USM Strategic Planning

Strategic Plan Outline

October 2021

UNIVERSITY SYSTEM of MARYLAND

A continuum of transformation...

TODAY:
RESOURCE AND FOCUS

TOMORROW:
ENHANCE AND TRANSFORM

TODAY: RESOURCE AND FOCUS	TOMORROW: ENHANCE AND TRANSFORM
• Institution and processes centered • Degree output focused • Discipline siloed research growth • Impact of innovation efforts primarily within institution or system • Growth in traditional degrees	• Learner-centered • Outcomes focused • Interdisciplinary research collaboration and growth • Innovation at scale • Large scale impact in Maryland and nationally • Lifelong learning and stackable programming • Competitive positioning of brand and identity

An aspirational vision...

While the Strategic Plan's pillars build on existing capabilities at the system, the plan's long-term transformative goals elevate the economy, leverage the research base and redefine academic offerings.

have evolved into a more student-centered culture and will offer programs relevant to the needs of Maryland

have created a culture that values and incentivizes innovation to improve student and institutional outcomes

By 2030, the University System of Maryland will….

have a strong and deep relationship with the State's K-12 schools and community colleges focused on enhancing pathways.

be recognized as the primary source for re-skilling and up-skilling the State's workforce through skills based online training.

be regarded nationally and internationally as a leader in sustainability, focusing on challenges like climate change and biodiversity

be reflective of the State it serves, in the diversity of its students, faculty, and staff.

be recognized as a national "thought leader" on the topic of civic education, race, identity, and systemic racism.

Objectives for today's meeting

Topic	Time
Objective 1: Provide intro to strategic planning process, timeline, themes gathered from stakeholder interviews and the external scan, and our approach to short-, mid-, and long-term goal development.	10 minutes
Objective 2: Review our proposed Strategic Plan Pillars, Goals and horizontal themes, paying special attention to the changes made as a result of feedback from our last meeting and conversations with.	40 minutes
Objective 3: Discuss proposed next steps as it relates to short-term priorities for the socialization of the strategic plan and longer-term priorities as it relates to the proposed strategic branding exercise.	10 minutes

Strategic Planning Process

Phase I
January-February

Baseline the Current State and Align on the Future Environment

- Internal stakeholder engagement
- Internal data analysis

Phase II
March-May

Blueprint the Future State

- External stakeholder engagement
- External market scan
- Blueprint opportunities for new growth and impact

Phase III
June-August

Walk the Future Back

- Development of set of emerging strategic areas of focus and goals
- Prioritization framework

Phase IV
August-November

Develop the Path Forward

- Identification of priority initiatives
- Finalization of strategy and deliverables
- Present recommendations to BOR steering group

Stakeholder Engagement

Internal Stakeholders	
• C8 Group • Jay A. Perman, MD – *USM Chancellor* • Michael Eismeier – *USM Assistant Vice Chancellor for IT and Interim CIO* • Ellen Herbst – *USM Vice Chancellor for Administration and Finance* • Dr. Joann Boughman – *USM Senior Vice Chancellor for Academic and Student Affairs* • Foundation Executive Committee • Economic and workforce development focus groups (two), assembled by *USM Vice Chancellor for Economic Development*	• Academic Affairs Advisory Council (AAAC) • Enrollment Working Group Staff • Council of University System Presidents (CUSP) • USM Office VPs for Administration and Finance • Council of Advancement VPs • Council of University System Faculty (CUSF) • Diversity and Inclusion Council • Regional Center Leaders • USM Student Council • VPs of Student Affairs • Council of University System Staff

External Stakeholders
• P-20 Council • Maryland Tech Council • Greater Baltimore Committee • Maryland Agriculture Education Foundation • Greater Washington Partnership • General Assembly Leadership: President of Senate Bill Ferguson and House Speaker Adrienne Jones

Stakeholder Engagement Themes (1of 2)

Systemness

- Through the course of stakeholder sessions, **two ways of thinking about the USM** were distinguished – the system as the USM office and the system as the collection of the institutions that make it up.

- There is a large desire to work more collaboratively across many functions. "We have come very far in regard to '**systemness**,' but there are still improvements to be made in regard to collaboration."

- Many stakeholders spoke to the richness that comes from the **diversity of the system**, referring to the **varied assets across portfolio** and to the importance of the strategic plan in relaxing some siloes between institutions.

- Some stakeholders pointed to a "limiting mindset" around the enrollment objectives across the system, stating that many institutions have an ethos of **competition** with other institutions within the system when it comes to student recruitment and enrollment.

- That said, most believe that by **working together more closely (rather than competing)** and incorporating innovation into the strategy, USM institutions can continue to build on a solid enrollment core and grow enrollment.

Teaching & Learning

- Especially given disproportionate effects of pandemic on lower income students, stakeholders spoke to a strong desire to **support students across Maryland that may not otherwise be able to afford** a higher education.

- COVID-19 has **catalyzed innovation in course delivery** across the nation, and interviewees believe that the USM can leverage assets to be a leader in this field and improve accessibility and learning outcomes across the system.

- Internal stakeholders believe that the USM's **regional higher education centers** could be leveraged as "**innovation test sites.**"

Stakeholder Engagement Themes (2 of 2)

Diversity and Inclusion

- Across stakeholder groups**, Diversity and Inclusion** was raised, in some way, in every session. Stakeholders overwhelmingly feel this is an area where the USM exemplifies a strength, but there is more to do to improve.

