

# USM - University System of Maryland Office

## MISSION

The University System of Maryland Office provides strategic vision, leadership and planning designed to foster communication, cooperation and operational synergies within and among its three principal constituencies: the citizens of Maryland, the Board of Regents of the University System of Maryland (USM), and the family of twelve diverse institutions and two regional higher education centers that constitute the USM. In addition, it strives to enhance both the resources available to the System's institutions and the outcomes achieved through financial stewardship of investments and economic support from public and private sources.

## VISION

The University System of Maryland Office promotes and supports its constituent institutions, individually and collectively, to achieve national and international recognition. The USM Office proactively foresees and addresses higher education issues of critical importance to the citizens of Maryland and forges productive linkages between USM knowledge resources in ways that meet the educational, economic and social well-being of the State.

## KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

### Goal 1. Promote access to USM institutions through cooperation.

- Obj. 1.1** Promote greater access to higher education in Maryland by increasing total enrollment at USM's regional higher education centers at Shady Grove and Hagerstown to 4,400 or greater by fiscal year 2016.
- Obj. 1.2** By fiscal year 2016, the number of students transferring from Maryland community colleges to USM institutions will be 9,600 or greater.
- Obj. 1.3** Continue to maintain at 280 or greater the number of Professional Development School (PDS) partnerships supported by USM and designed to improve teacher training in Maryland.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Total enrollment at USM's regional higher education centers	4,502	4,339	4,347	4,429	4,488	>4,500	>4,600
Number of Maryland community college transfers	10,029	11,033	11,882	11,182	11,603	≥11,600	≥11,700
Number of Professional Development School (PDS) partnerships supported by USM	284	284	286	298	306	307	≥300

### Goal 2. Promote operational synergies.

- Obj. 2.1** Through fiscal year 2016, maintain or surpass the level of savings achieved through centrally-negotiated, leveraged procurement of information technology (IT) software products at \$4.0 million per year estimated.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Savings achieved through centrally-negotiated leveraged procurement of IT products and services (\$ millions)	\$5.3	\$3.6	\$8.0	\$13.6	\$18.4	>\$18.0	>\$18.0

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## Goal 3. Promote private support for USM.

**Obj. 3.1** Beginning in fiscal year 2009 and continuing through fiscal year 2016, the risk-adjusted returns for the combined University System of Maryland Foundation (USMF) and the Common Trust Fund (CTF) investments will exceed established national financial market indices.

**Obj. 3.2** Through 2016, continue to raise at least \$250 million annually through private giving.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Combined USMF and CTF risk-adjusted return versus return from selected 60/40 stock/bond portfolio (SBP)	0.7/7.0	7.0/10.0	12.3/15.5	4.0/1.7	-1.8/-1.7	>SBP	>SBP
Private funds raised (millions)	\$242	\$298	\$256	\$335	\$277	≥\$280	≥\$280

## Goal 4. Provide financial stewardship to maximize effective and efficient USM operations.

**Obj. 4.1** Maintain USM's current bond rating of Aa2 or higher through fiscal year 2016.

**Obj. 4.2** Maintain at least a two percent annual cost efficiency effort through fiscal year 2016.

**Obj. 4.3** Through fiscal year 2016, progress toward the Board of Regents' goal of increasing annual institutional spending on facilities renewal to two percent of the current replacement value of institutional capital assets.

**Obj. 4.4** Maintain a diverse and skilled workforce.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Bond rating (Moody's)	Aa1	Aa1	Aa1	Aa1	Aa1	Aa1	Aa1
Cost efficiency factor as percentage of USM's annual State-supported budget	4%	4%	3%	2%	3%	≥3%	≥3%
<sup>1</sup> Capital and operating funds budgeted for facilities renovation and renewal as percentage of replacement value	1.3%	1.0%	0.8%	0.9%	0.9%	1.0%	1.0%
Percent of minorities in professional and executive positions within the USM Office	30%	32%	32%	32%	31%	32%	32%

## NOTES

<sup>1</sup> The fiscal year 2016 actual reflects the working budget. Prior years reflect final budget numbers.