

# *University System of Maryland*



**Chancellor William E. Kirwan's Annual Report for Fiscal Year 2008  
Presented to the Board of Regents June 20, 2008**



*Celebrating*  
**20 YEARS**  
OF ACCESS AND EXCELLENCE  
IN HIGHER EDUCATION

**2007-08**  
**UNIVERSITY SYSTEM OF MARYLAND**  
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**Table of Contents**

<b>2</b>	<b>Introduction</b>
<b>4</b>	<b>Commitment to Ongoing Priorities</b>
<b>4</b>	Enhancing Access
<b>7</b>	Supporting Affordability
<b>10</b>	Ensuring Excellence
<b>15</b>	<b>Focus on Critical Initiatives</b>
<b>15</b>	Bolstering Maryland's Competitiveness
<b>17</b>	Promoting Environmental Sustainability
<b>19</b>	Closing the Achievement Gap
<b>20</b>	<b>Conclusion</b>



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

It is a privilege to deliver my sixth annual report. This year is an especially significant one because July 1, 2008 marks the 20th anniversary of the creation of the University System of Maryland (USM). The language in the founding legislation sets a very high expectation for USM: “. . . to achieve and sustain national eminence with each component fulfilling a distinct and complementary mission.” The progress USM has made toward this aspirational goal during the past two decades has been quite remarkable.

This past year marked other significant anniversaries as well. The University of Maryland, Baltimore—USM’s founding institution—recently concluded a year-long bicentennial celebration. The University of Maryland University College observed its 60th anniversary at a black-tie gala in February. The University of Maryland, Baltimore County’s Meyerhoff Scholarship Program, a national model for preparing students of all backgrounds for careers in science and engineering-related fields, marked its 20th anniversary in April.

The legacy of USM’s first 20 years is certainly worth celebrating. If you have not yet visited USM’s 20th anniversary exhibit on display at the Miller Senate Office Building in Annapolis, I encourage you to do so. It will remain on display through early December 2008.



Just as the past two decades were a time of tremendous change, so too was this past year. On January 15, 2008, Coppin State University “formally” welcomed new President Reginald Avery. Donald Boesch was named as USM’s vice chancellor for environmental sustainability. He also will continue to serve as president of the University of Maryland Center for Environmental Science.

Other changes are taking place as well. Regrettably, the terms of Regents Robert Mitchell, Robert Pevenstein, and Richard Scott conclude June 30. But, we are pleased to welcome new board members on July 1: Norman R. Augustine, former chairman and CEO of Lockheed Martin, and recipient of the President’s National Medal of Technology; Frank M. Reid, III, senior pastor of Bethel African Methodist Episcopal Church in Baltimore, and a highly regarded speaker, author, teacher and community leader; and Joshua L. Michael, a rising junior at the University of Maryland, Baltimore County, studying political science and secondary education and a current member of the Maryland Higher Education Commission.

USM is advancing its goals of affordable access to high quality higher education. And, we are bringing our exceptional resources to bear in remarkable and innovative ways to advance the quality of life in our state and our nation.

The system’s impressive progress would not be possible without the leadership, guidance, and support of the Board of Regents. As you read the following pages, you can justifiably take great pride in the enormous impact your considerable efforts are having in realizing the lofty aspirations set for USM some 20 years ago.

Sincerely yours,

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

William E. Kirwan, Chancellor

# INTRODUCTION

I am pleased to issue my sixth annual report to the University System of Maryland (USM) Board of Regents. This past year has seen a continuation of the momentum USM has enjoyed in recent years, momentum that has enhanced our ability to meet key demands across the state. We have also witnessed a growth in the level of partnerships—within the education community; between the public and private sectors; and among business, government, and USM—that will serve to advance our core mission of affordable access to quality higher education for Marylanders.

Earlier this year, USM joined the Maryland Association of Community Colleges, the Maryland Independent College and University Association, and Maryland's other public higher education institutions (St. Mary's College and Morgan State University) to issue what amounted to a declaration of sorts. This group—representing nearly 50 institutions educating more than 640,000 students every year—reaffirmed our mutual commitment to creating partnerships that provide

affordable access to a changing cohort of students while promoting economic growth and community prosperity. We acknowledged the complexity of the challenges we face, from surging and diverse enrollment to critical workforce demands. At the same time, we recognized that we have the will and leadership to overcome them. We pledged to work together, not for our own benefit, but for the benefit of the students and state we serve.

Of course, our ability to make the investments necessary to succeed hinges in large part on the level of support we receive from state leaders in Annapolis. I am proud to say that by working together, higher education in general—and USM in particular—fared well, not just in the regular legislative session, but also in the fall 2007 special session.

As you know, higher education was a significant winner in the special legislative session of the Maryland

General Assembly. One key outcome was the creation of the Higher Education Investment Fund (HEIF), which established—for the first time in Maryland's history—a specific funding stream dedicated to higher education. I want to again thank every USM president for signing the joint letter issued last fall expressing our unity of support as a system for Governor Martin O'Malley's proposed funding. This show of solidarity—speaking with one voice—was vital in achieving our goal, setting the stage for additional progress in the 2008 legislative session.

Governor O'Malley and the General Assembly's commitment to advancing higher education was further demonstrated in the passage of the FY 2009 operating budget, which provides the system \$1.08 billion in general funds and revenue from the HEIF. This translates into an increase in state funds of roughly nine percent.

As a result, I recommended to the Board of Regents that USM universities freeze full-time, in-state undergraduate tuition for a third

straight year. The regents approved the freeze at its meeting June 4.

