



## **Search for the President**

**University of Maryland, Baltimore**

**Baltimore, MD**

### **THE SEARCH**

The University of Maryland, Baltimore (UMB) is the academic health, law, and social work university of the state and its achievements have earned it national and international prominence. The University includes the six professional schools of medicine, law, dentistry, pharmacy, nursing, and social work, and an interdisciplinary Graduate School. Embodying excellence in their teaching, research, and clinical programs, each of the schools is nationally ranked. The university is well positioned for a visionary and inclusive leader to directly address current challenges and shepherd the University forward into its next era of success.

Following the successful tenure of Jay A. Perman, MD, the University System of Maryland Board of Regents welcomes applications and nominations for the next President of UMB. In its next chapters, UMB will continue to expand its impact with innovative patient care, discovery, and service that improve the human condition locally and globally. Guided by its core values of accountability, civility, collaboration, diversity, excellence, knowledge, and leadership, UMB is a vibrant community where students, faculty, staff, and neighbors engage intellectually, culturally, and socially.

The next President will advance excellence in all of UMB's missions against a backdrop of dramatic change in education, healthcare, and society. More than this, the President will lead the campus community in addressing these broad social challenges head on. Renowned for their expertise, UMB faculty are creating new diagnostic tests and testing potential vaccinations against the novel coronavirus. Myriad programs and partnerships on campus—including Promise Heights, the BioPark, and MPower—illuminate UMB's ability to meaningfully engage the surrounding West Baltimore community as well as other institutions of higher education, all with the purpose of improving the human condition.

The President will personify the values and communicate the vision of the University while encouraging the creativity and innovation that will ensure UMB's continued ascent among the nation's top-ranked universities. The successful candidate must be capable of enabling talented faculty to achieve eminence; of leading a large, complex institution with a culture of shared governance and collaboration; and of engaging the campus, Baltimore City, and the region with humility and a vigorous spirit of partnership. The President must be a passionate and strategic leader, guiding UMB forward through the uncertainty that exists in today's world and boldly conceptualizing a future for professional and health sciences education broadly. An inspirational leader, the President must encourage others to trek forward into this new future.

The Board of Regents and Chancellor of the University System of Maryland have retained Isaacson, Miller, a national executive search firm, to assist in the recruitment of the next President. Please direct all applications, nominations, and inquiries to Isaacson, Miller, as indicated at the end of this document.

### **THE UNIVERSITY SYSTEM OF MARYLAND (USM)**

The University System of Maryland (USM) serves as the state's public higher education system. Comprised of 12 institutions, three regional higher education service centers, and a system office, USM creates a dynamic educational environment that supports a unique array of programs; fosters groundbreaking research, innovation, and entrepreneurship; and serves as an economic engine for the region. In fall 2019, USM had a total of 16,823 full- and part-time faculty, and it enrolled 132,385 undergraduate students and 39,829 graduate students. Its operating budget for FY2020 is \$6.0 billion. USM is governed by a twenty-one-member Board of Regents appointed by the Governor, the President of the Senate, and the Speaker of the House. The University of Maryland, Baltimore (UMB) is one of the universities of USM and works in close partnership with USM in financing and prioritizing initiatives. To learn more about USM, visit: <https://www.usmd.edu>.

In January 2020, Jay A. Perman, MD, became the fifth Chancellor of USM. Prior to this appointment, Dr. Perman, a pediatric gastroenterologist, served as President of UMB for nearly a decade, where he helped to strengthen UMB's education and research programs and ties to the city of Baltimore, grow innovation-based economic development, and spearhead programs to improve the health and well-being of UMB's closest neighbors.

### **THE UNIVERSITY OF MARYLAND, BALTIMORE (UMB)**

The University of Maryland, Baltimore (UMB) was founded in 1807 as the Maryland College of Medicine, which now stands as the nation's oldest public medical school. In response to growing social and cultural needs, UMB's mission has evolved and grown tremendously. Widely recognized as a preeminent institution, UMB serves as the academic health, law, and

social work university of the USM, and is guided by a mission of excellence in education, research, clinical care, and public service.

