



ANNUAL REPORT / 2015

UNIVERSITY SYSTEM OF MARYLAND

PRESENTED TO THE BOARD OF REGENTS JUNE 19, 2015
BY CHANCELLOR WILLIAM E. KIRWAN

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CHAIRMAN SHEA AND MEMBERS OF THE UNIVERSITY SYSTEM OF MARYLAND BOARD OF REGENTS:

WITH PRIDE IN WHAT WE HAVE ACCOMPLISHED TOGETHER, confidence in USM's future, and optimism about our accelerating progress, I am honored

to present my 13th annual report to the University System of Maryland (USM) Board of Regents. Since my last day as chancellor will be June 30, 2015, this will be my last formal Chancellor's Report to the board.

Our fiscal year began with **Kurt Schmoke** assuming the presidency at the University of Baltimore (UB) in early July.

Last December, Towson University (TU) President **Maravene Loeschke** retired from her position due to health reasons. While her tenure as president was brief, it will nevertheless have a lasting impact on her beloved institution in terms of educational quality, regional impact, and community service. **Timothy Chandler** is now ably serving as TU's interim president.

In February, Frostburg State University (FSU) President **Jonathan Gibraltar** announced that he will step down at the end of June to assume the presidency of Wells College. He has led Frostburg to new heights, achieving improved retention and graduation rates, greater success in private fundraising, and effective public-private partnerships throughout Western Maryland. **Tom Bowling**, currently FSU's vice president for student affairs, will serve as interim president effective July 1, 2015.

With this announcement, FSU joins Towson University (TU) as USM institutions engaged in active presidential searches. Last month, the USM Board of Regents appointed Maria Thompson as president of Coppin State University (CSU). Thompson is currently the provost and vice president for academic affairs at SUNY Oneonta. Previously, Thompson spent 13 years as a leading administrator for research and sponsored programs at Tennessee State University, a historically black institution.

This Board of Regents has seen changes as well. With the election of Governor **Larry Hogan Jr.** and the appointment of a new cabinet, Secretary of Agriculture **Joe Bartenfelder** joined our board this past January, taking over for **Earl Hance**. Secretary Bartenfelder, a graduate of what was then Towson State, served in both the Maryland House of Delegates and the Baltimore County Council for 20 years and has more than 30 years of experience as a small businessman and farmer.

A few months later, **Jim Brady** and **Michelle Gourdine** were appointed to the board, with **Cassie Motz** and **Tracye Turner**

departing. Incoming Regent Brady is a former secretary of the Maryland Department of Business and Economic Development and a former member of this board, serving from 2006-07. Regent Gourdine earned her medical degree at the Johns Hopkins School of Medicine and has served the city of Baltimore and the state of Maryland in several capacities over the years. She is also a clinical assistant professor at the University of Maryland School of Medicine and a former member of Coppin's Board of Visitors.

And as the current fiscal year draws to a close, the one-year term of Student Regent **Raaheela Ahmed** comes to an end June 30. I thank Raaheela for her exemplary service and congratulate her on her graduation last month from the Honors College at the University of Maryland, College Park (UMCP) with a double major in finance and economics. Our new student regent—**Sydney Comitz**, a UB law student—will join the board on July 1, 2015.

Also leaving the board at that time will be **Tom McMillen** whose insight, vision, and leadership on critical issues have had a strong and lasting impact on the USM. Joining will be **Bobby Neall**, a former Maryland delegate, state senator, and Anne Arundel County executive; and **Bob Pevenstein**, a mergers and acquisition specialist and another former regent.

Sadly, we lost a member of our USM family. Regent **Paul Vance** died May 2, after a long illness. He was a quiet but sage and decisive member of our board for nearly five years. His experiences as an educator and as the superintendent of the public school districts of Washington, D.C., and Montgomery County, Md., were invaluable to us. On behalf of the USM community, I express our deepest sympathy to his family.

As the calendar flips to the next fiscal year, the USM's new chancellor—**Bob Caret**—will look forward to working with new regents and new colleagues at our institutions.

I am confident that as incoming Chancellor Caret works with campus presidents and regents—both old and new—he will find the same spirit of collaboration and cooperation that I did when I returned to the USM. And I know he will enjoy the advice and counsel of strong and committed partners.

Thank you.

Sincerely,

William E. Kirwan
Chancellor

INTRODUCTION

I BEGIN MY 13TH ANNUAL REPORT to the University System of Maryland (USM) Board of Regents with words of appreciation to all of you. Throughout my tenure as chancellor, it has been the regents who have served on this board, the presidents who have led our institutions, and the administrators, faculty, and staff who have been the drivers of our success. Thank you, all.

This year is just the latest in an unbroken string of 13 years of progress, of elevating the USM to new heights, of advancing our priorities, and of impacting the people of Maryland. Of course, this past year—like virtually every year—was not without its difficulties.

In fact, the challenges came quite quickly. Late last calendar year, the Maryland Board of Revenue Estimates issued a downward revision of the state's budget. Soon after, in early 2015, then-Governor Martin O'Malley made a distressingly large cut to the USM's current (FY 2015) budget of more than \$40 million, or about five times what we had been told to expect.

Addressing a mid-year cut of that magnitude required the USM to take some difficult steps. Our campuses implemented hiring freezes, put salary increases on hold, delayed facility renewal projects, and reduced class sections. In addition, four USM institutions—University of Maryland, College Park (UMCP), Towson University (TU), Frostburg State University (FSU), and Salisbury University (SU)—implemented mid-year tuition increases of 2 percent.

Shortly after his inauguration, Governor Larry Hogan submitted a budget proposal for FY 2016. The governor proposed \$1.219 billion in general funds and Higher Education Investment Fund support for the USM and accounted for a modest 5 percent increase in tuition. This budget proposal, which represented an increase of \$15.4 million—or 1.3 percent—over the USM's reduced FY15 budget level, was ultimately adopted, essentially without change by the legislature.

