

UNIVERSITY SYSTEM OF MARYLAND

Chancellor William E. Kirwan's FY 2010 Annual Report
Presented to the Board of Regents June 18, 2010



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CHANCELLOR'S LETTER

Chairman Kendall and Members of the University System Board of Regents: It is an honor to deliver my eighth annual report. Thank you for all you do on behalf of the University System of Maryland (USM). I cannot say enough about the importance—and the impact—of your deep and profound commitment to higher education and USM. Despite the challenges we continue to face, the members of this board, the presidents, and my colleagues in the system office have worked closely with leaders in Annapolis, in Maryland's business community, and the public at large to elevate the status and enhance USM's impact. I am extremely proud of what we have accomplished together.

This past year has also been a time of significant change.

- With the start of the new fiscal year on July 1, 2010, we will have successfully completed the realignment of the University of Maryland Biotechnology Institute (UMBI) centers. This reconfiguration and integration of the centers into existing USM institutions will enhance collaborative and multidisciplinary research efforts. UMBI made significant contributions to advancing bioscience research and economic growth in Maryland. The new organizational approach will enable USM and the state to generate a maximum return on both public and private investment.
- David Ramsay, president of the University of Maryland, Baltimore (UMB), stepped down from that position on March 1, 2010. Under his 15-year tenure, UMB's reputation as a leading public academic health, law, and human services university grew tremendously. Dean Albert Reece of the School of Medicine is serving as acting president through June 30. On July 1, Jay A. Perman, currently dean and vice president for clinical affairs at the University of Kentucky College of Medicine, will join UMB as president.
- Dan Mote, president of the University of Maryland, College Park for the last 12 years, announced that he will step down Aug. 31, 2010. Under his leadership, our flagship university has accelerated on its path to national prominence and is now widely renowned as a powerhouse in public higher education. We are searching for a president who can build on the results of Dan Mote's leadership and continue the institution's march to the very top ranks of the nation's research universities.

Earlier this year, Regent David Nevins, who agreed to remain on the board through the nomination and approval process of his successor, stepped down with the April swearing in of Regent Louise Gonzales. This marks a return for Regent Gonzales, who served on the board 1997–2002.

The terms of Regents Dwight Pettit and Sarah Elfreth conclude at the end of June. Joining the board July 1 will be Paul Vance, former superintendent of Montgomery County Public Schools, and Leslie Hall, a junior at Bowie State University and former student member on the Prince George's County Board of Education.

I am confident that with the board's leadership, the hard work of the system office and the presidents, and the dedication of the entire system, we will continue to advance our priorities. In fact, given the new reality of increased demands on higher education with limited additional funding to meet those demands, our collective efforts are becoming ever more critical to meeting our obligations to the state.

Sincerely,



William E. Kirwan, Chancellor

INTRODUCTION



At this time last year, I noted a shift in attitude that had taken place in Annapolis and across the state. Our university system is less and less viewed as a large, discretionary budget item, easily targeted for cuts. Rather, it is seen as an effective and efficient organization, vital to the state's economic and social future. In short, USM has established itself in the minds of lawmakers and the general public as a worthy funding priority. In fact, even as Gov. Martin O'Malley and the legislature grappled with the ongoing deterioration in state revenues, there was nearly universal agreement in Annapolis that higher education should not be targeted for a disproportionate share of cuts.

I am quick to note that we were in no way spared from budget action. USM has been, and continues to be, called upon to help address the state's fiscal challenges. In recent years, we have initiated a hiring freeze; implemented system-wide furloughs; forgone pay increases; reduced funds for facilities renewal, financial aid, and student services; and suffered a significant reduction to our fund balance.

Since FY 2009 (including the 2011 state allowance), USM has sustained state funding reductions of \$62.7 million, enacted furloughs to

Given the state's—and the nation's—fiscal landscape, we have received a high level of support from Gov. O'Malley and the General Assembly in comparison to public universities in most other states.

achieve savings of \$68.1 million, and will transfer \$142.3 million in fund balance to the state—all said, a total of \$273.1 million.

These actions have had a real impact. We have lost ground in the competitiveness of our salaries. We are less able to add or renovate research space and add faculty, costing USM grants. Our ability to provide financial aid has been compromised, leading to an increase in financial aid appeals and a growth in students' debt burden. And while we have increased enrollment, USM institutions were unable to admit an estimated

2,900 qualified students and 2,200 transfer students.

Nonetheless, given the state's—and the nation's—fiscal landscape, we have received a high level of support from Gov. O'Malley and the General Assembly in comparison to public universities in most other states.

Of course, this change in USM's status did not happen by accident. Just consider what we have accomplished in the six years since this board launched our Effectiveness and Efficiency (E&E) initiative. Administratively, we have removed more than \$130 million in direct costs from our budget, while experiencing significant additional savings through cost avoidance. Academically, USM's four-year and six-year graduation rates are well above national averages for public universities and time-to-degree across the system is at its best level ever, averaging less than four-and-a-half years. In addition, since the first full year under E&E, enrollment at USM institutions has increased by 15,000 students. In fact, last year—with no additional funding for enrollment growth—we added 5,000 students.

It is important to note that while implementing E&E, we did not compromise quality. In *Kiplinger's Personal Finance* magazine's "100 Best Values in Public Colleges" for 2010—which takes into account both affordability and quality—you will find more than one third of USM's degree-granting institutions ranked. A recent case study, "Taking Command of the Higher Ed Debate," produced by the Hechinger Institute, referred to E&E as "a model for not only changing the business and academic practices of public universities ... but also for persuading politicians that they are conscientious stewards of taxpayer money." And last fall, the *Washington Monthly* referred to E&E as "A Mid-Atlantic Miracle."

Next fall will mark the first time in five years that tuition for in-state, undergraduate students will increase. And even this increase will be a modest 3 percent. Our ability to keep tuition flat for such an extended period of time was a result of the genuine partnerships we established with the legislature and the governor as well as our E&E success. We recognized that it was incumbent

upon us to work internally to bring the rising costs of college under control. The leaders in Annapolis acknowledged these efforts with additional funding to keep tuition unchanged. As a result, Maryland will have moved from having the sixth-highest tuition in the nation in FY 2004 down to 17th in FY 2010; its ranking in FY 2011 is projected to be 21st. That is a remarkable improvement in just a handful of years. This vital affordability effort has been augmented by a continued focus on need-based student financial aid, which we have increased by more than two-thirds over the past few years.

I thank the regents; our campus leadership; our students, faculty, and staff; the USM office; and our advocates throughout Maryland who were responsible for bringing about this extraordinary shift in how USM is perceived.

