

Partnerships, Outreach, and Engagement

Vision:

The world-class universities of the 21st century will not be ivory tower institutions separated from the larger community and divorced from involvement with the most challenging issues facing society. To the contrary, the truly great universities will actively connect research and learning to problem-solving and service in ways that enrich the academic enterprise and enhance the quality of life of citizens both near and far.

During the next ten years, the University of Maryland will achieve distinction for the quality and breadth of its partnerships with other organizations and its academically-based engagement activities and will be recognized regionally, nationally, and internationally for the extraordinary impact and value of its service.

Maryland is especially well suited for leadership in engagement. With our land-grant heritage and flagship role, outreach and service are central to our mission and values. And the university's location offers unparalleled opportunities for partnerships and problem-solving initiative. The State of Maryland and the Washington, D.C. area include both the world's most powerful government center and an unmatched set of research, cultural, and educational organizations and thriving, knowledge-based businesses, but also, failing school systems, challenging health and crime problems, and a population reflecting a vast array of cultures, ethnic and racial backgrounds, and economic differences. Through partnerships, outreach, and engagement, the University of Maryland will help secure its rank as a world-class academic institution by advancing the quality of life in the region and far beyond. Specific goals and strategies are outlined below.

Goal 1: As the state's most valuable asset, the University will contribute even more to the development of the region's economy through partnerships with start-up, new, and established businesses and collaboration with government research and development agencies and educational and non-profit organizations.

Strategies:

- The University will become a major force in the region in technology transfer and commercialization and in stimulating the growth of new and established enterprises. We will build on the success of an extensive array of programs, including the Maryland Industrial Partnerships, the Maryland Technology Enterprise Institute, the Dingman Center for Entrepreneurship, the Technology Advancement Program, the Venture Accelerator, and the Office of Technology Commercialization, by strengthening our services and promoting them more broadly throughout the region. We will "brand" these activities under the UM-NET banner and build a user friendly portal to more effectively inform the business community of the University's services, intellectual property portfolio, and technologies of potential commercial value.
- M Square, the University's research park is at a take-off stage. During the next ten years we will develop M Square to a level at least comparable to the nation's most significant and successful university-affiliated research parks. We will aggressively promote M Square among the business and governmental research communities, increase research partnership opportunities for faculty, and implement an affiliates program to encourage broad collaboration with the campus, including internship, research, and employment opportunities for undergraduate and graduate students.

- The vast array of federal laboratories and research programs within a few miles of the campus is a unique advantage for Maryland, an advantage we will exploit more fully in the years ahead. Building upon partnerships with agencies such as NIST, NASA, NIH, the Intelligence Advanced Research Project Activity (IARPA) and National Oceanic and Atmospheric Administration (NOAA), all of which have or will have a presence in M Square, we will secure bold and large-scale partnerships focused on the most strategic and pressing issues of the day. As Maryland becomes the university federal agencies look first to for collaboration, we will sharply increase research and other opportunities for faculty and students.
- Maryland will be the catalyst for expanding the scope, quality, and value of educational programs at the Universities at Shady Grove (USG). We will collaborate with our sister institutions in the University System of Maryland to provide high quality educational opportunities at USG for students who might not otherwise be able to attend college.
- We will continue to broaden the availability of high quality professional Master's degree offerings. Some will be joint programs that build judiciously on our strengths and allow us to meet important emerging needs. Our professional Master's degree programs enable our students to make enhanced contributions to regional, national, and global well-being and economic advancement.
- We will expand our highly successful offerings of specialized Education Master's programs located at, and in collaboration with, regional school districts. These programs both upgrade the skills and credentials of existing teachers and bring much needed highly trained new teachers into service in the communities involved.

Goal 2: Establish Maryland as a leader in the performing, visual, and cultural arts.

Strategies:

- The Clarice Smith Performing Arts Center is an extraordinary asset. The Center is the finest arts facility in the nation on a college campus and possesses an unwavering commitment to integrating performance of the highest caliber with student instruction and community service. We will add even greater value by expanding mutually beneficial partnerships involving the School of Music and departments of Dance and Theatre. Among possible initiatives are increased joint appointments with the National Symphony Orchestra, expanded collaboration with the Kennedy Center, establishment of artist/scholar in residence positions, partnerships with the major theatre companies in the region and New York, and an international initiative with emphasis on innovation and cultural diversity.
- Maryland's presence in the visual arts has gained prominence in recent years. We will accelerate the progress of the University Art Gallery and the David C. Driskell Center for the Study of the African Diaspora through expanded partnerships with museums and other visual arts organizations, increased community outreach and internship opportunities for students, sponsorship of conferences and special exhibits, and collaboration with alumni who are significant and major collectors. Maryland's role in the visual arts will be characterized as of high quality and impact and widely known for integrating artistic creativity, education, and service.
- We will broaden and deepen Maryland's role in enhancing cross-cultural understanding through expanded collaboration with cultural organizations, taking greater advantage of guest speakers and the international community in the Washington area, and by continued encouragement of student groups. Specific initiatives will include strengthening our ties with foreign embassies, encouraging guest speakers to extend their visits to include seminars and

interaction with faculty and students, and ensuring greater educational value, for example, in the way the campus observes Black History month and participates in forums on issues of concern to women

