UNIVERSITY OF MARYLAND EASTERN SHORE

MISSION

The University of Maryland Eastern Shore, a Historically Black Land Grant University, emphasizes selected baccalaureate programs in the liberal arts and sciences and career fields with particular relevance to its land grant mandate, offering distinctive academic emphases in agriculture, marine and environmental science, hospitality, and technology. Degrees are offered at the bachelor’s, master’s, and doctoral levels. UMES is committed to providing quality education to persons who demonstrate the potential to become quality students, particularly from among minority communities, while fostering multi-cultural diversity. The University serves education and research needs of government agencies, business and industry, while focusing on the economic development needs on the Eastern Shore. UMES aspires to become an educational model of a teaching/research institution that nurtures and launches leaders. It will continue to enhance its interdisciplinary curriculum sponsored research, outreach to the community, e.g. the public schools and rural development, and expand its collaborative arrangements both within the system and with external agencies and constituencies.

KEY GOALS AND OBJECTIVES (2009- 2014)

Goal 1: Sustain, design, and implement quality undergraduate and graduate academic programs to meet challenges of a highly competitive and global workforce

Objective 1.1: Maintain the minimum passing rate on the Praxis II of 95 percent.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of undergraduate students who completed teacher training and passed Praxis II</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Objective 1.2: Increase the percent of students expressing satisfaction with job preparation from 89 percent in 2008 to 90 percent in 2014.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of students satisfied with education received for employment</td>
<td>85%</td>
<td>85%</td>
<td>89%</td>
<td>82%</td>
<td>76%</td>
<td>90%</td>
</tr>
</tbody>
</table>
Objective 1.3: Maintain the percent of students expressing satisfaction with graduate/professional school preparation at a minimum of 90 percent in 2014.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of students satisfied with education received for graduate/professional school</td>
<td>95%</td>
<td>95%</td>
<td>96%</td>
<td>88%</td>
<td>85%</td>
<td>90%</td>
<td></td>
</tr>
</tbody>
</table>

Goal 2: Promote and sustain access to higher education for a diverse student population

Objective 2.1: Maintain the percent of first generation students at minimum of 40 percent through 2014.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of first generation students enrolled</td>
<td>43%</td>
<td>51%</td>
<td>55%</td>
<td>55%</td>
<td>40%</td>
<td>40%</td>
<td></td>
</tr>
</tbody>
</table>

Objective 2.2: Increase the percent of non-African-American undergraduate students from 18 percent in 2009 to 22 percent in 2014.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total undergraduate enrollment</td>
<td>3,967</td>
<td>3,862</td>
<td>3,758</td>
<td>3,531</td>
<td>3,890</td>
<td>3,890</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of non-African American undergraduate students enrolled</td>
<td>21%</td>
<td>23%</td>
<td>26%</td>
<td>27%</td>
<td>22%</td>
<td>22%</td>
<td></td>
</tr>
</tbody>
</table>

Objective 2.3: Increase the number of students enrolled in courses using distance education technology from 648 in 2009 to 1,000 in 2014.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of students enrolled in distance education courses</td>
<td>923</td>
<td>1,188</td>
<td>1,373</td>
<td>1,852</td>
<td>1,000</td>
<td>1,000</td>
<td></td>
</tr>
</tbody>
</table>
Objective 2.4: Increase the number of students enrolled in courses at off-campus sites from 225 in 2009 to 300 in 2014.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input</td>
<td>Number of students enrolled in courses at off-campus sites</td>
<td>221</td>
<td>206</td>
<td>207</td>
<td>247</td>
<td>273</td>
</tr>
</tbody>
</table>

Objective 2.5: Maintain enrollment of economically disadvantaged students at a minimum of 43 percent through 2014.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input</td>
<td>Total undergraduate enrollment</td>
<td>3,967</td>
<td>3,862</td>
<td>3,758</td>
<td>3,531</td>
<td>3,758</td>
</tr>
<tr>
<td>Outcome</td>
<td>Percent of economically disadvantaged students</td>
<td>58.0%</td>
<td>60%</td>
<td>55%</td>
<td>54%</td>
<td>43%</td>
</tr>
</tbody>
</table>