Shared governance is a priority at UMB and the shared responsibility among staff, faculty, administration, and students promotes a collaborative process that increases communication and transparency, surfaces concerns, spurs change, and ultimately enhances the many goals of the institution. The Faculty Senate is comprised of elected representative members from all seven schools on campus, as well as representatives from the Health Sciences and Human Services Library, the adjunct faculty, and the staff and student senates. The Staff Senate is comprised of an elected executive committee and representatives from around the University. To learn more about the Faculty Senate, visit: <https://www.umaryland.edu/faculty-senate/>. To learn more about the Staff Senate, visit: <https://www.umaryland.edu/ssenate/>.

UMB is a thriving academic health center combining cutting-edge biomedical research, exceptional patient care, and nationally ranked academic programs. With extramural funding totaling \$664.7 million in 2019, each tenured/tenure-track faculty member generates an average of \$1.36 million in research grants each year. The 2,884 faculty members conduct leading-edge research and develop solutions and technologies that impact human health locally and around the world. World-class facilities and cores, as well as interprofessional centers and institutes, allow faculty to investigate pressing questions in a highly collaborative fashion. As a result, the more than 6,800 students, postdocs, and trainees directly benefit from working and learning alongside leading experts as they push the boundaries of their fields. For a listing of the organized research centers and institutes, visit: <https://www.umaryland.edu/research/umb-research-profile/research-centers-and-institutions/>

The University yields \$13 in economic activity for each \$1 of state general fund appropriation and supports nearly 18,000 jobs. Together with the University of Maryland Medical Center and affiliated physician practices, UMB generates \$7 billion in annual economic activity. Additionally, the 14-acre University of Maryland BioPark, Baltimore's biggest biotechnology cluster, fuels the commercialization of new drugs, treatments, and devices, giving more than 1,000 scientists and entrepreneurs the space to create and collaborate. It houses nearly 40 early-stage life science companies, University-based startups, and sophisticated bioscience industry leaders such as Illumina, Catalent, and Pharmaron.

The University functions in close partnership with the University of Maryland Medical System, (UMMS) a private, not-for-profit corporation founded in 1984. Based in Baltimore, it owns and operates 13 hospitals in Maryland, and has more than 2,500 licensed beds, 122,300 annual admissions, and gross patient revenues of \$4.4 billion annually. UMMS physicians and care teams work with University of Maryland School of Medicine specialists

to provide primary and specialty care at more than 150 locations across the state, including a network of academic, community, and specialty hospitals. To learn more about UMMS, visit: <https://www.umms.org/about>

In FY2019, UMB's budget was \$1.33 billion, with 66 percent of funds derived from research and clinical care. The UMB campus is supported by the University of Maryland, Baltimore Foundation, Inc. Board of Trustees, influential and committed leaders who are dedicated to advancing the goals of UMB. At the end of 2019 the University's endowment was \$357 million, and it had raised over \$500 million in a multi-year \$750 million capital campaign.

UMB is a research powerhouse and has experienced remarkable growth in its research enterprise in the past decade. Extramural funding jumped to \$554 million for fiscal year 2017 and topped \$667 million for fiscal year 2018, marking a record high for USM institutions. Fiscal year 2020 awards are estimated to be \$665 million, and despite increased competition for federal research dollars, grants from the National Institutes of Health (NIH) are estimated to rise by 4 percent to \$208.2 million in FY2020. Additionally, the University continues to translate its intellectual property into entrepreneurial ventures. In FY2020, UMB executed 35 license agreements, spun out seven new start-up companies, received 158 new invention disclosures, and completed 270 new patent filings. In FY2020, UMB invested in its 9<sup>th</sup> start-up—two of these nine companies were acquired in FY2020 and four have been acquired since FY2018. To learn more about research at UMB, visit: <https://www.umaryland.edu/research/>

Strategic and powerful collaborations leveraging the talent, innovation, and expertise within USM have contributed, in part, to UMB's explosive research growth. The University of Maryland Strategic Partnership, MPowering the state (MPower), defines this spirit of collaboration, bringing together the state of Maryland's two most powerful public research engines—the University of Maryland, Baltimore (UMB) and the University of Maryland, College Park (UMCP)—to strengthen and serve the state of Maryland and its citizens.

