The Future Steps

**Promise 1.** The great University will be recognized for the excellence of its undergraduate and graduate programs, and of its faculty and research contributions at the level of its peers. It will be ranked among the top 10 public research universities in the nation.

**Promise 2.** Affordable access for highly qualified students means that no resident student who is admitted will be unable to attend, or will have to leave before completing the degree, as a result of the University cost or the weight of excessive debt. Our goal is to decrease the unmet financial need of resident students over the next four years by 20% from the FY05 level.

These goals are within our reach but to attain them requires commitment by all partners: the University, the State, the University System of Maryland, and our alumni and friends. No single partner can deliver these promises alone, not the University, not the State, and not the alumni. Only by coming together can they achieve the State's 1988 mandate to build the great University.

The University's Role

The University's role in fulfilling the two promises is key. Responding to faculty strengths, initiatives, and opportunities, it sets the direction for the academic and student programs. Its responsibilities include the building of excellence in everything undertaken, the selection of areas for emphasis and investments, the execution of the strategic plan, and the unrelenting and unforgiving drive to achieve at the highest levels.

The University also undertakes responsibility to raise resources through research and entrepreneurial initiatives, and to save resources by continuous attention to increased effectiveness and efficiency.
Because of the intensely competitive environment among universities and because of the relatively short time we have been recognized as a challenger for the top ranks, we cannot relax our combined efforts to move forward. Sustaining our momentum is crucial to our future achievement.

The academic world of today is very competitive. Faculty, students and staff are free agents, and the best are sought and courted by universities from coast to coast. In this competitive environment, maintaining the highest quality is essential if we are to continue to compete successfully for outstanding faculty, students and staff. Competition is keen among universities for the partnerships with businesses and government agencies that fuel research and transfer research to technological applications. Our rise in reputation has made us a partner that attracts top federal agencies and businesses to the State and is a boon to the State's economic development and future prosperity and leadership.

The University has demonstrated that it can achieve the next level of excellence and become an even greater asset for the State, but to do so requires a new partnership of funding built on State support, tuition provided by students and their parents, and funds generated by the University's initiatives.

The pathway forward that will preserve access and affordability and simultaneously provide the quality needed to build the great university will be lighted by a partnership on funding between the State, the students and the university. With the peer average funding as the guide for the expected quality and performance, the partnership needs to distribute the responsibility for providing these funds in an appropriate manner.

As measures of quality show, we have closed the gap in five years. We can be ranked at the top in the next five years. We have been remarkably efficient in achieving our successes. It is clear, however, that the University cannot reach the goal on a funding base that is consistently decreasing and is lower than that of our peers. It is equally clear that the State needs the essential asset of a great, nationally influential flagship campus if it is to build its future as a leader in this coming century. To be this close to the goal and not go the distance would be a great disservice to the State and its citizens in the years to come.
We are committed to providing the doorway to future opportunity to every student through our innovative educational programs, excellent faculty, and creative environment. Through expansion of programs such as those at the Universities of Shady Grove, through special programs that seek out and support students who have shown potential and overcome adversity, and through increased financial support, the University of Maryland is committed to preserving and expanding access to higher education.

Facilities Master Plan: First Class Campus for a World Class University
The University of Maryland has moved rapidly to a new level of academic distinction and excellence. Its physical facilities have not kept pace with this fast ascent. Faced with the requirement to update the campus facilities Master Plan, we seized the opportunity to go beyond incremental changes and propose a broad vision for development. It is our dream to provide the State of Maryland a first-class campus for its world-class university. The 2001-2020 Facilities Master Plan provides a vision of the kind of campus we hope to build, a place that reflects the mission of the university as one of the nation’s premier research universities and is a model of aesthetic and environmental harmony. The Plan also focuses on the need to promote a greater sense of community both on campus and with the surrounding neighborhoods.

The 2001-2020 Facilities Master Plan builds on the work of the 1991 Facilities Master Plan and its 1996 update, but it creates a wider context and advances a new vision for the development of the campus. Previous plans concerned themselves primarily with the placement of physical facilities and with addressing the growing needs for space at a large and thriving university. This plan, by contrast, establishes four broad principles or goals: 1) plan for the natural and built environment in a way that preserves the beauty of the campus and protects the environment; 2) reduce or eliminate vehicular congestion while attending to the need to move unimpeded across the campus; 3) reinforce the campus’s role as a good neighbor in the larger community by the careful development of sites on the campus periphery or in outlying areas that link us to the community; and 4) preserve the architectural heritage of the campus and enhance it through open spaces, gathering places, vistas of green lawn and trees, and groupings of buildings that promote a sense of community.

The Plan is currently being reviewed by the Finance Committee of the Board of Regents, and as soon as it is formally approved by the Regents, we expect to share this vision with our friends and alumni throughout the State.
It is critical to continue the momentum of this large organization moving forward briskly and confidently. If the momentum is lost, it can be very difficult to re-start and re-energize. We have all witnessed this phenomenon. Our commitments remain focused on strengthening our achievements in research and faculty, who are the backbone of the University and lead the march to eminence; strengthening targeted academic programs where we can make an impact and build distinction; enhancing our education programs; and maintaining and building an infrastructure appropriate to the success of a world-class research university. I would note that these areas are all interconnected: bringing outstanding faculty on board leads to top academic programs, stellar research, and a higher level of expertise on which our state's industries can draw. In fact, it is the only way to do it. We intend to strengthen our infrastructure because outstanding teaching, research, and engagement with our partners requires appropriate up-to-date equipment and an appropriate environment for our work.