

Chancellor William E. Kirwan's Annual Report for Fiscal Year 2009  
Presented to the Board of Regents June 19, 2009

# University System of Maryland

access | affordability | excellence



Bowie State University  
Coppin State University  
Frostburg State University  
Salisbury University  
Towson University  
University of Baltimore  
University of Maryland, Baltimore  
University of Maryland, Baltimore County  
University of Maryland, College Park  
University of Maryland Eastern Shore  
University of Maryland University College  
University of Maryland Biotechnology Institute  
University of Maryland Center for Environmental Science  
Universities at Shady Grove  
University System of Maryland at Hagerstown

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Donald F. Boesch, Vice Chancellor for  
Environmental Sustainability

## Table of Contents

<b>1</b>	<b>Letter of Conveyance</b>
<b>3</b>	<b>Introduction</b>
<b>5</b>	<b>Commitment to Ongoing Priorities</b>
<b>5</b>	Enhancing Access
<b>7</b>	Supporting Affordability
<b>9</b>	Ensuring Excellence
<b>14</b>	<b>Focus on Critical Initiatives</b>
<b>14</b>	Bolstering Maryland's Competitiveness
<b>16</b>	Closing the Achievement Gap
<b>17</b>	Promoting Environmental Sustainability
<b>20</b>	<b>Conclusion</b>

## Chairman Kendall and members of the University System Board of Regents:



It is an honor to deliver my seventh annual report and to thank you for your outstanding work on behalf of the University System of Maryland (USM). Your commitment to our universities, research institutions, and regional centers; your support for USM across the state; and your advocacy on behalf of the students we serve, continue to be the driving forces behind our success.

Working with leadership in Annapolis, in Maryland's business community, and on our campuses, we have elevated the status and enhanced the impact of USM. I am extremely proud of what we have accomplished together.

While this past year was marked by challenges and successes, it was also a time of transition. Jennie Hunter-Cevera announced that she will step down as president of the University of Maryland Biotechnology Institute (UMBI) June 30. Under her decade of leadership, UMBI made significant contributions to advancing bioscience research and economic growth in Maryland.

Following President Hunter-Cevera's announcement, Board Chairman Kendall appointed a special committee of regents to study the advantages of UMBI's current structure and consider alternative organizational options. The goal is to ensure a maximum return on the state's investment in UMBI and its component centers.

In addition, earlier this month David Ramsay announced that he will step down after 15 years as the president of the University of Maryland, Baltimore (UMB). Dr. Ramsay has truly been a transformational leader, guiding UMB's professional schools to national—even international—prominence in education, research, and community service. While we will have ample opportunities to properly highlight and honor his exemplary service in the months ahead, I want to note how grateful we all are for his leadership and vision.

Earlier this year, Regent Marvin Mandel resigned from the board, with Gary Attman, president of FutureCare Health and Management Corporation, appointed to complete the remainder of his term. Also *ex officio* member Roger L. Richardson stepped down from his position as Maryland Secretary of Agriculture. The new secretary is Earl F. Hance, who is now on the board.

The terms of Regents Michael Gill, Alicia Coro Hoffman, David Nevins, and Joshua Michael conclude at the end of June. Joining the board July 1 will be:

- *Sarah Elfreth*, a political science major at Towson University;
- *Linda Gooden*, executive vice president of Lockheed Martin Information Systems and Global Services; and
- *Dr. John L. Young*, a medical doctor at Shady Grove Adventist Hospital in Gaithersburg, and founding and managing partner of Genetic Consultants of Maryland.

I look forward to working with all our regents and advocates to advance USM as a national model of affordable access to high quality higher education and as a vital resource for our state and nation in addressing the most pressing societal needs.

Sincerely,

A handwritten signature in black ink that reads "W E Kirwan".

William E. Kirwan, Chancellor



# Introduction

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Today I have the privilege of delivering to the USM Board of Regents my seventh annual report as chancellor. It is a tremendous honor for me to serve in this capacity. Day in and day out I have the distinct pleasure of working for and with dedicated, hard-working, forward-thinking professionals.

Circumstances today are much different than they were when I issued my first annual report in 2003. Like today, that was a time of significant fiscal distress, but USM's experiences were very different. In 2003, USM was viewed as a large, discretionary budget item—the perfect candidate for big cuts; the system was hit with a \$122 million cut in state support, which represented a 14 percent reduction, a cut almost three times greater than the average cut to state agencies.

Today, even as we recognize that the continuing deterioration in state revenues may well lead to additional cuts to USM in the near future, it is clear that there has been a shift in the priority for higher education in Maryland. In the most recent legislative session, as the state faced significant budget issues, there was nearly universal agreement in Annapolis that higher education should not be targeted for a disproportionate share of cuts, but rather should be a partner in the idea of “shared sacrifice.” And there were indeed sacrifices: we reduced funds for facility renewal projects, student services, and academic program support; we drew upon our fund balance; we implemented furloughs; and we eliminated pay increases. But, given the state's and the nation's fiscal landscapes, we received an amazing level of support from both Governor Martin O'Malley and the Maryland Legislature.

