

MISSION AND GOALS STATEMENT

UNIVERSITY OF MARYLAND, BALTIMORE

SUMMARY MISSION STATEMENT

The University of Maryland, Baltimore (UMB) is the State's public health, law and human services university devoted to excellence in professional and graduate education, research, patient care, and public service. As a diverse community of outstanding faculty, staff and students, and using state-of-the-art technological support, we educate leaders in health care delivery, biomedical science, global health, social work and the law. We emphasize interdisciplinary education and research in an atmosphere that explicitly values civility, diversity, collaboration, teamwork and accountability. By conducting internationally recognized research to cure disease and to improve the health, social functioning and just treatment of the people we serve, we foster economic development in the City, State and nation. We are committed to ensuring that the knowledge we generate provides maximum benefit to society and directly enhances our various communities.

INSTITUTIONAL IDENTITY

Essential Attributes

As the State of Maryland's academic health, law and social work institution, the Baltimore City campus of the University of Maryland (UMB) includes a unique configuration of schools and educational programs with extensive responsibilities for patient care and legal and social services. Our student mix differs markedly from other University System of Maryland institutions. Only 17% of our students are enrolled in our three baccalaureate degree programs; namely, nursing, dental hygiene, and biomedical research and technology. The remaining 83% of students are in post-baccalaureate programs.

The campus is unique in the number of students enrolled in professional programs leading to licensure including: medicine (MD), law (JD), dentistry (DDS), nursing (BSN, clinical masters, DNP), pharmacy (PharmD), social work (MSW), public health (MPH), physical therapy (DPT), dental hygiene, genetic counseling and biomedical research and technology, preventive medicine, and pathology.

The campus also offers the traditional research-based doctor of philosophy and masters of science degree programs in nursing, social work, pharmaceutical science, pharmaceutical health services research, oral pathology, gerontology, epidemiology, biostatistics and

various biomedical science disciplines and interdisciplinary programs such as neuroscience.

Because of its health schools' clinical departments and programs and its affiliated practice plans and hospitals, UMB is uniquely qualified within the public higher education sector in Maryland to transfer results from basic laboratory research to the patient's arena by developing new treatments for disease, and establishing best practices for clinical care. Moreover, the presence and active involvement of the Schools of Law and Social Work enable UMB faculty and students to investigate the interaction of health sciences with the law and human services thereby advancing public policy and improving the health and welfare of the citizenry.

UMB builds upon its excellence in basic science and biomedical/biohealth research to develop large, interdisciplinary and interprofessional projects of national and global stature. An illustrative, but not exhaustive list includes neuroscience, psychiatric disease, obesity, diabetes, family welfare, stem cell and regenerative medicine, HIV-AIDS, celiac and other autoimmune and inflammatory diseases, global health, cardiology and cardiovascular disease, nanomedicine and cellular delivery, infectious diseases, cancer, vaccinology, genomics, proteomics and personalized medicine.

Carnegie Classification

UMB is one of approximately 30 public institutions in the United States whose official Carnegie Classification is "Special Focus Institution -- Medical Schools and Medical Centers." This classification is used for institutions that include a medical school and other health related professional schools, and do not have large comprehensive undergraduate programs. Other examples include the University of California San Francisco, Oregon Health Sciences University, U Mass Worcester and University of Texas Health Sciences Center -- San Antonio.

Current Offerings

UMB plans to continue its current focus on professional and graduate programs in health, law, social work and biomedical science. However, within that context UMB will continually explore programmatic directions which will enable the university better to serve the State's workforce and public service needs and to sustain its leadership in the national and international arenas in biomedical sciences, professional education and global health.

UMB will continue to adapt its graduate training and research to correspond to national trends in scientific research including the National Institutes of Health and its various programs, the Centers for Disease Control, especially for global programs, and the pharmaceutical industry and other major funders for health research, treatment and clinical care.