Research & Community Engagement

- Stakeholders spoke to the strong position that the USM holds in regard to **research**, and many quoted the recent Higher Education Research and Development (HERD) survey ranking from the NSF as validation of this strength. Stakeholders would like to see continued investment in research in new, innovative, and collaborative ways.

- Stakeholders believe the USM has a role in driving **economic development** across the State of Maryland by thinking about serving Marylanders across their lifetime. Degree and non-degree production, research advancement, and community service are all seen as valuable aspects of economic development. There is also a desire for the system think through how the impacts of COVID-19 to **K-12 education** will affect our institutions in the future.

- From a philanthropy standpoint, USM stakeholders are eager to continue **telling stories of impact**, student success, and the **"public good"** to connect with donors at all levels. An emphasis was placed on the **community involvement aspect of philanthropy** and with involving alumni and donors to *co-author* USM stories and partner together in USM impact and activity, even after graduation.
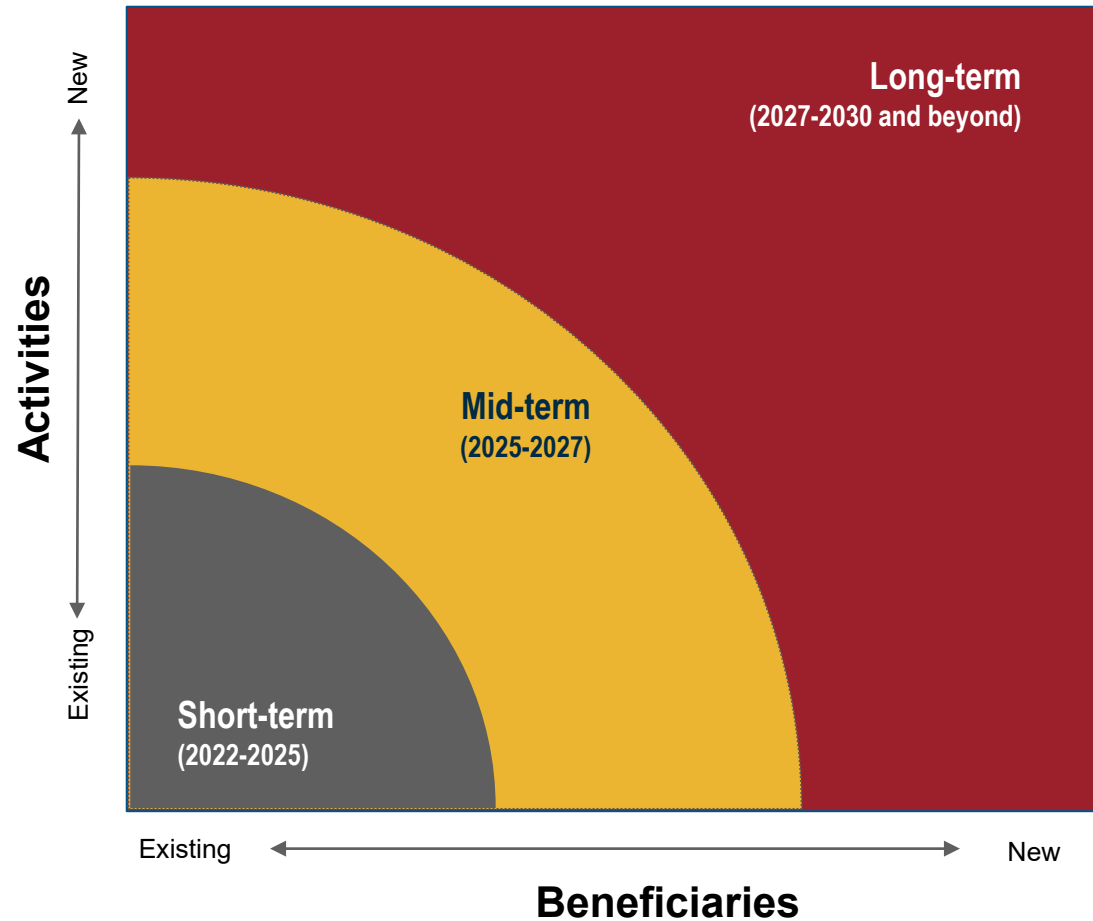
External Scan Executive Summary (1 of 2)

- Certain demographic trends stand to have a substantive impact on USM:

  - The addressable market of traditional students in the United States is expected to peak in 2025 and eventually fall below 2015 levels by 2035. Maryland graduates are projected to ebb and flow from 2021 to 2035, but are projected to stay 10-20% above 2015 levels during this period.

  - Nationally, significantly more parents now prefer that their child attend a school closer to home due to the effects of the COVID-19 pandemic

  - Along with continued demographic shifts, USM can anticipate changing students' needs, and further challenges related to college readiness and ability to pay. The disproportionate impacts of the pandemic on low-income communities and communities of color have exacerbated these developing trends.

- USM is well positioned to provide substantive leadership and support to the current racial justice movement, particularly in the context of the Coalition case settlement.

External Scan Executive Summary (2 of 2)

- The pandemic has also accelerated the digital transformation for teaching and learning. USM can continue to facilitate digital transformation at member institutions while also supporting increased flexibility in program delivery to meet learners' needs and expectations, including those of lifelong learners.