Since its creation in 2012, MPower has fostered hundreds of collaborations from across both institutions that are growing Maryland's innovation economy, advancing interdisciplinary research, increasing educational benefits, and addressing the state's most critical issues. The University of Maryland Strategic Partnership Act of 2016 formalized this relationship between UMB and UMCP. The law deepens the alliance and energizes UMB and UMCP to pursue even greater transformative change and impact, far surpassing what each institution could do independently. The National Science Foundation will combine the two institutions' research portfolios into a unified federal identification number for the purposes of competitive grant funding to a total of about \$1 billion annually. To learn more about MPower, visit: <https://mpower.maryland.edu/>

UMB is entwined in the social fabric of the communities that it serves and demonstrates an unwavering commitment to the health and well-being of Marylanders. To that end, community engagement is a key priority for UMB leadership. The University approaches this work through a lens of justice and opportunity; for instance, key initiatives seek to address racial disparities in healthcare delivery and educational outcomes. To build its capacity to engage with the community effectively, UMB has created a new Community Engagement Center that brings community-oriented services and investment to West Baltimore. In support of this service mission, Promise Heights—an initiative led by the University of Maryland School of Social Work—was recently awarded a five-year, \$30 million grant by the U.S. Department of Education to continue its effort to improve the lives of children and families in the West Baltimore neighborhood of Upton/Druid Heights. Further demonstrating its commitment to the community, UMB partners with the National Cancer Institute and three partner schools in the Baltimore City Public Schools system on the UMB CURE Scholars Program, a first-of-its-kind mentoring program aimed at reducing racial disparities in public health. To learn more about the Community Engagement Center and community outreach efforts at UMB, visit: <https://www.umb.edu/oce/center/>

### ***The Six Professional Schools and Interdisciplinary Graduate School***

Primarily educating graduate students, UMB enrolls more than 6,800 students in the six nationally-ranked professional schools and interdisciplinary Graduate School. The University offers 76 doctoral, master's, baccalaureate, and certificate programs. As the state's only public academic health, law, and social work university, UMB confers the majority of professional practice doctoral degrees awarded in Maryland each year.

### **University of Maryland School of Medicine**

Now in its third century, the University of Maryland School of Medicine (SOM) is one of the fastest growing top-tier biomedical research enterprises in the world. With 45 academic departments, centers, institutes, and programs, and a faculty of more than 3,000 physicians, scientists, and allied health professionals, including members of the National Academy of Medicine and the National Academy of Sciences, the SOM attracts some of the finest researchers in the world. Highly ranked among public medical schools for research productivity, SOM faculty are innovators in translational medicine, with 600 active patents and 24 startup companies. A research powerhouse, the SOM generates more than \$540 million in extramural funding each year. The SOM works locally, nationally, and globally, with research and treatment facilities in 36 countries around the world.

The combined SOM and Medical System ("University of Maryland Medicine") has a total budget of \$5 billion and an economic impact of more than \$15 billion on the state and local community. Through this affiliation, University of Maryland Medicine provides care for nearly 2 million patients each year.

The SOM, which includes the world-renowned Institute of Human Virology, is helping to lead the fight against COVID-19. SOM faculty were the first in the United States to begin testing experimental COVID-19 vaccine candidates developed by Pfizer and BioNTech. They also developed an experimental diagnostic test for COVID-19 that can visually detect the presence of the virus in 10 minutes. To learn more about the SOM, visit: <https://www.medschool.umaryland.edu/>

#### University of Maryland Francis King Carey School of Law

The University of Maryland Francis King Carey School of Law (Maryland Carey Law) is one of the oldest law schools in the nation, but its innovative programs also make it one of the most dynamic. Maryland Carey Law offers JD, LLM, MSL, and multiple dual-degree programs, as well as a myriad of specialty programs. It was ranked 47<sup>th</sup> among nearly 200 law schools according to the 2021 edition of *U.S. News & World Report*, and the part-time JD program was ranked 5<sup>th</sup> in the country. The median UGPA is 3.66, making it one of the most selective law schools in the country. The faculty and student body are both among the most diverse in the nation. To learn more about Maryland Carey Law, visit: <https://www.law.umaryland.edu/>

