



UNIVERSITY SYSTEM OF MARYLAND

Chancellor William E. Kirwan's FY 2014 Annual Report
Presented to the Board of Regents June 27, 2014

36,400
DEGREES AWARDED

82 COURSES REDESIGNED
TO ENHANCE STUDENT SUCCESS

INCREASED
NEED-BASED FINANCIAL AID

MORE THAN
\$462 MILLION SAVED,
THANKS TO EFFECTIVENESS & EFFICIENCY INITIATIVE

SINCE FY 2012, CONTRIBUTED
SIGNIFICANTLY TO
**CREATION OF 176
COMPANIES**

\$1.2 BILLION
IN EXTERNAL GRANTS
AND CONTRACTS

MORE THAN **153,000**
STUDENTS
ENROLLED STATESIDE

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CHANCELLOR'S LETTER

Chairman Shea and members of the University System Board of Regents:

I am honored to present my 12th annual report to the University System of Maryland (USM) Board of Regents. Having recently announced my plans to step down from the position of chancellor, I did not want to miss this opportunity to let all of you know that these 12 years as chancellor have truly been the capstone of my higher education career. We have accomplished so much together to advance our enduring priorities of access, affordability, and excellence. Likewise, together we have engineered tremendous success in our emerging priorities of completion, competitiveness, responsible stewardship, academic transformation, and others. I can say with absolute certainty that the dedication and commitment of this board, our institutional leaders, and the faculty, staff, and students across the USM are at the heart of our success. Your devotion to our mission, our institutions, and most of all, the students we serve, has been a source of strength and inspiration for me. I thank you for your support and for all you do on behalf of the USM.

Of course, as I have agreed to continue as chancellor until a successor is in place, I intend to remain focused on my duties. This will most definitely be a sprint to the finish.

We are celebrating the 25th anniversary of the USM throughout this year. The year the system was established, 1988, our institutions brought in \$375 million in external contracts and grants. Today that number is up more than 200 percent to \$1.2 billion. The year the system was established, our institutions issued just over 18,200 degrees. That number has now doubled to more than 36,400 this year. And the year the system was established, our institutions enrolled around 100,000 students. Today we enroll more than 153,000 stateside, and today's student body is far more diverse and reflective of Maryland's population. It is humbling for me to think that as the USM is celebrating its 25th anniversary, I have had the honor of serving as chancellor for almost one-half of that history.

We continue to build upon this history of success. This past year has been a time of challenge and accomplishment for the University System of Maryland. It has also been a time of significant change.

Just as the last fiscal year began, University of Baltimore (UB) President Bob Bogomolny announced his plans to retire. Bob's 12 years as president of UB have been a period of remarkable transformation, both for the university and for the city. It has been a great privilege for me to work with Bob and witness firsthand the impact of his truly visionary leadership. Bob was determined to elevate UB academically, and we saw the university expanded to a four-year undergraduate institution and introduce more than two dozen new programs targeting in-demand fields.

Bob also was determined to see the UB campus grow physically, leading to the new Student Center, Liberal Arts and Policy Building, and John and Frances Angelos Law Center. Bob's steadfast leadership of UB, his impact on the city, and—above all else—his commitment to the students of UB, come together to form a tremendous legacy.

Kurt Schmoke, interim provost and general counsel at Howard University and mayor of Baltimore from 1987 to 1999, has been named the new president of UB and will be assuming that post in July. His higher education, legal, public policy, and community service experience combined with his deep understanding of the city of Baltimore and the surrounding region, makes Mayor Schmoke uniquely suited to lead UB. I know that we all look forward to working with him and supporting his efforts to take UB to an even higher level of excellence.

It was also at the beginning of this fiscal year that Mort Neufville was named president of Coppin State University (CSU). Under Mort's leadership, Coppin continues to make progress implementing the actions proposed by the Coppin State University Special Review Committee. While there is clearly significant work to be done, I am confident that CSU will be successful in achieving the review committee's recommendations to improve retention and increase enrollment, strengthen academic programs, and improve administrative operations.

In May, the University of Maryland Center for Environmental Science (UMCES) for the first time awarded graduate degrees in marine and environmental sciences jointly with the University of Maryland, College Park (UMCP). The Maryland General Assembly in 2013 granted UMCES the authority to award degrees. Every year, nearly 100 graduate students study and work alongside UMCES scientists through the marine-estuarine-environmental sciences (MEES) program, a multi-institutional USM program.

With the opening of the 2014-15 academic year, UMCP will join the Big Ten Conference, bringing increased revenues and increased national visibility to student athletes at Maryland, and—by extension—to the university itself. This will, of course, complement the benefits the university has already started to reap as a member of the Committee on Institutional Cooperation, the research and educational partnership involving the schools of the Big Ten and the University of Chicago.

As the current fiscal year draws to a close, the one-year term of Student Regent Samim Manizade comes to an end on June 30. I thank Samim for his exemplary service. Our new student regent will be joining the board on July 1, 2014.

Once again, I thank you for the opportunity you have given me to serve as chancellor these past 12 years, commend you for the success the USM has experienced, and recommit myself to advancing our priorities in the coming year.

Sincerely,



William E. Kirwan, Chancellor

INTRODUCTION

As I issue my 12th annual report to the University System of Maryland (USM) Board of Regents, I once again begin with words of thanks and appreciation to all of you.

This past year—as has been the case throughout the USM's 25-year history—the Board of Regents, campus leaders, faculty, and staff have elevated the USM as a model of excellence. We have responded equally to the needs of our students, the demands of the workplace, and the priorities of state leaders.

While the body of this report will focus on accomplishments from across the USM from this past year, consider just a few longer-term achievements:

- Working with leaders in Annapolis on the twin priorities of access and affordability, we have seen enrollment approach an all-time high, while Maryland has dropped from having the seventh-highest tuition in the nation down to 26th.
- Need-based financial aid has increased by 140 percent during the past decade.
- We have saved more than \$462 million since the introduction of our Effectiveness and Efficiency (E&E) Initiative in 2004.
- Our economic impact continues to grow, with the USM attracting some \$1.2 billion in academic research and development funding annually, which supports more than 30,000 jobs, generating almost \$3.7 billion in economic activity.
- Our systemwide commitment to excellence is firmly established. Between highly regarded national publications such as *Kiplinger's*, *The Princeton Review*, *Diverse Issues in Higher Education*, and *U.S. News & World Report*, you will find literally every USM degree-granting institution singled out for praise.

I am very pleased to report that we are also poised to continue this remarkable progress in the immediate future.

When Governor Martin O'Malley initially submitted his FY 2015 budget proposal for the USM, it was essentially “flat funding.” The budget included a funding increase for a 2 percent “tuition buy down” to enable us to keep our tuition increase to a modest 3 percent. In addition—thanks to a significant transfer from the USM fund balance—it provided additional funds to enable the system to meet mandatory cost increases in salary, fringe benefits, new facilities, and other areas.

