Documents and Appendices

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
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_Presidential Approval.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
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 https://it.umd.edu/sites/divisionofit.umd.edu/files/StratPlan_final0213.pdf
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
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
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

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/

Documents and Appendices for Standard II: Ethics and Integrity

Appendix II.1 – Document List

a) Freedom of Expression: Policy and the Law Pamphlet
www.president.umd.edu/policies/docs/foe.pdf
b) UMD Policy on the Acceptable Use of Information Technology Resources
http://it.umd.edu/aup
c) UMD Policy on Intellectual Property
http://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/IV-320A.pdf
d) UMD Code of Academic Integrity
http://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/III-100A.pdf
e) UMD Code of Student Conduct
http://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/V-100B.pdf
f) UMD Policy on Diversity in Educational Programs
http://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/III-900A.pdf
g) UMD Non-Discrimination Policy and Procedures
http://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/VI-1.00B_2.pdf
h) UMD Disability & Accessibility Policy and Procedures
http://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/VI-1.00D_3.pdf
i) UMD Sexual Misconduct Policy & Procedures
http://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/Sexual%20Misconduct%20Policy%20%26%20Procedures%20A-C%2013May2016.pdf
j) Transforming Maryland: Expectations for Excellence in Diversity and Inclusion. The Strategic Plan for Diversity at the University of Maryland
http://www.provost.umd.edu/Documents/Strategic_Plan_for_Diversity.pdf
k) UMD Guidelines for Appointment, Promotion and Tenure (APT)
https://www.faculty.umd.edu/policies/documents/APTManual.pdf
l) UMD Policy on Appointment, Promotion, and Tenure of Faculty
http://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/II-100A.pdf
m) List of recent changes to APT Policy and Procedures
https://faculty.umd.edu/policies/changes.html
n) UMD Policy on the Conduct of Undergraduate Courses and Student Grievance Procedure
http://president.umd.edu/sites/president.umd.edu/files/documents/policies/V-1.00A.pdf
o) UMD Policies and Procedures Governing Faculty Grievances
http://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/II-400a.pdf
p) USM Policy on Grievances for Exempt and Nonexempt Staff Employees
http://www.usmd.edu/regents/bylaws/SectionVII/VII800.html
q) Graduate Catalog: Grievance Procedures for Graduate Assistants
http://apps.gradschool.umd.edu/Catalog/policy.php?assistantship-policies

r) UMD Policy and Procedures for Review of Alleged Arbitrary and Capricious Grading-Undergraduate Students http://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/III-120B.pdf
s) UMD Graduate Policies and Procedures for Review of Alleged Arbitrary and Capricious Grading http://www.president.umd.edu/policies/2014-iii-120a.html
t) UMD Faculty and Staff Workplace Violence Reporting and Risk Assessment Procedures http://president.umd.edu/sites/president.umd.edu/files/documents/policies/VII-1100A.pdf
u) UMD Policy on Conflict of Interest and Conflict of Commitment http://president.umd.edu/sites/president.umd.edu/files/documents/policies/II-310A.pdf
v) UMD Procedures on Conflict of Interest and Conflict of Commitment http://president.umd.edu/sites/president.umd.edu/files/documents/policies/II-310B.pdf
w) Principles of Ethical and Responsible Conduct http://www.responsibleconduct.umd.edu/
x) Procedures and Guidelines for Conducting Searches at the University of Maryland http://www.president.umd.edu/EqCo/docs/Guidelines.pdf
y) Approved Substantive Changes to the University Search and Selection Guidelines http://umd.edu/commissions/EqCo/docs/Substantive_Changes.pdf
z) UMD Policy on Full-time and Part-time Professional Track Instructional Faculty http://www.president.umd.edu/sites/president.umd.edu/files/II-100F.pdf
aa) UMD Policy on Appointment, Promotion, and Permanent Status of Library Faculty http://www.president.umd.edu/sites/president.umd.edu/files/II-100B.pdf
bb) UMD Policy on Periodic Evaluation of Faculty Performance http://www.president.umd.edu/administration/policies/section-ii-faculty/ii-120a
cc) Guidelines for Implementing the Current Post-Tenure Faculty Evaluation Policy https://faculty.umd.edu/policies/documents/PTRGuidelines0414.pdf
dd) UMD Policy on Undergraduate Admissions http://www.president.umd.edu/administration/policies/section-iii-academic-affairs/iii-400
ee) UMD Graduate Admission Policy http://www.president.umd.edu/policies/2014-iii-400c.html
ff) USM Policy on Student Classification for Admission and Tuition Purposes http://president.umd.edu/sites/president.umd.edu/files/documents/policies/VIII-270.pdf
gg) USM Policy on Tuition http://www.usmh.usmd.edu/regents/bylaws/SectionVIII/VIII201.html
hh) USM Policy on Institutional Student Financial Aid for Undergraduate Students http://www.usmh.usmd.edu/regents/bylaws/SectionVIII/VIII241.html
ii) USM Policy on Tuition Fellowships for Graduate Students http://president.umd.edu/sites/president.umd.edu/files/documents/policies/VIII-260.pdf
jj) USM Policy on Waiver of Application Fees http://www.usmh.usmd.edu/regents/bylaws/SectionVIII/VIII280.html
kk) Code of Academic Integrity Changes (University Senate Legislation) http://senate.umd.edu/meetings/materials/2014to2015/110514/SCC_Academic_Integrity_13-14-26.pdf
ll) Expansion of Promoting Responsible Action in Medical Emergencies (University Senate Legislation) senate.umd.edu/meetings/materials/2012to2013/021413/SCC_RAP_Expansion_11-12-22.pdf

mm) Revision of the University of Maryland Undergraduate Student Grievance Procedure (University Senate Legislation) http://senate.umd.edu/meetings/materials/2015to2016/042016/Ed_Affairs_Grievance_Procedure_14-15-22_spring2016.pdf

Appendix II.2: Sample survey questions for a review of academic dean

FACULTY SURVEY QUESTIONS FACULTY AFFAIRS

Likert-Scale Responses -- From Very Good to Very Poor, and No Opinion

LEADERSHIP

1. The Dean's creation and communication of a vision for the College.
2. The Dean's effectiveness in fostering excellence in undergraduate and graduate education.
3. The Dean's effectiveness in fostering high quality teaching in the College.
4. The Dean's effectiveness in fostering mentoring, advising, and other academic support in the College.
5. The Dean's effectiveness in fostering high quality research and scholarship in the College.

CAMPUS CITIZENSHIP

6. The Dean's fostering of an inclusive environment for individuals, regardless of gender, race or ethnicity, sexual orientation, ability, socio-economic status, or discipline.
7. The Dean's promotion of free and open expression of ideas.
8. The Dean's engagement as a campus citizen.
9. The Dean's effectiveness in recruiting and retaining faculty, especially women and underrepresented minorities.

HUMAN RESOURCES MANAGEMENT

10. The Dean's encouragement and support of creativity and innovation by the faculty.
11. The Dean's fairness in treatment of faculty.
12. The Dean's recognition of faculty achievements.
13. The Dean's effectiveness in promoting faculty morale.
14. The Dean's effectiveness in mentoring of faculty.
15. The Dean's inclusion of faculty in developing a vision for the College.

COMMUNICATION

16. The Dean's effectiveness in communicating with faculty.
17. The Dean's engagement in shared governance, such as encouragement of faculty participation in decision---making.
18. The Dean's communication with external private and government constituents.
19. The Dean's relations with external donors.
20. The Dean's interaction with other academic institutions.
21. The Dean's effectiveness in improving the visibility of the College.
22. The Dean's representation of the College to other campus constituencies.

RESPONDING TO WORK DEMANDS

23. The Dean's responsiveness to faculty issues and concerns.
24. The Dean's follow---through on commitments to individuals and groups within the College.
25. The Dean's adaptability to change.
26. The Dean's skill in handling difficult situations.

BUDGETING AND USE OF RESOURCES

27. The Dean's making of budget decisions consistent with the goals of the College.

28. The Dean's effectiveness in negotiating resources for the College.
29. The Dean's effectiveness in fund raising for the College.
30. The Dean's management of financial resources in the College.
31. The Dean's allocation of human and other resources for teaching, advising, and mentoring.
32. The Dean's effectiveness in improving the information technology within the College.
33. The Dean's effectiveness in improving the quality of the facilities and equipment within the College.

FUNCTIONING OF THE O FFICE OF THE DEAN

34. The Dean's oversight of her office and supervision of her staff.
35. The Dean's appointment of effective Assistant and Associate Deans.

SUMMATIVE

36. The overall performance of the Dean.
37. The Dean's performance as champion for the College and its people.

QUESTIONS ABOUT THE DEAN 'S OFFICES

38. The effectiveness of development and external relations efforts.
39. The quality of undergraduate and graduate student services.
40. The management of budgeting and personnel responsibilities.
41. The effectiveness of grant administration and support.
42. The performance of College administrative and IT services.
43. The courtesy and respect provided by the Dean's Offices.
44. The responsiveness of the Dean's Offices to faculty needs.
45. The timeliness of services provided by the Dean's Offices.

Text Responses

46. What do you consider to be the areas of strength for the Dean and her Offices?
47. What do you consider to be the areas of weakness for the Dean and her Offices?
48. The Committee is interested in hearing any other comments about the Dean's performance and leadership that you might have.

Affiliation Responses

I am: 1) Tenured or Tenure-Track; 2) Instructional Professional Track; 3) Research Professional Track

The Committee is interested in hearing any other comments about the Dean's performance and leadership that you might have. Please contact _____ if you wish to have a private interview with a committee member external to the College.

