

# FEARLESSLY FORWARD

IN PURSUIT OF  
EXCELLENCE AND IMPACT  
FOR THE PUBLIC GOOD

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THE UNIVERSITY OF MARYLAND  
STRATEGIC PLAN





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STRATEGIC PLAN

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# OVERVIEW







**THE UNIVERSITY OF MARYLAND IS  
AN EXTRAORDINARY PLACE—VIBRANT  
AND DYNAMIC AND DIVERSE.**

We are a place of learning: a school dedicated to the art and science of education and committed to reimagining teaching and learning inside both classrooms and communities.

We are a campus dedicated to the indisputable value of science and humanities, inquiry and creativity, and comprising tens of thousands of searchers and discoverers working in hundreds of laboratories, libraries, and collaborative spaces. Strategically located just a few miles from the nation's capital, our university is a place where new knowledge is pursued, discovered, and championed.

We are also a community, nearly half a million members strong, of diverse students, faculty, staff, and alumni; a small city of residents and commuters, first responders and health care workers, learners, artists, and athletes; a place where thousands come to work every day to make a difference. Our diversity is integral to our excellence. And ours is a community that is intrinsically connected to our surrounding neighborhoods and our state, our nation, and our world.

The University of Maryland remains, since our founding, an institution of change and progress, and a proud land-grant flagship campus dedicated to the public good.

Our university is evolving faster than at any moment in its storied history. Our guiding principles are helping us to empower the next generation of leaders, artists, writers, educators, scientists, and global citizens to develop creative solutions to the grand challenges of our times.



# OUR GUIDING PRINCIPLES

## ▶ VALUES-DRIVEN EXCELLENCE:

We are committed in all endeavors to surpass good and great to reach new levels of preeminence.

## ▶ DIVERSITY, EQUITY, AND INCLUSION:

We are strongest when embracing voices, ideas, perspectives, identities, and experiences across our campus. Together, we work toward justice.

## ▶ IMPACT:

We envision and create a better future for our state, nation, and world through research, education, and service.

## ▶ INNOVATION:

We aim to transcend the status quo, think creatively, and act to take on the grand challenges of our time.

## ▶ COLLABORATION:

We accomplish more when we work together for a common purpose.

## ▶ SERVICE TO HUMANITY:

We are guided by an unwavering commitment to all of our constituencies—students, faculty, staff, partners, allies, and alumni—to fearlessly forge a better world for all humankind.





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We must be united in our noble and fearless purpose, because celebrating differences and leveling societal inequities must be among our greatest strengths, because grand challenges demand fearless ideas, and because progress will not be measured in individual achievement, but in our collective accomplishments.

