

Dear Linda,

Enclosed is the draft Mission and Goals Statement for the University of Maryland.

This draft was prepared by a working group of four of us: two of our colleagues recommended by the Senate include Professor Kenneth Holum (a former President of the Senate) and Aaron Tobiason (recently completing a term on the SEC where he made many valuable contributions); Professor Elizabeth Beise, Associate Provost for Academic Planning and Programs) and me. Our group has worked collaboratively on every detail of this draft statement. It has been a very productive collaboration and I believe very rewarding for all of us.

The University was asked by the University of Maryland System to revise its current mission statement to be consistent with the 2009 Maryland State Plan for Postsecondary Education, the strategic plan for the University System of Maryland, and priorities established by the General Assembly. Universities in the State last participated in this planning process in 2005.

Each institution was given very specific guidelines describing the content and format for its mission statement. The guidelines are attached. We were invited to describe the unique dimensions of our institution and our capabilities. We made reference to the vision and broad goals in our Strategic Plan in describing our capabilities and goals. A very important part of the mission statement was to describe how we will contribute to the State Plan, including both short-term and long-term objectives. We devoted considerable attention to how our capabilities and our proposed goals and areas of focus related to the State Plan. We have unique capabilities that provide the opportunity to contribute along many dimensions. Many of our stated goals in the statement relate directly to objectives in the State Plan.

The timetable set by the University of Maryland System requires that universities submit their statements to the Chancellor not later than November 12, 2010.

Following his review, all institutional presidents will present their mission statement to the Board of Regents at a special meeting on December 13, 2010.

Mission statements will be subsequently reviewed by the Board of Regents Committee on Educational Policy and by the Maryland Higher Education Commission, with final consideration by the Board of Regents for final adoption on April 15, 2011.

We are pleased to forward this draft statement to the Senate Executive Committee for its consideration.

Sincerely,

Mahlon R. Straszheim
Associate Provost for Academic Affairs

Draft Mission and Goals Statement University of Maryland, College Park

Summary Mission Statement

The University of Maryland, College Park 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 of Maryland is committed to achieving excellence as the State's primary center of research and graduate education and the institution of choice for undergraduate students of exceptional ability and promise.

The University creates and applies knowledge for the benefit of the economy and culture of the State, the region, the nation, and beyond. As the flagship of the University System of Maryland, the University shares its research, educational, cultural, and technological strengths with other institutions as well as with Maryland's citizenry. The University advances knowledge, providing outstanding and innovative instruction and nourishing a climate of intellectual growth in a broad range of academic disciplines and interdisciplinary fields.

The University counts among its greatest strengths -- and a major component of its excellence -- the diversity of its faculty, students, and staff. It is committed to diversity and inclusiveness in the educational and work environments, where diversity is celebrated in all of the University's programs and activities. It is committed to equal educational opportunity, actively seeking to hire and retain a diverse faculty and staff of exceptional achievement and to recruit and graduate qualified students from traditionally underrepresented groups.

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 -- Extensive institution, 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 culture of the State, the region, the nation, and beyond. The University strives for excellence in all its activities, including academics, the performing arts, and intercollegiate athletics.

As the flagship of the University System of Maryland, 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 needs through the Maryland Cooperative Extension and the Agricultural Experiment Station. The University provides professional training for both degree and non-degree students, consistent with its research mission and core competencies. Aided by technology, the University provides selected quality academic programs to audiences worldwide to share its knowledge and extend 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. Ph.D. programs deliver training at the highest levels, engaging outstanding students in scholarship and research conducted alongside faculty mentors who are leaders in their fields. Degree programs are offered in agriculture and natural resources; architecture; 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 affairs; 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 among its greatest strengths -- and a major component of its excellence -- the diversity of its faculty, students, and staff. It is committed to diversity and inclusiveness in the educational and work environments, where diversity is celebrated in all of the University's programs and activities. It is committed to equal educational

opportunity, actively seeking to hire and retain a diverse faculty and staff of exceptional achievement and to recruit and graduate qualified from traditionally underrepresented groups.

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 activities into teaching and scholarship at all levels. Public service extends this focus to addressing challenges and policy issues in the State and beyond. 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-Ann Arbor, and the University of North Carolina-Chapel Hill. With a large number of nationally ranked graduate programs, a distinguished faculty, and research leading to the discovery 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. The University's 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; intensive and innovative programs such as Gemstone and Civicus; and internships, research experiences, and community service. Education programs contribute to critical work force goals identified in the 2009 Maryland State Plan for Postsecondary Education. Enrollment and 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 corporations, non-profit organizations, other educational institutions, local school districts, and major federal agencies, laboratories, and departments. 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 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 institutions and expanding study abroad opportunities to help prepare its student 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, provides future administrators and teachers with up-to-date knowledge of the best pedagogical methods in an extremely diverse educational system, and is providing 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 that will serve students well as a foundation for the workplace or advanced study, and for a productive and 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, one that enhances the fundamental skills of written and oral communication and analytical thinking, and that 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 intersection 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, service learning opportunities, and internships.
4. Provide undergraduates in the arts and sciences, but particularly within 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 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. Maintain excellent professional graduate programs that are nationally recognized for their contributions to the practice of the professions, for their forward-looking curricula, and for their spirit of innovation and creativity.
5. Expand interdisciplinary research and educational programs that address major intellectual and policy issues of critical importance.
6. 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 recruitment and retention strategies to increase the diversity of our faculty and staff.
3. Continue to develop 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 and promoting economic development and the 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 friends and alumni 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 other research universities, corporations, non-profit and community-based organizations, and State, federal, and international agencies.
2. 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.
3. 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.
4. Increase the scope, impact, and success of the University's international programs, partnerships, and collaborations.
5. Expand the University's family of friends and alumni by developing more opportunities to attract them to the campus and by communicating effectively our pride in the University's accomplishments.
6. Continue to increase the engagement of alumni and friends in support of students, through internships and other interactions 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 so as 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, and that continues to facilitate innovative and cutting-edge approaches to teaching and learning.
2. Further develop the University's physical facilities so that they fully meet the needs of a leading research university.
3. Increase campus efficiency in use of energy and other resources, and promote research and educational activities that contribute to long term economic and environmental sustainability for the campus.
4. Ensure that the administrative operations of all campus units, including academic units, provide responsive, customer-oriented service to all of the University's constituencies.
5. 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.
6. Continue to reallocate resources each year to support strategic initiatives that advance progress toward the University's overall goals for excellence.