In many ways, I see us standing at a transition point, with three key factors determining our future direction:

- First, while USM has gained the confidence and support of state leaders, there is no reason to expect a significant budget increase any time soon. I fear we are in a long-term period of essentially level funding.
- Second, the demand for higher education has never been greater and will only increase. And we can expect the greatest increase among low-income students, minority students, and first-generation students.
- And third, the impact of higher education has never been broader. We create the highly skilled, highly trained workforce for the new economy in our classrooms. In our labs and research parks we are ushering in the next wave of jobs. And through our R&D efforts we are making the discoveries that enhance the quality of life, from clean energy to medical breakthroughs.

It is ideal timing that USM is in the process of developing its 2011–2020 strategic plan. We must take full advantage of this process to ensure that the university system plays a decisive role in addressing our challenges in an era of scarce resources.

In 2020, the State of Maryland will be larger and older, with a bigger minority population and an economy even more driven by high-tech, health-care, and “knowledge economy” jobs. USM must adjust its policies and focus to reflect these changes. Most importantly, we must establish college completion as a priority. Perhaps even more so than “access,” “completion” must become our watchword.

Given this confluence of factors, my annual report takes a slightly different tack than in recent years. I begin, as usual, by proudly recounting the progress we have made in terms of our three overarching priorities—excellence, access, and affordability. I then highlight our efforts in the three key initiatives of competitiveness, closing the achievement gap, and promoting sustainability. Finally, I turn my focus toward the future and discuss how—even in this period of limited resources—we can make Maryland a leader in the area of completion and the importance of the strategic planning process in achieving that goal.





COMMITMENT TO ONGOING PRIORITIES

ENSURING EXCELLENCE

From institutional rankings and recognitions, to faculty and student accomplishments, to presidential honors, USM is clearly a system of national eminence. Following are just a few examples.

From the most recent undergraduate rankings from *U.S. News & World Report*:

- The University of Maryland, College Park (UMCP) comes in 18th among all U.S. public universities and 53rd overall among national universities.
- Both Towson University (TU) and Salisbury University (SU) once again rank in the top 10 among public master's-level universities in the North.
- University of Maryland Eastern Shore (UMES) was once again ranked in the top tier of America's Best Black Colleges.
- University of Maryland, Baltimore County (UMBC) ranked first among "Up-and-Coming National Universities."

In the most recent *U.S. News & World Report* graduate rankings:

- University of Maryland, Baltimore (UMB)
 - Among public graduate schools, the School of Medicine is in the top 30 in primary care and top 20 in research; and the Law School is in the top 20.
 - Among all graduate schools, the School of Social Work is in the top 20 and the School of Pharmacy and School of Nursing are both in the top 10.
- UMCP
 - The Schools of Education, Engineering, and Public Policy each ranked in the top 25.
 - Several programs within the College of Computer, Mathematical and Physical Sciences are highly ranked—computer science, 14th; physics, 14th; mathematics, 20th.

Other national rankings:

- UMCP and Towson are among *Forbes'* 2009 list of America's Best Colleges.
- UMCP, UMBC, and Salisbury are included in *The Princeton Review's* 371 Best Colleges.
- The University of Baltimore (UB) was recognized as a Carnegie Foundation "Community Engaged" Institution.
- For the fifth time, Coppin State University (CSU) was inducted as a Laureate of the Computerworld Honors Program, this time for its enhanced 911 for Public Safety Effectiveness and Efficiency.
- University of Maryland University College (UMUC) was ranked No. 1 on the list of the top 50 colleges and universities chosen by U.S. service members.
- SU was named one of *The Chronicle of Higher Education's* 2009 Great Colleges to Work For.

USM faculty members also received significant accolades:

- Scott Farrow, professor and chair of economics at UMBC, received a MacArthur Foundation grant.
- Tigineh Mersha, professor of management at UB's Merrick School of Business, was awarded a Fulbright Scholar grant.
- The White House honored three Salisbury University education professors with the President's Gold Volunteer Service Award, the nation's first award to recognize environmental stewardship in children's and young adult literature.

Our systemwide commitment to excellence is manifested by the incredible number of research grants our institutions received.



- Susan McDonough, assistant professor of history at UMBC, won the prestigious National Endowment for the Humanities Fellowship at the Newberry Library in Chicago.
- UMCP Professor Rita R. Colwell received the 2010 Stockholm Water Prize, widely recognized as the world's premier award for water-related research or policy work.
- Claire Fraser-Liggett, director of UMB's Institute for Genome Sciences, was among the winners of the Greater Baltimore Committee's (GBC) 2010 Maryland Bioscience Awards. She also was inducted into the Maryland Women's Hall of Fame.

We have also seen USM leadership garner national recognition:

- UMBC President Freeman Hrabowski was recognized as one of the nation's top 10 college presidents by *Time* magazine. President Hrabowski also received an honorary doctor of laws degree from Harvard University.
- UMES President Thelma B. Thompson received the honorary doctoral degree of literature and philosophy from Walter Sisulu University for Technology and Science in South Africa.
- Edward Eisenstein, acting president of UMBI, won the 2009 John and Maureen Hendricks Charitable Foundation Award for his work to develop biofuels as a new energy source.
- Regent Orlan Johnson, board vice chair, was confirmed by the U.S. Senate to serve as chair of the Securities Investor Protection Corporation Board of Directors.
- Regent Norm Augustine was recognized with two impressive awards: the National Association of Corporate Directors' 2009 B. Kenneth West Lifetime Achievement Award and the Southern Universities Research Association's Distinguished Friend of Science Award.

- I was honored with both the 2009 Carnegie Corporation Academic Leadership Award and the 2010 TIAA-CREF Theodore M. Hesburgh Award for Leadership Excellence. I address the impact of these awards later in this report.

We also continue to be impressed by the achievements of the students we serve:

- Four Bowie State students were among 60 students selected nationally to participate in the prestigious U.S. State Department Internship Fellows Program.
- A team from the School of Law at UMB established itself as the world's best by topping 75 teams from five continents to win the 2010 International Environmental Moot Court Competition.
- Four UMCP students and two UMBC students received scholarships from the Barry M. Goldwater Scholarship and Excellence in Education Foundation, which encourages students to pursue advanced study and careers in the sciences, engineering, and mathematics.
- Also at UMCP, junior Dylan Rebois was awarded a Truman Scholarship, the prestigious national award recognizing leadership, intellectual ability, and potential to "make a difference."