Not long after the budget proposal was submitted, however, Maryland's financial situation took a turn for the worse, with a projected budget shortfall of \$200 to \$300 million.

Obviously, revised projections of this magnitude prompted cuts throughout state government and the USM was not immune. And there is no question that the level of cuts that were at one point on the table for the USM would have been seriously detrimental to our progress. In addition to having our fund balance transfer increased by more than \$5 million, the Senate proposed a general fund cut close to \$17 million and the House proposed a cut in the area of \$12.5 million.

Normally when there are competing budget reduction proposals like this, the two chambers meet somewhere in the middle. But in this case, something unprecedented happened: The House and Senate got together and agreed on a budget cut lower than either chamber had proposed.

In the end, while the USM did not receive any enhancement funding to continue our momentum in increasing STEM enrollment, supporting academic transformation, and advancing commercialization, we nevertheless fared quite well, relatively speaking.

In terms of the capital budget, the USM once again received strong support with a commitment of more than \$283 million for projects across the state. Just consider a few of the projects that will help advance our efforts in the STEM disciplines of science, technology, engineering, and mathematics statewide:

- At Bowie State University (BSU), more than \$23 million to design and construct a new Natural Sciences Center.
- At the University of Maryland Eastern Shore (UMES), almost \$61 million to construct and equip a new Engineering and Aviation Science Building.
- At the Universities at Shady Grove (USG), \$4.3 million to plan and design a Biomedical Sciences and Engineering Education Facility.
- At the University of Maryland, Baltimore County (UMBC), \$4.1 million to design a new building for interdisciplinary and life sciences research.
- At Coppin, \$10.3 million to construct and equip the new Science and Technology Center.

While the governor certainly has much in which to take pride, I would suggest his support for higher education and the USM will be his most enduring legacy.



- At the University of Maryland Center for Environmental Science (UMCES), \$10.6 million to construct the new Environmental Sustainability Research Laboratory.

Finally, in terms of legislation, there were more than 25 bills impacting the USM. With only a few minor exceptions, bills the USM supported were passed and bills the USM opposed did not pass. There was also key legislation passed that has the potential to elevate the quality and stature of our institutions in the innovation arena and directly increase the economic impact of our campuses.

These legislative initiatives and the funding levels of both the operating and capital budgets are yet another indication of the governor's and General Assembly's support for public higher education and the USM. There is no question that leaders in Annapolis have come to fully recognize the importance of higher education in general—and the USM in particular—to building a strong and prosperous future for Maryland.

I would also like to take this opportunity to express my gratitude to Governor O'Malley for the incredible support he has provided the USM throughout his years as governor. We were able to form a true partnership, with the USM and state of Maryland aligning our goals and committing to mutual priorities. While the governor certainly has much in which to take pride, I would suggest his support for higher education and the USM will be his most enduring legacy.

As this annual report will outline, the support the USM has received will advance the university system's role as the engine of innovation, discovery, and knowledge that is propelling our economy and quality of life forward.

Once again this year, I put the achievements and accomplishments from the past year within the context of our strategic plan: *Powering Maryland Forward: USM's 2020 Plan for More Degrees, a Stronger Innovation Economy, and a Higher Quality of Life*. I update you on our progress and outline some of the efforts we have in place to maintain this momentum.

THEME 1: INCREASING MARYLAND'S COLLEGE COMPLETION RATE

The first goal is to advance Maryland toward its established goal of having 55 percent of our population 25 years old and older holding an associate's or bachelor's degree by 2025.

While higher education has always played a vital role as an economic engine for our nation and a ladder of opportunity for our citizens, both the breadth and depth of its importance have become strikingly clear in recent years as the "innovation economy" has taken hold. It is virtually indisputable that the path to a secure economic future for today's young men and women passes through the gates of our colleges and universities. Beyond that, it is understood that our nation's future—as a world leader, economic power, even from a national security standpoint—demands that we generate an expanded pool of well-educated, highly skilled individuals.



The USM has placed completion at the heart of our mission and is expanding key initiatives that advance this goal.

That is why virtually every higher education advocate—the National Academy of Sciences, the National Science Foundation, the Gates Foundation, the Lumina Foundation, the National Governor’s Association, and leading higher education associations, including the Association of Governing Boards of Universities and Colleges, the Association of Public and Land-grant Universities, the American Association of State Colleges and Universities, and the American Council on Education—has joined in this national push for college completion.

The USM has placed completion at the heart of our mission and is expanding key initiatives that advance this goal.

READINESS

One of the best things we can do as a nation to further the cause of completion is to improve the performance of our K–12 schools with rigorous standards and effective assessment. This is the philosophy behind the Common Core standards, which—until quite recently—enjoyed broad appeal, with 46 states adopting the standards. Unfortunately, we are now seeing several states back away from their commitments. Thankfully, Maryland, with a strong P–20 collaborative focus and a history of assessment and accountability, remains committed. In fact, to avoid some of the rancor surrounding Common Core, the state has established “Maryland College and Career-Ready Standards” as its own brand. This will help Maryland stay at the forefront of this important initiative.

I am also pleased to note that Way2GoMaryland—the USM’s six-year-old information campaign designed to put more of Maryland’s middle-school students on the path to college early—has reached thousands of students, parents, guardians, and others.

K–12 PARTNERSHIPS

We also have several ongoing, multiyear, multimillion-dollar grants—from the National Science Foundation (NSF), the U.S. Department of Education, and other entities—that enable the USM to reach directly into our K–12 schools. For example, we are in the last year of a five-year, \$12.4 million grant from NSF called the Minority Student Pipeline Math Science Partnership (MSP)². Over the course of the (MSP)² program:

- Towson University (TU), Bowie, UMCP, and the USM

Office—working with Prince George’s Community College and Prince George’s County Public Schools—provided professional development for 380 elementary and middle school teachers, which led to significant increases in Maryland School Assessment science scores in Prince George’s County.

- More than 300 high school students took advantage of dual-enrollment science courses, earning more than 3,000 college-credit hours.
- More than a third of the students who completed the dual-enrollment program and are now in college have declared a science major.

(MSP)² is just one example of the many partnerships we have across the entire P–20 educational spectrum that are benefitting both the K–12 sector and the higher education community.

KEEPING COLLEGE AFFORDABLE

The USM’s commitment to affordability has become embedded in our DNA. As I noted earlier, thanks to several years of either flat tuition or extremely modest tuition increases, the USM has moved from having the seventh-highest tuition in the nation down to 26th. I once again express my thanks to the O’Malley administration for its intense focus on keeping tuition in Maryland affordable. In addition, as our tuition burden has fallen, need-based financial aid has more than doubled, increasing 140 percent. And today our lowest-income students graduate with 25 percent less debt than their peers.