Appendix II.3 – Referenced Campus Offices, Committees, and Groups

a) University Senate Faculty Affairs Committee http://senate.umd.edu/committees/facaffairs/index.cfm
b) Office of Civil Rights & Sexual Misconduct http://www.ocrsm.umd.edu/
c) Diversity Advisory Council http://diversity.umd.edu/dac.html
d) University Senate Committee on Equity, Diversity, and Inclusion http://senate.umd.edu/committees/edi/index.cfm
e) ADVANCE Program https://advance.umd.edu/
f) Office of Diversity and Inclusion http://www.provost.umd.edu/diversity/
g) University of Maryland Ombuds Services https://president.umd.edu/ombuds
h) Institutional Review Board http://www.umresearch.umd.edu/RCO/New/index.html
i) Behavior Evaluation and Threat Assessment (BETA) Team http://www.studentaffairs.umd.edu/staff-faculty/beta-team
j) Office of Undergraduate Admissions http://www.admissions.umd.edu/
k) Office of Student Financial Aid http://financialaid.umd.edu/
l) Office of the Bursar http://bursar.umd.edu/index.php

Appendix II.4 – Other References

a) University Libraries Copyright Guidelines for Course Reserves http://www.lib.umd.edu/access/reserves-copyright
b) University Libraries Copyright and Publication Information http://www.lib.umd.edu/scpa/copyright-and-publication
c) University Libraries Author Rights http://lib.guides.umd.edu/authorrights
d) University Libraries: What is Open Access? http://www.lib.umd.edu/oa/what-is
e) CIVICUS Living and Learning Program http://civicus.umd.edu/
f) College of Arts and Humanities College Civility Statement https://www.arhu.umd.edu/news/college-civility-statement
g) Maryland Dialogues on Diversity & Community http://umd.edu/MarylandDialogues/
h) Institutional Animal Care and Use Committee Regulatory Information http://www.umresearch.umd.edu/IACUC/regulatory.html
i) AlcoholEdu http://www.studentaffairs.umd.edu/student-life/alcoholedu
j) Responsible Conduct Reporting Resources http://www.responsibleconduct.umd.edu/UMD_Whistleblower_Poster.pdf
k) University of Maryland College Park Employment Website https://ejobs.umd.edu/
l) Big Ten Academic Alliance http://www.btaa.org/home
m) Faculty Handbook: Faculty Appointment Agreements https://faculty.umd.edu/appointment/agreement.html
n) Office of Civil Rights and Sexual Misconduct Guidance http://www.umd.edu/ocrsm/
o) Public Relations Society of America (PRSA) Member Code of Ethics https://www.prsa.org/AboutPRSA/Ethics/CodeEnglish/index.html
p) Statement of Philosophy of Undergraduate Admissions http://www.admissions.umd.edu/page_documents/Statement_of_Philosophy.pdf
q) Undergraduate Admission Review Factors https://www.admissions.umd.edu/apply/factors.php
r) Undergraduate Admissions: Special Audiences https://www.admissions.umd.edu/apply/specialaudiences.php
s) iGrad http://www.igrad.com/
t) Office of Undergraduate Admissions: Finance https://www.admissions.umd.edu/finance/
u) Office of Student Financial Aid: Yellow Ribbon Program http://financialaid.umd.edu/osfa/yellow_ribbon_program.php
v) Towson University Policy Process https://inside.towson.edu/generalcampus/tupolicies/process.cfm

Documents and Appendices for Standard III: Design and Delivery of the Student Learning Experience

Appendix III.1 – Document List

a) Undergraduate Catalog http://www.umd.edu/catalog/index.cfm
b) Graduate Catalog http://www.gradschool.umd.edu/catalog/
c) About the General Education Program and its Goals http://gened.umd.edu/about-gened/aboutgened.html
d) Programs, Curricula & Courses (PCC) Procedures Manual http://www.provost.umd.edu/PCC_DOCUMENTS/Introduction.htm
e) PCC Information - Design of Academic Programs Section V: Bachelor's Degrees http://www.provost.umd.edu/PCC_DOCUMENTS/DesignV_Bachelors.htm
f) UMD Policy on Faculty Merit Pay Distribution http://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/VII-400A_0.pdf
g) List of recent changes to APT Policy and Procedures https://faculty.umd.edu/policies/changes.html
h) Guidelines for Implementing the Current Post-Tenure Faculty Evaluation Policy https://faculty.umd.edu/policies/documents/PTRGuidelines0414.pdf
i) Faculty Handbook: Professional Track Faculty @ UMD https://www.faculty.umd.edu/policies/ptk_changes.html
j) Graduate Catalog: The Graduate Faculty http://apps.gradschool.umd.edu/Catalog/policy.php?graduate-faculty-policies
k) Faculty Handbook: Adjunct Faculty Policy https://faculty.umd.edu/policies/adjunct.html
l) General Education Faculty Boards http://www.gened.umd.edu/documents/GenEdFacultyBoards.pdf
m) General Education Program http://www.gened.umd.edu/
n) Student Academic Success - Degree Completion Policy http://www.ugst.umd.edu/academicsuccess.html
o) Four-Year Plans http://www.4yearplans.umd.edu/
p) Limited Enrollment Programs http://www.lep.umd.edu/
q) Graduate School Academic Progress http://www.gradschool.umd.edu/students/academic-progress
r) General Education Learning Outcomes http://www.gened.umd.edu/documents/GeneralEducationLearningOutcomes.docx
s) General Education Assessment http://www.gened.umd.edu/for-faculty/faculty-gened-assessment.html
t) Learning Outcomes Assessment https://www.irpa.umd.edu/Assessment/LOA.html
u) Graduate Outcomes Assessment http://www.gradschool.umd.edu/about-us/publications-and-reports/graduate-outcomes-assessment
v) USM Policy for the Establishment and Review of Centers and Institutes in the University of Maryland System http://www.usmh.usmd.edu/regents/bylaws/SectionIV/IV100.html
w) UMD Policy on the Review of Academic Units http://www.president.umd.edu/policies/2014-i-600a.html

Appendix III.2 -- Most Important Online Resources for Students

One.umd.edu **is a time sensitive campus-wide online resource hub.**

Office of the Registrar

- Testudo is the central student hub for course registration and scheduling.
- u.achieve (new) & Degree Navigator (current) – Online degree auditing systems where students and advisors can plan and monitor course-by-course academic program progress.
- ARTSYS - Online transfer database between all Maryland public institutions
- Transfer Credit Services & Pre-Transfer Advising Program

Student Success Office

- Degree requirements for each academic major or program
- Benchmark course requirements and timelines
- Limited Enrollment Program requirements & gateway courses

Academic Colleges & Academic Affairs

- Required 4-year planning resources & sample 4-year plans
- Contact information for academic advisors
- Living and Learning and Other Special Programs
- An advising hub (for academic advisors)
- Undergraduate Catalog & Graduate Catalog
- Global Maryland & International Education

Student Affairs

- University Career Center & The President's Promise, including survey results for recently graduated students by college.
- Resident Life
- The Stamp & Org Sync
- Disability Support Services, Counseling Center & Health Center

Enrollment Management

- Office of Undergraduate Admissions
- Office of Student Financial Aid
- Campus Counts – including recent and accessible graduation rates and time to degree comparisons.

Appendix III.3 – Referenced Campus Offices, Committees and Groups

a) Academic Planning Advisory Committee (APAC) http://www.provost.umd.edu/APAC/
b) Vice President's Advisory Committee (VPAC) http://vpac.umd.edu/
c) Provost's Commission on Learning Outcomes Assessment http://www.provost.umd.edu/pcloa/index.cfm
d) Teaching and Learning Transformation Center http://tltc.umd.edu/
e) Division of Information Technology Academic Technology https://umd.service-now.com/itsc?id=sc_home
f) Office of Undergraduate Studies www.ugst.umd.edu/
g) The Graduate School http://gradschool.umd.edu/
h) Student Success Office http://studentsuccess.umd.edu/
i) Office of Institutional Research, Planning, & Assessment https://www.irpa.umd.edu/

Appendix III.4 – Other References

a) College of Behavioral and Social Sciences PCC Committee Charge & Information for 2015-16 http://bsosundergrad.umd.edu/sites/bsosundergrad.umd.edu/files/BSOS PCC Committee Memo 150830.pdf
b) Honors College http://www.honors.umd.edu/
c) Living and Learning Programs - Department of Resident Life http://reslife.umd.edu/llp/
d) College Park Scholars http://scholars.umd.edu/
e) Universities at Shady Grove http://shadygrove.umd.edu/
f) Maryland Center for Undergraduate Research http://www.ugresearch.umd.edu/
g) The First-Year Innovation and Research Experience (FIRE) http://www.fire.umd.edu/
h) Leadership and Community Service-Learning - Division of Student Affairs http://thestamp.umd.edu/leadership_community_service-learning
i) Orgsync- Student Organizations/Clubs http://orgsync.umd.edu/browse_student_organizations
j) Education Abroad http://globalmaryland.umd.edu/offices/education-abroad
k) Course Evaluations https://courseevalum.umd.edu/
l) College of Education Post-Tenure Review Policy http://www.education.umd.edu/SharedGovernance/COEPost-tenurePolicy.pdf
m) Student Success Office: Student Academic Success - Degree Completion Policy http://studentsuccess.umd.edu/studentpolicies/studentacademicsuccess.php
n) Division of Information Technology Academic Technology Supported Tools https://umd.service-now.com/itsc?id=sc_home
o) TERPware http://terpware.umd.edu/Windows
p) Edward St. John Learning and Teaching Center https://esjcenter.umd.edu/about.html
q) Graduate School Opportunities for Success http://www.gradschool.umd.edu/students/opportunities-success
r) Graduate School Student Fellowships & Awards http://www.gradschool.umd.edu/funding/student-fellowships-awards
s) Graduate School External Fellowships http://www.gradschool.umd.edu/funding/fellowships-awards/external-fellowships
t) Online Master of Business Administration R. H. Smith School of Business http://onlinemba.umd.edu/?Access_Code=UMD-MBA-SEO2&utm_source=seo2&utm_medium=referral

Appendix III.5 – Other Sources Evaluated by Review Team

a) UMD 2012 Periodic Review Report http://www.provost.umd.edu/MS-PRR-12
b) UMD 2007 Accreditation Self-Study http://www.ms07.umd.edu/
c) Approved Academic Programs and Proposals http://www.provost.umd.edu/ProgDocs/index.htm
d) Approved Minors http://www.umd.edu/catalog/index.cfm/show/content.chapter/c/127
e) Undergraduate Catalog: Geology Program – Capstone Experience Example http://umd.edu/catalog/index.cfm/show/content.section/c/1/s/85
f) Undergraduate Catalog: Bioengineering Program – Capstone Experience Example http://umd.edu/catalog/index.cfm/show/content.section/c/1/s/602
g) Undergraduate Catalog: Community Health Program – Capstone Experience Example http://umd.edu/catalog/index.cfm/show/content.section/c/1/s/140
h) Undergraduate Catalog: Journalism Program – Capstone Experience Example http://umd.edu/catalog/index.cfm/show/content.section/c/2/s/1102
i) Faculty Affairs Lyterati Website https://faculty.umd.edu/lyterati/
j) UMD Guidelines for Appointment, Promotion and Tenure https://www.faculty.umd.edu/policies/documents/APTManual.pdf
k) UMD Policy on Appointment, Promotion, and Tenure of Faculty http://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/II-100A.pdf
l) Faculty Handbook: Professional Track Instructional Faculty https://faculty.umd.edu/policies/ntt_overlap.html
m) Faculty Handbook: Tenure-track and Tenured Faculty Titles https://faculty.umd.edu/policies/ten_titles.html
n) UMD Policy on Periodic Evaluation of Faculty Performance http://www.president.umd.edu/administration/policies/section-ii-faculty/ii-120a
o) Provost's Memo on Implementation of the Post-tenure Review Policy http://faculty.umd.edu/policies/documents/PTR_Implementation_memo.pdf
p) Academic Facilities http://www.provost.umd.edu/academic_facilities/index.html
q) Center for Literary and Comparative Studies (Graduate Student Research Grants) https://www.english.umd.edu/academics/clcs
r) Center for Historical Studies(Graduate Student Research Grants) http://history.umd.edu/historicalstudies
s) College of Arts and Humanities Fellowships & Grants http://www.arhu.umd.edu/graduate/fellowships
t) College of Agriculture and Natural Resources Scholarships http://agnr.umd.edu/students/scholarships
u) College of Computer, Mathematical, and Natural Sciences Research Opportunities for Students and Postdocs http://cmns.umd.edu/research/research-opportunities-students-and-postdocs
v) A. James Clark School of Engineering Research Opportunities http://www.eng.umd.edu/research/opportunities
w) School of Public Health Research Resources http://sph.umd.edu/content/research-resources
x) Graduate Catalog: Graduate School Field Committees http://apps.gradschool.umd.edu/Catalog/policy.php?field-committee-policies

y) Graduate School Writing Initiatives http://gradschool.umd.edu/students/opportunities-success/writing-initiatives
z) Graduate School Faculty and Staff Awards http://gradschool.umd.edu/funding/faculty-and-staff-awards

