III. University’s Mission and Current and Future Characteristics

A. Mission and Role as Flagship Campus

SUMMARY MISSION STATEMENT

Approved by the Board of Regents on February 1, 2006

The University of Maryland, College Park is a public research university, the Flagship Campus of the University System of Maryland, and the original 1862 land-grant institution in the State. It is one of only 63 members of the Association of American Universities, an organization composed of the leading research universities in the United States and Canada. The University of Maryland is committed to achieving excellence as the State’s primary center of research and graduate education and the institution of choice for undergraduate and graduate students of exceptional ability and promise. The University creates and applies knowledge for the benefit of the economy and culture of the State, the region, the nation, and beyond. As the flagship of the University System of Maryland, the University shares its research, educational, cultural, and technological strengths with businesses, government, and other educational institutions. The University advances knowledge, provides outstanding and innovative instruction, and nourishes a climate of intellectual growth in a broad range of academic disciplines and interdisciplinary fields.

The University counts among its greatest strengths – and a major component of its excellence – the diversity of its students, faculty, and staff.
The University of Maryland, College Park is committed to equal educational opportunity and strives to hire a diverse faculty and staff of exceptional achievement through affirmative actions, to celebrate diversity in all of its programs and activities, and to recruit and retain qualified graduate and undergraduate minority students.

From the 2008 University Strategic Plan:

Mission
As a major asset to the State of Maryland, the University’s mission is to foster the education, critical thinking, and intellectual growth of its students, the creation and application of new knowledge, the economic development of the State, and the effective engagement of its students, faculty, and staff with the surrounding world.

Role of the State’s Flagship Institution
The University of Maryland’s role is to preserve and transmit the knowledge of the past, to illuminate the challenges of the present and contribute to their solution, and to shape the future. As the flagship, our task is to attract the most brilliant minds, advance the frontiers of knowledge, stimulate innovation and creativity, and educate those who will be leaders in all areas, including civic life, business, culture, and education. As the flagship, we have a special responsibility in Maryland to educate engaged and thoughtful citizens for life in a complex, vibrant, democratic society.

The University’s role is to anticipate and prepare for the opportunities that will enhance the State’s economic well-being and social and cultural vitality ten, twenty, and forty years from now.

The University must create new opportunities and initiatives, in bioscience and biotechnology, conflict resolution, languages and culture, green energy, alternative agriculture, health and wellness, the humanities and arts, public policy, and myriad other fields that will reinforce and support Maryland as a state renowned for economic innovation and prosperity and acclaimed for a strong, culturally rich and vital social fabric.
B. Description of Institution

Current demographics, projected future demographics

Enrollments

Both the diversity of the student population and the quality of students has risen over time. The campus counts the diversity of its student body among its special strengths; as of fall 2010, 37% of undergraduates stated that they were either Hispanic, or claimed at least one minority racial/ethnic identity. The comparable statistic for graduate students was 21%. Moreover, approximately 23% of our graduate students are international. In addition, operating with the highest admission standards in the USM, the University of Maryland attracts to campus highly qualified students from all counties of Maryland, the other 49 states, and approximately 120 countries around the world. The enrollment data in the projected years are predicated upon full-funding of the USM Strategic Plan for Fiscal Year (FY) 2013 and beyond. Moreover, the data represent, over the relevant time period, the campus’ contribution to meeting Governor O’Malley’s goal of having 55% of Marylanders having a college degree by 2025. The data correspond to the University’s 10-year enrollment projections that are filed on an annual basis with the University System of Maryland Office.

Table 1: Headcount Enrollment

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2020</th>
<th>Net Change 2010 - 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate FT</td>
<td>23,263</td>
<td>23,124</td>
<td>23,780</td>
<td>24,383</td>
<td>24,617</td>
<td>24,841</td>
<td>26,525</td>
<td>7%</td>
</tr>
<tr>
<td>Undergraduate PT</td>
<td>2,179</td>
<td>2,030</td>
<td>2,077</td>
<td>2,092</td>
<td>1,925</td>
<td>2,081</td>
<td>2,175</td>
<td>4.5%</td>
</tr>
<tr>
<td>Graduate FT</td>
<td>6,642</td>
<td>6,708</td>
<td>6,844</td>
<td>6,934</td>
<td>7,062</td>
<td>7,095</td>
<td>7,570</td>
<td>7%</td>
</tr>
<tr>
<td>Graduate PT</td>
<td>3,285</td>
<td>3,240</td>
<td>3,313</td>
<td>3,591</td>
<td>3,591</td>
<td>3,624</td>
<td>3,875</td>
<td>7%</td>
</tr>
<tr>
<td>TOTALS</td>
<td>35,369</td>
<td>35,102</td>
<td>36,014</td>
<td>37,000</td>
<td>37,195</td>
<td>37,641</td>
<td>40,145</td>
<td>7%</td>
</tr>
</tbody>
</table>