I know many of you have heard me make this point before, but I believe it bears repeating: With the Governor and legislature providing the funding necessary to keep in-state, undergraduate tuition flat, a student entering his or her senior year of college this coming fall—set to graduate after four years next spring—will have experienced flat tuition for his or her entire college career. An incredible number of students will have gone from freshman orientations in September '05 through commencement ceremonies in May '09 with NO tuition increase at all.

In fact, in just three short years, Maryland will have improved its ranking from the state with the country's sixth highest public university tuition to 16th.

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We also worked in conjunction with our higher education partners on key legislative issues, ranging from issues surrounding textbooks to the creation of a nanobiotechnology research center in Maryland.

While state support is, of course, vital to our efforts to keep tuition affordable, I think it is important to note that USM has worked very hard during the past several years to earn this support. The board’s Effectiveness and Efficiency (E&E) Initiative launched a reengineering of both our administrative and academic functions.

Since inception in 2004, E&E has resulted in:

- \$94 million in direct cost savings;
- significant additional savings through cost avoidance;
- a reduction in time-to-degree across USM to less than four-and-a-half years, USM’s best level ever;
- an increase in the four-year and six-year graduation rates to 39 percent and 64 percent respectively, each 10 percent above the national average.

The second phase of E&E, which is currently underway, will further advance our ability to reduce costs, increase access, and maintain excellence. Efforts such as our course redesign initiative based on the National Center for Academic Transformation (NCAT) model will improve learning outcomes while saving resources. At the

same time, our commitment to identifying, scoring, and housing a comprehensive inventory of selected measures—our “Dashboard Indicators”—will enhance accountability and transparency.

By stepping forward and embracing both responsibility and accountability—in every aspect of our operations—USM engendered a tremendous amount of good will, both in Annapolis and across the state, elevating us to a position of genuine strength. It is incumbent upon us to leverage this strength to meet critical state needs and better serve the citizens of Maryland.

I thank the members of this board, our campus leadership, USM office staff, and our supporters whose commitment to meet and master multiple challenges made the difference in how we are perceived and supported.

In my annual report, I divide my observations into two distinct sections. First, I discuss our progress and challenges in terms of our strategic goals of access, affordability, and excellence. These are—and must remain—our bedrock principles. I then move to observations about the three specific initiatives this board endorsed last fall: bolstering Maryland’s competitiveness; promoting environmental sustainability; and closing the

achievement gap. Not only are these critical issues that—left unchecked—threaten the quality of life for future generations, they also are issues we can impact directly.

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## ENHANCING ACCESS

Twenty years ago, when USM was first established, we served just over 100,000 students statewide. Today that total has grown by more than one-third, to nearly 138,000 students, with significant additional expansion on the horizon.

Accommodating these students who, quite correctly, see higher education as essential for their future success—economically, intellectually, and culturally—must be a top priority. Additionally, we have an obligation to vigorously support the state that supports us by effectively meeting key workforce shortages, spurring knowledge-based economic development, and preparing the next generation of citizens and leaders.

While, demographically, we are seeing the end of the “Baby Boom Echo” generation and a leveling off of the number of high-school graduates, USM is nevertheless anticipating a growth in enrollment of 24 percent during the next 10 years as a greater percentage of high-school graduates expect to move on to college. Total undergraduate headcount is expected to rise 23 percent, from a current 99,031 to 121,750, while graduate enrollment is projected to rise 25 percent during the same period, from a current 38,617 to 48,311 by 2017. In addition, a greater percentage of these college-bound students will be the first in their families to attend college.

We therefore face the dual challenge of providing additional living space, classrooms, and instructors as we also provide the services and support necessary to ensure that these

first-time college students complete their degrees.

Within just the next three years, USM is expected to grow by more than 9,000 students at all levels. Meeting the growth in demand for



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higher education by an increasingly diverse student population is at the forefront of our statewide policymaking and budget planning. This is a challenge we are meeting.

- Salisbury University (SU),  
Bowie State University (BSU),

Towson University (TU), and University of Maryland University College (UMUC)—the Board of Regents’ “designated growth institutions”—will have the capacity to absorb more students in the decade ahead under the system’s Enrollment Funding Initiative (EFI).

- With the reinstatement of first- and second-year admissions, the University of Baltimore (UB), will accommodate enrollment growth of almost five percent in FY 2009 alone.
- Our regional centers—the Universities at Shady Grove (USG) and University System of Maryland at Hagerstown (USMH)—are also expanding offerings and elevating access. Frostburg State University (FSU) is now offering its B.S. in Early Childhood Education at USMH. And, with its third building now open, USG’s capacity has tripled to 6,000 students.

In addition, partnerships with community colleges are having a positive impact.

- Across USM, the community college transfer rate—the largest component of enrollment growth—is at an all-time high.
- Last summer, USM launched Maryland TransPort, a one-stop, online information portal designed to facilitate smooth transitions to four-year institutions and degree programs for



Maryland's community college students.

■ FSU is establishing a scholarship fund to allow nontraditional students who receive two-year degrees from Allegany College of Maryland through the Turning Point Center to complete their bachelor's degree at Frostburg.

■ The University of Maryland, Baltimore County (UMBC), is addressing the need for more university-level academic programs in northeastern Maryland as a result of the Base Realignment and Closure (BRAC) plan. UMBC will offer undergraduate, graduate, and non-credit programs in the classroom and online through its partnership with Cecil Community College.

■ The University System of Maryland Foundation, Inc., which invests and administers privately donated funds for most USM institutions, is strengthening USM collaboration with two-year institutions even more. USMF is now investing endowed resources for Howard Community College, Frederick Community College, Hagerstown Community College, and Allegany College.

Several innovative efforts are also underway to open USM's doors to more students. TU initiated its pilot program for a summer

trimester, aimed at maximizing facilities efficiency and responding to student needs for high-demand courses. SU launched a five-year, SAT-optional pilot study; initial results show the 220 "test-optional" freshmen achieved at the same rate—and in some areas outperformed—their peers who submitted SAT scores.