Interdisciplinary and Interprofessional Emphasis

Begun several years ago, the reorganization of the School of Medicine's existing departmentally-based graduate programs into a unified Graduate Program in Life Sciences (GPILS) that houses a smaller number of multi-disciplinary, inter-departmental programs has now gained national recognition for excellence. Building on that interdisciplinary basic sciences model, and reflecting the realities of the new health market place which emphasizes collaboration between and among its various health care practitioners, the campus has begun developing and integrating interprofessional activities into our various educational and clinical programs. For example, in Fall 2010 under the leadership of the president and in partnership with the University of Maryland Medical Center, the campus has implemented an interprofessional teaching clinic in pediatric gastroenterology. This clinic, which is co-taught by the president, himself a pediatrician, and a nurse practitioner, provides clinical side-by-side experiences for medical, nursing, pharmacy, dentistry, social work and law students. This approach is intended to continue to shrink disciplinary silos, foster the collaborative training of students, encourage interdisciplinary work among the faculty, and support the development of new organizational models for health care delivery. The campus anticipates other modifications in graduate and professional education as the national landscape of biomedical science and health care continues to evolve.

Selected Programs of International Importance

UMB has a number of programs which have gained international recognition for excellence. Included among these are the following:

- Personalized Medicine

Defined as the use of genetic information to customize diagnosis, treatment and/or prevention of disease to each individual, personalized medicine works to maximize positive outcomes for patients and is expected to become the hallmark of excellence in health care.

For example, Drs. Alan Shuldiner and his colleagues in the National Obesity Research Center and Joslin Center use personalized medicine techniques in their ground-breaking work in obesity and diabetes. Dr. Steven Liggett and Dr. Steven Davis are also using these techniques extensively in cardiology and cardiovascular disease.

With major philanthropic support and under the direction of Dr. Alessio Fasano, the newly created Institute for Autoimmune and Inflammatory Diseases will be a full-fledged multi-disciplinary center that will study celiac disease and mucosal biology and will focus on the intersection of the human body with the microbes that inhabit it.

Under the direction of Dr. Claire Fraser-Liggett, the Institute for Genome Sciences (IGS) studies the Human Microbiome, an area cited for further

development in the *USM Presidential Task Force on Research and Economic Competiveness (Mote Report)*. She and her colleagues in the IGS develop and use cross-cutting basic science as the unifying thread that enables other programs to reach excellence in personalizing medical care.

- Stem Cell and Regenerative Medicine

Dr. Curt Civin and his colleagues in the Center for Stem Cell and Regenerative Medicine are also developing cross cutting technologies that, like the work being done in the Institute of Genome Sciences, will drive fundamental research in disease treatment and prevention. The center explores the use of stem cell technology in transplantation and transformation, and will work closely with scientists in our NCI-designated Greenebaum Cancer Center, one of only 56 centers to win that coveted designation.

- Center for Vaccine Development (CVD)

Vaccines collectively constitute the single most cost-effective specific preventive measures in the history of medicine and public health. Under the leadership of Dr. Myron C. (Mike) Levine, the Center for Vaccine Development (CVD) has achieved international renown as one of the largest academic, multi-disciplinary, multi-faceted centers of vaccine research in the world. Over the next several years the CVD plans to continue to expand its education, research and treatment portfolio, and anticipates establishing an auxiliary facility at Shady Grove (see below) to continue to support the State of Maryland's economic competitiveness and to improve global public health. The CVD was specifically recommended in the Mote Report as one of five niche areas for further investment.

- Global Health

UMB provides public health training and expertise and legal and social work services in some 40 countries in every continent (except Antarctica) across the globe. In its emphasis on global health, the university continues its leadership role in disaster relief and rebuilding in areas like Haiti that have been devastated by hurricanes, earthquakes and tsunamis. For example, under the direction of Dr. Robert Gallo, the Institute for Human Virology has emerged as a world class leader in global health in fighting the AIDS epidemic. The Center for Vaccine Development under the direction of Dr. Michael Levine has been working for over 30 years to bring treatment and develop vaccines for diseases like cholera, measles, malaria and shigella that decimate the Third World.

As Dr. Alan Faden, the director of the Center for Shock Trauma and Anesthesiology Research notes, techniques learned in the field have influenced basic science development in the treatment of head and spinal cord injuries in the United States.