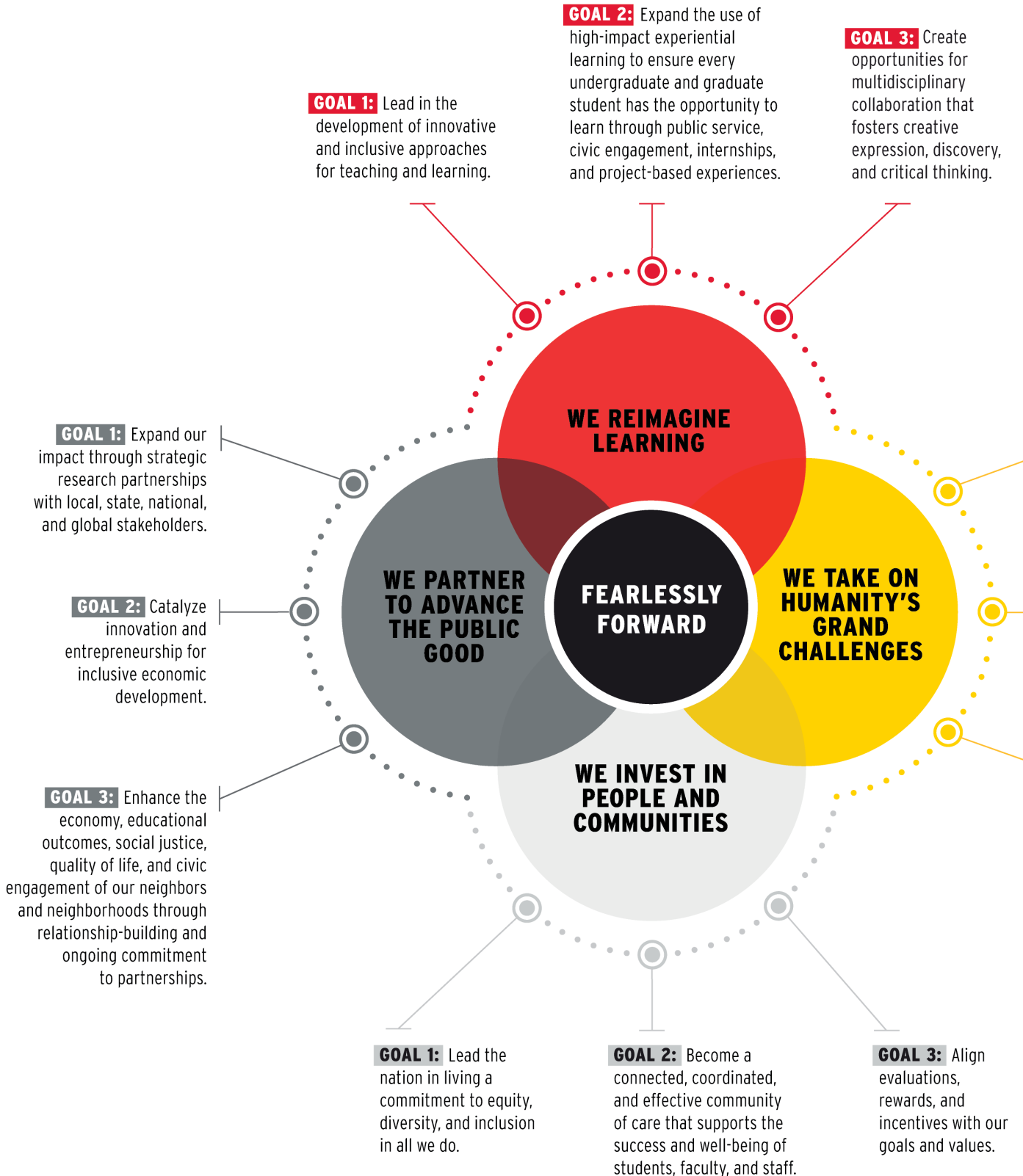
**FEARLESSLY FORWARD IN PURSUIT OF EXCELLENCE AND IMPACT FOR THE PUBLIC GOOD: THE UNIVERSITY OF MARYLAND STRATEGIC PLAN** presents a bold reimagining of what our university must be to uphold and expand our mission of service to humanity. Our vision is at once ambitious and fearless:

► **OUR VISION:**

TO IMPROVE THE LIVES OF EVERY PERSON ON EARTH, WE WILL REIMAGINE TEACHING AND LEARNING; ACCELERATE SOLUTIONS TO THE GRAND CHALLENGES OF OUR TIME THROUGH CREATIVITY AND DISCOVERY; AND FORGE A DIVERSE AND INCLUSIVE COMMUNITY WHERE OUR DIFFERENCES ARE CELEBRATED AND EQUITY IS RELENTLESSLY PURSUED. TOGETHER, WE WILL DEDICATE OURSELVES TO ADVANCING THE PUBLIC GOOD BECAUSE OUR INDIVIDUAL WELL-BEING IS ENDURINGLY BOUND TO OUR COLLECTIVE WELL-BEING.



# OUR PLAN





**FEARLESSLY FORWARD:**  
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IMPACT FOR THE PUBLIC GOOD

**GOAL 1:** Invest in faculty, student, staff, alumni, and partner capacity to take on grand challenges through multidisciplinary and engaged research and curricular innovations.

**GOAL 2:** Leverage our location near the state and nation's capitals to advance and support evidence-based policy that addresses grand challenges at community, state, national, and global levels.

**GOAL 3:** Amplify impactful research, scholarship, creative activities, teaching, and service work through communication, visibility, and translation.





# WE REIMAGINE LEARNING.

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We reimagine learning and teaching as inclusive, experiential, publicly engaged, creative, integrative, holistic, and empowering.