Documents and Appendices for Standard IV: Support of the Student Experience

Appendix IV.1 – Document List

a) Undergraduate Catalog: Fees, Expenses and Financial Aid http://www.umd.edu/catalog/index.cfm/show/content.chapter/c/49
b) Graduate Catalog: Financial and Student Support Policies http://apps.gradschool.umd.edu/Catalog/policy.php?tuition-and-fees
c) Differential Tuition Frequently Asked Questions https://financialaid.umd.edu/osfa/Differential_Tuition_FAQ.pdf
d) Office of the Registrar: Academic Regulations http://registrar.umd.edu/current/Policies/acadregs.html
e) Undergraduate Catalog: Student Academic Success-Degree Completion Policy http://www.umd.edu/catalog/index.cfm/show/content.section/c/27/ss/1582/s/3248
f) Undergraduate Catalog http://www.umd.edu/catalog/index.cfm
g) Graduate Catalog http://www.gradschool.umd.edu/catalog/
h) Office of Undergraduate Admissions: Majors https://www.admissions.umd.edu/learn/majors.php
i) Undergraduate Catalog: Approved Minors http://www.umd.edu/catalog/index.cfm/show/content.chapter/c/127
j) Undergraduate Catalog: Approved Certificate Programs http://www.umd.edu/catalog/index.cfm/show/content.chapter/c/207
k) Graduate Catalog: Graduate Programs http://apps.gradschool.umd.edu/Catalog/public-programs.php
l) Limited Enrollment Programs http://www.lep.umd.edu/
m) Four-Year Plans Website Four-Year Plans Website http://www.4yearplans.umd.edu/
n) Career Center 2015 Graduation Survey http://careers.umd.edu/sites/careers.umd.edu/files/2015%20Graduation%20Survey%20Report.pdf
o) The Centennial Vision: Graduate Education at UMD: Research and Professional Practice for a Global Economy www.gradschool.umd.edu/sites/gradschool.umd.edu/files/uploads/centennial_vision_for_graduate_education_at_umd.pdf
p) Graduate Catalog Academic Policies: General Policies and the Academic Record http://apps.gradschool.umd.edu/Catalog/policy.php?the-academic-record
q) Introduction to Data Management https://umd.service-now.com/itsc/?id=kb_article&article=KB0012359
r) Athletic Council Charter http://www.umterps.com/fls/29700/pdf/athleticcouncil/1415_Charter.pdf?DB_OEM_ID=29700
s) USM Policy on Approval of Procurement Contracts http://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/VIII-310.pdf
t) UMD Procurement Policy http://www.president.umd.edu/policies/2014-viii310a.html
u) UMD Policy and Procedures for Delegated Purchasing Authority http://www.president.umd.edu/policies/2014-viii310b.html

Appendix IV.2 – Institutional Control Document

Private document

Appendix IV.3 – Supplemental Information on the Support of the Student Experience

Undergraduate Education

Academic Support Resources
Office of Student Success http://studentsuccess.umd.edu/
Academic Achievement Programs http://www.aap.umd.edu/
Office of Multi-Ethnic Student Education http://www.omse.umd.edu/
Center for Minorities in Science and Engineering http://www.cmse.umd.edu/

Advising
Undergraduate Catalog: http://www.umd.edu/catalog/index.cfm

- Pre-Transfer Advising: "Pre-Transfer Advisors provide advising for students interested in transferring from community colleges as well as four-year schools."
- Interim Advising Program (IAP): "The Interim Advising Program (IAP) allows students that transfer to Maryland with 60 or more credits, who are interested in a Limited Enrollment Program (LEP), to meet any outstanding requirements towards those majors and apply for admission. IAP students are assigned to a program coordinator who will help them to identify what requirements they have left to complete for their intended LEP as well as help them to select an alternative major."
- Transitional Advising Program (TAP): "The program provides comprehensive academic advising and academic support services to currently enrolled high credit (60+) students moving between colleges due to change in interest, inability to meet benchmarks or lack of sufficient GPA. TAP helps students identify and achieve their academic goals."
- Academic Achievement Programs: "Academic Achievement Programs (AAPs) primarily serve educationally disadvantaged, low-income, and first-generation college students. They provide academic support, advising and counseling, skill enhancement, and tutoring for these populations and for students with disabilities."
- Office of Multi Ethnic Student Education (OMSE): OMSE provides programs and resources that support the academic, personal and professional excellence of students. OMSE overs free tutoring to all students though not guaranteed. Additionally they provide programs and mentoring designed to support underrepresented populations.
- Student Success Office (UG): Services & resources to assist students in completing undergraduate degree, including coordinating reenrollment, centralizing resources for students, advisors & faculty, managing data from exiting students & leading retention initiatives.

Career Guidance
University Career Center: http://www.careercenter.umd.edu/

Internships and the University of Maryland: http://internships.umd.edu
College and Program Career Offices:
Robert H. Smith School of Business Career Services http://www.rhsmith.umd.edu/office-career-services
A. James Clark School of Engineering Co-op & Career Services
http://www.coop.engr.umd.edu/
The Reed-Yorke Health Professions Advising Office http://www.prehealth.umd.edu/
Letters & Sciences: Pre-Law Advising http://www.prelaw.umd.edu/
School of Public Policy Career Services https://publicpolicy.umd.edu/career-services

Financial Support
Financial Aid Adele H. Stamp Student Union
http://thestamp.umd.edu/veteran_student_life/financial_aid
Freshmen Connection Program Financial Information
http://oes.umd.edu/freshmen-connection
Maryland Incentive Awards http://umincentiveawards.umd.edu/
Transfer Students Scholarships
http://www.financialaid.umd.edu/scholarships/transfer.cfm
Undocumented Student Financial Aid
http://thestamp.umd.edu/multicultural_involvement_community_advocacy/student_involvement_areas/undocumented_student_involvement/undocumented_next_steps

Legal Aid
Undergraduate Student Legal Aid:
http://thestamp.umd.edu/shops_services/undergraduate_student_legal_aid

Living and Learning Programs
General listing http://reslife.umd.edu/llp/
Beyond the Classroom http://www.beyondtheclassroom.umd.edu/
BioFIRE Living and Learning Program http://hhmi.umd.edu/biofire
Carillon Communities http://www.carillon.umd.edu/
CIVICUS Living and Learning Program http://www.civicus.umd.edu/
College Park Scholars https://www.scholars.umd.edu/
Women in Engineering Program http://www.wie.umd.edu/
Global Communities http://www.globalcommunities.umd.edu/
Hillman Entrepreneurs http://www.hillman.umd.edu/
Honors College http://www.honors.umd.edu/
Jiménez-Porter Writers' House http://www.writershouse.umd.edu/
Language House http://lh.languages.umd.edu/
Virtus/SEEDS http://www.seeds.umd.edu/programs/virtus

Orientation
Undergraduate Orientation http://www.orientation.umd.edu/
UNIV100 and UNIV101 Course Overview http://www.orientation.umd.edu/univcourses.html
UNIV100 and UNIV101 Learning Outcomes and Goals
http://www.orientation.umd.edu/univgoals.html

Other Office of Undergraduate Studies Programs
Office of Undergraduate Studies www.ugst.umd.edu
Air Force ROTC http //www.afrotc.umd.edu/
Army ROTC http //www.armyrotc.umd.edu
Federal Fellows http //www.federalsemester.umd.edu/
Global Fellows in Washington, DC http //www.globalsemesterdc.umd.edu/about-gs.html
Individual Studies Program http //www.ivsp.umd.edu/
Office of Letters and Sciences http //www.ltsc.umd.edu/
Naval ROTC http //www.navalrotc.umd.edu/
Pre-College Programs http //www.precollege.umd.edu/

Student Government
Student Government Association http//www.umdsga.com/
Student Organization Resource Center - Fee Allocation Process
http//www.sga.umd.edu/studentgroups/current_groups.html

Transfer
Transfer Admission
Transfer Admission in Undergraduate Admissions
https://www.admissions.umd.edu/page_documents/TransferAdmission.pdf
Transfer Applicant Requirements
https://www.admissions.umd.edu/requirements/TransferStudents.php
Maryland Transfer Advantage Program
https://www.admissions.umd.edu/requirements/MarylandTransferAdvantageProgram.php
Code of Maryland Regulation 13B.06.01.02-1 Admission of Transfer Students to Public Institutions
http://www.dsd.state.md.us/comar/comarhtml/13b/13b.06.01.02-1.htm
ARTSYS Articulation System for Maryland Colleges and Universities
http://www.artsys.usmd.edu/
Transfer Advising
Transfer Credit Center http://www.transfercredit.umd.edu/
Pre-Transfer Advising http://www.transferadvising.umd.edu/
Transfer Course Database https://ntst.umd.edu/tce
Transfer Course Evaluation Process http://www.transfercredit.umd.edu/tceval.html
Undergraduate Catalog Transfer Credit Information
http://www.umd.edu/catalog/index.cfm/show/content.division/c/27/ss/3442

Transfer Credit for Prior Learning
Undergraduate Catalog Prior Learning Credit
http://www.umd.edu/catalog/index.cfm/show/content.section/c/27/s/2582
UMD Policy and Procedures for Prior Learning
http://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/2015-III-141A.pdf
Prior Learning Credit Information (Includes Advanced Placement, International Baccalaureate, Advanced Level/Advanced Subsidiary Level, College Level Examination Program, Basic Military Training, Departmental Proficiency Exams, and Non-Traditional Experiences)
www.transfercredit.umd.edu/plc.html

Graduate Education

Advising
The Graduate School http://gradschool.umd.edu/
Graduate School Catalog http://apps.gradschool.umd.edu/catalog/
Graduate School Forms http://www.gradschool.umd.edu/forms
Graduate Student Life Handbook http://thestamp.umd.edu/GH
Graduate Students Resources http://www.gradschool.umd.edu/students

