

Appendix B

Waldorf Center Mission Statement

Summary Mission Statement

The Waldorf Center for Higher Education (Waldorf Center) combines the educational talents and resources of the College of Southern Maryland (CSM), University of Maryland University College (UMUC), and other higher education partners to provide comprehensive, high-quality associate, bachelor, graduate and professional programs and specialized workforce training to the residents of Southern Maryland. The Waldorf Center actively seeks to attract new students and assist them in developing and achieving individual and educational goals, expand local bachelor's and graduate degree options, and promote transfer education and workforce development opportunities.

I. SUMMARY OF IDENTITY AND PURPOSE

In a region not home to any comprehensive bachelor degree granting institutions, the Waldorf Center serves as a vital link between the associate degree courses and programs offered by CSM and the bachelor and graduate degree programs offered by UMUC and other higher education partners. Through collaborative 2+2 and 2+2+2 programs, and other cooperative approaches to educational program delivery, the Waldorf Center contributes to the expansion of the region's bachelor degree attainment in a cost-effective, efficient manner.

The Waldorf Center also supports economic and community development in the tri-county region. The educational partners at the Waldorf Center provide business development and training services to companies and organizations to help them grow, compete and succeed. The Waldorf Center serves the community by hosting meetings, forums, and a variety of activities and events.

The Waldorf Center recognizes the challenges inherent in serving a population whose commuting and work schedules have grown increasingly complex. Working with partner institutions, the Waldorf Center continues to explore, design, and deliver instruction and services that address the lifelong learning needs of the central Southern Maryland population.

The Waldorf Center serves more than 3,000 credit students annually. The typical credit student enrolled at the Center resides in the Southern Maryland area, is female, employed, and attending part-time. The average age is 26. Due to work and commuting schedules, the majority of the students are taking courses in the evening and on the weekends. The Waldorf Center's student population is comprised of 42 percent Caucasian, 40 percent African American, 5 percent Asian, 3 percent Hispanic and 10 percent other races.

II. PERFORMANCE AND OUTCOMES

In response to the Southern Maryland region's needs, most of the Waldorf Center's instructional programs focus on the following areas:

Business and Management – Retail and service industries comprise the business context of the region served by the Waldorf Center. These businesses tend to be small. The local, state, and federal governments also employ large numbers of local residents. Programs that meet the needs of business and government include Accounting, Business Administration, Management Development, and Management Studies.

Criminal Justice – Since the 9/11 terrorist attacks, career opportunities in the criminal justice and homeland security fields have greatly expanded in the greater Washington, D.C. area. The Waldorf Center has responded by working with CSM and UMUC to enhance Criminal Justice program offerings at the Waldorf Center. These programs prepare students to serve the community on a local, state, or national level in the fields of law enforcement, parole and probation, juvenile justice, corrections, or criminal justice research. The associate's degree program at CSM is part of an articulated partnership with University of Maryland University College (UMUC). Students successfully meeting the requirements of this associate's degree program can transfer the necessary credits to UMUC and complete their Bachelor of Science in Criminal Justice and Homeland Security through courses offered in Southern Maryland and online.

Teacher Education – In an effort to address the continuing need for teachers in this rapidly growing region, CSM has partnered with Towson University to offer a 2+2 program in elementary education. CSM's A.A.T. degree in elementary education has been paired with Towson's bachelor's degree in Elementary Education. Students can enroll in the majority of the courses needed for these programs at the Waldorf Center.

Technology – The two local military installations generate much of the need for technicians in the information technology area. CSM has formed an alliance with UMUC to ensure those programs leading to technology degrees are aligned. The upper division programs available at the Waldorf Center include Information Systems Management and Computer Studies.

Transfer Programs – In an area where residents have limited access to four-year institutions; the Waldorf Center provides a home for institutions providing 2+2 transfer programs in the tri-county region. In addition to the programs listed above, the Waldorf Center offers courses needed to earn an associate degree in Criminal Justice and General Studies. In all, five associate degree programs and six bachelor's degree programs are available through the Waldorf Center. Increasing the availability of transfer programs offered in the region furthers the state's dual goals of achieving a statewide array of postsecondary educational institutions while providing affordable and equitable access for all Maryland citizens.