However, the funding we are slated to receive in FY 2010 remains extremely tenuous at best, with USM anticipating a budget reduction as this report goes to print. Our budget staff and our Annapolis office are working closely with state officials to determine the

best way to manage this reduction, while maintaining our priorities of access, affordability, and excellence.

I am heartened by the fact that Governor O'Malley and the Legislature are looking for ways to protect higher education to the greatest extent possible while balancing the budget, rather than targeting higher education for a large share of the cuts. Regardless of the outcome of pending budget negotiations and potential cuts, the status of higher education remains much improved in recent years.

I attribute this dramatic change in attitude to two factors. First, we took advantage of the fiscal difficulties we faced several years ago to dramatically rethink how we operate. We did not treat the situation as a short-term phenomenon that would soon pass. We aggressively applied the principles of cost cutting, cost containment, and cost avoidance with our Effectiveness and Efficiency (E&E) initiative. We have generated some \$100 million in cost savings since launching E&E five years ago. What this board did—reengineering administrative and academic functions, strategically addressing enrollment growth and need-based financial aid, and instilling an ethic of accountability throughout USM—is a major reason why USM is viewed so differently today.

And while our efforts have been lauded by both Governor O'Malley and former Governor Robert Ehrlich, praised by the Maryland Legislature, profiled in national publications, and singled out as a “success story” by the U.S. Department of Education, perhaps the proudest moment came just last month when President Barack Obama made this observation:

“While our nation has a responsibility to make college more affordable, colleges and universities have a responsibility to control spiraling costs. And that will require hard choices about where



to save and where to spend. So I challenge state, college and university leaders to put affordability front and center as they chart a path forward. I challenge them to **follow the example of the University [System] of Maryland**, where they're streamlining administrative costs, cutting energy costs, using faculty more effectively, making it possible for them to freeze tuition for students and for families."

The second reason for the attitude shift came from our efforts to change the growing perception that higher education is more of a private benefit than a public good. We engaged state and local leaders, we worked closely with the business community, and we reached out to the general public. As a result of the bonds we formed, we helped both decision makers and the general public appreciate higher education as a true public good. A great example of this is the fact that the Higher Education Investment Fund, first allocated in FY 2009 as Maryland's first-ever funding stream dedicated specifically to higher education, has been extended to FY 2011.

We aligned our priorities with those of the state. We have kept faith with our most fundamental responsibility of high quality academic instruction and research programs, especially in areas that impact economic growth and meet workforce demands. We have made great progress on the challenges of access, success, and affordability. And through E&E, we have gone to extraordinary lengths to reduce costs and streamline services, while maintaining—and enhancing—the quality of our institutions.

As a result, we are in a much stronger position today than we have perhaps ever been. If you survey the

challenges across the global landscape, there can be no doubt that it will be higher education that will lead us to solutions. In this annual report, I speak to these challenges and the vital role USM must play in addressing them.

And while current fiscal circumstances will certainly hamper our ability to move forward as actively and aggressively as we would like, we remain committed to doing all we can to make real and meaningful progress.

The linkage between higher education and prosperity has gained considerable traction. Last year the Commission to Develop a Maryland Model for Funding Higher Education—or the Bohanan Commission—recommended significant investments in higher education to secure Maryland's future. The commission issued recommendations on an appropriate funding model for higher education in Maryland, calling for an additional \$700 million to be invested in higher education over the next 10 years. And while economic conditions made it impossible to act on these recommendations in the short term, it remains an important blueprint for future action.

As was the case last year, I have divided this annual report into two sections. First, I discuss the progress we have made—and challenges we still face—in terms of our three overarching priorities of access, affordability, and excellence. I then highlight the specific initiatives we have identified as requiring an elevated level of attention from USM: strengthening Maryland's competitiveness in the science, technology, engineering, and mathematics (STEM) areas; closing the achievement gap; and promoting environmental sustainability.

# Commitment to Ongoing Priorities

## Enhancing Access

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Meeting the increasing demand for public higher education, particularly in these uncertain economic times, remains one of our most pressing issues. While budget constraints will prevent us from expanding enrollment as rapidly as we have in recent years, we nevertheless remain committed to enhancing access.

All USM universities increased their total enrollments in fall 2008. Two of the regents' designated growth institutions—Towson University (TU) and University of Maryland University College (UMUC)—had the greatest headcount increases. Salisbury University (SU) and Bowie State University (BSU), our other two designated growth institutions, also experienced significant growth.

Other USM institutions are making every effort to expand enrollment to the extent it is financially possible.

- Earlier this year Frostburg State University (FSU) announced one of the largest spring undergraduate enrollments in its history.
- The University of Baltimore (UB), having reinstated first- and second-year admissions, now boasts the largest enrollment the school has ever seen.
- USM's two regional higher education centers—the Universities at Shady Grove (USG) and University System of Maryland at Hagerstown (USMH)—continue to increase offerings, expand partnerships, and enhance access. USG offers more than 60 undergraduate and graduate degree programs from nine USM institutions. USMH now offers nearly two dozen programs from five USM institutions.