Career Guidance
Graduate School—Alternative Careers after PhD
http://gradschool.umd.edu/students/opportunities-success/multiple-career-paths/versatile-phd

Student Government
Graduate Student Government: http://umd.orgsync.com/org/gsg/

Legal Aid
Graduate Student Legal Aid http://umddepartments.orgsync.com/org/gradlegalaid/home

Orientation
New Graduate Student Orientation: http://www.gradschool.umd.edu/newsroom/586
New Graduate Student Checklist: http://www.gradschool.umd.edu/admissions/application-process/after-you-are-admitted/checklist-new-students

Ombuds Office
Ombuds Office: http://www.gradschool.umd.edu/about-us/ombuds-office

Policies
Admission Policies http://apps.gradschool.umd.edu/catalog/admissions_policies.htm
Financial and Student Support http://apps.gradschool.umd.edu/catalog/financial_policies.htm
Registration Policies http://apps.gradschool.umd.edu/catalog/registration_policies.htm

Teaching Assistants
New Teacher Orientation
http://tltc.umd.edu/sites/tltc.umd.edu/files/grad_orientation_program_2015.pdf

Writing Support
Writing Initiatives http://www.gradschool.umd.edu/students/opportunities-success/writing-initiatives
Writing Workshops http://www.gradschool.umd.edu/graduate-school-writing-center/workshops

General

Academic Units
Colleges and Schools: http://www.umd.edu/directories/colleges.cfm

Academy for Innovation & Entrepreneurship
Academy for Innovation & Entrepreneurship: http://innovation.umd.edu/
Resources/spaces: http://innovation.umd.edu/learn/

Athletics
Athletics-Academic Support and Career Services (ASCDU)
http://www.umterps.com/ViewArticle.dbml?DB_OEM_ID=29700&ATCLID=208131539
Department of Intercollegiate Athletics http://www.umterps.com/
Student-Athlete Handbook
http://www.umterps.com/fls/29700/pdf/StudentAthleteHandbook.pdf?DB_OEM_ID=29700.
The Maryland Way: Department of Intercollegiate Athletics Strategic Plan 2012-2017
http://www.umterps.com/fls/29700/site_files/The_Maryland_Way_2014/main.swf?DB_OEM_ID=29700&DB_OEM_ID=29700

Counseling Center
Counseling Center (site under construction) http//counseling.umd.edu/
Learning Assistance Services http//counseling.umd.edu/LAS/
Disability Support Services http//counseling.umd.edu/DSS/

Data Sharing and Release of Information
Access to Person Related Data in the University Directory
http://it.umd.edu/sites/it.umd.edu/files/dataadmin/Documentation/Directory_Access_Person_Data.pdf
Office of the Registrar: Student Privacy (FERPA Explained)
http://www.registrar.umd.edu/current/Policies/FERPA.html
Undergraduate Catalog: Policy on disclosure of student education records
http://www.umd.edu/catalog/index.cfm/show/content.section/c/52/s/945

Undergraduate Catalog: Policy on the collection, use, and protection of ID numbers
http://www.umd.edu/catalog/index.cfm/show/content.section/c/52/s/1002
Institutional Review Board http://www.umresearch.umd.edu/RCO/New/
USM Policy on Student Social Media Privacy
http://www.usmh.usmd.edu/regents/bylaws/SectionV/V120.pdf

Diversity and Inclusion
Nyumburu Cultural Center http://www.nyumburu.umd.edu/
Office of Diversity and Inclusion http://www.diversity.umd.edu/
LGBT Equity Center http://www.umd.edu/lgbt/
Office of Multi-Ethnic Student Education (OMSE) http://www.omse.umd.edu/
Maryland Incentive Awards Program http://www.umincentiveawards.umd.edu/
Multicultural Involvements and Community Advocacy Office (MICA)
http://thestamp.umd.edu/multicultural_involvement_community_advocacy

Information Technology
Compliance and Standards (USM) http://it.umd.edu/security/Compliance/index.html
Data Policy http://it.umd.edu/dataadmin/DataPolicies.html
Division of IT Strategic Plan January 2013
http://it.umd.edu/sites/it.umd.edu/files/ITstrategy/documents/StratPlan_final0213.pdf
Division of IT Strategic Plan Spring 2014 Update
http://it.umd.edu/sites/it.umd.edu/files/ITstrategy/documents/StratPlanUpdates0414short.pdf
Information Technology Security http://it.umd.edu/security
Introduction to Data Management https://umd.service-now.com/itsc/?id=kb_article&article=KB0012359
Office of Data Administration (manages the storage, security, and accessibility of campus data/data infrastructure) https://umd.service-now.com/itsc/?id=service&service=4f1aee7f37ae228041271f9543990ece
Resources for Students http://it.umd.edu/node/12316
User Administrative Rights http://it.umd.edu/node/12431

International Students
International Student & Scholar Services: Undergraduate Admissions
http://globalmaryland.umd.edu/offices/international-students-scholar-services/undergraduate-admissions
International Student and Scholar Services
(ISSS) http://globalmaryland.umd.edu/offices/international-students-scholar-services/about-isss
International Student Financial Information
http://www.financialaid.umd.edu/osfa/for_international.php
Office of the Bursar: International Payments http://bursar.umd.edu/International.php

Legal Aid

Student Legal Aid Office http://umddepartments.orgsync.com/org/studentlegalaid/home

Registration
Testudo: http://www.testudo.umd.edu/
Unofficial Transcript: http://www.testudo.umd.edu/uotrans/

Student Organizations
Student Organization Resource Center
http://thestamp.umd.edu/student_org_resource_center_sorc
OrgSync http://orgsync.umd.edu/

Tutoring
http://tutoring.umd.edu

University Libraries
2015 Annual Report http://issuu.com/umdlibraries/docs/umdlibraries2015annualreport
Research Commons http://www.lib.umd.edu/rc
University Libraries home http://www.lib.umd.edu/
University Libraries: Our Mission http://www.lib.umd.edu/about/deans-office/mission

Veterans
Office of Student Financial Aid: Yellow Ribbon Program
http://financialaid.umd.edu/osfa/yellow_ribbon_program.php
Veterans Scholarships http://www.financialaid.umd.edu/scholarships/veterans.cfm
Veteran Benefits http://registrar.umd.edu/veteran-benefits.html
Veteran Student Life http://thestamp.umd.edu/veteran_student_life/umd_scholarships

Appendix IV.4 – Referenced Campus Offices, Committees and Groups

a) Office of Student Financial Aid http://financialaid.umd.edu/
b) Office of the Bursar http://bursar.umd.edu/index.php
c) Student Success Office http://studentsuccess.umd.edu/
d) New Student Orientation Office http://www.orientation.umd.edu/
e) Office of Undergraduate Studies www.ugst.umd.edu/
f) Office of the Registrar http://registrar.umd.edu/
g) Office of Undergraduate Admissions http://www.admissions.umd.edu/
h) Counseling Center www.counseling.umd.edu/
i) The Graduate School http://gradschool.umd.edu/
j) Disability Support Service http://counseling.umd.edu/DSS/
k) Learning Assistance Services http://www.counseling.umd.edu/LAS/
l) University Career Center & The President's Promise http://careers.umd.edu/
m) Transfer Credit Services http://www.transfercredit.umd.edu/
n) Office of Data Administration https://umd.service-now.com/itsc/?id=service&service=4f1aee7f37ae228041271f9543990ece
o) Department of Resident Life http://reslife.umd.edu/
p) University Health Center http://health.umd.edu/

Appendix IV.5 – Other References

a) Pre-College Programs http://www.precollege.umd.edu/overview-precollege.html
b) Pre-Transfer Advising: Academic Advising Information http://www.transferadvising.umd.edu/admitted/academicadvising.php
c) Academic Achievement Programs http://www.aap.umd.edu/
d) UNIV100 and UNIV101 Course Overview http://www.orientation.umd.edu/univcourses.html
e) Tutoring@UMD http://www.tutoring.umd.edu/
f) Counseling Center: Learning Assistance Service: Math Learning Program www2.math.umd.edu/~jmr/141/MathLearning.pdf
g) Counseling Center: Career Counseling Services http://www.counseling.umd.edu/cs/counseling/career/
h) Individual Studies Program http://www.ivsp.umd.edu/
i) Office of Letters and Sciences http://www.ltsc.umd.edu/
j) International Student & Scholars Services: SEVIS Transfer http://globalmaryland.umd.edu/offices/international-students-scholar-services/sevis-transfer
k) CollegeTransfer.Net http://www.collegetransfer.net/
l) College of Behavioral and Social Sciences: Your Career http://bsosundergrad.umd.edu/your-career/your-career
m) University Teaching and Learning Program http://tltc.umd.edu/content/utlp
n) Survey of Earned Doctorates https://www.nsf.gov/statistics/srvydoctorates/
o) The Versatile PhD https://versatilephd.com/
p) Maryland Transfer Advantage Program https://www.admissions.umd.edu/apply/mtap.php
q) Data Managers https://umd.service-now.com/itsc/?id=kb_article&article=KB0012362
r) Data Stewards https://umd.service-now.com/itsc/?id=kb_article&sys_id=d02a834637497e00a90963d2b3990e31
s) Athletic Academic Support & Career Development http://www.umterps.com/ViewArticle.dbml?DB_OEM_ID=29700&ATCLID=208131539
t) AlcoholEdu http://www.studentaffairs.umd.edu/student-life/alcoholedu
u) Campus Assessment Working Group (CAWG) https://www.irpa.umd.edu/CAWG/index.html

Appendix IV.6 – Other Sources Evaluated by Review Team

a) Closing the Achievement Gap 2014-2015 (private document)
b) Strategic Plan Implementation: Second Year (FY 2010); Task Forces, Councils and Committees http://provost.umd.edu/SP07/Implement2/TaskGroupsYear2.cfm
c) Office of Undergraduate Studies: Annual Report FY2015 http://www.ugst.umd.edu/annualreport/FY2015AnnualReport.pdf
d) CAWG Snapshot of Student Experiences: Transfer Students https://www.irpa.umd.edu/CAWG/Reports/2015/snapshot_june15.pdf

