

Transforming Maryland

HIGHER
EXPECTATIONS

Year 1 Progress Report and Year 2 Plan and Challenges





Institutional Priorities

- Undergraduate Education
- Graduate Education
- Research, Scholarship, and the Creative and Performing Arts
- Partnerships, Outreach and Engagement

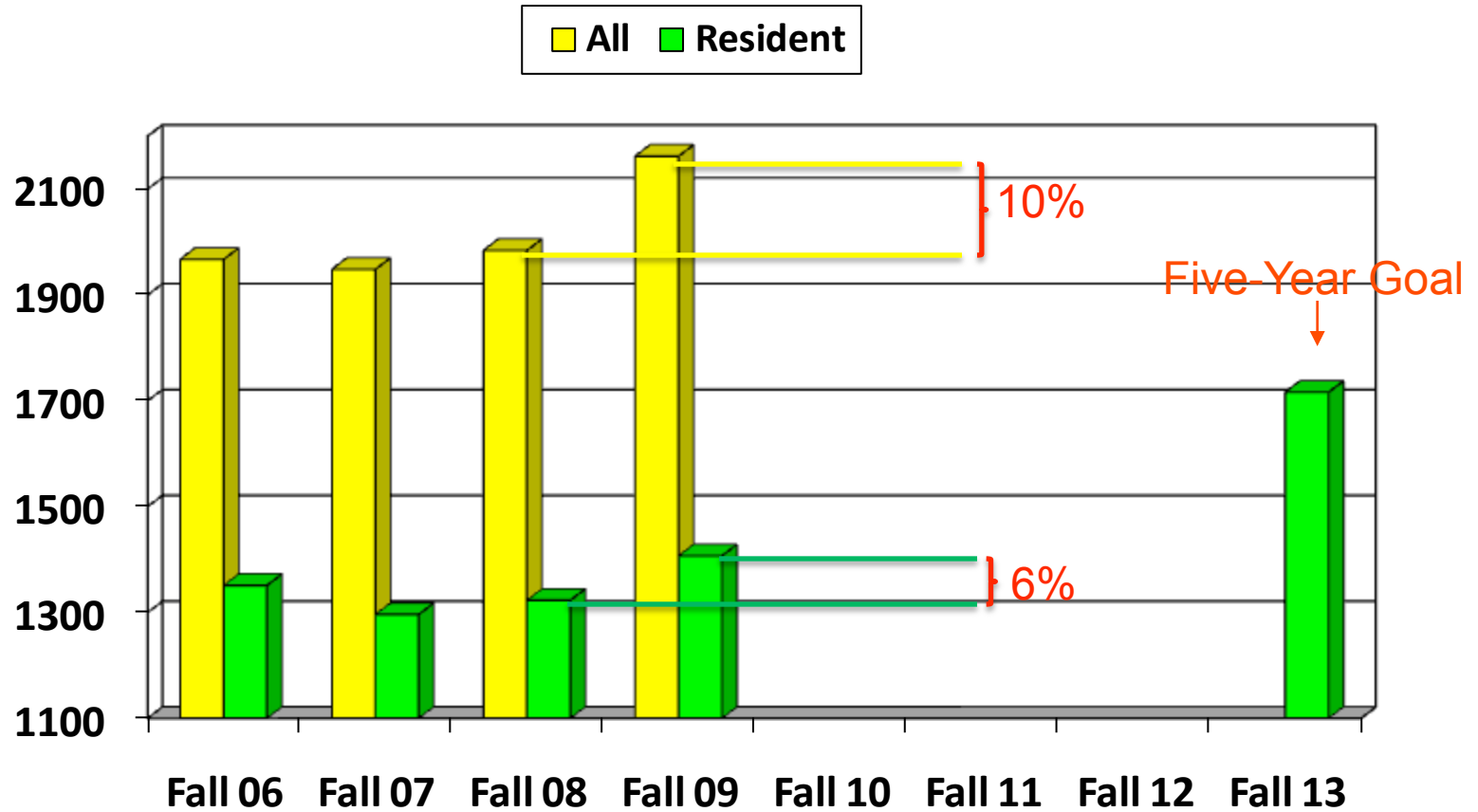
Undergraduate Education

- A joint Provost-Senate taskforce, chaired by Prof. Ira Berlin, is formed to develop a detailed General Education program. The taskforce's recommendation is due in late fall 2009.
 - Request for proposals for the signature component of the program, the I-Series courses, has been issued.
 - I-Series courses will be piloted in Spring 2010.

