

Strategic Planning Process

Strategic Planning Background

The USM BOR Strategic Planning Working Group is charged with leading the development of a new system strategic plan, in consultation with the system community and other stakeholders. The resulting plan will serve as a blueprint for USM's future and align new goals with current strengths. The USM has partnered with Huron Consulting Group to serve as objective facilitators of the process.

Strategic Planning will fundamentally address where we are, our vision for the future, a plan to achieve this vision, a process for monitoring our success, and the resources we will acquire and apply in the execution of this plan.

Strategic Planning Process Overview

In line with the oversight responsibilities set forth in Maryland statute, the Chair of the Board of Regents has charged the Chancellor and members of the Strategic Plan Work Group, working in close collaboration with the institutional presidents, to oversee the development of, and present to the Board for its approval, a strategic plan for the University System of Maryland that will position the System to effectively identify and address the challenges the System and its institutions are expected to face over the next 5-10 year period. The plan as presented to the Board will focus on a five-year time frame, but with a goal of identifying and positioning the System to address potential challenges that may be 10 years or more out.

The Strategic Plan Work Group will serve as the steering committee for development of the plan and will be charged with:

- Guiding the planning process.
- Providing input on each of the major elements of the plan as they are developed and drafted.
- Ensuring that input and collaboration in developing the plan is sought out and received from a wide range of USM stakeholders.

Huron is supporting the USM through a four-phased approach which began in January. The process will culminate with a plan delivered to system leadership at the end of 2021. We are currently embarking on our stakeholder engagement exercise, during which we will listen to the unique perspectives of various members of the USM community. The following graphic provides an overview of the planning process and timeline:



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Your Role in the Planning Process

As stakeholder engagement is a crucial part of the strategic planning process, Huron will conduct outreach to various groups including the USM institutional presidents and their executive leadership teams, including the provosts and other vice presidents; USM's faculty, staff, and student advisory councils; USM alumni groups or their representatives; and other State and regional political, business, and community stakeholder groups. We will engage members of these stakeholder groups to:

- Listen and incorporate diverse perspectives on USM current and future state that will inform various components of the strategic plan.
- Test hypotheses about strategic alternatives and begin to assess their resonance.
- Provide mechanisms for input on strategic alternatives, opportunities, and other feedback.

During our meetings together, we will ask questions around your perspective on several overarching questions that will guide our strategic planning effort.

The following questions are *illustrative* of the types of questions that we will ask:

Current state

- What sets USM apart in the current state?
- What are the internal barriers to the System fulfilling its promise and achieving its full potential?
- What are the challenges and threats facing the System in its external environment?
- Are there recent efforts by any of USM's peer or competitor systems that you find particularly interesting or inspiring?
- What assets across the system should the system better leverage?

Future state

- What should the top priorities be for the system's continued development?
- What can the System do to enhance its value proposition? What should be the key points of differentiation?
- Where are opportunities for increased collaboration between institutions within the System?
- What are the resources/facilities required to support the System in achieving its desired impact?
- What problems / market needs is USM uniquely positioned to solve?
- What should USM's role be in the future environment in 3 years? In 7 years?