#### University of Maryland School of Dentistry

Founded in 1840, The University of Maryland School of Dentistry (UMSOD) is the direct descendant of the world's first dental college: the Baltimore College of Dental Surgery. UMSOD is the only dental school in Maryland and the largest provider of oral health services to Medicaid children and HIV patients in the state. Renowned internationally for its advanced research in microbial pathogenesis, cancer, biomaterials and engineering, and neural and pain science, UMSOD attracts leading scientists and clinical scholars to faculty and research positions. Through May 31 of fiscal year 2020, its faculty members were awarded 38 new grants resulting in more than \$10 million of extramural funding. UMSOD treats more than 23,000 patients across 95,000 patient visits each year. To learn more about the UMSOD, visit: <http://www.dental.umaryland.edu/>

#### University of Maryland School of Pharmacy

Established in 1841, the University of Maryland School of Pharmacy is ranked 14<sup>th</sup> out of more than 130 accredited schools of pharmacy by *U.S. News & World Report*. The school is a thriving center for professional and graduate education, pharmaceutical care, research, and community service. Its faculty create the future of pharmacy by pioneering new roles for pharmacists in advanced clinical practice and conducting cutting-edge research in drug discovery and development, comparative effectiveness and patient-centered outcomes, and disease management. A contemporary curriculum, innovative educational experiences, and strategic professional relationships help to inspire excellence in the School's more than 1,000 students, residents, and postdoctoral fellows. The School offers nine academic

programs: Doctor of Pharmacy; PhD programs in Pharmaceutical Health Services Research and Pharmaceutical Sciences; and MS programs in Medical Cannabis Science and Therapeutics, Palliative Care, Pharmaceutical Health Services Research, Pharmaceutical Sciences, Pharmacometrics, and Regulatory Science.

With a research portfolio of \$32 million in grants and contracts, the School is ranked 16th by the American Association of Colleges of Pharmacy amongst schools of pharmacy. In 2017, the School launched its exclusive Pharmapreneurship™ program, which describes the School's commitment to supporting and best positioning both faculty and students to achieve their career aspirations and address our nation's health care challenges. To learn more about the School of Pharmacy, visit: <https://www.pharmacy.umaryland.edu/>

#### University of Maryland School of Nursing

The University of Maryland School of Nursing, founded in 1889, is one of the oldest and largest nursing schools in the nation, defining excellence in clinical care and groundbreaking research that address urgent health care needs in Maryland, across the country, and around the world. The school's Master of Science in Nursing and Doctor of Nursing Practice programs, as well as a number of specialties within those programs, are highly ranked annually by *U.S. News & World Report*. The school has a reputation for innovative educational programs, pioneering the nation's first Nursing Informatics master's specialty, Maryland's first online RN-to-BSN program, and an Institute for Educators that prepares nurses for faculty roles and provides ongoing professional development. The school is ranked fifth in receipt of funding from the National Institutes of Health for public schools of nursing, with \$4.6 million of extramural funding in fiscal year 2019. To learn more about the School of Nursing, visit: <https://www.nursing.umaryland.edu/>

#### University of Maryland School of Social Work

The University of Maryland School of Social Work (SSW) was created in 1961 and has grown to become one of the largest and most respected schools of social work in the nation. For the last 10 years, the school's 80 faculty members have published at a rate that places the SSW in the top 10 schools in the country for research productivity. *U.S. News & World Report* ranks the school 17<sup>th</sup> in the country; there is no younger school ranked higher. In its relatively short existence, the SSW has become the leader in social work education in the state. The SSW is also committed to community engagement. Faculty, staff, and students all actively contribute to the Baltimore community and beyond. The SSW provides 500,000 hours of volunteer social work services a year within the state of Maryland and surrounding communities. To learn more about the SSW, visit: <https://www.ssw.umaryland.edu/>

