

TRANSFORMING MARYLAND: HIGHER EXPECTATIONS

The Strategic Plan for the University of Maryland

May 2008

University Strategic Plan - <http://www.sp07.umd.edu/PlanApril29.pdf>

In May 2008, the University adopted a new 10-year campus strategic plan, *Transforming Maryland: Higher Expectations*. The plan outlines an ambitious path for the University as it focuses on four “institutional priorities”: (1) undergraduate education; (2) graduate education; (3) research, scholarship, and the creative and performing arts; and (4) partnerships, outreach, and engagement. Implementation of the plan will be guided by a set of action principles that will:

- Build an inclusive community
- Embrace the power of technology
- Act with entrepreneurial spirit
- Partner with others, globally and locally
- Take responsibility for the future

While these action principles were written for the University as a whole, they support specific guidance within the strategic plan relative to the University’s commitment to becoming a leader in campus sustainability. Specifically, the plan states:

TAKE RESPONSIBILITY FOR THE FUTURE, with dedication to enhancing the quality of life of all people, sustaining the natural environment, and reinforcing the capacity of Maryland’s citizens to thrive and prosper in a diverse, ever-changing, globally competitive environment. World-class universities anticipate emerging concerns and opportunities and marshal all their intellectual resources to address big issues. Maryland takes its responsibility to the future as a fundamental action principle with implications both near and far. **We will be a campus that is a model for the sustainability of its environment, and we will be a university that seeks solutions to the world’s most challenging and vexing problems** (PAGE 3).

The University of Maryland will be widely recognized as a national model for a Green University. In ten years time the University will have made substantial progress towards addressing energy issues. It will have slashed energy use, expanded green spaces, dramatically reduced its carbon footprint, and built and retrofitted buildings to strict environmental standards. The University will complement these concrete actions with its teaching, research, and development efforts in energy science and policy, smart growth, environmental mapping, sustainable agriculture, and other fields. As the third largest “city” in the State, the University will have a significant impact as a leader and showcase for environmental sustainability (PAGE 36).

Sustainability is the challenge of this generation and the University plans to foster a learning, working, and living environment that will prepare students, faculty, and staff to tackle these challenges, ensuring an abundant future for the institution, the community, and beyond.

Below are excerpts from the 2008 Strategic Plan related to sustainability.

Overview and Background

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Role of the State's Flagship Institution

The University's role is to anticipate and prepare for the opportunities that will enhance the State's economic well-being and social and cultural vitality ten, twenty, and forty years from now. The University must create new opportunities and initiatives, in bioscience and biotechnology, conflict resolution, languages and culture, green energy, alternative agriculture, health and wellness, the humanities and arts, public policy, and myriad other fields that will reinforce and support Maryland as a state renowned for economic innovation and prosperity and acclaimed for a strong, culturally rich, and vital social fabric.

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Values and Principles

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TRANSFORMATIONAL CHANGE

Maryland will spread the light of its intellectual talent, its advances in knowledge, new ways of understanding our world, and the benefits of its scientific and technological innovations throughout the state, nation, and world.

The University of Maryland will achieve international distinction for its ability to address big issues and problems.

The University's capacity to look over the horizon and bring together expertise from across the disciplines and across the world to address issues of profound importance is powered by a host of advantages and assets. Our land-grant heritage; uniquely advantageous location; global connections and reach; culture of innovation, collaboration, and inclusiveness; and ability to cross disciplinary boundaries and partner with organizations all over the world will propel Maryland to a leadership position in enhancing the economic, cultural, and social life of the citizens of the state, region, nation, and world.

We will be a force in fostering greater understanding of human relations and the natural environment, stimulating scientific and technological advances, and supporting economic development and creative activity. In addition, through its broadly educated graduates, the University will provide many of the leaders of tomorrow.

The University of Maryland will be an institution with sweep and impact, where new ideas and ways of thinking make a difference. It will be the State of Maryland's most valuable asset, sustaining and enhancing the State's ability to compete in a rapidly changing global economic environment.

Part 1 - Institutional Priorities

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PARTNERSHIPS, OUTREACH, AND ENGAGEMENT

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Goal. The University of Maryland will sustain and significantly increase the breadth, quality, and impact of its partnerships, outreach, and engagement initiatives that address critically important intellectual and societal issues.

Strategies

- A. The University's community will actively support and stimulate strategic partnerships, outreach, and engagement. Initiatives will be focused on problems, issues, and opportunities of fundamental importance and value. They will be based on a shared commitment and contributions of intellectual, human, and financial resources from two or more organizations, and aimed at having impact well beyond what the University alone could accomplish.