UMB intends to continue to develop its programs in global health and to extend its reach even further into the developed and developing world. It is poised to build on already successful programs to improve health worldwide and to provide continuing education to health care workers especially in developing countries in modern medical techniques.

Our global health initiatives will continue to be supported primarily via contracts from federal and philanthropic sources, and are expected to involve research, delivery of public health services and development of health care resources via continuing education especially to address infectious disease.

- Center for Nanomedicine and Cellular Delivery

Administratively housed in the School of Pharmacy but with researchers also based in the Schools of Medicine and Dentistry, the Cancer Center, and the Colleges of Life Science and Engineering at the University of Maryland, College Park, the Center for Nanomedicine and Cellular Delivery is a scientific collaborative dedicated to exploring and advancing the use of nanosystems in the delivery of bioactive agents for diagnosis and therapy. The Center provides training for faculty, students, and postdoctoral fellows in the emerging multidisciplinary field of nanomedicine. Nanomedicine research includes the development of diagnostics for rapid monitoring, targeted cancer therapies, localized drug delivery, improved cell material interactions, scaffolds for tissue engineering and gene delivery systems.

- Integration of UMBI

When the Regents administratively dissolved the former University of Maryland Biotechnology Institute, responsibility for several of its units was assigned to UMB in collaboration with other campuses of the University System. Under the leadership primarily of the medical school, the campus is working with its partner institutions in the University System to complete this process and to fully integrate the former UMBI faculty into their new academic homes. In particular, Dr. Claire Fraser Liggett and her colleagues in the Institute for Genome Sciences are working closely with faculty in the newly constituted Institute for Marine Environmental Technology on projects of mutual interest. Moreover, the likely expansion of the Center for Vaccine Development (CVD) to Shady Grove is now well past the exploratory stage. That plan will marry the strengths of CVD in infectious diseases like malaria with structural biology and protein chemistry expertise of current UMCP faculty and faculty at the UMB School of Pharmacy to create a world class joint program.

INSTITUTIONAL CAPABILITIES

As the State's public health, law and social work university, UMB's teaching, research and public service activities directly serve the State's higher education goals of quality and effectiveness, access and affordability, diversity, student-centered learning, and economic growth and vitality. These five goals were identified as being of greatest importance to the State in *2004 Maryland State Plan for Postsecondary Education*, and while that plan is undergoing revision, we at UMB continue to recognize these as fundamental values. These goals also parallel the themes of quality, access and affordability, economic development, transformation of the academic model better to meet Maryland's needs, leveraging of resources and achieving and sustaining national eminence.

In that regard it is perhaps worth mentioning the important role that technology plays in our research, education and service programs. At UMB we integrate technology -- both information technology and state-of-the-art laboratory and other biotechnology equipment into all aspects of our programs. To cite just one example, with major support from the federal government for state-of-the-art specialized magnetic resonance imaging, UMB is already a regional center of excellence and is rapidly become a national leader for imaging technology.

Quality and Effectiveness

According to the Association of American Medical Colleges (AAMC), the University of Maryland School of Medicine currently ranks 6th among public medical schools in total sponsored research and 18th for all medical schools. The dental school currently ranks 3rd in NIH funding among dental schools nationally. Three of the law school's specialty programs -- environmental law, health law, and clinical law - are rated in the top 10 by *U.S. News & World Report*; the school itself is ranked in the top tier, the pharmacy school is ranked 7th, the nursing school 10th, and the social work school is 18th.

One of UMB's proudest accomplishments is its impressive growth in external research funding with an overall sponsored research attainment in FY 2010 of over \$567 million, a 38% increase since FY 2005 against a goal of a 26% increase. UMB faculty are advancing the frontiers of science through research and enhancing Maryland's reputation nationally in the scientific and education communities, making UMB a highly attractive environment for very talented faculty and students.