It is also vital that we focus not just on access in general terms, but also access to key programs aimed at addressing critical workforce shortages. Across USM, this is a challenge we are meeting.

■ Both the University of Maryland, Baltimore (UMB), and the University of Maryland Eastern Shore (UMES) are stepping forward to overcome the critical shortage of pharmacists, with UMB now offering its Doctor of Pharmacy program at Shady Grove and UMES soon adding its own three-year Doctor of Pharmacy degree.

■ FSU, which has offered an engineering degree in collaboration with University of Maryland, College Park (UMCP), since the 1970s, will offer a "stand-alone" Bachelor of Science in Engineering degree, with the first students eligible to enroll in fall 2008. In addition, FSU has received approval for

an RN-to-BSN nursing program to generate more nurse educators, the lack of which lies at the heart of the ongoing national nursing shortage.

■ Coppin State University (CSU) has also expanded its offerings with a new Health Information Management (HIM) program, making it the only four-year institution in Maryland to offer a program in that discipline.

■ Both UMCP and UMB will be responding to the state's vital health needs through their newly-created Schools of Public Health.

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## COMMITMENT TO ONGOING PRIORITIES

Also related to workforce issues, the Professional Golfers Association (PGA) certified the UMES Professional Golf Management Program, a structured college curriculum for aspiring PGA professionals, making UMES the first historically black institution to be certified.

In addition, USM is addressing the projected enrollment surge by attending to key “physical” needs on our campuses.

- The new Health and Human Services Building at CSU is scheduled for occupancy in August 2008. Also, the new Science and Technology Center at Coppin will address critical needs in the natural and management sciences.



- The School of Pharmacy addition and renovation at UMB will provide new space for lecture halls, teaching laboratories, research laboratories, faculty offices, and student study areas.

- The new Journalism Building at UMCP will provide a state-of-the-art facility for the Philip Merrill College of Journalism that will elevate its existing academic, research, and public outreach programs.

- The Law Center at UB will bring space for students, faculty, and administration, as well as a library, information technologies, and clinics in a single facility. UB has proposed that the new law school building achieve Leadership in

Energy and Environmental Design (LEED) certification from the U.S. Green Building Council with a goal of a silver rating.

- The Oyster Production Facility at the Horn Point Laboratory at University of Maryland Center for Environmental Science (UMCES) will enable ongoing oyster research, restoration, and educational projects.



## SUPPORTING AFFORDABILITY

As we work to accommodate the surge of students we are being called upon to prepare for successful lives and careers, we are also focused on keeping our institutions affordable.

I have placed a premium on addressing the importance of affordability throughout my time as chancellor. As more students seek access to USM institutions, as more businesses demand highly-skilled and well-educated workers, and as state leaders seek to place more young people on the path toward college, affordability becomes an imperative. While my first few years were marked by a series of tuition increases, we have successfully transitioned into a period of genuine stability in the area of affordability. This has been a result of our partnership with state leaders. USM did its part through cost containment and cost avoidance, targeting alternative revenue sources, and embracing innovation. The state did its part with increased funding targeted specifically to mitigate tuition. Our efforts together served to benefit the students we serve and their families.

While the three-year tuition freeze I highlighted earlier is perhaps the most important effort along these lines, it is by no means our only effort. For example, we embarked upon a successful effort to dramatically increase the level of need-based aid available to our students. Over the past few years, USM has increased funding for scholarship aid based on need by more than two-thirds. In FY 2006, need-based aid was less than \$22 million; our budget

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for FY 2009 includes more than \$36 million for need-based aid. These two achievements—holding tuition flat for a third straight year and significantly increasing financial aid based on need—are moving USM toward the Board of Regents policy goal of having our lowest income students graduate with 25 percent less debt than the institutional average by 2010.

Our commitment to affordability is reflected in other initiatives as well.

- We are developing intensive three-year degree programs and

combined bachelor's/master's degrees programs, both of which will enable students to complete their higher education careers at reduced costs.

- We are drawing on the expertise of UMUC—the world leader in online education—to benefit online education efforts at institutions throughout USM.
- We are establishing two-year/four-year, dual-admission programs that allow for seamless transfer from a community college to a USM institution.
- With articulated partnership agreements between high schools and USM institutions, we are providing Early College Access to motivated high-school seniors, allowing them to earn college credit even before they graduate from high school.



**USM institutions are undertaking campaigns to raise more than \$1.7 billion in private support, to fund scholarships (especially need-based), academic excellence, endowments, and community service efforts.**

And, of course, our regional education centers continue to grow, add programs, and attract students. I would like to express my appreciation for the outpouring of support and advocacy for our regional center in Hagerstown after the unsuccessful attempt to drastically reduce state funding. Together we stressed the importance of this center; it is not only providing access to higher education in the region, but also addressing the demand for teachers, nurses, and other professionals.

This board has also taken significant steps to stress affordability. Two years ago, you established a new policy that stipulates that by fiscal year 2010, our lowest income students must graduate with 25 percent less debt than the institutional average. Last year, you unanimously approved a new college loan “Code of Conduct” drafted by Maryland Attorney General Douglas Gansler in consultation with students and higher education leaders. This “Code of Conduct” addresses many important issues, from preventing conflicts of interest to increasing disclosure, all aimed at the best interest of our students.

Impressive philanthropy efforts also are aiding our emphasis on affordability.

- The 135-acre family farm belonging to Charles Emery, a Salisbury University Foundation board member, valued at more than \$540,000, has been willed to the SU Foundation, with all

proceeds used to establish the Charles and Barbara Emery Scholarship.