## GOAL 1

### Lead in the development of innovative and inclusive approaches for teaching and learning.

#### OBJECTIVES:

- ▶ Expand accessibility of our educational programs through equitable, flexible, inclusive approaches to instructional design and delivery.
- ▶ Rethink and reconfigure our learning environments to balance, integrate, and leverage universal design, technology-rich education, and human connection.
- ▶ Unlock the potential of our campus as a green, connected living-learning environment that is open and accessible to the global community.
- ▶ Imagine new possibilities for advancing lifelong learning with technology and new forms of engagement for learners of all ages.

## GOAL 2

### Expand the use of high-impact experiential learning to ensure every student has the opportunity to learn through public service, civic engagement, internships, and project-based experiences.

#### OBJECTIVES:

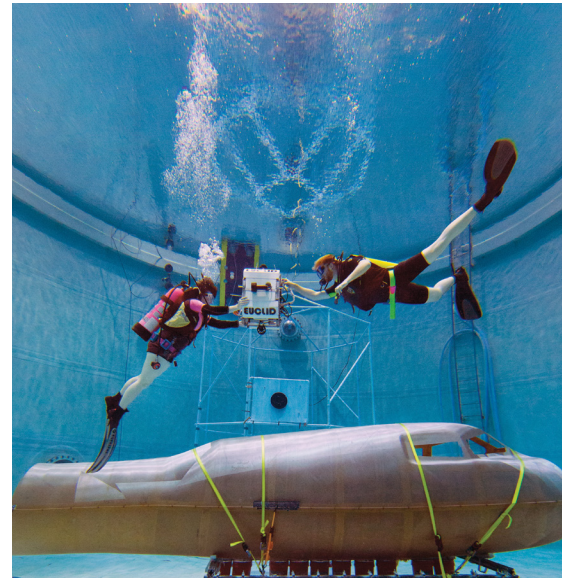
- ▶ Provide opportunities throughout the educational journey for internships, research experiences, and other applied learning experiences.
- ▶ Develop and coordinate volunteer and civic engagement opportunities, and encourage undergraduate and graduate students to engage in work in support of the public good.
- ▶ Grow events and programs that enable students to connect with local community members, organizations, and businesses for civic development, employment, and other forms of learning.

## GOAL 3

### Create opportunities for multidisciplinary collaboration that fosters creative expression, discovery, and critical thinking.

#### OBJECTIVES:

- ▶ Build partnerships among the arts, humanities, science, technology, and other disciplines to develop new curricular and experiential offerings that nurture different ways of thinking to spark dialogue, understanding, problem solving, and action.
- ▶ Support indoor and outdoor spaces on campus to advance learning, inspire discovery, and activate creativity.





# **WE TAKE ON HUMANITY'S GRAND CHALLENGES.**

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Our education, research, scholarship and creative activities, and service are designed to accelerate solutions to humanity's grand challenges—within our communities and around the globe.



## GOAL 1

Invest in faculty, student, staff, alumni, and partner capacity to take on grand challenges through multidisciplinary and engaged research and curricular innovations.

### OBJECTIVES:

- ▶ Inspire multidisciplinary collaboration to address grand challenges such as climate change, social injustice, global health, education disparities, poverty, and threats to our democracy.
- ▶ Place interdisciplinary grand challenges at the center of our curriculum, further integrating our education and research missions.
- ▶ Prepare and energize the next generation of critical thinkers and change agents through integrated, experiential, and high-impact learning experiences focused on grand challenges in and outside the classroom.

## GOAL 2

Leverage our location near the state and nation's capitals to advance and support evidence-based policy that addresses grand challenges at community, state, national, and global levels.

### OBJECTIVES:

- ▶ Expand partnerships with government agencies, policymakers, and community leaders that allow our faculty, staff, and students to contribute meaningfully to our democracy and society.
- ▶ Provide internships, fellows programs, and other place-based experiential learning opportunities for students to directly engage in local, state, national, and global grand challenges.

## GOAL 3

Amplify impactful research, scholarship, creative activities, teaching, and service work through communication, visibility, and translation.

### OBJECTIVES:

- ▶ Recognize and reward activities that are visionary, translational, and powerful.
- ▶ Communicate the real-world impact of our research, scholarship, and creative activities.
- ▶ Highlight the accomplishments of our graduates.
- ▶ Strengthen the integration of Intercollegiate Athletics into the fabric of the university and leverage its reach and visibility to share research and academic accomplishments.







# WE INVEST IN PEOPLE AND COMMUNITIES.

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We invest in people, their well-being and advancement, and the conditions that support their ability to fully participate and thrive in our community, state, and world.



