

USM - University System of Maryland

MISSION

The University System of Maryland (USM) seeks to improve the quality of life for the people of Maryland by providing a comprehensive range of high quality, accessible and affordable educational opportunities; engaging in research and creative scholarship that expand the boundaries of current knowledge; and providing knowledge-based programs and services that are responsive to the needs of the citizens of Maryland and the nation. The University System of Maryland fulfills its mission through the effective and efficient management of its resources and the focused missions and activities of each of its component institutions.

VISION

USM strives to be a preeminent system of public higher education, admired around the world for its leadership in promoting and supporting education at all levels, fostering the discovery and dissemination of knowledge for the benefit of the State and the nation, and instilling in all members of its community a respect for learning, diversity, and services to others.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Meet the educational needs of our state, our nation, and an increasingly diverse student population.

- Obj. 1.1 Expand access to USM institutions and programs.
- Obj. 1.2 Increase the affordability of USM institutions and programs.
- Obj. 1.3 Promote degree completion and educational attainment among Maryland citizens.
- Obj. 1.4 Ensure continued high levels of success among USM students and alumni.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Total undergraduate (UG) enrollment	130,398	133,242	135,126	132,385	131,214	125,999	>123,000
Percent African-American (of total UG enrollment)	25.6%	25.8%	25.5%	25.3%	25.4%	>25%	>25%
Percent minority (of total UG enrollment)	43.5%	44.4%	44.6%	45.3%	46.5%	>46%	47.0%
Percentage of new students transferring from Maryland community colleges	22.5%	22.0%	20.7%	21.2%	21.5%	21.0%	21.0%
National ranking for tuition and fees	21	21	22	20	20	20	20
Percentage of undergraduates receiving financial aid	56.7%	55.9%	54.8%	55.9%	57.3%	57.0%	57.0%
Total amount of institutional financial aid awarded to undergraduates (millions)	\$141	\$148	\$161	\$170	\$174	N/A	N/A
Total number of undergraduate degrees awarded	25,776	26,280	26,657	27,039	27,827	28,069	27,900
Total number of graduate and first professional degrees awarded	12,532	12,493	13,582	13,000	12,829	12,553	12,500
Percentage of State residents with a bachelor's degree or higher	39%	40%	40%	41%	41%	41%	41%
Traditional student 6-year graduation rate (includes only first-time, full-time (FTFT) students, excludes University of Maryland Global Campus (UMGC))	69%	71%	72%	73%	74%	74%	75%
6-year graduation rate for FTFT African-American students	50%	54%	55%	59%	60%	60%	61%
6-year graduation rate for FTFT minority students	61%	63%	65%	68%	68%	68%	69%

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Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
All student 6-year graduation rate (includes transfers, part-time, FTFT and UMGC)	57%	56%	56%	61%	60%	60%	61%
6-year graduation rate for all African-American students (transfers, part-time, and FTFT)	45%	42%	43%	47%	48%	48%	49%
6-year graduation rate for all minority students (transfers, part-time, and FTFT)	52%	49%	50%	55%	54%	55%	55%

Goal 2. Promote Maryland's economic growth and competitiveness in the New Economy.

- Obj. 2.1** Grow Maryland's workforce in science, technology, education, and math (STEM), health care, and other critical workforce shortage areas.
- Obj. 2.2** Promote Maryland's economic growth and innovation through extramurally-funded basic and applied research and technology transfer.
- Obj. 2.3** Encourage and facilitate new company creation to support Maryland's economy.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Total number of STEM degrees produced	9,516	9,943	11,117	11,588	11,929	12,000	12,000
Total number of nursing degrees produced (baccalaureate only)	1,075	1,116	1,243	1,296	1,280	1,280	1,300
Total number of teacher education completers	1,520	1,410	1,514	1,496	N/A	N/A	N/A
¹ Total research expenditures (millions)	\$1,085	\$1,146	\$1,216	\$1,068	\$1,091	\$1,091	\$1,091
¹ Number of licenses and options executed	70	57	68	52	79	79	79
¹ New patent applications filed	214	217	198	205	182	182	182
¹ US patents issued	90	70	93	97	135	135	135
¹ Licensing income received (millions)	\$2.4	\$5.6	\$3.7	\$4.5	\$2.8	\$2.8	\$2.8
¹ New companies started or facilitated	70	85	84	87	96	96	96

Goal 3. Create new and more effective ways to leverage the resources available to the USM for the use and benefit of Maryland and its citizens.

- Obj. 3.1** Continue to develop and implement strategies designed to achieve greater efficiencies and effectiveness in support of State and System goals.
- Obj. 3.2** Build and support a vibrant culture of philanthropy and support across all USM institutions, alumni, and stakeholders.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
² Operating expenditures per full time equivalent student	\$29,857	\$30,595	\$31,639	\$34,430	N/A	N/A	N/A
Percentage of cost savings/avoidance achieved as percentage of State-supported budget	3%	2%	2%	2%	4%	>2%	>2%
Private funds raised (millions)	\$292	\$408	\$332	\$319	\$397	\$322	\$330

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Goal 4. Build a System-wide culture of Equity, Diversity, Inclusion, and Civic Engagement that values and celebrates all Maryland residents.

- Obj. 4.1** Increase bachelor's degree attainment among underrepresented minority populations in Maryland.
- Obj. 4.2** Increase the number of underrepresented minority students graduating from USM institutions with degrees in STEM and health care fields.
- Obj. 4.3** Increase the number of underrepresented minority students, faculty and staff attending, teaching, or working at USM institutions.
- Obj. 4.4** Increase the number of USM institutions that participating in nationally-recognized civic and community engagement initiatives.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Of all USM bachelor's degrees awarded, the total number going to underrepresented minority (URM) students	7,418	7,598	8,013	8,351	8,733	8,900	9,000
Of all USM bachelor's degrees awarded, percentage going to underrepresented minority (URM) students	29.0%	29.0%	30.1%	30.9%	31.4%	31.7%	32.0%
Of all USM bachelor's degrees awarded in STEM or health care fields, the total number going to URM students	2,013	2,136	2,523	2,956	3,014	3,100	3,150
Of all USM bachelor's degrees awarded in STEM or health care fields, percentage going to URM students	24.1%	24.0%	26.0%	27.8%	27.5%	28.0%	28.0%
The total number of USM students who identify as URM	58,052	60,294	60,625	59,472	59,867	59,800	59,000
Percentage of USM students who identify as URM	33.7%	34.4%	34.4%	34.5%	35.2%	35.2%	35.2%
The total number of USM faculty who identify as URM	2,493	2,584	2,563	2,864	2,896	2,900	2,900
Percentage of USM faculty who identify as URM	15.5%	15.6%	15.5%	17.0%	17.4%	17.4%	17.4%
The total number of USM staff who identify as URM	5,964	5,995	6,013	6,325	6,170	6,170	6,170
Percentage of USM staff who identify as URM	34.1%	34.2%	34.6%	34.9%	34.8%	34.8%	34.8%
² Number of USM institutions participating in American Democracy Project Initiative or recognized by Carnegie Foundation for Community Engagement	N/A	4	4	6	N/A	N/A	N/A

Goal 5. Achieve, support and sustain national eminence.

- Obj. 5.1** Continue to advance the national eminence and research of USM institutions against their peers (as measured by rank among top public university systems/institutions in total research and development (R&D) expenditures and federally-funded R&D expenditures as percentage of total R&D expenditures).

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
^{1,2} USM rank among top public university systems/institutions in total R&D expenditures	6th	N/A	6th	7th	7th	7th	7th
^{1,2} Percentage of total research expenditures coming from federal sources	65%	65%	65%	64%	64%	64%	64%

NOTES

¹ 2021 data is estimated.

² Updated 2021 data will be available in 2022.

USM - University of Maryland, Baltimore Campus

MISSION

To improve the human condition and serve the public good of Maryland and society at-large through education, research, clinical care, and service.

VISION

The University of Maryland, Baltimore Campus (UMB) will excel as a pre-eminent institution in our missions to educate professionals; conduct research that addresses real-world issues affecting the human condition; provide excellent clinical care and practice; and serve the public with dedication to improve health, justice, and the public good. The University will become a dominant economic leader of the region through innovation, entrepreneurship, philanthropy, and interdisciplinary and inter-professional teamwork. The University will extend our reach with hallmark local and global initiatives that positively transform lives and our economy. The University will be a beacon to the world as an environment for learning and discovery that is rich in diversity and inclusion. The University's pillars of professionalism are civility, accountability, transparency, and efficiency. The University will be a vibrant community where students, faculty, staff, visitors, and neighbors are engaged intellectually, culturally, and socially.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Enhance UMB's standing as a major contributor to Maryland's highly qualified health, legal, and human services workforce and position UMB as a university of research strength, innovation, and entrepreneurship and that is "open for business" with the business community.

- Obj. 1.1** Through fiscal year 2024, increase or maintain the number of undergraduate nursing, professional practice doctorate, and professional masters' graduates at a level at least equal to the 2019 level of 1,363.
- Obj. 1.2** Increase total research and development (R&D) expenditures for UMCP and UMB reported by the National Science Foundation (NSF) from \$1,016 million reported in FY 2019 to \$1,187 million in FY 2024.
- Obj. 1.3** Through fiscal year 2024 produce and protect intellectual property, retain copyright, and transfer university technologies at a level appropriate to mission by increasing cumulative active licenses or options, disclosures received, and new patent applications filed above 2019 levels.
- Obj. 1.4** Through fiscal year 2024, increase or maintain nationally recognized memberships and awards to UMB faculty at a level at least equal to the 2019 level of 11.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Graduates: Undergraduate Nursing (BSN)	378	398	411	396	389	408	422
Professional Practice Doctorate: Dentistry (DDS)	130	132	130	132	125	133	125
Law (JD)	187	203	192	189	202	215	189
Medicine (MD)	161	146	163	166	151	147	154
Nursing (DNP)	49	95	125	108	133	146	136
Pharmacy (PharmD)	157	149	154	155	135	121	109
Physical Therapy (DPT)	56	61	61	61	66	64	65
Prof. Practice Doctorate Total	740	786	825	811	812	826	778
Professional Masters (MS)	129	138	137	162	338	517	605
Total R&D Expenditures, as reported by NSF (millions)	N/A	N/A	\$1,016	\$1,097	\$1,103	\$1,141	\$1,164
Grant/contract awards (millions)	\$554	\$665	\$663	\$686	\$689	\$716	\$745
Cumulative number of active licenses or options	213	233	232	228	251	201	204
Disclosures received	147	143	135	158	127	150	150
New patent applications filed	86	96	78	86	62	85	85
Number of nationally recognized memberships and awards	13	12	11	13	12	12	12

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Goal 2. Develop students who demonstrate personal, professional, and social responsibility and who acquire the skills and experiences needed to succeed at UMB, in the community, and in their chosen professions after graduation and enhance UMB's commitment to students through its mission of teaching and learning excellence by providing the infrastructure for the advancement of scholarly and pedagogically-sound teaching.

Obj. 2.1 Through fiscal year 2024, maintain a minimum 90 percent graduation rate within 150 percent of time to degree for each principal professional program.

Obj. 2.2 Through fiscal year 2024, maintain a first-time licensure exam pass rate for each principal professional program of at least 95 percent.