Statewide headcount enrollment grew to more than 143,000 in fall 2008. This is up almost 5,800 students

from fall 2007, a one-year increase of four percent. With USM enrollment projected to grow by 24 percent by 2017, effectively meeting this growing enrollment demand must remain a priority.

As we focus on the importance of access in broad terms, our institutions are also paying particular attention to providing access to high-demand programs.

- Last fall, Board Chairman Clifford Kendall and I joined Governor Martin O'Malley at the Universities at Shady Grove (USG) to announce the expansion of the University of Maryland School of Nursing's undergraduate program at USG. This expansion will help meet the critical need for highly skilled nurses throughout the region.
- Also last fall, Chairman Kendall and I helped cut the ribbon on Coppin State University's (CSU) Health and Human Services Building, the first new major academic building constructed at Coppin in 25 years.
- CSU is also establishing a Student Life Center to address the needs of adult learners as well as the commuter student population.
- Next year an educational doctorate in leadership and policy studies will be offered at the University System of Maryland at Hagerstown (USMH).

If you survey the challenges across the global landscape, there can be no doubt that it will be higher education that will lead us to solutions.

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The University of Maryland, College Park (UMCP) will run the program initially, with Frostburg State University eventually taking over.

The importance of enhancing access was underscored late last year when the College Board's Commission on Access, Admissions and Success in Higher Education, which I chaired, released its report, "Coming to Our Senses: Education and the American Future." The report summarized how the United States is losing its status as the world leader in the educational attainment of its citizenry. For example, only about 40 percent of the country's 25-34-year-old cohort has a postsecondary degree. If the U.S. stays on this present course, its 40 percent degree rate will drop to 29 percent by the year 2025. This would mean that the country would have gone from first to last in postsecondary completion among industrialized nations.

The commission's recommendations focus on strengthening the entire PreK-20 pipeline. It is not enough to simply funnel more students into our colleges and universities. We must make sure they have both the academic and financial wherewithal to advance and graduate.



This is a challenge USM is tackling aggressively.

- Thanks to ongoing articulation agreements enabling seamless transition from community colleges to system institutions, the community college transfer rate is at an all-time high.
- University of Maryland University College (UMUC) has announced an alliance partnership with Wor-Wic Community College graduates that will offer students at the community college dual admission. UMUC now has alliance partnerships with all 16 community colleges in Maryland.
- Coppin has entered into an agreement with the Community College of Baltimore County (CCBC) to facilitate the transfer of CCBC graduates to Coppin; the agreement involves eight programs in business, health, social sciences, and computer science.
- Through the University System of Maryland Foundation, USM has been awarded a grant from the Lumina Foundation for Education as part of Lumina's \$45 million initiative to get more students into and through postsecondary education. USM, in partnership with the Maryland Higher Education Commission, Maryland Association of Community Colleges, and the Maryland Independent Colleges and Universities Association, is developing seamless pathways from community colleges to four-year institutions.
- USM last fall launched Way2GoMaryland, an information campaign to motivate and encourage more students to begin preparing for college early. With the commitment of our lead corporate sponsor—ATK, a premier aerospace and defense company—the campaign is targeting middle school students and their families, with a particular focus on students who will be the first in their families to attend college as well as students from non-traditional and under-represented groups.



# Commitment to Ongoing Priorities

## Supporting Affordability

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Since fall 2005, enrollment at USM institutions has increased by 15,000 students. During this same period, tuition for in-state, undergraduate students has remained flat. With support from Governor O'Malley and the Maryland General Assembly, the Board of Regents two months ago voted to freeze tuition for resident undergraduate full- and part-time students for a fourth straight year at USM's 11 universities. The O'Malley Administration and the General Assembly have made affordable access to higher education a priority and have made the necessary funding available to achieve that goal.

While fiscal conditions and budget reductions may well require us to reassess our plans going forward, there can be no doubt that the ethic of affordability has been exceptionally well served by this administration.

We are also attacking the affordability issue through financial aid policies and practices. During the past two fiscal years, USM institutions have increased need-based institutional financial aid for undergraduate students by 55 percent.

Taken together, the freeze in tuition and the increase in need-based financial aid are enabling USM to make progress toward the Board of Regents' policy goal of having our lowest income students graduate with 25 percent less debt than the institutional average. Obviously, the current economic climate presents unanticipated challenges, but USM's actions—combined with the Obama administration's recent increase in the level of Pell Grants—point to additional progress going forward.

USM institutions have taken significant steps to increase affordability. A tremendous example came to light when *The Princeton Review* issued a list of the nation's "Top 50 Best Values in Public Universities" for

2009. The rankings recognize outstanding institutions offering educational excellence with affordability. Three USM institutions—Salisbury University, Towson University, and the University of Maryland, Baltimore County—made this list. In addition, *USA Today* and *Kiplinger's Personal Finance* magazine ranked Salisbury, Towson, and University of Maryland, College Park (UMCP) among "Best Values in Public Colleges for 2009."

