



TRIGG HALL

Chancellor Robert L. Caret's

FY 2017 ANNUAL REPORT

PRESENTED TO THE BOARD OF REGENTS
JUNE 16, 2017

 UNIVERSITY SYSTEM
of MARYLAND

2016-17

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Contents

CHANCELLOR ROBERT L. CARET'S FY 2017 ANNUAL REPORT

INTRODUCTION	2
PROGRESS ON STRATEGIC PRIORITIES	
INCREASING MARYLAND'S COLLEGE COMPLETION RATE	4
GROWING MARYLAND'S WORKFORCE AND DRIVING MARYLAND'S ECONOMY	8
TRANSFORMING THE ACADEMIC MODEL	12
CONTINUING EXEMPLARY STEWARDSHIP PRACTICES	14
ADVANCING INSTITUTIONAL QUALITY	16
CONCLUSION	19
HONOR ROLL	
REGENTS' FACULTY AWARDS	20
REGENTS' STAFF AWARDS	21
ELKINS PROFESSORS	21



Introduction

Chairman Brady and members of the Board:

I am pleased to submit my second annual report to the University System of Maryland (USM) Board of Regents. I am grateful for your selfless commitment and remarkable capabilities as we work together on behalf of our institutions and the students we serve. Thank you for your support and for all you do on behalf of USM.

Fiscal year 2017 has been a time of challenge and accomplishment. We inaugurated two presidents, who joined USM in FY 2016. I had the pleasure of taking part in the inaugural ceremonies for Kim Schatzel at Towson University last fall and Ron Nowaczyk at Frostburg State University this spring. Both Kim and Ron have already established themselves as committed, visionary leaders.

After 11 years of service, Bowie State University President Mickey Burnim is retiring at the end of this fiscal year. President Burnim's leadership, vision, and boundless energy have helped Bowie State grow physically, academically, intellectually, and in its service to the community. The impact of that leadership will continue well into the future. Assuming the presidency at Bowie on July 1 will be Aminta Breaux, who brings 25 years of higher education leadership and experience to this position.

In addition, Don Boesch, who has led the University of Maryland Center for Environmental Science (UMCES) since 1990, will be stepping down as president in August. Fortunately, Don will remain part of the USM community as a UMCES researcher. A presidential search is underway for this position. I will keep you up-to-date as the search committee makes progress.

This board is undergoing change as well. At the beginning of FY 2016, we welcomed Regents Ellen Fish, Louis Pope, and James Holzapfel. With the arrival of the new fiscal year on July 1, 2017, we will bid farewell to our Student Regent Brandon Enriquez, who took his role as the "voice of the students" very seriously, serving on both the Advancement and the Education Policy and Student Life Committees.

There will be changes at the USM Office as well. After more than 20 years of service with USM, Joseph Vivona, vice chancellor for administration and chief operating officer, will retire in fiscal year 2018. Joe's impact on USM has been extraordinary. His efforts have been critical in establishing USM as a system recognized nationally for excellence and innovation. We owe him an enormous debt of gratitude. I also have the sad duty to report that Anne Moultrie, USM's vice chancellor for communications, will retire at the end of FY 2017 after 36 years of exceptional service, the past 14 leading the USM communications office. USM has benefitted greatly from Anne's professionalism, commitment, and expertise. She will be missed.



The funding levels of both the operating and capital budgets are yet another indication of Governor Larry Hogan's and the General Assembly's support for public higher education and USM. This support underscores the university system's role as the engine of innovation, discovery, and knowledge that is propelling our economy and quality of life forward.

Beyond personnel changes, the past year ushered in significant new developments.

On October 1, 2016, the University of Maryland Strategic Partnership Act went into effect, codifying, enhancing, and expanding the *MPowering the State* collaboration between the University of Maryland, Baltimore and the University of Maryland, College Park. While these two institutions maintain their separate identities and independent standing, this stronger relationship is bringing improved academic programs, more impactful research activity, increased tech transfer and commercialization, and greater public and community service.

In addition, as part of the University of Maryland Strategic Partnership Act, the USM Office has relocated its headquarters to Baltimore. This move underscores our growing commitment to the city.

Also, we unveiled USM's new logo in fall 2016. This new graphic identity captures USM's momentum and culture of innovation, while staying true to our alignment with the state's priorities.

Finally, action taken during the 2017 session of the Maryland General Assembly will shape our efforts going forward.

The General Assembly approved \$1.35 billion in state support for USM as part of our \$5.3 billion FY 2018 operating budget. This is an increase of \$30.6 million—or approximately 2.3 percent—in state funds over the adjusted FY 2017 level. Key elements of this state budget include:

- \$16.4 million in “tuition replacement” funding, enabling USM to keep the increase in in-state, undergraduate tuition to a modest 2 percent.
- \$8.2 million to offset the cost of new facilities coming on line.
- \$10 million in funding to support the implementation of the University of Maryland Strategic Partnership Act of 2016.

There was also a statewide, across-the-board reduction to fringe benefits and state-controlled costs. USM's share of this reduction is \$4.7 million.

Turning now to the FY 2018 capital budget, the General Assembly allocated approximately \$304 million for capital construction projects across USM. Many of the critical projects that have been funded or advanced will help strengthen Maryland's leadership position in the sciences, both in research and education.

