Transforming Maryland: Higher Expectations

EXECUTIVE SUMMARY OF THE STRATEGIC PLAN
VALUES AND PRINCIPLES

All elements of the strategic plan are infused with the University’s core values and principles. They inspire us to: value excellence, diversity and inclusiveness, innovation and creativity, high ethical standards, civility and collegiality, and openness and accountability.

BUILD AN INCLUSIVE COMMUNITY that is enriched by differences, brings together people from the widest array of backgrounds and perspectives, and recognizes that excellence cannot be achieved without diversity.

EMBRACE THE POWER OF TECHNOLOGY to ensure the highest quality instruction, research, scholarship, and outreach to our alumni and the larger community.

ACT WITH ENTREPRENEURIAL SPIRIT in tackling big issues, seizing opportunities and adapting quickly to changing circumstances; partner with others—locally and globally—to extend the quality, breadth and impact of the University’s programs.

TAKE RESPONSIBILITY FOR THE FUTURE, enhancing the quality of life of all people, sustaining the natural environment and reinforcing the capacity of Maryland’s citizens to thrive and prosper in a diverse, ever-changing, globally competitive environment.
Driven by the pursuit of excellence, the University of Maryland has enjoyed a remarkable rise in accomplishment and reputation over the past two decades. By any measure, Maryland is now one of the nation’s preeminent public research universities and on a path to become one of the world’s best. To fulfill this promise, we must capitalize on our momentum, fully exploit our competitive advantages, and pursue ambitious goals with great discipline and entrepreneurial spirit. This promise is within reach. This strategic plan is our working agenda.

The plan is comprehensive, bold, and action-oriented. It sets forth a vision of the University as an institution unmatched in its capacity to attract talent, address the most important issues of our time, and produce the leaders of tomorrow. The plan will guide the investment of our human and material resources as we strengthen our undergraduate and graduate programs and expand research, outreach and partnerships, become a truly international center, and enhance our surrounding community.

Our success will benefit Maryland in the near and long term, strengthen the State’s competitive capacity in a challenging and changing environment and enrich the economic, social and cultural life of the region. We will be a catalyst for progress, the State’s most valuable asset, and an indispensable contributor to the nation’s well-being.

Achieving the goals of Transforming Maryland requires broad-based and sustained support from our extended community. We ask our stakeholders to join with us to make the University an institution of world-class quality with worldwide reach and unparalleled impact as it serves the people and the State of Maryland.
As the strategic plan is put fully into place, we will accomplish four transformational outcomes.

1. **A Magnet for Exceptional Students**
   Through the quality and rigor of our academic programs, the University will attract Maryland’s and the world’s most exceptional undergraduate and graduate students and prepare new generations of leaders.

2. **An International Center**
   Maryland will be an international center, the state’s door to the world, and a catalyst for educational, research, and economic partnerships around the globe.

3. **A Vibrant Surrounding Community**
   The University will help transform its surrounding area into an economically, socially, and culturally vibrant community that is welcoming and attractive to students, faculty, staff, neighbors, and visitors.

4. **A Catalyst for Economic Development and a Healthier Society**
   The State of Maryland and the nation will view the University as an indispensable partner in stimulating economic development and enhancing the quality of life of all its citizens.
CORE PRIORITIES  Four fundamental priorities, highlighted on the following pages, frame our efforts to capitalize on our many strengths, build new ones, and extend our reach.
Undergraduate Education

The University will attract Maryland’s and the nation’s most talented students and prepare them for leadership in a competitive, rapidly changing global environment. Maryland graduates will be marked by intellectual breadth, problem-solving skills, a keen understanding and appreciation of social and cultural differences, and an ability to thrive in diverse work settings.

As the University continues to nurture an inclusive learning environment in which students learn from one another as well as from faculty who are tops in their fields, the core curriculum for undergraduate students will be revamped to serve current and future needs. Our students will be prepared for lifelong learning with critical, integrative, and creative thinking skills and an ability to apply multiple perspectives to problem-solving.

All undergraduates will have opportunities like study abroad, internships, community service, and a wide array of cultural, social, and recreational activity. Academic support services and financial aid programs will support student success and high graduation rates.

A Maryland education will be a mark of distinction.

The University will increase its enrollment of the state’s highest achieving high school graduates by 40%. The percentage of students from underrepresented groups (African-, Asian-, Hispanic-, and Native American and multiracial) will rise to at least 38%. Students earning academic credit each year for study abroad will triple, from 1,300 to 4,000.
GRADUATE EDUCATION

Great research universities bring together outstanding faculty and graduate students. As graduate students prepare to be the next generation of trailblazers in their respective fields, they work side-by-side with faculty mentors to extend the boundaries of knowledge and insight.

The University will provide graduate and professional education of world-class quality. To reach this goal, enrollment will be properly aligned with resources. Our doctoral programs, from recruitment and fellowship support to research facilities and faculty mentoring, will be upgraded to ensure a challenging intellectual environment and an expectation of success. With financial and program support in place, our graduate and professional students will earn their degrees in a timely fashion and graduate with little or no debt.