Impressive philanthropy is aiding affordability at our campuses as well.

- UMUC announced an anonymous \$6 million donation, with \$5 million earmarked for scholarships.
- Towson has received a \$1 million pledge from Ruth Marder, a long-time supporter of TU, in support of its Top 10% Program. This program enrolls students who have completed a college prep curriculum and rank in the top 10 percent of their graduating class from a Baltimore City or Baltimore County public high school.
- The University of Maryland School of Nursing has received a pledge of \$1 million to establish the Mary Catherine Bunting Scholarship, designated for Maryland residents enrolled in the School's Clinical Nurse Leader program.

During the past two fiscal years, USM institutions have increased need-based institutional financial aid for undergraduate students by 55 percent.

- Frostburg State received an \$80,000 pledge to establish the first scholarship to benefit students in the university's new Bachelor of Science in Nursing completion program.
- The Gossett Family Challenge, initiated by Regent Barry Gossett and his family, seeks to establish a \$2 million scholarship fund for students from Northwestern High School in Prince George's County who are admitted to UMCP.
- With the goal of teaching students to "pay it forward," Victoria Yorke, a UMCP alumna, has established a \$200,000 endowment to fund scholarships for undergraduate students who plan to attend medical, dental, or veterinary school.
- Thanks to a generous gift from the Naylor Family Trust, Frostburg State is making it possible for more graduate students in its education program to get the preparation needed to work with special needs children in the Appalachian region.

Even in this challenging economic climate, this past year has seen many significant developments across the board in our seven-year Federated Capital Campaign in support of all USM activities. As of May 2009, the campaign has raised nearly \$1.2 billion toward the goal of \$1.7 billion in private donations by June 30, 2012. Ongoing campaigns reported progress, and campaigns at three more institutions were announced publicly.

- The Bowie State University Foundation launched "The Campaign for Bowie State University—Believe, Invest, Grow (BIG)," the five-year public phase of its \$15 million dollar campaign and the institution's largest-ever fundraiser. BSU received a \$1 million pledge from alumnus and businessman William R. Teel Jr., the largest gift contributed to the university at one time.

- Frostburg launched the public phase of its comprehensive campaign, "Staking Our Claim: The Campaign for Frostburg," a \$15 million fundraising effort focused on student, academic, regional, and cultural enrichment.
- UB announced the public phase of its \$40 million campaign in support of scholarships, faculty chairs, research and development, and new facilities. UB has received its largest private donation ever, a \$5 million donation from Peter Angelos, a UB School of Law alumnus.

In addition, USM advanced the cause of affordability by enacting a textbook affordability policy, based on input from faculty, students, USM administrators, state leaders, bookstore operators, and textbook publishers. The policy stemmed from the Textbook Affordability Summit USM held last year in conjunction with St. Mary's College of Maryland, Morgan State University, the Maryland Association of Community Colleges, and the Maryland Independent Colleges and Universities Association, in response to growing concerns about the rising cost of textbooks. As the Maryland General Assembly took up the issue with the College Textbook Competition and Affordability Act of 2009, USM testified in support, with amendments, of the Senate bill.



# Commitment to Ongoing Priorities

## Ensuring Excellence

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As we turn to our final ongoing priority of excellence, this is perhaps the area where USM shines the brightest. Following is just a small sample of the institutional rankings, presidential honors, and other recognitions and accomplishments that demonstrate USM's position as a system of national eminence.

- In *U.S. News & World Report's* annual college rankings:
  - Both Salisbury and Towson were ranked among the top-10 Public Universities—Master's category (North);
  - UMCP maintained its ranking of 18th among U.S. Public Universities;
  - UMBC was ranked fifth among “up-and-coming” national universities;
  - And—for the second consecutive year—the University of Maryland Eastern Shore (UMES) was ranked in the top tier of America's Best Black Colleges.
- Coppin State was inducted into the *Computer-world* Honors Program for innovative use of information technology. Coppin is the only university nationwide to be recognized as a *Computer-world* Honors Award Laureate four times.
- The University of Maryland School of Law was listed among the top 10 best law schools for Public Interest Law by the *National Jurist*.
- Towson University (TU) received the Christa McAuliffe Award for Excellence in Teacher Education from the American Association of State Colleges and Universities.
- TU and UB hold Community Engagement Classification from the Carnegie Foundation for the

Advancement of Teaching, making them the only four-year public universities in Maryland that hold this national distinction.

- “Eye on America,” a CBS television series, featured UMES as a “Hidden Gem of Higher Learning,” spotlighting it as a model for diversity.
- UMUC won three awards from the Maryland Distance Learning Association: Loyce Pailen was recognized as “Distance Administrator of the Year,” UMUC's online Master of Business Administration (MBA) program was recognized as “Distance Program of the Year,” and its Elementary Chinese course received the honor of “Course of the Year.”