Another indicator of our progress can be found in *Kiplinger’s Personal Finance’s* list of the 100 best values in public higher education, a measure that takes into account both affordability and quality. Honored with this distinction are UMCP, Salisbury University (SU); UMBC; and TU. UMCP, SU, and UMBC were also named among *The Princeton Review’s* “best value” public colleges for 2014.

This past year has seen a continued growth in the commitment to affordability across the USM:

- The University of Maryland University College (UMUC) has launched the UMUC Completion Scholarship that will reduce tuition and fees for recipients from \$273 per credit to an average of \$199. The total cost of a bachelor’s degree (including

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the cost of the associate's degree) for UMUC Completion Scholarship recipients will be about \$20,000, reducing the cost of the USM's most affordable path to a degree by an additional \$5,000 or so.

- Frostburg State University (FSU)—working with the Allegany County Board of County Commissioners—has established the Allegany County Opportunity Scholarship at FSU, benefiting students from Allegany County and funded by revenues from the Rocky Gap Casino.
- UB announced Finish4Free, an incentive that provides free tuition in the final semester for students who are on track to graduate in four years. UB President Bob Bogomolny notes that this will be the first program of its kind in the country.

CLOSING THE ACHIEVEMENT GAP

It is the goal of the USM to eliminate the “achievement gap”—the academic success rate gaps that exist within the USM between minority and non-minority students—by 2020. Beginning with the fall 2008 entering class, USM institutions prepared campus-based strategies designed to move toward that goal. These efforts include greater academic and support services for low-income and first-generation students, “summer bridge” programs to help acclimate incoming freshmen to the rigors of higher education, enhanced supplemental instruction, early warning student tracking systems, and other initiatives.

In addition, at the system level we held two system-wide symposia to facilitate the sharing of information, disseminate best practices from across the USM, and promote strategies that foster student retention term-to-term and year-to-year.

As a result of our focus, we are seeing both intensified efforts to address the achievement gap on campuses across the USM and some positive developments:

- FSU received a Maryland College Access Grant from the Maryland Higher Education Commission to support intensive advising.
- FSU also received a One Step Away grant to assist near completers, students who have earned a significant number of credits toward a bachelor's degree but may have been forced to suspend their education for some reason.

- The University of Maryland School of Nursing at the University of Maryland, Baltimore (UMB) received a grant from the Maryland Health Educators Institute to develop a program targeted at first-generation college students, many of whom are low-income or underrepresented minority students.
- UMCP ranks 12th in bachelor's degrees, third in master's degrees, and first in doctoral degrees conferred to African Americans from universities in the United States, according to Darryll Pines, dean of the A. James Clark School of Engineering at UMCP, who examined the most recent data for engineering degrees.
- A *New York Times* item last year highlighted UMCP as the only school in the nation with a graduation rate above 70 percent to also have a student population that is at least 15 percent African American.

PARTNERSHIPS AND INNOVATIVE ALTERNATIVES

Thanks to expansive partnerships with community colleges, all USM institutions offer dual-admission (2+2) programs. More students—and parents—are recognizing that two years at a community college and two years at a USM institution is a smart, affordable way to go. With these dual-admission programs, students leave community college with 60 credits and fully ready for upper-division courses on a USM campus. Last year saw an all-time high in the number of students transferring from Maryland community colleges to USM institutions. In many ways our efforts are led by UMUC, which has alliance agreements with more than 80 community and technical colleges across the United States, including all 16 Maryland community colleges.

Along with these partnerships, our regional education centers—the Universities at Shady Grove (USG) and the University System of Maryland Hagerstown (USMH)—help the USM make progress toward our completion goals. USG provides accessible pathways to 80 upper-level undergraduate- and graduate-degree and certificate programs from nine USM campuses and continues to expand its offerings. USMH offers more than 20 programs from six USM institutions and is expanding as well, both programmatically and physically.

This past year saw a continued expansion of these partnerships and innovative approaches:

- The “Towson Building” currently under construction at Harford Community College (HCC) will enable students at HCC to take third- and fourth-year college courses as Towson students seamlessly, affordably, and conveniently.
- The USM, in an agreement with the Southern Maryland Higher Education Center (SMHEC) and the Southern Maryland Navy Alliance, will design, construct, and manage an educational facility on the SMHEC campus in California, Maryland, allowing the USM to play an even greater role in bringing more academic programs to meet the region’s higher education and workforce needs. I want to acknowledge Regent Patricia Florestano, who served as chair of the Southern Maryland Higher Education Council, which developed strategies to improve access to higher education for Southern Maryland residents.
- UMES and Salisbury signed a memorandum of understanding with Wicomico County Public Schools to establish a dual-enrollment program for high school students in lower Delmarva’s largest school district.
- Bowie’s Education Innovation Initiative—or ei²—was named that university’s first “signature program.” The program is designed to help close the achievement gap in both STEM- and humanities-related fields by creating a pipeline from pre-kindergarten through college for talented Prince George’s County students.
- USG launched the Achieving Collegiate Excellence and Success (ACES) program in partnership with Montgomery County Public Schools and Montgomery College. ACES identifies low-income and underrepresented minority students with college potential in the 10th grade, provides continuous academic coaching and support from 11th grade through a community college degree, awards scholarships, and provides pathways to a baccalaureate program at a USM institution. Given the success of this effort so far, the importance of its goals, and the partnerships the USM enjoys with community colleges and local school districts throughout Maryland, we plan to make ACES a statewide program, starting tens of thousands of low-income, college-capable students on a path to a four-year degree.



Earlier this year UMBC President Freeman Hrabowski and I were invited to a White House summit focused on increasing college access and success for economically disadvantaged and underrepresented populations. As part of this meeting, three specific USM initiatives were held up as models: the STEM Transfer Success Initiative that seeks to facilitate successful student transfer from community colleges in Anne Arundel, Baltimore, Howard, and Montgomery counties to STEM programs at UMBC; the Way2GoMaryland effort I mentioned earlier; and the ACES program, which we committed to expand.

Taken together, all these efforts—improving readiness, access, affordability, completion—are moving the USM toward the strategic plan goal of 10,000 more degrees awarded by 2020. In fact, in just the past five years, the USM has increased its annual bachelor’s degree production by 24 percent, from 18,719 degrees in FY 2008 (our “base” year) to 23,238 degrees in FY 2013. We have clearly made real progress on the strategic plan goal of awarding 28,000 bachelor degrees annually by 2020. We must acknowledge, however, that we are currently facing some severe “headwinds.” While the fact that we are essentially halfway toward our goal is positive, enrollment at USM institutions has flattened, which creates a huge challenge in meeting the overall goal by 2020.

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The USM is positioning Maryland for greater economic growth and job creation.

THEME 2: GROWING MARYLAND'S WORKFORCE & DRIVING MARYLAND'S ECONOMY

The institutions comprising the USM are among Maryland's most powerful and adaptable economic engines. They are both centers of education that teach the next generation of highly skilled individuals for the state's workforce and hubs of research and development that generate breakthroughs to advance the quality of life and grow the state's and nation's economies. Efforts are underway across the USM to attract, retain, and graduate more students in cybersecurity, the STEM disciplines, and the health care fields. At the same time, our institutions are flexing their muscles as drivers of economic growth and job creation.