Our graduates will provide leadership in their respective fields and will be known for their command of both theory and practice. They will be highly sought after, recruited to the faculties of the world’s great universities and to professional opportunities of significance and stature.

Stipends for graduate students will be competitive with the very best programs, with a minimum of $18,000 (2006 dollars).

Graduate enrollment will be reduced to ensure the highest quality programs commensurate with available resources and market demand.

High-quality, affordable housing for graduate students will be increased, beginning with apartments for 1,250 students in East Campus.
RESEARCH, SCHOLARSHIP, AND THE CREATIVE AND PERFORMING ARTS

The University will be a world center for the creation, refinement, and dissemination of knowledge and understanding. Our exceptional faculty will spur large-scale initiatives that push back boundaries, enrich teaching, and stimulate innovation and economic development. Maryland seeks to be “America’s research university,” one among a few institutions to which government and the private and nonprofit sectors turn to address the major issues of our time.

Our reputation as a “go to” institution will be widely recognized, external funding will nearly double, and the number of faculty members receiving national recognition will sharply increase. M Square, our research park, will create more than 6,000 new jobs and $2 billion in economic development.

Essential to this pursuit: recruiting and supporting outstanding faculty and supporting high-impact, multidisciplinary research that addresses significant societal issues. We are poised to advance research in areas such as global climate change; language, culture, and cognition; energy; diversity and inclusiveness; and bioscience.

Exploiting our location in the midst of the nation’s federal agencies and departments and in a leading corridor of information and biotechnology industry, the University will be pivotal in bringing together the very best minds to advance knowledge and understanding and support new and expanding enterprises.

BENCHMARKS

External research funding will increase from $407 million to $700 million.

Faculty elected to the nation’s most prestigious academic organizations will increase by more than 50%.

At least seven major, multidisciplinary research initiatives, some with annual funding of $20 million and more, will be established.
PARTNERSHIPS, OUTREACH, AND ENGAGEMENT

The world-class universities of the 21st century will actively connect research and learning to problem-solving and service in ways that enrich the academic enterprise and enhance the quality of life, locally and globally. The University is already a leader in engagement with the larger community. During the next 10 years we will embrace new and expanded partnerships and become as “net-worked” as any university in the world.

Our land-grant heritage and flagship role are central to our mission and values, and the University’s location and worldwide alumni constituency offer unparalleled opportunities. Determination and accountability will underlie our actions. Every division of the University will develop a plan for initiating and strengthening partnerships, outreach, and engagement. An annual report will document our performance.

Through partnerships, Maryland will be a catalyst for learning, research, and action. From work with K-12 teachers to improve math instruction to student internships on Capitol Hill and from collaborative projects with NASA and the Kennedy Center to service learning projects in Bladensburg and Brazil, our students and faculty will make a difference.

**BENCHMARKS**

- Expansion of the University’s international reach, as measured by study abroad, international student enrollment, and teaching, research, and service projects abroad.
- Increased alumni involvement as indicated by volunteer participation and growth in dues-paying membership from 30,000 to 50,000.
- New and stronger partnerships with Maryland’s municipalities, counties, community colleges, school districts, and state government and with major national and international organizations.
Widening the Circle // THREE STRATEGIC INITIATIVES

Three initiatives, woven through each of our core priorities, will transform the University in significant and lasting ways.

STRENGTHENING GENERAL EDUCATION

Our undergraduate curriculum will be rigorous and stimulating, providing our talented students with a foundation for success in their majors, a lifetime of learning, and lifelong professional and personal growth.

A new general education curriculum for all undergraduate students will combine an education that transmits and interprets values, creativity, and experiences of the past with learning about science, technology, and the major issues of our time. The fundamentals of English and mathematics will be integrated with disciplinary and multidisciplinary studies. The program will have three core dimensions:

- **Pathways to Knowledge and Creativity** with a focus on the liberal arts and sciences;
- **2020 Perspectives** consisting of multidisciplinary courses examining the major issues of our time;
- **Ways of Thinking** focusing on critical, creative, and integrative thinking.

Our faculty are committed to building a program of unmatched value. Basic components will include smaller classes, improved classroom technology, an emphasis on writing and analysis, and co-curricular experiences such as research projects and community service.
Engaging the Global Community

Today’s major challenges and opportunities are global. The educated person of the 21st century must possess an understanding of cultures and societies other than his or her own.

The University of Maryland will be the public institution of choice for students, faculty, and staff committed to engagement in the global community. All areas of the campus will be mobilized to achieve this goal.

- Taking full advantage of our location, new and expanded partnerships will be established with international organizations in the region;
- At least 50% of our programs will have definable global elements;
- Students earning credit for study abroad each year will increase threefold, from 1,300 to 4,000;
- Our research on global issues will attract sharply increased external funding and involve engagement on every continent and in virtually all countries.