I thank USM Vice Chancellor for Government Relations Patrick Hogan, his team in Annapolis, and his colleagues systemwide for their hard work on behalf of USM throughout the legislative session.

The funding levels of both the operating and capital budgets are yet another indication of Governor Larry Hogan's and the General Assembly's support for public higher education and USM. This support underscores the university system's role as the engine of innovation, discovery, and knowledge that is propelling our economy and quality of life forward.

Once again, I have put the achievements and accomplishments of FY 2017 within the context of our strategic plan: *Powering Maryland Forward—USM's 2020 Plan for More Degrees, a Stronger Innovation Economy, and a Higher Quality of Life*.



Increasing Maryland's College Completion Rate

RATIONALE

The ability of our state and nation to compete in a global, knowledge-based economy is directly linked to the educational attainment of our citizens. USM has a vital role to play in this effort, both on a systemwide level and on our individual campuses.

KEY GOAL

When the USM strategic plan was developed, it was determined that for USM to achieve its “share” of the statewide increase in degree production, we would need to produce 28,000 baccalaureate degrees per year by 2020. That represents a significant increase—almost 50 percent—over our 2009 “baseline” of just over 19,000 baccalaureate degrees.

PROGRESS

Last year (FY 2016), USM awarded more than 25,700 baccalaureate degrees. That represents an annual increase of more than 6,540 degrees since 2009 and puts USM more than 70 percent of the way toward our ultimate goal.



As we pursue this critical goal, we are working on multiple fronts. While affordability and access stand as the primary focus, our efforts also include supporting community college partnerships, expanding the impact of our higher education centers, increasing outreach efforts, using more directed enrollment management, and other initiatives.

AFFORDABILITY & ACCESS

USM has been aggressive in its efforts to make tuition and fees more affordable. Once again—thanks in large part to the support of Governor Hogan and the legislature—USM will hold the tuition increase for in-state, undergraduate students to a modest 2 percent for the 2017-18 academic year. This commitment to affordability has had a significant impact: Over the past dozen

- Retention levels are at near-record highs.
- Six-year graduation rates for first-time, full-time freshmen are at an all-time high of close to 70 percent.
- The graduation rate for African-American students completing their degree anywhere within USM is on par with an all-time high of 50 percent.
- Our overall time-to-degree is at a near-record low of 4.5 years, which is one year better than the national average.

COMMUNITY COLLEGES

We must also keep building upon our strong partnerships with community colleges. First-time transfers make up two-thirds of newly enrolled undergraduate students at USM institutions, with almost half coming from a Maryland community college.



years, USM has moved from having the 6th highest tuition and fees in the nation all the way down to 23rd—from one of the most expensive systems to the middle of the pack.

During these same dozen years, undergraduate institutional financial aid has more than doubled, with an emphasis on expanding need-based aid, further enhancing affordability. In fact, while total USM aid to students—both merit-based and need-based—has increased more than 100 percent, the need-based portion is up about 200 percent.

This commitment to affordability comes along with—not at the expense of—a commitment to quality. In recent years, major college rankings have shifted somewhat to incorporate a broader combination of factors, including educational quality, affordability, and alumni success. USM institutions have done exceptionally well in these total value rankings issued by *Forbes* magazine, *MONEY* magazine, *Kiplinger's Personal Finance*, *The Princeton Review*, and others. Towson University (TU); Salisbury University (SU); University of Maryland, Baltimore County (UMBC); University of Maryland, College Park (UMCP); and Frostburg State University (FSU) have all made these lists, most represented multiple times.

Turning to access, we must get more students, especially under-represented minority and low-income students, into the higher education pipeline. Last fall, USM's first-time, full-time freshmen cohort was more diverse than ever before and included a growing proportion of low-income students. And key indicators point to success for current and future USM students:

This commitment to affordability comes along with—not at the expense of—a commitment to quality.

In last year's annual report, I highlighted the four-year, \$3 million First in the World (FITW) grant USM received from the U.S. Department of Education to test and develop innovative strategies to create new math pathways designed to reduce remedial education and increase college retention and completion. FITW united five USM institutions—Coppin State University (CSU), TU, University of Baltimore (UB), UMBC, and University of Maryland University College (UMUC)—with seven community colleges—Anne Arundel, Cecil, Southern Maryland, Garrett, Harford, Howard, and Montgomery.

Currently in its second year, this initiative is having a meaningful impact. Every community college in the state has signed on as an affiliate member, giving them access to workshops, partnership events, presentations, and other activities. And this fall, more two-year colleges will offer alternative math pathways to fulfill general education math requirements, with courses in statistics and qualitative literacy joining introduction to algebra as credit-bearing courses meeting math requirements.



UMB CURE
Scholars Program

UNIVERSITY OF MARYLAND
COLLEGE OF MEDICINE

child

The goal is to build multiple pathways into all two- and four-year public colleges and universities. These classes will not be easier, just different, and potentially of greater use for humanities and social science majors. Ultimately, these new pathways will make community college transfers easier, further improve retention at USM institutions, and significantly advance our overall completion goals.

REGIONAL HIGHER EDUCATION CENTERS

As we expand community college partnerships, our two regional higher education centers—Universities at Shady Grove (USG) and University System of Maryland at Hagerstown (USMH)—grow in importance, both in terms of their capacity and their capabilities. Between the two of them, all 11 USM universities are represented, and more than 100 high-demand degree programs are offered.