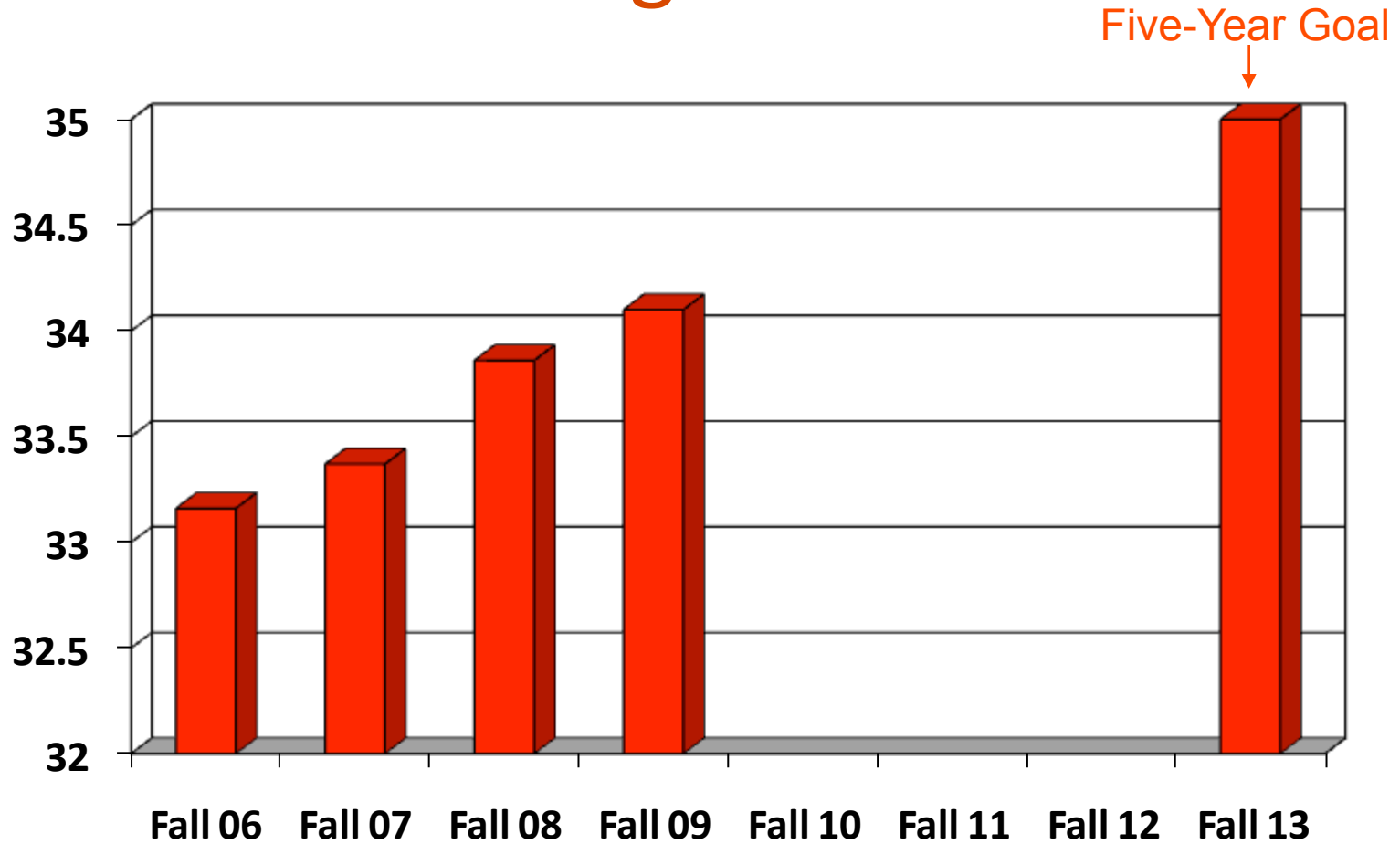
Undergraduate Education

- Student recruitment activities have been enhanced dramatically.
 - The most academically talented fall freshman class ever
 - SAT: 1220-1370 (up from 1190-1360) ; GPA: 3.93 (up from 3.92)
 - Numbers up from 3,915 to 4,202
 - The most academically talented fall transfer class ever
 - GPA: 3.31 (up from 3.21)
 - Selectivity improved from 59.3% to 48.9%
 - Numbers down from 2402 to 2167
 - International Students
 - 34% up for freshmen, 22% up for transfers
 - We expect to see a smaller freshman class and a significantly smaller transfer class next year; modest downsizing will continue for a few years.
 - Shady Grove programs continue to grow

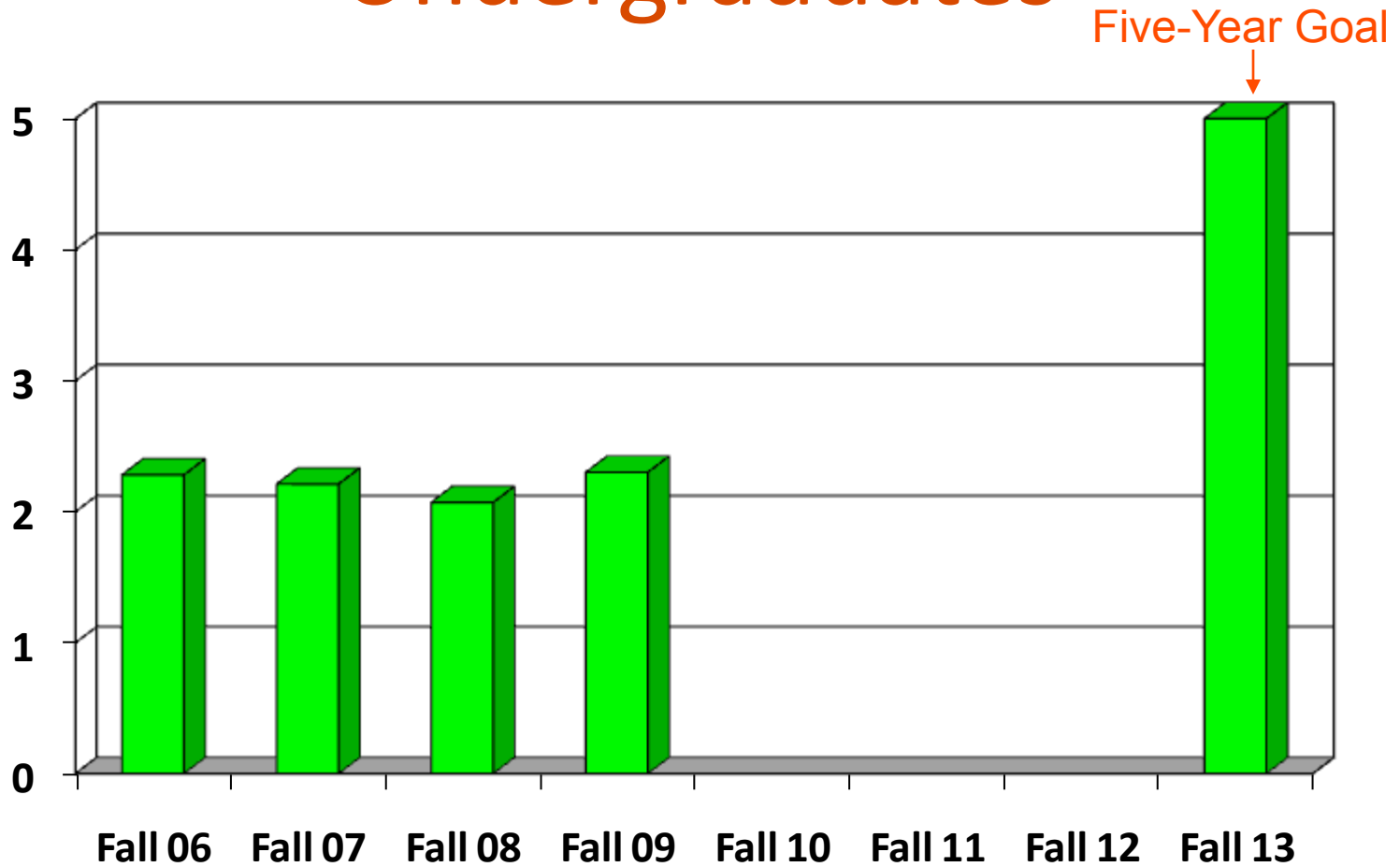
Number of Entering Freshmen with 1300+ SAT