- The Edward St. John Endowed Scholarship Fund has been established at BSU with a \$125,000 pledge. The endowment will provide scholarships based on merit and financial need to full-time BSU undergraduate students majoring in business administration or mathematics.

- Towson received \$1.5 million for student scholarship endowments in the College of Education from the estates of two benefactors, Louise Lippy McMahan of Frederick and Arthur Smith of Baltimore.

- At UMES, the Richard A. Henson Foundation is providing \$1.5 million to establish the Henson Entrepreneurs and Scholars Endowment Program, focusing on producing globally competent, entrepreneurial-minded graduates in business,

science, technology, engineering, and mathematics disciplines.

- UMUC has established the Minority Business Enterprise (MBE) Scholarship Fund to provide financial support to UMUC undergraduate, graduate, and executive programs to students who work at MBE organizations.

I am especially pleased to highlight the generosity of members of the USM board. UMCP received a gift of \$1 million from Cliff and Camille Kendall, primarily for scholarships, and a \$500,000 gift from Tom McMillen in support of the Leaders Program for high achieving students. Chairman Kendall and his wife Camille also donated \$3 million through their family fund to establish endowed scholarships for students attending our regional center at Shady Grove.

All these items underscore the importance and success of our \$1.7 billion federated capital campaign.

As you know, the ability to raise revenue from alternative sources—especially private philanthropy—is becoming increasingly important. USM institutions are undertaking campaigns to raise more than \$1.7 billion in private support, to fund scholarships (especially need-based), academic excellence, endowments, and community service efforts.

Before I mention other major gifts, I note that if you look back at John Toll’s very first report to the board as chancellor nearly 20 years

ago, he makes reference to the \$200 million capital campaign. Today, we are in the midst of a \$1.7 billion campaign, a 750 percent increase in our goal in just 20 years. And it is well within the realm of possibilities that when all is said and done, we will end up raising \$2 billion—a 1000% increase. To me, this captures the amazing growth of USM, not just in size, but in stature, aspiration, impact, and achievement. During that same 20-year span, our endowment has increased more than 14-fold, from \$60.8 million to \$852 million.

At this point, USM institutions have raised about \$961 million toward our \$1.7 billion campaign goal, 57 percent of the campaign total. This is particularly impressive in view of the gloomy national economic picture. I have already mentioned a few noteworthy contributions, and I will be citing others throughout the report, but just to give a few highlights:

- UB has raised \$8.5 million to date, a total far surpassing any prior annual fundraising at UB and more than twice its goal for this year.

- UMCP received a \$10 million gift through Regent Barry Gossett to both support athletics programs and to provide scholarships, academic support, and financial assistance.

- The Bill and Melinda Gates Foundation awarded \$15 million to the Institute of Human Virology at UMB in support of research to develop a HIV/AIDS vaccine.

- The University System of Maryland Foundation (USMF) received a \$1 million pledge from the John and Maureen

Hendricks Foundation in support of several specific efforts.

- ATK, an aerospace and defense company, has made an initial commitment of more than \$200,000 to the USM Foundation in support of the system's effort to encourage more middle-school students and their families to begin preparing for college early.

USMF will continue to offer assistance and support to our institutions as we continue to advance toward our \$1.7 billion goal.



## ENSURING EXCELLENCE

Moving to the third of our “bedrock” priorities—achieving national eminence—I would suggest that it is in this area where USM shines the brightest of all. Whether you look at institutions, faculty, staff, or students, across the system you will see tremendous examples of excellence.

### Institutional Accolades

Literally every degree-granting institution within USM has received national recognition.

- In *U.S. News & World Report’s* undergraduate rankings, UMCP is ranked 18th among national public universities, with 90 undergraduate programs ranked in the top 25. In graduate school rankings, UMCP had 45 programs receiving top-25 rankings.
- For the 11th consecutive year, *U.S. News* named SU one of the Top Public Universities-Master’s category (North). Kiplinger’s *Personal Finance* named SU as one of the “100 Best Values in Public Colleges.”
- TU was also ranked in the top 10 in the *U.S. News* rankings in the category of Public Universities-Master’s category (North).
- In the first-ever ranking of historically black colleges and universities (HBCUs) by *U.S. News*, UMES was cited in the top tier of “America’s Best Black Colleges.”

- *Diverse Issues in Higher Education* ranked CSU a top-20 African-American Baccalaureate Degree Producer in Mathematics and Statistics.

- *Princeton Review* ranked UMBC among its 366 Best Colleges and ranked UMBC 10th on its Diverse Student Populations list. UMBC was also honored by the Association of University Research Parks (AURP) with an Innovation Award for the ACTiVATE program that has trained 70 female entrepreneurs who have formed 12 new companies.

- UMB was also recognized by AURP, with the UMB BioPark being named the Outstanding Emerging Research Science Park.

- UMUC was named one of the world’s top 10 online colleges in the 2007 edition of *The Best & Worst Online Degree Programs*. In addition, 10 UMUC degree

programs have been ranked as among the best values in the country by GetEducated.com, a clearinghouse for information on online degrees.

- In the 2007–2008 *Guide to Historically Black Colleges and Universities* produced by *Ebony* magazine, BSU was lauded as number one in the nation for the second consecutive year in awarding master’s degrees to African-Americans in computer science and information technology.

- The Corporation for National and Community Service named FSU to the President’s Higher Education Community Service Honor Roll for exemplary service efforts and service to disadvantaged youth.

- *Poets & Writers* magazine, the country’s foremost journal for writers, has named UB’s program in Creative Writing & Publishing Arts as one of the nine most distinctive programs





in the United States. In addition, the UB/Towson online MBA was named a “Top 30 Best Buy” among accredited institutions, according to a recent survey by GetEducated.com.

