

## Standard I: Mission and Goals

*The institution's mission defines its purpose within the context of higher education, the students it serves, and what it intends to accomplish. The institution's stated goals are clearly linked to its mission and specify how the institution fulfills its mission.*

This standard addresses the institution's mission, the mechanism by which it is approved and made public, and the degree to which its goals are consistent with its mission as well as its organization and structure as an institution of higher education. The elements look for evidence that there is a publicly available and clearly defined mission that is realistic and appropriate to higher education, that it is focused on outcomes, and that it is periodically reviewed.

**The documents referenced throughout this standard are used to demonstrate compliance with item 7 of the Requirements of Affiliation, related to its mission and goals.**

*Criterion 1: Clearly defined mission and goals that:*

- a. are developed through appropriate collaborative participation by all who facilitate or are otherwise responsible for institutional development and improvement;*
- b. address external as well as internal contexts and constituencies;*
- c. are approved and supported by the governing body;*
- d. guide faculty, administration, staff, and governing structures in making decisions related to planning, resource allocation, program and curricular development, and the definition of institutional and educational outcomes;*
- e. include support of scholarly inquiry and creative activity, at levels and of the type appropriate to the institution;*
- f. are publicized and widely known by the institution's internal stakeholders;*
- g. are periodically evaluated;*

The university's formal mission statement follows guidelines established by the Maryland Higher Education Commission (MHEC) under [section 11.302 of the Annotated Code of Maryland](#). After review and approval by the University System of Maryland Board of Regents, it is submitted to MHEC for final approval. [As noted by MHEC](#), "Mission statements guide decisions concerning new academic program development and budgets. Mission statements build on each institution's unique strengths and help avoid unnecessary program duplication."

Specific institutional objectives are articulated in alignment with the 2013-2017 [Maryland State Plan for Postsecondary Education](#) and the [University System of Maryland 2010-2020 Strategic Plan](#). They include goals and objectives for undergraduate education, graduate education, research and innovation, diversity, outreach and community partnerships, and infrastructure [1.d, 1.e, 2]. Revisions incorporated in the 2015 document include a stronger focus on diversity goals, as well as on access and affordability, both of which reflect the changing demographics in Maryland. Additional goals include infusion of the curriculum with opportunities for innovation and entrepreneurship, and an added focus on the university as an economic driver for the state through its strong research and innovation agenda.

Criterion 2: Institutional goals are realistic, appropriate to higher education, and consistent with mission

The University's vision, goals, and objectives are also expressed in its [2008 Strategic Plan](#) and in its [most recent update](#). The 2008 Plan, endorsed by the University Senate and adopted by then President C. D. Mote in May 2008, highlighted four key areas: undergraduate education; graduate education; research, scholarship, and the creative and performing arts; and partnerships, outreach, and engagement. A detailed implementation strategy was developed and [progress was tracked](#) for the first three years following its adoption. Subsequently, each college and major unit within the division of Academic Affairs created its own plan, building on the campus-wide document. Additional plans focusing on the key goals of the 2008 document followed. Representative examples include the [Strategic Plan for Diversity](#), a new plan for [General Education](#), and the [Division of IT Strategic Plan](#). More recent materials include the [Report of the President's Commission on UMD and Big Ten/CIC Integration](#), and the [MPowering the State](#) initiative that fuels our strategic partnership with the University of Maryland, Baltimore.

Criterion 3: Institutional goals focus on student learning and related outcomes and on institutional improvement; are supported by administrative, educational, and student support programs and services; and are consistent with institutional mission.

Many of the goals outlined in the 2008 Plan have been achieved, and most of the action principles identified then still apply. A notable accomplishment from the 2008 Plan is the redesign of the university's General Education curriculum, for which implementation began in Fall 2012. The new requirements are built upon a foundation of faculty-driven learning outcomes and assessments and have sufficient flexibility to allow for new innovations, such as the introduction of "design thinking" methodologies and opportunities for experiential learning and international experiences. Goals for and assessment of student learning, both within the General Education requirements and through the academic major programs, are covered in more detail within Standards III and V. Goals for student support programs are discussed in Standard IV.

In support of the university's public mission as both the flagship and as a land grant university, the UMD College of Agriculture and the University of Maryland Eastern Shore (UMES) have a cooperative relationship in [University of Maryland Extension](#) (UME). UME is a statewide, non-degree education system with approximately 200 tenured, tenure-track, and professional track faculty located in each of the state's 23 counties as well as on the two home campuses and several research and education centers. Maryland is the only state that formally combines the 1862 (UMD) and 1890 (UMES) institutions in such an agreement. This has served to enhance both the partnership between the two while better serving the constituents targeted by state law. Following on UMD's 2008 strategic plan, UME created its [2014-2019 strategic plan](#) with goals, strategies, an action plan, and a process for evaluating its effectiveness. More recently, as part of its mandated triennial report to the USM Board of Regents, seven major programmatic initiatives have been identified to support many of the state's critical needs. These include: global food security and hunger; food safety; environment and climate; sustainable energy; combating childhood obesity; family and consumer sciences; and 4-H youth development.