This is by no means the USM's ideal budget. Not only is there no funding to significantly increase enrollment or promote economic



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development efforts, the budget also falls short of covering increases in mandatory costs. This gap will require the elimination of positions, potential layoffs, larger class sizes, increased faculty workload, greater use of adjunct faculty, and postponing renovations. Finally, we are grateful to Governor Hogan for releasing the funding to continue the 2 percent cost-of-living adjustment, which originally became effective January 1, 2015. We also express appreciation to the members of the General Assembly for their willingness to reallocate funds within the state budget to make the governor's action possible.

In addition, with funds limited, UMCP this fall will begin phasing in differential tuition for three high-demand, high-cost, high-impact disciplines: business, engineering, and computer science. The differential—phased in slowly over four years and back-loaded to only impact junior and senior years—will enable UMCP to expand enrollment, appreciably enrich the academic experience, and significantly increase financial aid, especially for low-income students. With this action, UMCP joins all other Big Ten flagship campuses in utilizing differential pricing.

While the operating budget was sub-optimal, the capital budget was better than we could have expected. With a record-level commitment of more than \$327 million, the General Assembly approved all of the USM projects included in the Governor's capital budget as well as additional funding for projects not in the budget. Consider just a few projects that will help our institutions deliver quality academic programs and pursue critical research and development:

- At UMCP, more than \$65 million to construct the new Edward St. John Learning and Teaching Center, including an addition for chemistry instruction. Also at UMCP, \$30 million to begin construction on a new bioengineering building.
- At Bowie State University (BSU), almost \$40 million to construct a new Natural Sciences Center.
- At the University of Maryland Eastern Shore (UMES), \$6.5 million to construct and equip the Engineering and Aviation Science Building.
- At Salisbury University (SU), more than \$53 million to construct a new academic commons, including a new library along with classroom, research, and study space.
- At the University of Maryland, Baltimore (UMB), more than \$81 million to construct the new Health Sciences Research Facility.
- At the University of Maryland, Baltimore County (UMBC), \$6 million for the planning and initial construction of an interdisciplinary and life sciences research building.
- At the University of Maryland Center for Environmental Science



Bowie State's new LEED-certified student center.

(UMCES)—which throughout 2015 has been celebrating 90 years of addressing environmental challenges while educating the scientists of tomorrow—\$4.5 million to equip the recently constructed Environmental Sustainability Research Laboratory.

- And through the USM office, \$4.7 million for the planning and initial construction of a Biomedical Sciences and Engineering Education Facility at the Universities at Shady Grove (USG) and \$450,000 for planning and design of a new facility at the state's Southern Maryland Regional Higher Education Center.

Again, the funding we have received does not represent the ideal conditions for the USM. However, the budgets—both operating and capital—demonstrate that Governor Hogan and the General Assembly do recognize the importance of higher education in general—and the USM in particular—to building a strong and prosperous future for Maryland. I want to take this opportunity to express my gratitude to Governor Hogan and our legislative leaders.

As this annual report outlines, the USM's core missions of education, discovery, and innovation continued to meld in an impressively dynamic way, advancing Maryland's economy and quality of life.

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."



Writing

SCIENCE VERSE

Crayola
ADHESIVE
TAPES

ORGANIZATION
"Organization is the internal structure of the piece, the thread of meaning, the logical pattern of the ideas."
• Begin your writing with an exciting introduction that gives some shade about what it is to come.
• Present thoughtful responses that link key points and ideas.
• Follow a logical sequence in your writing that is both purposeful and effective.
• End your writing with a conclusion that wraps it all up but leaves the reader something to think about.

WORD CHOICE

VOICE
Voice is the soul of the piece. It's what sets the writer's personal style, as if his or her feelings and convictions came out through the words.
• Express your own thoughts and points of view clearly.
• Engage the reader interested in the topic.
• Encourage the reader to respond by the topic.
• Demonstrate a sense of energy in your writing.
• Emphasize your own personality in your writing.

SENTENCE FLUENCY
Sometimes the flow of the ideas in the writing is not as smooth as it should be.
• Construct your sentences so they can easily be read and understood.
• Vary the length and structure of your sentences.
• Use your sentences in different ways to make your writing more interesting and creative.
• Use your sentences to make the reader feel excited.
• Read aloud your writing to hear how the reader will hear it.

GOOD WRITING

OUR STRATEGIC PLAN'S FIRST GOAL is to advance the state of Maryland toward its established target of having 55 percent of our population 25 years old and older holding an associate's or bachelor's degree by 2025.

The logic of this goal is simply unassailable: In today's innovation economy, where knowledge and skill are the coins of the realm, education beyond high school is an imperative. Our nation simply must produce well-educated, highly skilled citizens if we are to remain a world leader, economically, socially, and even militarily.

In addition, as I have often noted, beyond the national imperative is the reality that higher education has become an almost indispensable ticket to the "American Dream." In the past, when there were ample high-paying jobs for high school graduates, this may not have been the case. But today, the gap in the lifetime earnings of a high school graduate versus a college graduate is more than \$1 million. If America is not successful in elevating completion—and this is without doubt an American challenge—then we will be in danger of losing the American Dream.

Throughout the USM you will find a commitment to all the elements that combine to elevate completion: growing affordability efforts, strong K-12 relationships to improve college readiness, innovative partnerships to improve access, and other initiatives.

We also conducted system-level efforts to advance completion. For example, supported by a Lumina Productivity Grant and Complete College America Grant, the USM and the Maryland Higher Education Commission co-hosted the "Stride to 55" conference, bringing together the K-12 community, public and private two- and four-year institutions, state and federal officials, and education advocates to discuss strategies and share best practices to meet the 55 percent completion goal.

While budget constraints have prevented us from expanding our efforts as rapidly as we would like, we nevertheless remain committed to enhancing student access on our campuses and elevating completion across Maryland.

AFFORDABILITY

This past year saw modest tuition hikes across the USM. But over the long term, we have a great story to tell. In just over a decade, the USM has moved from having the 7th-highest tuition and fees in the nation all the way down to 22nd.