## GOAL 1

Lead the nation in living a commitment to equity, diversity, and inclusion in all we do.

### OBJECTIVES:

- ▶ Ensure every member of our community has access to safe and inclusive campus communities.
- ▶ Introduce every new student, faculty, and staff member to our Terrapin history, traditions, values of diversity and equity, and ongoing efforts to create a more inclusive campus where every member feels they matter and belong.
- ▶ Invest in the capacity of our students, faculty, and staff to learn, teach, work, lead, and engage in dialogue across difference, leveraging diversity and inclusion as central in all we do.
- ▶ Create an actionable and sustainable plan to tackle issues of social justice, equity, and antiracism, both locally and globally, through our research, education, and outreach.

## GOAL 2

Become a connected, coordinated, and effective community of care that supports the success and well-being of students, faculty, and staff.

### OBJECTIVES:

- ▶ Take action to ensure the financial health of students, faculty, and staff through fundraising, advocacy for additional need-based aid and better wages and benefits, and investments in career readiness and workforce development.
- ▶ Provide innovative and excellent services in areas critical to staff, faculty, and student well-being such as mental and physical health, financial planning, skill development, work-life support, language development, and housing.
- ▶ Connect all Terps locally and globally through enhanced technology, coordinated networks, and accessible communications.

## GOAL 3

Align evaluations, rewards, and incentives with our goals and values.

### OBJECTIVES:

- ▶ Reenvision faculty promotion systems to promote and reward inclusive excellence; impactful research, service, and civic engagement; and innovative activities that advance the common good.
- ▶ Act together to create a workplace where staff thrive through new opportunities to learn, lead, and advance and are recognized for their talents and contributions.







# **WE PARTNER TO ADVANCE THE PUBLIC GOOD.**

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Our future is tied to and interconnected with our local, state, national, and international partners. We will create and sustain partnerships that allow our research to have impact locally and globally, our education to prepare students for civic engagement and impact, and our service to create solutions for a more equitable, sustainable, and resilient world.



## GOAL 1

Expand our impact through strategic research partnerships with local, state, national, and global stakeholders.

### OBJECTIVES:

- ▶ Create more flexible structures for collaborative, multidisciplinary research, and creative activities that are responsive to grand challenges and state priorities.
- ▶ Accelerate collaboration within the national capital region to ensure our scholarship has an immediate and meaningful impact on policy and practice.
- ▶ Realize the possibilities of “MPowering the State” in partnership with the University of Maryland, Baltimore to strengthen and serve the state of Maryland through collaborative and transformative research and instruction.

## GOAL 2

Catalyze innovation and entrepreneurship for inclusive economic development.

### OBJECTIVES:

- ▶ Improve the vitality of the state of Maryland by growing and supporting the next generation of diverse innovators, creators, entrepreneurs, artists, and small businesses.
- ▶ Facilitate the transfer of technology and commercialization of our greatest discoveries.
- ▶ Coordinate and grow our innovation and entrepreneurship ecosystem on campus and in the Discovery District.

## GOAL 3

Enhance the economy, educational outcomes, social justice, quality of life, and civic engagement of our neighbors and neighborhoods through relationship-building and ongoing commitment to partnerships.

### OBJECTIVES:

- ▶ Ensure our university is an engaged and responsive partner with the city of College Park, Prince George’s County, and the state of Maryland as together we seek to improve the quality of life and full participation of our citizenry.
- ▶ Grow and strengthen our partnerships to enhance the PK-20 educational ecosystem for the state.
- ▶ Create opportunities for students, faculty, staff, and alumni to become involved in state and local civic engagement.





# IMPLEMENTATION OF THE PLAN

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**FEARLESSLY FORWARD IN PURSUIT OF EXCELLENCE AND IMPACT FOR THE PUBLIC GOOD: THE UNIVERSITY OF MARYLAND STRATEGIC PLAN** is a living document that lays the foundation for innovative new initiatives, balanced with careful attention to providing value to our local community, state, nation, and world. The plan will evolve and grow as we do. Our critical enablers will be keys to the plan's success, and ultimately, to that of the University of Maryland.





## OUR CRITICAL ENABLERS

### ▶ DIVERSE AND ENGAGED COMMUNITY:

Bringing together diverse voices and identities across our campus and the community inspires collaboration and creativity and accelerates solutions to grand challenges.

