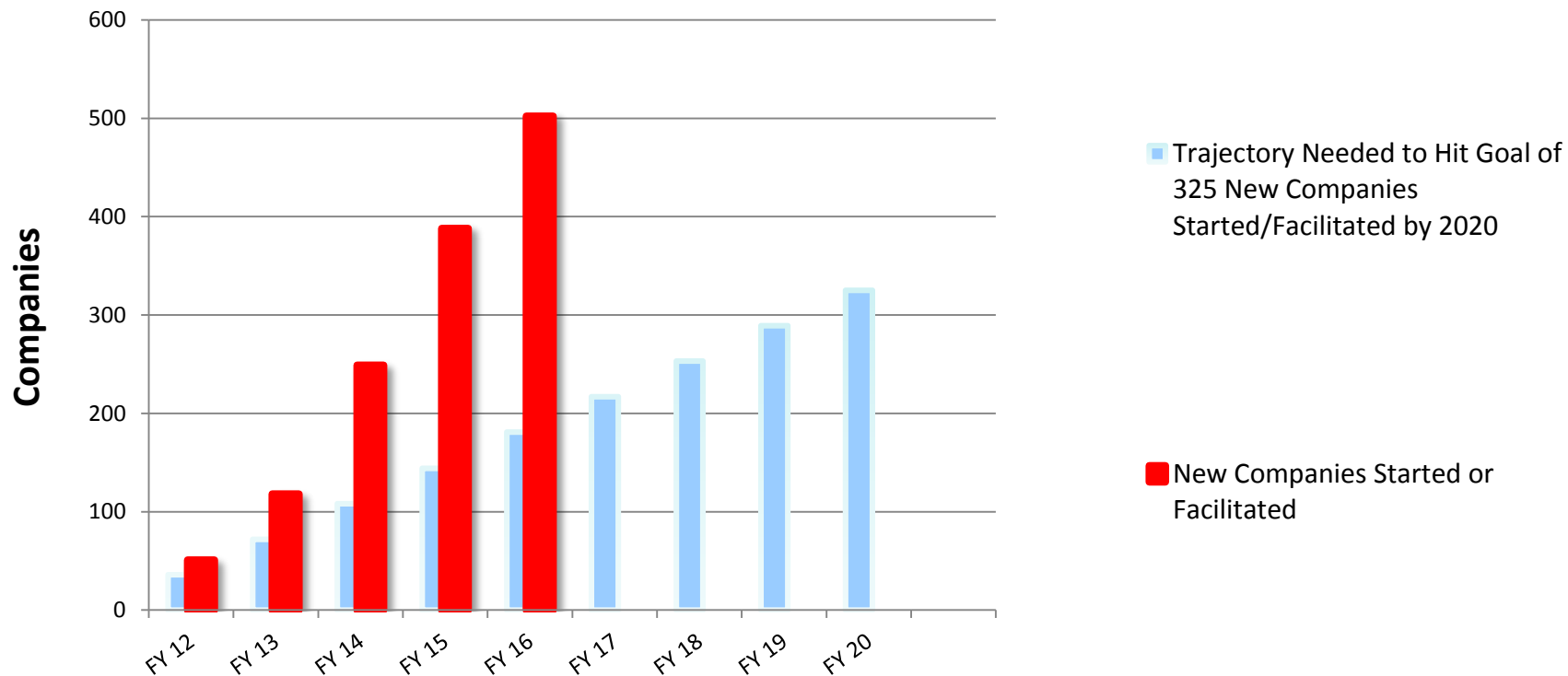


# STEM Degree Production Exceeded 2020 Goal - New Target Needed



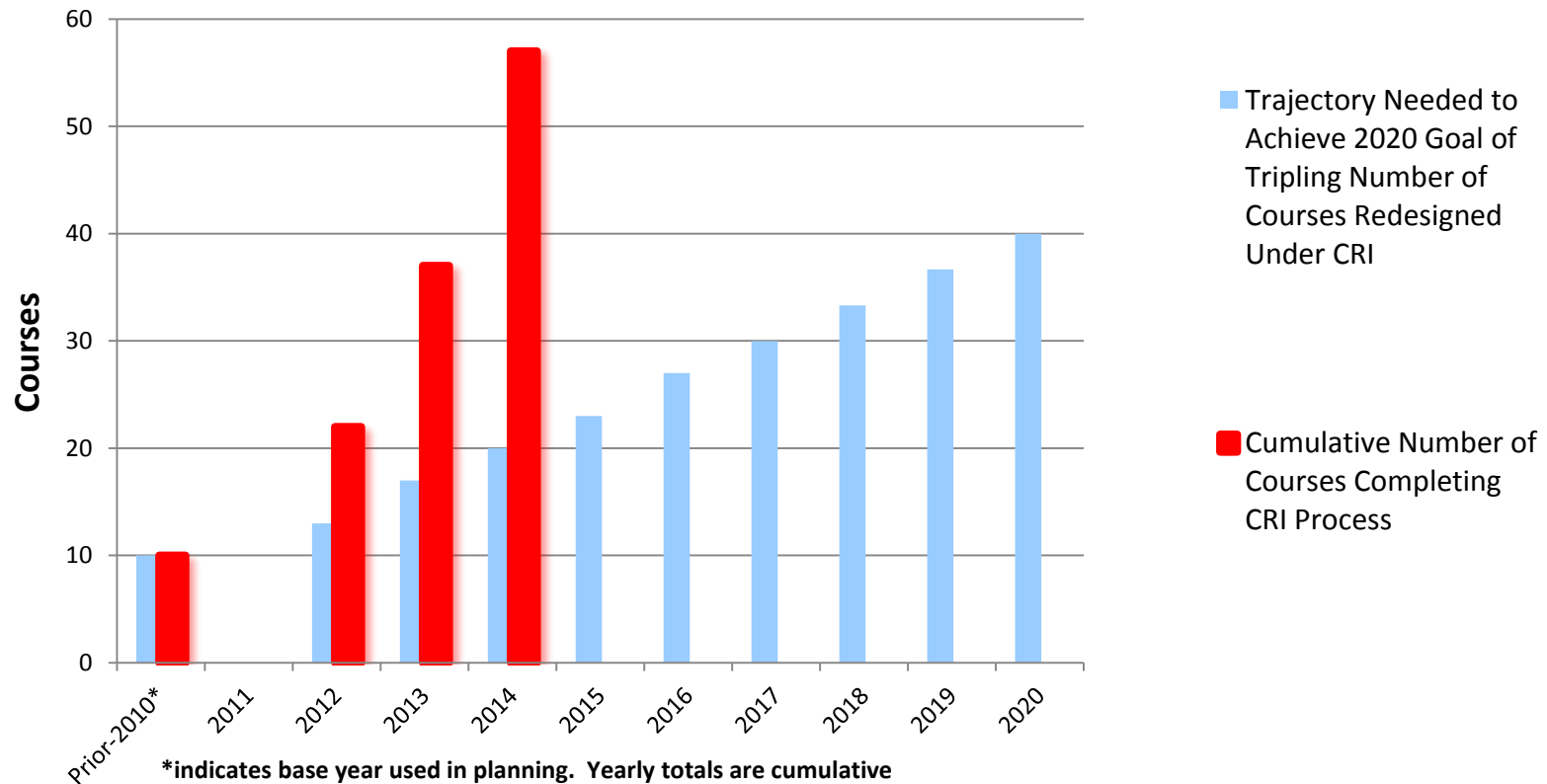