Source: UMD Office of Institutional Research, Planning and Assessments (IRPA)

Table 2: FTE Fall Enrollment

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2020</th>
<th>Net Change 2010 - 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>25,396</td>
<td>27,171</td>
<td>7%</td>
</tr>
<tr>
<td>Graduate</td>
<td>6,622</td>
<td>7,138</td>
<td>8%</td>
</tr>
<tr>
<td>TOTALS</td>
<td>32,018</td>
<td>34,309</td>
<td>7%</td>
</tr>
</tbody>
</table>

Source: UMD Office of Institutional Research, Planning and Assessments (IRPA)
Faculty and Staff Size

Faculty and staff have absorbed significant burdens from the economic downturn, with layoffs, furloughs and increasing workloads. As noted in President Wallace D. Loh’s testimony before the General Assembly, State budget cuts have led to the layoff of 50 employees in FY 2011.

Consistent with the USM Strategic Plan and the State’s goals to increase degree production and expand the economic base, the University System of Maryland intends to grow its student body and its research production significantly over the next decade. Meeting these goals will require additional faculty and staff. Hiring additional faculty and staff is dependent in turn on new resources from the State that may be available as the economy improves.

Table 3: Faculty Headcount

<table>
<thead>
<tr>
<th>Year</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2020</th>
<th>Net Change 2010 - 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>2,862</td>
<td>2,896</td>
<td>2,924</td>
<td>2,967</td>
<td>3,060</td>
<td>3,147</td>
<td>3,343</td>
<td>6%</td>
</tr>
<tr>
<td>Part-Time</td>
<td>812</td>
<td>856</td>
<td>861</td>
<td>900</td>
<td>937</td>
<td>976</td>
<td>1,014</td>
<td>4%</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>3,674</td>
<td>3,752</td>
<td>3,785</td>
<td>3,867</td>
<td>3,997</td>
<td>4,123</td>
<td>4,357</td>
<td>6%</td>
</tr>
</tbody>
</table>

Source: UMD Office of Institutional Research, Planning and Assessments (IRPA)

Table 4: Staff Headcount

<table>
<thead>
<tr>
<th>Year</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2020</th>
<th>Net Change 2010 - 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>4,367</td>
<td>4,514</td>
<td>4,656</td>
<td>4,850</td>
<td>4,819</td>
<td>4,704</td>
<td>5,465</td>
<td>16%</td>
</tr>
<tr>
<td>Part-Time*</td>
<td>4,247</td>
<td>4,188</td>
<td>4,227</td>
<td>4,352</td>
<td>4,266</td>
<td>4,330</td>
<td>4,904</td>
<td>13%</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>8,614</td>
<td>8,702</td>
<td>8,883</td>
<td>9,202</td>
<td>9,085</td>
<td>9,034</td>
<td>10,369</td>
<td>15%</td>
</tr>
</tbody>
</table>

* Official part-time counts do not include hourly employees or student workers included in the Space Planning Guidelines Report.

Source: UMD Office of Institutional Research, Planning and Assessments (IRPA)
C. Relevant Strategies and Mandates from Adopted University Guidelines and Plans

The 2011–2030 Facilities Master Plan is responsive to key University documents that govern natural resources, grounds, and facilities. The Plan reinforces and integrates elements from three documents in particular: Environmental Stewardship Guidelines, The University Strategic Plan, and the University of Maryland Climate Action Plan.

Environmental Stewardship Guidelines 2005

Following a commitment to environmental stewardship and management in the 2001–2020 Facilities Master Plan, an Environmental Stewardship Committee developed a set of Environmental Stewardship Guidelines for the University that was approved by the Facilities Council on May 19, 2005. These guidelines provide a framework and an incentive to faculty, staff, and students for responsible environmental management practices on the College Park Campus and encourage the development and implementation of an integrated environmental management system. The guidelines complement existing policies and procedures regarding regulatory compliance and are meant to inspire the University community to adopt practices and procedures that extend beyond compliance and foster long-term environmental stewardship and ecological sustainability. The 2011–2030 Facilities Master Plan has been developed with the Environmental Stewardship Guidelines in mind. The Guidelines continue to be valid, useful, and essential for ensuring that the campus community stays focused on the development of a healthy and environmentally sustainable campus.

