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President’s Five-Year Report and Reflections: UMD’s Progress and Challenges (2010-15) and Strategic Priorities (2015-20)

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This is an overview of—accompanied by some personal reflections on—the University’s progress and challenges of the past five years (2010-15) and proposed strategic priorities for the next five years (2015-20). It highlights the remarkable accomplishments of UMD’s talented and dedicated faculty, staff, administrators, students, alumni, and supporters. Their shared commitment and engagement, often under challenging conditions, make possible the University’s ascendancy.

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1. INSTITUTIONAL PROFILE, LEADERSHIP TEAM, AND SHARED GOVERNANCE

UMCP overview

Founded in 1856, UMD—a member of the Association of American Universities (AAU) and the Big Ten conference—is the state’s flagship and land-grant university, located 8 miles from the nation’s capital, with 37,000 students (68% undergraduate; 32% graduate) in 13 schools and colleges (with 100 undergraduate and 200 graduate programs), 10,000 faculty and staff (3 Nobel laureates; 52 members of national academies), $1.9B annual operating budget, and $550M/year extramural research funding.

UMD rankings

Though reputational rankings are institutional “beauty contests,” they do matter to external stakeholders, students, and alumni. They can be useful—depending on the metrics used—as simplified
yardsticks for comparing institutions, especially when different rankings lead to roughly similar results. A generation ago, UMD was a safety school. Now, various rankings consistently place it among the top 20 of public universities, which is a source of enormous pride to the State of Maryland.

Currently, UMD is ranked 19th among U.S. public institutions (US News), with 61 academic programs in the top 25 and 23 in the top 10 (US News graduate school rankings); 16th among all U.S. public universities and 41st among all world universities (US News global universities); 14th in the U.S. and 43rd globally (Shanghai Jiao Tong University’s Academic Ranking of World Universities); top 10 among U.S. publics in research productivity in the physical sciences (Nature Index).

In rankings of U.S. public institutions that consider quality and affordability, UMD ranks 7th in “best value” in Kiplinger; 14th among “top public colleges” in Forbes and 17th in Money; and top 15 in graduation rates and earnings in the U.S. Department of Education’s new 2015 College Scorecard.

**UMD leadership team** (asterisks indicate new hires since 2010)

It consists of members of the cabinet and the academic deans. The asterisks indicate new hires (about three-fourths of the team) since 2010, mostly as a result of normal turnover. These leaders serve UMD with exceptional competence, perspicacity, and dedication.

**Cabinet: direct reports and co-reports** (15)
Senior VP & Provost*; VP-Research*; VP-University Relations*; VP-Administration*; VP-Student Affairs; Chief Financial Officer*; VP-IT & CIO*; VP-General Counsel*; Assoc. VP-Communications; Director, State Relations; Director, Federal Relations; Chief Diversity Officer*; Athletic Director*; chief strategist, business & economic development*; Assistant President & Chief of Staff.*

**Deans: report to the Provost** (14)
Agriculture*; Architecture, Planning and Preservation*; Arts & Humanities*; Business*; Behavioral & Social Sciences*; Computer, Mathematical, & Natural Sciences*; Education; Engineering; Graduate School; i-School*; Journalism*; Libraries*; Public Health*; Public Policy*; Undergraduate Education*

**Shared governance**

Essential to the vitality of academe is shared responsibility for governance. All legal authority is vested in and flows from the governing board. It delegates specified authority to the president who, in turn, delegates specified authority to other administrators. University and unit administrators share governance responsibility with faculty, staff, and student representatives. There is a delicate and complex balance between broad institutional participation and ultimate institutional accountability. No governance group exercises total control over the entire governance process. Different groups have primary responsibility for different spheres of governance. It is a process of collaborative and complementary responsibility for the governance of the institution by multiple stakeholders.

In addition to regular consultation with various campus groups, the vice presidents and I meet monthly with the University Senate Executive Committee and we have a joint annual retreat. I deliver the annual state-of-the-campus address to the University Senate, meet with its leadership, and attend its monthly meetings when invited or as appropriate. The cabinet and I meet biannually with the undergraduate Student Government Association cabinet. The Graduate Student Government Assembly and executive committee meet with me periodically when requested by either side.
2. STRATEGIC VISION AND PLANNING: 2008-18 AND 2015-2020

“Transforming Maryland: Higher Expectations,” 2008-2018
UMD unveiled in 2008 a comprehensive and bold 10-year strategic vision and plan that was developed prior to the Great Recession of 2008-10. Since 2010 when I assumed office, UMD has implemented many of the goals of this blueprint.

“Flagship 2020,” 2015-20
The changing landscape of public higher education in the post-Great Recession period created new challenges and opportunities not envisioned in the 2008 plan. In fall of 2014, I launched the Flagship 2020 planning process to update—not to wholly rewrite—the 2008-18 plan and extend it to 2020 in light of today’s changed economic, financial, and political circumstances.

Workgroups including some 80 faculty, staff, students, and administrators—led by the provost—are involved in this campus-wide process. In addition to updating the 2008 plan, “Flagship 2020” identifies new priorities that build upon the institutional progress since 2008. A draft copy of the updated 2008 plan is posted at: http://electricpub.umd.edu/clients/Flagship2020/news7.html.

The following is the timeline of strategic planning.

The 2008 vision pursued “higher expectations.” How high is “higher”? The vision of “Flagship 2020” is transformative excellence and impact in education, research, and innovation so that UMD will be “equal of the best” among U.S. public research universities, as reads the legislative mandate designating UMD the flagship institution of Maryland. It is to propel UMD from a top-20 to a top-10 land-grant and research-and-innovation university. The progress in meeting the goals of the 2008 plan and the goals of the 2020 update are detailed in the following pages.

Continuities in “Transforming Maryland” and “Flagship 2020”
UMD’s mission under Flagship 2020 remains unchanged as stated in the 2008 plan: education; research and creative arts; economic development of the state; and impact on the world.
The action principles identified in 2008 still apply: nurturing inclusiveness; embracing technology; acting entrepreneurially; partnering with others; launching transformational change; elevating national and world ranking; creating a more vibrant surrounding community of College Park; becoming an international center of excellence.

The strengths and opportunities of 2008 are even more relevant today: flagship status, location inside the Beltway, diversity, national excellence, and a culture of innovation and collaboration.

The weaknesses and threats identified in 2008 remain: unpredictable state funding; a non-strategic budget allocation process; the risks of deferred maintenance of UMD’s physical and virtual campuses—these are significant impediments to progress. Flagship 2020 addresses some of these risks.

3. EDUCATIONAL EXCELLENCE

Academic profile of undergraduates

The academic credentials and graduation rates of UMD students continue to rise steadily, reaching an all-time high in 2015. On these criteria, UMD places among the top 15 flagships in the nation. In the current freshman class of 4,200 (in-state = 77%) selected from 26,000 applicants, the average HS GPA is 4.2 and the median SAT is 1315. About 71% of the freshmen graduated in the top 10% of their HS senior class. The 6-year graduation rate of the 2015 seniors was a record 85%; over 100 seniors won prestigious national scholarships. One-third of the bachelor degrees are in STEM, also a record high.

Undergraduate education

UMD emphasizes academic excellence, student engagement, and innovative teaching in 90 majors, and scores of minors and certificate programs across all the colleges.

New General Education curriculum

This major initiative of the 2008 strategic plan has been fully implemented. Nine faculty boards reviewed and approved 1,300 courses. These include the new “iSeries courses” (interdisciplinary and problem-oriented freshmen seminars), the new “Scholarship in Practice” courses (emphasizing innovative and original work), and a “Diversity Requirement” to better prepare students to live and work in a multicultural society.

New living-learning communities (LLCs)

UMD is nationally recognized for its interdisciplinary LLCs that connect students with common interests. These signature programs attract top students and now reach over 60% of freshmen. Since 2010, UMD has added eight new LLCs: Digital Cultures & Creativity; Entrepreneurship & Innovation; Global Public Health; Integrated Life Sciences; Advanced Cybersecurity Experience; Carillon Community; Justice & Legal Thought; and Bio-FIRE (biology/chemistry).