# Business Start Ups Exceeded 2020 Goal - New Target Needed

## New Companies Started or Facilitated



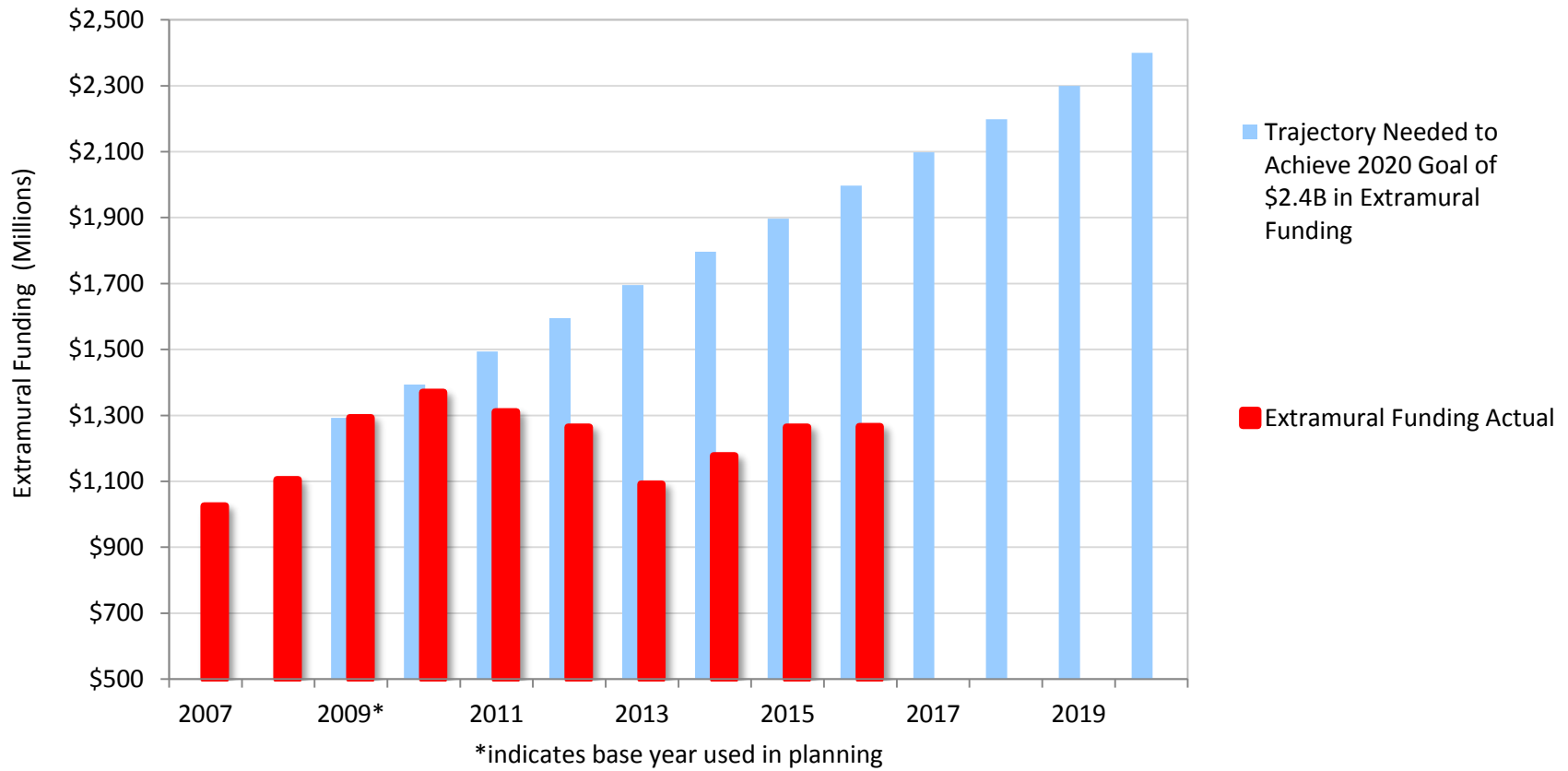
# Course Redesign Exceeded 2020 Goal - New Target Needed?