Part 2 - Strategic Initiatives

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THE SURROUNDING COMMUNITY

Vision

The University of Maryland will be the hub of a vibrant, safe, and welcoming community that will be highly desirable as a place in which to live, work, and visit. The community will have easy and efficient transportation options and pedestrian pathways. It will feature quality housing, office, entertainment, and retail facilities that will serve the needs of students, faculty, staff, and citizens of the surrounding areas. It will offer the amenities for a high-quality lifestyle for its citizens. The East Campus project will include restaurant, hotel, and conference facilities that will leverage M Square Research Park, new campus facilities, and new corporate and federal research and development facilities in the region. These developments will make the College Park area the state's center of innovation, bringing economic benefits to the region and the state.

The University will be known as a good neighbor that shares its artistic, cultural, and athletic offerings with the community and supports community efforts in these areas. The University will work in close collaboration with the City of College Park, both through city government and the College Park City-University Partnership, as well as with state and federal officials, in all its efforts concerning development in the community.

It will offer its expertise, where appropriate, in helping to address social or other community issues. In particular, it will work with the community to advance environmental stewardship, sustainability, and smart growth in the region. We will be an outstanding Green Campus within a first-class Green Community.

Goal 1: The University will help develop the surrounding physical and business environment into an attractive location for the academic community and for local residents and businesses.

Strategies

- A. The University will complete development of the College Park A. Town Center on East Campus as a site with high quality retail, office, restaurant, entertainment, hotel, and conference facilities. It will be the location of both commercial-rate housing and subsidized housing for graduate students. The design will emphasize easy and safe access from the Town Center to the University, the College Park Metro, and M Square Research Park.
- B. Working with the City, County, and State, and using the U.S.B. EPA Smart Growth Implementation Assistance Report as a guide, the University will help transform U.S. Route 1 into a welcoming gateway and efficient transportation corridor.
 - Route 1, especially from Paint Branch Parkway to Route 193, will be redesigned as a pedestrian-welcoming, retail-active boulevard that supports the desired “Main Street” function at specific nodes.
 - Transportation along the corridor will be transformed in accordance with good access management and transportation demand-management processes.
 - The development process (and its implementation) will be set up to provide: predictability, certainty, and flexibility; fairness to developers, citizens, property owners, and business owners; economic feasibility; and respect for neighborhood values.
- C. The University will work to revitalize downtown College Park.
 - As East Campus develops, we will support changes in downtown College Park to complement the new development. We will
 - assist with the efforts to acquire funding for façade improvements in the existing downtown;
 - support the development of new parking structures in the existing downtown; and
 - consider the feasibility of extending wireless Internet access to East Campus and the existing downtown.
 - The University will spearhead creation of a College Park partnership of merchants in East Campus and the existing downtown to serve as a marketing and improvement agent.

Goal 2: The University will place a high priority on increasing the safety of all who live, work, or visit in the surrounding area.

Strategies

- A. Since actual on-campus crime rates have decreased steadily in recent years, we will focus attention on reducing crime in the College Park area.
- B. The University will expand its Public Safety Department to handle M Square and East Campus.
- C. We will support city efforts to add police protection and coordinate a crime-free zone with City, County, and University Police.

Goal 3: The University will increase housing opportunities and enhance the community as a place for faculty, staff, and students to live.

Strategies

- A. We will accelerate the building of large-scale private student housing.
 - As funds are limited for publicly supported housing, the University will work with the private sector to meet the need through construction of large-scale private student housing within the state-designated student housing zone, primarily west of Route 1.
 - We will seek support for a long-range student housing plan, which envisions as many as 5,000 additional beds, from the City, the Board of Regents, and the University System and advocate for housing projects before City and County agencies.
 - We will support the responsible assemblage of properties for private housing.
 - The University will allow overflow student parking on campus from large-scale private student housing.
- B. The University will encourage the development of additional housing and services.
 - We will ensure the development of graduate student housing within the East Campus Town Center.

- We will work towards the development of housing for international students and short-term visitors within walking distance of campus.
 - The University will encourage the development of safe, attractive, and affordable housing opportunities for faculty and staff in the near vicinity of campus through efforts such as converting undergraduate group homes in College Park back to single family homes.
 - The University will ensure the establishment of high quality day-care facilities as part of the Town Center project or elsewhere.
- C. The University, primarily through its College of Education, will work with community leaders to assure that K-12 schools in the College Park area are of high quality.
- The College of Education will expand professional development schools in the College Park area.
 - The University will support efforts to develop specialty schools in the College Park area.
 - Faculty and administrators will continue to participate in a school/community task force to make improvements in educational opportunities.

Goal 4: The University will support and promote efforts to increase transportation options in and around campus.