New “Academy for Innovation and Entrepreneurship”

Started in 2012, the goal of this campus-wide initiative is to expose all undergraduate students, across all disciplines, to innovation-and-entrepreneurship (I&E) mind-set and skills. Now embedded in over 150 courses in 35 departments, more than one-fourth of all students have enrolled in such courses and co-curricular activities. A new NSF-funded I-Corps promoting innovation in regional businesses and
high schools is housed in this Academy. In 2015, UMD rose to a top 10 ranking of entrepreneurship programs in the U.S. (Princeton Review/Entrepreneur Magazine).

New “Institute for Philanthropy and Non-Profit Leadership” in School of Public Policy
Started in 2012 with private support, the goal is to expose all students on campus to social I&E and venture philanthropy education to learn to “do good”—solve pressing issues of social justice—and also “do well.” The annual “Do Good Challenge” competition attracts scores of students. One of the winners is the nationally acclaimed Food Recovery Network (distributes unserved food from campus dining facilities to those in need, providing 25,000 meals a year). This non-profit is now in 200+ colleges. Its aim is to expand to all U.S. colleges and help end hunger in America.

Student innovation
Pitch-Book, the California venture capital firm, recently ranked UMD 10th among public universities and 30th among all universities in the number of new companies created by undergraduates and backed by venture capital. Since 2008, 81 UMD students started 72 companies that received a total of $362M in venture capital. Last year, 100 undergraduates launched “Start-up Shell,” an incubator and prototyping lab. Already, it has spawned 34 new companies. UMD is rated among the top 10 public universities in tech entrepreneurship for students, per Start Engine College Index/Pando Daily.

New “First-Year Innovation and Research Experience” (FIRE)
This multi-semester, project-based research experience and mentorship puts 200 freshmen (eventual goal is 600) to work on faculty-led projects. It is integrated with some of the new LLCs.

New “Teaching and Learning and Transformation Center”
This major new center, started in 2013, supports faculty innovations in blended learning, “flipped classrooms,” collaborative and project-based learning, and course redesign (26 to date) with data analytics. This center also oversees 20 MOOC courses on the Coursera platform that reach 650,000 learners in 200 countries, with 100,000 course completions. Some MOOCs are revenue-generating.

Differential pricing for Business and STEM majors
In 2015, UMD started market-based pricing for high-cost, high-demand, and high-impact majors in lieu of “one-tuition-fits-all,” with 70% of the new revenues invested in enhancing program excellence and 30% set aside for need-based aid. All other public Big Ten institutions have differential pricing.

Undergraduate debt, placement, and career readiness
About 55% of students graduate debt-free; the others have an average debt of $25,000 with a 1.8% default rate (which is significantly lower than the U.S. and state default averages).

Within six months of graduation, about 91% are employed (median starting salary is $51,100) or are enrolled in graduate study. Given the changes in today’s economy, a goal of Flagship 2020 is to expand the programs of UMD’s Career Services Office that prepare students for employment and/or post-baccalaureate success in careers related to their majors. The estimated cost is $10M.

Graduate Education
The 2008 strategic plan for “excellence in doctoral education” calls for the review of the 80+ doctoral programs to right-size them according to funding capacity and student success. The Graduate School has completed this review. It led to a 10% reduction in the number of doctoral students (smaller
program size but higher quality), an increase in the 10-year completion rate (to 63% from 57%), and a reduction in the median time to degree (to 5.3 years across all disciplines). Over one-half of the doctoral degrees awarded are in STEM disciplines.

The 2008 plan also called for an increase in graduate student support via graduate assistantships and fellowships. Since then, UMD has allocated $2.5M in new funds for fellowships to recruit exceptional students and under-represented minorities.

Since 2010, new professional M.A. degree and certificate programs have grown substantially in number and revenue generated. A task force reviewed policies and practices to ensure that these new programs maintain the highest levels of academic standards and oversight, while they remain competitive and responsive to marketplace demand.

The Graduate School is now implementing a “centennial vision” for graduate education: (1) a new “professional doctorate” (in contrast to a research-oriented Ph.D.) in selected fields and (2) preparation of graduate students for multiple career paths in academe and in public, private, or non-profit sectors. Under review is a proposal by Graduate Student Government that faculty supervisors are expected to meet at least once a semester with their research assistants to provide feedback and mentoring.

**UMCP efficiency in degree production**

The graph below shows that total degree production rose 39% over the past 12 years (2002 to 2014).

![Degree Production Chart]

The next graph shows that, during this same 12-year period, the inflation-adjusted cost per degree (tuition plus appropriations) declined 21%, while state funding per degree declined 40%
in real terms, and in-state tuition rose 7% in real terms.

![Graph showing expenditures per degree (HEP-adjusted FY14 $)](chart)

Together, these two graphs show that **UMD produces more output (degrees) at a lower cost per unit—the economic definition of efficiency.**

4. **STUDENT WELFARE AND DEVELOPMENT**

For traditional age college students, college is more than academic learning. It is the crucible for formative life experiences that shape who and what they will become in adulthood. Supporting the holistic development—intellectual, social, moral—of our students is one of our most important tasks, for they are our tomorrow.

Since 2010, the VP for Student Affairs and her incredibly dedicated and innovative staff have expanded student welfare and implemented new co-curricular initiatives to support students’ well-being, development, and success.

**Preventing and investigating sexual assault and misconduct**

In fall 2014, UMD launched the new Office of Civil Rights and Sexual Misconduct with a staff of five professionals, including investigators and a Title IX director who is an attorney.

This Title IX Office works with the Office of Student Conduct and the VP-General Counsel. Working with the University Senate, these three units helped draft and implement new policies and procedures for sexual assault and misconduct—in accordance with guidelines of the U.S. Department of Education’s Office of Civil Rights (OCR)—applicable to all students, faculty, and staff.
The Title IX Office trained the hearing panels that decide on complaints. CARE (Campus Advocates Respond and Educate), under the auspices of Student Affairs, more than doubled its staff (to 5 professionals) to support survivors of sexual assault and misconduct.

In 2015, when mandatory training was first introduced, 90% of students—undergraduates and graduates—completed it. Over 2000 students have also completed in-person bystander training. Over 100 student cases have been reported in the past year (a new record) and 13 cases have resulted in findings and formal sanctions that include expulsion. Mandatory faculty and staff training are currently underway.

Promoting alcohol safety

High-risk, underage drinking is a critical and longstanding national public health issue that affects high school and college students’ health, safety, and academic performance. Reducing this risk is a top institutional priority. Since 2010, UMD has:

1. Implemented mandatory alcohol safety training for all incoming undergraduate students.
2. Hired an Alcohol Coordinator to implement behavioral change programs.
3. Worked with the University Senate and student government to extend the Code of Student Conduct to hold students accountable for conduct off-campus as well as on-campus and approved a new “Good Samaritan” policy for alcohol and drugs. These new polices have enabled UMD Police to reduce excessive drinking and disruptive conduct in local neighborhoods and beyond.
4. Worked with student government to relocate uncontrolled, unsecured, private tailgates from city neighborhoods to a secure and monitored environment on campus, earning community approval.
5. Provided alcohol-free, late night social events that attract over 30,000 students each year.
6. Worked with student government to secure approval from the county liquor board to sell wine and beer at football and basketball games on a one-year trial basis. In 2015, hospital transports of intoxicated persons at the football stadium dropped 50% compared to previous years.

As a result of these efforts that emphasize alcohol safety and responsibility, the high-risk drinking rate at UMD since 2010 has dropped from 45% to 37%. This rate is below the average of Big Ten peers, which have rates that range from 32% to 54%. In the same period, the percentage of UMD undergraduates who abstain from alcohol has climbed from 16% to 24%.

Other student safety and student development initiatives

Increased public safety on campus and in neighborhoods near the campus
UMD and the City of College Park (which does not have its own police force) signed a concurrent jurisdiction agreement that extends UMD Police authority to many city neighborhoods, adding to patrols by Prince George’s County Police. UMD then hired more police officers and installed more security cameras.

Police statistics show a significant reduction in overall crime rates in 2010-15 compared to the preceding five years: 61% drop in crimes against persons; 44% drop in burglaries, and 30% drop in property crimes.