## Courses Redesigned Through CRI (Course Redesign Initiative)



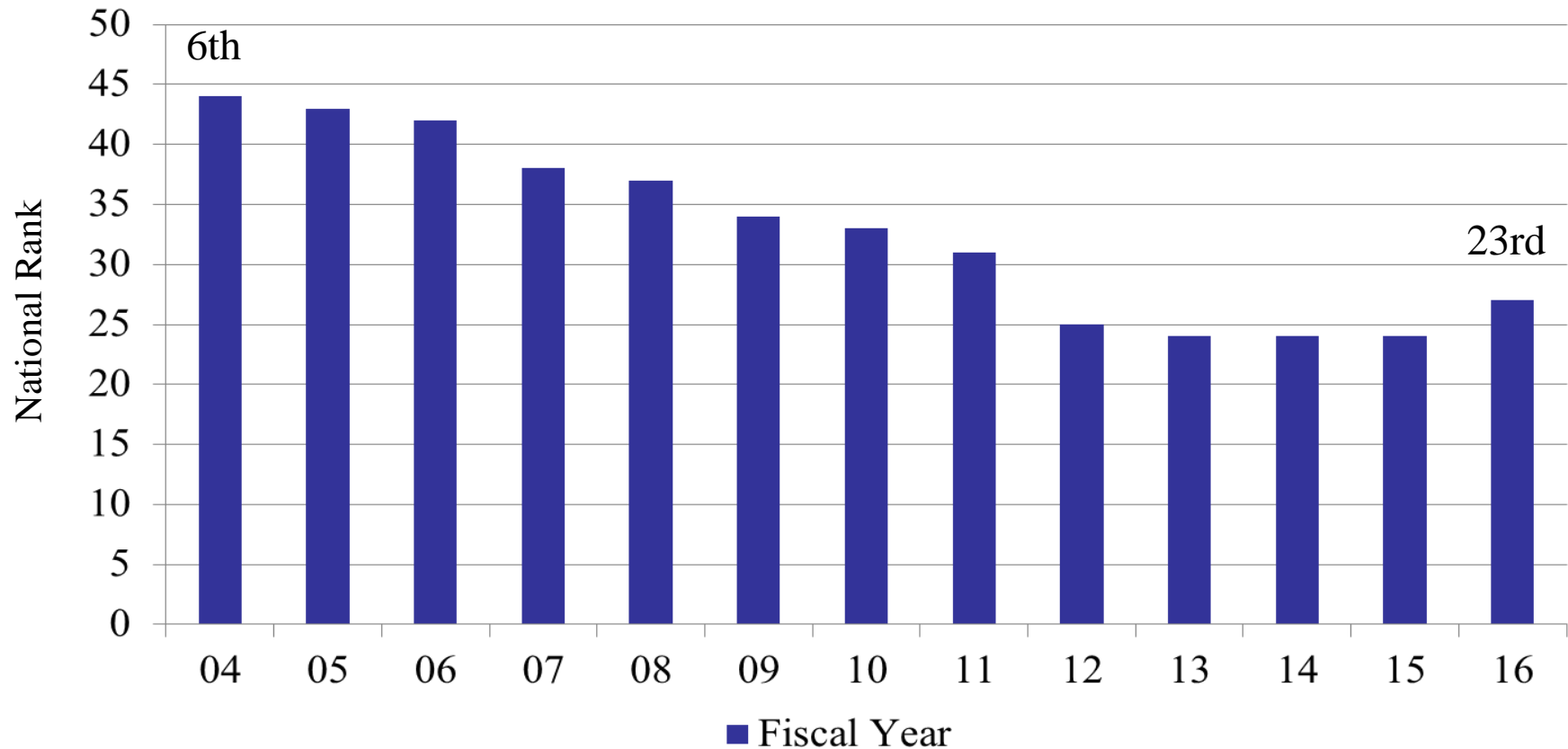
# Extramural Research Lagging - New Targeted Needed?