USM leadership and faculty were also singled out for praise:

- Regent David Nevins and UMUC President Susan Aldridge were cited in *The Daily Record's* third annual list of the 60 Most Influential Marylanders.

With USM institutions and the system office competing successfully for more than \$1 billion in contracts and grants for the second consecutive year, we are a driving force behind Maryland's standing as a leader in the knowledge economy.

- FSU President Jonathan Gibraltar was honored with the national Presidential Leadership Award from a group of seven major higher education organizations for his leadership in fighting binge drinking at colleges and universities on a national level.
- University of Maryland Medical School Dean E. Albert Reece has been named chair of the National Council of Deans of the Association of American Medical Colleges (AAMC).

- UMCP led all universities in the country this year in winning four primary program awards from the highly competitive federal Multidisciplinary University Research Initiative (MURI) program. This is the third year in a row that our flagship institution has led or tied for the lead in the number of MURI project grants for which it is the primary university.



- Marvin Tossey of SU’s Social Work Department was honored with a 2009 Lifetime Achievement Award from the National Association of Social Workers.
- Regent Clifford Kendall was the inaugural recipient of the George Washington University Alumni Association’s Presidential Alumni Award.
- William Thomas, a graduate of Bowie State University, was named Maryland’s 2009 Teacher of the Year.
- USM boasts three new 2009 Guggenheim fellows: Kate Brown from UMBC; Vincent Carretta from UMCP; and Eve Ostriker, also from UMCP.

- Coppin has joined the list of USM institutions boasting Fulbright Scholars with K. Zauditu Selassie, associate professor of humanities.
- Robert C. Gallo, director of the Institute of Human Virology (IHV) at UMB, was named among the recipients of the 2009 Dan David Prize for efforts in the field of “Global Public Health.”
- And last, but certainly not least, this has been a banner year for UMBC President Freeman Hrabowski. He received the Virginia B. Smith Innovative Leadership Award from the National Center for Public Policy and Higher Education and the Council for Adult and Experiential Learning, in

recognition of his efforts to enroll minority students in the sciences. He also received the Reginald A. Wilson Diversity Leadership Award from the American Council on Education for his extraordinary contributions to inclusion in higher education.

In addition, President Hrabowski was named to the prestigious *U.S. News & World Report* “America’s Best Leaders 2008” list. And to cap it off, UMBC’s chess team defeated arch-rival University of Texas at Dallas to win the 2009 President’s Cup—the “Final Four of College Chess.”

USM institutions continue their path-breaking research.

- Claire Fraser-Liggett and her husband, Stephen Liggett, faculty members at the University of Maryland Medical School, are part of a research team that successfully sequenced the virus that causes the common cold.

- Physicists at UMCP's Joint Quantum Institute have made a major breakthrough in the development of the next generation of computers. In addition, the National Science Foundation awarded the institute \$12.5 million over five years to create and operate a Physics Frontier Center to pursue cutting-edge investigations of quantum science.
- Silvia Muro, one of the newest faculty members at the University of Maryland Biotechnology Institute's Center for Biosystems Research, is finding new ways to deliver lifesaving drugs to the targets in the body with sub-cellular precision.
- USM received \$3.5 million last year for the Maryland Proof of Concept Alliance, which facilitates and fosters the exchange of ideas, commercialization of technologies, and access to core research facilities. The alliance comprises federal laboratories, universities, and industry.
- With the \$4.9 million in grants USM has received from the Maryland Department of Business and

Economic Development's Nano-Bio Fund, USM has generated \$9.9 million in awards, with \$32 million in pending proposals. In addition, 17 new faculty members have been hired, 10 patents filed, and one company launched.

- And, with USM institutions and the system office competing successfully for more than \$1 billion in contracts and grants for the second consecutive year, we are a driving force behind Maryland's standing as a leader in the knowledge economy.

Our students also continue to be a tremendous source of pride for USM. From the classroom to the lab, from academic challenges to athletic competitions, and from our campuses out into our communities, our students make a tremendous impact. While it is impossible to list all the success USM students have enjoyed this past year, they have been honored with statewide and nationwide recognition for their academic and research achievements, their cultural contributions, and their ethic of service.