However, hidden within these very positive outcomes are signs of significant changes in the years ahead. Our FY 2010 sponsored research attainment of \$567 million included some \$50 million in American Recovery and Reinvestment Act (ARRA) funds, which are expected to disappear in the next few years. The total also includes significant international funding from the President's Emergency Plan for AIDS Relief (PEPFAR) administered by the Centers for Disease Control (CDC), a program that anticipates major administrative changes in the award process that may lead to reduced external funding for the university. Due to the turbulent national economy, research funding from

pharmaceutical companies declined sharply in the last two years. As the economy improves it is hoped that industry again will be a growing source of research funding.

The campus remains cautiously optimistic, however, about its competitive position vis a vis other applicants for sponsored research, even as current and anticipated continuing weaknesses in the overall economy are likely to shrink the pool of available funds.

Access and Affordability

The institution admits academically prepared students from and operates programs in Baltimore City and throughout the State of Maryland, thus providing access to quality professional and graduate education for our citizens. However, UMB is concerned about the affordability of our educational programs. While our tuition and fee structure is school and program based and compares favorably with pricing structures at peer professional schools, it is nonetheless the case that too many of our students leave UMB deeply in debt.

Most of our students are independent and rely on loans to finance their educational programs. Resulting high levels of debt potentially limit their career choices, and, in particular act as a disincentive to pursue careers in public service where salaries are relatively low, or to work in underserved areas where physicians, dentists and other health care professionals are most needed.

UMB is proactive on several fronts to try to mitigate this problem. We provide an aggressive debt management counseling program tailored for students in the different professional schools and also work closely with the USM and MHEC to identify opportunities for scholarships and loan assistance repayment opportunities. We also monitor federal actions and strongly support state and federal discipline-specific initiatives in areas such as nursing that provide financial aid to foster workforce development. Last, but by no means least, student financial support is a key target for philanthropic fund-raising. Given the state of the economy, we expect to be even more proactive in seeking such support over the next several years.

Diversity

With a student body that is 18% African-American and one-third minority, and with a faculty complement that is nearly one-quarter minority, UMB makes manifest its commitment to diversity. The campus explicitly affirms this commitment in its recruitment of faculty, staff and students, and includes training toward cultural competence in all of its academic programs. For example, it is becoming increasingly well-known that there is a gap between minorities and whites both in access to health care and in the quality of care received. This gap persists in study after study even when controls are put in place for age, income level and pre-existing health conditions. In recognition of the leadership role it plays in addressing this issue, the University of Maryland School of Medicine has been funded by the NIH as a *Comprehensive Center for Health Disparities Research, Training and Outreach*.

UMB also uses pipeline approaches in several of its schools and programs, reaching down to middle school level to encourage students from underserved populations to consider careers in health and law and to provide tutoring and mentoring especially in mathematics and science. To cite a few examples, UMB operates a '2+2+2" partnership program with an area high school, the Baltimore City Community College and the medical school's department of biomedical research and technology. Projected pipeline students are identified as sophomores in high school, and they and selected high school faculty participate in summer programs in our laboratories working as lab techs studying diabetes, cardiovascular disease, etc. After completing their high school diplomas they enroll in a branch of the Baltimore City Community College located in the UMB BioPark. There they receive expert instruction in biology, chemistry, etc., while simultaneously continuing to work with researchers in labs on campus or in the BioPark. The students emerge from this program well-prepared for high paying employment and also able to enroll in our undergraduate medical and research technology program.

In fact, all UMB schools have programs that encourage minority students at high school and college level to take the appropriate courses and remain in the pipeline for admission to professional and graduate education, and experience first hand the excitement that science generates. Nursing has successfully partnered with several high schools to encourage students to consider a nursing career and to take the appropriate high school courses that are prerequisites for such careers. Last, but not least, President Perman has recently appointed a university-wide Diversity Advisory Council of faculty, staff and students and with representation from each of the schools who are charged with evaluating and expanding pipeline efforts with the K-12 sector and recommending any needed improvements to campus climate.