Increased pedestrian safety along Route 1 near UMCP
Long known as the second most dangerous stretch of road in the state, a 2014 spike in pedestrian
fatalities and coordinated action by UMD, city, county, and State Highway Administration officials expedited the implementation of overdue safety measures: lowered speed limit, more traffic lights, installation of a median barrier, and expanded police enforcement against jaywalking and speeding.

To reinforce the message of pedestrian message, the UMD Police Chief and I walked the streets on weekend nights, urging students congregating in bars to be mindful of the Route 1 traffic. The University also blanketed the campus with pedestrian safety messages. There has since been only one minor pedestrian accident.

“Guided Study Sessions”
Starting in 2012, Student Affairs launched peer-led, collaborative academic support for students in about 90 sections of several demanding gateway courses. Last year, student tutors/mentors assisted some 6,300 fellow students, who attended over 21,000 Guided Study Sessions, resulting in improved grades in those courses.

“Alternative Break” for community-based learning
Student Affairs substantially expanded community-based learning of social issues in the U.S. and abroad. Now, over 400 students travel to 34 locations during the winter, spring, and summer breaks.

Thriving Greek life on campus
Fraternities and sororities are flourishing on campus with 57 chapters. Student Affairs has set clear expectations and required training programs for all Greek organizations in the areas of sexual assault prevention, alcohol and drug safety, diversity and inclusion, and anti-hazing.

Expanded counseling and mental health services
Nationwide, there is a dramatic increase in the demand for these services. UMD reallocated (from Athletics) $5M over 10 years to hire additional mental health professionals.

Establishment of a Veteran Student Life Center
Funded by private gifts, this new center supports the academic success of the nearly 1,000 student veterans on campus and helps ease their transition to civilian life.

Expansion of intramural and club sports programs
Over the past five years, intramural sports participation has increased 20% (to 7,800 students) and sports club participation has increased 9% (to 2,650 students). The expansion also creates more leadership development opportunities for students.

“Terp Farm”
Started in 2014, this project on sustainable farming engages some 70 students who produce 7,000 lbs. of produce annually at an UMD agricultural station 15 miles from campus. The food is served in dining halls and donated to food banks.

5. RESEARCH, INNOVATION, ARTS, AND STRATEGIC PARTNERSHIPS

Led by the provost, the VP for research, and deans, UMD aims for national leadership in basic research, creative work, and multi-disciplinary solutions for the world’s most important problems. The strategy is to forge and leverage partnerships with governmental agencies, industry, and other universities. Institutions can progress further and faster in collaboration with others than they can
alone. In today’s environment, it is “partner and flourish” or “don’t partner and perish.”

**Research and innovation**

**Faculty excellence**
Since 2010, eight faculty members have been elected to the National Academies and six to the American Academy of Arts and Sciences. One received the National Medal of Science and one the National Medal of Technology. Ten faculty members have been awarded Guggenheim Fellowships and 14 have been supported by year-long grants from the National Endowment for the Humanities.

**Research productivity**
In FY2015, external research funding reached a new high of $550M, which places UMD in the top 10 of all U.S. research universities without an academic medical center (NSF, R&D survey). UMD is No. 1 among all universities in Advanced Research Projects Agency-Energy awards.

**Faculty innovation**
In 2013, the University Senate changed the promotion and tenure policy so that tech commercialization is considered a positive rather than a negative factor in such decisions. This change, together with the supportive environment created by the new University of Maryland Ventures and the Maryland Innovation Initiative, led to increased invention disclosures: by assistant professors, 160% increase; by associate professors, 70%, and by professors, 34%. Faculty start-ups with UMD-owned IP are now up to 5 to 7 annually (1 to 2 pre-2010).

**Strategic Partnerships**

**Strategic partnership between UMD and UMB (University of Maryland, Baltimore)**
This partnership was not envisioned in the 2008-18 strategic plan, but it is possibly the single most transformative development for both institutions. The provost and the assistant president/chief of staff of UMD and their counterparts at UMB have managed superbly this partnership.

After a failed legislative effort in 2011 to re-merge UMD and UMB (which consists of the health sciences schools, an academic medical center, and schools of law and social work), the two institutions formed this strategic partnership in 2012—known as “M-Powering the State”—that has achieved many of the academic and research advantages of a merger:

- **Joint UMD-UMB faculty appointments**: 70 joint appointments today compared to only a handful in 2010, resulting in 220 joint proposals generating 60 awards totaling $75M in federal and industry funding.

- **Four joint centers**: (1) a reorganized *Institute for Bioscience and Biotechnology Research* at Shady Grove, joint with NIST (National Institute of Standards & Technology) and in new partnerships with biotech companies (e.g., MedImmune) along the I-270 corridor; (2) new *Center for Health-Related Informatics and Bio-Imaging*; (3) new *Center for Sports Medicine, Health, and Performance, and Sports Medicine*; (4) new *University of Maryland Ventures* (joint tech commercialization).

- **New joint educational ventures**: (1) Agriculture Law Education, joint between UMD’s College of Agriculture and UMB Carey School of Law, to serve the state’s rural communities; (2) 2+2
program in nursing and 3+2 program in law to facilitate transfer and accelerated study for UMD students at UMB; (3) joint research and education in the public health programs of both schools.

Currently, UMD, UMB, Johns Hopkins University and a non-profit R&D firm are working on a proposal for an FFRDC (federally funded research and development center) to manage the Frederick National Laboratory for Cancer Research that is sponsored by the National Cancer Institute.

**New partnerships between UMD, industry, and federal agencies for multi-disciplinary research and innovation (since 2010)**

**Cybersecurity:** Maryland Cybersecurity Center with NSA (National Security Agency) and U.S. Cyber-Command is designated a “national center of academic excellence in information assurance research” by U.S. Dept. of Homeland Security; **FFRDC on Cybersecurity**, with Mitre Corp. and NIST; ACES, the first cybersecurity honors program in the U.S., funded by Northrup Grumman.

**Health:** Center for Health Equity, funded by NIH as a “center of excellence;” Tobacco Center of Regulatory Science, funded by FDA (Food & Drug Administration); Center of Excellence in Regulatory Science and Innovation, funded by FDA; Joint Institute for Food Safety & Applied Nutrition (with FDA).

**Climate change and environmental sustainability:** (National Oceanographic & Atmospheric Admin.) NOAA Center for Weather and Climate Prediction at UMD; Earth System Science Center, with NASA-Goddard; National Socio-Economic Environmental System Center, funded by NSF.

**Aerospace:** Center for Research & Exploration in Space Sciences, with NASA-Goddard; Unmanned Autonomous Systems Test Center with FAA (Federal Aviation Administration).

**Quantum science:** Joint Center for Quantum Information and Computer Science, with NIST and NSA; Quantum Engineering Center, with Lockheed Martin;

High-performance computing for big data research: UMD is at the forefront of data-intensive disciplines such as cybersecurity, astronomy, quantum science, climate science, bioinformatics, aerospace engineering, social media studies, and language science. To discover new knowledge, we need the capability to crunch vast amounts of data. Data analytics across many different disciplines is a research priority in the Flagship 2020 plan.

In 2013, UMD installed “Deep Thought 2,” a powerful new high-performance computer. In 2015, UMD, Johns Hopkins University, and the state launched the Maryland Advanced Research Computing Center powered by the $30M “Blue Crab” supercomputer (19,000 processors and 17 petabytes of storage). UMD is currently working to secure a National Exascale Computing Facility in partnership with the Department of Energy. If successful, it will be the most powerful computer for academic and industrial research in the world, rated at 150 petaflops.

**Arts, humanities, and social sciences**

The 2008 plan calls for strategic partnerships with cultural organizations in the Washington, D.C. region. UMD’s arts, humanities, and design faculty and students are eager to elevate UMD—long known as a STEM university—to prominence as a STEAM (A=arts) university as well. It would provide a platform for the integration of arts, culture, technology, media, and commerce.
The Corcoran: A proposed partnership with the Corcoran (consisting of a Gallery of Art with a collection valued at $2B and a College of Art & Design, located next to the White House) failed after a year-long negotiation. The Corcoran board dissolved itself and donated its assets to D.C. institutions.