Obj. 2.3 Through fiscal year 2024, maintain an average debt of graduating students not exceeding the 2019 level.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Graduation Rate within six years from University of Maryland, Baltimore (or another public university in Maryland)							
Dentistry (DDS)	96.2%	98.4%	97.7%	97.7%	99.2%	95.0%	95.0%
Law Day (JD)	86.4%	89.0%	86.9%	92.0%	88.6%	90.0%	90.0%
Medicine (MD)	91.3%	95.6%	95.1%	91.1%	95.0%	95.0%	95.0%
Nursing (BSN)	92.1%	95.3%	95.8%	97.0%	96.4%	95.0%	95.0%
Pharmacy (PharmD)	98.1%	96.2%	94.4%	96.2%	96.8%	95.0%	95.0%
Physical Therapy (DPT)	93.7%	94.6%	100.0%	100.0%	95.1%	95.0%	95.0%
Social Work (MSW)	92.9%	91.2%	92.2%	94.5%	90.1%	90.0%	90.0%
First Time Exam Pass Rate							
Dentistry (ADEX)	99.0%	100.0%	99.0%	99.0%	99.0%	99.0%	99.0%
Law (Maryland Bar)	76.0%	79.0%	77.0%	80.0%	86.0%	86.0%	86.0%
Medicine (USMLE Step 2 CK)	96.0%	97.0%	99.0%	98.0%	100.0%	99.0%	99.0%
Nursing BSN (NCLEX)	88.0%	87.0%	89.0%	87.0%	87.0%	88.0%	88.0%
Pharmacy (NAPLEX)	90.0%	89.0%	87.0%	88.0%	91.0%	90.0%	90.0%
Physical Therapy (NPTE)	98.0%	96.0%	87.0%	85.0%	85.0%	85.0%	85.0%
Social Work (LGSW)	86.0%	88.0%	90.0%	85.0%	82.0%	85.0%	85.0%
Professional Student Average Debt							
Dentistry (DDS)	\$227,390	\$235,313	\$245,633	\$256,074	\$293,570	\$293,570	\$293,570
Law Day and Evening (JD)	\$116,837	\$109,984	\$111,417	\$123,144	\$127,584	\$127,584	\$127,584
Medicine (MD)	\$167,965	\$151,725	\$186,838	\$181,746	\$167,048	\$167,048	\$167,048
Nursing (MS,CNL,DNP)	\$91,586	\$95,667	\$95,184	\$92,412	\$83,293	\$83,293	\$83,293
Pharmacy (PharmD)	\$136,617	\$159,904	\$159,183	\$101,967	\$163,717	\$163,717	\$163,717
Physical Therapy (DPT)	\$97,384	\$93,370	\$109,558	\$139,037	\$131,759	\$131,759	\$131,759
Social Work (MSW)	\$56,332	\$43,797	\$65,749	\$39,031	\$62,479	\$62,479	\$62,479

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Obj. 2.4 Through fiscal year 2024, increase the enrollment of students educated entirely online compared to 2019 levels.

Obj. 2.5 Through fiscal year 2024, maintain high rates of graduate employment and educational satisfaction compared to 2019.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Headcount enrollment of students educated entirely online	947	1,070	1,288	1,686	1,708	1,803	1,881
Employment rate of undergraduates	99%	N/A	N/A	95%	N/A	N/A	N/A
Graduates' satisfaction with education (Nursing)	91%	N/A	N/A	88%	N/A	N/A	N/A

Goal 3. Position UMB as the model for meaningful collaboration in education and research in healthcare and human services with other institutions in the USM and the State.

Obj. 3.1 Through fiscal year 2024, increase enrollments in joint professional programs and programs at regional education centers compared to 2019 levels.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Enrollment – Fall Headcount							
Joint Professional Masters							
MS in Law (with UMCP)	72	38	28	15	13	25	30
Universities at Shady Grove							
Nursing	305	352	357	356	435	481	517
Social Work	137	146	155	171	179	130	130
Pharmacy	132	93	64	28	1	0	0
Other Programs	0	0	152	403	489	540	417
Total Shady Grove	574	591	728	958	1,104	1,151	1,064
Laurel College Center	0	8	0	0	0	0	0

Goal 4. Leverage UMB's standing as a Baltimore City anchor institution to provide its surrounding communities with meaningful and sustainable educational, employment, and economic opportunities that serve as a catalyst for individual and community empowerment.

Obj. 4.1 Through fiscal year 2024, increase the Days of Service for UMB employees through UMB Supports Maryland Unites compared to the level reported for 2019.

Obj. 4.2 Through fiscal year 2024, increase the number of days that faculty spend in public service with Maryland's governments, businesses, schools, and communities compared to the level reported for 2019.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Number of days in public service per full-time faculty member	9.6	9.6	9.4	9.5	9.0	9.0	9.0

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Goal 5. Continue to develop a culture of giving at UMB that supports the strategic needs of the university and its schools.

Obj. 5.1 By fiscal year 2024, attain annual campaign goal of \$88.5 million a year.

Obj. 5.2 By fiscal year 2024, increase or maintain combined university endowments from all sources at a level at least equal to the 2019 level.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Campaign giving, annual (millions)	\$74.8	\$104.4	\$76.8	\$79.3	\$95.7	\$85.0	\$87.0
Endowment, annual (millions)	\$376.0	\$436.9	\$448.4	\$474.6	\$583.1	\$629.7	\$680.1

Goal 6. Position UMB internally and externally as an excellently managed university, utilizing best business practices to achieve greater efficiency and effectiveness and managing its resources for the greatest impact on its mission.

Obj. 6.1 Through fiscal year 2024, attain annual cost savings of at least 3 percent of the total budget based on enhanced efficiency and effectiveness.

Obj. 6.2 Through fiscal year 2024, decrease or maintain annual operating expenditures per adjusted full-time equivalent student (FTES) to no more than the level reported for 2019.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Annual cost savings as a percentage of actual budget	1%	1%	1%	1%	2%	2%	2%
Operating Expenditures per Adjusted FTES	\$63,718	\$66,699	\$70,433	\$77,041	\$98,352	\$99,000	\$100,000

USM Core Indicators

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Total enrollment (undergraduates)	905	929	909	878	898	960	996
Percent minority of all undergraduates	43%	48%	49%	52%	56%	N/A	N/A
Percent African-American of all undergraduates	18%	19%	19%	20%	24%	N/A	N/A
Total bachelor's degree recipients	416	433	438	420	415	430	444
Percent of replacement cost expended in operating and capital facilities renewal and renovation	1%	1%	1%	1%	1%	1%	0%
Applicants to undergraduate nursing programs	728	639	772	814	744	890	927
Qualified applicants to undergraduate nursing programs denied admission	129	87	43	49	23	0	0

NOTES

¹ 2021 data is estimated because it is reported on a calendar year basis.

USM - University of Maryland, College Park Campus

MISSION

As the State's premier public research university, its original land grant institution, and the legislatively mandated flagship institution of USM, the University of Maryland, College Park campus (UMCP) serves the citizens of the State through three broad mission areas of research, teaching, and outreach. The University is the State's primary center for graduate study and research, and it is responsible for advancing knowledge through research, providing highest quality undergraduate instruction across a broad spectrum of academic disciplines, and contributing to the economic development of the State.

VISION

The University of Maryland, College Park campus serves the citizens of the State by leading the ranks of the nation's premier public research universities. It is nationally and internationally recognized for the quality of its faculty and students, for its outstanding academic and research programs across the disciplines, for programs in the arts that are a national model of excellence and community involvement, and for outreach and service initiatives that are key resources for the well-being of the citizens of the State. UMCP provides the highest quality undergraduate education, noted for its breadth, depth and many special opportunities for students. Graduate education - the hallmark of a first-rate research university - includes, at UMCP, both professional and research degree programs overseen by a world class faculty whose interests span an extraordinary range of research and scholarship that is characterized by creativity, innovation, impact, and inclusiveness, and that attracts graduate students of the highest academic caliber from every ethnic and racial group.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Provide an enriched educational experience to our undergraduate students that takes full advantage of the special strengths of a diverse research university and promotes retention and graduation.

- Obj. 1.1** Maintain or reduce the difference in six-year graduation rates between all students and African-American students from 8 percentage points in 2019 to at or below 6 percentage points in 2024.
- Obj. 1.2** Reduce the difference in six-year graduation rates between all students and Hispanic students from 6 percentage points in 2019 to 5 percentage points in 2024.
- Obj. 1.3** Create an ethnically and racially diverse community by achieving and maintaining a critical mass of at least 45 percent minority undergraduate students through increased recruitment and retention efforts of minority students between 2019 and 2024.
- Obj. 1.4** Maintain the second-year retention rate of all UMCP students at 95 percent in 2019 through 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Percentage point difference in graduation rates from UMCP							
African-American students and all students	6	6	8	6	3	6	6
Hispanic students and all students	3	<1	6	6	6	6	5
Percentage of minority undergraduate students enrolled in UMCP	43.4%	43.3%	43.0%	38.0%	43.9%	44.0%	45.0%
Second-year freshman retention rate from UMCP: all students	95.3%	95.8%	95.2%	95.2%	95.4%	95.5%	95.5%
All minority students	95.8%	96.7%	95.7%	96.2%	95.9%	96.0%	96.0%
All African-American students	94.9%	95.1%	94.4%	95.7%	95.7%	94.7%	94.8%
All Hispanic students	95.9%	95.7%	92.7%	95.3%	93.1%	93.5%	93.5%

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- Obj. 1.5** Increase the six-year graduation rate for all UMCP students from 86 percent in 2019 to 88 percent by 2024.
- Obj. 1.6** Maintain the second-year retention rate of all UMCP minority students at 96 percent in 2019 through 2024.
- Obj. 1.7** Increase the six-year graduation rate for all UMCP minority students from 84 percent in 2019 to 86 percent by 2024.
- Obj. 1.8** Increase the second-year retention rate of UMCP African-American students from 94 percent in 2019 to 95 percent by 2024.
- Obj. 1.9** Increase the six-year graduation rate for UMCP African-American students from 78 percent in 2019 to 80 percent by 2024.
- Obj. 1.10** Increase the second-year retention rate of UMCP Hispanic students from 93 percent in 2019 to 94 percent by 2024.
- Obj. 1.11** Increase the six-year graduation rate for UMCP Hispanic students from 80 percent in 2019 to 82 percent by 2024.
- Obj. 1.12** Increase the percentage of transfer students who graduate at UMCP from 81 percent in 2019 to 84 percent by 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
First-time freshman six-year graduation rate from UMCP: all students	86.6%	85.4%	86.2%	87.1%	87.0%	87.5%	87.5%
All minority students	85.3%	84.8%	83.7%	85.2%	85.8%	85.0%	85.5%
All African-American students	81.1%	79.5%	77.9%	81.3%	83.7%	79.0%	79.5%
All Hispanic students	84.1%	85.0%	80.2%	81.5%	81.4%	81.0%	81.5%
New full-time undergraduate transfer 4-year graduation rate from UMCP: all students from UMCP (or another public university in Maryland)	76.0%	79.0%	81.0%	81.0%	84.0%	83.0%	83.0%

Goal 2. Prioritize the affordability of a top-tier education for the citizens of Maryland and success of those students with limited financial resources to succeed in an academic setting.

- Obj. 2.1** Maintain or reduce the percentage of the class who default on federal loan programs below 2 percent between 2019 and 2024.
- Obj. 2.2** Increase the six-year graduation rate for first-time freshmen Pell grant recipients from 80% percent in 2019 to 83 percent in 2024.
- Obj. 2.3** Increase the six-year graduation rate for first-time freshmen subsidized loan recipients who did not receive a Pell grant from 84 percent in 2019 to 86 percent in 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Percentage of borrowers in the class who enter repayment on federal loans and default prior to the end of the following fiscal year	2.0%	2.4%	2.1%	2.3%	2.4%	2.0%	2.0%
Six-year graduation rate for first-time freshmen Pell grant recipients	N/A	78.6%	80.1%	80.7%	81.9%	82.0%	85.5%
Six-year graduation rate for first-time freshmen subsidized loan recipients who did not receive a Pell grant	N/A	84.1%	84.0%	84.8%	83.7%	85.0%	86.0%

USM - University of Maryland, College Park Campus

Goal 3. Promote the economic development of a knowledge-based economy in Maryland dedicated to the advancement and commercialization of research.