The University Strategic Plan: 2008

The Facilities Master Plan addresses and incorporates the visions, goals, and strategies set forth in the current University Strategic Plan. “Transforming Maryland: Higher Expectations, The Strategic Plan for the University of Maryland,” was adopted by then President C. D. Mote, Jr., on May 21, 2008. The Plan calls for "resources and a physical and intellectual environment that inspires and supports excellence.” The excellence envisioned in the University Strategic Plan is also the goal of the 2011-2030 Facilities Master Plan.

The Strategic Plan sets forth a blueprint for a university whose educational and research programs have world-wide impact and enhance the economic, social, and cultural well-being of the larger community. Goals, strategies, and visions from the Strategic Plan that have facilities or landscape implications are listed below.

The Strategic Plan gives directives in three categories that are important for the Facilities Master Plan. The University will use facilities and infrastructure, including the landscape:

1) to support the goal of excellence in the educational experience and in research;
2) to encourage and initiate activities that transform the surrounding community; and
3) to create a model Green University that is a leader in environmental stewardship and sustainability.

The Strategic Plan’s specific goals and strategies that have particular importance for the Facilities Master Plan are:

1. Support excellence in the educational experience.
   The University will expand available resources to renovate and improve classrooms, laboratories, libraries, computing facilities, and the information technology infrastructure. It will work to create additional departmental and community gathering spaces for informal meetings, study, and collaborative work. Finally, the University will aggressively pursue funds needed to build the state-of-the-art Edward St. John Learning and Teaching Center within the next five years.

   The University will increase the number of available undergraduate and graduate student beds as driven by student demand. The institution will support a combination of state-owned and Public-Private-Partnerships on campus and private projects off campus to increase the quality and amount of student housing.

   The University will work for an expanded M Square. Our goal is 2 million square feet of space containing state-of-the-art research, laboratory, and incubator facilities dedicated to bringing to the campus government and private sector enterprises who will benefit from being located close to the University and whose presence will simultaneously and substantially benefit the campus community.

   The University will renew its physical infrastructure by building new facilities and substantially renovating existing ones and by renewing roads, utilities, fields, student housing, and information technology resources needed to support the University’s mission.
2. **Transform the surrounding community.**

The University will help develop the surrounding physical and business environment into an attractive location for the academic community and for local residents and businesses.

Working with the City, County, and State, and using the U.S. EPA Smart Growth Implementation Assistance Report as a guide, the University will help transform Baltimore Avenue into a welcoming gateway and efficient transportation corridor.

The University will work to revitalize downtown College Park.

The University will increase housing opportunities and enhance the community as a place for faculty, staff, and students to live.

The University will support and promote efforts to increase transportation options in and around campus.

3. **Create a model Green Campus that leads in environmental stewardship and sustainability.**

The University will become a model for environmental stewardship and sustainability. We will substantially reduce the use of energy, water, materials, and natural resources. Greenhouse gas emissions will be substantially reduced with concurrent advancement toward the goal of carbon neutrality.

In accord with the Facilities Master Plan, the University will preserve and enhance the architectural heritage of the campus through the continued development of open spaces, gathering places, vistas of green lawn and trees, and groupings of buildings that promote a sense of community. Plans for the built and natural environment will preserve the beauty of the campus and protect the environment as part of a Landscape Master Plan.

**THE UNIVERSITY OF MARYLAND CLIMATE ACTION PLAN: 2009**

The Facilities Master Plan also reflects the University’s commitment to carbon neutrality. Then President C. D. Mote, Jr., signed the American College and University Presidents Climate Commitment on May 22, 2007. In doing so he committed the University to develop an institutional action plan for becoming climate neutral, to implement this plan, and to publicly report on the progress. The 2008 Strategic Plan embraced the goal of carbon neutrality. In fall 2009, the University of Maryland Climate Action Plan was finalized and endorsed by the University Senate and President Mote. This document presents a 40-year strategic plan for how the campus will become carbon neutral by 2050. The Plan sets forth goals and more than 40 strategies for institutional, technological, and behavioral changes to help reach that goal. The strategies include policy changes; mitigating emissions from power and operations, transportation, and solid waste; and opportunities to integrate climate change and sustainability into the curriculum and research.

Five mandates in the Climate Action Plan that have implications for the setting of goals and strategies for the Facilities Master Plan are 1) retrofit existing buildings to reach the maximum level of energy efficiency and avoid construction of new buildings when possible; 2) construct necessary new buildings that are carbon neutral or as close as possible; 3) maintain all buildings to operate at maximum energy efficiency; 4) manage transportation in a way that minimizes and reduces carbon emissions to the extent possible; and 5) design, install, and maintain campus infrastructure to encourage and support responsible behaviors by the campus community, including recycling, composting, use of alternative modes of transportation, and reduced use of electric lighting and appliances.

Goals and strategies to meet these mandates are established throughout this plan.