Credit for this remarkable reversal goes to the USM's demonstrated commitment to cost cutting embodied in our Effectiveness and Efficiency (E&E) initiative. This systematic reengineering of our administrative and academic functions has generated more than a half-billion dollars in direct cost savings since FY 2004. As I will highlight later in my report, this impact will intensify as we move forward with the next phase of these efforts, E&E 2.0.

Credit also goes to the impressive partnership the USM established with state leaders in Annapolis, aligning our priorities with those of the state, which resulted in increased funding to support our efforts.

And credit goes to USM leaders—on the Board of Regents and on our campuses—who have made affordability a genuine priority. Consider just a few examples from this past year:

- In one of his first acts as president of UB, Kurt Schmoke launched a scholarship fund to benefit Baltimore students enrolled in UB's College of Public Affairs.
- With the beginning of the fall semester, the first Allegany County Opportunity Scholarships—funded by revenues from the Rocky Gap Casino—were awarded at Frostburg State University (FSU).
- Both of the USM's regional education centers—the University System of Maryland at Hagerstown (USMH) and USG—showed a commitment to greater affordability and access:
 - ◊ USMH distributed the largest number of scholarships in its history.
 - ◊ USG's scholarship pool has almost doubled in just the past two years.
- *The Princeton Review's* 2014 "best value" public college list and *Kiplinger's Personal Finance* 2015 list of the 100 best values in public higher education—measures that take into account affordability and quality—each included three USM institutions: Salisbury, UMCP, and UMBC.



- In *The Washington Monthly's* 2014 list of “America’s Best Bang for the Buck Colleges,” Towson University (TU) ranked 26th and Salisbury 41st out of more than 175 public and private master’s universities.

K-12 PARTNERSHIPS

Reaching out to our partners in education at the K-12 level is helping advance our mutual priority of college readiness.

The USM is making a targeted effort to reach into Maryland’s middle and high schools to get more young people focused on attending college. This past year, Way2GoMaryland—the USM’s information campaign designed to put more of Maryland’s middle school students on the path to college—hosted two major events and participated in dozens of others. Launched nearly seven years ago, the campaign has now reached tens of thousands of students, parents, and guardians through events, mailings, its website, and social media.

Another example is the Computer Science Education Expansion to the Minority Student Pipeline project, a \$500,000 supplemental grant from the National Science Foundation. This project continues the partnership between USM, UMCP, and Prince George’s County Public Schools in support of professional development and rigorous computer science education. This effort promises to further strengthen the minority student pipeline in STEM majors and careers by expanding the opportunities for these students into computer science.

Each USM institution is also involved with its local K-12 community. Just as an example, the National Association of Professional Development Schools recognized six campuses across the country

with a 2015 Exemplary Professional Development School Achievement Award. Of those six, two went to USM institutions. Salisbury and Bowie were both honored for establishing strong partnerships with local public schools.

Finally, it’s difficult to talk about “readiness” without emphasizing the critical importance of the Maryland College and Career-Ready Standards (MCCRS), the Maryland-specific Common Core standards. Before becoming a political football, there was near-universal agreement on the importance of high standards, with governors in 46 states on board. I am pleased to note that Maryland has not backed away from its commitment. The adoption of MCCRS is critically important to all citizens of Maryland, and the USM has worked closely with the Maryland State Department of Education to ensure a successful implementation. USM administrators and faculty members devoted time and energy to developing the right standards, improving the curriculum, and aligning our teacher education programs with MCCRS.

COMMUNITY COLLEGE PARTNERSHIPS

With more students and parents recognizing that two years at a community college followed by two years at a USM institution is a smart, affordable way to go, we are continuing to enhance our partnerships with community colleges. Community college transfers to the USM stand near an all-time high, more than 11,200 this year. Not only do all USM institutions offer dual-admission (2+2) programs, our institutions are also establishing new, innovative partnerships building on these efforts. The USM has enhanced the user interface for ARTSYS, the articulation

Enrollment is near an all-time high at 162,277; time-to-degree is near an all-time low at less than 4.5 years; and the achievement gaps impacting minority and low-income students are narrowing.



system database that facilitates students' capability to plan and determine the credit transfers from across the state.

USG has a close relationship with Montgomery College, highlighted by programs like the Integrated Experiential Learning Cooperative (IELC) launched late last year. Made possible by a grant from the Hess Family Foundation of more than a half-million dollars, IELC provides students along the Montgomery College-to-USG academic pathway with access to experiential learning opportunities in their intended major of study in a coordinated and progressive fashion.

The University of Maryland University College (UMUC) has alliance agreements with more than 90 community and technical colleges across the United States, including all 16 Maryland community colleges.

SU expanded its partnership with Delaware Technical Community College last year, enabling associate degree graduates in the Business Administration Transfer Program to transfer seamlessly to Salisbury's Franklin P. Perdue School of Business as juniors in 10 different programs.

And the Maryland College and Career-Ready Standards referenced earlier are also elevating our collaborative efforts with community colleges. To help students meet these higher standards, the USM is working with community colleges and K-12 educators to develop "transition courses" so students who do not score well on the assessments early in high school can get the additional assistance they need before graduation, rather than with a developmental course afterward.

INNOVATIVE ALTERNATIVES

The need for innovative, affordable alternatives is also the driving force behind our two regional higher education centers. USG, which offers more than 80 undergraduate and graduate degree and certificate programs from nine USM institutions, will be offering master's programs in math teaching and STEM education for teachers starting fall 2015, in partnership with UMCP and local school districts.

USMH, celebrating its 10-year anniversary throughout 2015, currently offers more than 20 programs from six USM institutions.

And with the funding provided by the state, St. Mary's County, and the USM, the initial planning and design can move forward for the USM Southern Maryland Academic and Research Center—popularly known as Building 3—at the Southern



Maryland Higher Education Center (SMHEC) campus. The USM already has a strong presence at SMHEC, with several institutions offering a wide array of programs. Building 3 has the potential to take our partnership to a much higher level. It will be a modern education and research facility, featuring state-of-the-art classrooms and cutting-edge research labs.