Student-Centered Learning

UMB's schools and programs all include significant clinical and/or laboratory experiences where students work one-on-one with faculty in what is in essence an apprenticeship model of learning. For example, the School of Law's Clinical Law Program has long been on the cutting edge of new developments in clinical education. The Program founded one of the nation's first environmental law clinics, and one of the nation's most ambitious economic and community development clinics. The school also supports a clinic that pairs law students and high school students in collaborations to improve the economic and social conditions in discrete neighborhoods. The social work school and the department of psychiatry have mental health programs that operate in approximately 30 city schools. These programs provide assistance and expertise not only to the students, but also to their families, and to school faculty and administrators.

In a ground-breaking new program the dental school recently opened a clinic in rural Cecil County, an area that has traditionally been greatly in need of dental services. Under faculty supervision, students treat children who would otherwise have virtually no access to good dental care.

The pharmacy school's award-winning *Patients, Pharmacists, Partnership (P3)* works with community pharmacists to provide patient-centered chronic disease management.

Our website at <http://www.oea.umaryland.edu/gov/community/> demonstrates the extensive list of programs and services offered by our schools. Our students serve the community as part of becoming well-rounded professionals dedicated to improving the health and well-being of our citizens.

Economic Growth and Vitality

That UMB is an economic engine for the City, State and region is well-known. A Fall 2010 study indicated that the campus generates over \$14 in economic activity for every General Fund dollar of state investment. That study also showed that UMB is a job creation engine noting that for each state-supported budget FTE, nine non-state funded positions are generated on campus and in the nearby community.

Role of the UMB BioPark

The UMB BioPark, which blends scientific advancement and economic growth continues to be an important focus. In the past five years, the BioPark has opened three research buildings and a parking garage. A total of 475,000 gross square feet has been built, over 95% of which is leased. The twenty tenants located in the BioPark have over 500 employees. The early success of the BioPark has led to a new Master Plan that more than doubles the projected size of the BioPark to ten acres, eleven buildings, 1.8 million gross square feet, and 3,000 jobs. The success of the BioPark is also spurring two residential developments that plan to renovate 100 existing homes and build over 1,000 new apartments in the community.

The UMB BioPark model recognizes the changing world of biotechnology, science and research by more strongly connecting UMB's biomedical capabilities with the growing base of tenants and prospective tenants among the bio/pharmaceutical community. The Park boosts UMB's already robust research capacity by increasing opportunities for attracting innovative and talented university researchers, like those in the internationally renowned Institute for Genome Sciences which is housed in the BioPark, and by attracting bioscience firms to locate within the facility. This propinquity of basic sciences fosters collaboration and helps to advance new products and services to the marketplace.

In addition to the contributions the BioPark tenants make to science, the Park also boosts the local economy and community by creating new jobs and redeveloping currently unproductive land. In so doing it provides employment opportunities, retail service and enhanced security for the residents of West Baltimore.

The Park is a model of economic development well suited to an institution like UMB. It enhances research capacity, serves as a draw for entrepreneurial faculty, improves the

community surrounding the university and facilitates commercial opportunities by promoting translational programs that link basic research and clinical care competencies.

Workforce. UMB is a major contributor to Maryland's highly qualified workforce. The university is the sole source within Maryland for training dentists, and a major provider of Maryland's physicians, pharmacists, physical therapists, graduate nurses, attorneys, social workers, dental hygienists, biomedical researchers and technicians.

UMB is focused on addressing existing and projected shortages in the health care and public interest sectors. With respect to pharmacy, for example, UMB has been working over the last several years to increase the production of PharmD graduates by approximately one-third. With the opening of the addition to Pharmacy Hall and the expansion to the Shady Grove campus that expansion is nearing completion. An important side benefit has been the dramatic growth in sponsored research funding.

With respect to nursing, UMB emphasizes training nursing *faculty*, as well as clinical nurse leaders for the new health care economy. UMB expects to continue to increase the number of masters and doctorally prepared nurses to provide sufficient nurse educators to serve as faculty for the State's associate, baccalaureate and masters nursing programs to educate the next generation of nurses, while maintaining our commitment to undergraduate nursing education. The school has instituted several clinical nursing specialty programs at the master's level and expects to institute its doctor of nursing practice in the coming months.