CYBERSECURITY

Three years ago we launched our Cyber Security Task Force. By convening leadership from our institutions, the state government, federal agencies, and the private sector, we initiated the process of examining Maryland's assets in the area of cybersecurity, evaluating regional and national workforce needs, and ramping up multi-faceted cybersecurity research. Since then, the progress across the USM has been truly remarkable. Just consider a few achievements:

- UMCP, Frostburg, UMBC, Towson, and UMUC have added academic offerings in the cyber arena at the undergraduate, graduate, and professional levels.
- The USM is working with community colleges to develop a Cyber Security 2+2 Program between community colleges and USM institutions.
- UMBC is home to the Center for Cybersecurity that incorporates the Cyber Scholars program, Cyber Incubator, and Center for Information Security and Assurance. This past year, UMBC cut the ribbon on a 3,300-square-foot expansion of the Cyber Incubator at its research park, bwtech@UMBC.
- Bowie State is home to the Center for Cyber Security and Emerging Technologies.
- The Maryland Cybersecurity Center at UMCP has established itself as a national leader in cybersecurity education, research, and workforce development.
- Last year we welcomed the first class to the

Advanced Cybersecurity Experience for Students (ACES) Program at UMCP, the nation's first cybersecurity honors program for undergraduates, funded by a \$1 million grant from Northrop Grumman.

- With funding from the Sloan Consortium, we established the Maryland Cybersecurity Network, bringing together UMCP, UMBC, TU, BSU, and UMUC to share courses and develop collaborative partnerships.
- UMUC last fall made the cover of *The Washington Post Magazine's* education issue highlighting the university's cybersecurity programs, which were described as "answering a call from military and business leaders for a new generation of specialists to provide vital public and private computer systems."
- That same issue cited UMCP, Bowie, UMBC, and Towson as "Centers of Excellence" in information assurance education and research designated by the National Security Agency and Department of Homeland Security.
- The National Security Agency Center Security Service has designated Towson as a National Center of Academic Excellence in Cyber Operations for academic years 2014-19.

STEM & HEALTH CARE

In the innovation economy, the ability to attract, retain, and graduate more students in both the STEM disciplines and the health care fields is of paramount importance for any state's economic success. The USM is positioning Maryland for greater economic growth and job creation:

- UMES last fall broke ground on the new home for the aviation science, computer science, and engineering programs. When complete, the new building will be the university's largest.
- Also last fall, Coppin broke ground on its new Science and Technology Facility, which will provide state-of-the-art academic and administrative support for biology, physics, environmental sciences, natural sciences, chemistry, and other science and technology disciplines.
- Last year also featured a groundbreaking ceremony for the Health Sciences Facility III at the University of Maryland School of Medicine at UMB, which is expected to generate \$77 million in new research and, more than 1,000 new jobs, and will be the site



In recent years, we have pushed to increase the level of entrepreneurship across the USM.

- of key biomedical breakthroughs and advances.
- UMCP has launched “Terrapin Teachers”—funded with a five-year, \$1.45 million grant from the National Math and Science Initiative—to increase the number of high-quality STEM teachers.
- In February, I attended a ceremony celebrating the very first seed grant recipients from the new UMB-UMBC Research and Innovation Partnership program focused on cutting-edge science and health concerns.
- UMUC’s master of science program in biotechnology was selected as the Sloan Consortium’s 2013 Outstanding Online Program.
- UMES’ doctor of pharmacy program earned full accreditation and, with last month’s commencement ceremony, 110 students have now graduated from this program.
- USM institutions enrolled more than 1,400 additional STEM and health care-related majors in FY 2014 alone, a remarkable increase in STEM enrollment.



ENTREPRENEURSHIP

In recent years, we have pushed to increase the level of entrepreneurship across the USM. The Board of Regents created the Committee on Economic Development and Technology Commercialization while expanding the criteria for faculty promotion and tenure to include entrepreneurial activities. Our campuses have been promoting an entrepreneurial culture as well:

- With \$3.75 million in funding from the National Science Foundation, UMCP is teaming up with George Washington University and Virginia Tech to launch a regional Innovation Corps (I-Corps) node with one sweeping goal: find the best entrepreneurial student and faculty researchers and help them bring their discoveries to market.
- Towson is expanding its entrepreneurial efforts as well, selecting Frank Bonsal III as TU’s first director of entrepreneurship. This marks the advent of a larger and more integrated approach to entrepreneurship at the university.
- At Salisbury, the Baltimore-based Ratcliffe Foundation has committed to as much as \$1 million over the next five years to support entrepreneurs from the Franklin P. Perdue School of Business.
- Bowie’s College of Business is launching a new Student Business Incubator to encourage entrepreneurship and nurture student startup ventures.
- Since the beginning of FY 2012, USM institutions contributed significantly to the creation of 176 new companies, making notable progress toward our 10-year goal of 325 new companies born from the USM’s intellectual assets.

MPowering THE STATE

Finally, while University of Maryland: *MPowering the State*—the structured collaboration between UMCP and UMB—is still in its early stages, it has already had a profound impact on technology transfer and commercialization efforts at the two institutions. Since *MPowering the State* was launched in 2012:

- Technology licensing has grown by nearly 50 percent, from 28 to 41.
- Startups based on the commercialization of intellectual property have more than doubled, from five to 11.
- UMCP and UMB researchers secured 18 Maryland Innovation Initiative Awards totaling \$1.8 million last



year, with a number of those projects being truly collaborative, with faculty from multiple institutions.

- Joint research proposals have more than doubled to 72.
- A five-year, \$6 million partnership with MedImmune—a biotechnology development company located in Gaithersburg—will fund research and technology commercialization.
- Researchers from the Center for Health-related Informatics and Bioimaging at the University of Maryland School of Medicine, UMB, have submitted more than \$70 million in joint research proposals and secured multimillion-dollar federal contracts.

All of these efforts—our focus on cyber, STEM, and health degrees, our elevation of entrepreneurial efforts, the direct economic impact of *MPowering the State* and other USM efforts—have combined to bring significant progress toward our goal of fortifying Maryland's workforce, increasing Maryland's competitiveness, and bolstering Maryland's economy.

THEME 3: TRANSFORMING THE ACADEMIC MODEL

Moving to the third goal of our plan, transforming the academic model, the USM is proud to be able to claim leadership within this movement.

As an “early adopter” of course redesign, we were the first university system in the nation to implement pilot projects combining innovative learning

techniques, leading-edge technology, and the latest cognitive science to improve learning outcomes at the same or reduced costs. By the end of this academic year, the USM redesigned 82 courses, enrolling more than 24,000 students. In addition, we participated in another 30 redesigns with non-USM institutions statewide.