In another innovative approach, earlier this year the board approved the introduction of reduced out-of-state regional tuition rates for certain students attending UMES, Frostburg, and USMH to help those institutions attract enrollment and increase retention rates by providing more financially competitive opportunities to out-of-state students located in regions proximate to the campuses:

- UMES will offer a discounted rate to the residents of the Eastern Shore of Virginia and Delaware, assisting that institution in meeting enrollment goals as well as providing a more affordable alternative to students in the region.
- FSU, which currently has three tuition rates for undergraduate students (resident, contiguous county out-of-state, and traditional out-of-state), will extend the application of the contiguous county tuition rate to out-of-state residents within a 120-mile radius of the university. This modification will increase FSU's regional competitiveness outside of Maryland.
- USMH, our regional center in Hagerstown, will provide an out-of-state regional tuition rate structure for students attending onsite classes offered at USMH who reside in one of the neighboring counties to Washington County, Md. This regional strategy is designed to attract enrollment and secure new programs with keen student interest within the entire region.

Taken together, all these efforts—improving affordability, expanding partnerships, and supporting innovation—are having a real impact: Enrollment is near an all-time high at 162,277; time-to-degree is near an all-time low at less than 4.5 years; and the achievement gaps impacting minority and low-income students are narrowing. As a result, the USM is more than halfway toward the strategic plan goal of 10,000 more degrees awarded annually by 2020.



The USM attracts more than \$1 billion in academic research and development funding annually, which supports more than 30,000 jobs, generating some \$3.7 billion in economic activity.

AS WE WORK TO INCREASE COMPLETION RATES, we also maintain a focus on the importance of the right degree mix to meet workforce needs to sustain a competitive knowledge-based economy, making success in the STEM disciplines of science, technology, engineering, and mathematics a vital goal.

As both centers of education and hubs of research and development, USM institutions have dramatically accelerated their economic impact. The USM attracts more than \$1 billion in academic research and development funding annually, which supports more than 30,000 jobs, generating some \$3.7 billion in economic activity. If you combine the impact of Maryland's three major university-based research parks, you would have one of the state's largest employers.

This past year also witnessed impressive progress on our campuses, with our leadership in the broader STEM fields, with special emphasis on health care and cybersecurity.

HEALTH CARE

- The National Institutes of Health (NIH) last fall announced that UMBC would receive more than \$18 million to create a national model of support to increase the success of students seeking STEM degrees.
- At UMB, the Schools of Dentistry and Medicine received a five-year, \$10.7 million grant award from NIH to study the causes, prevention, and treatment of sexually transmitted diseases.

Ribbon cutting at the dedication ceremony for ACES, UMCP's ongoing partnership with Northrop Grumman to educate cyber professionals.

Through the UM Ventures partnership, UMB and UMCP plan to invest up to \$500,000 each in Maryland-based startups that use technology licensed from the universities.

- Also at UMB, the Institute for Genome Sciences at the School of Medicine received a grant of \$15.2 million over five years from NIH to create a research center to apply genomic techniques to the study of pathogens and their hosts.
- UMB's Institute of Human Virology at the School of Medicine received a \$50 million, five-year grant to stop the transmission of HIV from mother to child in Zambia as part of the President's Emergency Plan for AIDS Relief.
- Dean Julia Ross of UMBC's College of Engineering and Information Technology received a \$3 million grant for engineering education from the National Science Foundation.
- Bowie received a \$400,000 National Science Foundation grant to develop the Bowie State Applied Biotechnology Initiative. The grant will support efforts to train biology students in advanced laboratory skills in biotechnology and provide opportunities for student-driven research projects to generate scientific discovery.
- The first cohort of SU's Doctor of Nursing Practice program graduated just last month.
- UMES hosted a science education forum—the keystone in the National Oceanic and Atmospheric Administration's (NOAA) efforts to engage minority students.
- Researchers from UMCP's College of Agriculture and Natural Resources received a \$1.6 million grant from the U.S. Department of Agriculture to test a cutting-edge approach for eradicating influenza.



CYBERSECURITY

Educationally, economically, and for national security purposes, cybersecurity has become a global priority. With the Maryland Cybersecurity Center established at UMCP, the Maryland Cyber Incubator at UMBC, the USM Cybersecurity Network comprising UMCP, UMBC, TU, and BSU, and the national Cyber Command at Fort Meade, the state of Maryland is recognized—nationally and internationally—as the epicenter of cybersecurity. Our leadership continues to advance:

- The National Institute of Standards and Technology (NIST) selected the MITRE Corporation, working in partnership with the USM, to operate the nation's first federally funded research and development center dedicated to enhancing cybersecurity and protecting national information systems. UMCP and UMBC will work with MITRE to carry out the goals of the new NIST facility.
- The U.S. Department of Homeland Security and the National Security Agency renewed UMUC's status as a National Center of Academic Excellence in Information Assurance/Cyber Defense Education, reflecting UMUC's credibility and academic reputation for high-quality cybersecurity education.
- Frostburg's new \$71 million building provides state-of-the-art technology and academic support for computer science and information technologies, mathematics, and other in-demand, high-tech disciplines. Fittingly, the building is now known as the Catherine R. Gira Center for Communications and Information Technology, honoring FSU President Emerita Gira's 15 years of service to the university.
- At UMCP, the Advanced Cybersecurity Experience for Students (ACES), the nation's first-ever cybersecurity honors program, dedicated the ACES Northrop Grumman Laboratory. The ACES program, an ongoing partnership with Northrop Grumman, is educating the next generation of cyber professionals, strengthening our state's and nation's economic future.
- Bowie is one of 13 historically black colleges and universities awarded funding through a five-year, \$25 million grant as part of a consortium established by the U.S. Department of Energy. BSU will receive \$1.2 million to develop a pipeline for more minorities to enter the cybersecurity field.