- USM's current assets and expertise are well-positioned to broadly address federal research priorities in fields such as life sciences, engineering, and climate change while also developing research prowess in areas that address society's greatest challenges.

- Two distinctive industries within Maryland's economy will see above average growth in employment over the next 5-10 years: (1) Professional, Scientific, and Technical Services (industry includes occupations related to STEM), and (2) Education Services – USM can better support growth in Maryland's economy by increasing degree output in quickly growing fields and strengthening industry collaboration to address skills gaps.

Methodology: Balancing a Portfolio of Goals

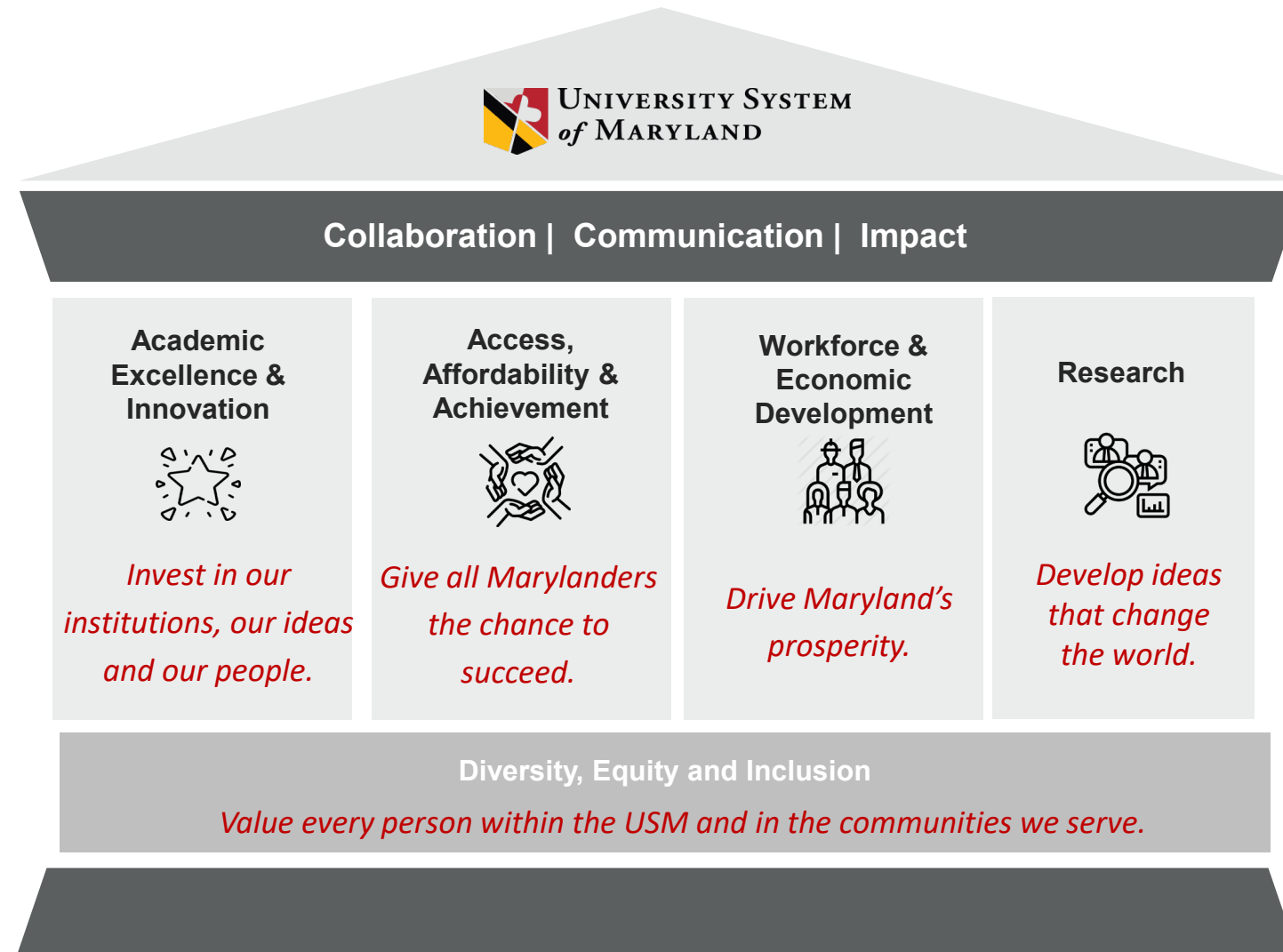|	
Short-term	• Through 2022-2025, USM will achieve a set of goals that build on existing priorities. • Change represents fortifying or modernizing existing programs and competencies.
Mid-term	• Building off its 2022-25 goals, by 2027 USM will have planned, developed, and begun implementing actions to achieve a set of mid-term goals. • Change represents an extension of existing activities into new (perhaps interdisciplinary) areas.
Long-term	• Building off the success of its short-term and mid-term goals, by the end of the decade, USM and/or the State of Maryland will have achieved or positioned itself to achieve a set of long-term, transformational goals. • Change represents significant new activity via programs and competencies that have not historically existed; May require very significant investment and planning.

Note: At the end of the three-year cycle (2022-2025) USM will review the short-term goals as a part of its intended strategic plan refresh.