Obj. 3.1 Increase total research and development (R&D) expenditures for UMCP and UMB reported by the National Science Foundation (NSF) from \$1,016 million reported in fiscal year 2019 to \$1,187 million in fiscal year 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
¹ Total R&D expenditures, as reported by NSF (\$ millions)	\$933	\$976	\$1,016	\$1,097	\$1,103	\$1,141	\$1,164

Goal 4. Expand our Maryland family of alumni and constituents to achieve a new level of engagement and support that is the hallmark of an outstanding research institution.

Obj. 4.1 The total number of annual alumni donors to the University will increase from 20,737 in 2019 to 24,000 by 2024.

Obj. 4.2 Increase the total amount of philanthropic support raised by UMCP from \$200 million in 2019 to \$205 million by 2024.

Obj. 4.3 Increase the UMCP endowment market value from \$584 million in 2019 to \$650 million by 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Total number of annual alumni donors	23,935	22,141	20,737	19,074	20,825	21,000	22,000
Total amount of philanthropic support raised by UMCP (millions)	173	256	200	168	205	175	190
UMCP endowment market value (millions)	\$483	\$531	\$584	\$640	\$917	\$977	\$640

Goal 5. Prepare our graduates to be productive members of the labor force, particularly in areas considered vital to the economic success of the State.

Obj. 5.1 The percentage of UMCP alumni employed in Maryland one year after graduation will increase to and be maintained at 50 percent between Survey Year 2017 and Survey Year 2024.

Obj. 5.2 Increase the number of UMCP degrees in STEM fields (science, technology, engineering, and math) from 4,812 in 2019 to 7,070 by 2024.

Obj. 5.3 Maintain the number of UMCP teacher education program completers from 244 in 2019 to 250 or higher in 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Percentage of UMCP graduates employed in Maryland one year after graduation (triennial measure)	48.9%	N/A	N/A	N/A	N/A	50.0%	N/A
Number of UMCP STEM field degrees	3,981	4,399	4,812	5,128	5,192	6,062	6,547
Number of UMCP teacher education completers (including undergraduate, master's, post-baccalaureate/non-degree)	295	280	244	238	256	236	250

USM - University of Maryland, College Park Campus

- Obj. 5.4** Maintain the percentage of UMCP students satisfied with education received for employment from 92 percent in Survey Year 2017 to Survey Year 2024.
- Obj. 5.5** Increase the percentage of UMCP students satisfied with education received for graduate or professional school at or above 90 percent between Survey Year 2017 and Survey Year 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Percentage of alumni satisfied with education received for employment one year after graduation (triennial measure)	91.9%	N/A	N/A	N/A	N/A	92.0%	N/A
Percentage of alumni satisfied with education received for graduate or professional school one year after graduation (triennial measure)	88.8%	N/A	N/A	N/A	N/A	90.0%	N/A

NOTES

¹ Starting in 2020, this metric combines R&D expenditures from UMCP and University of Maryland Baltimore. Older data are from UMCP only.

USM - Bowie State University

MISSION

As Maryland's first historically black public university, Bowie State University (BSU) empowers a diverse population of students to reach their potential by providing innovative academic programs and transformational experiences as they prepare for careers, lifelong learning, and civic responsibility. Bowie State University supports Maryland's workforce and economy by engaging in strategic partnerships, research, and public service to benefit our local, state, national, and global communities.

VISION

Bowie State University will be widely recognized as one of the nation's best public comprehensive universities that is a model for academic excellence, innovation, and student success.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Achieve academic excellence supported by curricular as well as co-curricular experiences

- Obj. 1.1** Maintain the percentage of new tenure-track faculty with terminal degrees.
- Obj. 1.2** Increase the number of professionally-accredited programs from six in 2019.
- Obj. 1.3** Maintain the satisfaction level of bachelor's degree graduates with academic preparation for employment and lifelong learning.
- Obj. 1.4** Maintain Bowie State University's institution goal of seven to eight course units taught by full-time equivalent (FTE) core faculty.
- Obj. 1.5** Increase the number of science, technology, engineering and math (STEM) program students from 894 in 2019 and graduates from 116 in 2019.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Percent of new core faculty with terminal degrees	100%	100%	100%	100%	100%	100%	100%
Number of professionally-accredited programs	6	6	6	6	6	6	7
Course units taught by FTE core faculty (per academic year)	7.6	7.6	7.5	7.7	7.7	7.6	7.5
Students satisfied with education received for employment (triennial measure)	86%	N/A	N/A	N/A	88%	N/A	N/A
Students satisfied with education for graduate/professional school (triennial measure)	80%	N/A	N/A	N/A	85%	N/A	N/A
Number of undergraduates in STEM programs	740	871	894	935	1,002	1,010	1,030
Number of degrees awarded in undergraduate STEM programs	93	114	116	114	144	150	160

USM - Bowie State University

Obj. 1.6 Increase the number of teacher education students and graduates from 25 in 2019.

Obj. 1.7 Increase the number of Bachelor of Science in Nursing (BSN) students and graduates from 40 in 2019 and increase licensure pass rates to at least the statewide BSN average.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Number of undergraduates and Masters of Arts in Teaching (MAT) post-baccalaureate in teacher education	227	231	235	248	339	345	350
Number of undergraduates and MAT post-baccalaureate completing teacher training	18	33	25	36	43	45	47
Number of undergraduates enrolled in nursing	546	610	610	488	536	550	560
Number of qualified applicants admitted into nursing program	92	56	40	24	28	19	25
Number of qualified applicants not admitted into nursing program	5	3	8	6	0	0	0
Number of BSN graduates	50	58	55	47	35	38	42
Percent of nursing graduates passing the licensure exam	72%	59%	68%	75%	57%	57%	75%

Goal 2. Promote a holistic and coordinated approach to student success.

Obj. 2.1 Maintain or exceed the undergraduate second-year retention rate of 72 percent.

Obj. 2.2 Increase the undergraduate six-year graduation rate to over 50 percent.

Obj. 2.3 Maintain the proportion of in-state undergraduate tuition and mandatory fees as a percent of Prince George's County median income to less than 12 percent.

Obj. 2.4 Increase the six-year graduation rate of Pell Grant recipients from BSU to over 50 percent.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Second-year undergraduate retention rate at BSU or another public university in Maryland	75%	72%	68%	71%	76%	72%	74%
Six-year undergraduate graduation rate from BSU or another public university in Maryland	41%	43%	48%	47%	46%	48%	50%
BSU tuition and fees as a percentage of Prince George's County median income	10%	10%	10%	10%	10%	10%	10%
Six-year graduation rate of Pell Grant recipients	N/A	48%	56%	44%	38%	37%	38%

USM - Bowie State University

Goal 3. Encourage academic and administrative innovation to meet student needs.

Obj. 3.1 Increase the number of on-line and hybrid courses annually and offer at least 2 predominantly or fully online program(s).

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Number of online programs	0	0	0	0	0	1	3
Number of online and hybrid courses running in academic year	241	310	368	397	1,029	475	480

Goal 4. Advance the overall effective and efficient use of resources and identify new revenue sources.

Obj. 4.1 Increase alumni giving from \$251,000 in 2019 and increase the gift dollars received from \$1.2 million in 2019.

Obj. 4.2 Increase the amount of grant funding from \$8.8 million in 2019.

Obj. 4.3 Increase classroom utilization rate from 65 percent in 2019.

Obj. 4.4 Maintain or exceed the funds allocated to facilities renewal as a percent of replacement value of 2.0 percent.

Obj. 4.5 Sustain or increase the percentage of expenditures for instruction from 40 percent.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Dollars of alumni giving	\$232,370	\$201,615	\$251,184	\$234,377	\$275,988	\$387,735	\$400,000
Number of alumni donors	1,245	1,283	1,199	1,098	1,516	1,228	1,300
Total gift dollars received (\$ millions)	\$1.56	\$1.22	\$1.26	\$1.21	\$1.63	\$30.00	\$4.00
Total external grant and contract revenue (\$ millions)	\$8.90	\$8.70	\$8.80	\$8.90	\$12.20	\$14.60	\$12.00
¹ Classroom utilization rate	67%	67%	65%	65%	N/A	63%	65%
Facilities renewal funding as a percentage of replacement value	1.5%	1.5%	2.7%	1.3%	1.3%	2.0%	2.0%
Percentage of education and general (E&G) funds spent on instruction	41%	43%	46%	51%	42%	47%	47%

NOTES

¹ Classroom utilization in fiscal year 2021 was affected by the pandemic.

USM - Towson University

MISSION

Towson University fosters intellectual inquiry and critical thinking preparing graduates who will serve as effective, ethical leaders and engaged citizens. Through a foundation in the liberal arts, an emphasis on rigorous academic standards, and the creation of small learning environments, we are committed to providing a collaborative, interdisciplinary and inter-professional atmosphere, excellence in teaching, leadership development, civic engagement, and applied and sponsored research opportunities at the undergraduate and graduate levels. Our graduates leave Towson University with the vision, creativity and adaptability to craft solutions that enrich the culture, society, economy, and environment of Maryland, the region, and beyond.

VISION

Towson University is a national leader in student-centered education, where students will develop the knowledge, skills and dispositions to become ethical leaders in a global society. Our faculty model the highest values of the scholar-educator, with a steadfast devotion to intellectual rigor and the pursuit of innovative scholarly and creative activities. We embrace our role and responsibilities as an anchor institution for the Greater Baltimore region and the state of Maryland.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Create and maintain a well-educated work force.

Obj. 1.1 Increase the estimated number of TU graduates employed in Maryland to 3,540 or above by survey year 2020, from 3,413 in survey year 2017.

Obj. 1.2 Increase the number of TU students receiving degrees or certificates in teacher training programs to 550 by fiscal year 2024, from 522 in fiscal year 2019.

Obj. 1.3 Increase the number of TU students receiving degrees or certificates in STEM (science, technology, engineering, mathematics) programs to 1,050 by fiscal year 2024, from 993 in fiscal year 2019.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Total enrollment	22,343	22,705	22,923	22,709	21,917	20,856	21,585
Total degree recipients	5,584	5,543	5,529	5,558	5,647	5,425	5,425
Employment rate of graduates (triennial survey)	84.4%	N/A	N/A	83.2%	N/A	N/A	N/A
Estimated number of graduates employed in Maryland (triennial survey)	3,413	N/A	N/A	3,494	N/A	N/A	N/A
Number of students in teacher training programs	1,382	1,228	1,189	1,117	1,190	1,163	1,311
Number of students receiving degrees or certificates in teacher training programs	620	537	522	509	520	548	561
Percent of students who completed a degree or certificate in a teacher training program and passed Praxis II	98%	97%	98%	98%	91%	98%	98%
Number of undergraduate students enrolled in STEM programs	3,530	3,771	3,955	4,015	3,906	3,759	3,750
Number of graduate students enrolled in STEM programs	811	805	786	730	666	564	525
Number of students graduating from STEM programs	934	926	993	1,057	1,071	1,050	1,025

USM - Towson University

Obj. 1.4 Increase the number of degrees awarded in nursing to 292 by fiscal year 2024, from 279 in fiscal year 2019.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Number of qualified applicants who applied to nursing programs	461	450	373	361	429	500	500
Number accepted into nursing programs	325	276	270	262	228	176	200
Number of undergraduates enrolled in nursing programs	730	789	779	796	818	763	775
Number of graduate students enrolled in nursing programs	43	32	19	16	11	4	24
Number of students graduating from nursing programs	291	288	279	316	333	285	285
Percent of nursing program graduates passing the licensing examination	87%	90%	90%	89%	85%	90%	90%

Goal 2. Promote economic development.

Obj. 2.1 Maintain the ratio of median TU graduates' salary to the median annual salary of civilian work force with a bachelor's degree at 80 percent or above by survey year 2020.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Median salary of TU graduates employed full-time (triennial survey)	\$42,539	N/A	N/A	\$47,554	N/A	N/A	N/A
Ratio of median salary of TU graduates to civilian work force with bachelor's degree (triennial survey)	80.6%	N/A	N/A	80.4%	N/A	N/A	N/A

Goal 3. Increase access for and success of minority, disadvantaged and veteran students.