- Throughout 2015, BSU is celebrating the BSU Sesquicentennial. BSU has come a long way over those 150 years and today stands as a force in higher education. It is:
 - ◊ A leader in the “foundation” of the innovation economy—the STEM disciplines of science, technology, engineering, and mathematics.





- ◇ Home to the Center for Cyber Security and Emerging Technologies and recognized as a National Center of Excellence by the National Security Agency and Department of Homeland Security.
- ◇ One of only six national Model Institutions for Excellence in STEM.

The USM is also working to help unleash Maryland's economic potential through partnerships.

- The Institute of Marine & Environmental Technology, a research partnership between UMBC, UMB, and UMCES, has opened a 4,300-square-foot incubator in Baltimore's Inner Harbor. This effort is helping to advance research, commercialize technology, and promote economic development focused on the environment and health care.



- The UMB-UMBC Research and Innovation Partnership program focused on cutting-edge science and health celebrated its second round of seed grant recipients and held its inaugural Partnership Symposium this year to actively support meaningful and sustainable research partnerships between the two institutions.
- University of Maryland Ventures, launched to boost technology transfer and commercialization as part of University of Maryland: *MPowering the State*—the structured collaboration between UMB and UMCP—announced its first equity investment: Harpoon Medical, a Stevensville, Md., company that is developing a surgical tool for minimally invasive heart valve surgery, using technology licensed from the University of Maryland School of Medicine. Through the UM Ventures partnership, UMB and UMCP plan to invest up to \$500,000 each in Maryland-based startups that use technology licensed from the universities.

In terms of our strategic goal of educating the workforce of tomorrow, our benchmark is to increase the number of STEM degrees we award annually over the decade by 40 percent. To date, undergraduate degrees awarded by USM institutions in the STEM disciplines are up more than 55 percent just over the past five years. These are the professionals who will support the economy—the world—of tomorrow.

In addition, our strategic plan committed USM to help create 325 new companies by 2020 based on university-generated R&D and through active partnerships with the private sector. From FY 2012 through December 2014, some 310 new companies have been born from the intellectual and entrepreneurial assets of USM institutions.



I CANNOT TALK ABOUT OUR PROGRESS in academic transformation without saying how incredibly touched I was at the gala held in April when former USM Board of Regents Chairman Cliff Kendall made this announcement: USM's Center for Academic Innovation (CAI) is rededicated as the William E. Kirwan Center for Academic Innovation. Knowing that more than \$3 million was raised that evening for the center made that honor even more special.

This past year has been important and eventful, both for the center and for the USM's leadership in the academic transformation movement.

Last July, I had the pleasure of speaking at the inaugural meeting of the CAI's Advisory Board, which represents a "who's who" of the academic innovation movement.

Following this important event, the nonprofit research organization Ithaka S+R released its highly anticipated report on its work with USM institutions. For 18 months, the institutions had experimented with courseware from Carnegie Mellon University, Coursera, and Pearson in face-to-face courses. Backed by a \$1.4 million grant from the Bill & Melinda Gates Foundation, the study examined ways that massive open online courses (MOOCs), or portions of them, could be used to enhance learning on USM campuses. There were certainly some positive results. For example, many instructors liked the MOOCs, would use them again, and would recommend them to colleagues. In addition, students who used the MOOCs showed modest positive gains in learning outcomes. While issues with the technology systems, intellectual property rights, and the online content in a campus environment proved to be problematic, this research, and the enhanced understanding of the specific barriers that need to be overcome, will guide our efforts going forward.

As the academic year began in September, the CAI and the USM Student Council continued their collaboration on the Maryland Open Source Textbook (MOST) initiative. This voluntary program, launched in fall 2013, is providing interested

Since 2006, the USM's leadership has resulted in 57 lower-division, large-enrollment, "gatekeeper" courses redesigned, impacting more than 141,000 students at USM institutions.

faculty with opportunities to explore the feasibility of adopting open-source materials for use in their courses. This year's second systemwide pilot project included practical training and content recommendations for participating faculty, created a collaborative community, and evaluated the feasibility of open-source adoption as a path to increase educational affordability.

Also in September, CAI Director M.J. Bishop was joined by Steven Ehrmann as the center's new associate director for research and evaluation. He brings nearly 40 years of leadership in the areas of educational technology, academic innovation, and faculty development to this position.

The CAI last December once again joined with the Bill & Melinda Gates Foundation, this time to co-host the inaugural "Leading Academic Change" summit. This gathering brought together 60 academic innovation leaders, representing public and private universities, colleges, and state systems offices from all across the United States to share information, discuss challenges, and explore ways to make academic innovation an indispensable part of higher education. Discussions over the two-day summit identified two leading barriers to academic innovation: shortage of funding and institutional culture. This project also included funding for the CAI to conduct the first national survey and environmental scan of teaching and learning centers to understand underlying changes in mission and organizational structure.

Currently, with almost \$2 million in external grants—all from the Gates Foundation—the center is supporting several ongoing projects. Through the Gates System Co-creation Project, the USM is one of 12 state systems across the country chosen to explore the role public university systems play in advancing academic transformation. In addition, the USM is participating in the Gates Next Generation Courseware Challenge, which aims to develop personalized courseware that improves outcomes for low-income postsecondary students.

Of course, only two things really matter: whether these efforts are improving learning outcomes, and whether they are reducing costs. The bottom line for the USM's innovation efforts shows tremendous results: Since 2006, the USM's leadership has resulted in 57 lower-division, large-enrollment, "gatekeeper" courses redesigned, impacting more than 141,000 students at USM institutions. Compared to the status quo, it is estimated that 10,000 students who passed these courses might not have without the redesign. Furthermore, these efforts resulted in the savings of more than \$5 million in instructional costs.

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 E&E Initiative, which I referred to earlier. This top-to-bottom reengineering of administrative functions and academic processes has saved the USM more than \$500 million, been profiled in national publications, and been specifically cited by President Obama.