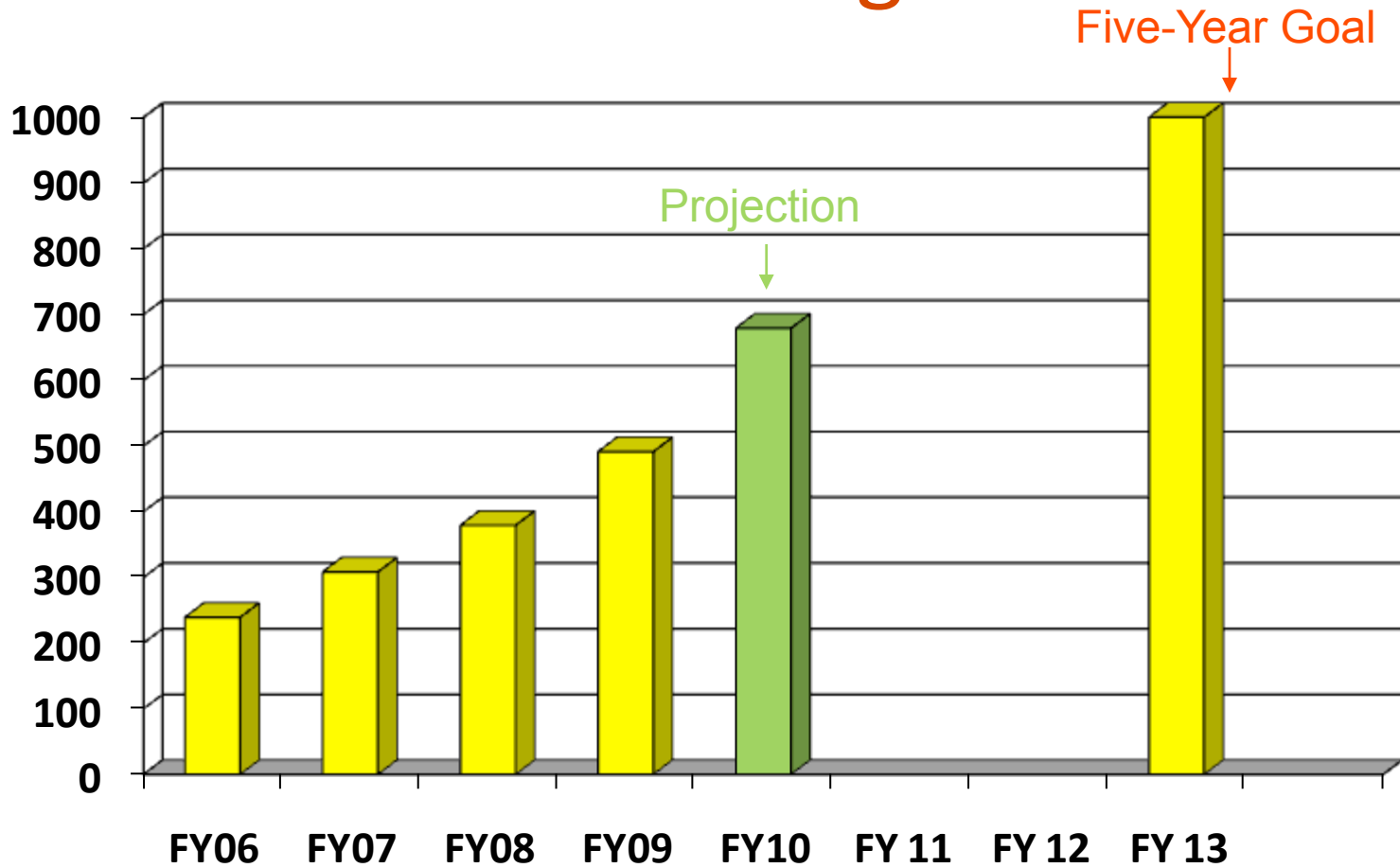
Percentage of Minority Undergraduates



Percentage of Foreign Undergraduates



Students Participating in Young Scholars Programs



Undergraduate Education

- Living-learning programs were reviewed. We have begun implementing recommendations and will continue in AY 09-10.
 - Honors College has been established, with new programs in entrepreneurship and innovation and digital cultures and creativity.
 - College Park Scholars has been re-energized with three new or revised programs, Global Public Health, Science and Global Change and Environment, Technology and the Economy.

Undergraduate Education

- An enrollment management taskforce was formed. Implementation of recommendations has begun and will continue for a few years.
 - Successes:
 - transfer class smaller than last year by 225 students
 - enrollment down in: ARHU, BSOS, UGST
 - enrollment up in: ENGR, CMPS, EDUC, AGNR
 - Failures:
 - Freshman class bigger than target by 202 students
 - Enrollment up in CLFS and SPH

