USM Strategic Plan Update
for
Board of Regents Retreat

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Administration and Finance
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The USM’s 10-Year Strategic Plan

• 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

- 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

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

• 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.)

• 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

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

Number of Degrees Awarded

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Degrees Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>18,000</td>
</tr>
<tr>
<td>2010</td>
<td>20,000</td>
</tr>
<tr>
<td>2011</td>
<td>22,000</td>
</tr>
<tr>
<td>2012</td>
<td>24,000</td>
</tr>
<tr>
<td>2013</td>
<td>26,000</td>
</tr>
<tr>
<td>2014</td>
<td>28,000</td>
</tr>
<tr>
<td>2015</td>
<td>30,000</td>
</tr>
</tbody>
</table>

Trajectory Needed to Achieve USM Goal of 28,000 Undergraduate Degrees by 2020

Number of Degrees Awarded
Enrollment Below Targets – So Far

Total USM Enrollment

- Headcount Enrollment
- Estimated Enrollment Needed to Achieve 2020 Goal
- Actual Enrollment
STEM Degree Production Exceeded 2020 Goal - New Target Needed

Total Number STEM Degrees Produced Annually

*indicates base year

Estimated Trajectory Needed to Achieve 2020 Goal of 40% Increase in STEM Degrees

Total STEM Degrees Produced

[Graph showing the total number of STEM degrees produced annually from 2009 to 2020, with a red line indicating the goal of a 40% increase and a blue line showing the estimated trajectory.]
Business Start Ups Exceeded 2020 Goal - New Target Needed

New Companies Started or Facilitated

Trajectory Needed to Hit Goal of 325 New Companies Started/Facilitated by 2020

New Companies Started or Facilitated

Companies
Course Redesign Exceeded 2020 Goal - New Target Needed?

Courses Redesigned Through CRI (Course Redesign Initiative)

- Trajectory Needed to Achieve 2020 Goal of Tripling Number of Courses Redesigned Under CRI
- Cumulative Number of Courses Completing CRI Process

*Indicates base year used in planning. Yearly totals are cumulative
Extramural Research Lagging - New Targeted Needed?

**USM Extramural R&D Funding**

![Graph showing Extramural Funding Trajectory and Actual](chart.png)

- **Extramural Funding Actual**
- **Trajectory Needed to Achieve 2020 Goal of $2.4B in Extramural Funding**

*indicates base year used in planning
USM Remains Affordable...

USM’s National Competitiveness in Tuition and Fees

04 05 06 07 08 09 10 11 12 13 14 15 16

National Rank

Fiscal Year

6th

23rd
USM Aid to Students Has Steadily Increased...

Undergraduate Institutional Aid $’s

2004 $65,415,774
2005 $70,000,000
2006 $80,000,000
2007 $90,000,000
2008 $100,000,000
2009 $104,372,807
2010 $115,000,000
2011 $120,000,000
2012 $125,000,000
2013 $130,000,000
2014 $135,000,000
2015 $136,986,648

2007
2008
2009
2010
2011
2012
2013
2014
2015

University System of Maryland
Other Indicators Also Up...

- 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

- 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...

Chart 18. Public High School Enrollment in Maryland, Historical and Projected, 1972 - 2025

* includes grades 9 thru 12
Source: Maryland State Department of Education (historical) and the Maryland Department of Planning (projections)
Trend: Projected Growth Greatest in Suburbs...

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

- Montgomery: 11,112
- Howard: 10,116
- Baltimore: 9,688
- Prince George’s: 6,846
- Anne Arundel: 5,503
- Charles: 2,478
- Baltimore City: 2,445
- St. Mary’s: 1,864
- Frederick: 1,360
- Wicomico: 817
- Washington: 666
- Dorchester: 545
- Queen Anne’s: 229
- Worcester: 218
- Caroline: 155
- Talbot: 79
- Somerset: 54
- Kent: 29
- Garrett: -122
- Allegany: -127
- Cecil: -241
- Calvert: -287
- Harford: -917
- Carroll: -1,828

Source: Maryland Department of Planning
Trend: Diversity of High School Graduates Will Continue to Increase....

Maryland Public High School Graduates by Race/Ethnicity

- Asian
- Hispanic
- Black
- White

2007: [Graph showing percentage distribution]
2017: [Graph showing percentage distribution]
2025: [Graph showing percentage distribution]
Trend: Workforce Demand Will be Strong in STEM and Cyber...
Trend: Demand for Health Professions Workforce Will Grow...

<table>
<thead>
<tr>
<th>Profession</th>
<th>2007 Degrees Produced</th>
<th>2014 Degrees Produced</th>
<th>Job Openings by 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physicians</td>
<td>158</td>
<td>153</td>
<td>625</td>
</tr>
<tr>
<td>Nurses</td>
<td>868</td>
<td>1,421</td>
<td>3,450</td>
</tr>
<tr>
<td>Other Clinical</td>
<td>576</td>
<td>672</td>
<td>2,875</td>
</tr>
<tr>
<td>Health Business/Social</td>
<td>403</td>
<td>800</td>
<td>1,485</td>
</tr>
</tbody>
</table>

- Yellow bars represent 2007 Degrees Produced.
- Purple bars represent 2014 Degrees Produced.
- Blue bars represent Job Openings by 2023.

University System of Maryland
Internal Survey Indicates Strong Support for Plan Among Leadership

- 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...

- 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

• 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)

• 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)

• 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.)

• 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

– 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

– Incorporate BOR and Stakeholder input

– Prepare draft

– Share draft with Leadership (BOR, Presidents, Advisory Councils, etc.)

– Based on comments, revise and resubmit