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USM Strategic Plan Pillars & Taglines

Collaboration | Communication | Impact

Academic Excellence & Innovation	Access, Affordability & Achievement	Workforce & Economic Development	Research
Invest in our institutions, our ideas and our people.	*Give all Marylanders the chance to succeed.*	*Drive Maryland's prosperity.*	*Develop ideas that change the world.*

Diversity, Equity and Inclusion

Value every person within the USM and in the communities we serve.

Mission, Vision and Values

USM Mission Statement	USM Vision Statement

To educate and serve the people of Maryland, advance equity, justice, and opportunity, and produce the research and scholarship that improve our lives.

The USM leverages the strength and diversity of our people and institutions to promote lifelong learning, encourage economic innovation and entrepreneurship, and produce research and scholarship that solve our greatest problems.

We instill in students a commitment to diversity, inclusion, and justice; an understanding of the social, economic, and environmental challenges facing our world; and the will and ability to address them.

Through learner-centered academic programs and support services, we prepare students who have the knowledge, skills, creativity, and confidence to succeed and to lead in a global economy.

To be a preeminent system of public higher education respected around the world for our leadership in developing learner-centered postsecondary education for all levels and life stages; creating knowledge that solves problems, strengthens communities, and makes meaningful change; and relentlessly pursuing equity, opportunity, and justice for all Marylanders.

The USM produces graduates who are engaged citizens and courageous leaders.

The students we educate and the knowledge we create shape policy, science, technology, business, education, art, and culture—across the state and around the world.

All members of our community absorb and reflect the System's deep and abiding commitment to learning, inclusiveness, and service to others.

We not only build lives, families, and educated citizens; we create a more just and equitable society.

Knowledge

Service

Diversity, Equity and Inclusion

Civility
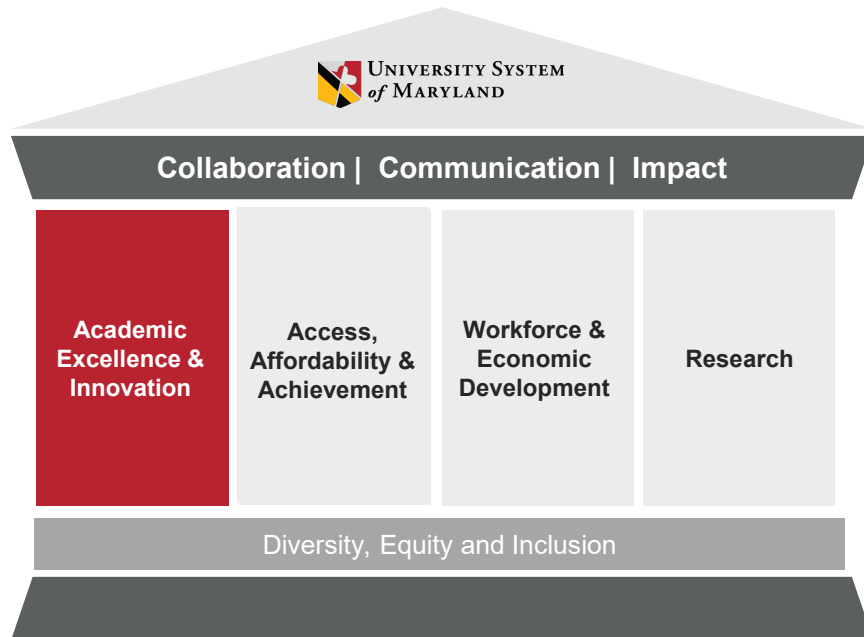
Values

Innovation

Collaboration

Excellence

Accountability

Rationale: Academic Excellence & Innovation

Collaboration | Communication | Impact

Academic Excellence & Innovation | Access, Affordability & Achievement | Workforce & Economic Development | Research

Diversity, Equity and Inclusion

- Grounded in the Maryland Charter for Higher Education's directive that the University System's first duty is to "promote excellence at each campus," USM has a **deep and abiding commitment to achieving and sustaining excellence** in all its endeavors.

- USM seeks to achieve its mandate for excellence in the following ways: investing in its **people** (diverse and high-quality faculty, staff, and students); developing and maintaining **innovative programs** and world-class **facilities**; engaging and **partnering with alumni, businesses, government, and other key stakeholders**; and **stewarding the resources** entrusted to USM.

- But as a leading public university system and a nationally-recognized model for **academic innovation,** USM also recognizes that success in living up to its commitment to excellence, and achieving the state's mandate, increasingly will depend on the ability of it and its institutions to **continuously innovate in all areas** of their operations.