Strategies

- A. We will vigorously support new links to the campus that increase accessibility and decrease congestion, including:
- The proposed Campus Connector linking the University directly to Route 95 and the Capital Beltway, which would reduce congestion on Route 1 and facilitate the development of the campus center as a pedestrian only zone, in accord with the Facilities Master Plan.
 - The proposed metro Purple Line on an appropriate alignment through campus, with connections to University College, East Campus, the College Park Metro, and M Square.
- B. We will create a plan for a bikeway through campus for easy connection to the surrounding community.
- C. We will increase major pedestrian safety initiatives along Route 1 and elsewhere by revising the Shuttle UM network to create an internal loop system and by building more parking garages.

Goal 5: The University will encourage opportunities to engage more effectively with the community and its leaders.

Strategies

- A. Academic programs will develop targeted initiatives and work with community leaders to choose areas where community support can advance academic goals, providing real-world experience for faculty and students alike. Possible initiatives might include:
- Support of environmental stewardship and sustainability efforts, working towards the creation of a Green Community.
 - Support by the School of Public Health for educational efforts enhancing community wellness.

Part 3 – Critical Enablers

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INFRASTRUCTURE AND ACADEMIC SUPPORT

Vision

The University of Maryland will be widely recognized as a national model for a Green University. In ten years time the University will have made substantial progress towards addressing energy issues. It will have slashed energy use, expanded green spaces, dramatically reduced its carbon footprint, and built and retrofitted buildings to strict environmental standards. The University will complement these concrete actions with its teaching, research, and development efforts in energy science and policy, smart growth, environmental mapping, sustainable agriculture, and other fields. As the third largest “city” in the State, the University will have a significant impact as a leader and showcase for environmental sustainability.

The University's infrastructure will enable and enhance the work of its faculty, staff, and students. Its people and processes will be responsive and customer-oriented. Its library, facilities, and information resources and technologies will fully support the missions of teaching, scholarship, and community outreach and engagement. The quality and attractiveness of the overall work environment will assist in the recruitment and retention of outstanding faculty, students, and staff.

Goal 1: The University will become a model for environmental stewardship and sustainability. We will substantially reduce the use of energy, water, materials, and natural resources. Greenhouse gas emissions will be substantially reduced with concurrent advancement toward the goal of carbon neutrality.

Strategies

The University will continue to develop and implement strategies to reduce institutional energy use. The institution will use efficient lighting, heating, and cooling systems; deploy smart environmental controls; and develop and use advanced systems for energy generation and storage. We will consolidate institutional activities to achieve economies of scale in energy use, where operational efficiency will not be unduly affected. We will encourage responsible energy use by all members of the University community.

With the Office of Sustainability as coordinator, the University will develop and execute a bold plan to become carbon neutral. Progress toward this goal will require a fundamental rethinking of how the University does business. The plan will require, along with other elements, completing and keeping current a comprehensive inventory of all greenhouse gas emissions, holding new construction and renovation to stringent LEED standards, and expanding campus green spaces. In addition, the University will develop a strategy for reducing unnecessary institutional travel and will discourage automobile traffic to and from the campus. This plan will include all aspects of the American College and University Presidents' Climate Commitment.

Goal 2: The University will renew its physical infrastructure by building new facilities and substantially renovating existing ones and by renewing roads, utilities, fields, student housing, and information technology resources needed to support the University's mission.

Strategies

- A. The administration will aggressively pursue funding for construction of the new facilities that will reduce our substantial space deficit and adequately support our mission of outstanding teaching and world-class research. In particular, we will seek targeted capital gifts that can facilitate state approval and funding.
- B. Administrative Affairs will continue to plan campus development in accord with the recently updated Facilities Master Plan, as supplemented with its Environmental Stewardship Guidelines.
- C. Administrative Affairs will develop a strategic facilities and information technology renovation plan tied to campus academic and administrative priorities. The plan will focus on modernizing research and office space and upgrading classrooms to promote quality teaching, learning, and research. The University will continue working toward the goal of devoting 2% of the replacement value of facilities annually for facilities renewal. Administrators will aggressively pursue private and federal funds for renovations and new buildings.
- D. The University will increase the number of available undergraduate and graduate student beds as driven by student demand. The institution will support a combination of state-owned and public-private partnerships on campus and private projects off campus to increase the quality and amount of student housing.
- E. In accord with the Facilities Master Plan, the University will preserve and enhance the architectural heritage of the campus through the continued development of open spaces, gathering places, vistas of green lawn and trees, and groupings of buildings that promote a sense of community. Plans for the built and natural environment will preserve the beauty of the campus and protect the environment as part of a Landscape Master Plan.