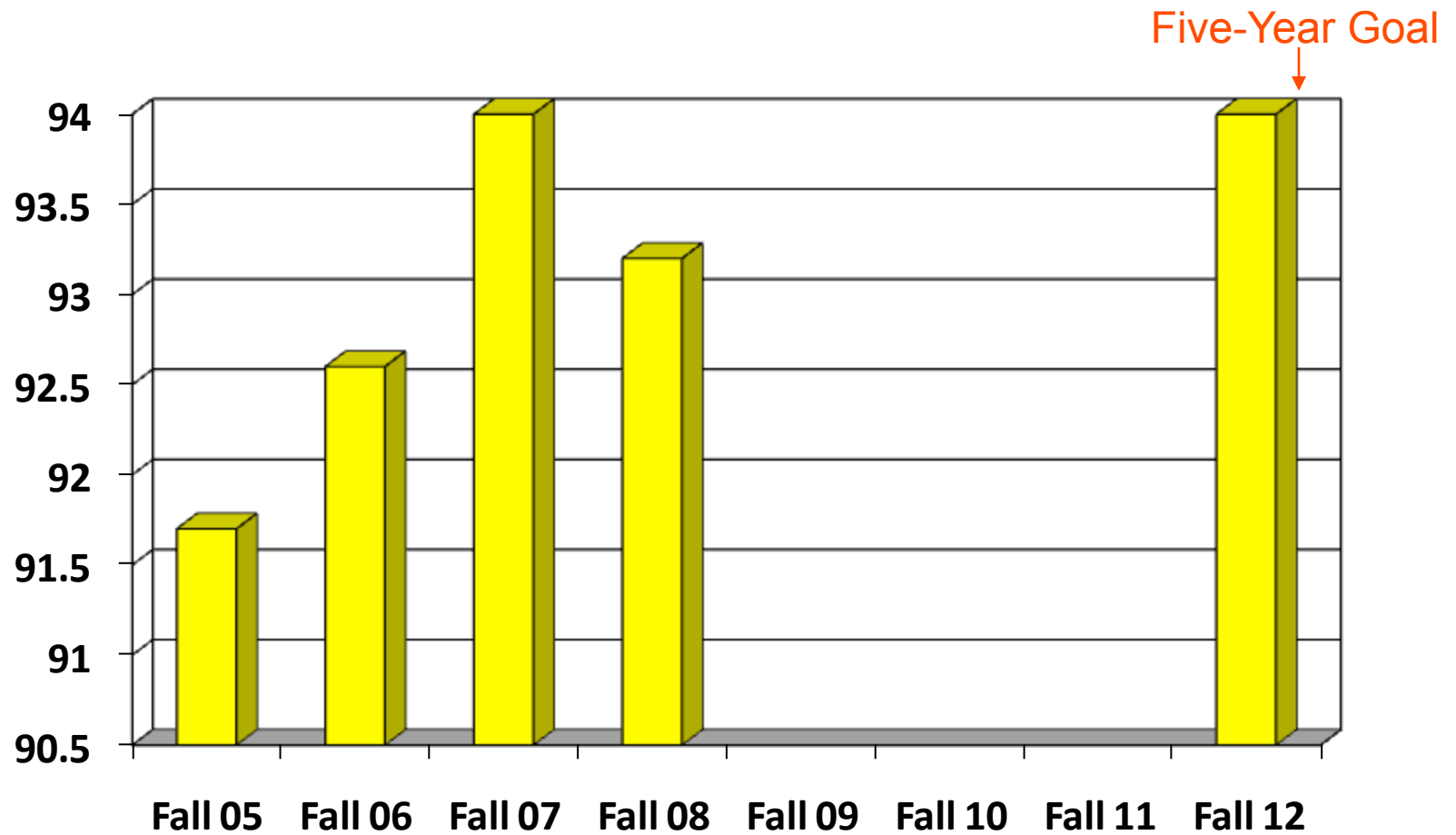
Undergraduate Education

- National Scholarship Office was overhauled.
 - The number of prestigious scholarships nearly tripled.
 - These awards include 1 Udall Scholarship for Environmental Leadership, 3 Barry Goldwater Scholarships, 7 Fulbright awards, and 12 NSF Graduate Fellowships.

Undergraduate Education

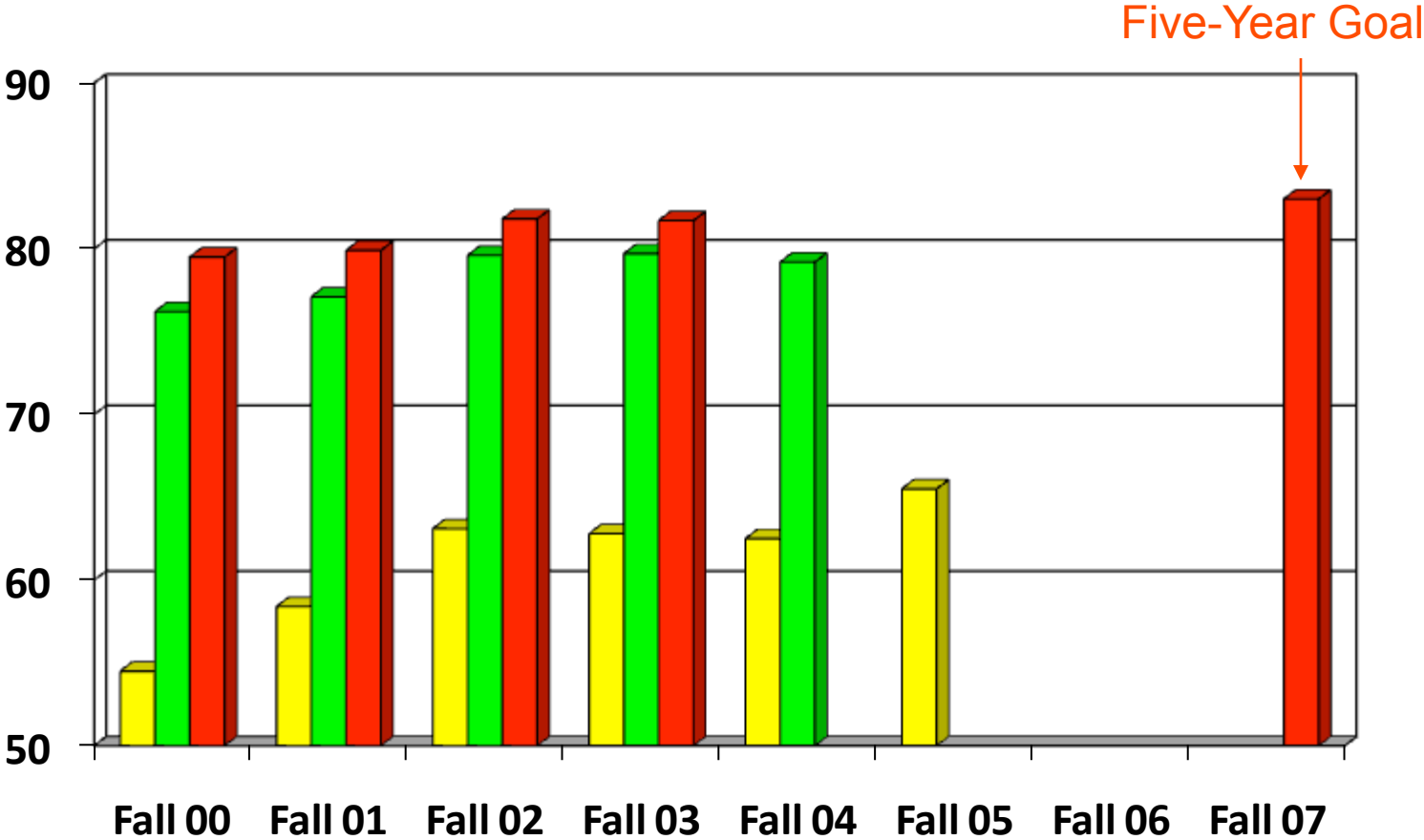
- We have launched a new program to close the achievement gap (graduation rate) between all students and students from low-income, first-generation, or underrepresented minority groups.
 - So far, we do not see any significant positive results. We need to revisit the plan.