## USM Extramural R&D Funding

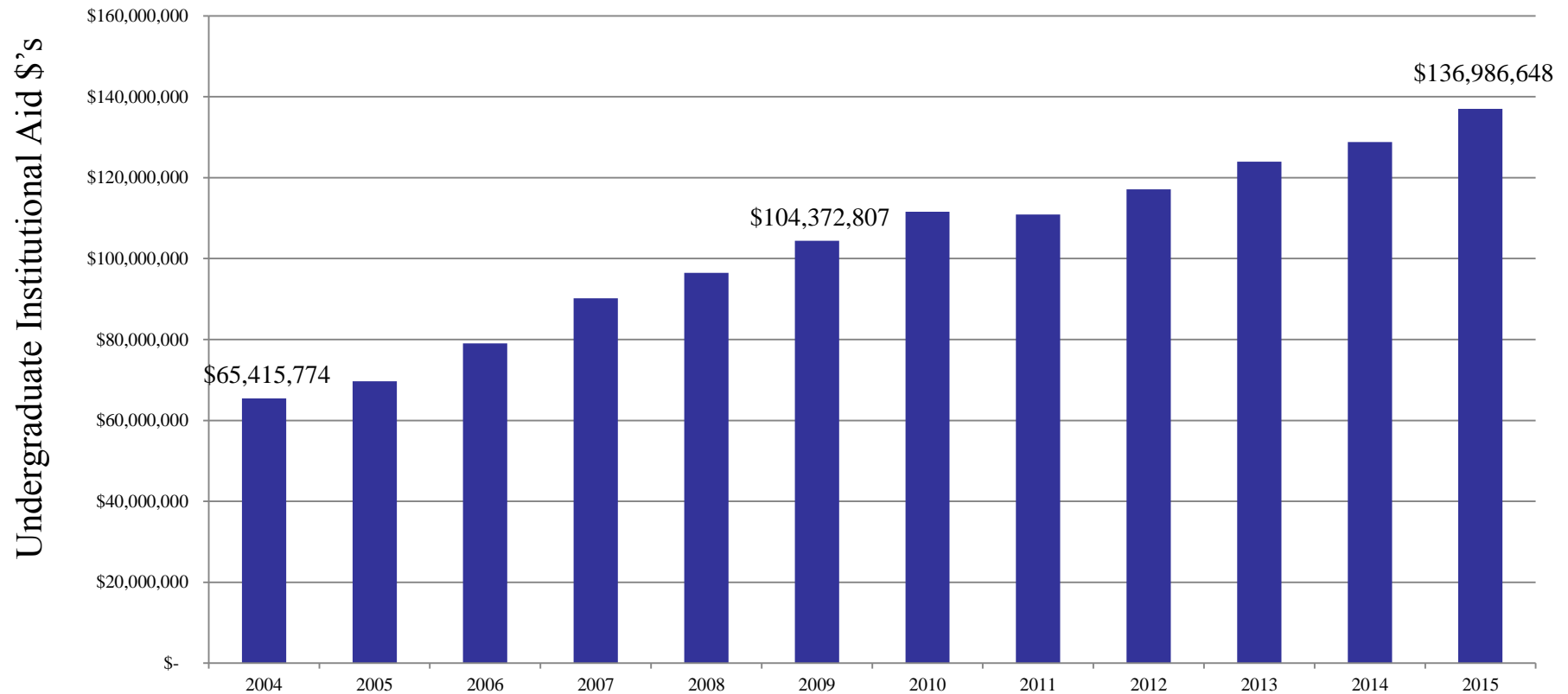


# USM Remains Affordable...

USM's National Competitiveness in Tuition and Fees



# USM Aid to Students Has Steadily Increased...



## Other Indicators Also Up...

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- In-state tuition has risen on avg less than 3% per year since FY 10
- Graduation rates up 7 points for African American and 4 points for Pell students since 2010, with progress made on closing the achievement gap
- Student diversity up 2 points since 2010 (to 33%) and faculty/staff diversity now up to 35%.
- Average Faculty Salary Percentile is up 5 points since 2010 (to 81%)