REGENTS' 2010 STAFF AWARDS

OUTSTANDING SERVICE TO
STUDENTS IN AN ACADEMIC
OR RESIDENTIAL ENVIRONMENT

Raft Woodus (exempt), TU

Mary Leeper
(non-exempt), TU

EXCEPTIONAL CONTRIBUTION TO
THE INSTITUTION OR UNIT

Vassie Hollamon (exempt),
UMB

Ralph Murphy (non-exempt),
UMBC

EXTRAORDINARY PUBLIC SERVICE
TO THE UNIVERSITY OR TO THE
GREATER COMMUNITY

Marty Newman (exempt),
UMCP

Connie Mitchell
(non-exempt), UMB

REGENTS' 2010 FACULTY AWARDS

PUBLIC SERVICE

Joseph Arumala, UMES

Brenda Blom, UMB

Michele Gilman, UB

Brian Polkinghorn, SU

TEACHING

Megan Bradley, FSU

Jill Caviglia-Harris, SU

Geoffrey Grief, UMB

Kevin Murphy, UMUC

MENTORING

Raymond Blakely, UMES

Margo Coleman, UMUC

Matthias Gobbert, UMBC

Arthur Popper, UMCP

RESEARCH

Jack Fruchtman, TU

Douglas Hamilton, UMCP

Cynthia Moss, UMCP

David Secor, UMES

ELKINS PROFESSORS (2009-2010)

John Morgan, TU Department
of Geography and
Environmental Planning

Steven Lev, TU Department
of Physics, Astronomy and
Geosciences

Danny Ervin, SU Department
of Finance

Michael Scott, SU Department
of Geography and Geosciences



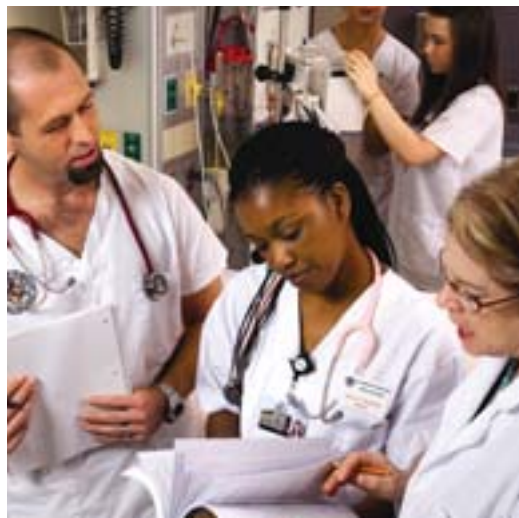


“Making a difference” is a thread that runs through the fabric of USM campuses and students across the state:

- UB, Coppin, Bowie, and Towson have all been listed in the “honor roll” portion of the latest “Saviors of Our Cities” report, an ongoing national survey of colleges and universities engaged in civic partnerships focusing on the positive economic, social, and cultural impact that higher education institutions have on the cities in which they reside.
 - The Corporation for National and Community Service honored Towson with a place on the President’s Higher Education Community Service Honor Roll for exemplary service efforts and contributions to America’s communities.
 - Mirroring a transformative partnership that Coppin State established in 1996 with Rosemont Elementary—which has gone from being one of the lowest performing schools in Baltimore to one of the highest—the Coppin Academy, a Baltimore public charter high school located on CSU’s campus, graduated its first class just over a year ago. One hundred percent of the academy’s seniors passed Maryland’s High School Assessments. Every senior in the class of 74 graduated, with five named Merit Scholars.
 - In keeping with their institution’s well-known commitment to service, Frostburg State University students, staff, and faculty have donated more than 450 pounds of supplies to soldiers stationed in Iraq and Afghanistan through the “Adopt a Platoon” program started by the Maryland State Council of the Vietnam Veterans of America.
- And the response generated on literally every USM campus—much of it student-driven—after the earthquakes in Haiti earlier this year was inspiring. Fundraisers benefiting the American Red Cross, Doctors Without Borders, and other Haitian relief efforts took place across USM. And even now, the University of Maryland Medical Team—a partnership between the Medical Center and UMB’s School of Medicine—is developing a long-term relationship with the surviving staff of a Haitian teaching hospital.
- Last—but certainly not least—our systemwide commitment to excellence is manifested by the incredible number of research grants our institutions received. All told, USM received almost \$1.2 billion in contracts and grants, which actually exceeds the state appropriation to the entire USM. Both UMB and UMCP were in the top 50 of all universities with UMB coming in at \$517 million and UMCP at \$518 million. Following are some of the notable awards:
- UMCP was awarded \$10.3 million by the National Institute of Standards and Technology (NIST) to build an advanced quantum science lab and another \$15.5 million from NIST to develop and implement a national measurement science and engineering fellowship program.
 - UMCP received key National Science Foundation (NSF) awards as well, highlighted by \$2 million to establish a brain imaging laboratory and \$1.8 million to develop computational techniques for critical analysis functions.
 - The National Institutes of Health (NIH) awarded \$20 million to the University of Maryland School of Medicine at UMB to create a Genomic Sequencing Center for Infectious Diseases.
 - Also at UMB, a five-year, \$11.2 million NIH grant will enable researchers at the School of Medicine to lead a multi-center effort to improve the treatment of chronic heart failure.

Fall headcount stood at a record level of 148,676 students statewide, an increase of more than 5,200 students. USM accommodated these additional students with no additional state funding for enrollment.

- University of Maryland Center for Environmental Science (UMCES) was awarded a \$210,900 NSF grant to establish it as a Research Experience for Undergraduates Site (REU) for training students in marine and estuarine science.
- NSF awarded Towson a five-year, \$900,000 grant to establish the Towson University Robert Noyce Teacher Scholarship Program, focused specifically on science, technology, engineering, and mathematics (STEM) teacher preparation.
- Coppin was awarded more than \$900,000 through the Broadband Technology Opportunities Program to establish a 60-station public computer center.
- UMBC ranks second nationally in research grants and cooperative agreements with the National Aeronautics and Space Administration (NASA).
- Bowie—which more than doubled its extramural funding from last year, awarded more than \$14.3 million—received a \$559,994 grant from NSF to provide training for graduate students and postdoctoral students as well as establish a genomic training lab at the university.
- Frostburg—where sponsored grants increased by nearly 50 percent—was awarded two U.S. Department of Energy grants totaling nearly \$1.6 million to move forward with the planning and development of a Sustainable Energy Research Facility.



ENHANCING ACCESS

The current economic climate has served to underscore the critical importance of USM. The direct link between higher education and economic growth, the growing reputation of our institutions for academic quality, and the level of economic uncertainty, combined to lead more students to opt to pursue their college education in-state. As a result, enrollment across USM grew more than we had initially intended.