## University of Maryland Graduate School

Graduate studies began at UMB in 1918. The Graduate School provides graduate education and training in biomedical, health, and human service sciences, offering Master of Science (MS) and Doctor of Philosophy (PhD) degree programs, post-baccalaureate certificate programs, and dual degree programs with the University's professional schools including PhD/MD, PhD/PharmD, and PhD/DDS programs. To learn more about the Graduate School, visit: <https://www.graduate.umaryland.edu/>

## **THE ROLE OF THE PRESIDENT**

The President is UMB's chief executive officer. Reporting directly to the President are the Provost and Executive Vice President; Senior Vice President for External Relations and Special Assistant to the President; Senior Vice President and Chief Enterprise and Economic Development Officer; Executive Vice President for Medical Affairs; Vice President and General Counsel; Chief Philanthropy Officer and Vice President; Vice President for Research; Chief Business and Finance Officer and Vice President; Vice President for Clinical Translational Science; and the deans of the seven schools.

The President is appointed by the Board of Regents in consultation with the Chancellor. By statute, the UMB President also serves ex officio on the Board of Directors of the University of Maryland Medical System. All USM presidents, including the President of UMB, report to the University System of Maryland Board of Regents through the Chancellor, Jay A. Perman, MD.

## **KEY OPPORTUNITIES AND CHALLENGES**

The successful President will address the following opportunities and challenges at the University of Maryland, Baltimore:

***Articulate a vision that reinforces UMB's role as a leading academic health, law, and social work university in a dynamic ecosystem***

The University System of Maryland has long looked to UMB as an institutional leader, relying heavily on the expertise of its leaders and faculty. The President will shape a comprehensive vision and strategic plan that advances excellence in all of UMB's missions against a backdrop of dramatic changes in education, healthcare, and society, especially in interprofessional education. Collaborating with partners across the institution, USM, and the state, the President will capitalize on existing strengths while simultaneously identifying opportunities to reimagine UMB's vast contributions in a dynamic ecosystem.

### ***Promote academic innovation and quality***

Along with an experienced senior leadership team, the President will creatively and strategically identify and advance academic programs across emerging areas, especially those that are interdisciplinary and interprofessional in nature. The President will leverage the excellent faculty, world-class facilities, and strong collaborations that define UMB, embracing nimbleness and responsiveness to deliver programs that meet both long-established and emergent needs. Additionally, the President will continue to catalyze collaboration and synergy between the seven schools to expand interprofessional education for health, law, and human services professionals that is grounded in best practices for educational innovation and assessment.

### ***Champion the values of equity, diversity, inclusion, and racial justice***

UMB is committed to championing equity, diversity and racial justice within its walls and in the diverse populations and communities that it serves. As a pillar of Baltimore City, UMB is uniquely poised to be a catalyst for anti-racist and anti-oppression endeavors that promote racial justice, positively impact culture, and yield measurable results. The President will lead efforts to engage Black and African-American communities, building trust, and creating opportunity. The University has made steady and measurable progress, but much work remains to be done. Along with a range of stakeholders, the President will develop policies and procedures that promote the recruitment, retention, and career development of faculty members underrepresented in their fields; student satisfaction, with a focus on students of color; and career opportunities for staff of color — to name a few. Importantly, the President will be an advocate for social justice beyond UMB's campus, advancing the mission to serve the needs of diverse populations of people across its teaching, research, clinical care, and service missions.

### ***Advance the University's basic, clinical, and translational research enterprise***

In support of UMB's mission, the next President will harness the power of UMB's research enterprise, developing plans to strategically and significantly invest in basic, clinical and translational investigation to improve human health for those within and beyond Maryland. The President will work with leadership to foster an environment that attracts and retains the best educators, scientists, scholars, clinicians, and entrepreneurs, thereby furthering the robust growth in extramural research funding, collaborations, and infrastructure the University has experienced in recent years. Working with the University of Maryland College Park, the President will further enhance the success of the MPower partnership.

