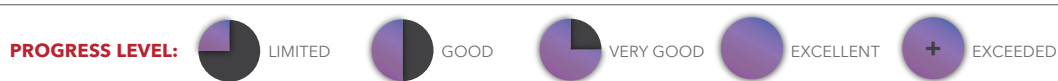


2018 USM Strategic Plan Scorecard

As Maryland's public higher education system, comprised of 12 institutions and three regional higher education centers, the University System of Maryland (USM) has an obligation to demonstrate efficient and effective stewardship of its resources.

Through this Scorecard, we show our commitment to accountability and transparency and the progress we have made toward the goals outlined in our strategic plan, **The USM Through 2020: A Renewed Vision for Powering Maryland Forward**. This plan revises several goals outlined in USM's **original 2020 strategic plan** to reflect, in part, that some of the original goals have already been met or exceeded. The revised plan also creates a new set of goals, highlighted at the end of this document, which are focused on supporting campus equity, diversity, inclusion, and civic engagement.

Moving forward, we will continue to partner with state officials, the business community, and organizations and individuals statewide to fulfill USM's mission of graduating educated, enlightened citizens who are ready to go to work in all facets of life to make their lives, their communities, Maryland, and our nation better.

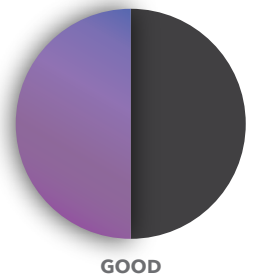


2020 Goals

Progress Level

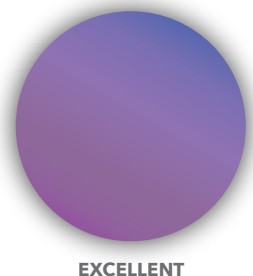
Promoting Equity, Diversity, Inclusion, and Civic Engagement

- Increased the number of bachelor's degrees awarded to underrepresented minority (URM) students to 8,013 (30% of total).
- Increased the number of URM students attending USM institutions to 48,237 (36% of total).
- Increased capital and operating support for Historically Black Institutions (HBIs), with a major emphasis on Baltimore.
- Worked to ensure the support of HBIs.
- Increased institutional participation in national projects designed to build stronger, more engaged communities.
- Expanded best practices aimed at the hiring and retention of minority faculty.



Increasing Access, Affordability, and Degree Attainment

- Enrolled 176,423 students.
- Awarded 42,005 degrees.
- Nearly 50% of USM undergraduates graduated without debt.
- Continued to increase access and student success and decrease achievement gaps between all USM students and African-American, Hispanic, and low-income students over the last 10 years. USM graduated 300 more African-American, 260 more Hispanic, and 700 more low-income, first-time students per year than it did 10 years ago.
- Awarded \$148 million in institutional financial aid.
- Improved from 6th to 21st in the nation for average undergraduate tuition for full-time, in-state students.



Leading in Research, Innovation, and Economic Competitiveness

- Facilitated the creation of 600 startup companies since FY 2011.
- Committed \$10 million in funding to the Maryland Momentum Fund, USM's venture capital fund, to provide early investment for USM-affiliated startup companies.
- Awarded 11,115 STEM degrees, including 7,518 undergraduate STEM degrees.
- Awarded 3,695 healthcare professions degrees.
- Awarded 6,761 cyber degrees.
- 70% (1,700+) of teacher candidates graduating from Maryland Approved Programs are from USM institutions.
- Increased R&D funding by 10.4%, totaling \$1.43 billion.
- UMUC has been renamed UMUC Global University, reflecting its efforts to grow its student base in the local, regional, and national markets and help it become one of the top online universities in the world.





2020 Goals

Academic Innovation: Meeting Maryland's Changing Education Needs

- Saved students \$6.3 million through the Maryland Open Source Textbook Initiative.
- Nine USM institutions participated in the Badging Essential Skills for Transitions initiative, designed to more clearly communicate graduates' career-ready skills to employers.
- More than 350,000 enrollments in courses and programs offered through EdX/USMx.

Stewarding USM Resources

- Saved \$595 million through USM's Effectiveness and Efficiency Initiatives since 2004.
- Recycled more than 43% of its generated waste—the highest of any major agency in the state.
- 70 buildings constructed or in development equivalent to LEED-certified "Silver" or higher.
- Earned top (Aa1) bond ratings from Moody's Investors Service.
- Raised a record-high \$408 million in private funds in FY 2018.

Achieving and Sustaining National Eminence and Global Impact

- All USM institutions have been ranked among the nation's best by such publications as *U.S. News and World Report*, *Kiplinger*, *The Princeton Review*, *Washington Monthly*, and others.

Additional 2018 Achievements

- Awarded 75% or more of the bachelor's degrees in Maryland.
- 80% of USM graduates live in and contribute to communities in Maryland.
- USM faculty, staff, and students contributed millions of hours of volunteer service to Maryland communities each year.
- Increased by 27% the STEM bachelor's degrees earned annually by underrepresented minority (URM) students since FY 2016.
- Increased by 21% the bachelor's degrees in healthcare fields earned annually by URM since FY 2016.

NEW 2020 Goals

Equity, Diversity, Inclusion, and Civic Engagement: Valuing and Celebrating All Maryland Residents

Long an area of focus, the USM has adopted new targets (outlined below) to reflect the rich diversity of its students, faculty, and staff, and to ensure that all are more fully included, regardless of ability, background, gender, gender identity, race or ethnicity, creed, perspective, or national origin.

- Increase the number of bachelor's degrees awarded to underrepresented minority students by 900.
- Expand bachelor's degrees earned annually by underrepresented minority students in STEM and health fields by 14% and 50% (to over 1,800 and 1,000 respectively).
- Increase the number of underrepresented minority students, faculty, and staff studying, working, and/or teaching at USM institutions.
- Increase focus on supporting Historically Black Institutions (HBIs), with a major emphasis on Baltimore, through collaborations such as B-Power.
- Support safe, civil, and welcoming environments for all students, faculty, and staff at all USM campuses that recognize and celebrate the rich diversity of our system, in ideas as well as people and institutions.
- Educate the next generation of citizens to build stronger, more engaged communities by increasing institutional participation and recognition in the American Democracy Project and the Carnegie Civic Engagement Classification.

For more information:

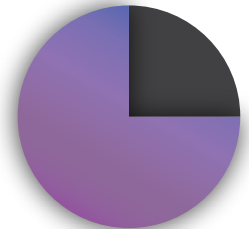
[The USM Through 2020: A Renewed Vision for Powering Maryland Forward](#)

[Powering Maryland Forward: USM's 2020 Plan for More Degrees, a Stronger Innovation Economy, and a Higher Quality of Life](#)

[USM's 2018 Annual Report](#)

[IRIS, USM's Online Data Visualization and Analytics Tool](#)

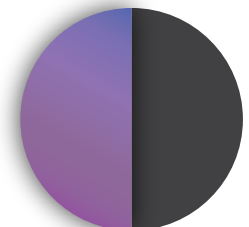
Progress Level



VERY GOOD



EXCELLENT



GOOD