Fall headcount stood at a record level of 148,676 students statewide, an increase of more than 5,200 students. As I previously noted, USM accommodated these additional students with no additional state funding for enrollment. There is every reason to believe enrollment pressure will be just as high next year. Unfortunately, given the economy, it is once again unlikely that we can expect additional enrollment growth funding from the state.

In the face of these challenges, USM institutions have responded admirably, with nearly every USM institution growing and most reaching historic highs:

- Frostburg welcomed its largest undergraduate class last fall.
- UB's return to four-year undergraduate education continues to transform and energize the campus. First- and second-year students now comprise almost 25 percent of the undergraduate population.
- UMUC, which accounted for more than 60 percent of our enrollment growth last year, has alliances with all of Maryland's community colleges and with 20 community colleges across the country.



Next fall will mark the first tuition increase for in-state, undergraduate students in five years, a modest 3 percent.

- The Universities at Shady Grove (USG), our regional center in Montgomery County, has announced new degree programs offered by partner schools.
- The University System of Maryland at Hagerstown (USMH), our regional center in Washington County, is making significant gains in enrollment, which has increased by almost 25 percent since the center opened in January 2005.

Institutions are also focusing on key work-force needs. Salisbury's grant "Best Practices for Nursing Success" has been funded in full, almost \$1 million from the Maryland Hospital Association over three years. This funding will support modest expansion of enrollments, improve retention in undergraduate nursing tracks, and provide additional clinical experiences for graduate students.

The new Doctor of Pharmacy Program at UMES is approved to admit its first class for fall 2010 as a result of being recently granted pre-candidate accreditation status by the Accreditation Council for Pharmacy Education. The program expects to enroll an initial class of 60 students, with enrollment reaching 180 by the third year.

Towson received a \$1.1 million grant from the Maryland Hospital Association's "Who Will Care? Fund for Nurse Education" to expand its nursing program at our regional center in Hagerstown.

Our Shady Grove center is focused on key health programs such as nursing, pharmacy, respiratory therapy, and health systems management, and the new public health undergraduate and graduate degrees. In addition, USG is looking to further expand its life sciences offering with a range of new programs focused on the bioscience and biomedical fields to coincide with the development of a Life Sciences Village in Montgomery County.

MAINTAINING AFFORDABILITY

Next fall will mark the first tuition increase for in-state, undergraduate students in five years, a modest 3 percent. As a result, Maryland will have moved from having the sixth-highest tuition in the nation down to 17th and projected 21st. I am quick to note that this board's commitment to our Effectiveness & Efficiency initiative deserves a great deal of the credit. By streamlining administrative expenses, cutting energy costs, using instructional faculty resources more effectively, and eliminating duplication, USM demonstrated a top-to-bottom commitment to keeping higher education affordable.





Evidence of our drive for affordability can be found easily:

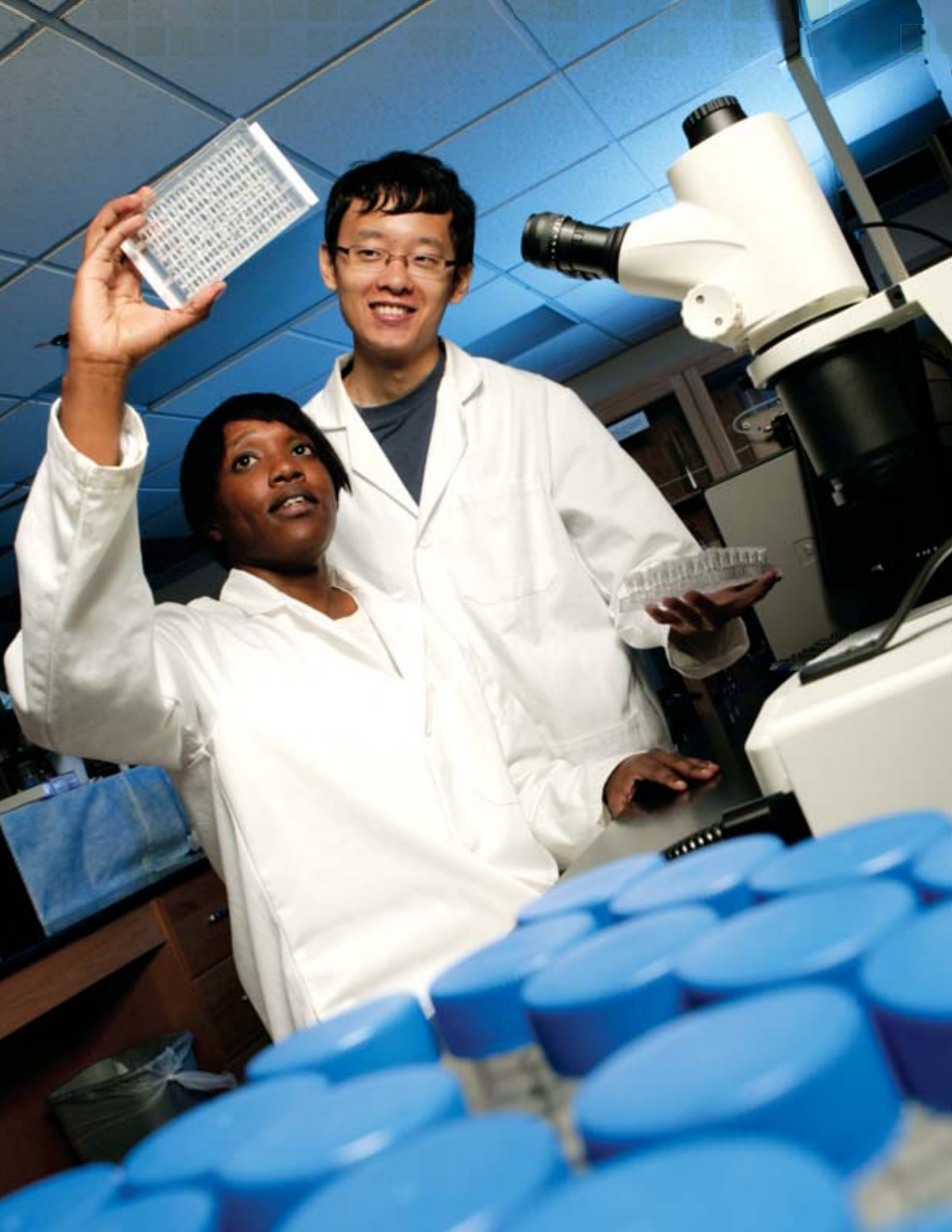
- Four USM institutions—Salisbury, Towson, UMBC, and UMCP—rank among the nation’s 100 best values in public higher education, according to *Kiplinger’s Personal Finance*.
- Salisbury also was ranked by *The Princeton Review* as a Top 50 “Best Value” Public College.
- *Parents & Colleges*, a unique new resource to help college-bound students and their parents navigate the college consideration process, ranked Bowie as “One of America’s Top Ten Best Value Public Universities.”
- And with GetEducated.com ranking several programs from both UB and UMUC as “Best Buys,” more than half of USM’s degree-granting institutions have been nationally recognized for their combination of affordability and excellence.