Second-Year Retention Rates



Year Cohort Entered as Freshmen

Graduation Rates



Year Cohort Entered as Freshmen

Undergraduate Education

- Increasing the level of academic rigor in undergraduate education is a significant institutional priority.

Undergraduate Education

- National Survey of Student Engagement (NSSE) Results (freshmen and seniors)
- Benchmarks
 - Level of Academic Challenge
 - Active and Collaborative Learning
 - Student-Faculty Interaction
 - Enriching Educational Experience
 - Supportive Campus Environment

Undergraduate Education

- In the 2009 survey, in all five benchmarks for senior and four of five for freshmen (9 out of 10) we showed progress.
- Unlike in 2007, we are now at or above AAUDE results in all benchmarks.

Graduate Education

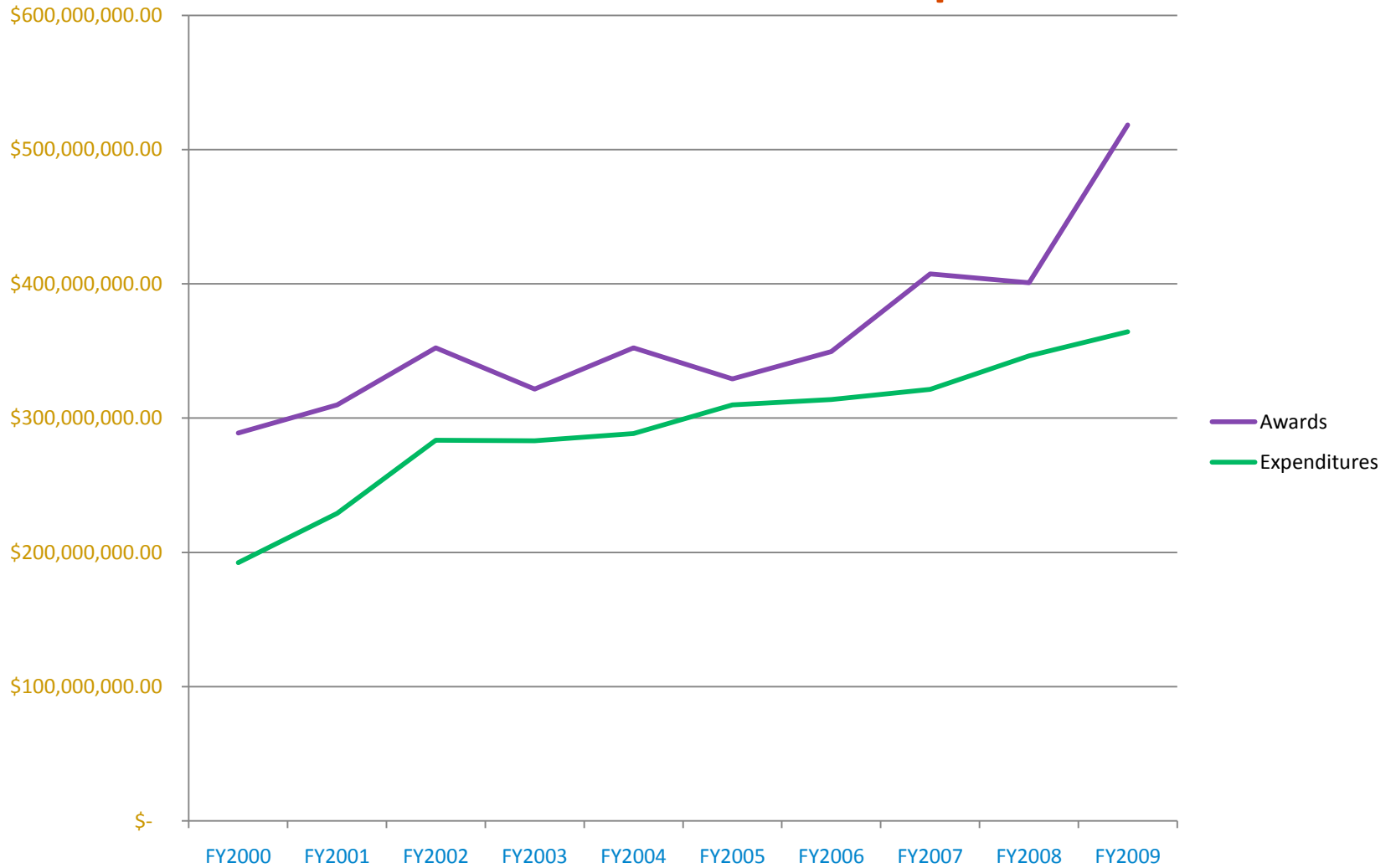
- An extensive study of all doctoral programs is underway.
- Preliminary findings:
 - Most doctoral programs are too large.
 - Recruitment of graduate students does not appear to have been an institutional priority.
 - Block grant fellowships have not been used effectively.
 - Placement of doctoral students needs to receive attention.
- In FY09, we significantly increased GA stipends. We need to do a lot more.
- Student grievance policy was significantly revised.

Graduate Education

- No significant improvement in academic qualifications of incoming graduate students
 - GPA up from 3.52 to 3.54
 - Verbal GRE stable at 555
 - Quantitative GRE up from 710 to 713
 - Analytic Writing GRE down from 4.5 to 4.4
- Doctoral enrollment is down
 - New doctoral enrollment is down significantly from 835 to 754 (10%).