Partnering with the Surrounding Community

Great universities are especially powerful forces for economic, social, and cultural development. The University of Maryland is committed to enhancing its role as the State’s most valuable asset and to being the hub of a vibrant, safe, and welcoming local community.

We will work with local leaders and residents on transforming initiatives, including:

- The $900 million East Campus town center will be completed, providing high-quality retail and office space and housing;
- M Square, our research park, will continue to grow, with the addition of 2 million square feet of office and laboratory space;
- The faculty, students, and staff will be mobilized to enhance K-12 education, promote health and wellness, improve public safety, and in other ways build and sustain a vibrant community;
- The University will work with public officials and the business community to transform Route 1 into an attractive gateway, improve transportation, and build housing for 5,000 students.

The Baltimore-Annapolis-Washington region is unsurpassed in economic, cultural, recreational, and environmental assets. Working in partnership with many others, we will establish our surrounding community as one of the jewels in the region’s crown.
Strengthening the Foundation // THE CRITICAL ENABLERS
THE FOUR ESSENTIAL BUILDING BLOCKS

- **FACULTY AND STAFF** // Our faculty are the single most important factor determining the reputation, impact, and visibility of the University. We will vigorously recruit, retain, and support faculty and staff of the highest quality. From competitive compensation and investments in infrastructure, to support for research and family-friendly policies, we will compete with the world’s best universities for outstanding faculty.

- **INFRASTRUCTURE AND ACADEMIC SUPPORT** // We will build an infrastructure and academic support systems essential to a world-class university. We will embrace the power of technology to advance our teaching, research, and service missions; improve classrooms, laboratories, and libraries, and serve as a model for environmental stewardship and sustainability.

- **RESOURCES AND ADMINISTRATIVE EFFICIENCY** // We will be disciplined in allocating existing resources in support of our priorities, generating additional revenue, and relentlessly seeking greater efficiency in everything we do. We will put into place a business plan for implementing the strategic plan, and transparency and accountability will underlie all our actions.

- **EXTERNAL RELATIONS, DEVELOPMENT, AND COMMUNICATIONS** // Great universities are reinforced and advanced by high-quality public relations and fund-raising programs. Working as partners with our Foundation Board of Trustees and Alumni Board of Governors, we will successfully complete the $1 billion Great Expectations campaign, build greater pride in the University among our alumni and friends, and more widely and effectively communicate Maryland’s successes.
Implementation

This Transforming Maryland Strategic Plan sets forth an ambitious agenda for the University of Maryland over the next decade. Its vision is bold but achievable. Implementation will require broad participation, disciplined management, accountability, and new resources.

Our goals will not be achieved at current funding levels or without relentless and sustained effort. Implementation of the plan will cost $2 billion—in 2008 dollars—above and beyond normal and expected revenue increases.

We plan to generate $1.6 billion of the necessary support through a range of measures largely under our control. Significant funding will come from the reallocation of existing resources as we choose to reduce or curtail less important activities in order to invest in core priorities. New revenues will be generated through competitively earned research funding, public-private partnerships, increased philanthropic support, and entrepreneurial initiatives.

In demonstrating to the State of Maryland the value added by a world-class public research university, we hope the State will agree to partner with us and invest an additional $400 million in its flagship campus over 10 years.

As the necessary resources are being secured, we will develop a comprehensive implementation plan that prioritizes goals, establishes timetables, identifies those responsible and accountable, and determines explicit and objective performance measures. Our progress will be evaluated annually, with reports distributed to the campus and the larger community.
SNAPING THE FUTURE

Achieving excellence as a university calls for self-examination, self-evaluation, and self-determination.

Self-examination asks, “Who are we?” “What is our mission?”

Self-evaluation asks, “How good are we?” “What are our challenges and opportunities?”

Self-determination is the critical question that asks, “Are we committed to moving to the next level among world-class universities?” “What do we expect from ourselves and those we serve?”

Consider how our plan meets those goals. It is in its purest form a confirmation of our commitment to greatness in service to the State and nation. We are determined to be the very best in all we do. We will build on our existing strengths, our distinctive characteristics and advantages, and the talents, energy, and entrepreneurial spirit of our people.

We urge all of the University’s stakeholders—faculty, staff, students, alumni, government officials, the Board of Regents, the Maryland Higher Education Commission, the business and philanthropic communities, our neighbors, and others—to join with us in this exciting and important mission. Together, we will create a future worthy of a great University and a great State.
Transforming Maryland: Higher Expectations, The Strategic Plan for the University of Maryland, was endorsed by the University Senate on May 6, 2008, and adopted by President C. D. Mote, Jr., on May 21, 2008. The full plan and related documents are available online at www.spo7.umd.edu. Paper copies are available through Ms. Sapienza Barone, Office of the President, at sbarone@umd.edu.

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