With the USM Center for Academic Innovation (CAI), the system's leadership in academic transformation has only increased. Earlier this year—in recognition of CAI's leadership in this movement—the Bill and Melinda Gates Foundation granted more than \$200,000 to the center to support and expand its efforts to bring together faculty and administrative leaders from across our institutions to assess trends, analyze results, research what works, and develop best practices in support of academic transformation in Maryland and beyond.

The Gates Foundation also provided a \$1.4 million grant to support a study we are conducting with Ithaka S+R. In this study, we are investigating ways that some massive open online courses (MOOCs) could be incorporated into existing university courses that are part of redesigned curricula at our institutions. The study is also examining ways that MOOCs, or portions of them, could be used to enhance learning. Ithaka and the USM conducted 12 side-by-side comparisons and 11 case studies at institutions across the system. Some sections used the Coursera MOOCs in the so-called “flipped classroom” model, where instruction is delivered online, outside of the classroom, and “homework” is done in class. Other sections were taught in the traditional way.

With the impressive combination of improved outcomes at the same or reduced costs offered by course redesign efforts, it is no wonder that academic transformation is being embraced across the USM.

To date, thanks to this systematic reexamination and reengineering of both our administrative functions and academic processes, we have documented more than \$460 million of base budget savings.

While the results are still very preliminary, we did find some positive outcomes that are in line with our expectations. Instructors liked the MOOCs, would use them again, and would recommend them to colleagues. Students from the flipped classrooms showed modest positive gains in learning outcomes when compared with students from traditional classrooms on common assessments, and there was no evidence of negative effects for any subgroup.

With the impressive combination of improved outcomes at the same or reduced costs offered by course redesign efforts, it is no wonder that academic transformation is being embraced across the USM:

- Frostburg has created a way for freshmen to complete their first semester through a new initiative called the Freshman Choice Program, in which all course materials and activities are published and executed online.
- UB launched a systemwide online course on the history of the civil rights movement taught by Pulitzer Prize-winning author Taylor Branch. UB delivered this pilot course, “Citizenship and Freedom: The Civil Rights Era,” in collaboration with CAI to explore an alternative “system-grown” MOOC model.
- UMCP has created a hub for supporting innovative, technology-enhanced education on campus with the launch of the new Teaching and Learning Transformation Center. The center was created to help transform the university’s courses, teaching, and classrooms through technology and training to improve student learning, engagement, and success.
- BSU journalism professor Allissa Richardson, one of five Visiting Fellows selected by Harvard University’s Nieman Foundation for Journalism, is developing a MOOC to teach veteran journalists, citizens, and journalism students how to effectively report news using only tablets, smartphones, and other mobile devices.
- UMUC launched its Center for Innovation in Learning. The center will function as a laboratory for continuous improvements to the university’s curriculum, faculty development model, and student support.

Last fall I was invited to testify before the United States Senate Committee on Health, Education, Labor, and Pensions on the USM’s academic transformation efforts. A few months prior to that, Joann Boughman, USM senior vice chancellor for academic affairs, testified before the U.S. House of Representatives

Committee on Education and Workforce on the issue of academic innovation and transformation. These invitations came because the USM is now recognized as a national leader—perhaps *the* national leader—in academic transformation. And while we should all take great pride in the leadership we have shown, the work we have done, and the progress we have experienced, we must also understand that we are still very early in this movement. Every new approach has to be studied carefully and fully evaluated to make sure it has the desired effect: improved learning at the same—or reduced—cost.

We must keep our expectations high for the potential offered by innovations and technology to substantially improve learning outcomes and contain costs. But we must do so in a thoughtful manner, ensuring with evidence that course transformations produce the results we want before they are adopted on a wholesale basis. We have to identify the most useful capabilities, integrate them into the educational enterprise in the most effective manner, allow for changes that have to be made along the way, and provide for the necessary faculty development. This approach, which we have embodied in CAI, will allow the USM to sustain our position of leadership.

THEME 4: CONTINUING EXEMPLARY STEWARDSHIP PRACTICES

The fourth element of our strategic plan calls on the USM to continue its exemplary stewardship of resources. In this area, the USM’s most impressive and impactful effort has been our Effectiveness and Efficiency (E&E) Initiative. To date, thanks to this systematic reexamination and reengineering of both our administrative functions and academic processes, we have documented more than \$460 million of base budget savings. In fact, E&E has become so ingrained in our day-to-day operations that earlier this year we were able to dissolve the Board of Regents Committee on Effectiveness and Efficiency. In addition, the USM maintains favorable debt ratings from bond-rating agencies, including a rating of Aa1 from Moody’s Investors Services, making USM one of only 21 public higher education institutions to earn one of Moody’s top two ratings.

The spirit of E&E continues to go national. Last fall a bipartisan group of U.S. senators established the Task Force on Federal Regulation of Higher Education. The



task force comprises 16 higher education leaders, and I am serving as co-chair along with Nicholas Zeppos, chancellor of Vanderbilt University. We are tasked with providing specific recommendations to streamline and reduce regulations while ensuring that important student and taxpayer protections are maintained.

Our E&E efforts took another step forward as the USM Quasi-Endowment Bill went into effect. Up until the implementation of this bill, the Maryland State Treasurer's Office invested all USM fund balances in secure but very low-yield instruments. Now, the University System of Maryland Foundation has the ability to direct the investment of up to \$50 million in the non-state USM fund balance. This has the potential to generate more than \$2 million annually in support of future USM fundraising efforts and campaigns. These additional funds will be critical to building endowment at all USM campuses, creating sustainable, lasting resources to benefit students, faculty, and programs.

There are wonderful examples of active and engaged philanthropy at our institutions from this past year:

- At UB the generosity of Peter Angelos continues, with a \$1 million gift to strengthen the School of Law's Baltimore Scholars Program, an intensive, one-on-one approach to enhancing diversity in legal education and in the wider legal community.
- Bob Parsons, founder and executive chairman of Go Daddy, has made a \$1 million gift to establish the Bob Parsons Veterans Center at the University of Baltimore. The donation will also support veteran-related activities in the UB School of Law and in the Yale Gordon College of Arts and Sciences.
- Former USM Board of Regents Chair Cliff Kendall and his wife Camille committed \$1 million for an endowed undergraduate scholarship at UMCP, the largest scholarship gift that institution received this year from an individual donor.
- *New York Times* bestselling author James Patterson—a supporter of teaching scholarships at several prominent institutions—created eight scholarships for Towson freshmen who want to be teachers. The scholarships give each student \$6,000 per year, and Patterson plans to add another eight scholarships for another set of incoming freshmen next year.
- UMES will receive \$500,000 from Baltimore businessman Cernelious Jones to sponsor four students in the university's PGA golf management program.
- The University of Maryland School of Pharmacy at UMB unveiled the Ellen H. Yankellow Grand Atrium. Ellen Yankellow is president and chief executive officer of Correct Rx Pharmacy Services, and her recent gift of \$1.1 million to the School of Pharmacy is the largest gift ever from a female graduate.
- Also at UMB, the Marjorie Cook Foundation made a \$100,000 gift to the endowment of the Women, Leadership & Equality Program at the Carey School of Law.