The Waldorf Center not only offers these programs at a convenient location, but utilizes a variety of alternative instructional delivery methods and compressed and accelerated course options to meet the needs of the working adult student. The Waldorf Center is working with partners to expand its alternative delivery options. The Waldorf Center is well equipped and well positioned to pilot new teaching and learning formats that combine distance learning with classroom learning.

CSM and UMUC utilize a variety of environmental scanning and feedback mechanisms to continuously monitor regional education needs and determine the degree to which the Waldorf Center's programs and services are meeting those needs. The Waldorf Center works with its higher education partners to consider offering new courses, programs and degrees to respond to unmet needs.

By offering continuing education courses and credit courses and programs that respond to the needs of the region, the Waldorf Center not only contributes to achieving the goals of the State Plan for Postsecondary Education, but fulfills its mandate to:

- 1) provide access to affordable higher education programs to Maryland's diverse citizenry in unserved or underserved areas of the State;
- 2) respond to the needs of businesses and industries in the areas in which they serve; and
- 3) encourage participation by institutions of higher education for the benefit of students and serve the workforce development needs of elementary and secondary schools, business and industry, and government agencies.

IV. GOALS AND PRIORITIES

The State of Maryland has outlined the following goals in the 2009 State Plan for Postsecondary Education:

Goal 1: Maintain and strengthen a system of postsecondary education institutions recognized nationally for academic excellence and effectiveness in fulfilling the educational needs of students and the economic and societal development needs of the state and the nation.

The Waldorf Center will work with participating institutions to build on the quality and strength of each by offering high quality academic programs, instruction, and student support services. One of the goals of the Waldorf Center is to provide students with access to similar high quality resources and services as they would find on any other college campus.

Goal 2: Achieve a system of postsecondary education that promotes accessibility and affordability for all Marylanders.

In the absence of a transfer institution in the region that serves the needs of both the traditional-age and working adult student, the Waldorf Center serves as an important link between the associate degree courses and programs offered by the College of Southern Maryland and the bachelor and graduate degree programs offered by UMUC and other higher education partners. CSM has entered into several “two plus two” articulation agreements with partner schools. The Waldorf Center actively works to expand these agreements and to provide a sequence of courses that will articulate from CSM’s lower-level undergraduate programs to upper-level undergraduate programs. Through this collaborative approach, the Waldorf Center helps to expand the region’s bachelor degree attainment level in a cost-effective, efficient manner and meets the needs of the residents of the Southern Maryland region.

Goal 3: Ensure equal opportunity for Maryland’s diverse citizenry.

The Waldorf Center is located in one of the most rapidly changing areas of the State. The economic, racial, and ethnic diversity of citizens in the Greater Waldorf area presents unique challenges and opportunities for the Waldorf Center. The Waldorf Center has an outstanding history of serving students traditionally under-represented in higher education. The Waldorf Center’s student population is more diverse than the student populations on the home-campuses of the institutions offering classes at the Waldorf Center. The Waldorf Center is committed to developing services and programs that are sensitive to issues of diversity and respond to the unique needs of a diverse citizenry.

Goal 4: Achieve a system of postsecondary education that promotes student-centered learning to meet the needs of all Marylanders.

The Waldorf Center helps expand the region’s bachelor degree attainment level in a cost-effective, efficient manner. Through a collaborative approach, the Waldorf Center provides instructional programs that are fully articulated from the College of Southern Maryland’s associate degrees to UMUC and other partner institution’s bachelor’s and master’s degree programs. These programs enable students to complete their bachelor and graduate degrees without leaving the Southern Maryland region. The Waldorf Center works with partner institutions to design and deliver convenient, flexible learning options and innovative instructional delivery methods that address the lifelong learning needs of the central Southern Maryland population.

Goal 5: Promote economic growth and vitality through the advancement of research and the development of a highly qualified workforce.