UMB's professional schools monitor potential shortages in their respective areas and adjust their program offerings accordingly. As one would expect in the medical and dental professions, many of these adjustments are made at the intern and resident level. The dental school, for example, anticipates responding to shortages especially in pediatric dentistry; the medical profession currently is facing shortages in general surgery, in obstetrics/gynecology, family medicine and internal medicine. And as detailed in an earlier session, the campus is emphasizing interprofessional education as the wave of the future in health care delivery.

UMB is also expanding its health sciences programs in Montgomery County via the Universities at Shady Grove (USG). Our nursing, pharmacy and social work schools already offer various degree programs at USG to help meet the healthcare workforce needs of the DC metropolitan area. In conjunction with collaborative research programs at the new USM Institute for Biotechnology and Bioscience Research at Shady Grove and in partnership with area hospitals, community pharmacies and other health care providers, and with the biotechnology industry, we anticipate building on existing programs and offering new programs in related disciplines toward the development of a full-fledged health sciences campus in the County.

Relative Emphasis

As an institution training health, law and social work professionals, it is difficult if not impossible to ascribe a precise numeric value to the relative emphasis that UMB places on teaching, research, and public service including, but not limited to, patient care. All are critical parts of UMB's mission, and every faculty member is expected to contribute to all mission-critical areas. The model for most of UMB's educational programs is a close, intensive interaction between students and faculty mentors as they engage in clinical practice, public service, and research. Indeed most of the wide range of service activities provided by UMB faculty and students are corollaries to education and research. As such, these activities are core to our mission, not optional add-ons. These will, by definition, grow in quality and scope as our education and research programs evolve.

One way of deconstructing the relative emphasis UMB places on education, research and service is to use the budget as a rough proxy. Following that approach, UMB generates approximately 45% of its revenue from sponsored research, 25% from clinical activities and public service, and the remaining roughly 30% from the State General Fund appropriation and revenue from tuition and fees. While these percentages differ by school and program, and with the caveats identified in the prior paragraph, on a campuswide basis this 50% research and scholarship, 20% service, 30% teaching could be viewed as a rough approximation for the relative emphasis UMB places on these activities.

INSTITUTIONAL OBJECTIVES AND OUTCOMES

In conformity with the *2004 State Plan for Higher Education* and *The USM in 2010: An Update of the USM Strategic Plan*, UMB adopted six key goals that formed the basis of its strategic plan FY 2006-2010. Accompanying each goal was a set of initiatives and performance measures. While the plan was developed to focus on 2006-2010, and the initiatives and performance accountability measures described therein reflect that time frame, the goals are long term.¹

In tandem with state and system planning efforts, the campus is actively working to develop its new strategic plan. While this new planning process proceeds and for the purposes of this report, the campus will continue to operate under its existing plan. In that regard, we list the following key goals, objectives and performance accountability measures with the understanding that these were developed at an earlier time under a

¹ Until replaced, that earlier plan can be found on the campus website at

<http://www.umaryland.edu/institutionalresearch/mission/index.html>

different set of fiscal expectations and may experience some changes over the next several years.

Goals

1. Evolve and maintain a competitive edge as a center of excellence in the life and health sciences, law and social work, and as a campus of professions committed to addressing complex social issues at local, state and international levels.

Among performance accountability measures are several that speak to excellence, including

"By FY 2010 demonstrate the quality and preeminence of all UMB professional schools by achieving Top 10 status among public schools"

and

"By FY 2010 increase nationally recognized awards (Ellison, Sloan, Howard Hughes, etc.) to UMB faculty by 25%."

This goal is expected to be continued into the strategic plan now under development, and the performance accountability measures suitably updated.

2. Conduct recognized research and scholarship in the life and health sciences, law and social work that fosters economic and social development.

Original performance accountability measures:

"By FY 2010 increase extramural funding for research, service and training projects by 26% in constant dollars (annualized rate of 5% per year)";

"By FY 2010 enhance the production and protection of intellectual property, retention of copyright and the transfer of university technologies by increasing the number of patents issues annually by 5% and the number of royalty bearing licenses by 5%."

