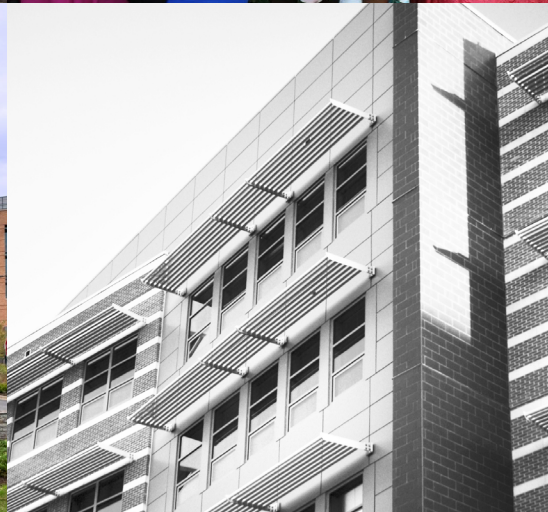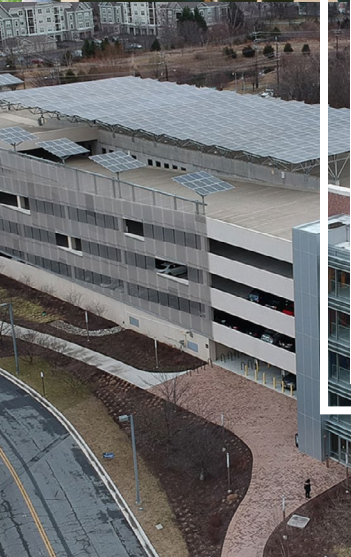# The Universities
AT SHADY GROVE

A 10-YEAR VISION
USG 2.0
STRATEGIC PLAN

Issued February 2022

USG 2.0: BUILDING ON DECADES OF SUCCESS

THE UNIVERSITIES AT SHADY GROVE always has been – and always will be – **A CHAMPION FOR STUDENTS** who are often underrepresented in higher education.

With our deep commitment to equity, diversity and inclusion, we proudly provide life-changing opportunities for all students to access high quality, career-enriching academic degree and/or certificate programs offered through our university partners.

We excel at successfully serving the unique needs of non-traditional students, which now comprise 74 percent of all students in higher education, nationally.

FOUR NEW STRATEGIC IMPERATIVES

1 THE PROMISE

Historically, we have been driven by enrollments and degree completion, although this is and appropriately should be the purview of our university partners.

Under USG 2.0, we will hold ourselves accountable for ensuring students are able to secure meaningful employment and career opportunities upon completion of their studies.

2 PATHWAYS TO CAREERS

Historically, we have worked with our university partners to develop individual degree programs.

Under USG 2.0, together with our university partners and educational partners in the county, we will plan for and build career pathways that ensure students succeed.

3 CAREER-READY STUDENTS

Historically, we have provided traditional student services.

Under USG 2.0, we will sharpen our focus on career competencies and career readiness.

4 FISCAL SUSTAINABILITY

Historically, our educational and fiscal model has been built around our hosting of various degree programs and the use of our "real estate."

Under USG 2.0, we will work to build a model that supports growth, innovation and collaboration, with a focus on return on investment (ROI) for students and other stakeholders.

The Universities
AT SHADY GROVE

VISION

Inspiring and leading educational transformation to serve all learners and to support a thriving, equitable economy.

MISSION

We are a place of innovation to plan, build, measure, assess and strengthen student-centered pathways for affordable and competitive education, career readiness and student success. Together with our university partners, we play a vital role in advancing workforce and economic development in the region and state.

A MESSAGE FROM THE STRATEGIC PLAN CO-CHAIRS

To Our USG Community:

The Universities at Shady Grove (USG) – with nine partner universities offering a wide range of life-changing academic programs on one convenient campus in Montgomery County – has been an innovative model for higher education delivery since its inception in 2000.

After two decades of growth, evolution and success, it's time for the USG community to now build on the solid foundation it has established by charting a solid course for "USG 2.0." It's time for us to develop our first-ever Strategic Plan, to help shape the future direction of a unique University System of Maryland institution that is the largest and most comprehensive of the state's regional higher education centers.

Ensuring student success has always been at the core of the USG mission and always will be central to any measurement of our overall success, as an educational institution. But with a rapidly changing economic landscape, we must hone in with absolute clarity and purpose on what it is that USG does best and on how we can make the most impactful difference — both in meeting the talent and workforce needs of our region and in enabling the students we serve to achieve their goals. Innovation and excellence must be at the core of our efforts.