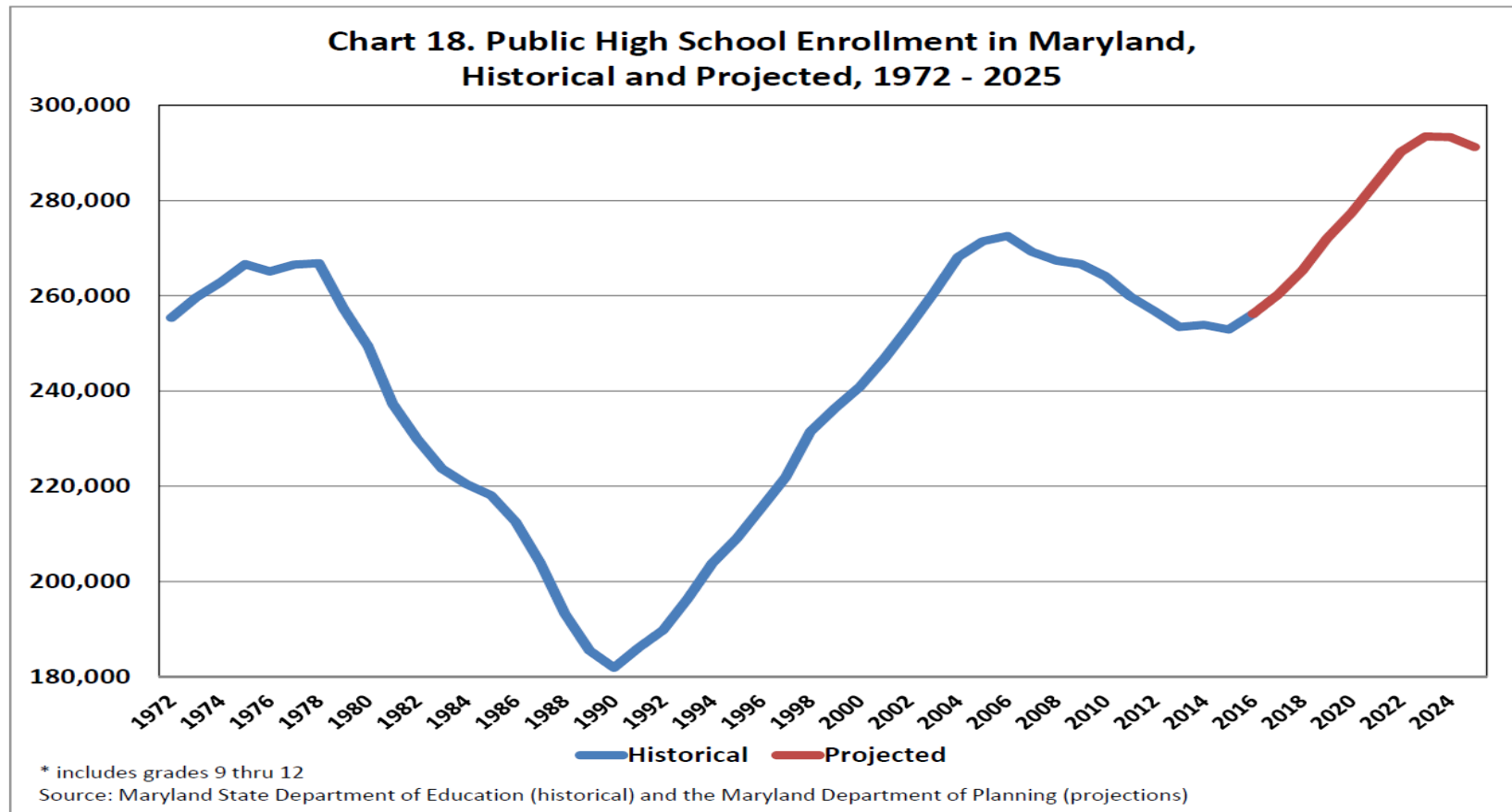


# The 2016 “Refresh” of USM Plan

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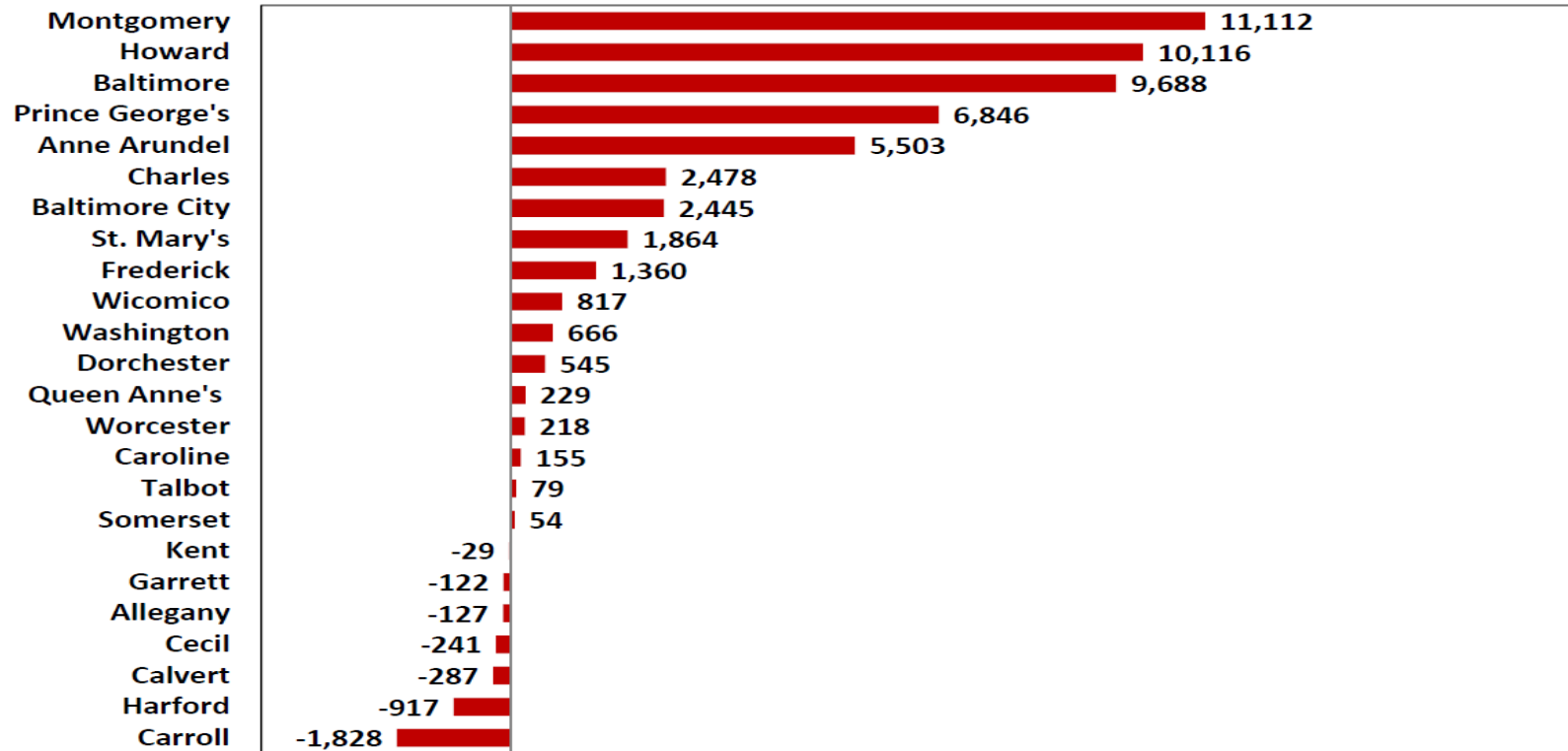
- Draws upon--
  - Assessment of current progress
  - Scans of state and national data and trends
  - Internal survey findings
  - Follow up discussions with USM leadership
  - Work of USM and BOR workgroups (Diversity, Workforce, etc.)