Documents and Appendices for Standard V: Educational Effectiveness Assessment

Appendix V.1 – Document List

a) Undergraduate Learning Outcomes Assessment https://www.irpa.umd.edu/Assessment/LOA-ug.html
b) Programs, Curricula & Courses (PCC) Procedures Manual http://www.provost.umd.edu/PCC_DOCUMENTS/Introduction.htm
c) General Education Program http://www.gened.umd.edu/
d) UGST 2009-2014 Strategic Plan Retrospective: Excerpt on General Education http://www.gened.umd.edu/about-gened/geneddocuments.html
e) Transforming Maryland: Higher Expectations. The Strategic Plan for the University of Maryland 2008 http://www.provost.umd.edu/SP07/StrategicPlanFinal.pdf
f) Living and Learning Review Report, 2015-2015 Beyond the Classroom Living and Learning Program (private document)
g) Global Communities Living-Learning Program Annual Report 2015 (private document)
h) Report of the Committee on Living-Learning Programs (private document)
i) Undergraduate Program Learning Outcomes Assessment Summary Report https://www.irpa.umd.edu/Assessment/LearningOutcomes/UG%20Program%20LOA%20Summary%20Report_2016.docx
j) Undergraduate Learning Outcomes Assessment Summary – Rubric/Scoring Criteria for Coordinators https://www.irpa.umd.edu/Assessment/LearningOutcomes/UG%20LOA%20Summary%20Rubric%20Scoring%20Criteria%20for%20Coordinators_2016.docx
k) College of Education Learning Outcomes Assessment Overview (private document)
l) Graduate School: Guidelines for Assessment Criteria https://www.gradschool.umd.edu/about-us/publications-and-reports/graduate-outcomes-assessment/guidelines-assessment-criteria
m) 2011 Student Learning Outcomes Assessment Report http://www.provost.umd.edu/PRR11/Subcommittee 4/SLOAR_2011_Report_UMCP.pdf
n) General Education Assessment http://www.gened.umd.edu/for-faculty/faculty-gened-assessment.html
o) Development of the Assessment for UMD General Education www.gened.umd.edu/documents/DevelopmentOfGenEDandRubrics.docx
p) General Education: Instructions for Assessment http://www.gened.umd.edu/documents/5_6_16_GenEdAssessmentELMS-SetUp&Explantion%20FAQ.pdf
q) Marquee Course Assessment History https://umd.app.box.com/files/0/f/3799394226/1/f_33932964943
r) FY15 Report of the Provost's Commission on Learning Outcomes Assessment: Undergraduate Committee (private document)
s) UMD Policy on the Review of Academic Units http://www.president.umd.edu/policies/2014-i-600a.html
t) Undergraduate Studies Memo on 2015 Living Learning Programs Assessment Report Guidelines http://www.ugst.umd.edu/documents/Living-LearningAnnualReportInstructionsApril2015.pdf

u) Living-Learning Programs Student Satisfaction Survey (private document)
v) Career Center 2015 Graduation Survey http://careers.umd.edu/sites/careers.umd.edu/files/2015%20Graduation%20Survey%20Report.pdf
w) Transforming General Education at the University of Maryland http://www.provost.umd.edu/GenEdReport/GenEdPublic-Dec2010.pdf
x) Graduate Outcomes Assessment http://www.gradschool.umd.edu/about-us/publications-and-reports/graduate-outcomes-assessment
y) Guidelines for 2015 Living-Learning and Other Special Program Reviews (private document)
z) 2010 Report of the Task Force on Student Retention and Graduation (private document)
aa) College of Education Foundational Competences https://www.education.umd.edu/Academics/Programs/teacher_education/documents/FCRevised_Nov2010.doc
bb) Oral Communication Assessment Impact Report Spring 2015 Data (private document)

Appendix V.2 – Examples of Institutional Outcomes and Assessment

Example 1 **Undergraduate degree programs address institutional outcomes of effective oral and written communication as well as critical reasoning and research skills**
Biological Sciences Bachelor of Science degree program stipulates that students: ● At the upper level should be able to integrate and apply a relevant body of basic knowledge to the evaluation of existing scientific studies and to the design of studies to test specific hypotheses that includes design elements typically found in a specific field of the chemical and life sciences. ● Students should effectively communicate in writing the processes of science and the results of scientific inquiry.
English Department's Bachelor of Arts degree program stipulates that students: ● will be able critically to analyze a literary text. ● will be able to write persuasively. ● will be able to conduct research in English studies. ● will gain an appreciation for the importance of writing, past and present, in society, for the complexity of literature, and for the variety of perspectives that written expressions represent.

Example 2 **Graduate Program Goals program goals align with goals presented in the Graduate School Guidelines**
The doctoral graduate outcomes for Biochemistry state: "Students are expected to develop the intellectual foundation for the proposed field of research through formal coursework, learn how to do research through a series of rotations through different laboratories, formulate a problem for their dissertation topic, write a proposal to conduct research that addresses this problem, carry out the corresponding original research project, publish the work in the peer-reviewed literature, and successfully defend the dissertation."

Example 3 **Program assessment plans outline how faculty and outside professionals are involved in completing the assessment**
The School of Architecture, Planning and Preservation's Architecture program convenes a panel of faculty members and practitioners for an afternoon-long review of student work.
The College of Journalism has created a panel of professionals to review a random sampling of graduating seniors' portfolios and resumes, and, using rubrics, to rate students' readiness for media jobs.
The QUEST Honors program asks outside professionals to participate in learning outcome assessments in two ways: (1) alumni attend student presentations and use a rubric to assess elements related to oral communication and (2) representatives from corporate partners assess the performance of student teams.
In Germanic Studies, a learning outcome subcommittee meets to review student work in 300- and 400-level courses (for example: final term papers and midterm and final exams) using department-developed rubrics. The committee meets to review findings and then reports to department faculty.

Example 4 **Assessment of career readiness and professional development at the program level**
The College of Education ensures students are qualified to join the education profession by assessment of Foundational Competencies;
Kinesiology faculty review a required senior thesis in a capstone course to assess students' ability to make connections between theory and practice in the application to public health principles;
The Graduate School assesses student progress through program benchmarks to track students' professional development (see here).

Example 5: Examples for Criterion 3 **Criterion 3a. Use of assessments to assist students in improving their learning**
The College of Journalism's assessment of undergraduate learning outcomes pinpointed deficiencies in some students' abilities to do basic computations (percent changes, percentages, and even rounding), prompting the college to ask teachers to focus a lesson on these formulas and how they might be used in journalistic storytelling (work on budgets, calculating crime rates, etc.).
Several programs reporting to the Graduate Program LOA revealed deficiencies in students' ability to write effectively. In response, the Health Services Ph.D. program modified the portfolio process so that students begin the literature review earlier. Other programs are encouraging students to attend workshops and one-on-one consultations provided by the Graduate School.
Criterion 3b. Use of assessments to improve pedagogy and curriculum
The department of Government and Politics assessed outcomes related to research and analytical skills in the AY12 LOA, and methodological skills in AY13. The introductory course, GVPT100, was restructured to include more active learning and discipline-authentic activities including developing, launching and analyzing survey data followed by preparation of an analytical paper.
The Teaching and Learning Transformation Center, created in 2014, assessed the success of students in large enrollment courses by analysis of course grades (% of D, W, F scores). The center launched a major initiative, the Elevate Fellows program, to reform pedagogy in these courses to improve student learning outcomes.
Criterion 3c: Use of assessment for reviewing and revision of academic programs and support services
Assessment of student learning of conceptual methods of analysis in the undergraduate Economics program in 2010-2013 revealed that a significant minority of students did not meet expectations for this outcome. As suggested by Provost's Commission on Learning Outcomes Assessment, outcomes were then assessed over a sequence of courses. The result persisted despite curriculum reform aimed at helping more students succeed. The department revised the undergraduate curriculum creating a B.A. and B.S. track available Spring 2016. The B.A. curriculum presents an applied approach, addressing the main impediment identified by past assessments.
Assessments of foundational courses in the Sociology undergraduate program are leading to a revision of the undergraduate curriculum, including restructuring of statistics (SOCY201) and research methods (SOCY202) courses, including a new blended and active learning format and requiring concurrent enrollment to highlight the role of statistics in research. The work is supported by a grant from TLTC.

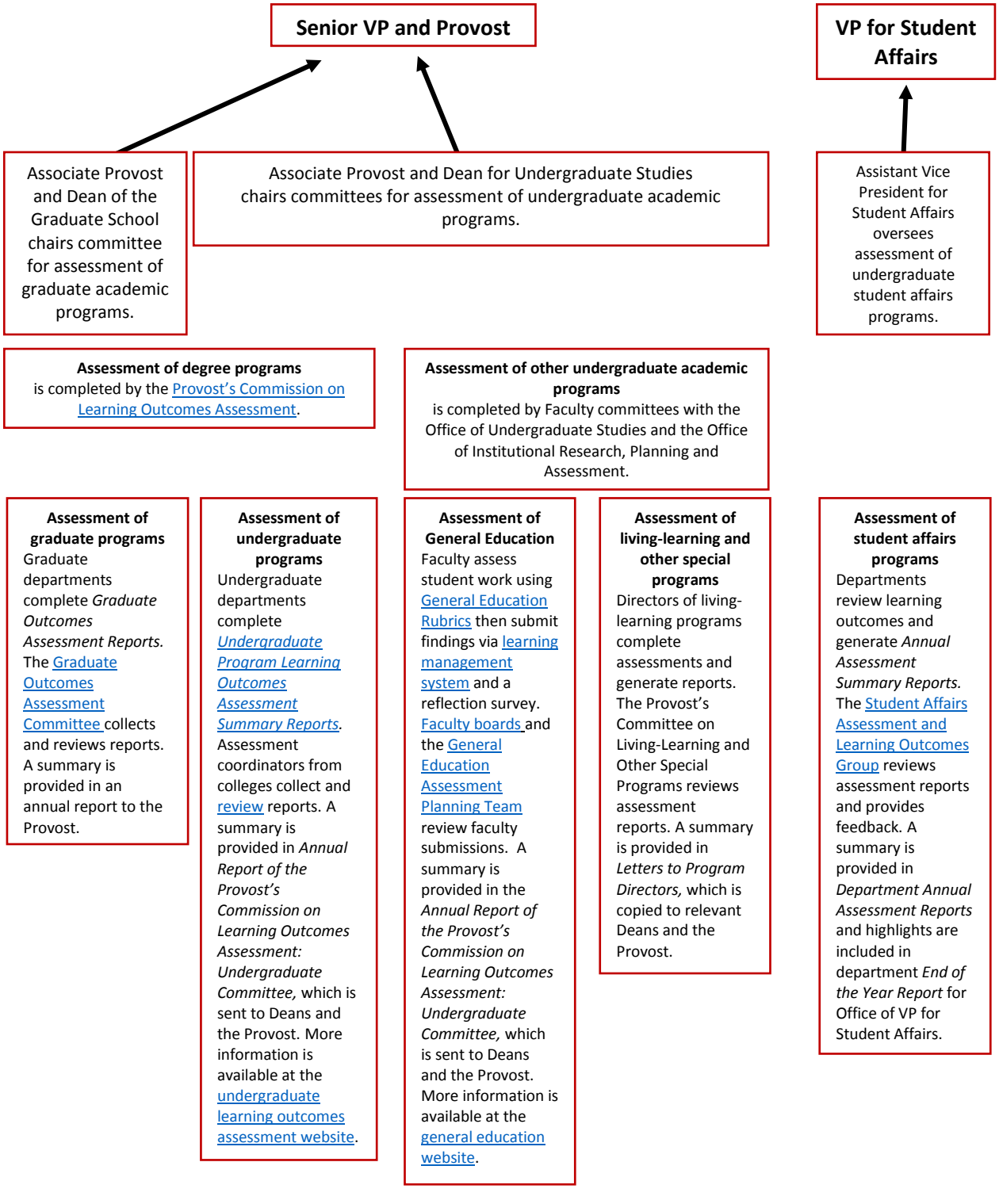
Criterion 3d: Use of assessments in planning, conducting, and supporting a range of professional development activities
The College of Agriculture and Natural Resources responded to Provost's Commission feedback to add higher-order thinking to undergraduate program learning outcomes. It hosted a 2015 workshop to develop learning outcomes for analysis, synthesis, evaluation and creation of knowledge.
Through academic program assessment the Architecture faculty became engaged in reviewing student work for learning outcomes assessment. This process is now seen as a professional development opportunity where faculty report a deeper understanding of assessment and of student learning.
To support teaching, learning, and assessment in the General Education program, the Office of Undergraduate Studies hosts informative workshops and facilitates discussions among instructors. This includes faculty learning communities that meet regularly (I-Series FLC, Scholarship in Practice FLC, UGST Faculty Fellows FLC, Large Lecture Faculty FLC, Diversity FLC, Living-Learning Program Directors FLC).
UMD hosts conferences attended by UMD faculty, administrators, and staff that regularly have sessions on LO assessment including: Maryland Student Affairs Conference, Innovations in Teaching and Learning.
The Teaching & Learning Transformation Center, founded in 2014, is a central campus resource for administrators, departments, and individual faculty members. TLTC staff provide consulting on effective course and program assessment, conduct empirical evaluations of course redesign initiatives, and provide workshops and resources to help faculty leverage assessment data to enhance effectiveness, engagement, efficiency, and outcome equity.
Criterion 3e: Use of assessment results for planning and budgeting for the provision of academic programs and services (Criterion 3e)
The Department of Resident Life uses data for planning and resource allocation for the Math Success tutoring program. Since FY10, the total number of annual visits has increased by almost two-thirds to over 6,200 visits, and the number of unique visitors almost doubled to 1,350 in FY15.
The annual planning cycle process led by the Office of Undergraduate Studies ensures adequate seats for students to graduate in a timely manner. Demand for undergraduate courses is monitored during registration periods.