## REGENTS' 2009 STAFF AWARDS

### **OUTSTANDING SERVICE TO STUDENTS IN AN ACADEMIC OR RESIDENTIAL ENVIRONMENT**

*Catherine Bielawski (exempt), UMBC*

*Jeanne Martin (non-exempt), UMCP*

### **EXCEPTIONAL CONTRIBUTION TO THE INSTITUTION OR UNIT**

*Dennis Cuddy (exempt), UMBC*

*Patricia Martin (non-exempt), UMBC*

### **EXTRAORDINARY PUBLIC SERVICE TO THE UNIVERSITY OR TO THE GREATER COMMUNITY**

*Earnestine Baker (exempt), UMBC*

*Karen Sweeney-Jett (non-exempt), UMBC*

## REGENTS' 2009 FACULTY AWARDS

### **TEACHING**

*Michael Bardzell, Salisbury*

*Clarinda Harriss, Towson*

*Jason Loviglio, UMBC*

*Cody Sandifer, Towson*

### **MENTORING**

*Taryn Bayles, UMBC*

*Arthur Eckstein, UMCP*

*Rana Khan, UMUC*

*Alison McCartney, Towson*

### **COLLABORATION**

*Gerald M. Rosen, UMB and*

*Joseph P.Y. Kao,*

UMBI-Medical

Biotechnology Center

### **RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITY**

*Rodger Harvey, UMCES*

*Tobe Levin, UMUC*

*George Taylor, Coppin*

### **PUBLIC SERVICE**

*Mary Lashley, Towson*

*Stephen Bartlett, UMB*

*Allen Place, UMBI-Center of*

Marine Biotechnology

*Amit Shah, Frostburg*

## ELKINS PROFESSORS (2008-09)

*Brian Polkinghorn, executive director of the Center for Conflict Resolution at SU*

*David Yager, distinguished professor of visual arts at UMBC*

*Iliia Baskakov, associate professor at UMBI's Medical Biotechnology Center*



## Focus on Critical Initiatives

# Bolstering Maryland's Competitiveness

Beyond the ongoing goals of access, affordability, and excellence, we have embraced additional critical issues that demand our attention and action.

I begin with the system-wide effort to enhance the state's global competitiveness, especially in the science, technology, engineering, and mathematics (STEM) areas.

Our nation needs nearly a quarter-million new science and math teachers for middle and high schools. USM has set a goal of **tripling** our annual output of STEM educators over the next five years to approximately 350 to do our part to meet this need. In addition, we face a serious workforce shortage in the STEM areas outside of education.

To move the state along this path, Governor O'Malley has appointed a STEM Commission, which I co-chair. He has asked the commission to develop recommendations that will put Maryland in the forefront in STEM education and in STEM-based economic growth.

In addition, I appointed two USM task forces this past fall.

- The first, the Presidential Task Force on Research and Economic Competitiveness, was chaired by UMCP President Dan Mote. Their report is an agenda that will enable USM and the state to take better advantage of the more than \$1 billion of academic research and development performed by USM annually.
- The second task force, the Presidential Task Force on the STEM Workforce, was chaired by Towson President Bob Caret. Their report identifies strategies to increase both STEM graduates as well as STEM educators.

USM campuses are stepping forward to meet this challenge as well.

- Last year Towson held the STEM Celebration and Expo to recognize the efforts of individuals and programs that encourage K–16 students to pursue careers in the STEM fields.
- Last fall Salisbury opened its new \$65 million, 165,000-square-foot Teacher Education and Technology Center, a showcase for education in the mid-Atlantic region.
- UMES and IBM established a partnership to enhance IT curriculum, providing UMES students access to leading-edge IBM technology and training to better prepare them as the technology leaders of tomorrow.
- UMBI expanded its K-12 Education and Outreach Program, engaging more than 6,650 students in a broad spectrum of STEM subjects, with an emphasis on Maryland's growing biotechnology industry.

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- UMBC's ADVANCE program, funded by the National Science Foundation (NSF), is a catalyst for increasing the number of women university faculty in the STEM fields. ACTIVATE, UMBC's applied training program for women seeking to become technology entrepreneurs, was designated one of three "Good Practices" programs by the European organization FemStart.

With support from NSF, USM in April hosted a STEM Symposium, bringing together national experts from NSF and the U.S. Department of Education. The major themes of the symposium were aligned with the broader goals of USM's Competitiveness Initiative: increasing the number of STEM graduates from our institutions, with particular attention to producing more STEM teachers for the State of Maryland.

The presence of U.S. Education Secretary Arne Duncan at our symposium underscores the commitment of the Obama administration to this cause. The president's education plan recognizes the role of science and technology education in securing our economic future. For example, the American Recovery and Reinvestment Act of 2009 includes \$100 million for NSF's "Education and Human Resources" program, which works to improve instruction in the STEM subjects.

In addition, this year brings to conclusion a five-year, \$6 million dollar partnership grant to USM from the U.S. Department of Education that invested heavily

in creating pathways to college for middle and high school students in Baltimore City. The partnership included University of Maryland, College Park; Coppin State University; Towson University; and University of Baltimore. It supported the development of high school "teacher academies" in Baltimore and throughout the state, where high school students could earn early college credits in education. More than 1,000 students are enrolled in teacher academies across the state. The culminating event, a "College Fair" in Baltimore held in May, attracted more than 600 Baltimore City middle school students, teachers, and parents who came to learn how to improve preparation for college.

