

# **CHAPTER 1**

# **INTEGRITY, MISSION AND GOALS**

**STANDARD 1 – MISSION AND GOALS**

**STANDARD 6 – INTEGRITY**

## STANDARD 1: MISSION AND GOALS

37

### STATEMENT OF THE STANDARD

*The institution's mission clearly defines its purpose within the context of higher education and indicates whom the institution serves and what it intends to accomplish. The institution's stated goals, consistent with the aspirations and expectations of higher education, clearly specify how the institution will fulfill its mission. The mission and goals are developed and recognized by the institution with the participation of its members and its governing body and are utilized to develop and shape its programs and practices and to evaluate its effectiveness.*

### DECLARATION OF COMPLIANCE

The University has a clear mission that articulates the University's purpose and values and identifies whom the institution serves. Companion documents, such as the 2011-2016 [UMB Strategic Plan](#), which was developed in conjunction with campus community members, articulate the specific goals through which the University achieves its mission.

### MISSION

#### The University's Mission

The University recently revised its mission statement to produce a concise overview of its purpose as an institution:

*To improve the human condition and serve the public good of Maryland and society at-large through education, research, clinical care, and service.*

This mission statement is closely related to other key UMB documents, namely its vision and strategic plan.

### The Mission Review Process

The University System of Maryland (USM) and Maryland Higher Education Commission (MHEC) require UMB to review its mission statement every four years. Although the mission statement had been reviewed and discussed as part of the strategic planning process that began in 2010 the University did not generate a new statement at that time. However, in 2015 UMB published a revised, more succinct mission statement. Leadership felt that the old mission was more of a descriptive paragraph about UMB's identity. It was too long to be a meaningful guide to faculty, staff, and students, and to those the University serves. UMB wanted to create a dynamic, meaningful, one-sentence mission statement that provided the perspective and action suited to the University.

With that in mind, UMB established a draft process that included meeting with stakeholders to discuss the current mission, vision, and core values. These stakeholders included deans and vice presidents; members of the [Faculty Senate](#), [Staff Senate](#), and [University Student Government Association](#); adjunct faculty; and members of the [Middle States Self-Study Committee](#). UMB also reviewed [MHEC's Post-secondary Plan for Higher Education](#) as well as mission statements from several peer institutions. After initial meetings to discuss the drafting process and how a one-sentence mission statement would be received by the University community, potential mission statements were proposed, and feedback was gathered. The group then selected and finalized the statement.

**OTHER MISSIONS**

Because of how UMB is organized, other mission statements inform the University's goals. First, as a member of USM, UMB's mission relates to the missions of USM and MHEC.

**University System of Maryland**

*The mission of the University System of Maryland is to improve the quality of life for the people of Maryland by*

- providing a comprehensive range of high-quality, accessible, and affordable educational opportunities that recognize and address the need for lifelong learning and global and environmental awareness.
- engaging in research and creative scholarship that solve today's problems, expand the boundaries of current knowledge, and promote an appreciation of learning in all areas: the arts, humanities, social sciences, natural sciences, and professions.
- preparing graduates with the knowledge, skills, and integrity necessary to be successful leaders and engaged citizens, while providing knowledge-based programs and services that are responsive to the needs of the state and the nation.

**Maryland Higher Education Commission**

*The mission of the Maryland Higher Education Commission is to ensure that the people of Maryland have access to a high-quality, diverse, adequately funded, effectively managed, and capably led system of postsecondary education. It accomplishes this mission through the provision of statewide planning, leadership, coordination, and advocacy for the state's postsecondary educational institutions and through the administration of state financial aid programs.*

Second, as an institution composed of graduate and professional schools, the UMB mission statement frames and guides those of each individual school.