Criterion 3f: Use of assessments results in relation to informing appropriate constituents about the institution and its programs
• The College of Computer, Mathematical and Natural Sciences Teaching and Learning Center regularly presents findings about teaching and learning at national conferences. • The Host Pathogen Interactions teaching team is an example of a faculty group engaging in assessment. They regularly present at national conferences. • The Oral Communication Program has engaged in assessment of the freshman oral communication course. They present regularly at national conferences.
Criterion 3g: The Use of assessments results for improving key indicators of student success, such as retention, graduation, transfer, and placement rates
Task force 2010 on student retention and graduation. All undergraduate programs have established benchmarks, four-year plans, and targeted advising initiatives. New programs have been developed to contribute to students' academic and social engagement in the University and build a sense of community (Carillon Communities); emphasis on team projects and active learning in I-Series and Scholarship in Practice courses), institution of Student Success office and associated resources and the 2015 Policy on Midterm grades.
The On-Campus Student Housing Strategic Plan 2014 included a guarantee to house in the fall semester both spring-admitted freshmen participating in Freshmen Connection and freshmen transfer students. This significant shift was informed by a review of data that showed a positive relationship between campus housing and retention/graduation, especially for entering undergraduates

Example 6 **Data from General Education assessment are impacting the General Education courses**
The Department of Communication reports (see here) that assessment data from F'13-S'14 showed that many COMM 107 students excelled in establishing their credibility and creating effective content, but they continued to find vocal and visual delivery difficult. The Oral Communication Program team has revised the course by adding low-stakes speaking opportunities throughout the semester, series of workshops, TERPtalks featuring former COMM 107 students, and improved technology in the classrooms.

Appendix V.3

Organization of Outcomes Assessment Process



Appendix V.4 – Referenced Campus Offices, Committees, and Groups

a) Division of Student Affairs: Assessment and Learning Outcomes Committee http://www.studentaffairs.umd.edu/staff-faculty/assessment-and-learning-outcomes
b) Provost's Commission on Learning Outcomes Assessment http://www.provost.umd.edu/pcloa/index.cfm
c) Office of Undergraduate Studies http://ugst.umd.edu/

Appendix V.5 – Other References

a) Carillon Communities http://www.carillon.umd.edu/
b) The First-Year Innovation and Research Experience (FIRE) http://www.fire.umd.edu/
c) Academy for Innovation and Entrepreneurship: Fearless Ideas Courses http://innovation.umd.edu/learn/
d) Department of Economics: Masters in Applied Economics http://masters.econ.umd.edu/program_overview.html
e) Best Practices for Successful Assessments https://www.irpa.umd.edu/Assessment/LearningOutcomes/best_practices_assessment.pdf
f) Public Health Science Learning Outcomes Assessment (private document)
g) Graduate School: Assessment Deadlines https://www.gradschool.umd.edu/about-us/publications-and-reports/graduate-outcomes-assessment/assessment-deadlines
h) Marquee Courses in Science and Technology http://www.marqueecourses.umd.edu/

Appendix V.6 – Other Sources Evaluated by the Working Group

a) College of Computer, Mathematical, & Natural Sciences Presentations in Conferences http://cmns-tlc.umd.edu/national-and-international-meetings/
b) Elevating Teaching and Learning through Course Transformation http://tltc.umd.edu/content/elevate-fellows
c) Host Pathogen Teaching Group http://cbmg.umd.edu/cbmg-home/hpi-teaching-group/
d) Innovations in Teaching and Learning Conference http://it.umd.edu/as/twt/index.html
e) Maryland Student Affairs Conference http://msac.umd.edu/
f) On-Campus Student Housing Strategic Plan http://reslife.umd.edu/hsp/
g) Oral Communication Program https://www.comm.umd.edu/undergraduate/oral-communication-program
h) UMD Policy and Procedures Concerning Mid-Term Grades for Undergraduate Students http://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/III-600B.pdf
i) Testudo Curriculum Management https://umd-cm.umd.edu
j) Office of Undergraduate Studies: Mission and Program Overview http://www.ugst.umd.edu/aboutugst.html
k) Vice President's Advisory Committee (VPAC) http://vpac.umd.edu/
l) Graduate School: Assessment vs. Benchmarking http://gradschool.umd.edu/about-us/publications-and-reports/graduate-outcomes-assessment/assessment-vs-benchmarking

Documents and Appendices for Standard VI: Planning, Resources, and Institutional Improvement

Appendix VI.1 – Document List

a) Budget and Tuition Information http://otcads.umd.edu/bfa/budgetinfo3.htm
b) Promoting Innovation: The University of Maryland IT Strategic Plan https://it.umd.edu/sites/divisionofit.umd.edu/files/StratPlan_final0213.pdf
c) Division of Student Affairs: About Us http://www.studentaffairs.umd.edu/about-us
d) Faculty Incentive Program http://research.umd.edu/development/faculty-incentive
e) Strategic Plan Implementation: Resource Reallocation for FY 2011: Academic Affairs http://www.provost.umd.edu/SP07/Implement2/Reallocation_FY2011_Academic_Affairs.cfm
f) Strategic Plan Implementation: Second Year (FY 2010) http://provost.umd.edu/SP07/Implement2/index.cfm
g) Flagship 2020 Commission http://www.umd.edu/Flagship2020/
h) Synthesized Report of the Findings and Recommendations of the Flagship 2020 Commission Work Groups http://www.umd.edu/Flagship2020/pdf/2020commissionrecommendations-final.pdf
i) UMD Policy on the Review of Academic Units http://www.president.umd.edu/policies/2014-i-600a.html
j) Learning Outcomes Assessment https://www.irpa.umd.edu/Assessment/LOA.html
k) Graduate Outcomes Assessment http://www.gradschool.umd.edu/about-us/publications-and-reports/graduate-outcomes-assessment
l) Task Force Report on Cybersecurity https://www.president.umd.edu/sites/president.umd.edu/files/files/documents/Task_Force_on_Cybersecurity_Report_Final_June_12_2014.pdf
m) 2011-2030 Facilities Master Plan https://www.facilities.umd.edu/documents/fmp/2011-2030%20facilities%20Master%20Plan.pdf
n) University of Maryland Climate Action Plan https://sustainability.umd.edu/sites/sustainability.umd.edu/files/climate_action_plan.pdf
o) USM Policy on Financial Management http://www.usmh.usmd.edu/regents/bylaws/SectionVIII/VIII700.html
p) Office of Undergraduate Studies: Annual Report FY2015 http://www.ugst.umd.edu/annualreport/FY2015AnnualReport.pdf
q) UMD Libraries 2015 Annual Report http://issuu.com/umdlibraries/docs/umdlibraries2015annualreport

Appendix VI.2 Campus-level Advisory Bodies

Essential to the vitality of academe is shared responsibility for governance. All legal authority is vested in and flows from the governing board. It delegates specified authority to the President of UMD who, in turn, delegates specified authority to other administrators. University and unit administrators share governance responsibility with faculty, staff, and student representatives. There is a delicate and complex balance between broad institutional participation and ultimate institutional accountability. No governance group exercises total control over the entire governance process. Different groups have primary responsibility for different spheres of governance. It is a process of collaborative and complementary responsibility for the governance of the institution by multiple stakeholders.

The University of Maryland leadership team consists of the members of the **Cabinet** and the **Deans Council**. These leaders serve UMD with exceptional competence, insight, and dedication.

The Cabinet includes 15 direct and co-reports to the President: the Senior Vice President and Provost; Vice President- Research; Vice President- University Relations; Vice President- Administration; Vice President- Student Affairs; Chief Financial Officer; Vice President- Information Technology and Chief Information Officer; Vice President- General Counsel; Associate Vice President- Communications; Director- State Relations; Director- Federal Relations; Chief Diversity Officer; Athletic Director; Chief Strategist- Business and Economic Development; and Assistant President and Chief of Staff.

The Deans Council includes the 14 deans who report to the Provost, the deans for: Agriculture; Architecture, Planning and Preservation; Arts and Humanities; Business; Behavioral and Social Sciences; Computer, Mathematical, and Natural Sciences; Education; Engineering; Graduate School; i-School; Journalism; Libraries; Public Health; Public Policy; and Undergraduate Education.

A key tenet of the University of Maryland's shared governance model is the robust **University Senate**, which is composed of faculty, staff, students, and administrators that are peer-elected, volunteer, or appointed. The primary function of the senate is to advise the university president on virtually all campus policy matters and concerns, including but not limited to: education, budget, personnel, campus-community, long range plans, facilities, and faculty, staff and student affairs (subject to the limitations imposed by laws or mandates from the University of Maryland System Board of Regents or the Chancellor).