Goal 3: Strengthen Maryland's capacity to engage students in addressing social issues, locally, regionally, nationally, and worldwide in ways that advance research and education and enhance the quality of life in communities near and far.

Strategies:

Maryland's engagement with the larger community, be it College Park or the Lahu Hill Tribe village in northern Thailand, reflects the breadth and quality of our academic programs and our profound commitment to addressing social issues. We will build upon this record of accomplishment to propel Maryland to a position of preeminence in academic-based community service.

- Maryland is proud to sponsor more than a hundred programs and projects that provide service to the community while at the same time enrich the student experience and advance research. Over the next ten years, the University will strengthen and expand its outreach in six broad areas:

Health and Wellness. Through our new School of Public Health and its Center for Healthy Families and numerous other programs, including the Child Evaluation Service, University Parent Consultation, and the Testing Service of the Counseling Center, the University will promote early intervention and good health practices among citizens in the Washington-Baltimore corridor and beyond.

The Maryland Incentive Awards Program. The University is partnering with 9 Baltimore City high schools and 5 Prince George's County high schools to provide four students from each school with a life-transforming opportunity to attend the state's flagship campus. The selected students have overcome severe adversity, and while most do not have the credentials typical of our incoming students, they have talent and determination. With full financial support, mentoring, and other assistance, the Incentive students succeed at an astonishing rate, with graduation rates as high as for the overall student body. During the next ten years, we will add high schools in Baltimore and Prince George's County and extend the Incentive program to at least five additional counties in the state.

Maryland Education Communities. Through our College of Education and student volunteer programs such as American Reads, America Counts, the campus enhances the learning environment and student success rates in the school systems of Prince Georges, Anne Arundel, Montgomery, and Howard counties and Baltimore City. The University will broaden this outreach and will publicize and promote best practices throughout the region.

Student Community Service. On their own initiative, Maryland students have created service programs and in myriad ways extended themselves to assist the larger community, from Hyattsville to Africa. The University will actively facilitate such service through increased support for travel, equipment, and materials. In addition, programs including Civicus (the living learning program in community service), College Park Scholars, Engineers without Borders, and the Solar House will be more robustly supported and showcased as national models of service learning.

Government Service. The University is an invaluable resource to municipalities and counties throughout the state and virtually all state agencies. Through the Institute for Government Service and Research, the Smart Growth Center, the Academy of Leadership, and other

programs, we are demonstrating our value as an institution dedicated to public service. The University is committed to expanding its partnerships with the state in ways that will strengthen government effectiveness and efficiency, promote best practices, and ensure openness and accountability.

International Connections. We will expand partnerships with major universities abroad, including joint degree programs, faculty exchanges, shared research projects, and student exchanges aimed at extending our global reach, enhancing our understanding of other cultures and cross-cultural issues, and increasing our capacity for effective global educational and social impact. We will also work closely with national and international agencies, such as the U.S. Agency for International Development, the Peace Corps, the World Bank and Mercy Corps, to expand involvement in such projects abroad.

Goal 4: Continue to serve the citizens of the state through Maryland Cooperative Extension

Maryland Cooperative Extension reflects the University's founding as the Maryland Agricultural College and most directly represents our land-grant heritage. With centers in all twenty three counties and Baltimore city, the Cooperative Extension provides wide-ranging services in support of not only the agricultural and fishing communities, but community development, environmental sustainability, and gardeners (both professional and hobbyists). Maryland Cooperative Extension and its affiliate 4-H organization are the University's only officially prescribed statewide service. During the next ten years, we will strengthen this service and expand and adapt its programs to meet the needs of a growing and rapidly changing region.

Closing

The University of Maryland is the state's most valuable asset. Our contributions are felt throughout the region, and in many ways we serve as the state's gateway to the nation and the world. As we function in an increasingly global environment and in a knowledge- and technology-driven economy, the University's role will only grow in importance. In this rapidly changing world, no university can optimize its value by going it alone. Blessed with broad academic strengths, distinctive advantages, and an unwavering commitment to service, the University of Maryland will use partnerships, outreach, and civic engagement to fulfill its flagship role and secure world-class rank.