The Phillips Collection: In 2015, UMD forged a co-branded artistic partnership with The Phillips Collection, a renowned Washington, D.C. museum near DuPont Circle, that houses a highly regarded collection of impressionist, modern and contemporary art. We will jointly operate an arts education center; jointly offer new courses; co-host international arts forums and exhibits; create an internship programs for UMD students; and jointly fundraise for a visible storage facility near UMD for The Phillips Collection’s art works. UMD will be able to host receptions and events at The Phillips Collection, thereby establishing a footprint in the heart of the nation’s capital.

The DeVos Institute of Arts Management: The world’s leading institute of its kind founded and directed by Michael Kaiser, former president of the Kennedy Center for the Performing Arts in Washington, D.C., relocated in 2014 to UMD. It provides pro bono management consulting to cultural organizations around the world and is supported by philanthropic and governmental organizations in the U.S. and abroad. With our arts departments, it will develop an M.A. in arts management and sponsors symposia such as “diversity in the arts” and “technology in the arts” with national arts leaders.

Arts and Humanities Center for Synergy: With the Maryland Institute for Technology in the Humanities, this new Center supports scholarship in the intersection of digital humanities and African-American labor, migration, and artistic expression.

Center for the History of the New America: This new center on African-American history and cultural studies is supported by a Mellon Foundation grant and UMD funding for faculty cluster hires.

Maryland Language Science Center: With funding from the National Science Foundation and UMD, this center in the College of Arts and Humanities studies how people learn languages by integrating insights from the social and biological sciences, humanities and education, computer science and engineering, with a focus on applications to global security and the development of new technologies.

George Meany Memorial AFL-CIO Archives: The UMD Libraries is the new repository of an exceptional collection of 40 million documents on the history of American labor.

The Washington Post-UMD Poll: This partnership started in 2014 between the Post and the UMD Center for American Politics and Citizenship integrates reporting, polling, public engagement, and academic analysis to cover issues that matter to voters in the District, Maryland, and Virginia.

**Economic benefit to the State**

According to USM’s Committee on Economic Development and Tech Commercialization, UMD’s economic impact on Maryland was valued at $2.4B in 2007 and increased to $3.1B in 2014. The Association of Public and Land-Grant Universities in 2015 named UMD to its class of “Innovation and Economic Prosperity Universities,” one of 18 institutions so designated.

Among other examples of economic impact, UMD’s Small Business Technology Development Center set a record in 2014 of helping create 112 new businesses and 1,000 jobs in Maryland.
Recruiting and retaining talented faculty and staff

I review annually some 70 to 100 recommendations for tenure-track or tenured appointments and about as many recommendations for promotion and tenure. I am also involved in a handful of high-profile recruitment and retention cases each year. I cannot be more proud of the excellence of our faculty. They are the lifeblood of the institution. No university is better than the quality of its faculty. And their work is supported by our talented staff, exempt and classified.

Faculty and staff morale
Since the Great Recession, “austerity fatigue” has afflicted faculty and staff after several years of no salary increases, two rounds of furloughs, temporary hiring freezes, federal sequestration, and budget reductions that increased administrative and instructional workloads. Despite increases in students, the number of tenured and tenure-track faculty has remained essentially unchanged.

Together with USM officials, I advocate strongly in Annapolis for competitive compensation because it is essential for institutional excellence. The state’s budget for 2016-17 will likely include a salary increase for state employees.

I am also resolved to eliminate salary compression, the result of hiring new employees at market rates but not providing for salary increases to current employees. Competitive counter-offers to retain our best people also amplify salary inequities. Thus, a high priority in the Flagship 2020 plan is to reduce salary compression in the coming years by creating a salary equity fund when state funding for salary increases is available.

It speaks volumes about the dedication of UMD’s faculty and staff that they have been so productive despite the fiscal retrenchments, as the listing of institutional accomplishments in this report shows.

6. DIVERSITY AND INCLUSION

Chief Diversity Officer (CDO)
UMD created and filled this position in 2012 to support academic and administrative units in enhancing diversity and inclusion programs across the entire campus. Currently, the CDO is reviewing UMD’s 10-year diversity strategic plan, now at its midpoint.

Student diversity and achievement
In 2015, racial diversity reached a record high. About 43% of the freshmen are students of color (16% Asian-American; 13% African-American; 9% Hispanic; 4% “biracial”; 1% Native-American).

In 2015, the minority achievement gap declined to 6%, a record low. UMD has one of the highest graduation rates in the nation (70%) for underrepresented minorities relative to their proportion on campus (African-Americans and Hispanics are nearly 25% of the student body).

UMD ranks 20th nationally in PhDs awarded to minorities. The journal INSIGHT into Diversity awarded UMD its 2015 Higher Education Excellence in Diversity Award.

Faculty diversity
My review of promotion and tenure files suggested that under-represented minority faculty, compared to the faculty as a whole, were less likely to receive promotion and tenure or more likely to withdraw
from the University before they are formally reviewed for advancement. An analysis of past cases showed that, in fact, this is a pattern that goes back some 20 years.

The disparity in promotion and tenure rates also occurred with women faculty in the past, but has ceased some years ago. The catalyst for change was an NSF “ADVANCE” grant that provided for earlier and more extensive mentoring and support of untenured women faculty. UMD has now extended the “ADVANCE” program to under-represented and untenured minority men and women faculty, supported by institutional funds.

*A goal of Flagship 2020 is to reduce the disparate racial impact in promotion and tenure and eliminate it over the next several years.*

**African-American faculty**

About 20 years ago, African-Americans were 12% of the UMD faculty; today, the percentage is down to 5%, roughly equal to their representation at peer institutions. It is unclear why the representation has declined when the percentage of African-American students is more than twice as large (13%).

The provost has taken the initiative to start addressing this disparity by (1) hiring in 2015 a renowned scholar to hold an endowed professorship in psychology and direct the African-American Sprogram and (2) adding new faculty positions in other academic departments with the possibility of joint appointments with African-American Studies.

UMD supported the establishment of a new Judge Alexander Williams, Jr. Center for Education, Ethics, and Justice, directed by this distinguished former federal jurist. The new center focuses on research and advocacy in the three listed areas as they impact African-Americans in Maryland.

**Staff diversity and inclusiveness**

In 2012, housekeeping and grounds staff (most of whom are minorities) raised concerns about unfair treatment and retaliation by supervisors. The VP for Administration and I met with the staff and with their union representatives. We formed a task force to review the allegations. UMD implemented the task force’s recommendations for workplace improvements, including diversity training for supervisors and free English and computer classes for the staff.

**Student activism and protest**

Student activism in 2014 and 2015 centered on (1) a fraternity student’s racist and sexist email that went viral, (2) the Black Lives Matter movement, (3) a screening of the *American Sniper* film and (4) changing the name of Byrd Stadium.

UMD’s approach is to maintain open communications; work with student leaders; form campus-wide task forces to study the issue(s), solicit campus-wide input, and make recommendations for action; and use social media to engage people and defuse tensions. (For example, the use of Twitter chat regarding the student email trended nationally, reached 1M people, and enabled UMD to get ahead of the unfolding media story).

In the coming years, campuses across the country might continue to be roiled by three intertwined issues: women’s safety (sexual assault and misconduct), racial inclusiveness (campus climate), and economic justice (minimum wage; “Occupy” movement).
The era of protest has returned to campuses, after a period of relative quiescence since the civil rights and antiwar movements. The commendable activism of today’s millennial generation reflects the convergence of new realities:

- **Demographics:** The number of women and minorities now in colleges are at a historic high.
- **Technology:** Social media enables viral mass protests that are bottom-up and decentralized.
- **Economics:** There is wage stagnation, student indebtedness, and the prospect that millennials might be a generation that will not be better off economically than their parents.

Our national Great Seal carries the words *E Pluribus Unum*, one formed from many. During the second half of the 20th century, our nation and higher education made enormous strides in diversity (“Pluribus”). In the 21st century, the challenge is to be more inclusive and thus forge a more perfect union (“Unum”).