**Graduate School**

*The mission of the Graduate School is to support, promote, and facilitate excellence in graduate education at the University of Maryland, Baltimore (UMB). We fulfill this mission in concert with UMB's schools of dentistry, medicine, nursing, pharmacy, and social work by development and application of Universitywide standards and policies for graduate programs, faculty, and students.*

**School of Dentistry**

*The University of Maryland School of Dentistry, Baltimore College of Dental Surgery seeks to graduate exceptional oral health care professionals, contribute to the scientific basis of treatments for diseases of the orofacial complex, and deliver comprehensive dental care. These accomplishments will promote, maintain, and improve the overall health of the people within Maryland and have a national and international impact.*

**Francis King Carey School of Law**

*The University of Maryland School of Law seeks to promote a more just society by educating outstanding lawyers, by advancing understanding of law and legal institutions, and by enhancing access to justice. Through excellence in teaching, we seek to prepare students for productive leadership and professional success in a wide range of careers and to promote in both students and faculty the highest standards of public and professional service.*

**School of Medicine**

*The University of Maryland School of Medicine is dedicated to providing excellence in biomedical education, basic and clinical research, quality patient care and service to improve the health of the citizens of Maryland and beyond. The School is committed to the education and training of medical, MD/PhD, graduate, physical therapy, and medical research technology students. We will recruit and develop faculty to serve as exemplary role models for our students.*

**School of Nursing**

*We shape the profession of nursing and the health care environment by developing leaders in education, research, and practice.*

**School of Pharmacy**

*The University of Maryland School of Pharmacy leads pharmacy education, scientific discovery, patient care, and community engagement in the state of Maryland and beyond.*

**School of Social Work**

*Our mission at the University of Maryland School of Social Work is to develop practitioners, leaders, and scholars to advance the well-being of populations and communities and to promote social justice. As national leaders, we create and use knowledge for education, service innovation, and policy development.*

**FULFILLING THE MISSION AND GOALS**

Other key documents specify the goals through which UMB will achieve and assess the mission. These documents include two sections of the [strategic plan](#): the vision and the core values. The vision states:

*The University will excel as a pre-eminent institution in our missions to educate professionals, conduct research that addresses real-world issues affecting the human condition, provide excellent clinical care and practice, and serve the public with dedication to improve health, justice, and the public good. The University will become a dominant economic leader of the region through innovation, entrepreneurship, philanthropy, and interdisciplinary and interprofessional teamwork. The University will extend our reach with hallmark local and global initiatives that*

*positively transforms lives and our economy.*

*The University will be a beacon to the world as an environment for learning and discovery that is rich in diversity and inclusion. The University will be a vibrant community where students, faculty, staff, visitors, and neighbors are engaged intellectually, culturally, and socially.*

Additionally, the strategic plan lists [seven core values](#) that guide the University in the pursuit of its goals:

**Accountability:** The University is committed to being responsible and transparent.

**Civility:** The University expects interactions to be professional, ethical, respectful, and courteous.

**Collaboration:** The University promotes teamwork that fosters insightful and excellent solutions and advancement.

**Diversity:** The University is committed to a culture that is enriched by diversity and inclusion, in the broadest sense, in its thoughts, actions, and leadership.

**Excellence:** The University is guided by a constant pursuit of excellence.

**Knowledge:** The University's industry is to create, disseminate, and apply knowledge.

**Leadership:** The University continuously strives to be a leader and to develop leaders.

**SUMMARY**

UMB's mission is clearly articulated and informs the University's goals and assessment. Therefore, the University is in compliance with Standard 1: Mission and Goals.

## STANDARD 6: INTEGRITY

40

### STATEMENT OF THE STANDARD

*In the conduct of its programs and activities involving the public and the constituencies it serves, the institution demonstrates adherence to ethical standards and its own stated policies, providing support for academic and intellectual freedom.*

### DECLARATION OF COMPLIANCE

The University displays integrity in its stated values, in its conduct toward internal and external constituents, and in its dedication to generating new knowledge in an atmosphere of academic freedom.

### FACULTY AND STAFF INTEGRITY

UMB's commitment to integrity begins with its leadership. UMB leadership expectations of civility and high ethical standards are expressed in required adherence to written policies and procedures and providing education, training, services and support for the UMB community. Integrity, accountability, and transparency in research, scholarship, and clinical activities are clearly delineated throughout UMB's new mission statement that was approved in 2015, written policies and procedures, core values, and commitment to academic freedom.