A number of councils are aligned with the Senate, including:

Councils:

- Athletic Council
- Campus Transportation Advisory Committee (CTAC)
- Council of University System Faculty (CUSF)
- Council of University System Staff (CUSS)
- IT Council

- Library Council
- Research Council

To provide some detail about one of these councils, the **Athletic Council** exists to help the University develop and maintain the best possible intercollegiate athletic program consistent with the academic integrity of the institution and the academic and social development of student athletes. The Athletic Council is the primary body which advises the president on all matters relating to intercollegiate athletics. It is responsible for formulation and recommendation of policy matters affecting intercollegiate athletics and for monitoring the implementation of such policy by the intercollegiate athletics program. The council, on behalf of the president, provides the necessary faculty input and participation in intercollegiate athletics as required by the Big Ten Conference, National Collegiate Athletic Association and the University of Maryland at College Park. The council does not execute policy but serves to influence policy development and administration.

Other key bodies that provide critical input, include the following:

- The **Finance Committee** oversees the management of the annual Campus Operating and Capital Budgets and reviews resource issues of campus-level significance that arise within the fiscal year. The Finance Committee is advisory to the President. The specific roles of the Finance Committee are as follows: (1) Define and oversee the administration of the annual operating budget; (2) Define and oversee the administration of state, system and institutional funded capital programs; (3) Develop and oversee the administration of programs to assign and control use of non-financial resources; (4) Assess the manner in which financing can best be arranged to support capital and operating program needs in response to priorities defined by the cabinet; (5) Provide policy guidance for campus level treasurer-type activities and programs to protect campus assets; and (6) Evaluate overall functioning of campus financial systems and initiate corrective actions as required.

- The **Facilities Council** supports the University of Maryland in its mission of 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 Facilities Council provides strategic guidance to Facilities Management, which is responsible for the physical campus – its academic, research and administrative spaces, the infrastructure that supports the buildings, and the landscape that surrounds them.

- The **University Sustainability Council** exists to advise the President, the Office of Sustainability, and the campus community about issues related to the integration of sustainability into campus operations. Campus operations include the physical campus as well as the university's core missions of teaching, research, and service. To assist the university in implementing its Climate Action Plan, the Council considers the costs and benefit of various carbon reducing expenditures as well as policy activities that support carbon neutrality and sustainability.

- The **Research Support Operations Committee (RSOC)** is responsible for conducting strategic, hazard and/or compliance risk evaluations. Research excellence, safety and compliance, are inextricably intertwined. Safety and compliance are core values of our institution and integral parts of the responsible conduct of research. The university expects all members of our research community to integrate safety into their research activities, to strive for excellence and to go beyond minimum compliance. The RSOC is asked to determine how the risk affects the achievement of the university's strategic goals of being a magnet for exceptional students that functions as an international center housed in a vibrant surrounding community which serves as a catalyst for economic development and a healthier society. RSOC oversight includes managing the following: safe use of humans/animals; conflict of interest; laboratory safety; facilities/maintenance; loss/lack of facilities; major equipment damage; administrative service; inability to meet desired level of service quality; reputational damage; loss of federal funding; federal investigations; etc.

Appendix VI.3 – Referenced Campus Offices, Committees, and Groups

a) Office of Institutional Research, Planning, & Assessment https://www.irpa.umd.edu/
b) Academy for Innovation & Entrepreneurship http://innovation.umd.edu/
c) Teaching and Learning Transformation Center http://tltc.umd.edu/

Appendix VI.4 – Other References

a) College Park Academy http://www.collegeparkacademy.com/
b) Maryland Language Science Center http://languagescience.umd.edu/
c) Institutional Research, Planning & Assessment: Course Evaluations https://www.irpa.umd.edu/Assessment/CourseEval/CourseEval.html
d) Institutional Research, Planning & Assessment: Faculty & Staff Reporting https://www.irpa.umd.edu/Assessment/FacStaffReporting.html
e) Campus Assessment Working Group (CAWG) https://www.irpa.umd.edu/CAWG/index.html
f) Strategic Plan Implementation: Second Year (FY 2010); Task Forces, Councils and Committees http://provost.umd.edu/SP07/Implement2/TaskGroupsYear2.cfm
g) Strategic Plan Implementation: Year Three Task Forces, Councils, and Committees http://www.provost.umd.edu/SP07/Implement3/TaskGroupsYear3.cfm
h) College Park Scholars http://scholars.umd.edu/
i) Honors College http://www.honors.umd.edu/
j) Institutional Research, Planning & Assessment: Campus Counts https://www.irpa.umd.edu/CampusCounts/index.html
k) Division of Research: Facts and Figures http://www.research.umd.edu/about/facts-figures
l) Universities at Shady Grove http://shadygrove.umd.edu/
m) Dining Services: Sustainable Food Commitment http://dining.umd.edu/sustainability/sustainable-food-commitment/
n) Representative academic unit review documents (private folder)
o) "Managing for Results" 2015 report to the Maryland Higher Education Commission (submitted annually, private document)

Appendix VI.5 – Other Sources Evaluated by Review Team

a) Office of Institutional Research, Planning & Assessment: Assessment Activities at the University of Maryland https://www.irpa.umd.edu/Assessment/index.html
b) CAWG Snapshot of Student Experiences: Alumni Perceptions of Diversity https://www.irpa.umd.edu/CAWG/Reports/2015/snapshot_nov15_retcomp.pdf

Documents and Appendices for Standard VII: Governance and Leadership

Appendix VII.1 – Document List

a) Maryland Higher Education Commission (MHEC) Commission Responsibilities http://mhec.maryland.gov/About/Pages/commission.aspx
b) Code of Maryland Regulations: Title 13B: Maryland Higher Education Commission http://www.dsd.state.md.us/comar/subtitle_chapters/13B_Chapters.aspx
c) Chancellor Robert L. Caret Biography http://www.usmd.edu/usm/chancellor/bio
d) University System of Maryland Board of Regents http://www.usmd.edu/regents/
e) Bylaws of the Board of Regents of the University System of Maryland http://dev.umd-president.w.lmdagency.net/sites/president.umd.edu/files/documents/policies/BYLAWS_OF_THE_BOARD_OF_%20REGENTS.pdf
f) USM Policy on Public Ethics for the Board of Regents http://www.usmh.usmd.edu/regents/bylaws/SectionI/I700.html
g) UMD Policy on Conflict of Interest and Conflict of Commitment http://president.umd.edu/sites/president.umd.edu/files/documents/policies/II-310A.pdf
h) UMD Procedures on Conflict of Interest and Conflict of Commitment http://president.umd.edu/sites/president.umd.edu/files/documents/policies/II-310B.pdf
i) Office of the President: About the President (President Loh's Biography) http://www.president.umd.edu/administration/about-president
j) List of UMD Policies http://www.president.umd.edu/administration/policies
k) USM Policy on Shared Governance in the University System of Maryland http://www.usmh.usmd.edu/regents/bylaws/SectionI/I600.html
l) Office of the President: Organizational Chart http://www.president.umd.edu/administration/organizational-chart
m) Office of the Senior Vice President and Provost: Organizational Chart http://www.provost.umd.edu/about/SVPAAPorgchart.pdf
n) Division of Administration and Finance: Organizational Chart https://drupal-base-s3-drupalshareds3-4rdo4ub4q8fm.s3.amazonaws.com/vpaf/s3fs-public/uploads/ADMIN%20Org%20Chart-2016-12.pdf
o) Division of Research: Organizational Chart http://research.umd.edu/about/org-chart
p) UMD Policy on the Review of Deans of Academic Units http://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/I_600B.pdf
q) UMD Policy on the Review of Department Chairs and Directors of Academic Units http://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/I_600C.pdf
r) Plan of Organization for Shared Governance at the University of Maryland, College Park http://senate.umd.edu/governingdocs/Plan_of_Organization.pdf
s) Bylaws of the University Senate at the University of Maryland https://www.senate.umd.edu/governingdocs/bylawsrevised03-18-16.pdf
t) Board of Regents Policy on the Five-Year Review of USM Presidents http://www.usmd.edu/regents/bylaws/SectionVII/VII501.html
u) Division of Student Affairs: Organization Chart http://www.studentaffairs.umd.edu/about-us/organization-chart
v) Division of Information Technology: Organizational Chart http://it.umd.edu/organization

w) Division of University Relations: Departments
http://urhome.umd.edu/departments/index.cfm
x) Organization of the Office of General Counsel
http://www.president.umd.edu/legal/staff.html

Appendix VII.2: The President's Cabinet and biographies of the Senior Leadership Team

President's Cabinet

Dr. Wallace D. Loh, President
Mr. Kevin Anderson, Director of Athletics
Dr. Linda Clement, Vice President for Student Affairs
Mr. Carlo Colella, Vice President for Administration and Finance
Dr. Eric Denna, Vice President and Chief Information Officer
Mr. Paul Dworkis, Associate Vice President and Chief Financial Officer
Ms. Michele Eastman, Assistant President and Chief of Staff
Ms. Cornelia Kennedy, Assistant to the President
Ms. Virginia Meehan, Director for Federal Relations
Dr. Patrick O'Shea, Vice President for Research
Dr. Mary Ann Rankin, Senior Vice President and Provost
Mr. Michael Poterala, Vice President and General Counsel
Dr. Kumea Shorter-Gooden, Associate Vice President and Chief Diversity Officer
Mr. Ross Stern, Executive Director of Government Relations
Mr. Neil Tickner, Assistant to the President
Mr. Peter Weiler, Vice President for University Relations
Mr. Brian Ullmann, Associate Vice President, University Marketing and Communications

Biographies of the Vice Presidents

Mary Ann Rankin, Senior Vice President and Provost
Dr. Rankin received her B.S. in biology and chemistry from Louisiana State University, was a National Science Foundation pre-doctoral fellow at the University of Iowa and Imperial College Field Station, Ascot, England, and earned a Ph.D. in physiology and behavior from the University of Iowa in 1972. She was a National Institutes of Health post-doctoral fellow at Harvard University until joining The University of Texas at Austin in 1975 as an assistant professor of zoology. Prior to assuming this position in October 2012, Dr. Rankin was CEO of the National Math and Science Initiative (NMSI) in Dallas, TX; and she previously spent 36 years at The University of Texas (UT) at Austin, where she served for six years as chair of biological sciences and for nearly 17 years as Dean of the College of Natural Sciences. Dr. Rankin's research focuses on studies of the physiologic relationships governing the evolution of insect life history strategies. She is a member of the American Entomological Society, the Royal Entomological Society, and the American Association for the Advancement of Science. She serves on several non-profit boards including the Southwest Research Institute (one of the nation's premier, non-profit R&D firms in engineering and space sciences) and the Science Education Advisory Board of the Howard Hughes Medical Institute, as well as the Advisory Committee for the Division of Education and Human Resources at the National Science Foundation.