Exemplary stewardship practices also call for strong environmental sustainability efforts. Led by Donald Boesch, USM vice chancellor for environmental sustainability and president of the University of Maryland Center for Environmental Science, the USM continues to make impressive strides in this arena.



Across the USM more than 50 facilities—constructed or planned—are rated LEED Silver or higher.

- Across the USM more than 50 facilities—constructed or planned—are rated LEED Silver or higher, with the John and Frances Angelos Law Center at UB designated LEED Platinum. Earlier this year the American Institute of Architects Committee on the Environment awarded the Angelos Law Center one of its Top Ten Awards, which are among the most prestigious awards in the field.
- Towson implemented a campuswide lighting system project that is saving the university approximately \$1 million in electricity costs per year.
- UMCP has installed more than 200 occupancy sensors and, more than 2,600 solar panels, and is implementing plans to purchase only clean electricity in order to advance the goal of carbon neutrality.
- As part of the \$6 million renovation of the Manokin Residence Hall, Salisbury has installed the institution's first geothermal heating and cooling system, using the earth's natural thermal energy to heat and cool the facility.
- At Frostburg, the Renewable Energy Center is developing wind- and solar-powered supply systems to provide continuous electricity for critical needs if the utility grid becomes unavailable.
- This has been a record year for oysters and the Chesapeake Bay restoration effort. The UMCES oyster culture facility at Horn Point and its partners produced more than 1.2 billion oysters during the 2013 production season. This is the first time any oyster hatchery nationwide has produced more than one billion spat in a single season.
- Earlier this year, the Building Green Initiative celebrated Earth Day by naming the "Ten Greenest" HBCUs, with UMES ranked as the top public institution on the list.
- Finally, I had the honor of speaking at four separate environmental sustainability conferences this past

year, at UMCP, UMB, Coppin, and the Maryland Clean Energy Center.

This commitment to stewardship in the broadest sense—financial and environmental—has had a major impact across the USM. Actions that make us leaner while also lessening our impact on the environment have the added effect of supporting each other; the more we do in one area, the better off we are in the other. That is a powerful combination.

THEME 5: ADVANCING INSTITUTIONAL QUALITY

The fifth and final theme of the strategic plan is our commitment to quality and national eminence. This is perhaps the area in which USM institutions, leaders, faculty, and students shine brightest.

In U.S. News & World Report:

- UMCP was ranked 21st among public institutions.
- UMBC was ranked 6th on the list of schools with the "Best Undergraduate Teaching," alongside institutions such as William and Mary, Princeton, Brown, and the University of California, Berkeley. UMBC was also named the top national university for "promising and innovative changes" for the fifth consecutive year.
- UMES and Bowie were both again ranked in the top tier of America's historically black institutions.
- Towson, Frostburg, and Salisbury were named among the nation's Best Colleges for Veterans.
- In the rankings of graduate programs:
 - At UMB, the Law and Health Care Program at the Francis King Carey School of Law was ranked first in the nation.
 - UMCP has 19 programs and specialties ranked in

the top 10 and two programs ranked No. 1:

- ♦ The College of Education's counseling and personnel services program.
- ♦ The College of Behavioral and Social Sciences' criminology specialty.

In other accolades:

- In the 2013 Academic Ranking of World Universities, issued by the Center for World-Class Universities at Shanghai Jiao Tong University, UMCP was placed among the world's top universities, ranking 38th overall.
- GetEducated.com, a consumer group that tracks online education, rated Frostburg's online nursing BSN program and online master of science in recreation and parks management program as "Best Buys."
- Towson came in 25th in *Washington Monthly* magazine's "Best-Bang-for-the-Buck" ranking. TU made the top 10 percent in the magazine's ranking of 684 public and private institutions.
- This past spring, *University Business* magazine named Salisbury as one of only eight colleges and universities nationwide included among its "Models of Efficiency."
- The website HBCU Lifestyle reported findings from the Online College Database that ranked historically black colleges by average starting salary of graduates. All three of the USM's Historically Black Institutions ranked in the top 25:
 - BSU, No. 2
 - UMES, No. 7
 - CSU, No. 23.
- Inducted into the National Collegiate Basketball Hall of Fame as a member of the class of 2013.
- At the 10th annual Western Maryland Democratic Summit, Regent Thomas Slater received the 2014 Summit Founders Award in recognition of his vision and service to Maryland.
- UMES President Juliette Bell assumed the leadership of the Association of Public Land-grant Universities' Council of 1890 Universities. In addition, she was featured on the cover of *Diverse* as part of that magazine's profile of what it called the "New Breed of HBCU Presidents Making Big Changes."
- Donald Boesch, president of UMCES, was appointed to the Leadership Council of the Joint Ocean Commission Initiative, a group that works with all sectors of the ocean community to encourage action and monitor progress toward ocean policy reform.
- FSU President Jonathan Gibraltar was appointed to the 2013–14 Steering Committee for the American College and University Presidents' Climate Commitment, his third term on this committee.
- UMBC President Freeman Hrabowski was awarded the 2014 Council of Fellows/Fidelity Investments Mentor Award, acknowledging his enormous impact as a mentor in the success of ACE Fellows Program participants. He also was tapped to deliver the keynote at the U.S. News STEM Solutions conference earlier this year.
- Leonard R. Raley, vice chancellor for advancement and president and CEO of the USM Foundation, received the 2014 Commonfund Institutionally Related Foundations Award from the Council for Advancement and Support of Education.

Along with significant praise for our institutions in numerous outlets, system and campus leadership, faculty, and USM students have also received numerous honors.

LEADERSHIP

- CRDF Global—an independent nonprofit organization that promotes international scientific and technical collaboration—honored Regent Norman Augustine with the 2013 George Brown Award for International Scientific Cooperation.
- Regent Patricia Florestano was honored by *The Baltimore Business Journal* with an Outstanding Director Award for 2014.
- Regent Thomas McMillen had the honor of being

FACULTY AND ADMINISTRATORS

- Robert C. Gallo was named the first Homer & Martha Gudelsky Distinguished Professor in Medicine at the University of Maryland School of Medicine at UMB.
- Assistant Professor Gymama Slaughter from UMBC received an NSF Early Career Development Award, one of the most prestigious awards in support of junior faculty.
- Dean Phoebe Haddon from the Francis King Carey School of Law at UMB ranked ninth in *The National Jurist* list of the most influential people in legal education. (Unfortunately for us, she leaves UMB to become chancellor of Rutgers University-Camden July 1.)