As I wrote in an essay for *Time* (“Clash of Ideas Strengthens our Universities and Our Nation,” 11-16-15), at UMD we have sought to balance the right to freely express opposing views, which is essential to an open and diverse community, and the responsibility to treat people of all races, backgrounds, and creeds with tolerance and respect, which is essential to a humane and inclusive community. Achieving the right balance is the challenge before us.

### 7. INTERNATIONALIZATION

UMD’s most extensive international academic and industry collaborations are with China, South Korea, Taiwan, Japan, and Israel. The largest concentrations of our overseas alumni, and the most international students at UMCP (12% of student body), are from the first three countries, followed by India and Latin American nations.

Since 2010, the UMD International Incubator has attracted 11 new Chinese companies; UMD initiated “global classrooms” (jointly taught courses via video conferencing and Internet) with Middle East, Asian and European institutions; started international business plan competitions with Technion-Israel Institute of Technology and in conjunction with Peking University; started joint degree programs with universities in Beijing and Vietnam; started a Joint Global Change and Earth System Sciences Center at Beijing Normal University; expanded faculty exchanges with Chinese Academy of Sciences and Shanghai Jiao Tong University; and conducted joint student performances with National Academy of Chinese Theater Arts.

In 2013, “Universitas 21”—a global network of 25 leading research universities in Europe, Asia, Australia, South America, U.S., and Africa—invited UMD to join it. Our participation has created new opportunities for student exchanges and faculty collaborations across the globe.

Because UMD is the only AAU institution inside the Beltway, it regularly hosts educational, cultural, scientific, and business delegations from abroad as well as senior U.S. government officials and foreign embassy representatives. These meetings raise UMD’s international profile and advance the state’s interest in joint economic development ventures. For example, UMD has welcomed to campus delegations of university presidents from India, Turkey, and Iraq, their visits sponsored by the U.S. State Department. UMD has hosted business, government and public leaders from around the world.

Recently, the United Nations Secretary General visited the campus to arrange for *UMD to co-host in May 2016 the implementation conference of the landmark U.N. climate change accord signed in Paris*. 
in December 2015. Hundreds of representatives from abroad, including heads of state, will be at this conference that is being organized by our School of Public Policy.

8. NEW FACILITIES AND ENVIRONMENTAL SUSTAINABILITY

To advance the educational, research, and innovation missions, UMD is undertaking one of its largest capital construction and renovation programs in years. Since 2010, the following state-of-the-art capital projects—designed for LEED gold certification—have been completed, or are under construction, or have been approved for construction:

- Physical Sciences Complex, $127M.
- Oakland Hall and Prince Frederick residence halls designed for living-learning communities, $146M.
- Edward St. John Learning and Teaching Center, an instructional building for blended and collaborative learning to serve 9,000 students a day, $115M.
- A. James Clark Hall, home of the Robert Fischell Department and Institute of Bioengineering, $169M.
- Brendan Iribe Center for Computer Science and Innovation, $138M.
- The Hotel at UMCP, a four-star, 270-room hotel and conference center that accommodates 2,000 plus spaces for student innovation incubators, $150M (100% privately funded).
- Cole Fieldhouse renovation to include the Sports Medicine, Health, and Human Performance Center (clinical and research facilities for UMCP and UMB) and an indoor football practice facility, $155M (84% privately funded).
- Various major building renovations, $75M.

The total investment exceeds $1 billion, funded by state capital appropriations leveraged by substantial private gifts, public-private partnerships, and auxiliary revenues. The 2008-18 strategic plan set a goal of $1B in capital investments. UMD has achieved this goal ahead of schedule.

UMD is making progress towards its sustainability goal of a carbon-neutral footprint by 2050. We are on track to achieve a 25% reduction in carbon emissions by 2020. Through carbon-neutral construction and electricity purchases from renewable sources, our net savings are projected at $380M over 20 years, with $120M in up-front costs. Sierra magazine ranks UMD the 13th greenest U.S. campus.

9. FINANCIAL MANAGEMENT, ADMINISTRATIVE MODERNIZATION, AND RISK MANAGEMENT

Leadership and vision are lofty and forward-looking, the poetic part of administration. But leadership is expressed, and vision is manifested, in the sum of day-to-day administrative decisions. I begin by noting the economic and financial context of public higher education administration today.

Economic context: Long-term trends and the “new normal”

Impact of the Great Recession (2008-10)

The progress of UMD has to be viewed in the context of the financial crisis and the ensuing “new normal” of flat economic growth. The State of Maryland has been and continues to be strongly committed to public higher education. Of course, the extent of support is contingent on the State’s economy.
From 2008 to 2015, UMD incurred $49M in base budget cuts. In addition, there were $60M in one-time cuts and “implicit” cuts (i.e., non-funding of mandatory costs—e.g., authorized benefit increases—that the campus then has to absorb). In the current fiscal year (FY16), UMD incurred a $16.4M base budget cut and a $3M implicit cut.

*Given the statewide fiscal retrenchment, the accomplishment by faculty and staff of so many of UMD’s strategic priorities is all the more remarkable.*

**Long-term trends (1990-2015): the quasi-privatization of public higher education**
The current and future progress of UMD, and other public universities, also has to be viewed in the context of two long-term trends that reflect their increasing quasi-privatization.

First, the state investment in UMD as a percentage of our total operating budget has declined from 52% in 1990 to 32% in 2015. Non-state revenues as a percentage of this budget have risen from 48% to 68% over the same period.

Second, the state’s share for UMD’s operating budget (excluding non-state revenue sources such as athletics, sponsored research, and auxiliaries), compared to the students’ share, has gradually but steadily declined from 70% in 1990 to 47% in 2015. Conversely, the students’ share (tuition and fees) of the operating budget has gradually risen from 30% to 53%.

**Access, quality, and cost—the iron triangle of public higher education policy**
When state funding declines and tuition rises to offset it, the cost of education goes up for students, thereby reducing their access to college. But when tuition does not rise to offset the state funding reduction and access remains unchanged, then quality eventually takes a hit.

This is a challenge that UMD faces—as do many peers—in today’s environment. Our excellence as a flagship institution will be at risk if tuition and per student expenditures remain substantially below that of peer institutions. Therefore, we must generate new revenues and/or achieve cost-savings to make up some of the difference. Decline in the quality and national standing of the flagship institution will have a negative long-term impact on the economic vitality of the state.

**The resource-differential between UMD and its peers and its impact on UMD’s national standing**
Resident tuition at UMD today is near the bottom of peer flagship institutions, about $4,200 below the median. (Coincidentally, UMD’s expenditures per student are also about $4,200 below the median of our peers.) This difference in relation to peer flagships constrains UMD’s potential to be “equal to the best.”

The graph below shows the relationship of (1) resource-differential (the difference in tuition/fees between UMD and the median of its public peers—the blue line) to (2) national rankings of all institutions, public and private, by U.S. News—the orange line).

As expected, the two are correlated: the greater the resources to educate students (i.e., the closer to the peer median), the higher the ranking, and vice-versa.

The graph also shows that UMD’s resource-differential was about $1,000 above the peer median pre-FY07. It then fell sharply during and after the Great Recession years, bottoming out at $4,200 below
the peer median in FY12. Since then, the resource differential between UMD and its peers has remained essentially the same at $4,200 below the median.

Finally, the graph shows that the decline in national ranking (orange line) lags behind the resource-differential (blue line) because the calculation of resource metrics by U.S. News is based on a three-year average. In other words, if the resource-differential increases, the decline in national ranking will show up about three years later, assuming all other factors remain unchanged, and vice-versa.

![Graph Showing Resource Differential and National Ranking Trends]

UMD’s national ranking has held steady among the top 20 public institutions in recent years, but it has dropped—as this graph shows—when compared with public and private institutions (from 53rd in FY10 to 62nd in FY14).

Of course, many public peers have also experienced state budget cuts that were not fully offset by tuition increases and, hence, their national rankings have also declined when public and private institutions are combined. Rankings matter in attracting top students, faculty, and staff. They also matter in attracting philanthropic support and sponsored research funding.