Goals: Academic Excellence & Innovation

Short-Term Goals

- Achieve and secure competitive salaries and benefits for faculty and staff at all levels.
- Develop and implement hiring and retention practices that lead to greater quality and diversity among faculty and staff.
- Attract, retain, and graduate Maryland's brightest students, both at the undergraduate and graduate level.
- Continue to build and maintain world-class facilities and infrastructure, with greater emphasis on maximizing USM's flexibility to expand access into new markets in Maryland and worldwide.
- Continue to work closely with USM campuses to engage with alumni, enhance donor pipelines, and expand fundraising.
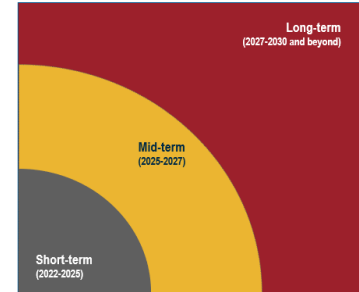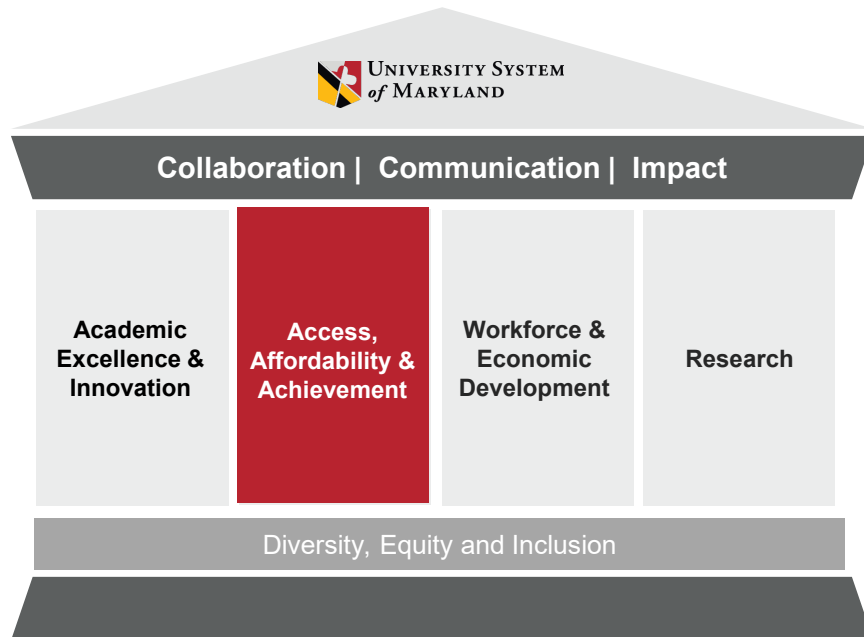
Mid-Term Goals

- USM will have leveraged its investment in digital technologies to increase program flexibility and learner personalization.
- USM will have actively explored innovative programs for working professionals that respond to workforce demands.
- USM alumni outreach and involvement will have been expanded through the adoption of new technologies.
- Cross-functional collaboration across the System will have been expanded.
- USM's marketing and storytelling to donors and stakeholders will have been enhanced.

Long-Term Goals

- USM will be nationally recognized for its commitment to excellence, including the support provided to its people, programs, and facilities.
- USM will continue to be seen as a national leader in academic innovation, with a commitment to innovation and continuous improvement that is deeply embedded in the culture and decision-making structures of the System.

Rationale: Access, Affordability & Achievement

UNIVERSITY SYSTEM of MARYLAND

Collaboration | Communication | Impact

| Academic Excellence & Innovation | Access, Affordability & Achievement | Workforce & Economic Development | Research |

Diversity, Equity and Inclusion

- The USM accomplishes its mission of **enhancing the quality of life** for Maryland's citizens by **increasing student access, affordability, and achievement** through effective and efficient management of institutional resources to deliver the highest quality education

- **Changing demographics** and **evolving expectations** for higher education across the state highlight a rise of alternative education models that **disrupt traditional education.** This evolution, against a backdrop of **growing skepticism** on the return on investment of higher education, presents a set of challenges that will require the USM to address barriers and obstacles to access, affordability, and student achievement.

- With a **strong network of supportive alumni, student, community,** and **business leaders**, who serve as testament to the **strength** of a USM education and the **value** of a USM degree, USM is **well positioned** in many ways to not only meet the challenges it expects to face over the next 5 to 10 years but to **grow, evolve, and thrive** as a result of them.

Goals: Access, Affordability & Achievement

Short-Term Goals

- Maintain or exceed USM undergraduate enrollment at level needed to help achieve Maryland's degree completion goal.
- Improve transfer pathways and increase student success as a student-centered system of institutions.
- Expand need-based aid and employ innovative technologies to manage the costs of higher education for students.
- Leverage the unique assets of the System to deliver access and services to underserved regions & populations.
- Strategically brand the ROI and educational opportunities the USM provides to students, families, and businesses.
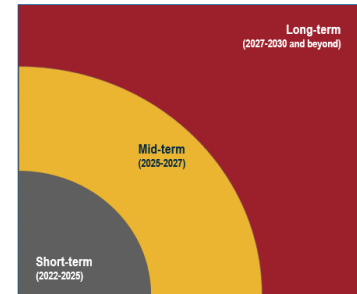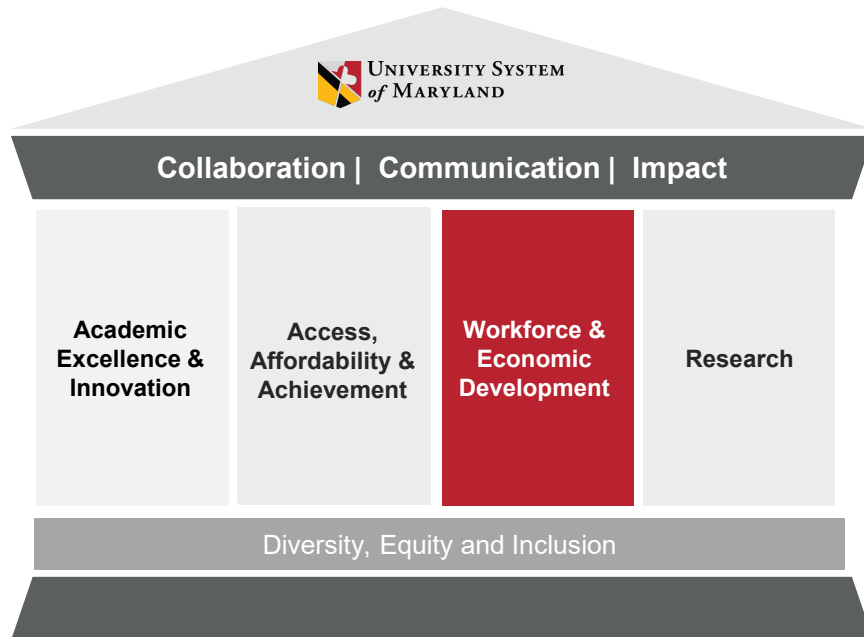
Mid-Term Goals