Impressive philanthropy efforts also are aiding our emphasis on affordability. USM has reached 80 percent of the aggregate campaign target of \$1.7 billion. The \$1.4 billion raised is especially encouraging given the economic landscape.

- The UMES Gala, “A Night of Stars,” celebrated the lifetime accomplishments of five entertainment and sports icons, while raising more than \$280,000 for student scholarships. Patty Duke, Lou Gossett Jr., B.B. King, Herschel Walker, and Dionne Warwick received honorary degrees at the event.

- Dr. and Mrs. Hopwood Wooddell of Garrett County—who have given more than \$200,000 to FSU over the course of their lives—provided \$65,000 to establish a scholarship for students from Garrett County attending FSU.
- Towson University’s capital campaign is targeting student scholarships and program funding, as evidenced by the \$1 million gift of Willard Hackerman to establish scholarships enabling qualifying Baltimore Polytechnic Institute graduates to attend TU tuition-free.
- UMCP’s Robert H. Smith School of Business received a quarter-million-dollar gift from the Ernst & Young Foundation to establish the Ernst & Young Freshman Fellows Orientation Program and endowment. In fact, UMCP has raised nearly \$200 million for scholarships and other student support in its \$1 billion *Great Expectations* campaign.





FOCUS ON CRITICAL INITIATIVES

BOLSTERING MARYLAND'S COMPETITIVENESS

Beyond our ongoing efforts to enhance access, affordability, and excellence, we are also focused on areas that are vital to the future well-being of our state and nation. Three years ago, this board made a commitment to advance three critical areas: enhancing Maryland's competitiveness through an emphasis on science, technology, engineering, and mathematics (STEM); closing the achievement gap that exists on many of our campuses; and enhancing Maryland's leadership in environmental sustainability.

The vigor with which the university system has pursued these efforts has been absolutely incredible. I begin with the system-wide effort to bolster Maryland's competitiveness.

Earlier this year, I was one of six public research university leaders to personally present a letter to President Barack Obama pledging to address the national shortage of science and mathematics teachers through the Science and Mathematics Teacher Imperative (SMTI), an initiative sponsored by the Association of Public Land-grant Universities. The letter was signed by 79 public research university leaders representing 120 universities nationwide. Institutions committing to SMTI will strive to increase the number of new science and math teachers we produce to more than 10,000 annually by 2015, for an additional 7,500 new STEM teachers over the next five years.

USM is a major player in the state's and the nation's efforts to significantly increase the number of science and math teachers.

This national effort dovetails perfectly into efforts under way here in Maryland. Last summer the Governor's STEM Task Force, which I co-chaired with Maryland Business Roundtable for Education Executive Director June Streckfus, presented Gov. O'Malley with our final report and recommendations. A significant portion of our report and its recommendations were driven



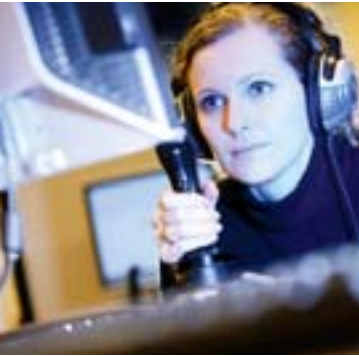
Chancellor Kirwan, with other leaders, presented a letter to President Obama pledging to address the national shortage of science and mathematics teachers. AP/Wide World Photos

by the work preformed by the two USM task forces—chaired by UMCP President Dan Mote and TU President Bob Caret—examining ways to increase the number of STEM graduates and STEM educators.

Among our recommendations was tripling the number of teachers in STEM shortage areas who are prepared in Maryland programs and better aligning P-12 STEM curriculum with college requirements and workplace expectations. Along those same lines, the USM Board of Regents updated our undergraduate admissions policy to require an additional year of high school mathematics. A total of four high school math courses will be required beginning with students entering ninth grade in fall 2011.

These efforts at the system level to enhance STEM education, graduate more STEM educators, and train more STEM professionals are being matched and advanced by our campuses:

- NSF awarded Salisbury \$996,303 to increase the number of graduates in STEM disciplines.
- UMCP is attracting experienced scientists and other professionals to teach STEM courses in secondary schools through the Maryland Science Mathematics Resident Teacher Program (MSMaRT). It is recruiting its first



class of candidates for training to teach in high-needs middle schools in Prince George's County. Also at UMCP, the Transition from Laboratory to Classroom (TLC) program has trained 13 scientists with lab experience to work in Montgomery County Public Schools.

- TU's newly created Center for STEM Excellence—a result of the integration of UMBI's Education and Outreach program—will further enhance the university's efforts to partner with area schools to nurture and promote excitement in mathematics and science.
- TU is also partnering with Coppin in the Baltimore Excellence in Science Teaching (BEST) Partnership program. By using each university's established collaborations with K-12 schools in the Baltimore metropolitan region, the partnership will increase the number of STEM teachers, improve the retention rate, and lead to more science-literate students.
- Also at Coppin, the planned Science and Technology Center will enable the university to enhance its STEM education efforts in state-of-the-art educational facilities.
- Bowie launched a new bachelor's degree in bioinformatics, a multidisciplinary program focused on the application of information and mathematical sciences to the understanding of biology.
- Frostburg has developed a connection between STEM bachelor's degrees and master's degrees in teaching to allow potential STEM teachers to focus first on their content areas, then receive intensive preparation for teaching.

UMBC is a national model for preparing students of all backgrounds in science and engineering:

- The Meyerhoff Scholarship Program is among the nation's leading producers of minority graduates in science and engineering. Since 1993, the program has graduated more than 600 students; 282 Meyerhoff alumni have completed

graduate degrees, and over 230 more are in graduate and professional programs.