**The challenge of academic excellence**

*The biggest challenge for UMD is to maintain and enhance its pre-eminence in the “new normal” environment of constrained state appropriations, constrained tuition revenue, uncertain federal research funding, and public expectations for increased accountability.*
The academic profile and success of UMD students currently rank among the top 15 of peer flagships. However, on indices such as funding per student, student-faculty ratios, and faculty resources such as compensation, UMD ranks about 70th among its peers. UMD has over-achieved academically despite its lower resource base.

Thus, for UMD to be “equal to the best,” we will have to increase revenues from multiple sources such as philanthropy, sponsored research, partnerships, efficiency savings, new entrepreneurial programs, state appropriations, and market-based tuition (such as differential pricing of majors).

**Financial management**

Prudent fiscal management, led by our Chief Financial Officer, seeks to increase revenues and monitor spending to stay within budget in order to generate a “strong” fund balance that can be leveraged to support campus projects and University System of Maryland (USM) requirements. Over the past five years (FY11 – FY15), UMD has met or exceeded the fund balance growth targets set by USM.

UMD is implementing new short-term and long-term strategies to maintain strong fund balances. These include:

- Enhanced fiscal forecasting and reporting.
- Timely responses to changing conditions (e.g., unexpected budget reductions).
- Enhanced revenue generation that is market justified, such as (1) differential pricing for selected high-demand/high-cost majors and (2) charging a fee for credit card transactions.
- University-wide performance improvement, described below.

**Administrative modernization**

The Flagship 2020 planning process not only updates the 2008 plan but also identifies new priorities and develops a roadmap for achieving them. One of these priorities is University-wide performance improvement. The 2008 strategic plan had also called for “relentless seeking of greater efficiencies in academic and administrative units … and reorganize, consolidate, or even outsource activities.” It is now also a top priority of the USM and the Board of Regents.

**Planning and goals**

UMD’s goals for administrative modernization are to (1) improve the quality of administrative services, (2) achieve cost savings by redesigning business processes, leveraging technology, and making data-driven decisions; and (3) reinvest the savings in the core academic missions of education, scholarship, and innovation. Such modernization is critical if UMD is going to be “equal to the best.”

Led by the provost and supported by an accounting and strategic advising firm, several workgroups (comprised of faculty, students, deans, and staff) started in early 2015 to examine UMD’s operations and finances. The purpose was to rethink our budgeting, procurement, human resources operations, information technology, dining and housekeeping services, parking, and facilities utilization. They also looked at data on efficiency and effectiveness at peer institutions. By the end of 2015, the workgroups made preliminary recommendations for possible improvement.

To begin the implementation process, we formed (1) a leadership team that provides oversight of the campus-wide effort; (2) a mid-level management team that sets priorities, trouble-shoots, and reviews data and metrics; and (3) implementation teams that carry-out the modernization projects. This
process is proceeding in consultation with, and with the engagement of, campus stakeholders and the University Senate leadership.

**Modernization projects**
There are 17 projects in prioritized order. It will take three to four years if all these projects are carried out. We started with the most urgent and/or easiest projects. We defer those that will likely be the most difficult.

*The challenge is not the technical aspects of business redesign and the use of technology. It is changing the culture of a large and decentralized institution.*

The first five projects now underway are:

(1) **Budgeting:** The 2008 plan described UMD’s budgeting as “incremental and obsolete.” It is an accounting of funds received and disbursed. A budget should also reflect strategic priorities on how funds are allocated. Some 100 faculty and staff are providing experience and insights on developing a new budget model.

(2) **Fleet management:** out-source and centralize the purchase, maintenance, and management of hundreds of UMD vehicles that currently are owned and operated by different departments.

(3) **Procurement:** reduce the time to purchase, leverage our buying power, and reduce off-contract and sole-source purchases for improved service and significant savings.

(4) **Fringe benefits:** ensure that state-paid benefit costs are charged to non-state funding sources.

(5) **Travel:** solicit bids for travel contracts that will result in savings in airfare, car rentals, and hotel.

Other modernization projects to be considered for later implementation include, for example: more efficient use of classrooms and other spaces; better alignment of course offerings and student needs; sharing of administrative services; integration of auxiliary and self-support units into the University’s financial management; facilitating entrepreneurial educational programs; reviewing the indirect cost distributions; improving the research grant accounting processes; integrating the 20+ email systems with one University-wide system; and developing a 3-year baccalaureate degree option.

**Estimated savings**
The consulting firm estimated that if UMD carried out all of the modernization projects, the projected savings would be between $30M to $50M on a recurrent basis. For example, UMD spends $40M annually on business travel. The use of standard travel contracts is projected to reduce costs by 10% or $4M annually.

For example, each $1M saved in purchases and/or in more efficient quotidian operations translates into 100 full tuition scholarships or about 4 professorships, or a mix of both. Even when some of the savings accrue to departments rather than to the central administration, departments can use their share of the savings to strengthen their operations and help off-set past budget cuts.

**Thriving workplace**

Concurrently with “modernization” of the workplace, UMD has started a “thriving workplace” initiative to promote:

(1) A more engaged University that actively supports the success and growth of its staff employees by clearer work expectations, better alignment of talent and job requirements, regular feedback and
recognition, and professional development opportunities.

(2) A more engaged workforce that advances the success and growth of the University by more active employee participation, more innovative thinking, and more problem-solving in addition to problem-identification.

A consulting firm will assist UMD in developing a workplace climate survey. To review the survey data, set goals, and propose best practices for a more thriving workplace, UMD will create teams that represent units from throughout the campus. These teams, to be formed in consultation with shared governance groups, will be supported by UMD’s Center for Leadership and Organizational Change. The goals are to enhance employee satisfaction, retention, creativity, and productivity.

UMD was ranked one of the 20 “most-liked employers in the Greater Washington area” (Washington Business Journal, 1/5/16). We will continue to invest in the people who work at the University.

**Risk management**

Among the many challenges facing the University, three present risks that require significant investment.

**Risk of deferred maintenance of the physical campus**

Under the oversight of the VP for Administration, the campus is beautiful and the grounds are well maintained. But most buildings are over 50 years old. Though the exteriors appear in good repair, there is a lot of “invisible” deferred maintenance inside buildings that total about $900M. UMD receives $20M annually for major renovations. A solution is for the state to set aside more funds for major renovations and for UMD to be allowed to use strategically its fund balance for this purpose.

**Risk of deferred maintenance of the virtual campus**

Less visible but no less essential is a virtual campus of over 1,600 business systems, overseen by the VP for Information Technology/CIO. These range from simple systems used by a department to enterprise systems that manage huge amounts of data on student services, human resources, research, finance, and auxiliary enterprises. These systems are decentralized but networked.

Many of the systems—analogous to buildings on the physical campus—are now old, operate on software that is no longer serviced by the firms that sold them, and the number of developers who know how to fix the systems is diminishing yearly with retirements and departures. Obsolete systems preclude University-wide improvements in efficiency, effectiveness, and security. The estimated cost of mitigating this risk could be as high as $100M.

Part of the solution is to move business applications and communications to the cloud. This is a multi-year process and there is no reliable estimate of cost at this time. Because of efficiencies of scale, costs in the cloud are less than our current investments and operating costs for data centers.

**Risk of data breach**

After the 2014 hacking that compromised some 300,000 student, faculty, and alumni IDs going back some 20 years, UMD bolstered the security of its IT networks with the assistance of external firms and federal agencies.

To date, we have invested $6M to expand IT security personnel, isolate and encrypt sensitive data,
monitor access to the network (50,000 attempted intrusions daily), perform regular penetration testing, strengthen campus-wide IT security governance, and change people's high-risk IT behaviors (plus $2.5M for credit monitoring services).

The U.S. Senate Commerce, Science, and Transportation Committee recently held a hearing in the wake of increasing cyber-attacks on industry, universities, and federal agencies. This Committee commended UMD for its transparent and effective post-breach actions. We have undertaken prudent and necessary security measures, but there is no unassailable defense against all future intrusions originating from within and/or outside the country.

