

Colleges, the Maryland Association of Community Colleges, and the Maryland Independent College and University Association. The report shall include analysis and recommendations concerning:

1. The appropriate number and configuration of Baltimore-area institutions needed to fulfill the Maryland Charter for Higher Education and the Maryland Plan for Postsecondary Education;
2. Alternative means of achieving that configuration, including non-traditional arrangements, consolidations, mergers and closures;
3. The most efficient and effective means by which the residents of the State may be served by the public and private institutions of the area;
4. The extent of unnecessary duplication in academic programs and administrative services in the region;
5. A timetable of potential changes; and
6. Any other pertinent factors the Secretary believes are vital to the decision-making process of the committees and the interests of the citizens of the State.

36.09.00.01 General Administration

General Fund Appropriation .....	4,547,463	
Special Fund Appropriation .....	1,500	
Federal Fund Appropriation .....	1,263,895	5,812,858

The following position shall be reduced from the budget of the Maryland Higher Education Commission:

Staff Specialist I, Higher Education PIN 047412

36.09.00.03 Aid to Non-Public Institutions of Higher Education