### ***Engage with the wide range of external constituents essential to UMB's success***

Serving as UMB's chief ambassador, the President will develop a cohesive brand and cultivate strategic partnerships and affiliations that expand the University's impact, visibility, and platform across USM, the city, state, and region. The President will proactively anticipate opportunities for market growth and leverage UMB's position as a Baltimore City anchor institution to build and strengthen local partnerships that serve as a catalyst for educational and economic empowerment. The President will further leverage these local relationships to ensure the safety and security of both the UMB campus and the surrounding community. Finally, the President will represent UMB to all external constituencies, broadcasting the work and scholarship of UMB faculty, staff, and students; engaging UMB alumni and career professionals across the state; and serving as an articulate spokesperson in appropriate regional, statewide, and national spaces.

### ***Steward and grow UMB's resources to ensure continued financial stability***

The President will advocate to the Maryland legislature for additional resources, increase private philanthropy and fundraising, and grow the endowment. The President is at the epicenter of an experienced senior leadership team that safeguards UMB's financial health from fluctuations in the broader national and higher educational economic ecosystem and ongoing challenges resulting from COVID-19. The President will therefore bring a deft understanding of the complex financial structure of a public university and ensure UMB's financial health by developing new resources and prudently stewarding existing resources in alignment with the University's vision and strategic plan.

## **THE SUCCESSFUL CANDIDATE**

The successful candidate will possess most, if not all, of the following qualifications or characteristics:

### ***Education and Credentials***

The successful candidate must have an earned doctorate or other terminal degree in a field represented at UMB. The successful candidate will have had progressive broader leadership experience in complex academic environments and will exhibit a substantive understanding of the important issues in national health care reform activities as well as a deep understanding of academic health centers.

### ***Leadership***

- Understands the organizational landscape and anticipates the critical issues, opportunities, and threats in the foreseeable future.
- Appreciates the need for preparation, collaboration, planning, communication, and benchmarking of results in their approach to problem solving and program building.

- Skilled at recruiting and retention and values the role of leaders in mentoring.
- Promotes interdisciplinary relationships in all professional activities.
- Enthusiastic leadership and commitment to action on issues related to equity and diversity.

### ***Management***

- Demonstrated success managing a complex organization.
- Skilled at managing human resources, including resolving conflict. Understands and advocates for compliance with institutional and external regulations.
- Ability to delegate effectively while maintaining focus on strategy and overall goals.

### ***Mission Performance***

- Enthusiasm for UMB's multiple missions and its commitment to equity and diversity.
- Commitment to developing innovative and effective approaches to teaching.
- Success growing basic, translational, interprofessional, and clinical research programs.
- Demonstrated understanding of the issues involved in managing a clinical enterprise.
- Unwavering commitment to community engagement and improvement of the human condition in Baltimore City.

### ***Personal and Interpersonal***

- A high-energy style that fosters and supports change and innovation.
- The courage to act on convictions after gathering facts and input.
- Encourages trust, transparency, and optimism in word and action.
- Communicates naturally, frequently, and effectively with diverse constituencies.
- Demonstrates cultural sensitivity and a personal commitment to equity and diversity.
- Understands and values being part of a university system.

### ***External Activities***

- Experience working with leadership of hospitals, schools, research institutes, and other mission-critical institutions.
- Demonstrated success building productive relationships with alumni, donors, government leaders, and related external stakeholders.
- A strong track record in fundraising.
- Sensitivity to the culture, socioeconomic needs, and aspirations of racial justice, diversity, equity and inclusion of the surrounding Baltimore community.
- Proven ability to develop mutually beneficial partnerships with and drive meaningful change in communities of color.

## **APPLICATIONS, NOMINATIONS, AND INQUIRIES**

The University of Maryland, Baltimore has retained the national executive search firm Isaacson, Miller to assist in this search. All applications, nominations, and inquiries should be submitted in confidence through the Isaacson, Miller website: <http://www.imsearch.com/7553>

*The University of Maryland, Baltimore (UMB) is committed to a culture that is enriched by diversity, in the broadest sense. As an Equal Opportunity/Affirmative Action employer and educational institution, UMB does not discriminate on the basis of race, color, religion, age, ancestry, national origin, gender, sexual orientation, physical or mental disability, gender identity or expression, marital status or veteran's status in recruitment, hiring, compensation, training or promotion of employees and applicants for employment at all job levels.*