

**Mission and Goals Statement**  
**University of Maryland, College Park**  
April 29, 2014

**Summary of Mission Statement**

The mission of the University of Maryland, College Park is to provide excellent 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 being a preeminent national center for research and for graduate education, and 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 62 members of the Association of American Universities, comprising the leading research universities in the United States and Canada. The University creates and applies knowledge, nourishing a climate of intellectual growth and providing outstanding instruction and 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. The University offers faculty and students a vibrant ecosystem that nurtures and encourages innovation and entrepreneurship in a variety of ways. As a public flagship campus, the university is committed to providing high quality educational opportunities that are affordable by all students regardless of family income.

The excellence of the University's faculty, staff, and students is vital to these activities. The University counts the diversity of its community as among its greatest strengths and integral to its mission of excellence, and 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, recruiting and graduating talented students from traditionally underrepresented groups, and providing a supportive climate for their health, well-being, and professional growth 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 nourishes a climate of intellectual growth, advances knowledge and provides outstanding and innovative instruction 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 challenging and rewarding education and training 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 with faculty mentors who are leaders in their fields. The University recognizes the importance of educating all undergraduate and graduate students to engage, interact, and work effectively in a diverse world. 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, through embracing a climate of academic freedom. 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, its graduate and undergraduate student government associations, 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. The University will also look to other Big Ten public flagship institutions for benchmarks on academic performance and funding. With a large number of nationally ranked doctoral programs and a distinguished faculty, 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 general education program encourages students to study large societal problems from disciplinary and interdisciplinary perspectives, to develop their skills in communicating across diverse cultures, and ensures training in written and oral communication and fundamental mathematics. Opportunities for student-centered learning include nationally recognized living-learning communities, intensive experiential programs, and internships, research experiences, and service learning opportunities. University programs contribute to the State's critical work force needs in education, STEM disciplines, and health-related fields. 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.

With a \$3.4 billion annual impact on the State, the University of Maryland is an important partner, providing technology-based solutions for Maryland citizens, creating new companies from UM technologies, and helping the Maryland Small Business sector grow. The 128-acre University of Maryland Research Park gives the university the ability to attract new research activities and businesses to the state, and international businesses to Maryland through the International Incubator. The University's strong liberal arts and humanities programs provide opportunities to work with area resources, including the Library of Congress, National Archives and the Smithsonian Institution. Because of the depth of knowledge possessed by faculty across many disciplines, the University of Maryland has forged strong relationships with major federal and State agencies, national laboratories, corporations, non-profit organizations, other educational institutions, and local school districts. Partnership agreements with many federal

agencies and local industries support research and training for graduate and undergraduate students. The Institute for Bioscience and Biotechnology Research provides a unique opportunity for enhanced collaboration between the University, the University of Maryland, Baltimore, and NIST, supporting development of biotechnology in the State. Through the MPowering the State initiative and UM Ventures, the University of Maryland, College Park and the University of Maryland, Baltimore are creating new resources in technology transfer, public health, and agricultural services throughout the State.

The University of Maryland is strong across disciplines. It is at the forefront of advanced 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 a diverse educational system, and offers innovative pathways to teacher certification.

### **Institutional Objectives and Outcomes**

In accordance with the 2013 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 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, to enroll, retain, and graduate more students from traditionally underrepresented groups, and to become the school of choice for more of the highest achieving students graduating from Maryland high schools.

Objectives:

1. Increase the retention and graduation rates of all undergraduate students and continue to reduce the time to graduation. Continue to reduce the achievement gap for African American/Black, Hispanic, and low-income students.
2. Increase the amount and flexibility of financial aid available to students, with the goals of increasing accessibility, reducing the debt burden of our graduates, and reducing the number of students who leave the university prior to graduation due to financial reasons.