Obj. 3.1 Increase and maintain the percent of minority undergraduate students to 50 percent or above by fiscal year 2024, from 43 percent in fiscal year 2019.

Obj. 3.2 Increase and maintain the percent of African-American undergraduate students to 27 percent or above by fiscal year 2024, from 23 percent in fiscal year 2019.

Obj. 3.3 Maintain the ethnic minority undergraduate second-year retention rate at 87 percent or above through fiscal year 2024.

Obj. 3.4 Maintain the African-American undergraduate second-year retention rate at 87 percent or above through fiscal year 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Percent of minority undergraduate students enrolled	36.7%	39.5%	42.7%	45.4%	47.9%	51.0%	53.0%
Percent of African-American undergraduate students enrolled	19.0%	20.8%	22.8%	24.4%	26.2%	28.0%	29.0%
Second-year retention rate of minority students at TU (or another public university in Maryland)	88.2%	90.0%	89.9%	89.3%	90.3%	90.0%	90.0%
Second-year retention rate of African-American students at TU (or another public university in Maryland)	89.7%	90.8%	91.8%	90.7%	90.3%	90.0%	90.0%

USM - Towson University

Obj. 3.5 Maintain the ethnic minority undergraduate graduation rate at 75 percent or above by fiscal year 2024.

Obj. 3.6 Maintain the African-American undergraduate graduation rate at 75 percent or above by fiscal year 2024.

Obj. 3.7 Maintain the number of enrolled first-generation undergraduate students at 3,200 or above by fiscal year 2024, compared with 3,344 in fiscal year 2019.

Obj. 3.8 Increase the number of enrolled low-income undergraduate students to 3,700 or above by fiscal year 2024, from 3,681 in fiscal year 2019.

Obj. 3.9 Increase the number of incoming undergraduate veterans and service members to 76 by fiscal year 2024, from 66 in fiscal year 2019.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Six-year graduation rate of minority students from TU (or another public university in Maryland)	72.3%	75.8%	77.8%	75.4%	75.7%	75.0%	75.0%
Six-year graduation rate of African-American students from TU (or another public university in Maryland)	69.0%	76.4%	79.4%	74.9%	78.2%	77.0%	77.0%
First-generation undergraduate students enrolled	3,183	3,282	3,344	3,173	3,010	2,843	2,900
Six-year graduation rate from TU of first-generation students	67.2%	68.0%	70.1%	66.7%	70.4%	69.4%	70.0%
Low-income undergraduate students enrolled	3,205	3,576	3,681	3,677	3,534	3,506	3,500
Six-year graduation rate from TU of low-income students	61.9%	63.9%	67.4%	64.6%	69.8%	66.5%	68.0%
Number of incoming undergraduate veterans and service members	68	99	66	72	60	69	75
Second-year retention rate at TU of veterans and service members	75.0%	71.7%	75.8%	70.8%	56.7%	75.0%	75.0%

Goal 4. Achieve and sustain national eminence in providing quality education, research and public service.

Obj. 4.1 Maintain the second-year retention rate of TU undergraduates at 87 percent or above through fiscal year 2024.

Obj. 4.2 Maintain the six-year graduation rate of TU undergraduates at 75 percent or above through fiscal year 2024.

Obj. 4.3 Maintain the level of student satisfaction with education received for employment at or above 90 percent through survey year 2020, from 87 percent in survey year 2017.

Obj. 4.4 Maintain the level of student satisfaction with education received for graduate/professional school at or above 98 percent through Survey Year 2020, from 95 percent in survey year 2017.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Second-year retention rate of students at TU (or another public university in Maryland)	87.3%	86.8%	86.8%	87.7%	87.3%	87.0%	87.0%
Six-year graduation rate of students from TU (or another public university in Maryland)	74.2%	75.9%	77.2%	75.0%	77.3%	77.0%	77.0%
Percent of students satisfied with education received for employment (triennial survey)	86.7%	N/A	N/A	80.8%	N/A	N/A	N/A
Percent of students satisfied with education received for graduate/professional school (triennial survey)	95.3%	N/A	N/A	94.3%	N/A	N/A	N/A

USM - Towson University

Goal 5. Maximize the efficient and effective use of State resources.

Obj. 5.1 Maintain or increase expenditures on facility renewal at 2 percent by fiscal year 2024, from 2 percent in fiscal year 2019.

Obj. 5.2 Increase the number of full-time equivalent students enrolled in TU courses delivered off campus or through distance education to 2,500 or above by fiscal year 2024, from 1,830 in fiscal year 2019.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Percent of replacement cost expended on facility renewal and renovation	2.65%	2.10%	2.18%	1.71%	3.10%	2.50%	2.20%
Full-time equivalent students enrolled in distance education and off-campus courses	1,542	1,641	1,830	2,105	18,109	2,821	2,450

USM - University of Maryland Eastern Shore

MISSION

The University of Maryland Eastern Shore (UMES), the State's Historically Black 1890 Land-Grant institution, has its purpose and uniqueness grounded in distinctive learning, discovery, and engagement opportunities in the arts and sciences, education, technology, engineering, agriculture, business, and health professions. UMES is a student-centered, doctoral research degree-granting university known for its nationally accredited undergraduate and graduate programs, applied research, and highly valued graduates. UMES provides individuals, including first-generation college students, access to a holistic learning environment that fosters multicultural diversity, academic success, and intellectual and social growth. UMES prepares graduates to address challenges in a global knowledge-based economy, while maintaining its commitment to meeting the workforce and economic development needs of the Eastern Shore, the State, the nation, and the world.

VISION

UMES will strategically maintain its doctoral research university classification and serve as a national model for producing globally competent citizenry in the 21st century by: (i) providing access to high quality, values-based educational experiences, especially to individuals who are first generation college students of all races, while emphasizing multicultural diversity and international perspectives; (ii) recruiting and retaining outstanding students, faculty, and staff who will learn, work and conduct world class research and development engagements that address the challenges of the future; and (iii) creating a culture to develop a systematic approach to successfully close the student achievement gap.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Sustain, design, and implement quality undergraduate and graduate academic programs to meet the challenges of a highly competitive and global workforce.

Obj. 1.1 Maintain a minimum passing rate on the Praxis II of 95 percent.

Obj. 1.2 Increase the percentage of students expressing satisfaction with job preparation from 77 percent in 2017 to 90 percent in 2024.

Obj. 1.3 Maintain the percentage of students expressing satisfaction with graduate/professional school preparation at a minimum of 90 percent in 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Percentage of undergraduate students who completed teacher training and passed Praxis II	100%	100%	100%	100%	100%	100%	100%
Percentage of students satisfied with education received for employment (triennial measure)	77%	N/A	N/A	N/A	N/A	N/A	N/A
Percentage of students satisfied with education received for graduate/professional school (triennial measure)	82%	N/A	N/A	N/A	N/A	N/A	N/A

Goal 2. Promote and sustain access to higher education for a diverse student population.

Obj. 2.1 Maintain the percentage of first generation students at a minimum of 40 percent through 2024.

Obj. 2.2 Maintain the percentage of non African-American undergraduate students at a minimum of 25 percent through 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Total undergraduate enrollment	3,278	2,862	2,603	2,334	2,070	2,070	2,049
Percentage of first-generation students enrolled	50%	41%	30%	40%	44%	44%	43%
Percentage of non-African-American undergraduate students enrolled	26%	27%	30%	27%	21%	21%	20%

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<http://www.umes.edu/>

USM - University of Maryland Eastern Shore

Obj. 2.3 Increase the number of students enrolled in courses using distance education technology from 1,700 in 2019 to 3,000 in 2024.

Obj. 2.4 Increase the number of students enrolled in courses at off-campus sites from 269 in 2019 to 350 in 2024.

Obj. 2.5 Maintain enrollment of economically disadvantaged students at a minimum of 43 percent through 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Number of students enrolled in distance education courses	2,150	1,882	1,700	1,574	1,097	1,097	1,087
Number of students enrolled in courses at off-campus sites	241	225	269	229	111	111	110
Percent of economically disadvantaged students	56%	53%	54%	53%	58%	58%	57%

Goal 3. Enhance quality of life in Maryland in areas of critical need to facilitate sustainable domestic and international economic development.

Obj. 3.1 Increase the total number of teacher education graduates from 15 per year in 2019 to 30 per year in 2024.

Obj. 3.2 Increase the number of students completing all teacher education programs from 7 in 2019 to 15 in 2024.

Obj. 3.3 Increase the total number of STEM (science, technology, engineering, mathematics) graduates from 166 in 2019 to 190 in 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Undergraduates enrolled in teacher education programs	27	15	15	19	34	34	33
Students who completed all teacher education programs	16	20	7	9	29	29	28
Number of graduates of STEM programs	118	99	166	145	145	145	144

Goal 4. Redesign and sustain administrative systems to accelerate learning, inquiry, and engagement.

Obj. 4.1 Increase the second-year retention rate for all UMES students from 66 percent in 2019 to 80 percent in 2024.

Obj. 4.2 Increase the six-year graduation rate for all UMES students from 46 percent in 2019 to 50 percent in 2024.

Obj. 4.3 Increase the second-year retention rate for all African-American students from 67 percent in 2019 to 80 percent in 2024.

Obj. 4.4 Increase the six-year graduation rate for African-Americans from 45 percent in 2019 to 50 percent in 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Second-year retention rates at UMES (or another public university in Maryland) for all students	63%	68%	66%	68%	73%	73%	72%
Six-year graduation rate from UMES (or another public university in Maryland) for all students	43%	45%	46%	47%	43%	43%	42%
Second-year retention rate at UMES (or another public university in Maryland) for African-American students	63%	68%	67%	68%	74%	74%	73%
Six-year graduation rate from UMES (or another public university in Maryland) for African-American students	44%	46%	45%	46%	43%	43%	43%

USM - University of Maryland Eastern Shore

Goal 5. Efficiently and effectively manage University resources and pursue public/private funds to support the enterprise.

Obj. 5.1 Raise \$2 million annually through 2024.

Obj. 5.2 Maintain a minimum of 1 percent efficiency on operating budget savings (e.g., rate of operating budget savings achieved through efficiency measures) through 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Campaign funds raised (\$ millions)	\$3.4	\$1.7	\$1.4	\$2.9	\$4.4	\$2.5	\$2.5
Percentage rate of operating budget savings	2.3%	3.0%	2.2%	1.0%	1.0%	1.0%	1.0%

USM - Frostburg State University

MISSION

Frostburg State University (FSU) is a student-centered teaching and learning institution featuring experiential opportunities. The University offers students a distinctive and distinguished baccalaureate education along with a select set of applied master's and doctoral programs. Frostburg serves regional and statewide economic and workforce development; promotes cultural enrichment, civic responsibility, and sustainability; and prepares future leaders to meet the challenges of a complex and changing global society.

VISION

Frostburg State University will be recognized as a student-centered teaching and learning institution. The University will be known nationally for its emphasis on experiential education, its commitment to sustainability, and for the quality of its graduates as critical thinkers, life-long learners, and technologically competent global citizens.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Address Statewide and regional workforce needs by preparing a changing student population for an era of complexity and globalization.