In 2007, the [University of Maryland School of Public Health](#) was established, also contributing to the University's land grant mission. As the only school of public health at a public institution in the Washington DC metropolitan area, and as the only School of Public Health in the state of Maryland, the School's mission, values, and goals are strongly focused on promoting the health

and well-being of the diverse communities of Maryland, in partnership with other public health entities in the region. The School was accredited by the Council on Education for Public Health in 2010, with reaccreditation confirmed in 2015 for a seven year term.

While this criterion has been met, the university does face continuing challenges that were identified in the 2008 Plan and that continue to be front and center. Most notable are decreasing and unpredictable state funding, deferred maintenance of the physical and IT infrastructure of the campus, and a budget process that has hindered reliable long term planning. Efforts to address these are covered in more detail within Standard VI [**contributes to recommendations #9, #10, and #11**].

*Criterion 4: Periodic assessment of mission and goals to ensure that they are relevant and achievable*

As noted in the introduction, in 2015 President Wallace D. Loh launched an initiative to revise the 2008 Plan, along with a comprehensive review of the university's budget model and a focused effort to identify innovations and efficiencies that will position UMD among the best of the nation's public flagship universities. The [2016 Strategic Plan Update](#) that emerged also identified a number of opportunities and developments that were unforeseen in 2008.

One example is the "[MPowering the State](#)" partnership with the University of Maryland, Baltimore (UMB). The complementary missions of UMB and UMD have allowed for a substantial expansion in opportunities at both locations, spanning fields as diverse as social science; computer and mathematical science, law, public health, and agriculture. There are now 70 joint faculty appointments. Two major cross-university initiatives were launched: the [Center for Health-related Informatics and Bioimaging](#), and the [Institute for Bioscience and Biotechnology Research](#). MPower's joint technology commercialization effort, UM Ventures, has accelerated invention disclosures, license agreements, and startup companies using the universities' intellectual property. New educational partnerships include an undergraduate living-learning program focused on law and an Agriculture Law Initiative education program through University of Maryland Extension. Goals for further collaboration are outlined in the 2016 Update.

In the 2016 state legislative session, a bill was passed ([Senate Bill 1052](#)), entitled the "University of Maryland Strategic Partnership Act of 2016." This bill formalizes the partnership between the University of Maryland Baltimore and the University of Maryland, College Park, put into motion by the earlier MPower initiative. It establishes a single "University of Maryland" with two distinct campuses and two presidents, with a modest increment in base budget mandated for two new research centers, one entitled the Center for Maryland Advanced Ventures at the University of Maryland (CMAVUM), to be located on the UM, Baltimore campus, the other entitled the University of Maryland Center for Economic and Entrepreneurship Development (UMCEED), to be located on the UM, College Park campus. One mandate of the bill is to identify opportunities for collaboration and alignment among academic programs between the two campuses.

Enhanced and strategic investment in the arts and humanities is another area of focus in the 2016 Update, again through an opportunity unforeseen in 2008. In 2015, UMD entered into a partnership with [The Phillips Collection](#), America's first museum of modern art and home to one of the most distinguished collections of impressionist, modern and contemporary art in the world. Benefits include opportunities to collaborate on programming at the museum, to display

parts of the Phillips Collection at UMD, to host lectures and symposia at UMD by Phillips' visiting scholars and artists, and internships for students.

A third example is the university's entrance into the Big Ten Conference and the parallel academic organization, the Big Ten Academic Alliance (BTAA). The Big Ten leads all other athletic conferences in the number of alumni (5.7 million) and students (nearly 580,000). The Big Ten Network (BTN) reaches more than 60 million homes across the United States and Canada. In addition to athletic events, the network airs segments about its members' students, faculty, staff, and alumni who are making an impact with their research, education and community service. This provides an opportunity to highlight UMD as an academic institution.

Faculty, staff, and administrators have participated extensively in BTAA-sponsored programs on professional and leadership development, and student government leaders meet regularly with their BTAA counterparts. A BTAA large-scale purchase program provides significant discounts on some items (e.g., library materials). UMD students are participating in BTAA study abroad and summer research and language programs with member schools. About 1,150 students from other BTAA institutions applied for summer study/research in 2015 at UMD. A significant outcome from our entrance into the BTAA is the establishment of this group as a new set of peers by which the university benchmarks its performance in student retention, graduation, and access to financial aid, in faculty research productivity and scholarship, and in the strength of our graduate programs, all of which relate directly to goals set forth in the university's mission statement.