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Working Group within the Governor’s Commission on Climate Change.

**Community Service**

USM excellence also manifests itself in community service. Campuses across the system are active and involved members of their communities, often targeting their help to those with the most acute need.

- UMB continues to be a leader in service, with faculty, students, and staff giving more than two million hours of community service across the state annually.
- UMB also won the Governor’s Cup for the second year in recognition for raising the most money among large state agencies in the Maryland Charity Campaign last year, with UMBC taking the cup for medium-size agencies.
- UB was one of six institutions nationally named to the President’s Higher Education Community Service Honor Roll for exemplary service efforts and service to disadvantaged youth.
- UMES received a \$300,000 grant from the USDA to assist socially disadvantaged farmers.
- Working with a \$1.5 million grant from the U.S. Department of Education, SU is targeting the

needs of rural Eastern Shore teachers.

- UMBC is partnering with Anne Arundel County Public Schools through a \$1 million U.S. Department of Education grant to enhance the teaching of American history.
- Salisbury students spent their spring break working with the Global Program Service Group, assisting foster children in Cartago, Costa Rica.
- The Community Health Clinic at Coppin State serves as a healthcare facility and as a harbor for moral support for the underserved and uninsured residents of the neighborhood surrounding the university.
- UMCES President Donald Boesch serves as chair of the Scientific and Technical

**Individual Accomplishments: Leaders, Faculty, Staff**

Our commitment to excellence is reflected in the appointments, honors, and achievements of presidents, faculty, staff, and students.

- Jennie Hunter-Cevera, president of the University of Maryland Biotechnology Institute (UMBI), has been named chair of the board of directors of the Maryland Technology Development Corporation (TEDCO).
- UMB President David Ramsay was honored by the Greater Baltimore Committee with its President’s Award for his leadership in Baltimore’s bioscience industry.
- SU President Janet Dudley-Eshbach has been elected to serve on the 2008 board of directors for the American Association of State Colleges and Universities (AASCU).



■ Also at SU, Ernest Bond has been named 2007-2008 Maryland Professor of the Year by the Carnegie Foundation for the Advancement of Teaching and the Council for Advancement and Support of Education.

■ UMBC President Freeman Hrabowski received the Professional Achievement Award from the Washington Center for Internships and Academic Seminars, the area's largest provider of academic internship and college seminar opportunities.

■ Two UMCP faculty members—Mary Kay Vaughan, professor of history, and James Farquhar, associate professor of geology—were named Guggenheim Fellows. In addition, eight UMCP scientists—five of whom are leaders in climate change-related research—were named American Association for the Advancement of Science (AAAS) Fellows.

■ At UMCES, Horn Point Laboratory Biologist Elizabeth North was presented with the Cronin Award for Early Career Achievement by the

Estuarine Research Federation. In addition, Chesapeake Biological Laboratory Researcher Robert Ulanowicz received the 2007 Ilya Prigogine Medal for outstanding international research in ecological systems.

USM was incredibly well represented among Maryland's Top 100 Women for 2008 from *The Daily Record*.

- Susan C. Aldridge, University of Maryland University College
- Janet D. Allan, University of Maryland School of Nursing
- Meredith Bond, University of Maryland School of Medicine
- P. Ann Cotton, University of Baltimore Schaefer Center for Public Policy
- Sandra N. Harriman, University of Maryland School of Medicine
- Leronia A. Josey, Former Regent

■ Martha Joynt Kumar, Towson University

■ Karen H. Rothenberg, University of Maryland School of Law

■ Lisa Rowen, University of Maryland Medical Center

■ Lynne C. Schaefer, University of Maryland, Baltimore County

■ Anita H. Thomas, University of Baltimore

■ Rosemary M. Thomas, Salisbury University

In another *Daily Record* list—60 “Influential Marylanders” for 2008—both UMB President David Ramsay and I were included.

Designated as USM Elkins Professors, in recognition of their high achievements in and beyond their disciplines, are:

■ Thomas Serfass, Associate Professor of Biology, FSU

■ Brian Polkinghorn, Director of the Center for Alternative Dispute Resolution, SU

■ David Schaefer, Professor of Physics, TU

■ Manil Suri, Professor of Mathematics, UMBC





### **THE REGENTS' STAFF AWARDS**

#### **Outstanding Service to Students in an Academic or Residential Environment:**

- Cindy Kubiet, Director of Sports Medicine at UMBC (Exempt)
- Debra Truitt, SU (Non-exempt)

#### **Exceptional Contribution to the Institution or Unit:**

- Janet Anderson, Assistant Director of Finance and Administration in the School of Public Policy, UMCP (Exempt)
- Maria Malloy, UMCP (Non-exempt)

#### **Extraordinary Public Service to the University or to the Greater Community:**

- Samuel Gibson, SU (Exempt)
- Doris Climes, UMCP (Non-exempt)

### **THE REGENTS' FACULTY AWARDS**

#### **Teaching:**

- Jinchul Kim, Associate Professor of Art, SU
- Susan Moeller, Associate Professor of Media and International Affairs, UMCP
- Joseph Okoh, Professor and Chairperson of the Department of Natural Sciences, UMES
- Jim Chen, Collegiate Professor and Program Director of Information Assurance, UMUC

#### **Research, Scholarship, and Creative Activity:**

- Kenneth Lasson, Professor, School of Law, UB
- Julie Zito, Professor, Department of Pharmaceutical Health Services Research, School of Pharmacy, UMB
- Bartley Griffith, Professor, School of Medicine's Department of Surgery and Chief of the Division of Cardiac Surgery, UMB
- Ira Berlin, Distinguished University Professor, Department of History, UMCP

#### **Mentoring:**

- Robert F. Dombrowski, Professor of Accounting, SU
- Christopher Corbett, Professor of the Practice, Department of English, UMBC
- John Pease, Associate Professor of Sociology, UMCP
- Sheila McDonald Harleston, Professor of Music, UMES

#### **Public Service:**

- Michael Scott, Associate Professor, Department of Geography and Geosciences, SU
- Edward Kemery, Associate Professor of Management, School of Business, UB
- Robert Barish, Professor, Department of Emergency Medicine and Vice Dean for Clinical Affairs, School of Medicine, UMB

#### **Collaboration**

- Russell R. Dickerson and Robert D. Hudson, Professors, Department of Atmospheric and Oceanic Science, UMCP

**Individual Accomplishments:  
Students**

Just as USM institutions, leaders, and faculty members are driven to excel, so too are USM students.