Together with our university and community partners, and with the involvement of a wide swath of the campus and greater community, we are excited for the opportunity to create this vital roadmap. As we outline this vision for the future, we are confident that we will be able to catapult USG to new heights of success and innovation.

As co-chairs of this effort, we invite you to learn more about the strategic plan process and to provide us with your thoughts and feedback as we undertake this important endeavor. Thank you.

ANNE KHADEMIAN, PH.D.
Executive Director, Universities at Shady Grove &
Associate Vice Chancellor, University System of Maryland

ISIAH LEGGETT
Regent, University System of Maryland,
USG Board of Advisors Member &
Former Montgomery County Executive

BUILDING A ROADMAP

This plan provides the foundational roadmap USG will use as a tool to further enrich and support learning, workforce development, and economic growth within and beyond Montgomery County, in sustainable, innovative and equitable ways. The strategic planning process involved stakeholders from across the USG community meeting regularly, analyzing background data and reports, learning from a Strategic Planning Workshop Series, and engaging in enlightening discussions about the vision of USG 2.0.

The planning team distilled two concepts, guided by the work of Jim Collins' *Good to Great,* to create the Hedgehog/Vision and the Flywheel.

The "Hedgehog," or the Vision, is derived as the overlap of the main core passion that USG should pursue based on what USG does well, what USG is passionate about, and what USG has the economic means to do. The Hedgehog/Vision is the overlap of those ideas, reflecting the one big thing that USG can do best.

WHAT USG COULD BE BEST AT

Creating a place of innovation to plan, build, measure, assess and strengthen student-centered pathways for affordable and competitive career readiness and lifelong learning success that supports workforce and economic development in the region and the state.

OUR PASSION

Transforming student lives and the community through education for all.

HEDGEHOG/VISION

Inspiring and leading educational transformation to serve all learners and to support a thriving, equitable economy.

ECONOMIC ENGINE

Driving investment in bold competitive higher education opportunities that directly impact local and regional workforce and economic development for the public good.

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THE FLYWHEEL

THE FLYWHEEL conveys that change is not a single action, but is an **ITERATIVE PROCESS** building on many decisions and actions, all directed towards a **COMMON VISION.** The USG Flywheel consists of processes, actions, programs, and innovations identified as the **KEY DRIVERS** behind what the Universities at Shady Grove is deeply passionate about.

Create an equitable, diverse and inclusive educational and workplace experience for the future student, employee, and partner.

Partner to build pathways that generate opportunity.

Build community wealth, expand partnerships, drive reinvestment and grow USG's reputation.

Measure and assess the impact of pathways on enrollments, student success, workforce and economic development.

Enhance the competitiveness of career ready graduates for opportunities in high demand areas.

Innovate academic planning to design, build and grow scalable, sustainable student-centered pathways for the region's lifelong learners.

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INTRODUCTION

Following the development and finalization of the vision and flywheel concepts that guided the strategic plan for USG 2.0, nine separate workgroups were formed around the major themes/areas of importance.

Each workgroup was issued a goal and and the following questions:

- **Is the goal bold enough and measurable?**
- **What are the challenges/barriers to achieving the goal?**
- **What needs to change to achieve the goal? (resources, talent, authority, etc.)**
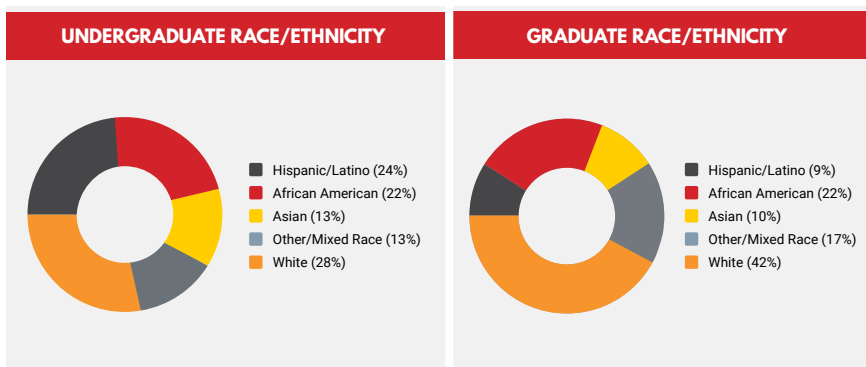- **How does the work of this group integrate with the other work groups?**