To further advance these efforts, we launched E&E 2.0 in early 2015. E&E 2.0 will help the USM further cut costs, improve student success, and maintain quality with short-term and long-term objectives that include:

- improving procurement policies,
- expanding analytics capabilities,
- increasing use of cloud computing and IT outsourcing,
- adding new academic programs at USM's historically black institutions, and
- leveraging UMUC's expertise in online education.

Our emphasis on stewardship also compels the USM to strengthen our culture of philanthropy across the system. There are wonderful examples of active and engaged philanthropy on our campuses from this past year:

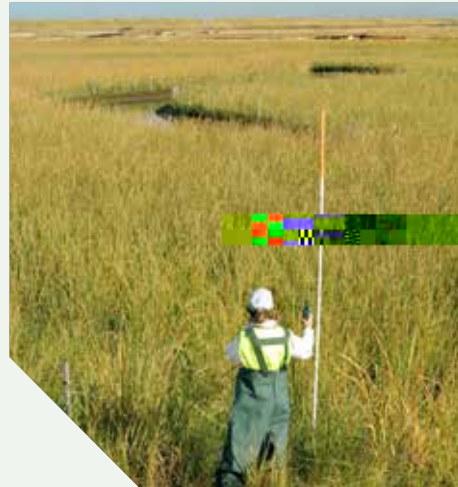
- With the start of the academic year last fall, bestselling author James Patterson began funding eight more Towson University freshmen who intend to be teachers. There are now 16 education majors at TU benefitting from Patterson's commitment.
- At UMB, the School of Dentistry received the largest one-time gift in the school's 175-year history: a \$1.5 million donation from alumni Frederick G. Smith and Venice K. Paterakis that will establish the school's first endowed professorship.

UMCP announced a \$31 million gift—the largest in UMCP history—from Oculus co-founder and CEO and alumnus Brendan Iribe.

- Also at UMB, the School of Nursing also received the largest gift in school history: \$5.24 million from Bill and Joanne Conway—through their Bedford Falls Foundation—to provide scholarships and additional support for 157 new nursing students.
- The Ratcliffe Foundation has awarded the Institute of Marine and Environmental Technology—a joint research facility involving UMCES, UMBC, and UMB's School of Medicine—a three-year, \$600,000 grant to help young scientists cultivate the leadership and business skills necessary to bring their research into commercial markets.
- At UMES, Tiger Woods has stepped forward with a personal gift of \$10,000 to help create a scholarship that will honor the memory of Charlie Sifford, the late professional golfer and a man whom Woods greatly admired. This gift was quickly matched with an additional \$10,000 from the PGA Tour.
- At UB, President Kurt Schmoke has made growing the university's endowment from about \$45 million to \$100 million by 2025—the university's centennial year—a key aspect of his vision.
- UMCP announced a \$31 million gift—the largest in UMCP history—from Oculus co-founder and CEO and alumnus Brendan Iribe. Thirty million dollars of the gift will help fund construction of the Brendan Iribe Center for Computer Science and Innovation. One million dollars of the gift will establish the Brendan Iribe Scholarship in Computer Science.
- UMCP also unveiled a new vision for Cole Field House, led by a \$25 million gift from Under Armour founder and CEO and alumnus Kevin Plank to launch the nation's preeminent academic, research, and athletic facility. Between these and other gifts, UMCP easily surpassed its annual goal of \$140 million, doubling the amount raised last year.

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

- Boesch took his leadership national as he was part of a roundtable discussion at the White House to discuss ways to enhance climate education in the United States. This event launched the President's Climate Education & Literacy Initiative.



- FSU President Jonathan Gibraltar presented at the National Climate Leadership Summit last October.
- Jane Kirschling, dean of the School of Nursing at UMB, was among leaders of nursing, public health, and medical schools who participated in a White House roundtable held this past April to address climate change.
- Three USM institutions were ranked among Best Choice Schools' ranking of the nation's "50 Great Affordable Eco-Friendly Colleges," a salute to schools that have unique structures or lifestyle characteristics that make them leaders in sustainability. Salisbury, Towson, and FSU were all in the top 50, with FSU at number 7.
- UMCP maintained its No. 13 ranking in *Sierra Magazine's* "Cool Schools" listing. The eighth annual ranking of America's greenest universities once again placed UMCP among the leaders in nationwide campus sustainability. In addition, UMCP plans to put about 7,000 solar panels, enough to power more than 218 average U.S. homes for a year, on the roofs of three parking garages.
- Four USM institutions were listed among the 353 most environmentally responsible colleges in the country in the 2015 edition of *The Princeton Review's* Guide to 353 Green Colleges: FSU, Salisbury, Towson, and UMCP.
- The France-Merrick Foundation has made a \$1 million gift to UMBC to fund the transformation of the administration building's rooftop into a "green roof."
- UMCES has established the Environmental Statistics Collaborative, a new initiative that will offer state-of-the-art education in environmental statistics, provide research expertise, and offer consulting services in scientific and natural resource management.
- USG recently broke ground on a \$20 million "green" garage to support the Biomedical Sciences and Engineering Education Facility.
- The roster of U.S. Green Building Council LEED Gold and Silver buildings continues to grow on campuses throughout the USM.

This commitment to stewardship in the broadest sense—financial and environmental—has had a major impact across the USM.

E&E 2.0 will help the USM further cut costs, improve student success, and maintain quality with short-term and long-term objectives.



The fifth and final theme of the strategic plan is our commitment to quality and national eminence.

In *U.S. News & World Report's* America's Best Colleges guide for 2015:

- UMCP was ranked 20th among national public universities.
- Towson and Salisbury ranked in the top tier among both publics and privates in the Top Regional Universities (North) category.
- UMES and Bowie were ranked among the nation's Top 25 Historically Black Colleges and Universities, placing both in the Top Tier of that ranking.
- UMBC ranked No. 1 among "up-and-coming" national universities for the sixth straight year and ranked fifth on the list of campuses with an "unusually strong commitment to undergraduate teaching," ahead of Yale, Brown, and Stanford.