- UMCP Junior Phillip Hannam is one of 65 students from U.S. colleges and universities awarded a Truman Scholarship on the basis of leadership potential, intellectual ability, and likelihood of “making a difference.”

- A team of UMCP architecture and engineering students captured second place in the U.S. Department of Energy’s Solar Decathlon, an international competition encouraging students to build and design innovative homes that fully utilize solar power.

- Recent UMUC Graduate Kulsum Malik received the Outstanding Non-Traditional Student Award from the University Continuing Education Association (UCEA). Malik was selected based on her outstanding academic achievements and many extracurricular activities while attending UMUC.

- UMBC senior physics major Philip Graff is the second UMBC student in the past two years to win the Gates Cambridge Scholarship, one of the world’s most selective academic awards.



- A team of four FSU management students received second place in a case competition at the 2008 International Conference of the Society for Advancement of Management.

- Dayvon Love and Deven Cooper, members of Towson’s debate team, won the Cross Examination Debate Association’s five-day tournament in Wichita, Kansas, with a field of more than 180 two-person teams.

USM students also made their marks in intercollegiate athletics during the past year.

- At BSU, the Lady Bulldogs captured their second consecutive CIAA softball championship.

- At CSU, the Eagles and the Lady Eagles both won the MEAC basketball championship.

- The UMBC Retrievers men’s basketball team won the America East Conference Tournament on the way to the

team’s first-ever NCAA tournament bid.

- The SU Sea Gulls won the 2007 NCAA Division III men’s lacrosse championship, its fourth national title in five seasons.

- The TU dance team is a dynasty; for the 10th consecutive year, the team took home the National Championship Division I title.

- UMES won the 2008 NCAA Women’s National Championship in bowling.

I will turn now to the second part of my annual report, a look at the three critical issues that some are calling the “Chancellor’s Initiatives,” but that are, in fact, all of our initiatives.

In my first regular report to the board for the current fiscal year, I outlined what I would like to see USM accomplish beyond the ongoing goals of quality, access, and affordability. I spoke of the importance of a concerted and coordinated effort to bolster Maryland’s competitive advantage, to lead the cause of environmental sustainability, and to address the achievement gap.

USM has embraced a real sense of urgency and sense of purpose in tackling these challenges. I thank the regents, the presidents, and the entire USM family for embracing these vital objectives.

# BOLSTERING MARYLAND'S COMPETITIVENESS

Maryland—like the rest of the nation—is feeling the effects of the housing slump, the decline in consumer spending, and increase in the unemployment rate. If we protect our priorities, however, Maryland can do more than just “weather the storm”; we can emerge from this economic downturn even stronger.

USM provides the “building blocks” of Maryland’s economic security—an educated and skilled workforce, research and development/innovation, and economic dynamism.

Since the founding of USM 20 years ago:

- The number of bachelor’s degrees granted has increased by more than 34 percent;
- Awarded master’s degrees have grown by more than 154 percent;
- Awarded doctoral degrees have grown by more than 100 percent;
- External grants and contracts have increased from \$179 million to more than \$1 billion.

The partnerships we have established—involving the federal and state governments, the public and private sectors, and public and private colleges and universities—strengthen Maryland’s economy today, and enhance Maryland’s “intellectual infrastructure” for the future.

Here are a few examples.

- USM has entered into an agreement with the Food and Drug Administration (FDA) to expand research opportunities and resources for system faculty and students.
- UMBI and officials from the National Institute of Standards and Technology (NIST) have signed a memorandum of understanding significantly expanding the scope of joint research and educational activities in the biosciences between the two institutions.
- UMBC now ranks second among all U.S. universities nationally in NASA funding.

We also are seeing the impressive impact of USM’s three university research parks at UMCP, UMB, and UMBC. UMCP’s M-Square research park will soon welcome a major new tenant: the Intelligence Advanced

Research Projects Activity (IARPA). The national security-related unit is expected to be in a newly constructed building by 2009. The second research facility at the UMB BioPark opened its doors to a diverse group of tenants, ranging from large biotech firms to community-oriented job training programs, and the ground was broken for the third building.

In addition to supporting the research parks, these as well as other USM institutions carry out significant research and development. From UMBC’s \$3 million grant from NOAA to provide real-time, wireless, online monitoring of Baltimore’s Gwynns Falls watershed, to UMB’s \$3 million in federal funding to develop new tissue transplantation techniques, to the three program awards provided to UMCP from the federal Multidisciplinary University Research Initiative Program for defense-based research, USM research is fueling the state’s economy while broadening the base of knowledge.