The Waldorf Center for Higher Education contributes to the accomplishment of this goal by cost-effectively extending the existing resources of higher education in the State to the Southern Maryland region and ensuring that the region is provided with a well-educated workforce critical to the economic development of the area and the State as a whole.

The Waldorf Center also contributes to meeting the State's present and future needs through the following goals and priorities.

LONG-RANGE GOALS

THE WALDORF CENTER WILL:

Goal 1: Enable students to complete their bachelor and graduate degrees without leaving the Southern Maryland region by developing programs that respond to the area's economic needs and diverse citizenry (*supports Goals 1, 2 and 3 of the State Plan for Postsecondary Education*);

Goal 2: Respond to the needs of working adults by providing convenient, flexible learning options and innovative instructional delivery methods (*supports Goals 2, 4 and 5 of the State Plan for Postsecondary Education*);

Goal 3: Provide instructional programs that will be fully articulated from CSM's associate degrees to UMUC's and Towson's bachelor's degree curricula, and from UMUC bachelor's degrees to UMUC's master's degree programs (*supports Goals 1, 2 and 4 of the State Plan for Postsecondary Education*);

Goal 4: Encourage other postsecondary educational institutions to offer articulated degree programs that meet the needs of the region but are not provided by CSM or UMUC (*supports Goals 1, 2, 4 and 5 of the State Plan for Postsecondary Education*);

Goal 5: Provide proactive, highly responsive outreach-oriented student support services that not only meet the convenience needs of the commuting adult student but contribute to student success and goal achievement of a diverse student body (*supports Goals 1, 2, 3 and 4 of the State Plan for Postsecondary Education*); and

Goal 6: Increase the baccalaureate-prepared workforce needed by employers in the Southern Maryland region (*supports Goal 5 of the State Plan for Postsecondary Education*).

SHORT-TERM PRIORITIES

Priority 1: Attract new students to the Waldorf Center for Higher Education by increasing public awareness of its educational offerings.

Objective 1.1 Create more of a “collegiate-feel” at the Waldorf Center.

Measures of Success:

90% of customers identify a collegiate feel to the Waldorf Center environment

90% of customers indicate that they feel part of their “home-institution” while taking classes at the Waldorf Center.

Objective 1.2 Increase the number of CSM/UMUC alliance students over the previous year by 5%.

Measures of Success:

UMUC e-applications cross listed with Alliance Letter of Intent list.

Objective 1.3 Increase utilization of the Waldorf Center’s Web site by 10% compared to last year.

Measures of Success:

of Waldorf Center website hits

of Waldorf Center website click-throughs

Customer service satisfaction survey item indicating at least a 90% satisfaction rate with usefulness and ease of use of Waldorf Center’s website.

Priority 2: Provide access to high quality student services consistent with those offered to students attending similar locations for the College of Southern Maryland and the University of Maryland University College.

Objective 2.1 Have all staff complete customer service training.

Measures of Success:

% of front line staff completing training matrix.

Objective 2.2 Review student services offered at the Waldorf Center bi-annually and develop proposed enhancements.

Measures of Success:

Annual Report

Customer Satisfaction Survey

Priority 3: Ensure that the Waldorf Center receives a 90% or higher customer satisfaction rating with the quality of the facility.

Objective 3.1 Review classroom furniture and equipment to insure they meet the instructional needs of faculty and students.

Measures of Success:

90% of customers indicate that the Waldorf Center environment fosters learning

Instructor satisfaction rating with classroom environment and technology available.

Student satisfaction rating with classroom environment and technology available.

Objective 3.2 Redesign the Student Lounge in order to provide vending services to replace former Café.

Measures of Success:

Annual Report

Customer Satisfaction Survey

Priority 4: Increase classroom utilization at the Waldorf Center.

Objective 4.1 Increase the number of classes that run by 5% over fall of 2009.

Measures of Success:

Number of courses for each institution that remain active after the add-drop date.

Objective 4.2 Obtain 10 new room rental agreements this fiscal year.

Measures of Success:

Number of new room rentals scheduled from July 2010 - June 2011.