

DRAFT
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Mission and Goals Statement
University of Maryland, College Park

Summary Mission Statement

The mission of the University of Maryland, College Park is to provide excellence in teaching, research, and service. The University educates students and advances knowledge in areas of importance to the State, the nation, and the world. The University is committed to preeminence as a national center of research and graduate education, and as the institution of choice for Maryland's undergraduates of exceptional ability and promise.

The University of Maryland is a public research university, the flagship campus of the University System of Maryland, and the original 1862 land-grant institution in the State. It is one of 63 members of the Association of American Universities, an organization composed of the leading research universities in the United States and Canada. The University creates and applies knowledge, providing outstanding instruction and nourishing a climate of intellectual growth in a broad range of academic disciplines and interdisciplinary fields. As a land-grant institution, the University shares its research, educational, cultural, and technological strengths with the Maryland citizenry and other constituencies. Its collaborations with State, federal, private and non-profit partners promote economic development and improve quality of life.

Vital to these activities is the excellence of the University's faculty, staff, and students. The University counts the diversity of its community as among its greatest strengths. It is committed to diversity and inclusiveness in both educational and work environments. Providing equal educational opportunity; hiring and retaining a diverse faculty and staff of exceptional achievement; and recruiting and graduating talented students from traditionally underrepresented groups are institutional priorities.

Institutional Identity

The University of Maryland, College Park is a public research university, the flagship campus of the University System of Maryland (USM), and the original 1862 land-grant institution in the State. As a Carnegie Doctoral/Research University (classified as Very High Research Activity), the University ranks among the very best public research universities in the United States. To continue to realize its aspirations and fulfill its mandates, the University advances knowledge, provides outstanding and innovative instruction, and nourishes a climate of intellectual growth in a broad range of academic disciplines and interdisciplinary fields. It also creates and applies knowledge for the benefit of the economy and the culture of the State, the region, the nation, and beyond. The University strives for excellence in all of its activities, including academics, the performing arts, and intercollegiate athletics.

As the USM flagship and a land-grant institution, the University shares its research, educational, cultural, and technological strengths with other institutions and their constituencies in the USM and throughout the State. The University's information technology infrastructure serves many audiences, and all state institutions have access to the University's libraries. In conjunction with the University of Maryland Eastern Shore, the University serves the State's agricultural, natural resource and youth/family needs through the University of Maryland Extension and the Maryland Agricultural Experiment Station. The University provides professional training for both degree and non-degree seeking students, consistent with its research mission and core competencies. Aided by technology, the University provides selected quality academic programs to audiences worldwide, sharing its knowledge and extending educational opportunities. The University also provides administrative support to other USM institutions in the areas of accounting, communications, engineering and architectural services, environmental safety, personnel management, and purchasing.

The University offers a wide range of bachelor's, master's, and doctoral degrees, providing a challenging and rewarding education to all students. Masters and doctoral programs and postdoctoral mentoring deliver training at the highest levels, engaging outstanding students and new investigators in scholarship and research conducted alongside faculty mentors who are leaders in their fields. Degree programs are offered in agriculture and natural resources; architecture, planning and preservation; the behavioral and social sciences; business and management; computer, mathematical and natural sciences; the creative and performing arts; education; engineering; the humanities; journalism; information studies; public policy; and public health. The University's faculty consistently achieve national and international renown for their research and scholarship, are innovative and creative teachers, and serve society by sharing their expertise within the State and beyond. The highly-qualified academic, professional, and non-exempt members of the staff provide both support and leadership for the University's educational, research, and service activities. The University embraces the principles of shared governance through its University Senate and a diverse collection of councils and committees that enable all constituencies to participate in deliberation and policy setting, a process promoting shared commitment to University goals.

The University counts the diversity of its faculty, staff and students as among its greatest strengths and a major component of its excellence. It is committed to diversity and inclusiveness

in both educational and work environments. Providing equal educational opportunity; hiring and retaining a diverse faculty and staff of exceptional achievement; and recruiting and graduating talented students from traditionally underrepresented groups are institutional priorities.

Institutional Capabilities

The University of Maryland has a clear vision of its role as a nationally distinguished public research university, and is committed to integrating its research and scholarship into teaching and service at all levels. Its service activities address challenges and policy issues of importance to the State and the nation. To achieve the goals underlying this vision, the University expects to perform and be funded at the level of the public research institutions that have historically been among the very best. Five such AAU members serve as the University's peers: the University of California, Berkeley, the University of California, Los Angeles, the University of Illinois at Urbana-Champaign, the University of Michigan, and the University of North Carolina at Chapel Hill. With a large number of nationally ranked graduate programs, a distinguished faculty, and research leading to the discovery and application of knowledge, the University provides graduate education at the forefront of research and scholarship to highly qualified students. Its growing professional master's degree programs provide well-trained leaders to meet the State's work force needs.