# Trends: Strong Growth Projected for Maryland Public High Schools...



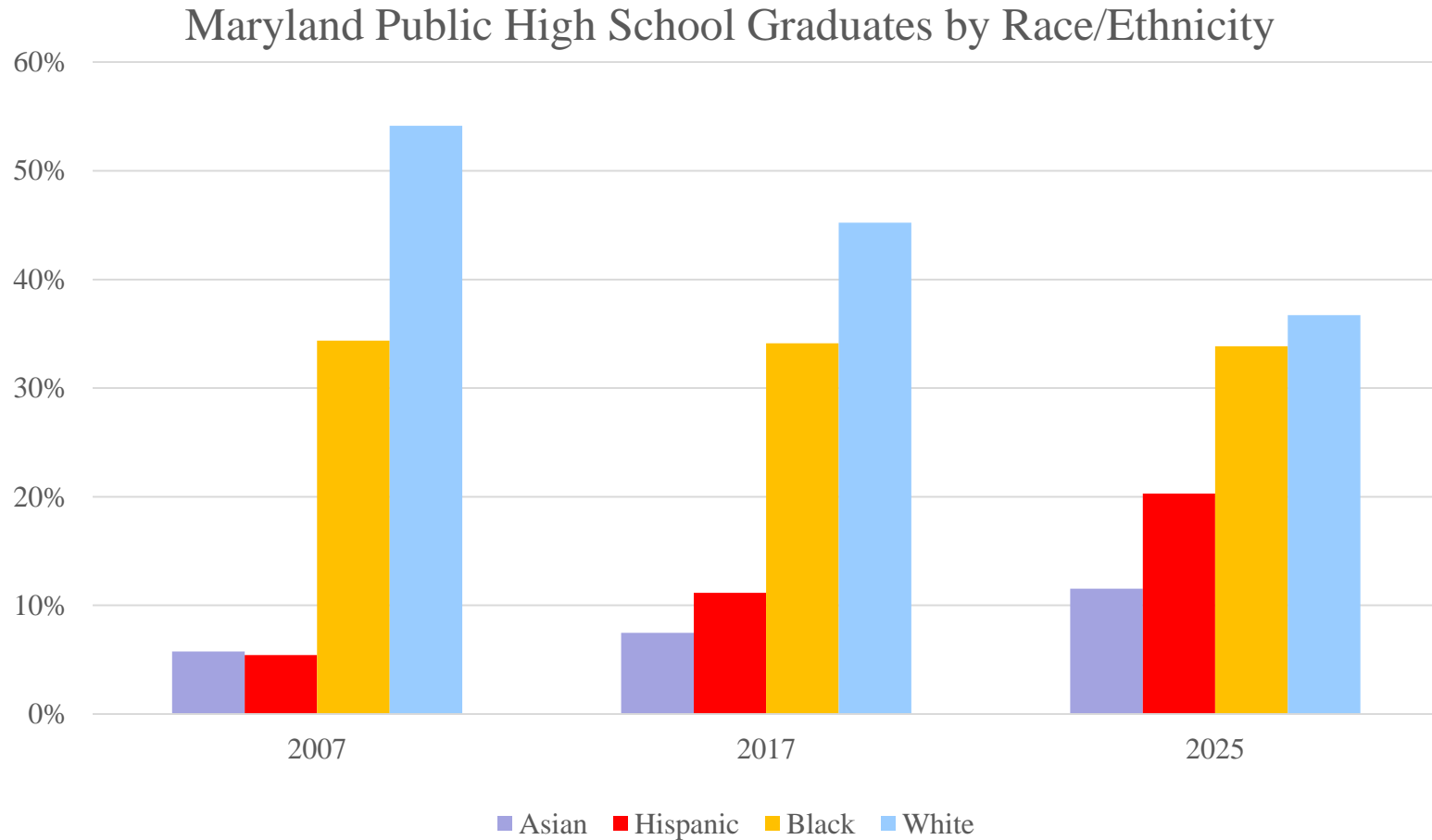
# Trend: Projected Growth Greatest in Suburbs...