Each group met on several occasions and submitted three actionable directional shifts that the organization could take toward achieving their assigned goal.
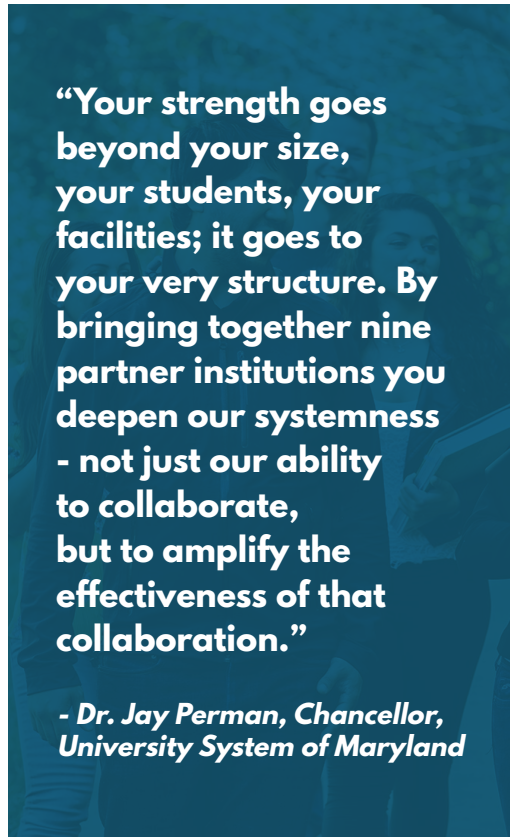
WORKGROUP FOCUS AREAS

Diversity, Equity, and Inclusion

Goal: USG will develop and implement a culture that values diversity, equity, and inclusion as foundational to the work of USG 2.0 and our partners to achieve mission excellence.

- **Facilitate buy-in and identify/define USG's core DEI values**
- **Plan and develop an official USG 2.0 DEI action plan**
- **Collaborate and implement DEI via the action plan**

> "Your strength goes beyond your size, your students, your facilities; it goes to your very structure. By bringing together nine partner institutions you deepen our systemness - not just our ability to collaborate, but to amplify the effectiveness of that collaboration."
>
> *- Dr. Jay Perman, Chancellor, University System of Maryland*

UNDERGRADUATE RACE/ETHNICITY

- Hispanic/Latino (24%)
- African American (22%)
- Asian (13%)
- Other/Mixed Race (13%)
- White (28%)

GRADUATE RACE/ETHNICITY

- Hispanic/Latino (9%)
- African American (22%)
- Asian (10%)
- Other/Mixed Race (17%)
- White (42%)

All demographic data is as of Fall 2020.

USG's Fiscal Model

Goal: USG will develop an unparalleled innovative framework for a fiscal model that is diversified, scalable, and sustainable and that builds on the value of USG's expertise and services for all partners.

▶ **Change USG's business model to address culture, and not just finances.**

▶ **Seek authorization for program offerings at USG by non-USM institutions.**

▶ **Target requests for State/County appropriations to reflect a new emphasis on return on investment.**

▶ **Define and study the return on investment (ROI) made – and to be made – from an investment in USG by the State and Montgomery County.**

Pathways to Workforce

Goal: USG will collaborate to create equity-centered, evidence-informed, life-long learning pathways across Montgomery County that offer learners preeminent education and meet the future workforce needs. Key features include comprehensive academic planning across a pathway from Pre-K to J(obs) and beyond, a career-ready focus, employer inclusion, support services to meet every learner where they are, and collaboration with all of our academic partners.

▶ **Create and implement an Academic Pathways to Workforce framework.**

▶ **Create and implement a partnering framework for academic partners.**

▶ **Create and implement a partnering framework for regional employers.**

▶ **Develop a marketing and communication strategy to create awareness of pathways and USG for various audiences.**

Innovation in Academic Planning

Goal: USG will create a dynamic, comprehensive, pathway-focused framework for systematic academic planning and programming that is continuously informed by evidence to equitably meet the needs of the workforce and of current and future learners. By the end of 2022, USG will develop the planning framework and a 3- to 5-year academic plan.