### ▶ SHARED GOVERNANCE:

Engaging all students, faculty, and staff in shaping our future advances, our common purpose, impactful and inclusive research, teaching, and service to humanity.

### ▶ STRATEGIC LOCATION:

Leveraging our location positions us to promote civic engagement, address state and federal priorities, and expand partnerships with government agencies, policymakers, research organizations, and private partners.

### ▶ INFRASTRUCTURE:

Investing in state-of-the-art facilities and leading technologies enables us to tackle grand challenges, support world-class learning and research, and promote innovation and excellence in ways that are responsible and sustainable.

### ▶ COMMUNICATIONS AND EXTERNAL ENGAGEMENT:

Sparking dialogue and engagement with alumni and local, state, national, and international partners accelerates and amplifies our real-world impact.

### ▶ REWARD SYSTEMS AND INCENTIVES:

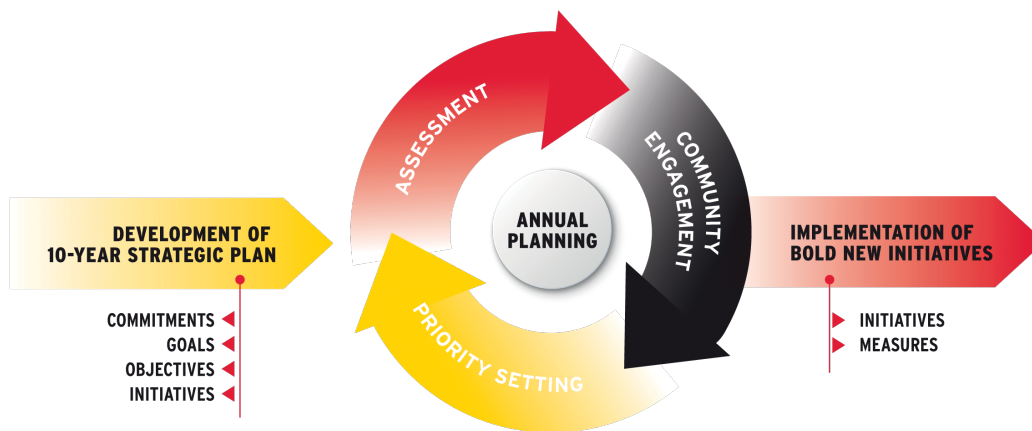
Rewarding and incentivizing behaviors and actions that align with our values increases our capacity to activate creativity, amplify impact and promote inclusive learning.

### ▶ RESOURCES:

Attracting new resources and promoting effective stewardship of existing resources allows us to invest in high-priority areas that advance our mission and vision.

### ▶ INCREASED COORDINATION AND AGILITY:

Enhancing internal and external coordination and implementing agile practices position us to further integrate our education and research missions, pursue interdisciplinary collaboration, and expand partnerships.



In the coming months and years, our programs, initiatives, activities, and commitments will demonstrate our dedication to the goals and objectives laid out in this strategic plan.

Through the implementation of this plan over the next decade, the University of Maryland will engage our community in an ongoing process that includes assessment, progress reports, and priority setting so the plan grows and evolves with us.







# FEARLESSLY FORWARD

What the University of Maryland does *matters*, and *how* we do it matters. The collective work of every member of our community—faculty, students, staff, and alumni—must be empowered and celebrated if we are to realize our ambitious vision.

Together, we will develop creative, innovative, adaptive learners and disruptive problem solvers. We will invest in people, reimagine learning, and forge partnerships that lead to solutions to the world's grand challenges. We will leverage Maryland's unique assets and cultivate its rich diversity as a competitive advantage for positively impacting local and global communities.

We must commit ourselves to new ideas rooted in our ideals of inclusive excellence, driven by innovation and impact, and relentlessly focused on public good and service to humanity. Now is the moment for the University of Maryland to move *fearlessly forward* to forge a better world for humankind.





**"THIS IS OUR TIME TO REINVENT  
OUR UNIVERSITY. WE MUST  
REENVISION OUR CAMPUS AND  
COMMUNITY AS A MODERN  
FLAGSHIP RESEARCH UNIVERSITY  
FOR THE COMMON GOOD."**

**- PRESIDENT, DARRYLL J. PINES**











UNIVERSITY OF  
MARYLAND