In *U.S. News & World Report's* ranking of America's Best Graduate Schools:

- At UMB:
 - ◊ The School of Nursing ranked 6th, with eight top 10 programs.
 - ◊ The School of Law ranked 47th, with three top 5 programs.
 - ◊ The School of Medicine ranked 37th among all medical schools and is in the top 15 of public medical schools listed.
- At UB:
 - ◊ The School of Law's clinical program ranked 17th—in a tie with the clinical programs at the Harvard and Northeastern law schools—and the part-time J.D. program ranked 23rd.
- At UMCP:
 - ◊ The School of Public Health ranked 22nd.
 - ◊ The A. James Clark School of Engineering ranked 23rd, with four top-25 programs.
 - ◊ The College of Education ranked 26th, with six programs ranked in the top 25, including a No. 1 ranking for the counseling and personnel services program.
 - ◊ The Robert H. Smith School of Business ranked 41st, with three top-25 programs.

USM institutions were well represented in other national rankings as well:

- The online UB/Towson MBA was named one of the 30 best online MBAs in the country by BestColleges.com and included in *U.S. News & World Report's* list of 2015 Best Online MBA Programs ranking.

- GetEducated.com named FSU's online master's of education/ special education a Best Buy. This is the fourth online program at FSU to earn that distinction.
- The Corporation for National and Community Service includes five USM institutions on the President's Higher Education Community Service Honor Roll for 2014: Towson, Frostburg, UB, UMBC, and UMCP, with Towson receiving Honor Roll with Distinction.
- UMUC ranked #1 in *Military Times'* "Best for Vets: Colleges 2015" list of top online and nontraditional schools. UMUC also swept the 2014 Awards of Excellence from the University Professional & Continuing Education Association:
 - ◊ Outstanding Faculty Member, Professor Inez Giles;
 - ◊ Outstanding Continuing Education Student, Gita Saleh, who is pursuing a master's in biotechnology; and
 - ◊ The Carnegie Corporation Partnership Award for using innovative learning strategies to improve retention in undergraduate STEM courses.

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

INSTITUTION LEADERS

- Coppin President Mortimer Neufville was honored with the Marcus Garvey Lifetime Achievement Award from the Caribbean American Heritage organization in recognition of his significant and outstanding contributions to American society.
- BSU President Mickey Burnim was part of a select panel called together at Virginia Union University to discuss the wide range of issues affecting historically black colleges and universities.
- UMBC President Freeman Hrabowski took part in a White House Summit on College Opportunity, serving on a panel addressing innovation.
- UMCP President Wallace Loh is on *Washington Business Journal's* "Power 100" list, which named him among the most influential leaders in Washington business for the second consecutive year.
- UMUC received the President's Award from the Open Education Consortium for exceptional leadership and commitment to open-source education. President Javier Miyares also accepted the "Educator of the Year" award from the World Affairs Council on behalf of UMUC in recognition of the university as a leader in education for adult learners and members of the military.
- SU President Janet Dudley-Eshbach was named among *The Daily Record's* 2015 Influential Marylanders.



UMCES President Donald Boesch (left) and Coppin State University's Christina Epps (below).

- UMCES President Donald Boesch was named “Admiral of the Chesapeake” by former Governor Martin O’Malley, the highest honor the governor can bestow on a person for his/her environmental contributions. In addition, the Tulane University School of Science and Engineering honored Boesch as its 2015 Outstanding Alumnus.
- Regent Norm Augustine has added another honor to his nearly infinite list. He was inducted into the *U.S. News* STEM Leadership Hall of Fame.
- Regent Tom McMillen was honored with the *Washington Business Journal’s* Outstanding Directors Award for his excellent service on the University System of Maryland’s Board of Regents.

FACULTY

- Wei Yu, an assistant professor in TU’s Department of Computer and Information Sciences, received a National Science Foundation (NSF) Early Career Development Award of more than \$400,000.
- UB Assistant Professor Tara Richards was named the 2014 recipient of the New Scholar Award from the American Society of Criminology’s Division on Women and Crime.
- UMES Pharmacy Professor Madan Kharel won a New Investigator Award worth \$10,000 from the American Association of Colleges of Pharmacy.
- Gymama Slaughter, assistant professor of computer science and electrical engineering, is the most recent UMBC faculty member to receive an NSF Early Career Development Award.
- Two of the “HBCU Champions of Change” honored at a White House ceremony earlier this year were from the USM: Freddie Vaughn, assistant vice president of academic affairs at BSU, and Robert Johnson Jr., chair of the Department of Mathematics and Computer Science at UMES.

- Thomas L. Serfass, chair of FSU’s Department of Biology and Natural Resources, has been named a lifetime fellow of the Wildlife Society.
- Three SU faculty members earned prominent Fulbright honors this past year: Brian Polkinghorn, executive director of SU’s Bosserman Center for Conflict Resolution; James King of SU’s English Department; and Dean Kotlowski of SU’s History Department.

STUDENTS

- Coppin’s Christina Epps was recognized as the 2014 Mid-Eastern Athletic Conference Woman of the Year, celebrating her achievements in academics, athletics, service, and leadership.
- Two TU students—senior chemistry major Leili Zamini and junior criminal justice major Shereen Ahmed—won Benjamin A. Gilman International Scholarships to study abroad. In addition, the TU Debate Team is now one of only four schools to win back-to-back championships from the Cross Examination Debate Association.
- SU junior Breck Sullivan became the sixth SU student in the past five years to receive an Environmental Protection Agency Greater Research Opportunity fellowship, placing SU among the nation’s top universities for these fellowships.
- UMCP senior Fang Cao has been named a Rhodes Scholar. He becomes the second UMCP student—joining Tom McMillen—to win the world’s oldest and most prestigious award for international study. Four UMCP students—Shane Falcinelli, Benjamin Gastfriend, Nathan Ng, and Iowis Zhu—have been awarded Goldwater Scholarships to pursue advanced study and careers in the sciences, engineering, and mathematics.
- At UB, Tanyeka Alexander was one of only 10 students nationwide to receive the Student Scholarship award from the American Institute of Certified Public Accountants.
- Last year, UMUC’s Cyber Padawans defeated the world’s best, including the three-time defending champion team from the Netherlands, to win the 2014 Global Cyberlympics in Barcelona, Spain. Early this year, they captured first place in the first Cyber DiploHack, sponsored by the Center for Strategic and International Studies and the Royal Netherlands Embassy in Washington, D.C. UMUC defeated teams from Georgetown University, George Washington University, Oxford University, and others.