10. INTERCOLLEGIATE ATHLETICS (ICA)

In 2011, UMD learned that ICA had been operating at a deficit for several years and covering the shortfall by drawing on reserves, which by then were down to zero. This put the future of Maryland Athletics at risk.

ICA is a self-supporting enterprise. With no new revenue streams apparent, UMD made the painful decision to eliminate seven athletic teams. The new Athletic Director and I held heart-wrenching meetings with the affected student-athletes. We vowed that our successors will never have to cut teams and crush young people’s dreams.

With the approval of the leadership of USM and the Board of Regents, UMD began negotiations with the Big Ten Conference (B1G) under a strict confidentiality agreement, which is the practice in all conference realignments. As anticipated, exiting the ACC—which UMD helped found 60+ years ago and is part of Maryland’s culture and history—ignited a public firestorm. However, the Board of Regents and top state officials backed the decision to join B1G.

Now, three years later, most of our stakeholders support the move. Students, faculty, and staff also participate in a wide range of collaborative educational, research, and administrative opportunities (e.g., joint admissions fairs, joint purchasing of library materials, joint professional development programs, joint academic programs, etc.) available via the Committee on Institutional Cooperation (CIC)—a “super-university” of all B1G schools.

The negotiated financial terms remain confidential. (Sports Illustrated estimated that UMD will receive from B1G about $100M in excess of what we would have received if we had remained in the ACC.) UMD also has a 1/14th equity ownership in the Big Ten Network. This agreement ensures the long-term financial sustainability of Maryland Athletics. I committed to reallocating some of the new athletic revenues to support need-based scholarships for students.

Big-time athletics involves more than sports. It is the “front porch” of a university. It is not the most important part of the educational house, but it is the most visible one. Operated with integrity, it can engender a sense of pride and unity across the state, and help brand and elevate the entire university. But big-time athletics can also be a dormant volcano on campus. If it erupts, it causes lasting damage to the institution. Therefore, UMD has strengthened “institutional control” over the athletics enterprise.

There could be seismic changes in the landscape of athletics as a result of on-going class action lawsuits that raise a basic question: are student-athletes amateurs, or professionals, or something in
between? Also, the changing economics of athletic media revenues and the possible emergence of super-conferences make for an uncertain future.

Every institution in a Power Five conference will likely have to invest more attention to the oversight of academic, ethical, legal, and financial aspects of big time athletics in the coming years.

11. EXTERNAL RELATIONS:
GOVERNMENT, COMMUNICATIONS, PHILANTHROPY, AND ALUMNI RELATIONS

Government relations

A flagship presidency is possibly the most political, non-political job in the state. Politics is the art of the possible—the art of finding common ground without sacrificing the high ground. And in public advocacy, relationships matter. To advance an institution’s interests, it is essential to develop reservoirs of personal trust and goodwill.

Supported by our state and federal government relations directors, I have worked with two Maryland governors (and their respective chiefs of staff), the current Republican governor and his Democratic predecessor. Both have invited me on their trade missions abroad: South Korea and Japan with Governor Hogan; China, South Korea, India, Israel, and Jordan with Governor O’Malley. These visits produced new joint venture agreements in education, research, and business.

UMD administrators and deans—with the support of alumni, friends, and our government relations staff—work with key state lawmakers and members of Maryland’s congressional delegation, their respective staffs, and the leadership of state and federal agencies on issues that impact UMD.

It is a truism that all politics is local. There is no better retail politics than being a good neighbor. This is why good working relationships with officials in the City of College Park and in Prince George’s County are essential. The improved town-gown relations have strengthened support for UMD among local and state officials and facilitate the shared efforts to revitalize College Park.

Communications

UMD has an exceptional marketing and communications office that tells the story of the institution to our many constituencies. It is the story of the flagship’s educational, research, and service missions; the successes of faculty, students, staff, and alumni; and the social and economic impact of these successes on the state, the nation, and the world.

Media

UMD delivers institutional messages through periodic editorial board meetings with the Baltimore Sun, The Washington Post, Daily Record and Washington Business Journal as well as print, radio, and TV interviews, including on C-Span, the Kojo Nnambdi Show, and Maryland Public TV. Many op-ed and video messages also tell the story of UMD. These can be accessed at: www.president.umd.edu/media_coverage/drlohmessages.cfm

The University’s story is also told on social media. For example, the Twitter accounts of UMD’s Philip Merrill College of Journalism and the president’s office (with 30,000 followers) are among the top 10 in U.S. higher education. The former is “a great example of how technology can be used as an
effective tool by journalists” and the latter includes a “mix of information on campus activities and the university’s progress” (eCampus News, 2015).

**Presentations, representation, and service**
As the institution’s representative, a function of the president is communication. On campus, upon invitation by various faculty, student, staff, and alumni groups, I give about 60 presentations annually. Off campus, I deliver about 30 invited presentations yearly—speeches, reports, panel discussions, public testimony—to external constituencies about UMD or issues relevant to UMD. These include higher education, professional, business, and community organizations in Maryland, elsewhere in the U.S., and abroad; state and federal legislative committees; city and county councils; and federal government agencies.

The president is also expected to represent the University at various education-related organizations and serve on their boards, councils, and committees. Since 2010, they include:

- Chair, board of directors, College Park Academy (public charter school; elected 2015)
- Leadership team of CIC Health Disparities Initiative (since 2015)
- Fellow, American Academy of Arts and Sciences (elected 2015)
- Board of directors, American Council on Education (elected 2014)
- Council of presidents, Big Ten Conference and its academic consortium (CIC) (since 2013)
- Council of presidents, Universitats 21 (network of 25 leading research universities from around the world; since 2013)
- Committee on research universities, Association of Public and Land-Grant Universities (since 2013)
- Chair, U.S. Department of Homeland Security Academic Advisory Council (2012-14)
- Advisory board, Comptroller General of the United States (since 2012)
- Committee on Diversity and Inclusion, American Council on Education (2012-14)
- National Academies’ Committee on Science, Technology & Law (2011-12)
- Board of trustees, Iowa Wesleyan College (elected 2010)
- Council of presidents, University System of Maryland (since 2010)
- Membership of university presidents, Association of American Universities (since 2010)

**Philanthropy and alumni relations**

Philanthropy is an important part of any university’s revenue mix. But it is more than just fundraising. It is a way to engage alumni, friends, and other stakeholders about the purposes and impact of the University. It is offering them an opportunity to help shape the future by investing in our students’ education and in our faculty’s research and innovation that will improve the human condition.

**Record philanthropic giving**
The “Great Expectations” campaign started in 2004 and concluded successfully in 2012, achieving the goal of $1B. Donors earmarked about 20% for financial aid, 30% for buildings, 30% for academic purposes, 15% for athletics, and 5% was undesignated.

The VP for University Relations has assembled an impressive professional and volunteer leadership team for the “quiet phase” of the next comprehensive campaign. The campaign priorities are to (1) transform the student experience, (2) create new knowledge, (3) inspire Maryland pride, and (4) turn
imagination into innovation.

Essential to a successful campaign in a large and decentralized institution is a campus-wide and coordinated effort. Philanthropy is everyone’s responsibility—University administrators, deans, department chairs, faculty leaders, student leaders, and alumni and friends of the University. Over the past couple of years, under the leadership of the VP for University Relations, the campus has generated record fundraising: $140M in FY14 and $200M in FY15.

Alumni and donor relationships
The UMD Alumni Director and the University Relations staff organize events with alumni and donors in the mid-Atlantic region, New York, Florida, Chicago, Los Angeles, San Diego, Seattle, and the San Francisco Bay area. Also in attendance are University administrators, deans, faculty, and staff.

UMD’s communication office makes use of technology in outreach to alumni. These visits are often preceded by “phone casts.” Each of these live Q&A calls reaches some 25,000 alumni in Baltimore, 12,000 in California, and 5,000 in Florida. This phone conversation adds a personal touch to the traditional communication via alumni magazines and newsletters.

Still, there is a lot of work to do through the UMD Alumni Board of Governors. Although unique alumni donors are now at an all-time high, 20,600, they constitute only 7% of our known alumni population of 300,000. The percentage at peer institutions averages 15% to 20%.