Finally, the USM office, in partnership with Prince George's County Public Schools and Prince George's Community College, received a five-year, \$12.4 million grant from NSF to enhance the STEM teaching and learning experiences in Prince George's County schools. The System Office, Bowie State University (BSU); the University of Maryland, College Park (UMCP); and the University of Maryland Biotechnology Institute (UMBI) will work in collaboration to coordinate the project's multi-level strategy to enhance teacher development and student experiences in the sciences. Called MSP<sup>2</sup> (Minority Student Pipeline Math Science Partnership), the project will address the under-representation of minorities in STEM fields of study and professions.



## Focus on Critical Initiatives

# Closing the Achievement Gap

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The NSF MSP<sup>2</sup> grant referenced in the preceding section will also advance our efforts in addressing the the gap in college participation, retention and graduation rates between low-income and under-represented minorities on the one hand and the general student population on the other hand.

Each USM university has identified the institution-specific factors that lead to the gaps in academic success rates, and has developed strategies to address these factors. Implementation began this past fall, with the goal of reducing the academic success achievement gaps by one-half by 2015, and eliminating the gaps altogether by 2020. We expect the first set of progress reports this coming fall.

I am pleased to note that USM does well in this area. Five institutions—Bowie, UMES, Coppin, UMCP, and UMUC—have been ranked in the nation's Top 100 African-American undergraduate degree producers by *Diverse Issues in Higher Education*. When you add in the fact that *The Princeton Review* ranks UMBC second on its Diverse Student Population List, you realize that more than half of our degree-granting institutions have been recognized nationally as being on the front lines in the area of diversity.

In addition, NSF recognized UMCP as a leader in producing black undergraduates who go on to earn Ph.D.s in science and engineering. Among traditionally white institutions, only Harvard, with 73 Ph.D. recipients from its undergraduate programs, eclipsed UMCP, which had 72. UMBC also received national recognition when both President Hrabowski and the Meyerhoff Scholarship Program were featured in *The Chronicle of Higher Education* front-page article

titled “Colleges Seek Key to Success of Black Men in Classroom.”

We should take great pride in these successes, but there can be no doubt that more needs to be done. Low-income students, first-generation students, and students of color represent a rapidly growing proportion of Maryland's college-age population. At the same time, the rate at which these students go to college, stay in college, and graduate from college remains well below the rate of the student body at large.

While this challenge has at times seemed intractable, it is important that we understand that it can be met and mastered and USM institutions are rising to that challenge.

- Towson has eliminated its achievement gap.
- Salisbury, which now has one of the smallest achievement gaps in USM, even as minority student enrollment has nearly doubled over the past 10 years, will close this gap further with its new Center for Student Achievement.
- UMBC's latest freshman-to-sophomore retention rate among African-American students stands at 91 percent, higher than the university's overall rate of 87.4 percent.

Finally, in a development that will assist us in our efforts, earlier this year I joined Maryland Attorney General Doug Gansler as he unveiled a report titled “Strengthening Diversity in Maryland Colleges and Universities: A Legal Roadmap.” It offers Maryland's institutions of higher education legal guidance on creating new programs that increase minority enrollment and graduation rates.



## Focus on Critical Initiatives

# Promoting Environmental Sustainability

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Our final area of primary focus is environmental stewardship. This is an area in which I see USM as the ideal enterprise to exercise leadership. We reach every corner of the state, we can create education programs that build the needed expertise on climate change, we do research that can help find solutions to the issue, and we can lead by example.

I am proud to note that all USM institutions are doing more than simply talking about sustainability, waste reduction, and alternative energy; they are each taking an active leadership role. The range of campus activities—greenhouse gas mitigation, recycling, waste management, energy reduction, water conservation, storm water management, and others—is truly remarkable.

With every USM president signing the American College & University Presidents Climate Commitment, we are seeing progress toward the ultimate goal of “climate neutrality.” To date, all of our institutions

have completed two of the three critical steps in the commitment process.

First, they are implementing at least two tangible actions from a list that includes such things as establishing a green buildings policy, adopting a policy of Energy Star certified appliance purchasing, encouraging the use of public transportation, purchasing 15 percent of power from renewable sources, and participating in waste minimization activities of RecycleMania.

Second, all USM institutions have completed their greenhouse gas inventories.

All institutions are now working on their Climate Action Plans with recommended steps, like percentage reductions in energy use, to be taken along the way. These efforts are being coordinated with the state’s own energy reduction and sustainability goals.



Don Boesch has done a tremendous job, working “double duty” as both president of the University of Maryland Center for Environmental Science (UMCES) and as vice chancellor for environmental sustainability.

Our campuses have embraced the issue of sustainability.

- FSU is building a Sustainable Energy Research Facility (SERF). With its “Learning Green, Living Green” movement, the university received a score of 85 in the *Princeton Review’s* “Green Rating” of colleges.
- The Kendall Academic Center at the Universities at Shady Grove—the first USM building to achieve LEED Gold certification—was named “Best Sustainable Project” by the Associated General Contractors. In addition, USG was selected as the new home for the Maryland Clean Energy Center, a model partnership between government and academia that will champion sustainability policies and foster the development of vibrant clean energy markets.
- UMCES researchers played a large role in developing the first-ever assessment of the impact of climate change on the State of Maryland. UMCES also christened its newest research vessel, the

*Rachel Carson*, a “next generation,” state-of-the-art research vessel specifically designed to meet the specific needs of Chesapeake Bay researchers.