The UMB School of Nursing is expanding its nursing practice doctorate's family practitioner program to USG this fall. The program—ranked fifth in the nation by *U.S. News & World Report*—consists of both classroom and field work with health care professionals.

The hospitality and tourism management program at the University of Maryland Eastern Shore (UMES) has received a \$300,000 grant from the Marriott Foundation to install customized teaching technology at USG. The center also received a \$50,000 grant from the Meyer Foundation to help build a diverse, highly skilled workforce and support the local business community. And the new biomedical sciences and engineering education facility slated to open in 2019 at USG will intensify the center's profound impact on higher education and industry collaboration.

Also in FY 2017, USMH announced plans to add three new academic programs during the next three years: the UMES undergraduate program in hospitality management and tourism, the FSU/UMB graduate physician assistant's program, and the FSU graduate nurse practitioner program. In addition, USMH—in partnership with the city of Hagerstown—is expanding to accommodate this growth, with renovation projects underway.

I'll also note that USM is committed to building and operating an 83,000 square-foot academic and research center at the Southern Maryland Higher Education Center (which is not a USM center). Set to open in FY 2020, this new facility will expand educational opportunities in high-demand fields and will have a major regional economic development impact. It will double classroom and conference space and add nearly 20,000 square feet of advanced research space, with a focus on multi-domain (air, land, sea) unmanned autonomous systems.

OUTREACH

Along with systemwide approaches, campus-based efforts are also advancing degree access, affordability, and completion.

In late 2016, UMCP became a founding member of the American Talent Initiative, which aims to substantially expand the number of talented low- and moderate-income students at our nation's top-performing undergraduate institutions.

UMB's CURE Scholars—the university's National Cancer Institute-funded health care pipeline program—admitted its second cohort of sixth-graders from three West Baltimore middle schools. Each scholar benefits from weekly tutoring, science lessons, and interpersonal skills development, making them more informed and excited about the many STEM-related career paths and opportunities.

UMBC launched the Hill-Lopes Scholars Program to support high-potential women in specific STEM majors where women remain underrepresented. The six UMBC students selected as the first class of Hill-Lopes Scholars are focused on advanced degrees and careers in highly competitive STEM fields.

USM's new Baltimore Power initiative—or B-Power—continues to move forward efforts to expand the college and career pipeline for Baltimore City students, with both UB and Coppin leading by example.

UB is expanding dual-enrollment efforts, has initiated the “Bee Line” transfer program to assist Baltimore City Community College students who wish to transfer to UB, and has received Abell Foundation funding to do even more.

Coppin, which has hired a new P-20 (pre-K through graduate school) director, is also pursuing dual-enrollment opportunities, and is expanding the Coppin Bridge program, which helps students transition more successfully from high school to college.

We have also reached an agreement with Junior Achievement of Maryland to help funnel more city students toward college. And with UMB, Towson, UMBC, UMCP, and other USM institutions boasting strong and long-standing relationships with the city's schools and the city itself, we are building a productive alliance with nonprofits, businesses, schools, and education advocacy organizations. I look forward to unveiling our business plan to scale and leverage our efforts soon.

Taken together, all these efforts—improving affordability, focusing on access, expanding partnerships, and others—are increasing opportunities. Enrollment is up, time-to-degree is down, and the achievement gap impacting underrepresented minority and low-income students in comparison to white students is narrowing.



Growing Maryland's Workforce and Driving Maryland's Economy

RATIONALE

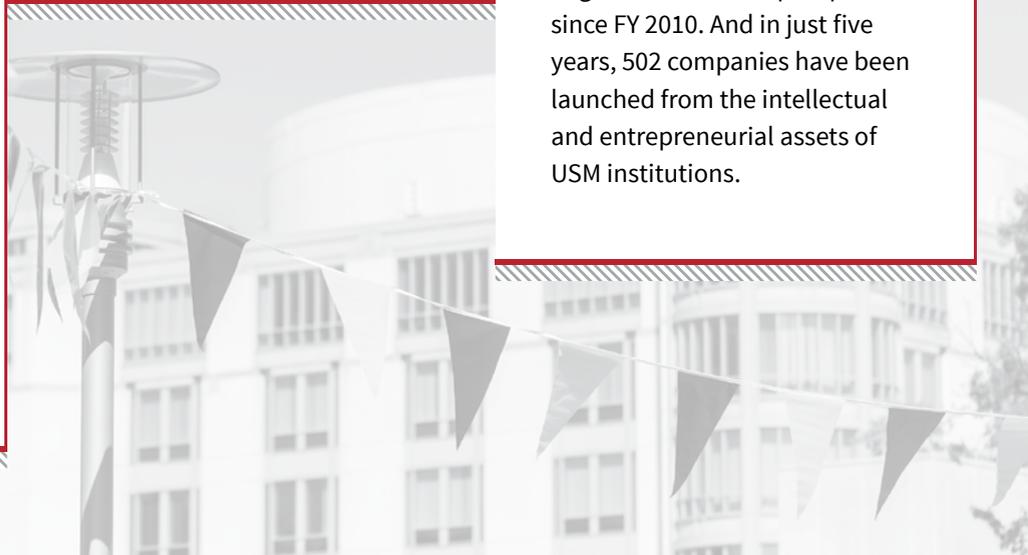
USM stands as an impactful and adaptable economic force. In our classrooms, we educate the next generation of highly skilled professionals, ready to go to work—and to lead—in Maryland. In our labs, we generate groundbreaking innovation and discovery, advancing our quality of life. And in our partnerships with business and industry, we trigger entrepreneurial activity, job creation, and economic growth. Maryland is asserting itself as a national and international leader in the innovation economy. USM is advancing that vision.