▶ **Foster a shift in culture at USG that establishes USG as an academic 'Hub of Innovation.'**

▶ **Identify and designate USG and partner staff to collaborate on and create an academic planning framework and process.**

> **"As an ACES student, I received tremendous help from USG in identifying my educational and career goals and finding the necessary support to succeed. The USG campus has helped me develop and shape my leadership skills."**
>
> *- ACES Participant and Student Graduate*

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▶ **Implement the process to develop the academic plan.**

Infrastructure and Operations

Goal: USG will develop, support and implement resilient infrastructure, facilities, services and operational practices that fosters long term planning; sustains renewal and growth; adjusts to meet regulatory compliances; and enhances safety and security through collaboration, efficiency, knowledge management, and analytics to support the transformation to USG 2.0.

▶ **Evolve and strengthen USG's organizational structure and culture across operational units.**

▶ **Update the Facilities Master Plan to assist in planning for the resilient, sustainable, and flexible use of current and future physical resources.**

▶ **Develop USG's current technology architecture by empowering IT staff and learning technology professionals to focus on mission-aligned strategic IT initiatives.**

Career-Ready Students

Goal: USG will build a collaborative, equity-centered learner experience at USG centered on career competencies, experiential learning, and cutting-edge mentorship.

▶ **Invest in strengthening and expanding an ACES type framework which provides comprehensive and progressive career readiness support for pathway students.**

▶ **Fully develop and execute a collaborative student support model which is centered on career readiness competencies.**

▶ **Develop an infrastructure which creates and sustains meaningful partnerships with the regional business community and which is built upon investment by the local workforce.**

▶ **Develop an infrastructure with commitments from partner institutions which enables USG to track, collect, assess, and report both short-and long-term success metrics and outcomes for USG.**

> "Your vision and commitment to ensuring your mission continues in terms of advancing affordable access to higher education, promoting workforce and economic development, and expanding students' professional opportunity."
>
> *- Linda Gooden, Chair, Board of Regents, University System of Maryland*

Data (Evidence) for Pathways and Planning

Goal: USG will establish long term data excellence and thought leadership as the heartbeat of the educational ecosystem for innovating pathways and leading comprehensive planning for learners of the future.

▶ **Engage education and community partners in developing metrics/key performance measures (KPIs) that will be used to track progress on the USG 2.0 Strategic Plan goals.**

▶ **Conduct an internal inventory of all data sources to assess what is currently collected and how the data can be curated to forward USG 2.0 Strategic Plan and its goals.**

▶ **Establish priorities for collecting and sharing common actionable data that is aligned with specific objectives/outcomes.**

▶ **New/additional human and fiscal resources must be designated to developing and maintaining a data infrastructure focused on providing real-time and longitudinal information.**

Community Wealth-Building

Goal: USG will lead a system-changing approach to shared economic prosperity, equity, and ecological sustainability through learner/student success that meets future workforce needs, and through conscientious decision making that impacts the distribution of wealth in the county and the region.

▶ **Pursue specific funding to support Community Wealth-Building initiatives.**

▶ **Develop programming through the USG Entrepreneurship Lab to support entrepreneurship collaborations that integrate academic planning, entrepreneurs-in-residence, community-based business, and underserved county localities.**

▶ **Leverage the resources, data and programs of our many partnerships (academic, business, government) to amplify, expand, and grow our community wealth-building activities.**

> **"Our need for education now should be to provide education that is fit for purpose... We need fit-for-purpose education to help young people find out what they want to really do (and also what they don't want to do) and then equip them to do it."**
>
> *- County Employer*

ACTIVATING USG 2.0
2022 AND 2023

USG will take the next steps towards **IMPLEMENTATION OF USG 2.0** and transformative change in the educational and workforce ecosystem of the County and State.

BUILD USG CAPACITY

▸ Begin to address organizational structure and staffing shifts, highlighting work in teams and collective ownership.

▸ Assess and address necessary changes in the USG fiscal model.

▸ Develop the necessary educational and industry partnerships to activate, manage, and measure the flywheel.

COMMUNICATE THE MISSION

▸ Develop the necessary messages and identify the most effective messengers to increase awareness, educate, and engage as broad and diverse a set of identified key targeted constituencies as possible on the future trajectory of USG.

▸ Develop and declare our short- and long-term goals and identify metrics to advance the USG 2.0 mission.

SHIFT OUR FOCUS

▸ Use the workgroup recommendations as guideposts to establish our organizational priorities.

