INITIATIVE FOUR:

Engage the University more fully in outreach and collaborative partnerships with the greater community.

As a land grant institution and a public research university, the University of Maryland has always devoted a large portion of its energies to the effective sharing of its expertise with a multitude of external groups. Our rapidly changing environment is creating a greatly expanded range of opportunities for increased interaction and engagement between the University community and a variety of constituents. Expectations have been raised for the University's contribution to the quality of life of our citizens through its expertise in many disciplines, and the role of the University as an active partner with industry, non-profit organizations, governing agencies, and State systems has been heightened.

One primary role the University must play is as a major contributor to the development of a knowledge-based economy. Knowledge industries and universities provide essential support for one another, and it is no accident that key centers driving progress in information-based industries have arisen and clustered around great research universities. Driven in part by the major national laboratories and the defense establishment, the greater Washington area is becoming one of the primary centers of the knowledge economy, especially in biotechnology and in the information sciences. The University of Maryland is a full partner in this development and is moving to expand its leadership role. We will accomplish this both directly through technical collaboration and workforce training, and indirectly through effects on the business, educational, cultural, social, and public policy climate of the region and the State.

Specific steps:

1. Extend the scholarly reach of our campus by forming strong partnerships with other research universities, corporations, non-profit and community-based organizations, and state, federal, and international agencies.

   - Develop a research and technology park close to campus that will leverage campus, corporate, and agency strength to create a powerful center of research excellence and promote economic development for the region.
   - Establish more programs in which talented corporate and agency researchers spend time on campus participating in teaching activities, pursuing joint research projects, and interacting with faculty and students.
   - Aggressively promote new technologies developed in University laboratories and encourage the development of new businesses around those technologies.
   - Seek greater State and private support to expand the University's business incubator programs.
   - Review the University's intellectual property and contract policies and procedures to ensure that they encourage, rather than inhibit, development of collaborative partnerships with the external public and private sector.
• Aggressively promote appropriate development concepts for the area east of Baltimore Avenue as a high quality college town environment including retail, office, and residential facilities with an increased hotel and restaurant capacity and cultural opportunities.

• Foster collaboration among education, arts and sciences, and the K-16 community to develop and evaluate curricula, methods, and materials that will enhance teacher training and improve the effectiveness of schools at all levels.

• Lead the development of the Maryland Digital Library to support all levels of education within the State of Maryland.

• Expand our work with local, state, and federal institutions and non-profit groups on salient issues facing society such as the development of civil societies and democratic institutions, economic reform, and the control of crime.

• Improve the institutional capacity to use the services of Maryland Cooperative Extension to reach out across Maryland and build stronger family, youth, and community programs.

• Continue to assist the State in establishing a "netcentric" infrastructure for the State's educational and business communities and for state and local government.

2. Extend our learning community beyond the campus boundaries and promote lifelong learning as an integral component of our academic programs.

• Create new professional master's degrees and certificates that fill demonstrated educational needs for the region and are consistent with the objectives of our academic programs.

• Design new on-line options for selected masters degree programs for which market surveys indicate an important educational need.

• Increase the number of external corporate and public partners with whom we offer customized educational programming.

• Expand the range and types of courses that pilot new delivery strategies, reach out to new audiences, and are at new locations and in non-traditional time formats.

• Take a strong leadership role in developing the Shady Grove campus as a USM site for daytime upper-division undergraduate instruction.

• Increase the number of high caliber professional and scholarly conferences, seminars, and workshops held on campus each year.

3. Increase the scope and impact of the University's international programs and activities.

• Direct the Office of International Programs to work with the academic units to identify and integrate the wide variety of campus international initiatives under a coherent vision and a cohesive strategy to increase their visibility and impact.

• Schedule several "regional seminars" each year, highlighting a particular area of the world, that build on the general model of our highly successful "China regional seminar series."

• Promote University activities that systematically engage the international and diplomatic community of Washington, D.C.

• Develop strong alumni clubs in regions of the world where we have significant numbers of alumni.
4. Expand the University's family of friends and alumni by developing greater opportunities to reach out and to draw them back to campus and communicating more effectively our pride in our accomplishments.

- Engage all departments, colleges, and administrative units in building ties to alumni that stress their importance as members of the University family and as an important resource to students and faculty.
- Direct the Office of University Relations to work with the academic deans and department chairs to coordinate and facilitate improved communication between academic units and their alumni.
- Mount a focused effort to update our alumni database, with a goal of achieving current addresses and contact information for at least 90% of our alumni.
- Develop an "alumni college" to extend the educational resources of campus to our alumni.
- Make Maryland Day a spectacular event, with the goal of drawing an annual attendance of 50,000.
- Support and assist in appropriate ways the efforts of the Maryland Olympics Commission to make Maryland the host site for the 2012 Summer Olympiad.
- Make the Clarice Smith Center for the Performing Arts a magnet for performers and audiences throughout Maryland and the Washington region.