Carlo Colella, Vice President for Administration and Finance
Mr. Colella earned B.S. and M.S. degrees in Civil Engineering from the University of Maryland and the University of California, Berkeley, respectively. He is certified as a Professional Engineer and a LEED Accredited Professional. Prior to this role, Mr. Colella served as the University's Associate Vice President and Chief Facilities Officer during 2011-2013. He joined the University in 1988 and has held progressively responsible positions in Facilities Management, including service as Director of Capital Projects during 2002-2011. Prior to his career at Maryland, Mr. Colella worked as a professional engineer for five years.

Patrick O'Shea, Vice President for Research
Dr. O'Shea holds a B.S. degree from the National University of Ireland, University College Cork, and M.S. and Ph.D. degrees from the University of Maryland, all in physics. His technical expertise lies in the field of applied electromagnetics, nonlinear dynamics and particle accelerator technology, and applications. Prior to his appointment in July 2011, Dr. O'Shea previously served as Chair of the Department of Electrical & Computer Engineering; Executive Director of the Center for Applied Electromagnetics; Co-Director of the Maryland Cyber Security Center; and Director of the Institute for Research in Electronics and Applied Physics. He played a leading role in the founding of the Maryland NanoCenter, the Maryland Center for Applied Electromagnetics, and the Maryland Cyber Security Center. He also was a project leader at the University of California Los Alamos National Laboratory, and a faculty member at Duke University working on the Medical Free-Electron Laser Program. He is a Fellow of the Institute of Electrical and Electronic Engineers, the American Physical Society, and the American Association for the Advancement of Science, and a University of Maryland Distinguished Scholar-Teacher. He serves on several boards, including: National Institute of Aerospace, Cooperative Institute for Climate and Satellites, Universitas 21 Research Leaders Steering Group, Maryland Cybersecurity Council, Maryland Innovation Initiative, Oak Ridge Associated Universities and Oak Ridge Associated Universities Foundation, and Wild Geese Network of Irish Scientists.

Eric Denna, Vice President for Information Technology and Chief Information Officer
Dr. Denna received a B.S. in accounting and an M.S. in information systems from Brigham Young University, and a doctorate in information systems from Michigan State University, where he was the Coopers & Lybrand Doctoral Scholar. He was the Warnick/Deloitte & Touche Faculty Fellow and associate professor of information systems at BYU's Marriott School of Management. Prior to his appointment in July 2014, Dr. Denna had 30 years of IT leadership experience at research universities and in the private sector. He served as the CIO for the University of Utah and the Utah System of Higher Education and was co-chair of the Utah Education Network board of directors. Previous positions include: Chief Operating Officer of the RBL Group; Senior Vice President, Global Operations and Process Design at Ascent Media; CIO and Chief Technology Officer of the Church of Jesus Christ Latter-day Saints in Salt Lake City; CIO of Brigham Young University (BYU); CIO for the Times Mirror Higher Education Group in Chicago; and as a consultant at Ernst & Young, Price Waterhouse, and Coopers & Lybrand. Dr. Denna serves as Vice Chair of the Kuali Foundation, and he works with the CIOs of the Big Ten Academic Alliance on using technology to transform learning and teaching.

Michael Poterala, Vice President and General Counsel
Mr. Poterala is an honors graduate of Georgetown University and received a J.D. from the Georgetown University Law Center. Prior to his appointment in December 2014, Mr. Poterala was Deputy General Counsel at North Carolina State University and chaired their Compliance Officials Working Group and the Professional Sports Counseling Panel. Mr. Poterala worked previously at Michigan State University (MSU) for 13 years as both an attorney in the legal office and as the director of MSU's technology transfer office. Prior to academe, he was in private practice in Detroit for 10 years, representing clients in state and federal courts in the areas of commercial litigation, labor and employment, and trademark and copyright enforcement. During this time, he most notably served as the Michigan general counsel for the Motion Picture Association of America. Mr. Poterala was elected as a trustee and president of the Northville, Michigan Board of Education (1996-2000), and was later appointed as a director and president of the Northville Educational Foundation (2002-2010).

Linda Clement, Vice President for Student Affairs
Dr. Clement earned her B.A. from the State University of New York-Oswego, her M.A. from Michigan State University, and her Ph.D. from the University of Maryland. Dr. Clement began her career at the University of Maryland in 1974 as a staff member in the departments of Resident Life and Orientation. From the late 1970s until 2000, Dr. Clement served as Director of Undergraduate Admissions and later as the Assistant Vice President for Academic Affairs. Dr. Clement's career also included a brief stint as the President's Chief of Staff in 2000, prior to being appointed Vice President in 2001. Additionally, Dr. Clement is an affiliate associate professor in the Department of Counseling and Personnel Services, where she teaches and advises masters and doctoral students. Outside the University, Dr. Clement has served as a Trustee and Chair for The College Board. She frequently engages in scholarly research and has authored numerous journal articles and book chapters, as well as her own book, Effective Leaders in Student Services: Voices from the Field.

Peter Weiler, Vice President for University Relations
Mr. Weiler received his B.A. in psychology and M.A. in higher education from the University of Vermont. Mr. Weiler was appointed in August 2012 and previously worked for 25 years in university development and advancement, rising to senior leadership positions at leading public research universities with large and successful development programs: Vice President for Advancement at the University of New Hampshire and President of the UNH Foundation; Senior Vice President for Development at The Ohio State University and President of the OSU Foundation; Senior Associate Vice President and advanced to Vice President for Development at The Pennsylvania State University; and began his career in the field of student development at University of California, Los Angeles, advancing to Associate Dean of Students. He has served on the boards of community organizations that include United Way, the Central Pennsylvania Festival of the Arts, and Special Olympics.

Appendix VII-3: Changes in the President's Senior Leadership Team at the University of Maryland, College Park since 2007

- Wallace D. Loh became the 33rd President of the University in November 2010, succeeding C. Dan Mote, Jr. (1998-2010), who returned to the faculty as a Regents Professor in Mechanical Engineering and who, in 2013, assumed leadership of the National Academy of Engineering.
- Mary Ann Rankin was appointed Senior Vice President and Provost in October 2012, succeeding Ann G. Wylie (2011-2012), Nariman Farvardin (2007-2011), and William W. Destler (2001-2007).
- Carlo Colella was appointed Vice President for Administration and Finance in June 2013, succeeding Robert M. Specter (2011-2013), Frank Brewer (Interim 2011), Ann G. Wylie (2008-2011), Douglas M. Duncan (2007-2008), and Frank Brewer (Interim 2007).
- Patrick O'Shea was appointed Vice President for Research in July 2011,[1] succeeding Norma Allewell, (Interim 2010-2011) and Melvin Bernstein (2006-2010).
- Eric L. Denna was appointed Vice President for Information Technology and Chief Information Officer in July 2014, succeeding Ann G. Wylie (Interim 2014), Brian Voss (2011-2014), Joseph JaJa (Interim 2010-2011), and Jeffrey Huskamp (2004-2010).
- Linda M. Clement, Vice President for Student Affairs (2001-present)
- Peter Weiler was appointed Vice President for University Relations in August 2012, succeeding William Brodie Remington (1999-2012).
- Michael Poterala was appointed Vice President and General Counsel in January 2015, succeeding Jack Terence Roach, Executive Assistant to the President and Chief Counsel (1995-2014).

[1] Dr. O'Shea will depart in 2017 to assume the presidency of the University of Cork (Ireland).

Appendix VII.4 – Current Roster of Deans

College	Dean	start date
Agriculture and Natural Resources	Craig Beyrouty	2015
Architecture, Planning, & Preservation	Sonia Hirt as of Sept 2016	2016
Arts and Humanities	Bonnie Thornton Dill	2011
Behavioral and Social Sciences	Gregory F. Ball	2014
Business	Alexander J. Triantis	2013
Computer, Mathematical, & Natural Sciences	Jayanth Banavar	2011
Education	Donna Wiseman	2007
Engineering	Darryll Pines	2009
Graduate School	Charles Caramello Jeffrey Franke (interim) as of July 2016)	2006-2016
Information Studies	Keith Marzullo	2016
Journalism	Lucy A. Dalglish	2012
Libraries	Babak Hamidzadeh (interim)	2015
Public Health	Jane C. Clark (Boris D. Lushniak as of January 2017)	2012-2017
Public Policy	Robert Orr	2014
Undergraduate Studies	William Cohen	2015

- In 2010-2011, the College of Computer, Mathematical, and Physical Sciences and the College of Life Sciences became the College of Computer, Mathematical, and Natural Sciences, eliminating a dean's position.

- The Office of Professional Studies, which was headed by a dean, was eliminated in 2008 and replaced by the Office of Extended Studies, with an Assistant Vice President serving as its director. This office is now subsumed under the Associate Vice President of Records, Registration, and Extended Studies.

Appendix VII.5 –Campus Offices, Committees, and Groups

a) University of Maryland College Park Foundation Board http://umcpf.org/board/showCommittee.php?name=umcp-foundation-board
b) University of Maryland College Park Foundation http://umcpf.org/board/homepage.php
c) The President's Commission on Women's Issues http://umd.edu/commissions/PCWI/
d) The President's Commission on Ethnic Minority Issues http://umd.edu/commissions/PCEMI/
e) The President's Commission on Disability Issues http://umd.edu/commissions/PCDI/
f) The President's Commission for Lesbian, Gay, Bisexual and Transgender Issues http://umd.edu/commissions/PCLGBTI/
g) University Athletic Council https://www.senate.umd.edu/councils/athletic_council/index.cfm
h) President's Commission on UMD and Big Ten/CIC Integration http://www.president.umd.edu/administration/commissions-task-forces-and-councils/president-s-commission-umd-and-big-tencic
i) President's Commission on Intercollegiate Athletics https://www.president.umd.edu/presidents-commission-intercollegiate-athletics
j) Flagship 2020 http://www.umd.edu/Flagship2020/
k) Office of the Senior Vice President and Provost provost.umd.edu/
l) Division of Administration and Finance http://vpaf.umd.edu/
m) Division of Research http://research.umd.edu/
n) Division of Information Technology http://www.it.umd.edu/
o) Office of General Counsel https://www.president.umd.edu/office-general-counsel
p) Division of Student Affairs http://www.studentaffairs.umd.edu/
q) Division of University Relations http://www.urhome.umd.edu/
r) Student Government Association http://www.umdsga.com/
s) Graduate Student Government http://umd.orgsync.com/org/gsg/

Appendix VII.6 – Other References

a) The University System of Maryland http://www.usmd.edu/
b) Maryland Higher Education Commission Members http://mhec.maryland.gov/About/Pages/members.aspx
c) Council of University System Faculty http://www.usmd.edu/usm/workgroups/SystemFaculty/
d) Council of University System Staff http://www.usmd.edu/usm/workgroups/SystemStaff/
e) University System of Maryland Student Council http://www.usmd.edu/usm/workgroups/StudentCouncil/
f) Maryland State Ethics Commission http://ethics.maryland.gov/