



OFFICE OF THE CHANCELLOR

MEMORANDUM

To: USM Presidents
FROM: William E. Kirwan *W.E. Kirwan*
Chancellor
DATE: August 27, 2014
RE: FY 2016 Enhancement Request

1807
University of Maryland,
Baltimore

1856
University of Maryland,
College Park

1865
Bowie State University

1866
Towson University

1886
University of Maryland
Eastern Shore

1898
Frostburg State University

1900
Coppin State University

1925
Salisbury University

1925
University of Baltimore

1925
University of Maryland
Center for Environmental
Science

1947
University of Maryland
University College

1966
University of Maryland,
Baltimore County

Colleagues, as I noted in our previous discussion regarding the FY2016 operating budget, we will submit a request for enhancement funding to the State. Needless to say, I am especially focused on this part of the process. The Enhancement Request will be among the first matters put before the next Governor. It will be a submission that describes our aspirations and areas of focus, as well as the priorities of the USM and its institutions. We will need to demonstrate to the incoming Governor and the newly elected General Assembly our alignment with Maryland's priorities and the resulting contributions our institutions make to the State. Obtaining a level of additional funds that will significantly advance the missions of our campuses will be a first order personal priority for this, my final year as Chancellor.

We all recognize that gaining approval of enhancement funding will be a challenge, especially given the State's current budget climate. It will require the development of well justified and well documented budget proposals that will convey a sense of commitment to performance, monitoring, and accountability related to the State's investment. We must also work together to ensure a coordinated and effective advocacy effort supported by an understandable budget message as well as presidential and campus-wide action.

The Enhancement Process –

To begin, each campus may propose a funding increase of up to 3% of its General Funds/HEIF appropriation.

We will build our proposal around two major themes of the USM Strategic Plan, namely, 1) College Completion and 2) Research, Economic and Workforce Development. Again, these categories are in close alignment with the educational and

economic priorities of the State. They are purposely broad so that they may reasonably capture appropriate initiatives in an integrated fashion. This will help rationalize the overlap among various initiatives.

I want to encourage campuses to direct a considerable share of their planning allocation to the above-mentioned strategic themes. Of course, campuses may also propose funding for institutional specific priorities. (See Table I which shows campus allocations, attached).

Candidate examples for the major themes are displayed below.

1. College completion

- Funding for enrollment growth akin to the previous Enrollment Funding Initiative:
 - As a general rule, enrollment growth will be the projected increase in FTE students in FY2016 above the budgeted FY2015 enrollment FTES.
 - Institutions should be reasonable in projecting growth decisions in the context of the institution's ability to grow enrollment.
- Strategies for 55% degree attainment in Maryland.
- Strategies for increasing STEM enrollment and STEM completion.
- Enhancing Transfer Access programs.
- Initiatives related to Closing the Achievement Gap.
- Expansion of Regional Center programming (Shady Grove, Hagerstown, Harford and non-USM centers).
- Enhancing assistance to and retention of Military Veterans.

2. Research, Economic & Workforce Development

- Increasing research capacity through additional faculty, staff, equipment and laboratories.
- Expansion of the M-Power program
 - This includes funding for the deferred costs of existing programs as well as new program initiatives, such as the capacity to provide services for all USM institutions.
- Expansion of workforce development programs including health-related workforce areas and other labor shortage categories.
- Initiatives promoting technology transfer programs including the hiring of entrepreneurial faculty and opportunities for seed funding.
- Advancing business creation through increased access to private sector capital and university-based investment.
- Planning for the programming of Building IV at Shady Grove (UMB, UMCP & UMBC).

Proposals should explain, in simple terms, the expected outcome(s) for each initiative. In order to address the performance funding aspect of the request, we will need to include benchmarks, metrics, and timelines for each of the proposals. In this regard, based upon the lessons learned from our experience with FY 2014 enhancement funds, system staff will work with the campuses to develop a budget request format in order

to satisfy the above mentioned needs.

Please submit your enhancement request, in priority order, by September 25th.

We will review the campus submissions and, ultimately, submit a comprehensive list of request items, in order of priority, to the State. The final enhancement submission may be adjusted and will be submitted to DBM in early October.

The FY 2016 Enhancement Request will be discussed during the September 2nd meeting of Council of University System Presidents.

Thank you for your attention to this request. Again, I will do all I can to obtain enhancement funding. If you have any questions please do not hesitate to contact me or Joe Vivona (jvivona@usmd.edu or 301-445-1923).

cc: Joseph Vivona, COO/VCAF
Vice Chancellors
Provosts and Academic Vice Presidents
Vice Presidents for Administration & Finance

Enclosure

**University System of Maryland
Enhancement Allocation**

	FY 2016 <u>GF/HEIF</u>	3% <u>Enhancement</u>
UMB	226,549,642	6,796,489
UMCP	506,436,313	15,193,089
BSU	43,821,896	1,314,657
TU	113,245,223	3,397,357
UMES	40,062,224	1,201,867
FSU	40,472,463	1,214,174
CSU	46,927,461	1,407,824
UB	36,427,567	1,092,827
SU	49,705,018	1,491,151
UMUC	41,642,289	1,249,269
UMBC	117,297,036	3,518,911
UMCES	23,293,623	698,809
USMO	24,764,245	742,927
USM total	1,310,645,000	39,319,350