**Chart 19. Change in Public School Enrollment by Jurisdiction, 2015 - 2025**

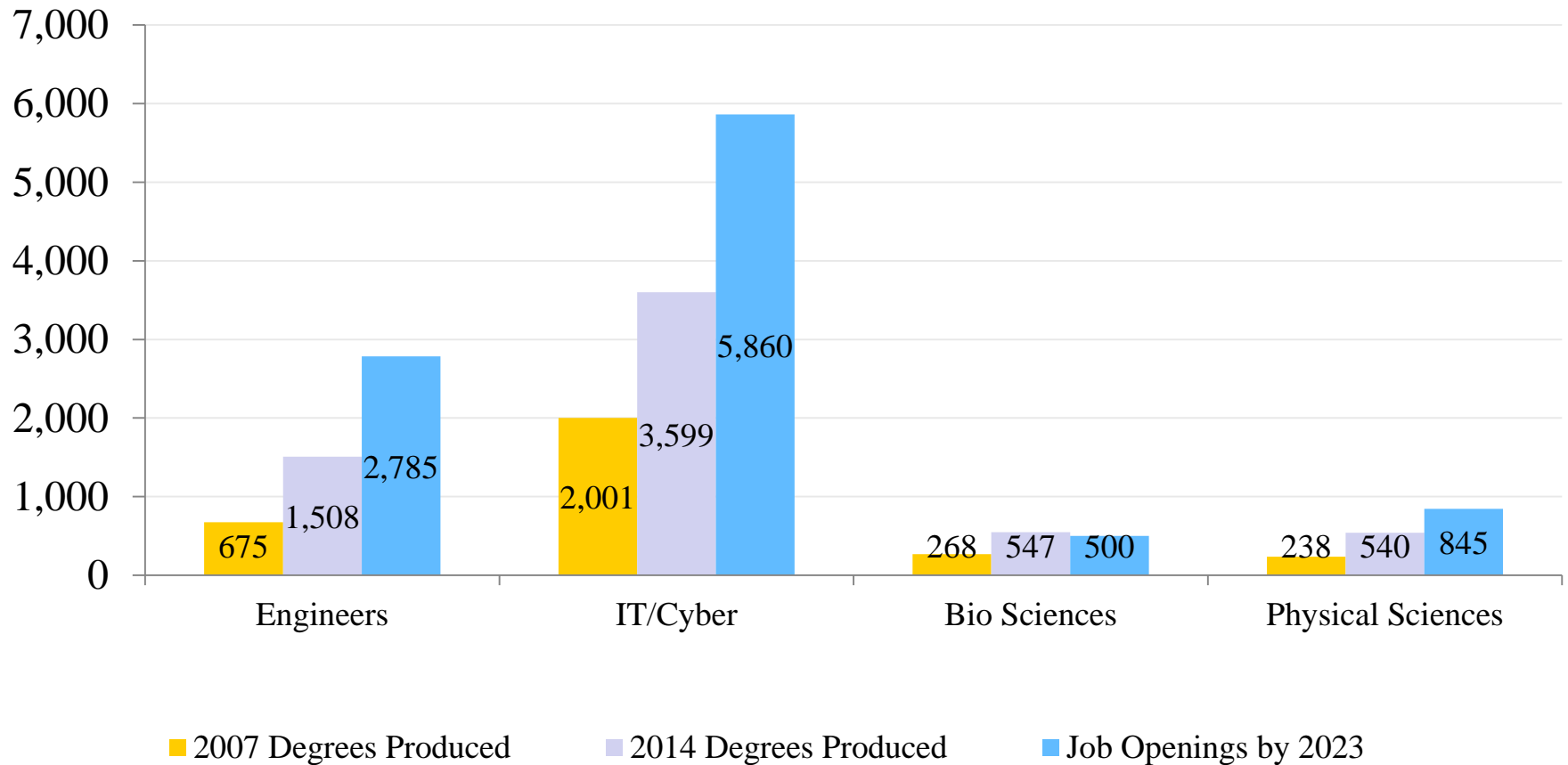


Source: Maryland Department of Planning

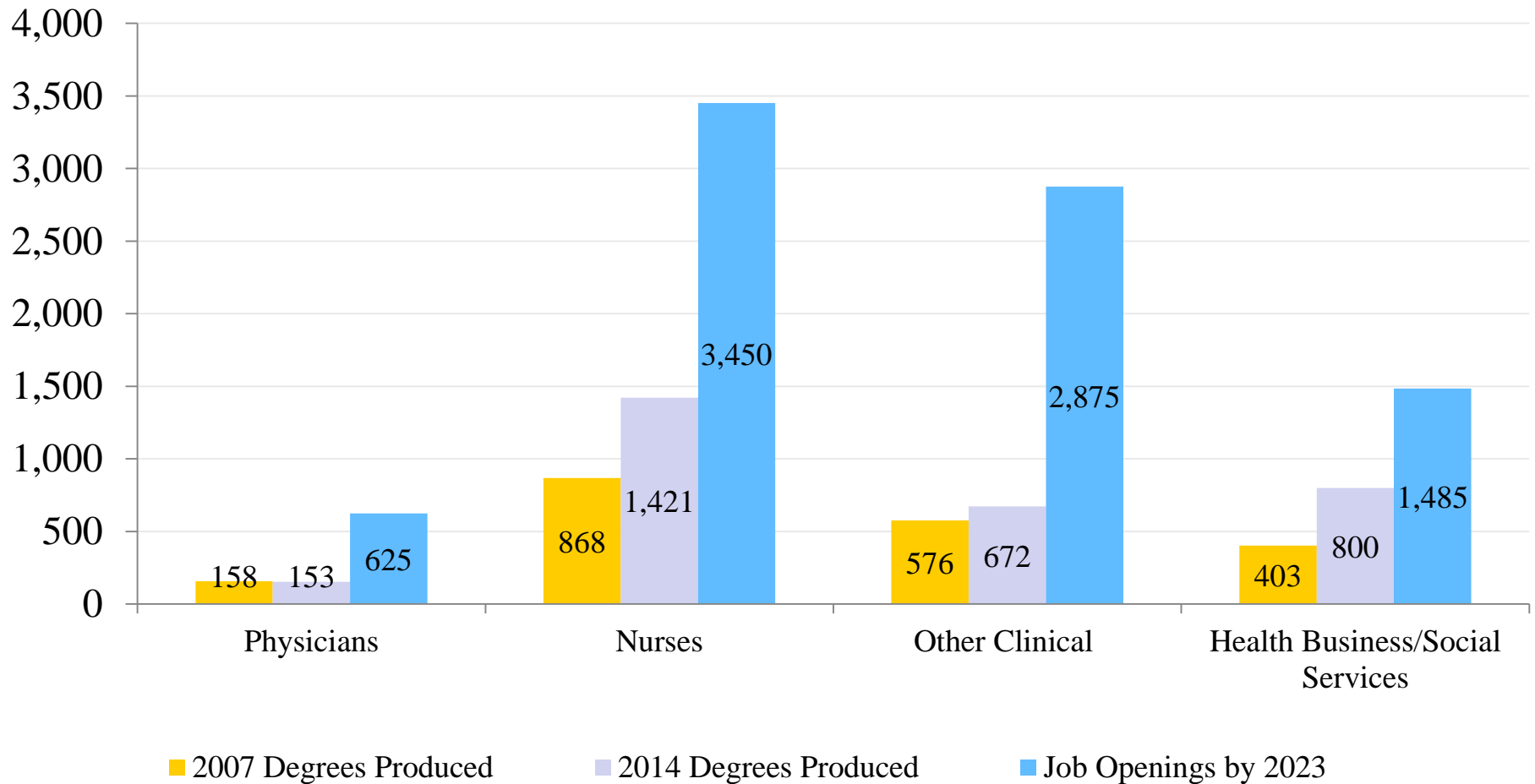
# Trend: Diversity of High School Graduates Will Continue to Increase....



# Trend: Workforce Demand Will be Strong in STEM and Cyber...



# Trend: Demand for Health Professions Workforce Will Grow...



# Internal Survey Indicates Strong Support for Plan Among Leadership

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- Economic Development (90%) and Stewardship (89%) Themes particularly seen as particularly relevant and appropriate
- Less support for some current strategies/goals, particularly:
  - R&D (52%);
  - Course Redesign (48%); and
  - National Eminence

# However Institutional Concerns Do Exist...

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- Funding Adequacy & Funding Equity
- Regional and Institutional Differentiation
- Impact of Technology and Disruption on Academic Model
- Need for Greater Collaboration and “Systemness” among USM institutions
- Affordability
- Need for Greater Diversity and Inclusiveness (including Civility)



# What Next? Potential Changes to Plan

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- Theme 1 (Access, Affordability, Attainment)
  - Maintain 28,000 degree goal but expand timeline
  - Continue to increase/emphasize
    - Improved affordability
    - Expanded access through the regional centers, early college models, and support for community college transfers
    - Greater use of success analytics to improve student retention and degree success
    - Greater cooperation between USM programs (B-Power)

# Potential Changes to Plan (cont)

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- Theme 2 (Economic Development)
  - Expand the STEM workforce goal by another 40% (to approximately 12,000)