**Externally Supported Research
Programs
Are Taking off Like Gangbusters**

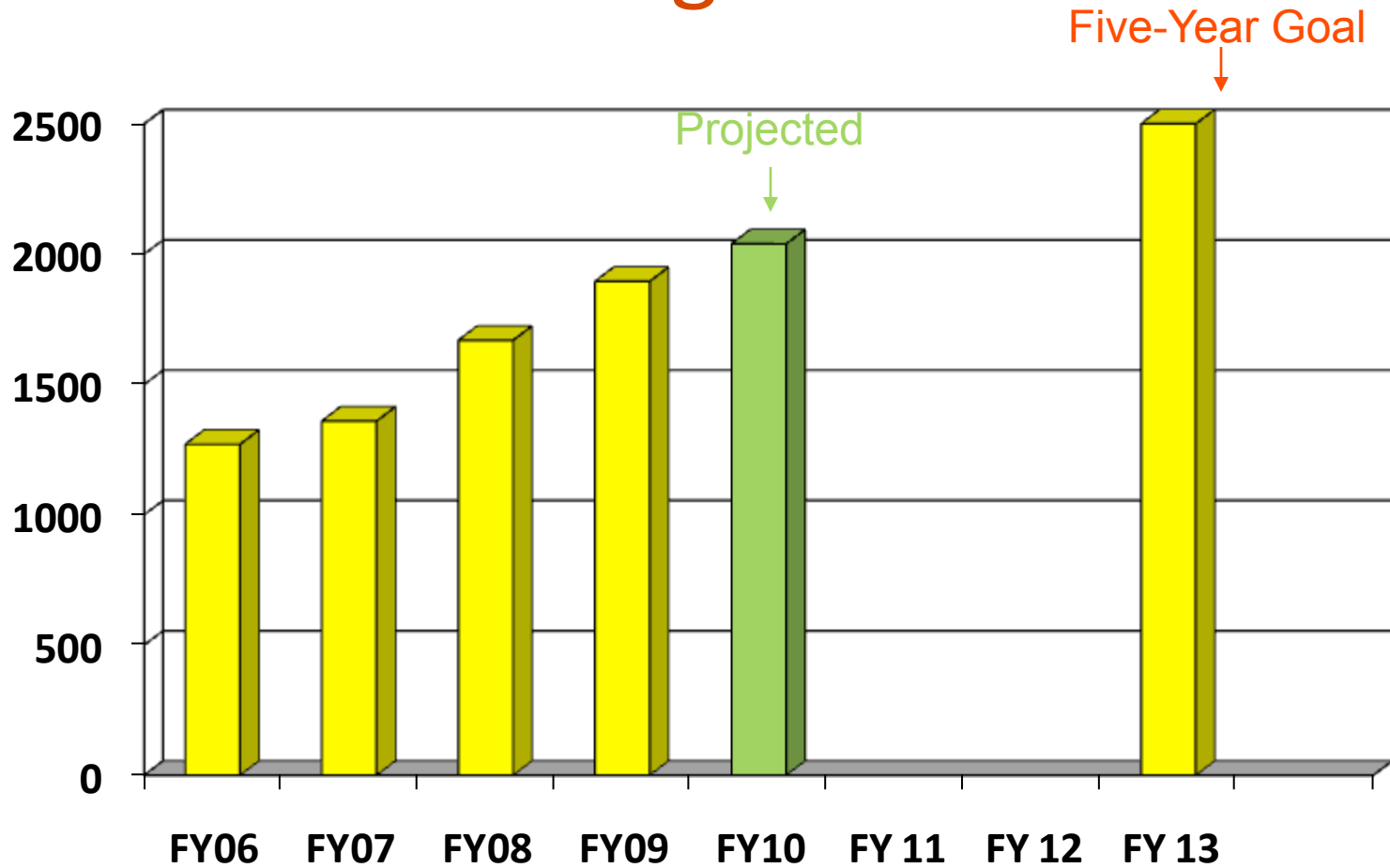
Total Research Awards and Expenditures



International

- A comprehensive review of OIP was completed, and a reorganization has started.
 - IES will be reorganized and admission components will move out of IES.
 - Study Abroad will be elevated to higher level.
 - MEI will move to the College of Education.
 - Global Communities will be moved to Undergraduate Studies and will be reorganized.

Students Participating in Study Abroad Programs



Other Noteworthy Developments

- We have implemented the first year of resource reallocation.
- A Diversity Planning Steering Committee has been formed to develop a diversity and inclusiveness plan for the University.

Other Noteworthy Developments

- A blue ribbon committee conducted a thorough review of the Libraries. This review was followed by an external review of the Libraries by three distinguished visitors.
 - We have proposed a student fee of \$50 per semester to generate funds to support the Libraries
- A joint Provost-Senate Taskforce recommended a plan for post-tenure review which was not endorsed by the Senate. We will revert back to the existing post-tenure review policy.

**Together, we will create a future worthy of a
great University and a great State.**



FY10 Priorities and Challenges

Budget

- FY10 and most likely FY11 will be extremely challenging years.
- In FY10, we started with a 2.5% reduction.
- We have received nearly \$40M in additional reductions.
 - \$11.2M in base
 - \$16.4M in one-time
 - \$10.2M in furloughs
 - \$1.5M in HEIF

Major Priorities for FY10

- Implement the proposals supported by the resource allocation process
- Manage the budget situation in order to
 - Protect and promote excellence
 - Preserve core education and research activities
 - Prepare for another difficult budget year
 - Minimize negative impact on morale and institutional reputation

Undergraduate Education Priorities

- Finalize General Education and begin implementation
- Continue enhancement of living-learning programs
- Implement enrollment management plan
- Continue to improve student recruitment
 - More high achieving students; more emphasis on diversity; more int'l
 - Expand YSP with an int'l component; start a talented youth program
 - Improve transfer student recruitment and admission (major-ready focus)

Undergraduate Education Priorities

- Improve retention and graduation rates
 - Review student-success degree-completion policy, evaluate why some students don't succeed, and increase focus on students most needing further advising help
 - Improve academic program websites, better promoting campus opportunities
 - Improve ACE
 - Enhance national scholarships; win more and more prestigious scholarships
- Review undergraduate programs, promote more quality interactions between faculty and students, and promote internships and non-classroom learning experiences