KEY GOAL

By 2020, increase by 40 percent the number of STEM graduates produced by USM institutions. Create 325 new companies by 2020.

PROGRESS

USM has significantly exceeded expectations on these goals. Undergraduate STEM enrollment is up 61 percent since the strategic plan was created in FY 2009. Undergraduate STEM degrees issued are up 67 percent since FY 2010. And in just five years, 502 companies have been launched from the intellectual and entrepreneurial assets of USM institutions.





With 70 to 80 percent of USM graduates staying in Maryland after graduation—and more than 90,000 alumni in Maryland—USM is generating the workforce of the future.

Maryland has long ranked among the elite states in economic strength and competitiveness. Bloomberg's 2016 U.S. State Innovation Index indicates that we are improving on our already strong position. The state of Maryland jumped two spots to edge into the top five in this ranking of the most innovative states. Maryland ranks 4th in science and engineering degree holders, 3rd in R&D intensity, and 2nd in STEM concentration. These rankings demonstrate how much the state's economy is driven by investment in higher education and research. And this linkage between higher education and economic development was further underscored when *The Daily Record* included me as one of six business leaders to watch in 2017.

USM's impact on economic and workforce development is impressive. In FY 2017, we granted nearly 40,000 degrees, including more than 70 percent of all bachelor's degrees and approximately two-thirds of all degrees in the STEM disciplines awarded in Maryland. And with 70 to 80 percent of USM graduates staying in Maryland after graduation—and more than 90,000 alumni in Maryland—USM is generating the workforce of the future.

In addition, USM in FY 2016 attracted nearly \$1.3 billion in funding from federal, foundation, and other external sources, supporting vital research and development efforts while intensifying USM's impact on the economy. The system is home to seven business incubators and three research parks with 200 tenants supporting almost 6,000 jobs. And as noted above, USM has played a pivotal role in 502 new business startups over the past five years.

By nurturing a culture of innovation and entrepreneurship, USM is positioned as a strong higher education leader and a dynamic economic engine. To continue and strengthen this momentum, we have launched the Maryland Momentum Fund, a \$25 million early-stage investment fund and the system's first-ever venture capital fund. The fund will provide seed and startup funding for companies that are: based on USM-owned intellectual property; founded by USM faculty, students, or recent graduates; and/or located in USM research parks or incubators. This fund will further fuel the state's entrepreneurial ecosystem.

And, of course, USM institutions, through internal institutional efforts and externally funded activities, are advancing key areas, especially cybersecurity and health/biosciences.



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Consider just a few examples from FY 2017:

- Coppin kicked off its Cyber Warrior program. Through the program, Northrop Grumman and Baltimore tech firm Digit All City will offer cybersecurity training to help Coppin students work toward additional certifications required by the U.S. Department of Defense.
- UMES is adding a master's degree in cybersecurity. In addition, the university's new \$103 million Engineering & Aviation Science Complex will have a tremendous impact.
- At UMBC, the Cyber Scholars student support program was highlighted in *Diverse: Issues in Higher Education* as a model for increasing diversity in cyber-related fields.
- Bowie State University (BSU) is partnering with UMBC Training Centers on the RX5 Cybersecurity Workforce Training Program, a public-private partnership to address the shortage in cyber industry talent.
- The Institute of Human Virology at the UMB School of Medicine was awarded \$138 million in multiple five-year grants by the Centers for Disease Control and Prevention to combat HIV/AIDS in Kenya, Tanzania, Zambia, and Nigeria. The institute also received a \$14.4 million grant from the U.S. National Institute of Allergy and Infectious Diseases to tackle a significant scientific challenge in HIV vaccine research: the inability to produce long-lasting antibodies to protect against HIV infection.
- UMB is launching an online master's in health sciences degree and certificate program. The program will serve those interested in pursuing a career in health sciences, as well as current professionals interested in enhancing their knowledge.
- UMB and UMCP are partnering in a new institute to advance U.S. leadership in pharmaceutical manufacturing. The creation of the National Institute for Innovation of Manufacturing Biopharmaceuticals was announced in late 2016. A team of more than 150 companies, educational institutions—including the two USM universities—nonprofits, and state governments will operate the institute, backed by \$250 million in funding, including a \$70 million federal investment.
- The Center for Research and Exploration in Space Science and Technology—a consortium led by UMBC and UMCP—will embark on a new era of innovative research and teaching supported by \$87.5 million from the National Aeronautics and Space Administration (NASA) Goddard Space Flight Center.
- NASA awarded a five-year, \$64.8 million grant to UMCP's Earth System Science Interdisciplinary Center, which studies the impact of the earth's systems on environment and climate change.
- Delmarva Power pledged \$1 million to UMES to launch the Green Collar Initiative, a series of energy conservation projects that includes crafting a "sustainable curriculum" using research and providing training assistance to rural businesspeople, especially those in agribusiness.
- UMB's School of Social Work was awarded a three-year, \$2.5 million grant from the U.S. Department of Justice to improve statewide coordination and multi-disciplinary collaboration in responding to human trafficking involving children and youth.
- The National Science Foundation (NSF) renewed its support for the National Socio-Environmental Synthesis Center with a new five-year, \$28.5 million grant. The center supports cutting-edge research that accelerates scientific discovery at the interface of human and ecological systems. Located in Annapolis, founding partners include UMCP and UMCES. Coppin is a collaborating institution.
- In one of her final actions as a U.S. senator, Barbara Mikulski announced a \$5 million NSF grant that provides additional funds for the UMBC-led Louis Stokes Alliance for Minority Participation to support students from underrepresented groups in the STEM disciplines.
- UMB and UMCP announced the new Maryland Academy for Innovation in National Security. The academy will leverage their joint leadership in counterterrorism studies, intelligence analysis, forensic studies, cybersecurity, homeland security law, and other criminal justice disciplines. The academy has the potential to be a key factor in attracting the FBI headquarters to the Baltimore-Washington corridor.