The [UMB mission](#) is "to improve the human condition and serve the public good of Maryland and society at-large through education, research, clinical care, and service." This statement provides a concise measure by which individuals, schools, and programs can measure the ethical intent of their actions and initiatives. Moreover, the [UMB Code of Ethics and Conduct](#) expects and requires all UMB personnel to:

- A. Uphold the highest standards of intellectual honesty and integrity in teaching, research, service, and administrative activity, and seek guidance, as needed, concerning the application of ethical standards to their UMB activities.

- B. Act as good stewards of the resources entrusted to UMB's care, and comply with financial requirements and internal controls applicable to funds and property managed by them and under their oversight.
- C. Comply with all laws, rules, regulations, policies, procedures, and professional standards, including the Maryland Public Ethics Law, applicable to their employment and their UMB responsibilities, and cooperate with training and continuing education initiatives of UMB to make them aware of their responsibilities.
- D. Comply with their assigned or assumed responsibilities to fulfill UMB's obligations under contracts, grants, and other legal agreements.
- E. Disclose and avoid improper or unlawful conflicts of interest and conflicts of commitment.
- F. Report known or reasonably suspected wrongdoing; refrain from retaliating against those who report known or reasonably suspected wrongdoing; and cooperate fully with authorized investigations of reports of wrongdoing.

Each person is expected to consult an appropriate supervisor, faculty advisor, UMB administrator, or other resource if the appropriate course of action is not clear.

The UMB Code of Ethics and Conduct goes on to state "[t]his Code does not address every situation or ethical dilemma that may be faced by UMB Personnel in the course of their employment or other UMB role. Each person is expected to exercise good judgment absent specific guidance from this Code or other policies and procedures."

Other, supplemental, written policies and procedures provide rational and consistent guidelines for ethical conduct. UMB has specific policies on employee and student grievances and discipline, hiring, retention, compensation, and academic and research-

related topics, such as conflicts of interest, intellectual property, use of humans and animals in research, etc. Written policies and procedures are directly in line with USM policies, state laws, federal regulations, and accreditation requirements. Allegations of faculty/or and staff misconduct may be reported anonymously (or with attribution) via UMB's [Whistleblower Hotline/EthicsPoint](#), through online forms, or by calling the [Office of Accountability and Compliance \(OAC\)](#).

UMB also strives to create a culture of integrity through its [core values](#), which define the ethical standards that are disseminated throughout UMB programs and activities:

- **Accountability:** The University is committed to being responsible and transparent.
- **Civility:** The University expects interactions to be professional, ethical, respectful, and courteous.
- **Collaboration:** The University promotes teamwork that fosters insightful and excellent solutions and advancement.
- **Diversity:** The University is committed to a culture that is enriched by diversity and inclusion, in the broadest sense, in its thoughts, actions, and leadership.
- **Excellence:** The University is guided by a constant pursuit of excellence.
- **Knowledge:** The University's industry is to create, disseminate, and apply knowledge.
- **Leadership:** The University continuously strives to be a leader and to develop leaders.

In addition, UMB has well-established and well-publicized appointment, [promotion and tenure policies](#). The University also conducts routine and recurring training relating to topics such as Title IX, conflict of interest,

cultural sensitivity, HIPAA, ethics, and human research protection. Additionally, financial disclosure and ethics training are required by the state of Maryland for positions that have direct impact on the formation of contracts, budgets, procurement. Lastly, eligible nonexempt employees are represented for collective bargaining purposes by AFSCME MD and uniformed police officers may also be represented by the Fraternal Order of Police Lodge 141. Data from the [Middle States Self-Study Campus Survey](#) show that faculty, staff, and student respondents feel that UMB promotes the core values.

Finally, in order to protect academic freedom at UMB, the Faculty Senate ratified an [academic freedom resolution](#) in order to protect academic freedoms at UMB. It includes:

- freedom of research and publication;
- freedom to determine standards;
- freedom of teaching;
- freedom of internal criticism; and
- freedom of participation in public debate.

## STUDENT INTEGRITY

Integrity is a key component of UMB's professional and graduate programs. As part of accreditation through their respective professional affiliations, each UMB school provides specific training on ethics and integrity within the profession. This training often includes information such as [UMB's Code of Ethics and Conduct](#) and access to policies and procedures on ethics and integrity. Each school also informs students of their standards and expectations for academic performance, integrity, and accountability.

