

**THE UNIVERSITY OF MARYLAND EASTERN SHORE
PRESIDENT'S VISION
(2006)**

**LEARNING AND LEADERSHIP: STUDENT SUCCESS
AND GLOBAL COMPETENCE**

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The University of Maryland Eastern Shore (UMES) moves into the first decade of the twenty-first century poised to become a Carnegie Doctoral/Research University - Intensive and a Four-Year 3 classified institution¹. The University is the only research and doctoral-granting institution on the Eastern Shore of Maryland. As an 1890 Land-Grant University, it is authorized to offer bachelor's degrees in 29 areas, 11 master's degrees and 6 doctoral degrees. The University's faculty members are well-respected scholars and artists who contribute to the university's productivity and to their professions in the areas of performance, teaching, learning, research, and service. Working within the framework of the University System of Maryland (USM), UMES will honor its triple mission of being a comprehensive institution, a comprehensive Land-Grant institution and an Historically Black Institution (HBI) each with its special challenges and opportunities.

The University has made great strides in the past and is currently encouraged by enrollment growth. Recognized for two consecutive years as the second most beautiful campus in the nation, UMES boasts an impressive physical infrastructure and with 766 acres of land, has significant potential for growth in its physical facilities. Further, UMES leads all comprehensive institutions in the System in funds received from sponsored research and grants per FTE faculty. A culturally and ethnically diverse campus, its students, faculty, and staff represent over 60 countries providing a stimulating environment for international perspectives. "It is my goal as president to honor the rich history of this institution and to move it forward to accomplish its mission."

The vision of this president rests on a commitment to sound academic quality; development of values-based leaders; development of an inclusive environment for campus and community stakeholders; improved planning and reporting processes for accountability; increased enrollment and new approaches to fiscal soundness; increased commitment to the land-grant imperatives for community outreach through partnerships and collaborations; infusion of international perspectives throughout the campus; and development of an Institutional Advancement Division to create a marketing initiative for the University.

¹ Carnegie Foundation Classification System for Institutions of Higher Education and Southern Regional Education Board (SREB) System for categorizing postsecondary education institutions

First and foremost, a firm commitment to academic quality will ensure that the nation's workforce possesses appropriate knowledge and skills that will contribute to progress for the State of Maryland and the nation. To this end, the University of Maryland Eastern Shore will provide high-quality instructional, research, and service programs that are accessible to citizens of the state and nation. These programs will ensure the development of knowledge, skills, attitudes, and values necessary for productive, responsible and meaningful lives. The institution will seek national program accreditations for eligible programs to add value to the degrees and to position the programs for greater funding opportunities. The commercialization initiative is linked to research at the university and is designed to acknowledge the land-grant initiatives and to use the lessons and opportunities. These research activities are viewed as a portion of the academic life of the university. In addition, UMES will seek ways to increase the number of faculty lines at the full professor and associate professor ranks and will endeavor to provide funds for faculty development.

The commitment to develop values-based leaders is an important one. Character counts and so UMES will attempt to teach the whole student. It is critical that we teach values by example and by precept. Leadership for the 21st century must be purposeful, high-minded, discerning and analytical, but above all else, leaders must be values-based.

A commitment to teamwork through the establishment of an inclusive environment is vital. Campus and community stakeholders must understand the vision, commit to the University's mission, engage in activities that contribute to the realization of the strategic plan, and use outcomes to inform the change process. By so doing, UMES will maintain good quality in all units of the university.

UMES is committed to the enhancement of its assessment system beyond the academic program. It is important that the planning and evaluation process draw from a system that is comprehensive and integrated across all programs and services offered by the University. In order to manage effectively and improve operations and programs, the assessment system must be strengthened and become systematic in order to make informed university decisions. This implementation will not only assure efficiency and effectiveness, but will assure accountability.

Fiscal soundness is the foundation of any institution's survival. UMES will continue to respond to state budgetary constraints while ensuring that programs and services remain excellent. Therefore, new approaches to fiscal strength will be sought to help to compensate for decreases in state appropriations. These new approaches will enhance our ability to strengthen teaching, learning, inquiry, and engagement. The pursuit of non-risk entrepreneurial goals will improve the fiscal posture and set the tone for self-help and quality independence.

During this presidential tenure, UMES is to return to its role as a cultural center for the Eastern Shore, offering cultural events open to the public and assisting the community in social, civic, and economic areas with the expectation that the partnership posture will be reciprocal and will be accepted and operative well beyond the immediate boundaries of UMES.

The University will commit to new collaborations and partnerships to provide innovative technologies and teaching strategies to the academic programs. These collaborations will provide opportunities for student practicum and internship experiences, faculty exchanges and retooling initiatives, resident life activities, and facility upgrade. Collaborations will be internal as well as external with other universities, corporations, and governmental agencies.

The international perspective in higher education is crucial to the development of leaders who are sensitive to the role America plays in shaping the national and international agenda. UMES is committed to providing an array of undergraduate and graduate programs in an environment that is responsive to global perspectives in education. The University aims to imbed internationalism in some curricula and to extend its concept of international education through continuing education and cooperative ventures with foreign universities, government agencies, non-government agencies and private industry.

Finally, my commitment to UMES is to make this historic university, with its rich heritage, a vital part of the Eastern Shore community, graduating students who will be engaged citizens regardless of where they serve.

With the support and assistance of our Board of Visitors, alumni, faculty and staff, this vision places students at the Center of this enterprise where learning and leadership are our top priorities. We will work with all constituencies toward the goal of improving our community and our world since the future depends upon the education of our youth. We remain appreciative of the support of the University System of Maryland and its Board of Regents.