The University provides enriching and challenging undergraduate educational experiences. Its new general education program encourages students to study large societal problems from defined disciplinary and interdisciplinary perspectives, and ensures training in written and oral communication, basic mathematics, and cultural competency. Opportunities for student-centered learning include nationally renowned living-learning communities such as College Park Scholars and the Honors College; innovative, intensive programs such as Gemstone and Civicus; and internships, research experiences, and service learning. College of Education programs contribute to critical work force goals identified in the 2009 Maryland State Plan for Postsecondary Education. Enrollments and number of degrees granted at all levels in the University's science, technology, engineering and mathematics programs (STEM) are growing, supported by increased student interest, active recruiting, and outstanding teaching. The University is expanding its training of STEM teachers, aided by new approaches to teacher certification. Programs in public and community health in the recently accredited Maryland School of Public Health are expanding rapidly, meeting a critical need in the State's labor force.

The University of Maryland serves as a hub of knowledge from which flow cultural, intellectual, and economic benefits to the State and region. It shares its research, educational, and technological strengths with businesses, government, and other educational institutions. Because of the depth of knowledge possessed by faculty across many disciplines, the University of Maryland is uniquely positioned to forge relationships with major federal and State agencies, national laboratories, corporations, non-profit organizations, other educational institutions, and local school districts. Recent partnership agreements with Lockheed-Martin, NASA's Goddard Space Flight Center, the National Cancer Institute, and the Smithsonian Institution support research and training for graduate and undergraduate students. The Institute for Bioscience and Biotechnology Research provides a unique opportunity for further collaboration between the University, the University of Maryland, Baltimore, and the National Institute of Standards and

Technology, supporting development of biotechnology in the State. The Maryland Technology Enterprise Institute supports business in its Maryland Industrial Partnership Program and provides educational programs and other assistance to support technology entrepreneurs.

The University of Maryland is strong across many disciplines. It is at the forefront of advancing knowledge in areas that increasingly depend on multi-disciplinary approaches, including energy, the environment, health, climate change, food safety, security, and information sciences. Faculty are leaders in the preservation and interpretation of history and culture, and innovators in the creative and performing arts. The University is expanding its engagement in the global community, building partnerships with leading international institutions and expanding study abroad opportunities to help prepare its students to live and be leaders in the new global economy. The University is at the forefront of research on teaching and learning that contributes to educational reform in the State and the nation. It provides future teachers and administrators with up-to-date knowledge of the best pedagogical practices in an extremely diverse educational system, and offers innovative pathways to teacher certification.

Institutional Objectives and Outcomes

In accordance with the 2009 Maryland State Plan for Postsecondary Education, the USM Strategic Plan, and the University of Maryland, College Park Strategic Plan, the University will pursue the following objectives.

I. Undergraduate Education

The University will continue to elevate the quality and accessibility of undergraduate education, with programs that are comprehensive and challenging, and serve students well as a foundation for the workplace, advanced study, and a productive, fulfilling life. The University will also continue efforts to attract larger numbers of academically talented students, enroll more students from traditionally underrepresented groups, and become the school of choice for more of the highest achieving students graduating from Maryland high schools.

Objectives:

1. Continue to develop and implement a new, forward-looking general education curriculum that enhances the fundamental skills of written and oral communication and analytical thinking, and prepares students effectively for the complexities of life in an increasingly global environment. This new curriculum will provide students with opportunities to develop cultural competence, to recognize human differences, and to appreciate their value in plural societies.
2. Continue to improve our undergraduate programs through implementation of campus, program, and course-level learning outcomes assessments.
3. Continue to enhance opportunities for learning outside the classroom through research projects, internships, and service learning opportunities.
4. Provide undergraduates in the arts and sciences, but particularly within the STEM disciplines, with flexible opportunities to acquire teacher certification, either as part

- of their B.A. or B.S. degrees, or as part of a fast-track master's certification in education.
5. Continue to increase the enrollments in our undergraduate programs at the Universities at Shady Grove through partnerships with community colleges.
 6. Enhance opportunities for global engagement by increasing the enrollment of international undergraduate students, and increasing opportunities for students to participate in outstanding and enriching international programs.
 7. Increase the number of the highest achieving Maryland high school graduates the University enrolls, and increase the percentage of undergraduate students from traditionally underrepresented groups.
 8. Increase the retention and graduation rates of all undergraduate students.
 9. Increase the use of technology in instruction through the development of courses and programs delivered in hybrid, asynchronous, and online learning formats.
 10. Increase the amount and flexibility of financial aid available to students, with the goals of increasing accessibility and reducing the debt burden of our graduates.