- Obj. 1.1** Increase the number of STEM (science, technology, engineering, mathematics) program graduates from 169 in 2019 to 190 in 2024.
- Obj. 1.2** Increase the number of teacher education graduates above the 2019 level of 105 by 2024.
- Obj. 1.3** Increase the number of baccalaureate-level nursing graduates from 160 in 2019 to above 180 by 2024.
- Obj. 1.4** Through 2024, maintain the number of students enrolled in courses delivered off campus at a level equal to or greater than the 2019 level of 10,157.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Number of undergraduates enrolled in STEM programs	925	804	759	716	631	652	673
Number of graduates of STEM programs (annually)	150	169	169	151	131	149	167
Number of undergraduates and Master of Arts (MAT) post-bachelors enrolled in teacher education	322	274	265	245	238	284	356
Number of undergraduates and MAT post-bachelors completing teacher training	95	96	105	83	78	96	106
Pass rates for undergraduates and MAT post-bachelors on Praxis II exam	96%	98%	98%	98%	98%	98%	98%
Number of undergraduates enrolled in Nursing (RN to BSN) program	445	468	483	438	424	445	460
Number of graduates of the Nursing (RN to BSN) program	155	147	160	142	139	140	145
Number of Nursing (RN to BSN) program graduates employed in Maryland	124	127	136	128	128	126	130
Number of annual off-campus course enrollments	8,419	8,562	10,157	11,799	22,335	11,800	12,000

USM - Frostburg State University

Goal 2. Promote an institutional image of academic distinction and ensure stable institutional enrollment through admission of students prepared to succeed in college and persist to graduation.

- Obj. 2.1** Increase the second-year retention rate of all undergraduates from 76.7 percent in 2019 to 78.0 percent in 2024 and the six-year graduation rate from 58.1 percent in 2019 to 60.0 percent in 2024.
- Obj. 2.2** By 2024, maintain the percentage of African-American undergraduates at a level equal to or greater than the 2019 level of 31.2 percent.
- Obj. 2.3** By 2024, sustain the percentage of minority undergraduates at a level equal to or greater than the 2019 level of 42.5 percent.
- Obj. 2.4** Maintain the second-year retention rate of African-American students at a level equal to or greater than the 2019 level of 80 percent.
- Obj. 2.5** Attain and preserve a six-year graduation rate of African-American students at 55.6 percent through 2024.
- Obj. 2.6** Increase the second-year retention rate of minority students from 73.9 percent in 2019 to 75.0 percent in 2024.
- Obj. 2.7** Realize and maintain a six-year graduation rate for minority students of 58 percent through 2024.
- Obj. 2.8** Maintain the approximate percentage of economically disadvantaged students at 61 percent through 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Second-year retention rate at FSU all students	76.7%	73.7%	76.7%	73.3%	73.6%	76.0%	78.0%
Six-year graduation rate from FSU (or another public university in Maryland) for all students	55.2%	57.3%	58.1%	59.2%	61.0%	61.0%	61.0%
Percent African-American (Fall undergraduate in fiscal year)	31.4%	31.4%	31.2%	29.6%	28.8%	30.0%	31.2%
Percent minority (Fall undergraduate in fiscal year)	43.8%	43.7%	42.5%	40.7%	40.2%	41.0%	42.5%
Second year retention rate at FSU for African-American students	78.2%	71.3%	76.4%	71.2%	69.6%	75.0%	80.0%
Six-year graduation rate from FSU (or another public university in Maryland) for African-American students	48.8%	59.2%	55.6%	58.8%	64.3%	64.3%	64.3%
Second-year retention rate at FSU for minority students	76.8%	69.4%	73.9%	71.3%	70.4%	73.0%	75.0%
Six-year graduation rate from FSU (or another public university in Maryland) for minority students	51.3%	56.2%	55.7%	57.6%	62.4%	62.4%	62.4%
Percent of economically disadvantaged students	61.6%	61.9%	61.2%	61.4%	60.0%	61.0%	61.0%

USM - Frostburg State University

Goal 3. Recruit and retain diverse and talented faculty and staff committed to student learning and University goals.

- Obj. 3.1** Attain greater faculty diversity: women from 42 percent in 2019 to 44 percent in 2024; African-Americans from 4.6 percent in 2019 to 5.0 percent in 2024.
- Obj. 3.2** Increase the number of programs awarded professional accreditation (e.g., the National Council for Accreditation of Teacher Education and the Association to Advance Collegiate Schools of Business) from 11 in 2019 to 12 by 2024.
- Obj. 3.3** By the 2024 survey year, maintain or surpass the satisfaction of graduates with education received for work at the 2017 level of 91 percent.
- Obj. 3.4** By the 2024 survey year, maintain the percentage of satisfaction with education for graduate/professional school at the 2017 level of 100 percent.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Faculty diversity: Women (full-time faculty)	42.1%	43.8%	42.4%	43.7%	45.6%	45.6%	45.6%
African-American (full-time faculty)	3.9%	4.0%	4.6%	4.2%	5.0%	5.0%	5.0%
Achievement of professional accreditation by program	10	10	11	11	11	11	12
Satisfaction with education for work (triennial survey)	91%	N/A	N/A	88%	N/A	N/A	91%
Satisfaction with education for graduate or professional school (triennial survey)	100%	N/A	N/A	93%	N/A	N/A	100%

Goal 4. Enhance facilities and the campus environment in order to support and reinforce student learning.

- Obj. 4.1** Maintain effective use of resources through 2024 by allocating at least two percent of replacement costs to facilities renewal and achieve at least two percent of the operating budget for reallocation to priorities.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
¹ Percent of replacement cost expended on facility renewal	1.6%	2.3%	2.6%	1.8%	2.3%	1.2%	1.5%
Rate of operating budget reallocation	3%	3%	4%	4%	2%	1%	2%

Goal 5. Promote economic development in Western Maryland and in the region.

- Obj. 5.1** Increase the percentage of graduates employed one year out from 96 percent in survey year 2017 to 97 percent in survey year 2024.
- Obj. 5.2** Prepare graduates to obtain higher initial median salaries from \$41,241 in 2017 to \$42,500 in 2024.
- Obj. 5.3** Sustain or increase the number of economic development initiatives established in 2019 (7) through 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Headcount enrollment (Fall total in fiscal year)	5,676	5,396	5,294	5,178	4,858	5,142	5,235
Number of graduates with a bachelor's degree	1,061	1,026	1,077	967	1,023	1,028	1,033
Number of graduates working in Maryland (triennial survey)	467	N/A	N/A	674	N/A	N/A	674
Percent of graduates employed one year out (triennial survey)	96%	N/A	N/A	87%	N/A	N/A	97%
Median salary of graduates (triennial survey)	\$41,241	N/A	N/A	\$40,750	N/A	N/A	\$42,500
Number of initiatives	10	8	7	7	7	10	15

USM - Frostburg State University

Goal 6. Promote activities that demonstrate the University’s educational distinction.

Obj. 6.1 Through 2024, continue participation in the system campaign goal.

Obj. 6.2 Increase students' involvement in community outreach from 4,506 in 2019 to 4,600 in 2024.

Obj. 6.3 Increase the number of faculty awards from 19 in 2019 to 20 in 2024.

Obj. 6.4 Sustain the Regents’ goal of 7 to 8 course units taught by full-time equivalent (FTE) Core Faculty through 2024.

Obj. 6.5 Through fiscal year 2024, sustain the number of days spent in public service per FTE Faculty to at least 10.2 as recorded in fiscal year 2019.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Funds raised in annual giving (\$ millions)	\$3.1	\$3.2	\$3.6	\$1.8	\$3.0	\$3.2	\$3.0
Number of students involved in community outreach	4,610	3,801	4,506	1,923	2,248	3,500	3,700
Number of faculty awards	14	19	19	16	17	18	19
Course units taught by FTE core faculty	7.3	7.3	7.1	7.4	7.3	7.4	8
Days of public service per FTE faculty	9.0	8.1	10.2	9.4	8.9	9.5	10.2

NOTES

¹ Beginning with 2020 data, a new replacement values calculation was implemented.

USM - Coppin State University

MISSION

Coppin State University (CSU) is an urban, comprehensive, and Historically Black Institution. Building on a legacy of excellence in teacher preparation in the metropolitan community, the university offers quality undergraduate and graduate programs in teacher education, liberal arts, health professions, technology and STEM (science, technology, engineering and mathematics) disciplines. Coppin, as an anchor institution, is committed to providing educational access and diverse opportunities for all students while emphasizing its unique role in educating residents of Metropolitan Baltimore and first-generation college students. Coppin is committed to community engagement and partnering with businesses, governmental and non-governmental agencies to meet workforce demands; preparing globally competent students; strengthening the economic development of Baltimore, Maryland and developing stronger strategic partnerships.

VISION

Coppin State University's goal, over the next decade, is to apply the highest levels of academic excellence and creativity for its students. While serving all students in the state of Maryland, Coppin State University will continue to enhance its special connections to first generation college students and to the City of Baltimore. Coppin State University will embody excellence in urban education, in the use of technology to make learning more effective and its administration more productive, and in liberal arts teaching that contributes models for inner city academic achievement to the city, the State and the nation.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Provide access to higher education for diverse citizens of Maryland.

Obj. 1.1 Increase the percentage of non-African-American students to 24 percent.

Obj. 1.2 Increase the number of students enrolled in programs delivered off-campus or through distance education to 1,219.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Percentage of non-African-American students enrolled	23%	23%	21%	17%	19%	21%	23%
Number of students enrolled in off-campus or distance education courses	1,260	1,191	1,178	1,230	1,253	1,450	1,562

Goal 2. Promote economic development in Maryland's areas of critical need in particular, and the inner city in general.

Obj. 2.1 Increase the number of students completing CSU's teacher training program and eligible for state licenses by 5 percent, from a baseline of 42.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Undergraduates who intend to get a teacher education degree	150	156	180	148	136	150	163
Number of undergraduate students completing teacher training program and eligible for state licenses	25	36	20	22	28	35	42
Percent of undergraduate students who completed teacher training program and passed Praxis II exam	100%	100%	100%	100%	100%	100%	100%

USM - Coppin State University

Obj. 2.2 Increase the number of baccalaureate degrees awarded in STEM programs to 275.

Obj. 2.3 Maintain the NCLEX (nursing licensure) examination pass rate at 80 percent or above.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Number of undergraduates enrolled in STEM programs	241	206	200	248	248	265	283
Number of baccalaureate degrees awarded in STEM programs	25	33	27	40	22	25	27
Number of baccalaureate degrees awarded in nursing	85	69	67	70	66	72	77
NCLEX (Nursing licensure) exam passing rate	79%	77%	79%	86%	N/A	N/A	N/A

Goal 3. Improve the retention and graduation rates of undergraduate students.

Obj. 3.1 Increase the six-year graduation rate for all students by 2 percent annually.

Obj. 3.2 Increase the six-year graduation rate for all African-American students by 2 percent annually.

Obj. 3.3 Maintain a second-year retention rate of 63 percent or greater for all undergraduate students.

Obj. 3.4 Maintain a second-year retention rate of 62 percent or greater for African-American students.

Obj. 3.5 Increase the six-year graduation rate for all Non-African-American students to 23 percent.

Obj. 3.6 Increase the six-year graduation rate for all transfer students by 2 percent annually.

Obj. 3.7 Maintain a second-year retention rate of 69 percent or greater for non-African American undergraduate students.

Obj. 3.8 Maintain a second-year retention rate of 59 percent or greater for transfer students.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Six-year graduation rate of all students from CSU	21.0%	25.0%	24.2%	25.5%	29.6%	25.2%	24.9%
Six-year graduation rate of all minority students from CSU	21.0%	24.0%	25.9%	25.9%	30.0%	26.1%	25.1%
Six-year graduation rate of African-American students from CSU	19.0%	20.0%	25.0%	25.0%	29.7%	25.5%	25.3%
Second-year retention rate at CSU of all students	66%	63%	70%	70%	65%	62%	61%
Second-year retention rate at CSU of all minority students	62%	66%	71%	70%	65%	62%	61%
Second-year retention rate at CSU of African-American students	62%	68%	70%	69%	65%	63%	62%
Six-year graduation rate for all non-African-American students	N/A	N/A	N/A	N/A	29%	30%	33%
Six-year graduation rate for all transfer students	N/A	N/A	N/A	N/A	57%	50%	52%
Second-year retention rate for non-African American undergraduate students	N/A	N/A	N/A	N/A	61%	63%	64%
Second-year retention rate for transfer students	N/A	N/A	N/A	N/A	76%	78%	81%

USM - Coppin State University

Goal 4. Achieve and sustain national eminence in providing quality liberal arts and sciences education.