3. Increase the number of STEM graduates by creating new programs, increasing instructional capacity in existing STEM programs, improving success rates in early courses, and providing early exposure to research and scholarship.
4. Continue to implement a 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. The General Education curriculum provides students with opportunities to develop cultural competence, to recognize human differences, and to appreciate their value in plural societies.
5. Improve student learning and success through innovative teaching methods, including the expanded use of technology, alternate delivery formats, and options for collaborative and active learning. This also includes enhanced opportunities for learning outside the classroom through research projects, internships, and service learning.
6. Expand opportunities for students to develop skills and habits of mind to tackle the world's toughest challenges by infusing the undergraduate curriculum with elements of focus on innovation and entrepreneurship.
7. Enhance opportunities for global engagement by increasing the enrollment of international undergraduate students, increasing opportunities for students to participate in outstanding and enriching international programs, and creating deep and sustained partnerships with key international peer institutions.
8. Increase the number of students choosing to become STEM teachers by expanding recruitment efforts and scholarships; increasing collaboration between the College of Education and STEM colleges in curriculum development; and providing flexible opportunities to acquire teacher certification.
9. Continue to improve pathways for transfer students in our undergraduate programs on the College Park campus and at the Universities at Shady Grove.

## **II. Graduate Education**

The University of Maryland will continue to provide the highest quality graduate and professional education at all levels. 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. Continue to develop 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 graduate students.
2. Expand the diversity of the graduate student body through collaborations with USM partner institutions that focus on recruitment, academic success, professional development, and the creation of a supportive work environment for all students.

3. Expand opportunities for graduate students to study and/or conduct research in international venues and increase international collaborations between UMD programs and top research universities around the world.
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.

### **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, both through enrollment of a diverse student body and through increased recruitment and retention.
2. Develop and implement recruitment and retention strategies to increase the diversity of our faculty and staff. Increase the percentage of tenure-track faculty from traditionally underrepresented groups who are hired and who are promoted, tenured, and retained. Increase the percentage of tenure-track women faculty in STEM fields who are hired and who are promoted, tenured, and retained.
3. Continue to strengthen the academic curricula to better include diverse content and perspectives and to enhance the use of a variety of pedagogical approaches for diverse learners.
4. Continue to develop and implement initiatives to build a greater sense of community among faculty, staff, students, and alumni.
5. 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. Research and Innovation**

The University strives to be recognized as a world center for the creation and dissemination of knowledge across all disciplines, and for its application for the good of humanity, by addressing major societal issues and expanding the frontiers of knowledge that will allow us to take our place among the very finest research universities in the nation and the world.

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. Expand interdisciplinary research and educational programs that address major intellectual and policy issues of critical importance to the State, the nation, and the world.
2. 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.
3. Continue to develop and facilitate access to scholarly information in all formats to support cutting-edge research, scholarship, teaching, and learning.
4. Strengthen technology transfer and research commercialization activities by streamlining processes that will enhance collaboration with industries, by nurturing new entrepreneurial and enterprise development endeavors, and strengthening the University's licensing and patenting infrastructure. These efforts are leveraged by the new UM Ventures and the Maryland Innovation initiatives, in collaboration with the University of Maryland, Baltimore.

## **V. 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 and research 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. 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.
2. Continue efforts to create a vibrant Route1 corridor in collaboration with the College Park community, by building market rate graduate and faculty housing integrated with retail, office, and hospitality-centered establishments.
3. Continue to work with the College Park residents to prioritize public safety and opportunities for excellent K-12 education in the community.
4. Continue to develop M Square Research Park, increasing collaborative research and professional employment to enhance the State's economic competitiveness.
5. Increase the scope, impact, and success of the University's international programs, partnerships, and collaborations.

6. 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.
7. 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.

## **VI. 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, students, and staff to excel in all facets of their work. This includes resources for mental and physical health, and policies and procedures that support work-life balance.
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, including a process of continuous review of the allocation of space resources that reflects the best use of our facilities in support of the University's research and academic mission.
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.