Transforming the Academic Model

RATIONALE

The reach and speed of emerging technologies and the increased understanding of how people learn, process, and retain information have combined to inform the development of educational approaches that improve learning outcomes while reaching more students.

KEY GOAL

Expand USM's academic innovation efforts to enhance student learning and success and establish a framework for the systemwide development, articulation, and promotion of transformation efforts.

PROGRESS

As is the case with STEM graduates and company formation, USM has already significantly surpassed our 2020 goal of more than 40 course redesigns, with 57 course redesigns ultimately completed under the USM initiative. Given that, we are moving forward with a variety of other impactful systemwide academic innovation initiatives.



While the USM-sponsored course redesign initiative has come to an end with 57 total redesigns, the impact carries forward. The redesign of these lower-division, large-enrollment courses has allowed for the cumulative reallocation of more than \$5.7 million in instructional costs. More than 143,000 students have enrolled in them. And, based on the net decreases of 7 percent in drop/failure/withdrawal rates, more than 10,000 students passed these courses who might not have without the redesign.

With the initial promise of course redesign—improved learning outcomes at a reduced cost—being realized, USM's William E. Kirwan Center for Academic Innovation, led by MJ Bishop, is expanding its efforts.

Last summer, USM joined the University of Texas System as one of only two state university systems to partner with EdX, the nonprofit online learning destination founded by Harvard and MIT. Through this agreement, which is supported by \$2 million from UMUC, we are leveraging UMUC's leadership in online education and EdX's innovative platform and data analytics capabilities to expand offerings and improve learning outcomes for students across USM. Bowie, Coppin, and UMES are the first historically black institutions to become EdX partner universities.

Earlier in 2017, that initiative, called USMx, introduced four new MicroMasters programs. These programs consist of free, non-credit master's-level courses, which can accelerate the pathway to an advanced degree and save students thousands of dollars in tuition and fees. The non-degree programs in bioinformatics, cloud computing, instructional design and technology, and software testing and verification will be offered by UMUC and support an "inverted admissions" process. They will allow learners to try master's-level coursework before committing significant time and money toward applying for and enrolling in a full master's degree program.

The Maryland Open Source Textbook (MOST) initiative, which creates opportunities for faculty to use available open-source instructional materials in place of textbooks, continues to expand its impact. As of fall 2016, the MOST

project involved faculty teaching 61 different courses at 14 public institutions across Maryland, reaching more than 3,500 students and resulting in more than \$525,000 in textbook cost savings. Estimated direct savings for students over the three years of the project have surpassed \$1 million. In addition, the Maryland Textbook Cost Savings Act, passed by the state legislature in 2017, will provide support needed to further scale and sustain our support of faculty willing to adopt low-cost instructional materials.

As of fall 2016, the MOST project involved faculty teaching 61 different courses at 14 public institutions across Maryland, reaching more than 3,500 students and resulting in more than \$525,000 in textbook cost savings.

As part of that effort to scale this work, the Kirwan Center announced the MOST High-Impact Open Educational Resources (OER) Mini-Grant Program. Twenty-one grantees—including five USM institutions and seven community colleges—will receive support to adopt, adapt, and scale the use of open educational resources. Grant winners will also receive support to implement their plans, including training on effective OER design and scaling strategies, personalized support for OER adoption and delivery, access to a collection of curated OER courses, and a platform to build, edit, and deliver their courses. This program has the potential to help more than 8,000 students save \$1.3 million in textbook costs during fall 2017.





Continuing Exemplary Stewardship Practices

RATIONALE

As Maryland's public system of higher education, USM has a fiduciary duty to maintain the highest possible standards of stewardship and accountability. This responsibility is heightened by the fact that the financial resources of the state, students, and their families are constrained.

KEY GOAL

Identify and implement "the next generation" of initiatives under the system's Effectiveness and Efficiency (E&E) Initiative. Build a vibrant culture of philanthropy across USM.

PROGRESS

E&E—and E&E 2.0—continue to be a defining success story for USM, streamlining operations while generating cost savings. And USM institutions made great progress toward launching the most ambitious private fundraising campaigns in USM history, with a cumulative goal approaching \$2.5 billion systemwide.



While advancing our core goals of increased college completion and a more vibrant economic impact, we have also been mindful of our obligation to practice efficient stewardship of all system resources—regardless of the source. The Effectiveness and Efficiency Initiative (E&E)—the systematic reengineering of our academic and administrative processes launched more than a decade ago—has become a national model for responsible cost cutting and cost containment in higher education, saving more than \$540 million since its inception.