- USM will have strengthened the connection between learning experiences and KSAs needed to work and contribute to an evolving society.
- USM will have implemented an informed institutional decision-making model that is built on student success (defined through student needs, challenges, and aspirations).
- USM will have evaluated and restructured the financial and operational models of the USM to meet evolving and changing needs.

Long-Term Goals

- USM's culture will have evolved into a more student-centered culture.
- USM will be recognized as a leader in offering programs relevant to the needs of Maryland students and families.
- USM will have increased the proportion of new or returning Maryland high school graduates (compared to prior decade).
- USM will be recognized for its ability to take risks on behalf of USM students and their needs and has a reputation for being nimbly innovative as it strives to continuously "get better at getting better."

Rationale: Workforce & Economic Development

Collaboration | Communication | Impact

| Academic Excellence & Innovation | Access, Affordability & Achievement | Workforce & Economic Development | Research |

Diversity, Equity and Inclusion

- The State of Maryland, along with the USM, has long recognized the important role that a **highly-educated workforce**, in combination with a workforce spearheaded by a large and **growing supply of graduates in STEM, the Health Professions, and other critically-needed fields**, plays in Maryland's economic success.

- In 2013 Maryland codified into law a longstanding state goal that at least **55% of Maryland adults** who are age 25 to 64 will hold an **associate's or higher degree by the year 2025**. Similar quantitative goals around STEM, Health Professionals, and other fields, have been recommended by Maryland's chief executives or other groups as well.

- USM's response to the challenges laid down by the State has been one of the **major success stories** of the System for the last decade and has helped Maryland achieve and hold a top ranking in the educational attainment of its workforce. Going forward, the **pipeline of graduates prepared by USM institutions**, and the KSAs they hold, will be critical to not just powering Maryland's economy forward but helping shape what that economy looks like as well.

Goals: Workforce & Economic Development

Short-Term Goals

- Continue to meet, and exceed, the MHEC bachelor's degree production targets for achieving State's 55% goal.
- Expand the number of graduates in fields critical to Maryland's economy (STEM, Cyber, HealthCare, Education, etc.).
- Expand the pipeline of URM students entering, and graduating, in fields critical to Maryland's economic success.
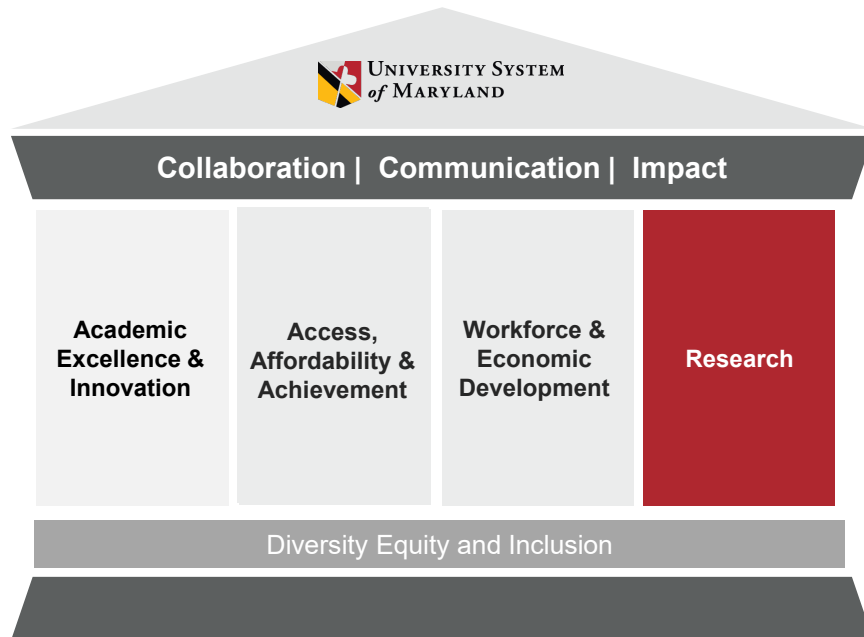- Continue to grow the number of startups developed through USM venture support.
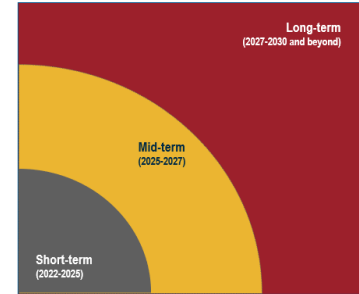
Mid-Term Goals

- USM will have developed a broad, data-informed academic portfolio reflecting the needs of Maryland's students & employers.
- USM will have worked with its P-20 partners to make it easier for students who want to become teachers to become teachers.
- USM programs will be delivering graduates with the well-rounded backgrounds and credentials needed to enter the workforce.
- USM will have partnered with business & community leaders to better understand & address local & regional development needs.