  - Target workforce shortages in health care and cyber
  - Double the goal for new companies created
  - Diversify the research portfolio of USM institutions and increase overall R&D funding to \$1.6B
  - Create a stronger role for USM comprehensives, including partnership programs

# Potential Changes to Plan (cont)

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- Theme 3 (Academic Transformation)
  - Explore new ways to use data to improve decision making and drive improved outcomes in degree production, student and employer satisfaction, time to degree, etc.
  - Promote affordability by expanding the use of Open Educational Resources (OERs)
- Theme 4 (Stewardship)
  - Explore Systemwide use of data analytics in such areas as HR and other administrative operations.

# Potential Changes to Plan (cont.)

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- Theme 5 (National Eminence and Quality)
  - Retain the emphasis on attracting, retaining and supporting high quality faculty, staff, and students
  - Retain emphasis on building and maintaining world class facilities
  - Explore opportunity to highlight importance of diversity and inclusiveness in separate plan theme, including strategies for promoting these elements.

# Questions for Discussion

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- Should we extend the 28,000 degree completion goal through 2025?
- Are the proposed Economic Development targets appropriate?
- Should Transformation remain a theme—or should it be a broad strategy infused throughout plan?
- What would appropriate goals for a diversity and inclusiveness theme look like?

# Next Steps

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- Incorporate BOR and Stakeholder input
- Prepare draft
- Share draft with Leadership (BOR, Presidents, Advisory Councils, etc.)
- Based on comments, revise and resubmit