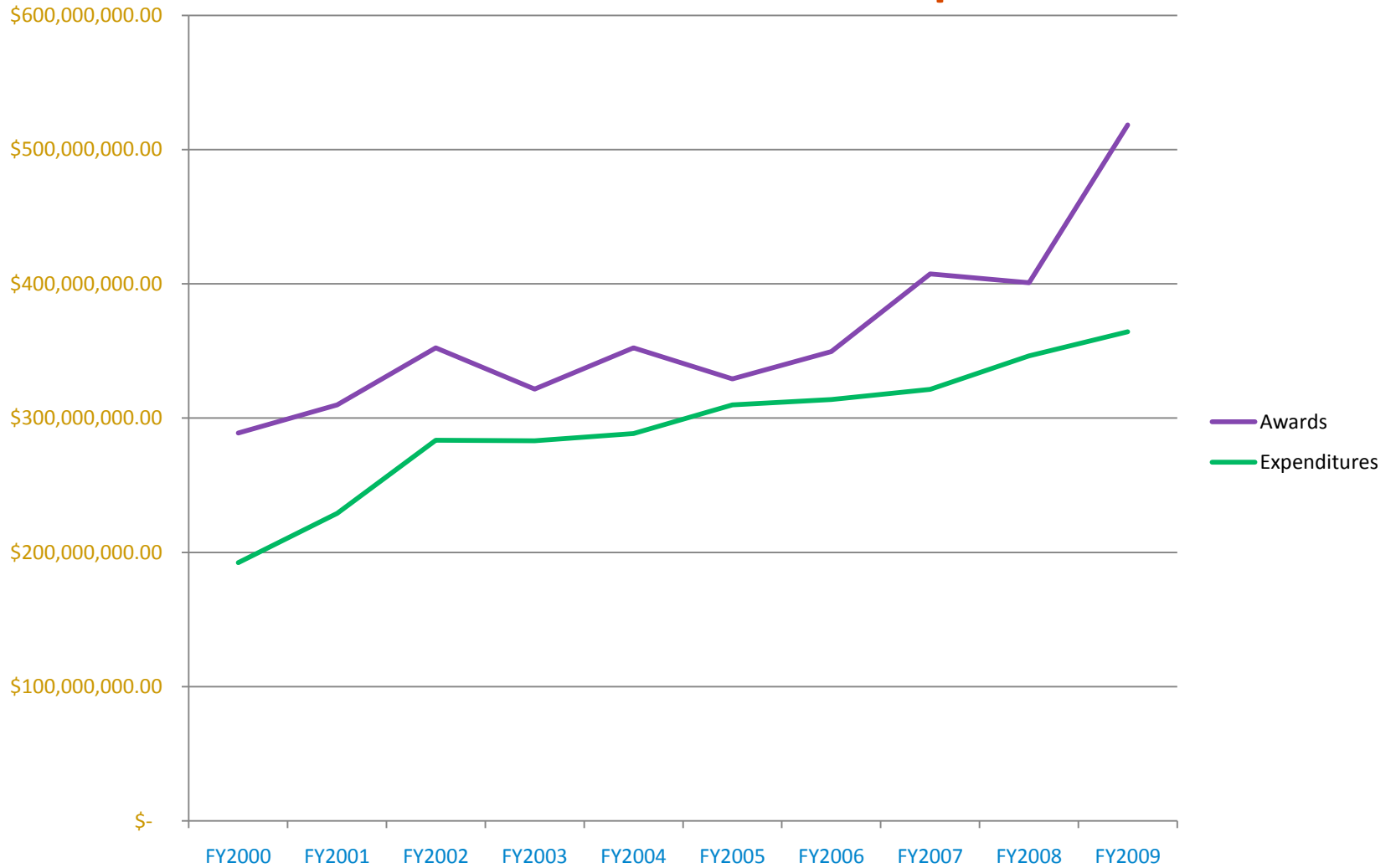
Graduate Education Priorities

- Right-size doctoral programs; set goals for graduate program success
- Revise block grant fellowships with increased focus on recruiting top students
- Enhance recruitment; more emphasis on diversity
- Develop new professional/online master's programs (Smith School, iSchool, School of Public Health)
- Review graduate financial aid and set standards; increase stipends/time period of support
- Improve faculty mentoring of graduate students, time to degree, and placements
- Ensure GA activities are educationally productive