Long-Term Goals

- In the face of increased competition in the postsecondary education market, USM will continue to be the dominant producer of graduates, from all populations, prepared to enter and support Maryland's knowledge-based economy.
- USM will be recognized as the primary source for re-skilling and up-skilling the State's workforce.
- USM will have a strong and deep relationship with the State's K-12 schools focused on improving student outcomes and pathways.

Rationale: Research

Collaboration | Communication | Impact

| Academic Excellence & Innovation | Access, Affordability & Achievement | Workforce & Economic Development | Research |

Diversity Equity and Inclusion

- With more than **60 federal agencies**, **70 federal research labs**, **4 world-class research universities**, and an **internationally-recognized environmental science center,** Maryland is **unique** among states in the impact that research and development (R&D) – particularly federally-supported R&D – has on its economy.

- The overall impact of Maryland's unique concentration of R&D generators is that the State – though relatively small in population and geographic size – **ranks first** among all states in federal **R&D obligations**, fifth in academic R&D performance ($4.6B), and 7th in total R&D performance.

- Over the next decade, as our institutions, our state, and our nation emerge from the COVID-19 pandemic to **confront other challenges** that range from the interrelated crises of **climate change** and **decreased biodiversity** to the pernicious effects of **systemic racism** and inequality, we must leverage the **research and scholarship generated by USM faculty and institutions** to help power Maryland's economy, confront and overcome the challenges we face, and improve the quality of life for all Maryland residents.

Goals: Research

Short-Term Goals

- Continue to leverage proximity to nation's capital and federal research agencies & labs to enhance USM R&D success.
- Seek alignment between areas of USM research strength and emerging national research priorities.
- Advance State's leadership in environmental sciences and deepen reputation for providing leadership in sustainability.
- Continue promoting technology transfer and commercialization of USM-developed intellectual property.
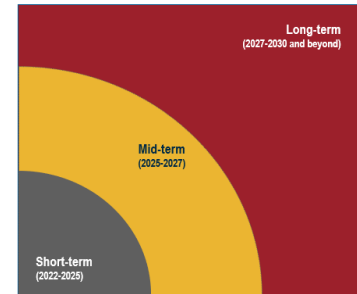
Mid-Term Goals

- Building off MPower model, USM will have increased the number of cross-institutional and interprofessional research collaborations between its institutions or centers.
- USM will have diversified and expanded its R&D portfolio by leveraging its historic strength in basic and applied research to take advantage of the national trend toward more basic research being funded by the business sector.
- Drawing from the expertise of its faculty, staff, and students USM will have developed and implemented a special research initiative on DEI topics.

Long-Term Goals

- Maryland, as a state, will continue to rank among the nation's most competitive in R&D performance.
- USM institutions will have achieved greater diversity in the sources of support for their R&D programs.
- USM will be regarded nationally and internationally as a leader in sustainability.
- USM will be recognized for the quality and impact of its research & scholarship on topics related to race, identity, and systemic racism.
- Research carried out on USM's campuses will contribute to a healthier, more vibrant Maryland economy and an improved quality of life for its residents.

Long-term (2027-2030 and beyond)

Mid-term (2025-2027)

Short-term (2022-2025)

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Horizontal theme: Diversity, Equity & Inclusion

Academic Excellence & Innovation

Access, Affordability & Achievement

Workforce & Economic Development

Research

<div style="color:red">Diversity Equity and Inclusion Horizontal Theme</div>

USM, in the diversity of its students, faculty, and staff, will be reflective of the State it serves.

USM HBIs will lead the USM in increased student achievement & will be widely recognized for their success.

USM will expand the pipeline of USM students graduating in fields critical to Maryland's economy.

USM will be recognized as a national "thought leader" on the topic of race, identity, and systemic racism.

Goals in each vertical that align with DEI horizontal

Collaboration, Communication, Impact

Collaboration	Communication	Impact

As a next step following the strategic planning process, USM will invest in a Comprehensive Brand/Awareness Effort

Investments in market research, consultants, staffing, and content infrastructure (i.e., updating web/video/digital platforms)
Investment in visual (video/graphic) storytelling
Review of USM's current
visual/brand identity

Outcome: a branding strategy that answers critical identity questions

Who and what is the university system of Maryland?

Who is part of the system? How should we articulate this without undermining individual intuitions' efforts?

What are the 4-5 points that we want to continue to reinforce in our communication?

What is the ROI? What is the impact of the diversity of our institutions?

What value does the collaboration/ network bring to individual institutions?