Enormously consequential is the UMCP Foundation Board of Trustees. This Board includes our most influential and dedicated alumni and supporters who give generously of their time, leadership, counsel, and resources to advance the University. Their engagement was critical to the success of the Great Expectations campaign and will be again in the next campaign. They are also actively engaged in the redevelopment of College Park.

Cultivating relationships
All leadership positions at every level of an institution are relational jobs, not only transactional jobs. Off-campus, Barbara and I represent UMD at some 50 public and private events annually, within and outside the state. Other UMD administrative and faculty leaders also participate in many of these events, all working together to strengthen the institution’s network of external relationships.

On-campus, we attend many formal and informal gatherings and social events sponsored by various campus constituencies. We also host faculty, staff, students, parents, alumni, donors, elected officials, and visiting dignitaries at University House (about 7,000 guests annually), at the president’s suite for home football and basketball games, and at The Clarice for arts performances.

12. “GREATER COLLEGE PARK”:
A TOP UNIVERSITY TOWN FOR A TOP FLAGSHIP INSTITUTION

The 2008 strategic plan called for “transforming the surrounding area [College Park] into an economically, socially, and culturally vibrant community.” It recognized that the future of UMD as a top flagship university is intertwined with the future of College Park as a top university town.

UMD has flourished in a park-like setting. Aerial photographs of the beautiful campus typically edited out views of the surrounding community. Over the past 30 to 40 years, many UMD families moved
elsewhere for better public schools, safer neighborhoods, and more retail amenities. Today, only 5% of the faculty and staff live in or near College Park; a generation ago, it was over one-third.

**From “university in a park” to “university in the city”**
The 2008 plan envisioned mixed-use development of East Campus. It concentrated all development in this 30-acre tract owned by UMD. Eight years of negotiation with two successive master developers were unfruitful. The Great Recession throttled real estate and economic development.

Since 2010, UMD has engaged with campus groups, city and county officials, and experts from the School of Architecture, Planning & Preservation. Based on their input, a new vision gradually took shape: “Greater College Park.” UMD pivoted from an inwardly-oriented vision of a “university in a park” to an outwardly-oriented vision of a “university in the city.”

The latter is a “place making” vision—“Greater College Park”—to help transform the city into a vibrant, walkable community that will attract and retain faculty, staff, and students and will galvanize research, artistic, and entrepreneurial cultures. It is in UMD’s self-interest to help revitalize surrounding neighborhoods and strengthen the competitiveness of the regional economy. It is a win-win for the institution and the region.

The State’s 2014 “RISE Zone” legislation (Regional Institutional Strategic Enterprise Zone) provides incentives to spur the development of an innovation ecosystem—centered on “anchor” institutions such as a research universities that are deeply rooted in their community—that will support start-ups and small companies, incubate jobs, and enhance the quality of life and economic vibrancy of the region and state. UMD has the human capital and the knowledge capital. UMD can attract the investment capital. The task is to bring these assets together to develop this ecosystem.

**Implementation of “Greater College Park”**
The key concepts:
(1) Spread the development along or near Baltimore Avenue in order to improve and benefit downtown College Park as well as UMD.
(2) Develop anchor projects that will then attract other developers to come and build new projects with their own private financing.
(3) Connect real estate development to business development and community development.

Implementation of “Greater College Park” is led by a team comprised of the VP for Administration, the VP for University Relations, the chief strategist for economic development (the former Howard County Executive), and a real estate development consultant (who was an architect of the acclaimed transformation of the neighborhood surrounding the University of Pennsylvania). They are advised and supported by the real estate committee of the UMCP Foundation Board of Trustees.

**Progress on “Greater College Park”**
- **Public safety:** After securing a concurrent jurisdiction agreement with local officials, UMD Police now patrols many city neighborhoods, not only the campus, making the community safer.

- **Public transit:** UMD approved the Purple Line light rail to traverse the campus—overturning its previous decision—thereby linking the campus and College Park with the regional subway system that will enable faster access, reduce traffic congestion, and promote transit-oriented development.
• **Real estate/economic development via public/private partnerships**: Many projects (mixed-use and market-rate housing, upscale retail, entertainment amenities) are now in the planning or development stage. They are designed to attract millennials— including our recent graduates—who want to work, live, and play in a more urban and urbane, walkable and sustainable community, next to the intellectual resources of the flagship university.

• **Public education**: UMD and our College of Education are partners with the new College Park Academy (CPA), a college-prep public charter school. Its students are among the highest scoring in statewide assessments. CPA is now in high demand, with a long waiting list of prospective students. It will attract faculty and staff families to live in College Park. A new school building for CPA will soon be built near the UMD Research Park.

• **A new “Innovation District”**: It will house start-up companies created by UMD or recruited to College Park, clustered near our STEM facilities and the revitalized downtown neighborhood. It also includes a 4-star hotel and conference center, a food hall, and mixed-used development.

• **Modernization of UMD’s Research Park**: UMD is partnering with developers to construct facilities and amenities to attract small companies in addition to large, federal research organizations.

**Challenges ahead**
UMD has helped catalyze substantial private development in College Park. It is now considered a “hot” growth area in Prince George’s County. However, we have only begun the development of “Greater College Park.”

To realize the full potential of this revitalization initiative and seize new opportunities, UMD will continue working with local, county, and state agencies, as well as with UMCP Foundation and USM, to help streamline the layers of review and approvals required for real estate transactions and economic development. These requirements are intended for the design and construction of campus facilities, but are ill-suited when the need is for nimble, opportunistic, and time-constrained real estate transactions and business development in a highly competitive market.

Indeed, the challenges to greater economic vitality in the state are the subject of a 2015 report by the Maryland Economic Development and Business Climate Commission, created by the leadership of the Maryland General Assembly, and chaired by Norman Augustine, a member of the Board of Regents. This report calls for changes in economic development structures, regulations, and incentives that would facilitate the kind of place making, community revitalization, technology commercialization, and job growth that today’s land-grant and flagship university is uniquely positioned to do.

**12. SUMMING UP: 2010-15 PROGRESS AND 2015-20 PRIORITIES**

**2010-15 Progress**
Of all the areas of institutional progress over the past five years, I would identify four that could shape the long-term trajectory of UMD. Of course, only the future can tell if any turns out to be truly lasting and transformative:

(1) The strategic partnership between UMD and UMB.
(2) The many new buildings to support education, research, innovation and student development.
(3) Joining the Big Ten Conference and the CIC (the consortium of Big Ten universities).
(4) The rise of “Greater College Park.”

2015-20 Priorities
The strategic priorities of the Flagship 2020 are still a work in progress, but they will likely include:

(1) Propel UMD from top-20 to top-10 flagship rank as a land-grant and a research-and-innovation university.
(2) Invest in research-driven solutions for the defining challenges of our time that will also catalyze state economic growth, job creation, and quality of life. A possible goal is create a fund for 110 new faculty/staff positions to enhance UMD’s expertise in critical areas that the provost and deans are reviewing.
(3) Enhance educational excellence by benchmarking tuition and expenditures per student to the median of flagship peers, as recommended by a state legislative group (“Bohanan Commission”).
(4) Expand access and affordability by greatly increasing financial aid. A possible goal is to establish a large scholarship endowment as a priority of the next capital campaign.
(5) Create a faculty/staff compensation fund to remedy salary compression and inequity.
(6) Modernize UMD’s administrative and financial operations.
(7) Continue development of “Greater College Park”.

Coda
The ecology of public higher education is changing. This is a time of great challenges and of possibilities. Shortly after enactment of the Morrill Act in 1862 creating the land-grant college, President Lincoln wrote in his message to Congress:

“The dogmas of the quiet past are inadequate to the stormy present. The occasion is piled high with difficulty and we must rise to the occasion. As times are new, so we must think anew and act anew.”

So must UMD as a 21st century land-grant and flagship university.

In any large and complex institution, lasting change is almost always evolutionary rather than revolutionary, incremental rather than wholesale, but we must strive for speedy incrementalism. Today’s “new normal” milieu demands Terp fearlessness and enterprise. As a University community, we will continue to work together with prudence, perseverance, and modesty, mindful that institutional progress is a journey, not a destination.