- UMBC's ADVANCE program is the catalyst for increasing the number of female university faculty in the STEM fields. The program has helped to more than double the number of female tenured and tenure-track STEM faculty at UMBC in fewer than 10 years from 20 to 45.
- ACTiVATE, UMBC's applied training program for women seeking to become technology entrepreneurs, has been so successful that the National Science Foundation has provided a grant to duplicate the program in Montgomery County.

CLOSING THE ACHIEVEMENT GAP

We are all familiar with the alarming—but reversible—trend: Far too few low-income and minority students are enrolling in college, and even fewer make it all the way to commencement. If we are to achieve the state's goal of 55 percent of Maryland's population having a postsecondary degree, it is economically and morally imperative that we close the achievement gap.

As one of 24 public college and university systems participating in Access to Success (A2S), a project of the National Association of System Heads, USM is taking responsibility for turning the tide and dramatically improving student outcomes on our campuses. Our institutions are continuing to execute their campus-specific plans aimed at closing the achievement gap.



If we are to achieve the state's goal of 55 percent of Maryland's population having a postsecondary degree, it is economically and morally imperative that we close the achievement gap.

While these efforts are ongoing, we can already point to significant achievements:

- UMCP has been cited for its progress by *The Journal of Blacks in Higher Education*. The publication surveyed U.S. flagship universities to determine which schools improved the most in graduating African-American students. College Park, which raised its graduation rate by 20 percent—from 46 percent in 1998 to 66 percent in 2008—was ranked No. 4.
- Three USM institutions were cited by the Education Trust among the “Top Gainers in Underrepresented Minority Graduation Rates.” Among public research universities, UMCP is ranked 14th and UMBC 22nd. Among public master’s institutions, TU ranked eighth in minority graduation rate gains.
- In the listing of top African-American degree producers (bachelor’s, master’s, and doctorates) published by *Diverse*, USM is incredibly well represented: UMES, BSU, UMCP, UMUC, UMB, and UMBC are all highlighted, often multiple times.
- SU’s African-American graduation rate stands at 57.1 percent, well above the average of 42 percent for its national peer institutions. This is taking place as SU becomes more diverse, with the fall 2009 student population the most racially and ethnically diverse in its history. To advance these accomplishments even further, the university has added a chief diversity officer, reporting directly to the president.
- There is no achievement gap at Towson University as it relates to graduation and retention rates of African-American students. Towson University’s African-American graduation rate of 69.9 percent exceeds the university’s graduation rate of 66.2 percent. The two-year retention rate among minority students is 87.5 percent, which outscores the 83.7 percent two-year retention rate for all Towson students.
- UMBC’s latest freshman-to-sophomore retention rate among African-American students stands at 91 percent, higher than its overall

rate. Like Towson, UMBC is also one of the few non-historically black institutions at which the minority graduation rate exceeds the non-minority rate.

The seeds for this success can be found in the approach our institutions are taking at the front end of the student experience:

- Bowie State University provides intensive advising to freshmen and sophomores to enhance their chances of success. Bowie is looking to apply the same level of “high-touch” advising to all students to ensure they are on track to graduate in six years or fewer.
- Beginning this summer, Coppin will require all incoming first-time, full-time freshmen who test into a developmental course to participate in a six-week residential summer bridge program. This program is designed to allow these students to complete at least one such course during the summer. CSU is also launching a First-Year Experience program to improve student success as well as a comprehensive early alert warning system to provide important feedback to students and their advisers.
- Salisbury’s focus on academic support to improve student success includes improved support for students in first-year math courses, centers for student achievement and teaching, strengthening tutoring and mentoring for students, and providing supplemental instruction.
- Towson implemented the TransAm Program to assist first-semester transfer students and an early warning system to enable proactive action on potentially struggling students, and is substituting academic probation for suspension.
- Frostburg has opened its Learning Community Program to all first-year students. Through the Phoenix Program, FSU provides intensive support for students who otherwise would have faced dismissal following their first semester, and provides tutoring, math support, writing instruction, study groups, and peer mentoring.



PROMOTING ENVIRONMENTAL SUSTAINABILITY

As I reported last year in my annual report, presidents at all USM institutions signed the American College and University Presidents' Climate Commitment. This significant step requires continual and publicly reported progress toward the ultimate goal of "climate neutrality":

- In honoring this commitment, all institutions are implementing "tangible actions," such as establishing a "green buildings" policy and purchasing power from renewable sources.
- All institutions have now completed their greenhouse gas inventories and have completed at least one annual update.
- Finally, all institutions are now working on finalizing or implementing their climate action plans with recommended steps like percentage reductions in energy use. All of these efforts are being coordinated with the state's own energy reduction and sustainability goals.

In considering our environmental footprint, one is impressed by the wide range of campus activities being assessed and measured by this initiative, including actions taken to address greenhouse gas mitigation, recycling and waste management, energy reduction, water conservation, and storm-water management—just to name a few.

The USM Office is providing guidance, support, training, resources, and encouragement to all campuses in three general areas: (1) operational practices that support environment-friendly activities on our campuses; (2) academic and

research programs to advance environmental understanding and action; and (3) the development of related policies at both the system and state levels, including the opportunity to contribute our expertise to the state.

USM institutions are doing more than simply talking about sustainability, waste reduction, and alternative energy; each is taking a leadership role. *The Princeton Review*, in partnership with the U.S. Green Building Council, has recently named Frostburg, Salisbury, Towson, UMBC, and UMCP among the nation's most environmentally responsible colleges.

Consider these other examples as evidence of our sustainability leadership:

- UMES will soon be home to the state's largest solar farm, with 20 acres of solar panels that will generate electricity for the campus. The solar farm will not only stabilize electricity costs, but also displace more than 100 million pounds of climate-warming carbon dioxide over the next 20 years.
- Salisbury's Teacher Education and Technology Center (TETC) earned the U.S. Green Building Council's Silver LEED certification—a first for SU and the Eastern Shore. SU is pursuing a minimum of Silver-level certification for all new construction, and Gold certification for the new Perdue School of Business building.
- UMCP won Climate Culture's 2009 "America's Greenest Campus" contest, which challenged colleges across the country to spread awareness about energy use and reduce their carbon footprint.
- The Maryland Clean Energy Center, located at the Universities at Shady Grove, has partnered with the Research and Technology Park at UMBC to support early-stage companies working with clean energy technologies and advance green job creation in Maryland. The Maryland Clean Energy Technology Incubator is the first site in a planned statewide network of clean energy incubators.