With E&E 2.0—launched two years ago—USM is taking this effort to the next level. E&E 2.0 has a strong focus on utilizing the cloud, big data, and advances in information technology, while embracing best practices from other sectors such as Amazon’s “one click” approach to purchasing.

At the system level, we are spearheading the systemwide use of analytics to improve both academic and business processes. We are also removing bureaucratic obstacles, leveraging contracts, and hosting consortia that include all USM institutions as well as educational entities outside of USM. At the campus level, USM institutions are employing cost savings and cost avoidance, strategically reallocating existing resources, and targeting non-tuition funding streams. It is estimated that system-level E&E 2.0 activities contributed more than \$25 million in savings in FY 2016 alone, while the individual institutional efforts collectively saved approximately \$80 million.

This systemwide commitment to E&E, combined with our strong fund balance and favorable bond ratings, save millions of dollars annually. Clearly, USM’s reputation as an efficient, well-run organization is fully deserved.

PHILANTHROPY

Our emphasis on stewardship also compels USM to strengthen our culture of philanthropy across the system. Even as our institutions are planning for upcoming private fundraising campaigns, this past year saw numerous examples of active and engaged philanthropy on our campuses:

- UMB’s School of Nursing received \$2 million from Carlyle Group Co-Founder Bill Conway to help address nursing shortages. The gift will help expand the school’s nurse practitioner program and fund scholarships for students pursuing advanced nursing degrees.
- Salisbury received a \$5.5 million gift from Lower Eastern Shore business mainstays Dave and Patsy Rommel to benefit SU’s new Center for Entrepreneurship at the Plaza Gallery Building in downtown Salisbury and support other future activities of the campus and the Franklin P. Perdue School of Business.
- UMBC announced a five-year initiative to promote diversity and inclusion in the humanities through a \$750,000 grant from the Andrew W. Mellon Foundation. The Inclusion Imperative will cultivate a supportive regional community

of scholars committed to diversity in the humanities and to expanding community-engaged humanities research, teaching, and learning focused on issues of race, equity, inclusion, and justice.

- Ellen Yankellow, an alumna of the School of Pharmacy at UMB, committed a \$500,000 scholarship gift in celebration of the school’s 175th anniversary.
- Judge Gary and Barbara Leasure, members of FSU classes of 1968 and ’69, respectively, have created the Judge Gary and Barbara Leasure Presidential Merit Scholarship, which supports full-time students from Allegany County who have at least a 3.5 GPA.
- UMES received a \$1 million gift from the Richard A. Henson Foundation that will support the UMES Henson Honors Program with scholarships and student initiatives. The Henson Foundation has donated \$12 million to UMES over the past 25 years.

The Effectiveness and Efficiency (E&E) Initiative—the systematic reengineering of our academic and administrative processes launched more than a decade ago—has become a national model for responsible cost cutting and cost containment in higher education, saving more than \$540 million since its inception.

- USG was awarded an \$80,000 grant from the Florence Nesh Charitable Trust to support scholarships that help students majoring in health care fields to realize their academic and career goals. In addition, USG and Montgomery College were awarded \$85,000 in scholarship funds from the Harvey-Danner Family to support students in the Achieving Collegiate Excellence and Success (ACES) program, the collaborative effort of USG, Montgomery County Public Schools, and Montgomery College to create a seamless pathway from high school to college completion.
- UMCP launched the “Do Good” Initiative, a \$75 million cross-campus initiative promoting student work in philanthropy, nonprofit management, public policy, social change, and leadership. Supported by private donors, corporate and foundation grants, university resources, and state support, Do Good is providing learning experiences and real-world opportunities in philanthropy and leadership.



Advancing Institutional Quality

RATIONALE

As is often noted, access to mediocrity is of little value. Our efforts will only be worthwhile if we continue to position USM as a national leader in education excellence, research and development breakthroughs, economic development, and quality of life impact.

KEY GOAL

Achieve and sustain national eminence by attracting, supporting, and retaining high-quality students, faculty, and staff.

PROGRESS

This final theme of the strategic plan is perhaps where USM shines the brightest. Our institutions and their leaders have distinguished themselves in numerous ways.



The fifth and final theme of the strategic plan is our commitment to quality and national eminence. This is, of course, a long-standing priority and an area where USM institutions, leaders, and students excel.

INSTITUTIONS AND PROGRAMS

In the *U.S. News & World Report* Best Colleges rankings for 2017:

- UMCP ranks 20th among national public universities and 60th overall.
- Towson ranks 14th, Salisbury 20th, and Frostburg 41st in the Public Schools—Regional Universities (North) category.
- Bowie and UMES rank in the top 30 of Historically Black Institutions.
- UMBC ranks in the top five Most Innovative Schools and 18th in Best Undergraduate Teaching.

In the *U.S. News & World Report*'s Best Graduate School Rankings for 2017:

- UMCP had more than 30 programs and specialties recognized nationally, including:
 - A. James Clark School of Engineering, No. 24
 - School of Public Policy, No. 31
 - College of Education, No. 32
 - Robert H. Smith School of Business, No. 47
- At UMB:
 - School of Pharmacy, No. 9
 - School of Nursing, No. 10
 - School of Medicine, Carey School of Law, and School of Social Work were recognized for outstanding programs.