Obj. 4.1 Maintain the percentage of graduates satisfied with education received in preparation for graduate and professional study at 90 percent or greater.

Obj. 4.2 Increase percent of CSU graduates employed in Maryland to 85 percent.

Obj. 4.3 Increase the percentage of students enrolled in urban teacher education, natural sciences, nursing and health sciences, behavioral and social sciences, management science, and information technology programs by 2 percent annually.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
¹ Percent of alumni satisfied with education received for graduate or professional school one year after graduation (triennial survey)	≥90%	N/A	N/A	N/A	N/A	N/A	N/A
¹ Percent of graduates employed in Maryland (triennial survey)	10%	N/A	N/A	N/A	N/A	N/A	N/A
¹ Employment rate of graduates in Maryland (triennial survey)	≥59%	N/A	N/A	N/A	N/A	N/A	N/A
¹ Percent of alumni satisfied with education received for employment one year after graduation (triennial survey)	76%	N/A	N/A	N/A	N/A	N/A	N/A
Total number of students enrolled in urban teacher education, natural sciences, nursing and health sciences, criminal justice, and Information Technology academic programs	1,692	1,718	1,582	1,553	1,381	1,423	1,458

Goal 5. Increase revenue from alternative sources to State appropriations.

Obj. 5.1 Increase the percent of alumni giving by 3 percent or greater annually.

Obj. 5.2 Identify and reallocate at least 1 percent of budgeted controllable operating expenditures to support strategic goals and initiatives.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Percent of alumni giving	9%	9%	9%	9%	9%	9%	9%
Percentage of operational budget savings achieved	2%	3%	3%	3%	3%	3%	3%

Goal 6. Maximize the efficient and effective use of State resources.

Obj. 6.1 Increase annual facilities renewal expenditures by 0.1 percent to 0.4 percent.

Obj. 6.2 Increase total philanthropic funding on the basis of a moving three-year average to \$2.2 million.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Percentage of replacement cost expended on facility renewal and renovation	0.4%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
Total philanthropic funding (millions)	\$1.8	\$1.7	\$1.7	\$1.7	\$1.7	\$1.7	\$1.7

NOTES

¹ The triennial survey was not conducted in 2020.

USM - University of Baltimore

MISSION

The University of Baltimore (UB) provides innovative education in business, public affairs, the applied liberal arts and sciences, and law to serve the needs of a diverse population in an urban setting. A public university, UB offers excellent teaching and a supportive community for undergraduate, graduate and professional students in an environment distinguished by academic research and public service. The University makes excellence accessible to traditional and nontraditional students motivated by professional advancement and civic awareness; establishes a foundation for lifelong learning, personal development, and social responsibility; combines theory and practice to create meaningful, real-world solutions to 21st-century urban challenges; and is an anchor institution, regional steward and integral partner in the culture, commerce, and future development of Baltimore and the region.

VISION

The University of Baltimore is a leader in the development and dissemination of knowledge in the applied disciplines that form the core of its academic programs. Any qualified Marylander has access to UB's academic programs and services without regard to geographic location, economic means, or other limiting circumstances. UB's students are highly satisfied with their preparation for productive professional lives. The University maintains a lifelong relationship with its graduates and continues to meet their educational needs in a rapidly changing world. Maryland's businesses, governments, and not-for-profit organizations value UB's talents. UB is a major contributor to sustaining mid-town Baltimore as a flourishing urban environment.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. The University of Baltimore will enhance the quality of learning, teaching, and research.

- Obj. 1.1** Through 2020, maintain the percentage of UB graduates employed in their field one year after graduation at a level equal to or greater than 90 percent.
- Obj. 1.2** Through 2020, maintain a 75 percent or greater first-time attempt passage rate on the Maryland Bar examination.
- Obj. 1.3** Increase the percentage of students earning credits in at least one learning activity outside the traditional classroom to 55 percent or greater by 2020.
- Obj. 1.4** Increase the second-year retention rate of all students and African-American students to 76 percent or greater by 2020.
- Obj. 1.5** Increase the percentage of students satisfied with educational preparation for employment to 90 percent, and maintain the percentage of students satisfied with educational preparation for graduate or professional school at least at 95 percent through 2020.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
¹ Percentage of graduates employed one year after graduation (triennial survey)	85.9%	N/A	N/A	N/A	N/A	N/A	N/A
² UB law graduates who pass the Bar exam on first attempt	67.0%	67.0%	65.8%	73.2%	73.6%	75.0%	75.0%
Students earning credits outside of traditional classroom	52.7%	55.6%	62.8%	100.0%	58.9%	75.0%	75.0%
Second-year retention rate at UB (or another public university in Maryland): All students	72.3%	68.1%	76.6%	86.8%	77.5%	80.0%	80.0%
Second-year retention rate at UB (or another public university in Maryland): African-American students	70.0%	66.7%	76.9%	85.0%	80.0%	80.0%	80.0%
¹ Student satisfaction with education received for employment (triennial survey)	88.7%	N/A	N/A	N/A	N/A	N/A	N/A
¹ Student satisfaction with education received for graduate or professional school (triennial survey)	97.5%	N/A	N/A	N/A	N/A	N/A	N/A

USM - University of Baltimore

Obj. 1.6 Annually, UB will exceed the national benchmark six-year graduation rate for similar selective institutions of first-time, full-time degree seeking undergraduate students and African-American students.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Six-year graduation rate from UB (or another public university in Maryland): All students	36.1%	32.9%	37.2%	41.1%	33.6%	40.0%	40.0%
Six-year graduation rate from UB (or another public university in Maryland): African-American students	30.9%	25.3%	38.8%	39.9%	25.9%	36.0%	36.0%

Goal 2. The University of Baltimore will increase student enrollment in response to State and regional demand.

Obj. 2.1 By fiscal year 2020, maintain the current number of minority-student graduates at 700 or higher, including 225 African American graduates. Maintain the percentage of African-American undergraduates at approximately 40 to 50 percent, and maintain the percentage of economically disadvantaged students at 75 percent or greater.

Obj. 2.2 Through 2020, maintain the percentage of UB STEM (science, technology, engineering, mathematics) graduates employed in Maryland at 91.4 percent or greater.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Percentage of minority students, including African Americans, who graduate from UB	50%	51%	49%	52%	54%	55%	55%
Percentage of African-American undergraduates	47.1%	45.9%	46.8%	46.8%	46.7%	50.0%	50.0%
Percentage of economically disadvantaged students	74.4%	87.9%	73.9%	71.1%	70.2%	75.0%	75.0%
¹ Percentage of STEM graduates employed in Maryland (triennial survey)	85.7%	N/A	N/A	N/A	N/A	N/A	N/A

Goal 3. The University of Baltimore meets community, business, government, and not-for-profit needs in the Baltimore metropolitan area and Maryland.

Obj. 3.1 Increase UB's entrepreneurial revenues by 5 percent a year or greater through 2020 (from \$194,192 in 2016) and increase the percentage of research dollars coming from federal sources to 10 percent or greater by 2020.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Entrepreneurial revenues per year	\$220,634	\$269,273	\$255,362	\$105,483	\$7,870	\$7,035	\$7,035
Number of federal awards	6	8	7	6	7	6	6
Percentage of research dollars from federal sources	14.0%	47.7%	56.0%	60.0%	54.0%	50.0%	50.0%

NOTES

¹ The triennial survey is no longer in use.

² 2021 data is estimated because it is reported on a calendar year basis.

USM - Salisbury University

MISSION

Salisbury University (SU) is a premier comprehensive Maryland public university, with four privately endowed schools, offering excellent, affordable education in undergraduate liberal arts, sciences, business, nursing, education, social work, and applied master's and doctoral programs. Our highest purpose is to empower students with the knowledge, skills, and core values that contribute to active citizenship, gainful employment, and life long learning in a democratic society and interdependent world.

VISION

Salisbury University, a Maryland university of national distinction, will be acknowledged by its peers as a globally oriented, widely recognized comprehensive university for excellence in education both in and out of the classroom and for its commitment to model programs in civic engagement. Undergraduate research, international experiences, and a broad range of internships and community outreach activities will be the hallmark of the institution, enriching the traditional academic curriculum and enabling students to connect research to practice and theory to action. Salisbury University will grow to meet the education and workforce needs of the State by providing nationally distinguished undergraduate programs as well as specialized master and doctoral programs that uniquely serve the region. We will attract superior students who are academically exceptional and who embrace their role as involved citizens. We will empower students for a life of leadership and cultural appreciation through their participation in campus artistic and athletic activities and in campus clubs and organizations. We will graduate students who are recruited by the best employers and graduate schools and who will contribute to the economic and social vitality of the State and the nation.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Provide a quality undergraduate and graduate academic and learning environment that promotes intellectual growth and success.

- Obj. 1.1** Maintain the percentage of nursing graduates who pass the nursing licensure exam on their first attempt within 5 percentage points of the fiscal year (FY) 2019 rate of 99 percent into FY 2024.
- Obj. 1.2** Maintain the percentage of teacher education graduates who pass the teacher licensure exam at the FY 2019 rate of 100 percent into FY 2024.
- Obj. 1.3** Maintain the percentage of SU graduates who are satisfied with their level of preparation for graduate or professional school at 99 percent into FY 2024.
- Obj. 1.4** Increase the percentage of SU graduates who are satisfied with their level of preparation for employment from 94% in FY 2017 to 95 percent in FY 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Nursing National Council Licensure Exam (NCLEX) pass rate	93%	91%	99%	92%	95%	96%	96%
Teaching (Praxis II) pass rate	100%	100%	100%	97%	79%	97%	97%
Satisfaction with preparation for graduate school	99%	N/A	N/A	100%	95%	95%	95%
Satisfaction with preparation for employment	94%	N/A	N/A	97%	94%	95%	95%

USM - Salisbury University

Goal 2. Utilize strategic collaborations and targeted community outreach to benefit the University, Maryland, and the region.

Obj. 2.1 Increase the estimated percentage of graduates employed in Maryland from 65.5 percent in FY 2017 to 66 percent in FY 2024.

Obj. 2.2 Maintain the percentage of graduates employed one-year after graduation at the FY 2017 rate of 94 percent into FY 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Percentage of bachelor's degree graduates employed in Maryland one year after graduation	65.5%	N/A	N/A	63.0%	77.0%	78.0%	79.0%
Percentage of bachelor's degree graduates employed one year after graduation	94.2%	N/A	N/A	97.0%	94.0%	95.0%	95.0%

Obj. 2.3 Increase the number of teacher education graduates from 254 in FY 2019 to 260 in FY 2024.

Obj. 2.4 The number of graduates in science, technology, engineering and math (STEM) related fields will increase from 326 in FY 2019 to 340 in FY 2024.

Obj. 2.5 Maintain the number of nursing degree recipients at the FY 2019 of 96 into FY 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Number of teacher education enrollments	1,163	1,131	1,190	1,196	1,170	1,070	1,080
Number of teacher education graduates	303	324	287	242	298	285	270
Number of STEM enrollments	1,501	1,508	1,453	1,397	1,294	1,266	1,305
Number of STEM graduates	312	316	326	321	313	293	291
Number of undergraduate nursing majors	547	563	542	561	513	525	550
Number of baccalaureate degree recipients in nursing	90	97	87	89	98	89	90
Number of graduate nursing majors	34	42	39	38	34	37	30
Number of graduate degree recipients in nursing	3	2	9	7	9	6	17
Total number of nursing degree recipients	93	99	96	96	107	95	107

Goal 3. The University will foster inclusiveness as well as cultural and intellectual pluralism.

Obj. 3.1 Increase the percentage of African-American undergraduates from 14.4 percent in FY 2019 to 15.4 percent in FY 2024.