In fact, the Universities at Shady Grove is positioning itself as an aggressive leader in sustainability issues. In addition to being the home of the Maryland Clean Energy Center, USG has launched the Green Lecture Series and implemented a far-reaching composting program. Just last year, USG opened its first new parking garage, which features environmentally sustainable design, including spaces for hybrid and carpool vehicles and bicycles, LED lighting, sensors to reduce power requirements, use of recycled materials, rainwater collection, solar panels, and other “green” technologies.

Other examples of USM’s sustainability leadership:

- The University of Maryland Center for Environmental Science (UMCES) oyster hatchery produced nearly 750 million oyster spat for Chesapeake Bay restoration in 2009, the most ever grown in one year at the laboratory’s Eastern Shore facility.
- Donald F. Boesch, USM vice chancellor for sustainability and UMCES president, has been appointed chair of the Ocean Studies Board of the National Research Council (NRC).
- UMUC moved its academic departments and some offices to the new Academic Center at Largo, a newly renovated, LEED-certified “green” building.
- BSU has established the Climate Commitment Control Committee (C4) to coordinate the development of a comprehensive plan to

USM institutions are doing more than simply talking about sustainability, waste reduction, and alternative energy; each is taking a leadership role.

achieve climate neutrality at the university by 2020. The C4 team comprises faculty, students, and staff who are working to keep the university community engaged in this important campuswide effort.

- FSU’s Learning Green, Living Green initiative has helped spread the principle of sustainability throughout the campus community. FSU has identified 49 strategic initiatives to be implemented within two years, many of which are already under way. Many of these actions, such as using low-flow shower heads in the residence halls, switching the physical education center’s arena lighting to energy-efficient lights, and choosing Energy Star appliances, will reduce energy costs.
- Also at FSU, a new sustainability minor is scheduled to be offered in fall 2010. This minor complements the comprehensive sustainability efforts on campus and will be available to a wide range of academic majors.
- UB has entered into an \$8 million campuswide energy performance contract that will result in a 30 percent reduction in energy consumption. This work is financed through guaranteed savings of \$11 million over the next 14 years. And UB’s School of Law building will feature a 7,500-square-foot “green roof,” with live plants that produce oxygen and a drainage system that reduces stormwater runoff.
- The UB/Towson M.B.A. is the only such program in the state that offers a specialization in sustainability management.



CONCLUSION



I conclude by highlighting the effort currently under way to transform USM through the strategic planning process.

The demographic profile of the next wave of USM students—and the way these students learn—is going to be very different from what we have seen. The student population will be much more diverse, with many more first-generation college students. We are going to have to make changes that better accommodate these non-majority, non-traditional students.

In addition, this generation of students has its own learning style, responding to collaborative learning efforts and active learning driven by technology, and has become accustomed to almost constant stimuli. It will be our obligation to make greater use of social networking opportunities, IT-driven simulation programs, e-learning, and other next-generation, revolutionary tools.

Our new strategic plan will also provide a blueprint for USM to significantly expand the reach of efforts to enhance sustainability and address climate change. I noted earlier the role USM plays through our practices, programs, and policies. We must also strive to incorporate the sustainability “ethos” into every aspect of our activities, both internally and externally, in education and research, and in budgeting and planning, and we must stress accountability.

In addition, our new strategic plan will have to guide USM as we leverage our size, strategic location, programmatic depth, and research capacity to not just strengthen and support Maryland’s economy, but to propel that economy forward. While the emphasis on the STEM disciplines covered earlier is a critical part of that effort, we must do more. Our academic and research facilities, as well as our educational programs, will need to stay perpetually cutting-edge. We must target the specific professional growth areas of health science, biotechnology, and nanotechnology, as well as nursing and teaching. We must also target the specific geographic growth areas of the Interstate 270 “life science” corridor and areas impacted by the ongoing Base Realignment and Closure (BRAC) actions.

An especially important aspect of the strategic plan will be the issue of college completion. Without a commitment to completion, we will not be able to produce the highly skilled workforce that will expand our economy, generate the dynamic researchers that will drive discovery, or produce the well-educated, socially aware population that will address key challenges effectively.

College completion has, in fact, taken center stage in the national higher education discussion. President Obama has made it a national higher education goal that by 2020, America will have the highest proportion of college graduates in the world. The College Board, the Lumina Foundation, the Gates Foundation, and other organizations have embraced similar goals of dramatically improving U.S. graduation rates. USM has made completion a priority.

I have been named chair of the new College Board Advocacy & Policy Center. Created with support from the Bill & Melinda Gates Foundation, the center will work to establish connections between policy, research, and real-world practice to help transform education in America and increase the number of students who earn a college degree.

I also note that Maryland was one of seven states chosen by the Lumina Foundation, through a highly competitive process, to receive a \$1 million “college completion” award. The state’s work will include a focus on expanding our efforts with the “course redesign” initiative, based on the research and work conducted by the National Center for Academic Transformation. USM has been a national leader in developing these “redesigned” courses. The grant will enable us to continue moving forward with these efforts.





Chancellor Kirwan and Father Theodore Hesburgh, president emeritus of the University of Notre Dame, discuss the state of higher education. Kirwan received the 2010 TIAA-CREF Hesburgh Award for Leadership Excellence.

Last year, I was honored to receive the Carnegie Corporation Academic Leadership Award. Working with this board and the University System of Maryland Foundation, Inc., I decided to leverage the \$500,000 that accompanied the award to advance the cause of college completion in Maryland. That effort, “A Matter of Degrees: USM Leading the Way in College Completion,” has already raised \$1.84 million to add to the \$500,000 Carnegie award, bringing our total to more than \$2.3 million.

Earlier this year I was honored with the 2010 TIAA-CREF Theodore M. Hesburgh Award for Leadership Excellence. The \$20,000 that accompanied that award has also been provided to “A Matter of Degrees.”

“A Matter of Degrees” will build on our ongoing efforts to bolster completion:

- First, it will enable the expansion of Way2GoMaryland—our information campaign to motivate middle-school students and their families to begin preparing for college—to help create a college pathway for more students, especially low-income and underrepresented minority students.
- Second, it will increase the odds of student success once they enter college by expanding our successful course redesign. By using information technology and more effective learning strategies, we will transform the 50 or so “gatekeeper” courses across USM into “gateway” courses.

- Third, we will launch an ongoing campaign to provide “last dollar” financial assistance—combined with support and counseling—to students in danger of running out of money just a few semesters shy of graduating.

An especially important aspect of the strategic plan will be the issue of college completion.

The thrust of “A Matter of Degrees” is to address the college completion challenge as a continuum. We will make sure that more students are prepared for the rigors of college coursework when they complete high school, more are able to succeed once they reach college, and more have the financial means to graduate.