As mandated by MHEC, the university's formal mission statement is assessed and re-evaluated at approximately four-year intervals, with participation by relevant divisions of the university, by the University Senate, and review and approval by the USM Board of Regents. The [full text of the most recent version](#) was approved by MHEC in December 2015.

**Conclusions:**

The university meets this standard. Its mission is clearly defined and developed through collaborative participation, it addresses external as well as internal constituencies, and it guides faculty, staff, and administration in decision making. The university's mission supports scholarly inquiry and creative activity at the level of a major research institution, and the goals focused on student learning are supported by appropriate programs and services. The university's mission and goals are periodically evaluated to determine whether they continue to be relevant and achievable.

## Documents and Appendices for Standard I: Mission and Goals

### Appendix I.1 – Document List

- a) Annotated Code of Maryland Section 11.302 (Mission Statements) [Section 11.302 of the Annotated Code of Maryland](#)
- b) Maryland Ready: 2013-2017 Maryland State Plan for Postsecondary Education [http://mhec.maryland.gov/Documents/MHECStatePlan\\_2014.pdf](http://mhec.maryland.gov/Documents/MHECStatePlan_2014.pdf)
- c) University System of Maryland Strategic Plan <http://www.usmd.edu/10yrplan/USM2020.pdf>
- d) Transforming Maryland: Higher Expectations. The Strategic Plan for the University of Maryland 2008 <http://www.provost.umd.edu/SP07/StrategicPlanFinal.pdf>
- e) Equal to the Best: 2016 Strategic Plan Update of the University of Maryland [http://www.provost.umd.edu/sp15/public/15-16-26\\_PresidentialApproval.pdf](http://www.provost.umd.edu/sp15/public/15-16-26_PresidentialApproval.pdf)
- f) 2009-2011 Strategic Plan Implementation documentation: see <http://www.provost.umd.edu/implement.cfm>
- g) Transforming Maryland: Expectations for Excellence in Diversity and Inclusion [http://www.provost.umd.edu/Documents/Strategic\\_Plan\\_for\\_Diversity.pdf](http://www.provost.umd.edu/Documents/Strategic_Plan_for_Diversity.pdf)
- h) Transforming General Education at the University of Maryland <http://www.provost.umd.edu/GenEdReport/GenEdPublic-Dec2010.pdf>
- i) Promoting Innovation: The University of Maryland IT Strategic Plan Website <http://it.umd.edu/ITStrategy/index.html>
- j) Report of the President's Commission on UMD and Big Ten/CIC Integration [http://president.umd.edu/sites/president.umd.edu/files/documents/Commission\\_on\\_UMD\\_Big\\_Ten\\_CIC\\_Integration\\_Final\\_report.pdf](http://president.umd.edu/sites/president.umd.edu/files/documents/Commission_on_UMD_Big_Ten_CIC_Integration_Final_report.pdf)
- k) University of Maryland Extension Strategic Plan 2014-2019 [extension.umd.edu/sites/default/files/docs/programs/IMPACT/UNIVERSITY\\_OF\\_MARYLAND\\_EXTENSION\\_STRATEGIC\\_PLAN\\_2014-2019.pdf](http://extension.umd.edu/sites/default/files/docs/programs/IMPACT/UNIVERSITY_OF_MARYLAND_EXTENSION_STRATEGIC_PLAN_2014-2019.pdf)
- l) Senate Bill 1052: University of Maryland Strategic Partnership Act of 2016 [Senate Bill 1052](#)
- m) University of Maryland Mission and Goals Statement [www.provost.umd.edu/Documents/UMCP-Mission-Statement-Final-2015.pdf](http://www.provost.umd.edu/Documents/UMCP-Mission-Statement-Final-2015.pdf)

**Appendix I.2 – Relevant Campus Websites**

- a) University of Maryland Mpowering the State Website <http://mpower.maryland.edu/>
- b) University of Maryland Extension <http://extension.umd.edu/>
- c) University of Maryland School of Public Health <http://sph.umd.edu/content/about-us>

**Appendix I.3 – Other References**

- a) Maryland Higher Education Commission (MHEC) Commission Responsibilities <http://mhec.maryland.gov/About/Pages/commission.aspx>
- b) Center for Health-related Informatics and Bioimaging <https://chib.umd.edu/>
- c) Institute for Bioscience and Biotechnology Research <https://www.ibbr.umd.edu/>
- d) The Phillips Collection <http://www.phillipscollection.org/>