Obj. 3.2 Increase the percentage of minority undergraduates from 26.3 percent in FY 2019 to 26.8 percent in FY 2024.

Obj. 3.3 Increase the percentage of economically disadvantaged students attending SU from 52.1 percent in FY 2019 to 54.1 percent in FY 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Percentage of African-American undergraduates	14.3%	14.5%	14.4%	14.7%	14.2%	14.5%	14.8%
Percentage of minority undergraduates	26.0%	26.2%	26.3%	26.8%	26.6%	26.9%	27.3%
Percentage of economically disadvantaged students	53.3%	54.4%	52.1%	52.7%	51.6%	52.2%	52.8%

USM - Salisbury University

Goal 4. Improve retention and graduation rates while advancing a student-centered environment.

Obj. 4.1 The second-year retention rates of SU first-time, full-time freshmen will increase from 84.2 percent in FY 2019 to 85.3 percent in FY 2024.

Obj. 4.2 The second-year retention rates of SU first-time, full-time African-American freshmen will increase from 84.4 percent in FY 2019 to 85.5 percent in FY 2024.

Obj. 4.3 The second-year retention rates of SU first-time, full-time minority freshmen will increase from 83.7 percent in FY 2019 to 84.8 percent in FY 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Second-year first-time, full-time retention rate at SU (or another public university in Maryland): All students	84.7%	84.9%	84.2%	80.5%	79.3%	80.0%	80.2%
African-American students	83.8%	83.8%	84.4%	86.5%	76.4%	79.7%	80.0%
Minority students	84.0%	83.0%	83.7%	78.1%	75.2%	78.8%	79.1%

Obj. 4.4 The six-year graduation rates of SU first-time, full-time freshmen will increase from 72.0 percent in FY 2019 to 73.5 percent in FY 2024.

Obj. 4.5 The six-year graduation rates of SU first-time, full-time African-American freshmen will increase from 66.4 percent in FY 2019 to 67.9 percent in FY 2024.

Obj. 4.6 The six-year graduation rates of SU first-time, full-time minority freshmen will increase from 65.6 percent in FY 2019 to 67.1 percent in FY 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Six-year graduation rate of first-time, full-time freshmen from SU (or another public university in Maryland): All students	74.6%	76.6%	72.0%	75.4%	73.0%	73.4%	73.8%
African-American students	70.5%	74.7%	66.4%	69.1%	67.5%	68.0%	68.5%
Minority students	68.9%	73.5%	65.6%	71.5%	65.0%	67.2%	67.5%

ADDITIONAL MEASURES

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Median salary of SU graduates (one year after graduation) (triennial)	\$41,227	N/A	N/A	\$48,000	\$50,000	\$51,000	\$52,000
Ratio of median salary of SU graduates (one year after graduation) to the median salary of the civilian workforce with a bachelor's degree (triennial)	79%	N/A	N/A	76%	75%	76%	76%
Estimated number of nursing graduates employed in Maryland as nurses (triennial)	75	N/A	N/A	70	34	35	35
Number of applicants to the professional nursing program	177	171	190	149	158	195	190
Applicants accepted into the professional nursing program	103	98	99	109	107	130	120
Applicants not accepted into the professional nursing program	74	73	91	40	51	65	70
Number of applicants enrolled in the professional nursing program	94	97	97	97	96	113	112

USM - University of Maryland Global Campus

MISSION

The mission of University of Maryland Global Campus (UMGC) is improving the lives of adult learners. We will accomplish this by operating as Maryland's open university, serving working adults, military servicemen and servicewomen and their families, and veterans who reside in Maryland, across the United States, and around the world.

VISION

UMGC will be a global leader in adult education focusing on career-relevant programs that enable students to realize their professional aspirations.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Create and maintain a well-educated workforce.

- Obj. 1.1** Increase the number of graduates employed in Maryland from 1,558 in fiscal year 2014 to equal to or greater than 1,600 in fiscal year 2019.
- Obj. 1.2** Maintain the number of students enrolled in STEM (science, technology, engineering, and mathematics) programs at the fiscal 2019 level of 13,351.
- Obj. 1.3** Maintain the number of enrollments/registrations in courses delivered off campus or through distance education at the fiscal 2019 level of 336,886.
- Obj. 1.4** Maintain or increase the level of student satisfaction with education received for employment.
- Obj. 1.5** Maintain or increase the level of student satisfaction with education received for graduate school.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Total undergraduate enrollment	44,219	45,604	47,253	46,162	47,080	44,773	45,221
Total bachelor's degree recipients	5,883	6,205	6,345	6,663	7,637	7,713	7,791
¹ Employment rate of graduates (triennial measure)	88%	N/A	N/A	N/A	N/A	N/A	N/A
¹ Number of graduates employed in Maryland (triennial measure)	2,412	N/A	N/A	N/A	N/A	N/A	N/A
Number of undergraduates enrolled in STEM programs	12,116	13,055	13,351	12,910	13,496	12,835	12,963
Number of baccalaureate graduates of STEM programs	1,873	2,258	2,444	2,571	2,855	2,884	2,912
Number of worldwide off-campus and distance education enrollments/registrations	317,094	329,337	336,886	327,359	347,050	330,045	333,345
¹ Percent of students satisfied with education for employment (triennial measure)	96%	N/A	N/A	N/A	N/A	N/A	N/A
¹ Percent of students satisfied with education received for graduate school (triennial measure)	97%	N/A	N/A	N/A	N/A	N/A	N/A

USM - University of Maryland Global Campus

Goal 2. Promote economic development in Maryland.

Obj. 2.1 Maintain or increase the ratio of median graduates' salary to the average annual salary of civilian work force with a bachelor's degree at 1.2 from fiscal year 2019 through fiscal year 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
¹ Median salary of graduates (triennial measure)	\$60,545	N/A	N/A	N/A	N/A	N/A	N/A
¹ Ratio of median salary of UMGC graduates to U.S. civilian workforce with bachelor's degree (triennial measure)	1.12: 1	N/A	N/A	N/A	N/A	N/A	N/A

Goal 3. Increase access for economically disadvantaged and minority students.

Obj. 3.1 Maintain or increase the percentage of minority undergraduate students at 50 percent or greater and the percentage of African-American undergraduate students at 25 percent or greater between fiscal year 2019 and fiscal year 2024.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Percent minority of all undergraduates	44%	50%	50%	51%	52%	52%	52%
Percent African-American of all undergraduates	26%	26%	26%	26%	26%	26%	26%
Percent economically disadvantaged students	44%	46%	45%	46%	46%	46%	46%

Goal 4. Maximize the efficient and effective use of State resources.

Obj. 4.1 Maintain current annual rate of operating budget savings achieved through efficiency and cost containment measures at two percent.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Percent of operating budget savings achieved through efficiency and cost containment measures	2%	2%	2%	2%	2%	2%	2%

Goal 5. Broaden access to educational opportunities through online education.

Obj. 5.1 Maintain the number of worldwide online enrollments at the fiscal 2019 level of 294,635, maintain the number of African-American students enrolled in online courses enrollments at the fiscal 2019 level of 23,905, and maintain the percent of classes taught online at the fiscal 2019 level of 76 percent.

Obj. 5.2 Maintain undergraduate tuition for Maryland residents at an affordable level.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Number of worldwide online enrollments	274,581	288,336	294,635	286,376	312,123	296,829	299,797
African-American students enrolled in online courses	22,827	23,514	23,905	23,480	23,584	22,428	22,653
Percentage of courses taught online	76%	76%	76%	75%	78%	78%	78%
Undergraduate resident tuition rate per credit hour	\$284	\$289	\$294	\$300	\$300	\$306	\$312
Percent increase from previous year	2%	2%	2%	2%	0%	2%	2%

NOTES

¹ The survey is no longer conducted.

USM - University of Maryland Baltimore County

MISSION

University of Maryland Baltimore County (UMBC) is a dynamic public research university integrating teaching, research, and service to benefit the citizens of Maryland. As an Honors University, the campus offers academically talented students a strong undergraduate liberal arts foundation that prepares them for graduate and professional study, entry into the workforce, and community service and leadership. UMBC emphasizes science, engineering, information technology, human services, and public policy at the graduate level. UMBC contributes to the economic development of the State and the region through entrepreneurial initiatives, workforce training, K-16 partnerships, and technology commercialization in collaboration with public agencies and the corporate community. UMBC is dedicated to cultural and ethnic diversity, social responsibility, and lifelong learning.

VISION

Our UMBC community redefines excellence in higher education through an inclusive culture that connects innovative teaching and learning, research across disciplines, and civic engagement. We will advance knowledge, economic prosperity, and social justice by welcoming and inspiring inquisitive minds from all backgrounds.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Prepare students for work and/or graduate/professional school.

- Obj. 1.1** Increase the employment rate of UMBC graduates six months from graduation from 61 percent in fiscal year 2020 to 70 percent in fiscal year 2025.
- Obj. 1.2** Increase the percentage of bachelor's degree recipients satisfied with the preparation for employment from 82.9 percent in Survey Year 2017 to 90 percent in Survey Year 2020.
- Obj. 1.3** Maintain the percent of bachelor's degree recipients enrolled or planning to enroll in graduate/professional school six months following graduation at 25 percent or higher.
- Obj. 1.4** Maintain the percentage of bachelor's degree recipients satisfied with the preparation for graduate/professional school at 95 percent or higher.
- Obj. 1.5** Increase the percent of UMBC's bachelor's degree recipients employed and/or enrolled or planning to enroll in graduate/professional school within six months of graduation from 87 percent in fiscal year 2020 to 90 percent in fiscal year 2025.

Performance Measures (Triennial Measures)	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Employment rate (full or part-time) of bachelor's degree recipients within 6 months of graduation	66.6%	71.8%	65.3%	68.6%	61.3%	65.0%	65.0%
Percent of bachelor's degree recipients satisfied with education received for employment	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Percent of bachelor's degree recipients enrolled or planning to enroll in graduate/professional school within six months of	16.1%	15.4%	18.2%	19.3%	25.6%	28.0%	28.0%
Percent of African-American bachelor's degree recipients enrolled or planning to enroll in graduate/professional school within six	20.3%	20.6%	23.7%	23.9%	31.4%	28.0%	28.0%
Percent of bachelor's degree recipients satisfied with education received for graduate/professional school	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Percent of bachelor's degree recipients employed and/or enrolled or planning to enroll in graduate/professional school within six months of graduation	82.7%	87.2%	79.9%	87.8%	86.9%	88.0%	89.0%
Percent of African-American bachelor's degree recipients employed and/or enrolled or planning to enroll in graduate/professional school within six months of graduation	83.5%	88.9%	83.5%	88.6%	87.3%	88.0%	89.0%

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<http://www.umbc.edu/>

USM - University of Maryland Baltimore County

Goal 2. Increase the estimated number of UMBC graduates in key State workforce areas.

- Obj. 2.1** Increase the number of students completing teacher training at UMBC and available to be hired by Maryland public schools from 53 in fiscal year 2020 to 75 in fiscal year 2025.
- Obj. 2.2** Increase the estimated number of UMBC bachelor's degree recipients in science, technology, engineering, mathematics (STEM) fields - areas that are key to success in the knowledge economy for the State of Maryland - from 1,450 in fiscal year 2020 to 1,500 in fiscal year 2025.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Number of undergraduates in teacher training programs	187	179	115	104	98	120	120
Number of post-bachelor's students in teacher training programs	135	161	108	157	181	181	81
Number of undergraduates completing teacher training program	31	34	26	23	29	29	31
Number of post-bachelor's students completing teacher training program	42	36	38	30	40	41	40
Percent of undergraduate teacher candidates passing Praxis II or National Teachers Examination (NTE)	100%	100%	100%	100%	100%	100%	100%
Percent of post-bachelor's teacher candidates passing Praxis II or NTE	100%	100%	100%	100%	100%	100%	100%
Number of undergraduates enrolled in STEM programs	6,272	6,438	6,708	6,658	6,561	6,596	6,580
Number of baccalaureate graduates of STEM programs	1,235	1,333	1,427	1,452	1,465	1,475	1,500
Rank in STEM bachelor's degrees awarded compared to peer institutions	2nd	2nd	2nd	2nd	2nd	2nd	2nd

Goal 3. Promote economic development.