Clearly, this one effort will not reverse the troubling trends in higher education participation and completion in Maryland, let alone nationwide. But just as clearly, it has the potential to make a real and meaningful difference.

In many ways, “A Matter of Degrees” is a logical extension of the focus and accomplishments of this board since my return to Maryland as chancellor. From P-20 partnerships to improving teacher education, from an emphasis on need-based aid to the Effectiveness & Efficiency initiative, and from the drive for excellence to the focus on societal needs, the board has long been committed to making sure students enter our institutions with the necessary tools, have the means to succeed and graduate, and have the ability to prosper in—and contribute to—our society.

ABOUT USM

The University System of Maryland provides access to excellent higher education opportunities, performs groundbreaking research, offers vital services to communities and individuals, and fuels economic and workforce development. USM comprises 11 universities, two research institutions*, two regional higher education centers, and a system office. As a public system of higher education, USM advances the state of Maryland and benefits all of society.

USM FACTS

Undergraduate Students: 105,704 statewide (125,350 worldwide)

Graduate/Professional Students: 42,972 statewide (43,054 worldwide)

Full-time Faculty: 7,857

Part-time Faculty: 5,233

Academic Programs: more than 6,000 bachelor's, master's, doctoral, and professional

Locations: more than 100 in Maryland; USM institutions also offer programs in countries around the world

Buildings: 1,000, including 19 libraries

FY 2010 Operating Budget: \$4.2 billion

*The University System of Maryland is realigning the University of Maryland Biotechnology Institute (UMBI) centers with other USM institutions to increase multidisciplinary and collaborative research system-wide. Once this realignment is complete July 1, 2010, UMBI will no longer exist as a separate USM institution.

USM INSTITUTIONS AND PRESIDENTS

Bowie State University
Mickey L. Burnim

Coppin State University
Reginald S. Avery

Frostburg State University
Jonathan C. Gibraltar

Salisbury University
Janet Dudley-Eshbach

Towson University
Robert L. Caret

University of Baltimore
Robert L. Bogomolny

University of Maryland, Baltimore
David J. Ramsay
(resigned March 1, 2010)
E. Albert Reece (Acting President,
March 1–June 30, 2010)

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

**University of Maryland,
College Park**
C. D. Mote, Jr.

**University of Maryland
Eastern Shore**
Thelma B. Thompson

**University of Maryland
University College**
Susan C. Aldridge

**University of Maryland
Biotechnology Institute**
Edward Eisenstein
(Acting President)

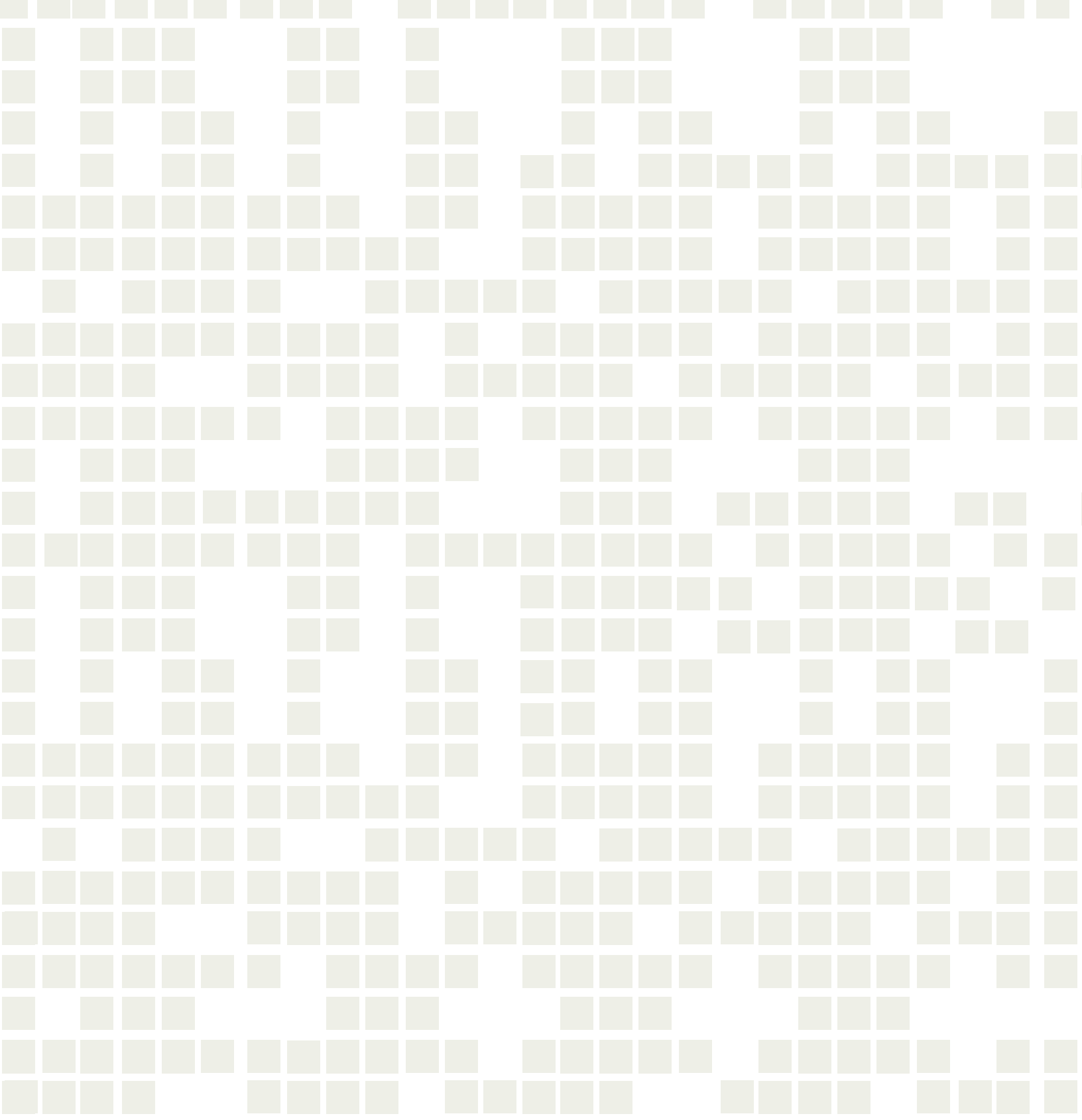
**University of Maryland Center
for Environmental Science**
Donald F. Boesch

REGIONAL CENTERS

Universities at Shady Grove
Stewart Edelstein, Executive Director

**University System of
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