I NOW COME TO ONE OF THE MOST difficult and emotional moments of my time as chancellor of the USM: the final words of my final report to the Board of Regents.

I begin with words of gratitude. From the moment Patty and I came back “home” to Maryland, and for the entire 13 years I have had the honor of serving as chancellor, I have been embraced by extraordinary support from members of the Board of Regents; from the leaders on our campuses; from students, faculty, and staff throughout the system; from elected officials and community leaders; and from the remarkable women and men in the system office, whose professionalism, talent, and commitment have truly inspired me.

Through tough economic times and challenging budgets, through periods of growth and ample support, through downright dreadful budget distress, this broad-based, personal, and collective commitment to the mission and aspirations of the system has not faltered. It has been the foundation of our success.

I want to also acknowledge my great fortune in following in the footsteps—and receiving the strong support of—my predecessors in the position of chancellor: John Toll and Don Langenberg. Together with the board, these two men were instrumental in establishing a structure and setting goals that continue to help guide the system to this day.

As I have already noted throughout this report, there are so many aspects of my time as chancellor that give me a sense of pride: the impressive results of E&E; the alignment of our priorities with those of the state and the genuine partnership and progress that effort brought forth; our success in promoting affordability and access; the remarkable advances in quality of our institutions; our

success in addressing the achievement gap; the ever-increasing impact of our impressive R&D portfolio; and our national leadership in academic innovation. The list simply goes on and on.

And while these achievements are important in their own right, I think that perhaps their greatest value is the extent to which they have prepared and equipped the USM to better meet the challenges we will face going forward. We know these challenges all too well:

- The ominous national disinvestment in higher education—especially public higher education—over the past several decades;
- The ever-increasing demands and sometimes conflicting expectations placed on our institutions in terms of greater access and affordability, increased completion rates, and a more impactful role in economic development;
- The growing cohort of low-income, first-generation, and nontraditional students who will make up an increasing portion of our student body;
- And the overarching importance and obligation we have for providing access to higher education and preserving the American Dream for underserved populations.

Because of our work together, the USM is uniquely positioned to address these challenges and make the coming years a time of continued significant progress and leadership. I am confident that the partnership that will emerge among Chancellor Caret, our regents, our presidents, and leaders in Annapolis will build upon and continue to grow USM’s reputation as a national leader in higher education. I can think of no prouder legacy to leave as my time as chancellor comes to a close.



USM INSTITUTIONS AND PRESIDENTS

Bowie State University

Mickey L. Burnim

Coppin State University

Mortimer H. Neufville

Frostburg State University

Jonathan C. Gibralter

Salisbury University

Janet Dudley-Eshbach

Towson University

Maravene Loeschke (through 12/14)
Timothy Chandler, Interim President

University of Baltimore

Kurt Schmoke

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

REGIONAL CENTERS

Universities at Shady Grove

Stewart Edelstein, Executive Director

University System of Maryland at Hagerstown

Mark Halsey, Executive Director

ABOUT 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 / 120,640 statewide (125,433 worldwide)

GRADUATE/PROFESSIONAL STUDENTS / 41,637 statewide (41,706 worldwide)

FULL-TIME FACULTY / 8,747

PART-TIME FACULTY / 6,591

ACADEMIC PROGRAMS / more than 1,000 bachelor's, master's, doctoral, and professional

FACILITIES / More than 100 locations in Maryland

BUILDINGS / Nearly 1,000, including libraries

OPERATING BUDGET: \$5.04 billion (FY 2015)

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.

HONOR ROLL

REGENTS' FACULTY AWARDS

Teaching

Van Bao, FSU
Eileen O'Brien, UMBC
Randy Ontiveros, UMCP
Bridal Pearson, UB
John Hudgins, CSU

Mentoring

Jennifer Golbeck, UMCP
Paula T. Morris, SU
Barbara Resnick, UMB
Michelle Scott, UMBC

Public Service

William Burke, SU
Bronwyn Mayden, UMB
Thomas J. Miller, UMCS
Mike Raupp, UMCP

Research, Scholarship, and Creative Activity

Mikhail Anisimov, UMCP
Kate Brown, UMBC
Abhijit Dasgupta, UMCP
Wei Yu, TU

REGENTS' STAFF AWARDS

Effectiveness and Efficiency

Allison Foltz (exempt), SU
Claude "Dick" Rader (exempt), CSU

Exceptional Contribution to the Institution or Unit

David Hoffman (exempt), UMBC
Julie Rosenthal (non-exempt), UMBC

Extraordinary Public Service to the University or to the Greater Community

Phillip Thomas (exempt), UMES
Jayne French (non-exempt), TU

Outstanding Service to Students in an Academic or Residential Environment

John Tilghman (exempt), UMES

ELKINS PROFESSORS (2014-15)

Taylor Branch, UB
James Duncan, UMCP
Rajeswari M. Kolagani, TU
Ryan Taylor, SU



FY 2015 Regents' Faculty Award recipients with Chancellor William E. Kirwan (front row, left) and Board of Regents Chairman James L. Shea (front row, right).



Chancellor Kirwan (back row, left) and Board of Regents Chairman Jim Shea (back row, right) with FY 2015 Regents' Staff Award honorees.



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