- Obj. 3.1** Maintain through 2025 the number of companies graduating from UMBC incubator programs each year at six or more.
- Obj. 3.2** Maintain through 2025 the number of jobs created through UMBC's Technology Center and Research Park at 1,460 or more.
- Obj. 3.3** Increase the three-year average of invention disclosures reported by UMBC's Office of Technology Development from 34.7 in fiscal year 2020 to 35 in fiscal year 2025.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Companies graduating from UMBC incubator programs	18	20	11	6	8	6	6
Number of jobs created by UMBC's Technology Center and Research Park	1,440	1,450	1,460	1,460	1,460	1,480	1,480
Three-year average number of invention disclosures	25.33	27.33	28	34.67	35	32.67	29.67

USM - University of Maryland Baltimore County

Goal 4. Enhance access and success of minority students.

Obj. 4.1 Increase the percentage of African-American undergraduate students from 19.0 percent in fiscal year 2020 to 20.0 percent in fiscal year 2025.

Obj. 4.2 Maintain a second-year retention rate of African-American students at 90 percent or greater through fiscal year 2025.

Obj. 4.3 Maintain the six-year graduation rate of African-American Students at 75 percent or greater through fiscal year 2025.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Percent African-American of undergraduate students enrolled	17.4%	18.0%	18.2%	19.0%	20.1%	21.1%	21.0%
Percent minority of undergraduate students enrolled	49.3%	51.6%	52.9%	54.4%	56.9%	59.0%	59.0%
Second-year retention rate at UMBC (or another public university in Maryland) of African-American students	87.6%	90.0%	87.2%	90.2%	90.2%	90.0%	90.0%
Six-year graduation rate of African-American students from UMBC (or another public university in Maryland)	61.9%	61.2%	65.9%	76.8%	73.7%	75.0%	75.0%

Goal 5. Enhance success of all students.

Obj. 5.1 Maintain a second-year retention rate of UMBC undergraduate students at 90 percent or greater through fiscal year 2025.

Obj. 5.2 Maintain the six-year graduation rate of UMBC undergraduates at 75 percent or greater through fiscal year 2025.

Obj. 5.3 Increase the number of Ph.D. degrees awarded from 87 in fiscal year 2020 to 100 in fiscal year 2025.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Ratio of full-time equivalent students to full-time instructional faculty	21.9	21.4	21.9	21	20.3	21.0	21.0
Second-year retention rate at UMBC (or another public university in Maryland) of students	87.1%	87.3%	86.5%	89.8%	90.5%	90.0%	90.0%
Rank among peer institutions in ratio of full-time equivalent students to full-time instructional faculty	5th	6th	4th	4th	4th	4th	4th
Six-year graduation rate of students from UMBC (or another public university in Maryland)	68.2%	66.4%	71.0%	75.4%	77.8%	75.0%	75.0%
Number of Ph.D. degrees awarded	88	94	81	87	89	90	93

Goal 6. Provide quality research.

Obj. 6.1 Increase the amount of total federal research and development (R&D) expenditures in Science and Engineering (S&E) per full-time faculty from \$131,587 in fiscal year 2020 to \$135,000 in fiscal year 2025.

Obj. 6.2 Rank in the top half among public research peer institutions (4th in 2020) in average annual growth rate (5-year) in federal research and development (R&D) expenditures.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Total federal R&D expenditures in S&E per full-time faculty	\$120,871	\$123,242	\$124,551	\$131,587	\$133,130	\$137,000	\$141,000
Rank among public research peer institutions in five-year average growth rate in federal R&D expenditure	8th	9th	3rd	4th	7th	5th	5th

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<http://www.umbc.edu/>

USM - University of Maryland Center for Environmental Science

MISSION

The University of Maryland Center for Environmental Science (UMCES) is a research institution that advances knowledge in environmental and natural sciences through scientific discovery, integration, application and teaching. UMCES is the only institution of the University System of Maryland (USM) whose statutory mission is the development of a comprehensive program of environmental research, education and service. Through these functions, UMCES will maintain its national and international reputation for the excellence and multidisciplinary nature of its research, its success in applying scientific knowledge to the management of the Chesapeake Bay and its watershed, and its multifaceted collaborations in education. UMCES can grant joint graduate degrees in environmental sciences and advise, teach, and serve as mentors to many graduate students in USM institutions.

VISION

UMCES will continue to evolve as a globally eminent yet locally relevant institution dedicated to discovery, integration, application and teaching concerning the environment and natural resources.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Strengthen the predictive ecology for Maryland through highly relevant research programs.

Obj. 1.1 Increase to 240 the number of Chesapeake Bay restoration research projects from 214 in 2015.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Number of Chesapeake Bay restoration projects	194	184	183	202	175	220	220

Goal 2. Strengthen the K-12 education and teacher training in environmental education programs.

Obj. 2.1 Maintain the number of K-12 students participating in UMCES' environmental education programs at 11,000.

Obj. 2.2 Increase science, technology, engineering and math (STEM) teacher training to 910 teachers from 888 teachers in 2015 in UMCES' environmental education programs.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
¹ K-12 students participating in environmental education program	11,000	11,000	11,000	3,000	N/A	2,000	2,000
¹ K-12 teachers trained in environmental education program	1,753	305	341	105	N/A	100	100

Goal 3. Increase extramural support from government and private sources.

Obj. 3.1 Improve private support to \$4 million from \$2.8 million in 2015.

Obj. 3.2 Increase the two-year running average of total extramural research funding received to \$25.5 million.

Obj. 3.3 Increase research expenditures from all sources to \$60.0 million from \$52.2 million in 2015.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Private support (\$ millions)	\$5.3	\$5.0	\$3.2	\$3.9	\$6.7	\$5.9	\$6.0
Two-year running average of total extramural research funding (\$ millions)	\$25.0	\$25.1	\$22.7	\$22.6	\$24.0	\$25.3	\$25.5
² Research expenditures (\$ millions) as calculated for National Science Foundation report	\$58.4	\$59.0	\$56.0	\$60.0	\$61.0	\$62.0	\$62.5

USM - University of Maryland Center for Environmental Science

Goal 4. Provide quality research and graduate education.

Obj. 4.1 Increase to at least 225 annual peer-reviewed publications produced by UMCES faculty from 164 in 2015.

Obj. 4.2 Increase the mean number of citations in peer-review publications attributed to UMCES faculty members to 48.0 from 40.5 in 2015.

Obj. 4.3 Increase the number of new large competitive extramural research awards in excess of \$300,000 to 29 from 23 in 2015.

Obj. 4.4 Improve faculty salaries to the 42nd percentile for Carnegie Research I universities in order to attract and retain outstanding faculty from the 35th percentile in 2015.

Obj. 4.5 Continue through 2017 to maintain research expenditures per faculty member at or above the 85th percentile for Carnegie Research I Universities.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
² Number of peer-reviewed publications produced by faculty	180	180	203	205	205	210	215
² Mean number of citations per peer-reviewed publications attributed to UMCES faculty	46.3	47.0	47.1	48.1	48.5	49.0	50.0
Number of grants awarded in excess of \$300,000	17	22	24	17	24	26	27
Percentile rank of UMCES faculty salaries, on average, compared to those at Carnegie Research I universities	48%	33%	27%	33%	32%	35%	37%
Percentile rank of UMCES expenditures per faculty member as compared to Carnegie Research I universities	>85%	>85%	>85%	>85%	>85%	>85%	>85%

NOTES

¹ 2021 actual data was indeterminate due to the significant impact of the pandemic.

² 2021 data is estimated because it is reported on a calendar year basis.

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 three 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** Expand access to higher education for underserved populations and regions of the State by increasing enrollment at USM's regional centers at Shady Grove, Hagerstown, and Southern Maryland.
- Obj. 1.2** Continue to provide cost effective access to higher education in Maryland by expanding the number of transfer students entering USM institutions each year from Maryland community colleges.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Total enrollment at USM's regional higher education centers	4,262	3,746	3,700	3,663	4,287	3,000	>3,000
Number of Maryland community college transfers	11,544	12,154	12,256	11,676	11,167	10,945	>11,000

Goal 2. Promote operational synergies.

- Obj. 2.1** Maintain the level of savings achieved through centrally-negotiated, leveraged procurement of information technology (IT) software products at \$18 million or more per year.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Savings achieved through centrally-negotiated leveraged procurement of IT products and services (millions)	\$12.4	\$13.5	\$12.2	\$14.7	\$14.9	\$14.4	>\$14.4

USM- University System of Maryland Office

Goal 3. Promote private support for USM.

Obj. 3.1 Continue to ensure that the risk-adjusted returns for the combined University System of Maryland Foundation (USMF) and the Common Trust Fund (CTF) investments exceed established national financial market indices.

Obj. 3.2 Raise at least \$250 million each year through private giving.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Combined USMF and CTF risk-adjusted return versus return from selected 60/40 stock/bond portfolio (SBP)	12.9/10.8	9.10/6.25	6.8/7.0	0.9/5.3	27.2/22.2	N/A	N/A
Private funds raised (millions)	\$292	\$408	\$332	\$319	\$397	\$322	N/A

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

Obj. 4.1 Maintain USM's current bond rating (Aa1).

Obj. 4.2 Maintain at least a two percent annual cost efficiency effort annually.

Obj. 4.3 Continue efforts to achieve 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	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Bond rating (Moody's)	Aa1	Aa1	Aa1	Aa1	Aa1	Aa1	Aa1
Cost efficiency factor as percentage of USM's annual State-supported budget	3%	2%	2%	2%	4%	>2%	>2%
Capital and operating funds budgeted for facilities renovation and renewal as percentage of replacement value	0.7%	1.6%	1.7%	1.5%	1.6%	1.6%	1.6%
Percent of minorities in professional and executive positions within the USM Office	32%	32%	36%	36%	37%	37%	37%

USM - The Universities at Shady Grove

MISSION

To support and expand pathways to affordable, high-quality public higher education that meet the distinctive needs of the region and are designed to support workforce and economic development in the state; and to achieve these goals through partnerships and collaborations with academic, business, public sector and community organizations that promote student success, high academic achievement and professional advancement.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Maintain the undergraduate graduation rate for transfer students as the number of undergraduate programs increases at the Universities at Shady Grove (USG).

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
¹ Undergraduate graduation rate	76%	76%	76%	77%	77%	77%	77%

Goal 2. Strengthen the K-16 pathways to continue participation of student populations that are underrepresented in higher education.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Undergraduate enrollment (Fall Semester)	2,437	2,185	2,086	1,958	2,382	2,382	2,382
Percent of non-white undergraduate students served (Fall Semester)	66%	68%	69%	72%	72%	72%	72%
Graduate enrollment (Fall Semester)	1,346	1,089	949	1,040	1,205	1,205	1,205

Goal 3. Increase the number of students in fields representing growing workforce demands.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Enrollment in Healthcare (Fall Semester)	643	647	500	666	869	869	869
Enrollment in Science, Technology, Engineering and Mathematics	551	508	392	354	591	591	591

Goal 4. Maintain the total amount of scholarship funding from USG that is supplemental to academic partner institution financial aid packages.

Performance Measures	2017 Act.	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Est.	2023 Est.
Total scholarships awarded	\$1,132,942	\$1,173,217	\$1,222,426	\$1,228,252	\$1,351,788	\$1,351,788	\$1,351,788
Percent of scholarships awarded to non-white students	79%	79%	77%	85%	82%	82%	82%
Percent of scholarships awarded to first generation students	53%	56%	51%	61%	63%	63%	63%

NOTES

¹ 2021 data is estimated.