A recent study by Baltimore Collegetown Network (BCN), a consortium of 16 public and private schools—five of them USM institutions (Coppin, Towson, UB, UMB, and UMBC)—shows that Baltimore-area colleges and universities contribute \$17.2 billion in economic activity to the regional and state

**USM provides the “building blocks” of Maryland’s economic security—an educated and skilled workforce, research and development/innovation, and economic dynamism.**



economy. The institutions analyzed create more than 162,000 jobs and represent an important source of spending in the Baltimore and state economy. If you add in the impact of UMCP and BSU in the Washington, D.C. area, FSU's leader-

ship in Western Maryland, UMES and SU on the Eastern Shore, UMUC basically everywhere, as well as the impact of our regional centers and research institutions, you realize what an amazingly powerful economic force USM is from one end of the state to the other.

But having an advantage today does not guarantee an advantage tomorrow. We must continue to shape Maryland's economic future, especially in support of the STEM disciplines of science, technology, engineering, and mathematics.

**Enhancing Science, Technology, Engineering and Mathematics (STEM) Education**

As I noted earlier, thanks in large measure to a strong system of higher education—two-year, four-year, public and private colleges and universities in Maryland—our state is a leader in the “knowledge” economy. Our challenge is to take the steps necessary to tackle the critical shortage of both STEM educators and the STEM workforce.

The USM Office is coordinating our system-wide STEM initiative to cultivate the next generation of STEM teachers, so that they can in turn cultivate the next generation of STEM professionals. Individual campuses are meeting this challenge as well.

- A STEM conference at Salisbury brought together faculty from SU and administrators and teachers from surrounding K-12 schools to discuss collaboration in increasing the production of STEM teachers.
- UMCP has launched an initiative to develop campus-wide programs that will create a STEM curriculum to increase the numbers of UMCP undergraduates seeking a STEM major, develop new programs for STEM teacher education, and increase access to STEM careers for minorities.
- UMBC has made a campus-wide commitment to STEM education at both the undergraduate and teacher pipeline levels. A \$5

million gift from George and Betsy Sherman funds UMBC's Sherman STEM Teacher Training Program, designed to increase dramatically the number of UMBC graduates who move immediately into science, technology, engineering, and math teaching

careers in at-risk and challenged schools in Baltimore City and throughout Maryland.

- TU received a \$2 million grant from the National Science Foundation (NSF) to increase its output of STEM graduates, particularly those coming to TU from Baltimore City high schools and Baltimore City Community College.
- As the State of Maryland ramps up its efforts in the area of nano-technology in general and nano-biotechnology in particular, UMBI will play a vital role. UMBI President Jennie Hunter-Cevera was the keynote speaker at one of the initial meetings of Maryland's newly-formed Biotechnology and Life Sciences Caucus.

# PROMOTING ENVIRONMENTAL SUSTAINABILITY

The second issue is one that has gained increasing attention and relevance in recent years. It is environmental sustainability.

To underscore the seriousness with which I view this issue, I recently announced the appointment of Don Boesch, president of UMCES, as vice chancellor of environmental sustainability for USM. He is charged with coordinating our activities in this area to advance specific measurable goals:

- Reducing energy consumption system-wide by 15 percent and reducing greenhouse gas emissions to 1990 levels by the year 2020. These goals are reflected in Governor O'Malley's EmPOWER Maryland initiative and Climate Change Commission recommendations;
- Crafting and enacting new policies for capital projects, human resources, and procurement to achieve these objectives;
- Conducting audits of greenhouse gas emission for all USM institutions and using best practices to reduce these emissions;
- Developing a system-wide strategy for campus sustainability and energy efficiency, including

“green” building guidelines and sustainability benchmarks for all new construction and major facility renovations;

- Refocusing and strengthening instructional and research programs dealing with environmental sustainability and climate change;
- Bringing the expertise of USM's institutions to bear in addressing Maryland's three-part challenge of Chesapeake Bay restoration, growth, and climate change.

Within these parameters of environmentally friendly practices on our campuses, educational and research programs focused on environmental issues, and impacting environmental policy, USM will play a pivotal role in helping our state—and nation—come to terms with the impact of climate change.

In the near future, I plan to bring the board together for an in-

depth discussion of our climate change goals, focusing on the long-term policy direction. Looking over this past year, however, it is clear that our institutions are rising to this environmental challenge.

- Every institution within USM has signed on to the American College & University Presidents Climate Commitment, a concrete demonstration of our broad commitment to this issue.
- FSU hosted a two-day Seminar on Sustainability that focused on a broad range of issues—alternative energy, renewable energy, clean energy, green construction, conservation, global trends, and others—and featured presenters from the private sector, the public sector, and higher education.
- The University of Baltimore School of Law hosted a major symposium, “The Bay in Crisis: Saving the Chesapeake.”
- UMCP—named one of the Top 15 Green Colleges and Universities by the online environmental magazine *Grist*—hosted a two-day national conference in conjunction with NOAA (National Oceanic and Atmospheric Administration), NASA, and the American





Meteorological Society titled “Climate Information: Responding to User Needs.” UMCP also received a \$3 million gift from Baltimore developer John B. Colvin and his wife Karen to establish the Colvin Institute of Real Estate Development in Maryland’s School of Architecture, Planning and Preservation.

- UMCP has also entered into an agreement with NOAA for expanded climate research and education, with a new NOAA facility set to be a centerpiece of the university’s M-Square Research and Technology Park.

- USG’s new building—the Camille Kendall Academic Center—is the largest “green” educational building in Maryland and has earned a LEED Gold certification from the U.S. Green Building Council. In addition,



**Through our commitment to best practices in the use of energy and to carbon footprint reduction at our institutions, we intend to serve as a model of “best practices” in environmental stewardship.**

the center received the “Public Building of the Year Award” from the Maryland component of the American Institute of Architects.

- UMCES has received a \$750,000 challenge grant from the Baltimore-based France-Merrick Foundation toward an endowed professorship in Sustainable Ecosystem Restoration. This will be UMCES’s first endowed chair. The gift is the largest private philanthropic award ever in the center’s history.