U.S. News & World Report also issued its 2017 Best Global Universities list, using factors such as global and regional research reputation, academic research publications, and international collaboration.

- Three USM institutions—UMCP, UMB, and UMBC—were included, with UMCP leading the way at number 40.

Other Rankings:

- *Times Higher Education* ranked UMCP 67th among universities worldwide—public and private—up 50 spots from last year's ranking.
- *The Princeton Review* again selected UMBC as one of the nation's top universities for undergraduate education.
- UB ranks 23rd nationally in the 2016 *Washington Monthly* college rankings in the first-time category of Best 4-Year Colleges for Adult Learners.
- *Research in Higher Education* lists Bowie State among the nation's top-20 most cost-efficient public master's institutions.
- Niche, a website that analyzes public data sets and data points, ranks Coppin as a top-50 HBCU nationally and top-20 college for biology in Maryland.
- *Forbes* ranks UMUC as one of the top schools for adults returning to school. UMUC also received the 2016 Higher Education Excellence in Diversity Award from *INSIGHT Into Diversity* magazine, recognizing its commitment to diversity and inclusion.
- A report from *MarketWatch* places FSU 3rd in the nation among colleges devoting the highest share of their donated funds to financial aid, with 78 percent of donations to FSU going to student financial aid.



LEADERS

- The National University Technology Network presented USMH Executive Director **Mark Halsey** with the 2016 J.O. Grantham Leadership Award in recognition of his service to the technology network and to the field of distance learning.
- UMBC President **Freeman Hrabowski** received the 2017 Louis S. Diggs Award, recognizing his commitment to the celebration of the African-American experience in Baltimore County.
- BSU President **Mickey Burnim** was one of seven honorees inducted into the Central Intercollegiate Athletic Association Hall of Fame.
- UMUC President **Javier Miyares** has been named one of “five higher education leaders to watch in 2017 and beyond” by Education Dive.

FACULTY

- **Rita Colwell**, a Distinguished University Professor in the University of Maryland Institute for Advanced Computer Studies at UMCP, has been named a Fellow in the National Academy of Inventors.
- **Michael Summers**, Robert E. Meyerhoff Chair for Excellence in Research and Mentoring and University Distinguished Professor of Chemistry and Biochemistry at UMBC, was elected to membership in the National Academy of Sciences.
- **Samir Moussalli**, a faculty member in the MBA program at UMUC, was twice honored at the annual meeting of the Global Business and Technology Association, with both the Global Leadership Award and the Best Reviewer Award.
- Bowie State Genetics Professor **Tyesha Burks** was named a 2017 Emerging Scholar by *Diverse: Issues in Higher Education*, recognizing her research achievements and positive impacts outside of the classroom.
- **Sonali Raje**, an associate professor of chemistry at Towson, received a 2017-18 Fulbright U.S. Scholar grant.
- **Walt Boynton** of UMCES received the 2016 Mathias Medal and the 2017 Ruth Patrick Award, both recognizing his distinguished career of environmental scholarship, research, and public service.
- **Norbert Myslinski** of the School of Dentistry at UMB was named the 2016 Science Educator of the Year by the Society for Neuroscience, the largest international neuroscience organization in the world.

STUDENTS

- Student Regent **Brandon Enriquez**, a double major in economics and mathematics and a Meyerhoff Scholar at UMBC, was admitted with full fellowships to doctoral programs in economics at MIT, Harvard, Yale, Princeton, and the University of Chicago.

- **Wanda Parks**, an Honors College student at Coppin, was selected as a 2016 White House HBCU All-Star scholar. She is CSU’s first All-Star scholar.
- Three UMCP students—juniors **Christopher Bambic**, **Eliot Fenton**, and **Prayaag Venkat**—have been awarded the prestigious Barry M. Goldwater Scholarship honoring students studying the sciences, engineering, and mathematics. A fourth UMCP student—junior **Natalie Livingston**—was recognized with an honorable mention.
- BSU social work majors **Pablo Gary** and **Tyler Lesane** received the prestigious Benjamin A. Gilman International Scholarship—sponsored by the U.S. State Department—to travel to South Africa and work with a non-governmental organization caring for people with HIV.
- Three Salisbury University seniors—**Hannah Ennerfelt**, **Katherine Potvin**, and **Matthew Jones**—earned prestigious Fulbright awards.
- UMES sophomore **Axel Bayingana** was among an elite group of peers from colleges across the country named Newman Civic Fellows by Campus Compact. Joining Axel in this impressive honor is FSU junior—and president of the USM Student Council—**James Kirk**.

OTHER HONOREES

The Daily Record acknowledged several USM leaders, faculty, and staff members:

- The Top 100 Women of Maryland for 2017 included USM Regent **D’Ana Johnson**, **Kimberly Conway Dumpson** from UMES, **Shohreh Kaynama** and **Kim Schatzel** from Towson, and **Joan Tilghman** from Coppin.
- Coppin State Director of Instructional Technology & Training **Dionne Curbeam** was included on the list of Very Important Professionals Successful by 40.
- For the second time, **Jamal Uddin**, founder and director of Coppin’s Nanotechnology Center, was recognized as an Innovator of the Year.
- Influential Marylanders for 2017 included Salisbury President **Janet Dudley-Eshbach**, Towson President **Kim Schatzel**, and Dean of the University of Maryland School of Law **Donald Tobin**.