The goal is expected to be maintained; however, as noted earlier in this report, the performance measures will be revised to reflect the new economic reality. While our faculty are expected to continue to be highly productive, we anticipate an initial drop in external support and the creation of a new baseline due to the ending of ARRA funding and anticipated changes in PEPFAR. Moreover, as has been reported for the last several years, UMB is literally out of research space and hence cannot compete, for example, for certain large scale NIH Center of Excellence grants which require commitments of space dedicated to these centers unless and until Health Science Facility III becomes a reality. As part of the contemporaneous University System planning process and our campus strategic planning process we anticipate establishing a new funding base that appropriately reflects these changes in available external support. Once the new funding base is established, we expect modest growth to resume at the level of 2% to 3%

annually and to remain at that level until our severe shortage of research space is addressed.

3. Recruit outstanding students, increase access for underrepresented minorities and economically disadvantaged students, and provide excellent graduate and professional education and graduate well-trained professionals who will be leaders in the fields and in the development of public policy.

With respect to responsiveness to State and national health care workforce issues, a key goal in both the State and System plans, UMB offers as a performance requirement,

"By FY 2010 increase the number of MS and PHD nursing graduates, PharmD graduates, and DDS graduates by 30% on average" to address workforce shortages.

Again at this time this goal and performance measure, suitably modified, is expected to carry over into our new strategic plan that is under development.

4. Encourage, support and reward entrepreneurship; increase fundraising and philanthropic support.

"By FY 2010, reach capital campaign goal of \$450-550 million"; "by FY 2010 increase university endowment (all sources) by at least 25%."

The Campaign goal identified above was later expanded by the Board of Regents to \$650 million by FY 12. Meeting this target in FY 12 and establishing appropriate philanthropic targets post Campaign will continue to be a priority.

5. Provide public service to citizens in all sectors and geographic regions of Maryland; provide outstanding clinical care appropriate to mission.

"By FY 2010 secure sustainable funding for public service activities, law clinics, outreach services and clinical care."

While progress was made in securing endowment and other sustainable funding for selected public service, this standard has not yet been met and will continue to need attention.

6. Increase efficiency, effectiveness and accountability, and respond to fiscal pressures, both those that are unique to academic health centers and those affecting higher education generally.

Performance measurements have included and will continue to include meeting all fiscal benchmarks and cost containment requirements while continuing to meet quality and access expectations.

CONCLUSION

One overarching principle that underlies these key goals and is specifically addressed in several initiatives is UMB's commitment to the less fortunate members of our society. We explicitly commit to enhancing access for underrepresented minorities and economically disadvantaged students, to recruiting outstanding faculty and staff who reflect the general population and to providing education and public services that are culturally appropriate and focus on reducing disparities in health care and legal and social services between and among the various socio-economic groups.

Students and faculty from all UMB's schools provide legal and social services and clinical care, particularly to some of Maryland's neediest and underserved citizens. The dental school provides free or low cost dental care to patients who come from throughout Maryland; it is the largest provider of dental services to Medicaid patients, psychiatric patients and others with complex dental problems. The medical school operates programs across the state through its area health education centers, its numerous clinics and its Health Network which links electronically physicians and other health providers in remote areas of the State to specialists on campus. The campus's nursing, legal and social work clinics and programs serve thousands of low income Marylanders annually, the pharmacy school's poison center fields tens of thousands of calls and its innovative P3 works with community pharmacists to assist chronically ill patients. to monitor medications and direct their own care.

UMB receives approximately one-fifth of its budget from the State of Maryland, with another approximately 10% coming from student tuition and fees and philanthropic support. The remaining two-thirds of our budget is a function of the successful entrepreneurship of the faculty. Thus, UMB will continue to invest its State dollars in recruiting and retaining highly qualified faculty, in providing financial aid to students and in providing the infrastructure to support our mission. That infrastructure includes an intellectual environment that fosters faculty achievement; an effective system of shared governance; a physical environment that is adequate, safe, and accessible; and adequately resourced libraries and information and educational technology.