- The USM Office is working closely with campus facility planners and capital budget officers on green construction and carbon footprint audits.

Through these efforts—and many others—I see USM being the instrumental resource in helping our state come to terms with the impact of climate change. I commend Regent Richard Scott for his leadership in marshalling support among USM students for our sustainability initiative. His commitment and effort are most impressive.

Through our education and research programs, we will develop and promulgate new strategies for addressing environmental challenges. And, through our commitment to best practices in the use of energy and to carbon footprint reduction at our institutions, we intend to serve as a model of “best practices” in environmental stewardship. I can think of no entity in our state better positioned to exhibit leadership on the huge and complex issues of climate change.



# CLOSING THE ACHIEVEMENT GAP

The final initiative I will discuss—which historically has been an almost intractable problem—is the gap in college participation, retention, and graduation rates between low-income students and under-represented minorities on the one hand and the general student population on the other hand. As difficult as making progress in closing this “achievement gap” has proven to be, it is imperative that we redouble our efforts and find the paths to success.

This is a challenge that goes far beyond Maryland’s borders. Low-income students, first-generation students, and students of color represent a rapidly growing proportion of the college-age population. But 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. Reversing this trend—closing this achievement gap—must be recognized as a national imperative.

For the first time in its history, America has an education deficit in relation to other industrialized nations, threatening our status as the world’s economic superpower. In fact, the U.S. is the only industrialized nation where its youth have lower educational attainment than its adult population. We are running the risk of creating a permanent underclass that belies our heritage as a land of opportunity and an upwardly mobile society.



USM has always been a leader in this regard. Since USM first came into existence 20 years ago, minority student enrollment has tripled in actual numbers and more than doubled in percentage terms. The fact is, however, that much remains to be done.

Last fall, USM brought together federal, state, and higher education leaders for a conference to initiate our renewed focus on this issue. At the conference, we worked to define the issues that impede the achievement of low-income students, first-generation students, and students of color when compared to the general student body. We identified successful, scalable programs that improve student achievement among these populations. And, we developed a broad outline of action that will enable USM to systematically improve student achievement.

Following the conference, the USM Office provided the institutions

with specific data regarding how well low-income students, under-represented minorities, and African-American males perform on their campuses. Using these and related data, each campus identified the institution-specific factors that lead to the gaps in academic success rates, developed strategies to address these factors, and developed systematic plans with specific strategies to close their institutional achievement gaps.

We will begin implementing those plans next fall, with the goal of reducing the academic success achievement gaps by one-half by 2015.

This can—and must—be done. It used to be that at Towson University, there was a 14 percent gap between African-Americans and all students. Today, for all intents and purposes, that gap has been eliminated, having been cut to less than one percent. At the same time, TU has enrolled nearly 3,000 minority undergraduates, representing almost one-fifth of the student body, including more than 1,800 African-American students. And, of course, UMBC’s Meyerhoff Program shatters the stereotypes of who can excel in the sciences, generating the intellectual power America needs to be globally competitive.

**We will begin implementation next fall, with the goal of reducing the academic success achievement gaps by one-half by 2015.**

# CONCLUSION

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The breadth, impact, and quality of activities underway at USM's 13 institutions is quite impressive. USM has:

- expanded capacity to serve more students;
- significantly increased funding for financial aid, especially need-based aid;
- garnered national recognition for program quality across the USM;
- launched a \$1.7 billion capital campaign that has reached its halfway mark ahead of schedule;
- achieved record levels of research grant activity;
- increased productivity, including a marked decrease in the average "time to degree" for our students;
- received national recognition for the Board of Regents' Effectiveness and Efficiency Initiative and its innovative financial aid policy to reduce debt levels for low-income students;
- developed a partnership with the state's community colleges that is the envy of the rest of the nation.

Two factors have been especially crucial in making this impressive progress possible. First, the Board of Regents has provided exemplary leadership in establishing overarching goals and expectations and by developing a system of accountability that demands high levels of performance from USM's executive leadership.

A second factor has been the high degree of support USM has enjoyed from the Governor and the General Assembly. While USM institutions have not achieved the

level of funding envisioned in the 1988 legislation that created the system, there can be no doubt that higher education, and USM in particular, enjoys a measure of state priority never seen before in Maryland. As states from California to Michigan to Kentucky to Florida experience significant declines in state funding, Maryland enacts a bill providing new revenue sources for its higher education system. Moreover, our state leaders have made a commitment to capital construction across USM over the next five years that far exceeds capital funding levels of any previous five-year period in the state's history.

While there is much good news to celebrate, this is not a time for complacency. Our state and nation face daunting challenges in, among other areas, global competitiveness, the environment, health care, transportation, the declining percentage of our population going to and succeeding in college, and the quality of K-12 education.

For the future well-being of our state and nation, USM can and must play a major role in addressing these issues. To do so will test our creativity, resourcefulness, and resolve because—the strong state support we have received in recent years notwithstanding—it is unrealistic to believe that the availability of adequate resources will not be a critical issue in Maryland and in higher education across the country. The discipline that USM has developed during the past five years through our Effectiveness and Efficiency efforts and the clarity of our priorities, aimed at our state's and nation's greatest challenges, give me confidence that USM's impact in the coming years will be even greater than the impressive contributions it has made throughout its two-decade-old history.

## 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. Celebrating its 20th anniversary this year, 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: 112,825 worldwide

Graduate/Professional Students: 38,785 worldwide

Full-time Faculty: 7,677

Part-time Faculty: 4,810

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

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

Buildings: 1,000, including 19 libraries

FY 2008 Operating Budget: \$3.9 billion

### 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. Gibralter*

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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