USM Associate Vice Chancellor and Chief Information Officer **Don Spicer** received the 2016 EDUCAUSE Leadership Award for extraordinary leadership and visionary promotion of information technology at institutional, systemwide, and organizational levels.

Finally, this year I was elected chair of the National Association of System Heads and am chair-elect of the Association of Public and Land-grant Universities.

These are just a few examples of many honors received by USM community members.



Conclusion

As my second year as chancellor draws to a close, I find myself very optimistic about the future of USM and Maryland. I am also very proud of what we have achieved together in a relatively short period of time.

We have significantly ramped up our commitment to—and support for—USM's role as an economic development force. Our efforts to graduate well-educated, highly skilled individuals, while also advancing academic R&D, discovery, and innovation, are helping to drive the state's economy forward.

Our targeted efforts—*MPower* and the University of Maryland Strategic Partnership, the Maryland Momentum Fund, B-Power,

and new and expanded business partnerships—will generate additional activity and growth. We have also strengthened our partnership with the state, especially when it comes to Baltimore. As I continue to travel across Maryland, meeting with community leaders and advocates, I can report that there is a universal respect for the work of USM and our institutions and a real desire to see us reach out into communities and businesses even more to support growth, opportunity, and an even better quality of life.

While there will certainly be challenges and obstacles on the road ahead, I am confident that our progress will continue.



Honor Roll

REGENTS' FACULTY AWARDS

TEACHING

Richard Bell, UMCP
Karen Fallon, TU
Stephen Habay, SU
Donald Snyder, UMBC

MENTORING

Katherine Broadwater, TU
Iona Johnson, TU
Neil Spring, UMCP
Angela Vallario, UB

PUBLIC SERVICE

Robert Rook, TU
Michèle Schlehofer, SU
Renita Seabrook, UB
Mario Tamburr, UMCES

RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITY

Bethany Brand, TU
Jonathan Lazar, TU
Alan Lyles, UB
Katherine Seley-Radtke, UMBC



REGENTS' STAFF AWARDS

OUTSTANDING SERVICE TO STUDENTS IN AN ACADEMIC OR RESIDENTIAL ENVIRONMENT

Robert Batten (exempt), BSU

EXCEPTIONAL CONTRIBUTION TO THE INSTITUTION OR UNIT

Paul Dillon (exempt), UMBC
Allene Denise Atkinson (non-exempt), UMBC

EXTRAORDINARY PUBLIC SERVICE TO THE UNIVERSITY OR TO THE GREATER COMMUNITY

Hazel Jones-Parker (exempt), UMB
Katie Simmons-Barth (non-exempt), TU

EFFECTIVENESS AND EFFICIENCY

Mildred Homa, UMBC
Todd Smith, SU

ELKINS PROFESSORS

Kavita Hegde, CSU
Wei Yu, TU
Jaya Singhal, UB
Jim Gates, UMCP

ABOUT USM

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

UNIVERSITY SYSTEM OF MARYLAND OFFICERS

Robert L. Caret, **CHANCELLOR**

Joseph F. Vivona, **CHIEF OPERATING OFFICER**

AND VICE CHANCELLOR FOR ADMINISTRATION AND FINANCE

Joann A. Boughman, **SENIOR VICE CHANCELLOR
FOR ACADEMIC AFFAIRS**

Janice B. Doyle, **CHIEF OF STAFF TO THE CHANCELLOR
AND SECRETARY TO THE BOARD OF REGENTS**

Patrick N. Hogan, **VICE CHANCELLOR
FOR GOVERNMENT RELATIONS**

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J. Thomas Sadowski, **VICE CHANCELLOR
FOR ECONOMIC DEVELOPMENT**

Donald F. Boesch, **VICE CHANCELLOR
FOR ENVIRONMENTAL SUSTAINABILITY**

USM INSTITUTIONS AND PRESIDENTS

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Maria Thompson, **COPPIN STATE UNIVERSITY**

Ronald Nowaczyk, **FROSTBURG STATE UNIVERSITY**

Janet Dudley-Eshbach, **SALISBURY UNIVERSITY**

Kim Schatzel, **TOWSON UNIVERSITY**

Kurt Schmoke, **UNIVERSITY OF BALTIMORE**

Jay A. Perman, **UNIVERSITY OF MARYLAND, BALTIMORE**

Freeman A. Hrabowski III, **UNIVERSITY OF MARYLAND,
BALTIMORE COUNTY**

Wallace D. Loh, **UNIVERSITY OF MARYLAND, COLLEGE PARK**

Juliette B. Bell, **UNIVERSITY OF MARYLAND EASTERN SHORE**

Javier Miyares, **UNIVERSITY OF MARYLAND
UNIVERSITY COLLEGE**

Donald F. Boesch, **UNIVERSITY OF MARYLAND CENTER
FOR ENVIRONMENTAL SCIENCE**

USM REGIONAL CENTERS AND EXECUTIVE DIRECTORS

Stewart Edelstein, **UNIVERSITIES AT SHADY GROVE**

Mark Halsey, **UNIVERSITY SYSTEM OF MARYLAND
AT HAGERSTOWN**



USM Headquarters
701 E. Pratt St.
Baltimore, MD 21202

Adelphi Office/Mailing Address for All USM Offices
3300 Metzert Road
Adelphi, MD 20783-1690

301.445.2740

WWW.USMD.EDU

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