What benefits does the collective bring? What is the value of the system as a whole?
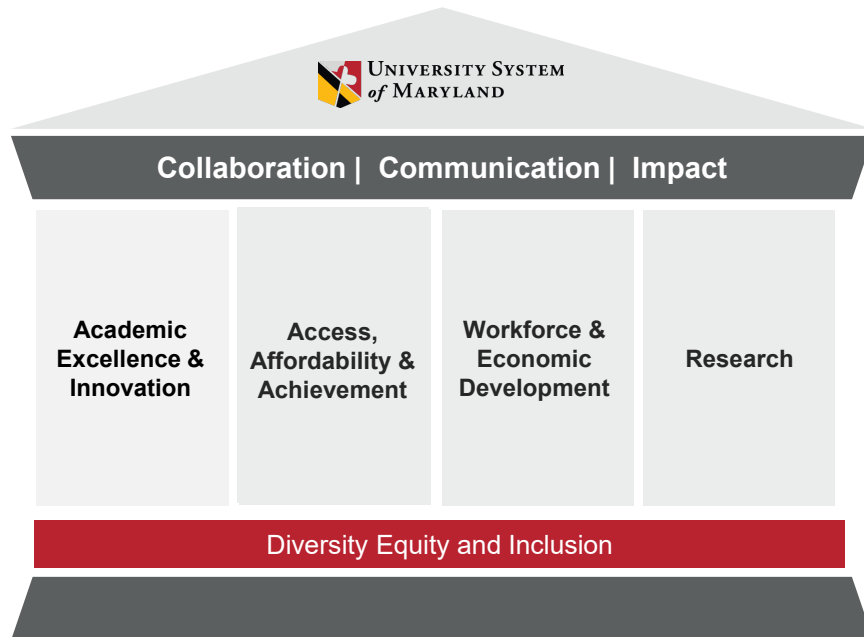
USM Strategic Plan Next Steps

- Brief BOR on Plan Process, Priorities & Goals at BOR Retreat (**October 14**)

- Incorporate Feedback and Develop Full Draft to Disseminate to Board, CUSP, & Stakeholder Groups (October-November)

- Finalize & Bring to SP Work Group and BOR for approval (**December 12**)

Appendix

Horizontal theme: Diversity, Equity & Inclusion

Collaboration | Communication | Impact

Academic Excellence & Innovation

Access, Affordability & Achievement

Workforce & Economic Development

Research

Diversity Equity and Inclusion

- As one of the nation's largest and most diverse public university systems, USM is **committed to promoting diversity, equity, and inclusion (DEI)** in all its **policies, practices, and endeavors**, as well as **instilling** in its students and alumni an appreciation and support for fairness, tolerance, civic engagement, and service to others.

- USM's **mix of institutions, cultures, and location within the national capital region** means that the System and its institutions have **unique advantages** in being able to **attract and retain** faculty, staff, and students of **different** backgrounds, cultures, talents, life experiences, and educational and professional aspirations.

- Building off these advantages, and guided by the **BOR's framework "Toward Racial Equity and Justice: A Plan for the USM,"** the USM must double down on its commitment to DEI and civic engagement at all levels, identifying and engaging in initiatives, strategies and tactics that will be systemically transformative as USM moves toward its goal of becoming fully reflective of the State it serves.

Horizontal theme: Diversity, Equity & Inclusion

Short-Term Goals

- Continue USM's commitment to increasing the diversity of students, faculty, and staff.
- Continue to seek out and promote best practices designed to enhance inclusion and promote equity.
- Increase the visibility of USM's HBIs, highlighting their historic missions and their unique contributions.
- Continue USM's commitment to educating its students to be informed and engaged citizens in our democracy.
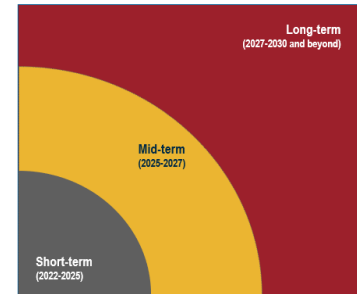
Mid-Term Goals

- USM will have created a special research initiative on DEI topics (including identifying a sustainable source of funding).
- USM HBIs will have designed & implemented an ambitious set of enrollment management and student success strategies.
- USM will further enhance global engagement by expanding study abroad programs, supporting international students, and emphasizing international research efforts.
- USM will have implemented an array of new programs designed to foster an ethos of civic engagement and participation.

Long-Term Goals

- USM, in the diversity of its students, faculty, and staff, will be reflective of the State it serves.
- USM will be recognized as a national "thought leader" on the topic of race, identity, and systemic racism.
- USM HBIs will lead the USM in increased student achievement & will be widely recognized for their success.
- All USM graduates will be civically-literate, prepared to accept their responsibilities as citizens in a complex and globally interdependent world.

Appendix: Strategic Plan Taxonomy

Mission, Vision, Values

What is the enduring mission or purpose of USM?
Towards what end(s) should effort and resources be directed?
What are the values that inform USM's mission and vision?

Strategic Areas of Focus

What key areas of activity will help USM realize our vision?

Rationale
"the why"

Taking both the USM's current strengths and the future market environment into consideration, why should USM focus on this area?

Goals (short, mid, long)
"the what"

Within each Area of Focus, which goals is USM well-positioned to lead on?

Strategies and Initiatives
"the how"

Which initiatives will help USM realize its goals?

Enablers of Success and Measures

What role can the USM office play in enabling system-wide strategic priorities?
How will USM know it has succeeded?