**STUDENT INTEGRITY IN THE SCHOOLS****School of Dentistry**

Code of Conduct presented at orientation

First-year course on professionalism

Third-year course on dental law

White Coat Ceremony recitation of Code of Honor

**Carey School of Law**

Student Honor Code

Student Disciplinary and Appeals Procedure

Moser Ethics in Action Initiative

**School of Medicine**

White Coat Ceremony recitation of Code of Honor

Judicial Board with Statement of Ethical Principles

Case-based professionalism discussions at start and halfway through third year

Introduction to Clinical Medicine course lectures on Medical Ethics and Humanism in Medicine

Student Clinician Ceremony at the start of year 3 with recitation of Honor Code

**School of Nursing**

Honor Code presented at orientation

White Coat Ceremony recitation of AACN Oath

**School of Pharmacy**

Honor Code presented at orientation

Professionalism, Ethics, and Pharmacy Practice course requirement

Dress and personal appearance and student behavioral guidelines

Professionalism project

White Coat Ceremony recitation of Pledge of Professionalism

**School of Social Work**

Professional standards and NASW Code of Ethics presented at orientation

Code of conduct at field placement agency provided at field orientation

National Association of Social Workers (NASW) Code of Ethics infused throughout curriculum, particularly in required Foundation Practice courses

Professionalism and NASW Code of Ethics link detailed in Student Handbook (online handbook link provided to all students)

**Graduate School**

Introductions to ethics at orientation

Responsible Conduct of Research Compliance Courses

Institutional Review Board training

Institutional Animal Care and Use Committee training

**ACCOUNTABILITY AND DOCUMENTATION**

In 2012, the University named Roger Ward as its first chief accountability officer (CAO). Under his guidance, the [Office of Accountability and Compliance \(OAC\)](#) promotes compliance and transparency through the offices of research integrity, conflict of interest, human research protections, and education and equal access. OAC has a staff of trained professionals who conduct internal audits and investigations of research, scholarly, and clinical activities to ensure compliance with ethical, legal, and regulatory requirements, as well as institutional policies. Additionally, research conducted on campus is audited by the Office of Environmental Health and Safety and the Institutional Animal Care and Use Committee among others.

OAC also holds UMB's students, faculty, and staff accountable in adhering to ethical guidelines. Ongoing training and education routinely occurs under the CAO's guidance that serves to inform the UMB community of its changes that impact the University community including changes to applicable policies and procedures. Upon hire, new faculty and staff participate in an onboarding process through UMB's [Human Resource Services](#). During onboarding, all new hires are provided coordinated, standardized processes regarding UMB's procedures and expectations. New hires are required to complete a session on Title IX for Higher Education and Employee Sexual Harassment Awareness within 30 days. Moreover, employees are expected to keep current with annual and biennial training requirements regarding this topic and, as appropriate, others including responsible conduct of research, human and animal subject research regulations, conflict

of interest disclosure requirements, use of biological materials and radioactive materials in research, HIPAA and FERPA, among others. Completion of initial and refresher training requirements is monitored by the appropriate campus or University offices.

Furthermore, an integral part of UMB's culture of accountability and transparency includes well-publicized opportunities for reporting suspected discrimination, malfeasance, or misconduct. These include an anonymous mechanism for UMB faculty, staff, students, patients, clients, and others to report departures via the [UMB Whistleblower Hotline/EthicsPoint](#), which is available through a link on the home page of the UMB website. UMB's policies also include protection for reporters against reprisal actions.

With regard to course and catalog availability, the chief academic and research officer (provost), who oversees the [Office of the Registrar](#), ensures that the schools maintain a slate of required and elective courses sufficient to allow students to complete them within the published program length. In addition all schools have either paper or electronic catalogs/handbooks with appropriately timely information and processes for retaining and updating them as necessary. Assessment data are available to prospective and current students concerning graduation/retention rates, licensure pass rates, and other outcomes via the [Student Right to Know](#) page on UMB's website.

**SUMMARY**

UMB has a stated commitment to integrity and sufficient policies and programs in place to ensure ongoing ethical behavior. Therefore, the University is in compliance with Standard 6: Integrity.