- UB’s new Law School building will be LEED Gold.
- UMB, working with the utility technology company Converge, achieved an electricity load reduction of more than 20 million kilowatt-hours in two years. That is enough energy to power approximately two million homes for two months.
- UMBC—home to the Center for Earth Systems Technology and the Goddard Earth Sciences and Technology Center—has added a degree in environmental studies/environmental science.
- UMCP will replace failing equipment in nine campus buildings with eco-friendly technology that will save nearly \$30 million in energy costs and eliminate more than 50,000 tons of carbon emissions over the next 15 years.
- UMUC is retrofitting its new Landover headquarters to meet LEED Silver certification standards.
- UMBI is pursuing two major projects in each of its four locations that will result in major reductions in energy consumption, greenhouse gas emissions, and waste generation. At the same time, UMBI scientists continue to develop innovative energy alternatives that are environmentally friendly.

All USM institutions are doing more than simply talking about sustainability, waste reduction, and alternative energy; they are each taking an active leadership role.

Through these efforts—and many others—USM is becoming an invaluable resource in helping our state emerge as a national—even international—leader in sustainability.



# Conclusion

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We approach the coming academic year with the twin challenges of increased expectations for the role of USM in advancing the state and reduced state funding. Faced with this difficult circumstance, we can take comfort in the fact that USM is as well positioned as any higher education system in the United States to meet its obligations to its state and the nation, and to continue demonstrating the kind of leadership that has gained USM so much national attention and respect.

We have developed discipline through our Effectiveness and Efficiency efforts, we have maintained commitment to our priorities, we have established partnerships with leaders in Annapolis and in the business community, and we have created a focused agenda addressing the state's and nation's greatest challenges.

The progress we continue to make in our core priorities of access, affordability, and excellence underscores our deep-rooted strength. We are:

- serving more students;
- keeping tuition affordable;
- increasing need-based aid;
- reducing time-to-degree for more and more students;
- increasing the number of community college students transferring to our universities;
- expanding our regional higher education centers;
- maintaining impressive levels of research grant activity; and
- receiving national accolades for the quality of our institutions, faculty, staff, and students.

At the same time, our leadership role in addressing critical societal concerns is yielding results. We are taking important steps to reduce the achievement gap for low-income and minority students; we are bolstering Maryland's competitiveness at this critical juncture by enhancing our STEM efforts in education and research; and we are gaining recognition within the state and nation for our leadership in promoting sustainability and addressing the issues of climate change.

This is certainly an impressive record, all the more so given the difficult economic circumstances we have faced. But we must avoid the temptation of being content with our progress. The struggling economy and related challenges make it all the more important that we continue to rise above the obstacles we face and provide vision and leadership to the state and nation.

Despite the challenges brought on by the global fiscal crisis, we find ourselves in an unusually advantageous position, starting with a strong, committed Board of Regents and outstanding campus leadership. We also have a supportive administration in Annapolis that shares our view of higher education as a critical partner. Finally, we have an administration in Washington, DC, that is making education, especially higher education, a true national priority. I am confident we can and will seize this opportunity to continue advancing USM's hard won reputation as one of the nation's most outstanding systems of higher education.

The progress we continue to make in our core priorities of access, affordability, and excellence underscores our deep-rooted strength.

# 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:** 114,829 worldwide

**Graduate/Professional Students:** 41,034 worldwide

**Full-time Faculty:** 7,853

**Part-time Faculty:** 5,233

**Academic Programs:** more than 600 bachelor's, master's, doctoral, and professional

**Locations:** More than 100 locations in Maryland  
1,000 buildings, including 19 libraries

**Operating Budget:** \$4 billion (FY 2009)

## VISION

The vision of the University System of Maryland is to be a preeminent system of public higher education, admired around the world for its leadership in promoting and supporting education at all levels, fostering the discovery and dissemination of knowledge for the benefit of the state and the nation, and instilling in all members of its community a respect for learning, diversity, and service to others.

## MISSION

The mission of the University System of Maryland is to improve the quality of life for all the people of Maryland by providing a comprehensive range of high quality, accessible, and affordable educational opportunities; engaging in research and creative scholarship that expand the boundaries of current knowledge; and providing knowledge-based programs and services that are responsive to the needs of the citizens of the state and the nation.

USM fulfills its mission through the effective and efficient management of its resources and the focused missions and activities of each of its component institutions.

## USM Institutions and Presidents

Bowie State University  
*Mickey L. Burnim*

Coppin State University  
*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*

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  
*Jennie C. Hunter-Cevera*

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

## USM Regional Centers and Directors

Universities at Shady Grove  
*Stewart Edelstein, Executive Director*

University System of Maryland at Hagerstown  
*David Warner, Executive Director*





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