II. Graduate Education and Research

The University of Maryland will continue to provide the highest quality graduate and professional education at all levels. The University strives to be recognized as a world center for the creation and dissemination of knowledge across all disciplines, addressing major societal issues and expanding the frontiers of knowledge that will place us among the very finest research universities in the nation and the world. We will enroll and educate students who excel in academic achievement and exhibit the promise of outstanding creativity and innovation, and whose diversity will contribute to the vigor, scope, and intellectual excitement of our programs.

Objectives:

1. Increase the number and proportion of our faculty who are regarded by their national and international peers as among the best in their disciplines.
2. Enhance the eminence of all of our research and graduate programs, increasing the number of programs recognized at the highest levels of excellence.
3. Continue to expand the number of Ph.D. programs known for their commitment to excellence and for their comprehensive approach to graduate study, an approach that includes the recruitment, mentoring, career preparation, and placement of outstanding and diverse graduate students.
4. Expand excellent professional graduate programs that are nationally recognized for their contributions to the practice of the professions, for their pioneering curricula, and for their spirit of innovation and creativity.
5. Provide excellent mentoring and training programs for post-doctoral researchers.

6. Expand interdisciplinary research and educational programs that address major intellectual and policy issues of critical importance to the State, the nation, and the world.
7. Continue to develop and facilitate access to scholarly information in all formats to support cutting-edge research, scholarship, teaching, and learning.

III. Diversity and Inclusion

The University commits itself to the principle that living and working in a community that celebrates diversity contributes to the vitality and quality of the educational experience, and prepares students to excel in an increasingly diverse workplace and global community.

Objectives:

1. Continue to create an ethnically, culturally, and racially diverse community by achieving an enrollment that includes at least 35% of undergraduate students from underrepresented groups through increased recruitment and retention.
2. Develop and implement recruitment and retention strategies to increase the diversity of our faculty and staff.
3. Continue to develop and implement initiatives to build a greater sense of community among faculty, staff, students, and alumni.
4. Continue to improve facilities and opportunities for students, faculty, and staff with disabilities by enhancing both academic support and access to campus buildings, classrooms, and equipment.

IV. University Outreach, Partnerships, and Engagement

The University will engage fully in outreach and collaborative partnerships, extending its scholarly reach beyond the campus, promoting economic development, and improving quality of life in the College Park community and in the State. The University will expand the international reach of its programs, creating collaborations world-wide that enhance learning opportunities for students and expand the visibility of the University as a globally engaged institution. Expanding relationships with the University family of alumni and friends will create opportunities for students, benefits to alumni from access to campus expertise, and increased giving in support of the University's mission.

Objectives:

1. Extend the scholarly reach of our campus by forming strong collaborations and partnerships with USM institutions, other research universities, corporations, non-profit and community-based organizations, and State, federal, and international agencies.

2. Increase partnerships with the private sector to promote economic development, including Maryland Technology Enterprise Institute initiatives that foster entrepreneurship and support new companies.
3. Expand technology transfer and research commercialization activities.
4. Continue to extend our learning community beyond the campus boundaries through the development of programs that fill demonstrated needs for the State and are consistent with the objectives of our academic programs.
5. Continue to help develop the College Park community near the campus into an attractive location for the academic community and for local residents and businesses.
6. Increase the scope, impact, and success of the University's international programs, partnerships, and collaborations.
7. Expand the University's family of alumni and friends by developing more opportunities to attract them to the campus and by communicating our pride in the University's accomplishments.
8. Continue to increase the engagement of alumni and friends in support of students through internships and other opportunities for interaction on and off the campus.

V. Improving University Infrastructure and Resources

The University will ensure an administrative, operational, and physical infrastructure that fully supports a first-class university, committing to the highest standards for efficient and effective use of resources. This includes: supporting an information technology infrastructure that provides the tools for faculty and staff to excel in their research and scholarship and to utilize innovative approaches to teaching and learning; developing the University's physical facilities to meet the needs of a leading research university; and ensuring that campus administrative operations provide first-class support of the academic mission.

Objectives:

1. Continue to develop and maintain an infrastructure that provides the level of performance necessary for our faculty and staff to excel in their research and scholarship.
2. Continue to upgrade and modernize classrooms to facilitate innovative and cutting-edge approaches to teaching and learning.
3. Further develop the University's physical facilities so that they fully meet the needs of a leading research university.
4. Increase campus efficiency in the use of energy and other resources, and promote research and educational activities that contribute to long term economic and environmental sustainability for the campus.

5. Ensure that the administrative operations of all campus units, including academic units, provide responsive, customer-oriented service to all of the University's constituencies.
6. Continue to build a human resources infrastructure that supports effective recruiting and retention of an outstanding staff and provides first-class support of the University's academic mission.
7. Continue to reallocate resources each year to support strategic initiatives that advance progress toward the University's overall goals for excellence.