- Kate Brown, an associate professor of history at UMBC, won the 2014 George Perkins Marsh Prize for the Best Book in Environmental History.
- UMCP Distinguished Professor Ira Berlin received the W.E.B. Du Bois Medal, Harvard University's highest honor in the field of African and African American Studies.
- In a separate Harvard honor, UMCP's Sylvester James Gates Jr. was named 2014 Scientist of the Year by the Harvard Foundation.
- Justin Jacobs, a doctoral candidate in statistics at UMBC, won the Presidential Early Career Award in Science and Engineering, the highest honor from the U.S. government for science and engineering professionals in the early stages of their research careers.
- Professor Marie DesJardins from UMBC's computer science and electrical engineering department was selected to participate in the American Council on Education Fellows Program, the premier program for identifying and preparing the next generation of senior leadership for the nation's colleges and universities.
- Three UMCP faculty members—history Associate Professor Holly Brewer, mathematics Professor Doron Levy, and astronomy Professor Sylvian Veilleux—were honored with Guggenheim Fellowships.
- Sean McComb, an adjunct faculty member at Towson University, is the 2014 National Teacher of the Year. He teaches English at Patapsco High School and Center for the Arts in Baltimore County.
- The USM was again well represented on *The Daily Record's* list of the most influential Marylanders:
 - UMBC President Freeman Hrabowski;
 - Ron Weich, dean, UB School of Law;
 - Jan Baum, director, Object Lab @ TU;
 - Jonathan Katz, director, Maryland Cybersecurity Center at UMCP.
- *The Daily Record's* list of Maryland's Top 100 Women also prominently featured the USM:
 - UMES President Juliette B. Bell;
 - Audrey McFarlane, professor at the UB School of Law;
 - Beverly O'Bryant, dean of the School of Professional Studies at CSU;
 - Michelle Giglio, associate director, analysis, Institute for Genome Sciences at the University of Maryland School of Medicine, UMB.

STUDENTS

- UMCP junior Fang Cao was awarded a 2014 Truman Scholarship, the nation's most selective and prestigious award for underclassmen who demonstrate exceptional leadership potential and a commitment to careers in public service.
- A student team from UMCP won the inaugural U.S. Major League Hacking Championship, beating out Rutgers, MIT, Carnegie Mellon, Columbia, Michigan, Stanford, and more than 100 other schools.
- Students from UMUC swept both divisions of the Maryland Cyber Challenge, capturing first place in the collegiate and pro divisions.
- At SU, four computer science majors took first place in the fall 2013 J.P. Morgan "Code for Good" Challenge in New York City.
- Student teams from both BSU and UMES represented the USM at the Honda Campus All-Star Challenge national academic quiz, with BSU making it to the "sweet 16."
- BSU biology major Symone Jordan was named one of 75 Historically Black College and University All-Stars to serve as an ambassador for the White House Initiative on HBCUs.



Robert C. Gallo, first Homer & Martha Gudelsky Distinguished Professor in Medicine, UMB

From left: UMCP student Fang Cao, who received a 2014 Truman Scholarship, and UMBC's Akua Nimarko and Michael Moubarek, who won 2014 Goldwater Scholarships.



- Two UMBC students, Michael Moubarek, a biochemistry and molecular biology major, and Akua Nimarko, a biological sciences and psychology major, won prestigious 2014 Barry Goldwater Scholarships.
- TU Debate Team members Ameena Ruffin and Korey Johnson made history as the first team of two African American women to win the Cross Examination Debate Association's national championship.
- TU's Zoey Warecki won the 2014 Outstanding Student Award for Undergraduate Research from the National Society of Physics Students. She will represent the U.S. and present her research at the International Conference of Physics Students in Heidelberg, Germany in August.
- This spring, UMES junior Ishaq Pitt, a guard on the men's basketball team, was named the 2014 Arthur Ashe Jr. Sports Scholar of the Year. In addition to playing Division 1 basketball, Pitt is on the Student Government Association's executive board and is president of the university's chapter of the National Association of Black Accountants.
- For the third consecutive year, UMCP leads the nation in Boren Scholarships (up to \$20,000 each), with 12 undergraduates receiving the awards for intensive international language study. Boren Scholarships are part of a major federal initiative to build a broader and more qualified pool of U.S. citizens with foreign language and international skills.

CONCLUSION

As we conclude the 25th anniversary year of the USM's founding, it is appropriate to look back over the past quarter century and reflect on its evolution and impact. Having been president of UMCP during the inaugural year of the USM, I remember well those early years. There can be no doubt that the unification of two radically different higher education systems posed a formidable challenge. A newly constituted Board of Regents, many of whose members had never served on a higher education board, was faced with the daunting task of merging, almost overnight, two different systems—the five-campus University of Maryland, heavily focused on research and graduate education, and the six institutions of Maryland's Board of Trustees and State Universities and Colleges, whose primary missions were undergraduate teaching with minimal graduate education and research activity. The cultural differences and traditions between these two systems were enormous. As a result, the USM experienced significant growing pains in those early years.

Fortunately, with the strong support of the USM's first two chancellors, John Toll and Donald Langenberg, the board was able to develop a set of governance policies that gave structure and purpose to the new system. For the most part, these same policies guide the work of the system to this day and are often used as a model by other higher education systems nationally. These policies provide for a strong spirit of delegated authority to the individual campuses, a high degree of accountability, and a commitment to the best principles of shared governance, which I believe are the foundation of the USM's success.

In part because of these policies, as the years unfolded, the system gained confidence and unity. But more than that, the USM has evolved to the point where it is seen nationally as one of the nation's highest performing and, most innovative university systems, outpacing on numerous metrics the performance of much older peers.

Areas of the system's leadership include:

- USM's Effectiveness and Efficiency Initiative, which has produced hundreds of millions of dollars in savings for the system and the state.
- USM's alignment of its strategic initiatives with the state's priorities, which has enabled the system to

come through the Great Recession with stronger state fiscal support and lower tuition increases than most, if not all other systems in the nation, and which has been cited frequently by national leaders, including the president of the United States, as a model to be emulated.

- USM's early embrace of academic transformation, the first system to do so and clearly the system that sets the national standard in this exciting new area.
- USM's development of the nation's most admired and largest not-for-profit online university, UMUC.
- USM's pioneering efforts in changing the faculty promotion and tenure criteria to give credit to faculty for their efforts in technology transfer and translational research.
- USM's close working relationship with the state's two-year sector, making possible, for example, the success of the highly innovative Universities at Shady Grove and the University System of Maryland at Hagerstown.
- USM institutions' rising academic quality in a time of highly constrained resources, with UMCP now recognized as one of the nation's most distinguished public research universities, with UMB's highly ranked professional schools, with UMBC cited as the nation's No. 1 Up and Coming School five years in a row, and with all other institutions in the system achieving distinctive recognition among their peers.