▸ Create task forces and action teams to begin dedicated work on targeted projects.

▸ Begin moving from universal student services toward career readiness initiatives.

CREATE PATHWAYS

▸ Establish, or reestablish, an employer advisory board to engage various industries for the purpose of identifying current and emerging workforce requirements and connecting students and graduates with career opportunities.

▸ Initiate the framework for pathways from public schools to community college to USG and our partner universities

REVIEW AND RECALIBRATE

▸ Commit to consistent assessment of progress, goals, needs and execution of the USG 2.0 roadmap and plan.

OUR VALUES AND COMMITMENTS

OUR VALUES AND COMMITMENTS represent what we do, not just what we say. They are expectations for our work together to initiate and start to turn the USG flywheel, **BUILDING MOMENTUM** every step of the way to transform education in the county and state.

Our USG commitments represent not only the special organization we are today, but more importantly, **THE ORGANIZATION WE ASPIRE TO BE.**

Deliver an Exceptional Educational Experience
We work every day with our partners to improve the access and affordability of educational opportunities for all students, to provide the support they need to successfully earn a credential or a degree, and to secure a meaningful job toward a successful career.

Champion Equity
We are committed to infusing equity in all instructional, operational, analytic, student and partner services provided at USG and in the policies and practices that support and advance USG employees.

Practice Empathy
We see things from other people's perspectives, treat others with respect for their ideas, expertise and experiences, encourage expression of our differences, and always work to better understand each other.

Dream Together, Reimagine What We Know
We dream of possibilities, open our minds, and see beyond boundaries in every aspect of the student pathway experience, our partnerships, teamwork, what constitutes innovation, and how we demonstrate mission success.

Always Learn
We are curious about new ways of doing things, we try out new ideas, and we see every success or failure as an opportunity to learn and improve our efforts to deliver on our mission.

Collaborate to Reach New Heights
We believe that the promise of more equitable educational opportunities for all students rests with creative and purposeful collaboration across the USG community, among academic and nonprofit partners, employers, and governing jurisdictions. We reach new heights working together rather than working alone.

Deploy Evidence
Data should inform all we do. It is part of our day-to-day decision making, clarifies our goals and promotes accountability, motivates our partnerships, measures the impact of our work, and inspires innovation.

Act with Ownership
Every initiative we take on or problem we confront at USG is a USG project to build or a problem to be solved, together.

Practice Sustainability
We center sustainability in our planning and decision making to continuously reduce our environmental footprint, to ensure our work is matched by the resources needed for excellence, and to collaborate with our community and USM partners to build sustainable partnerships with big impact.

Just Jump
We are thoughtful stewards of the resources entrusted to us with a bias for action. We know that action (testing, piloting, trying things out) is essential to learning and therefore essential to continuously improving the USG ROI – more opportunities for more students to earn a credential or degree and secure meaningful employment for a great career journey.

USG STRATEGIC PLANNING COMMITTEE MEMBERS

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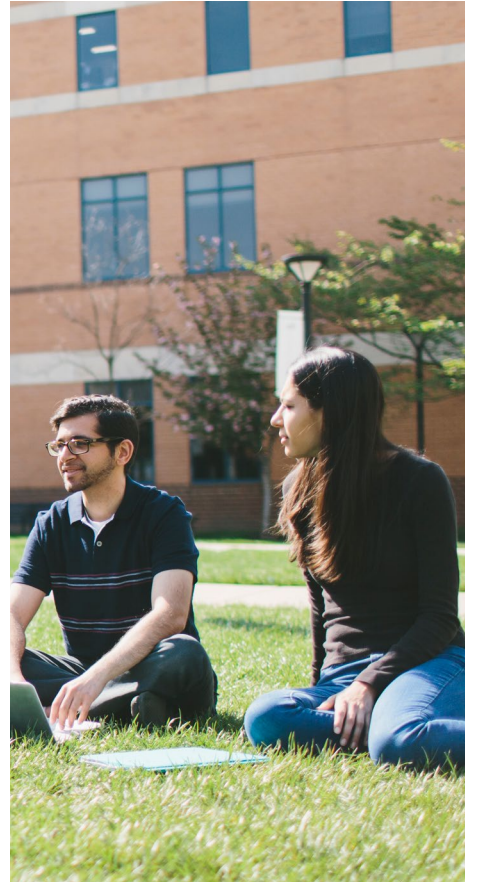Associate Provost, Salisbury University

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