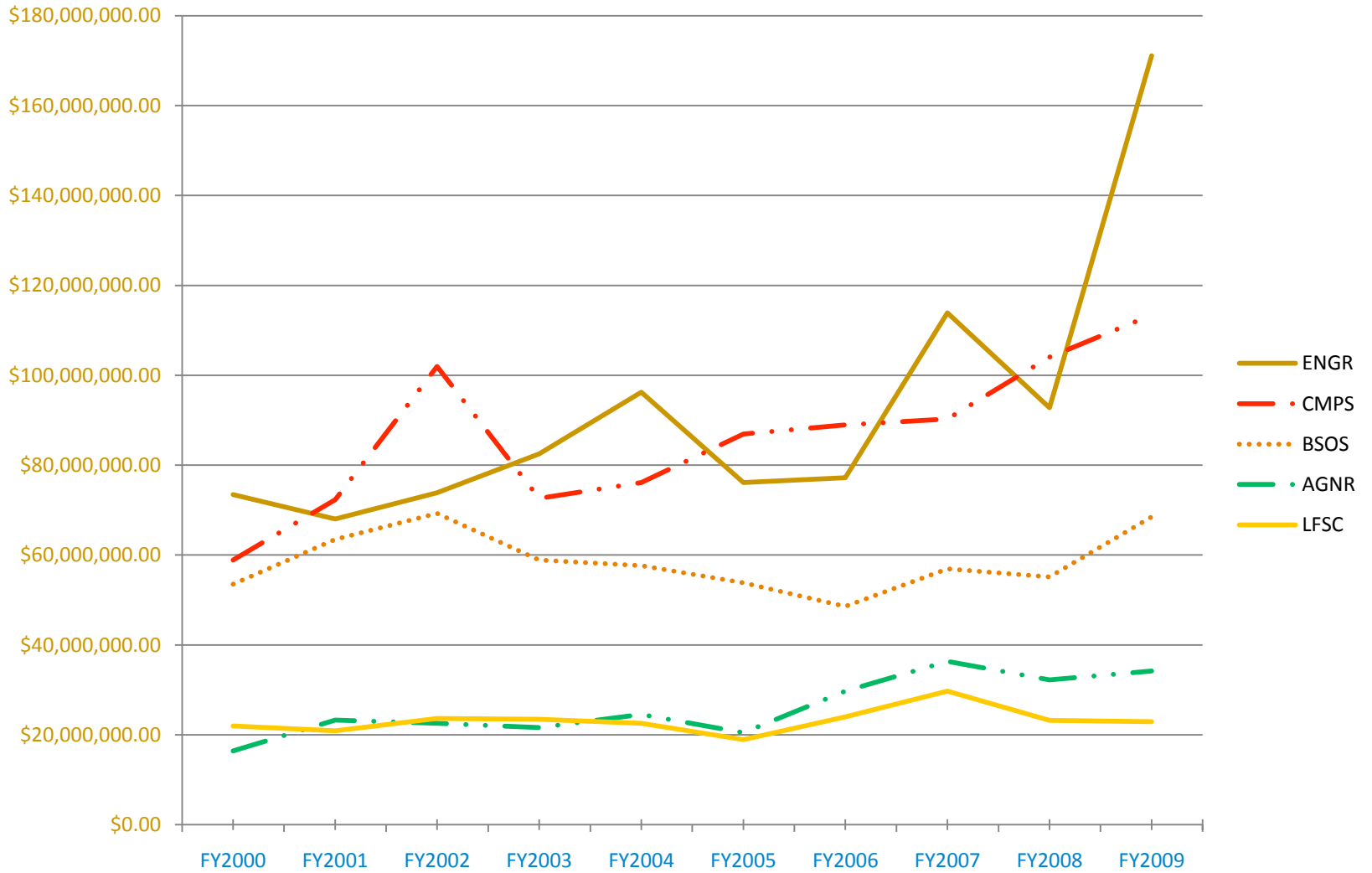
Research Priorities

- Identify a few new major research thrusts—humanities, informatics, health care,...
(w/VPR)
- Set ranking goals for all programs (w/VPR)
- Set research productivity goals for all faculty
(w/VPR) and promote major research projects

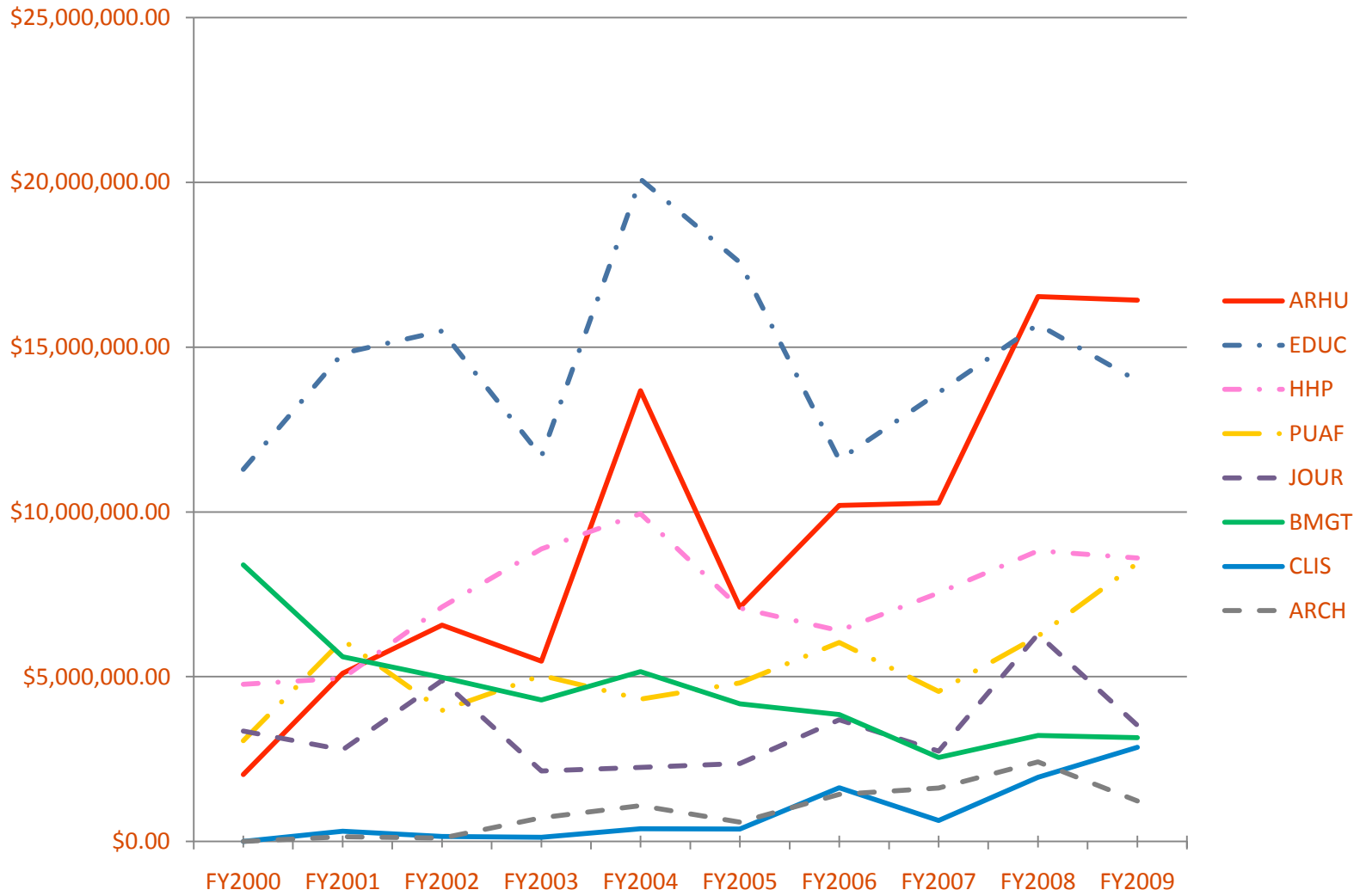
Total Research Awards and Expenditures



Awards



Awards



International Program Priorities

- Reorganize OIP, begin selected initiatives
- Establish a minor in Global Studies
- Establish meaningful new exchange programs with targeted institutions

Other Priorities

- Integrate UMBI into the University
- Improve implementation of post-tenure review
- Develop comprehensive plan for libraries and initiate new funding for acquisitions

Budget Challenges and Possible Solutions

- Budget Challenges in FY11
 - Increased mandatory expenses
 - Possible conversion of one-time cuts to base
 - Increased tuition
- Possible Solutions
 - More targeted cuts
 - New revenue
 - Improved efficiency
 - Other issues

More Targeted Solutions

- Closure of low degree productivity programs
- Closure of small and non-essential departments
- Consolidation of departments that have synergistic programs
- Consolidation of colleges where it makes sense
- Reduction of both graduate and undergraduate enrollment
- Faculty retirement incentives

New Revenue Generation

- Revise revenue sharing of entrepreneurial programs
- New executive/on-line degree programs
- Differential graduate tuition for high-cost programs
- Revise revenue sharing of summer and winter programs

Improved Efficiency

- Faculty teaching load
- Reduce number of classes with small enrollment
- Place constraints on dual-degree, double-major options
- Reorganize administrative operations in academic affairs
- Streamline access funding

Other Issues

- Keep faculty and staff morale up
- Manage public opinion and minimize negative publicity