These and other accomplishments suggest that the state's high expectations and hopes for the USM when it was founded a quarter century ago are well on their way to being realized. Indeed, it is rewarding for all associated with the USM to see the growing sense of admiration and appreciation it receives from the general public, the media, and elected officials in Annapolis.

While this retrospective view is important and gratifying, it will mean little if the "past doesn't become prologue." In the coming decades, the USM must build on its positive momentum and its ability to advance the state and nation in the coming decades. This will not be easy, for there is a sense that higher education nationally, and here in Maryland, is facing severe headwinds that are not likely to be abated this decade.



New challenges include:

- Long-term fiscal concerns brought on by a declining rate of public investment in higher education and a public aversion to dramatic growth in tuition rates.
- Significant demographic changes that will see Maryland's high school graduating classes increasingly dominated by racial and ethnic groups that have historically been underrepresented in higher education.
- Achieving college completion goals for the state without the traditional increments in resources to support enrollment growth.
- Successfully infusing new teaching and learning strategies in an academic culture that places great value on academic traditions.
- Continuing our progress with USM's Closing the Achievement Gap Initiative, eliminating the completion rate gap between students.
- Helping the state grow its knowledge and innovation economy in an era of diminished federal support for research.
- Finding the will and means to enable significantly more low-income students to earn a college degree and a chance to enter the middle class.

The USM has made such impressive advances in recent years for several reasons. First, there has been a remarkable sense of alignment among the Board of Regents, the USM Office, and the presidents, on the

one hand, and the governor and the state on the other. Second, the system has benefitted from strong institutional leadership. And third, a board-approved and very focused strategic plan, *Powering Maryland Forward*, has driven the USM's priorities and budget allocations. While it may be time to update the USM's strategic plan, the other elements of the system's success remain in place. This should give the USM community and the state every reason to believe that the success the University System of Maryland has enjoyed during the past 25 years can continue, for the benefit of the state, into the future.

In the coming decades, the USM must build on its positive momentum and its ability to advance the state and nation.

| HONOR ROLL |

REGENTS' 2014 FACULTY AWARDS

Teaching

Patrick W. Fitzgibbons, UMUC

Judy Harris, TU

Jeff Leips, UMB

Megan B. Meyer, UMB

Mentoring

Leonard Arvi, SU

Jill A. Morgan, UMB

Mortimer Sellers, UB

Public Service

Bruce Anderson, UMB

Keith N. Eshleman, UMCE

Sarah Haines, TU

Robert B. Kauffman, FSU

Research, Scholarship, and Creative Activity

Stephen T. Bartlett, UMB

Andrew J. Elmore, UMCE

Jimmy Lin, UMCP

Frank Shipper, SU

Innovative Excellence

Michael M. Ohadi, UMCP

REGENTS' 2014 STAFF AWARDS

Outstanding Service to Students in an Academic or Residential Environment

Jeff Klupt (exempt), TU

Lois Bennett (non-exempt), FSU

Exceptional Contribution to the Institution or Unit

Karyn Schulz (exempt), UB

Susan Weininger (non-exempt), TU

Extraordinary Public Service to the University or to the Greater Community

Brenda Ali (exempt), UMB

Elsa Kerry-Grant (non-exempt), UMCP

Effectiveness and Efficiency/ Administrative Transformation

Stephen Kolb (exempt), TU

Brenda Grodzicki (non-exempt), SU

ELKINS PROFESSORS (2013-14)

Michael Lewis & Jill Caviglia-Harris, SU

Jamal Uddin, CSU

Taylor Branch, UB

C. Daniel Mullins, UMB

James Duncan, UMCP

ABOUT THE USM

The University System of Maryland comprises 12 institutions, two regional higher education centers, and a system office. USM provides access to excellent higher education opportunities, performs groundbreaking research, offers vital services to communities and individuals, and fuels economic and workforce development. As a public system of higher education, USM advances the state of Maryland and benefits all of society.

USM FACTS

Undergraduate Students: 111,141 stateside (125,816 worldwide)
Graduate/Professional Students: 42,238 stateside (42,399 worldwide)
Full-time Faculty: 8,747
Part-time Faculty: 6,591
Academic Programs: more than 1,000 bachelor's, master's, doctoral, and professional
Locations: more than 100 in Maryland
Buildings: 1,000, including 20 libraries
FY 2013 Operating Budget: \$4.99 billion (FY 2014)

VISION

The vision of USM is to be a preeminent system of public higher education, admired around the world for its leadership in promoting and supporting high-quality education at all levels and life stages, fostering the discovery and dissemination of knowledge for the benefit of the state and nation, preparing graduates who are engaged citizens and have the knowledge, skills, and integrity to effectively lead people and organizations in a highly competitive, global environment, and instilling in all members of its community a respect for learning, diversity, and service to others. The overarching goal of the USM is to build lives and families and educated citizens.

MISSION

The mission of the University System of Maryland is to improve the quality of life for all the people of Maryland by providing a comprehensive range of high-quality, accessible, and affordable educational opportunities; engaging in research and creative scholarship that expand the boundaries of current knowledge; and providing knowledge-based programs and services that are responsive to the needs of the citizens of the state and the nation. USM fulfills its mission through the effective and efficient management of its resources and the focused missions and activities of each of its component institutions.

USM INSTITUTIONS AND PRESIDENTS

Bowie State University
Mickey L. Burnim

Coppin State University
Mortimer H. Neufville

Frostburg State University
Jonathan C. Gibraltar

Salisbury University
Janet Dudley-Eshbach

Towson University
Maravene Loeschke

University of Baltimore
Robert L. Bogomolny

**University of Maryland,
Baltimore**
Jay A. Perman

**University of Maryland,
Baltimore County**
Freeman A. Hrabowski III

**University of Maryland,
College Park**
Wallace D. Loh

**University of Maryland
Eastern Shore**
Juliette B. Bell

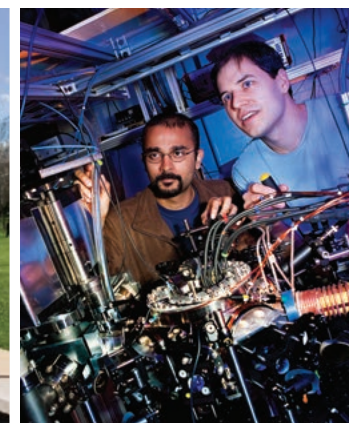
**University of Maryland
University College**
Javier Miyares

**University of Maryland Center
for Environmental Science**
Donald F. Boesch

USM REGIONAL CENTERS AND DIRECTORS

Universities at Shady Grove
Stewart Edelstein,
Executive Director

**University System of
Maryland at Hagerstown**
Mark Halsey, Executive Director



USMIMPACT
Celebrating 25 years
 of impact on our state, country, and world.

University System of Maryland
OFFICE OF THE CHANCELLOR
 3300 Metzerott Road
 Adelphi, MD 20783
 301.445.1901
www.usmd.edu
 500 | 6.14