Goal 3: Enhance quality of life in Maryland in areas of critical need to facilitate sustainable domestic and international economic development

Objective 3.1: Increase the total number of teacher education graduates from 23 per year in 2009 to 30 per year in 2014.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Input</td>
<td>Number of undergraduates enrolled in teacher education program</td>
<td>42</td>
<td>40</td>
<td>48</td>
<td>52</td>
<td>44</td>
</tr>
<tr>
<td>Output</td>
<td>Number of students who completed all teacher education programs</td>
<td>26</td>
<td>21</td>
<td>21</td>
<td>18</td>
<td>25</td>
</tr>
</tbody>
</table>

Objective 3.2: Increase the total number of STEM graduates from 109 in 2009 to 120 in 2014.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td>Number of graduates of STEM programs</td>
<td>117</td>
<td>166</td>
<td>103</td>
<td>133</td>
<td>120</td>
</tr>
</tbody>
</table>

Goal 4: Redesign and sustain administrative systems to accelerate learning, inquiry and engagement
Objective 4.1: Increase the second-year retention rate for all UMES students from 71 percent in 2009 to 80 percent in 2014.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Second year retention rates</td>
<td>68%</td>
<td>72%</td>
<td>73%</td>
<td>73%</td>
<td>76%</td>
<td>80%</td>
</tr>
</tbody>
</table>

Objective 4.2: Increase the six-year graduation rate for all UMES students from 42 percent in 2009 to 50 percent in 2014.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Six-year graduation rate</td>
<td>37%</td>
<td>36%</td>
<td>37%</td>
<td>39%</td>
<td>38%</td>
<td>40%</td>
</tr>
</tbody>
</table>

Objective 4.3: Increase the second-year retention rate for African-Americans from 70 percent in 2009 to 80 percent in 2014.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Second-year retention rate for African American students</td>
<td>69%</td>
<td>72%</td>
<td>72%</td>
<td>73%</td>
<td>75%</td>
<td>80%</td>
</tr>
</tbody>
</table>

Objective 4.4: Increase the six-year graduation rate for African-Americans from 43 percent in 2009 to 50 percent in 2014.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Six-year graduation rate for African American students</td>
<td>36%</td>
<td>37%</td>
<td>38%</td>
<td>38%</td>
<td>39%</td>
<td>40%</td>
</tr>
</tbody>
</table>

Goal 5: Efficiently and effectively manage University resources and pursue public/private funds to support the enterprise

Objective 5.1: Raise $2 million dollars annually through 2014.

|-----------------------|-------------|-------------|-------------|-------------|----------------|----------------|
### Outcome

| Fundraising Campaign funds raised (million $) | $3,937,346 | $1,378,083 | $895,525 | $1,718,637 | $2,500,000 | $2,500,000 |

### Objective 5.2:

Maintain a minimum of 1% efficiency on operating budget savings through 2014.  
(Rate of operating budget savings achieved through efficiency measures)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficiency</td>
<td>2.0%</td>
<td>1.9%</td>
<td>1.8%</td>
<td>2.8%</td>
<td>1.0%</td>
<td>1.0%</td>
</tr>
</tbody>
</table>

### Footnotes:

- **PRAXIS pass rate** – Source: ETS Title II reporting (ETS reports outcomes for the previous year on an annual basis in October)
- **Retention & Graduation Rates** – Source: MHEC Enrollment Information System (EIS) and Degree Information System (DIS)
- **Undergraduate enrollment by race** for fall: 73% (African American), 1% (Asian), 2% (Hispanic), 12% (White), 3% (Foreign), 8% (Two or More Races) and 1% (Other/Unknown)

MFR 2014

oirpa/September 25, 2014