

Taking Stock: State of the University Overview of Accomplishments: 2003-2004

**A Companion Piece to the State of the Campus Address
Delivered to the University Senate by**

**C. D. Mote, Jr.
President**

**Glenn L. Martin Institute Professor of Engineering
University of Maryland
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“Over the past year, with colleagues across the campus, I have been discussing a five-year agenda, one that should keep us all very busy in the short term, and by 2004 give us all a sense of true accomplishment. . . . this agenda, though bold . . . supports in every way our mandate to become a preeminent national research university.”

From the State of the Campus Address to the Campus Senate on September 30, 1999

The theme of my remarks to the University Senate is how far we have come since 1999 and how far we need to go. In 1999 after my first year at Maryland, confident of the potential of the University of Maryland to become one of the nation’s best, I set forth an ambitious agenda for the following five years. In this State of the Campus address, it is appropriate to look at this year’s special events and accomplishments in the context of our progress in fulfilling this agenda. This is a time to take stock.

Before I turn to the long-term picture, I want to mention some of the highlights of the past year. I also want to acknowledge those whose efforts during this past academic year helped make each and every event special.

HIGHLIGHTS OF THE YEAR IN BRIEF

National and world leaders are regular visitors at great universities, and in 2003-2004 we again welcomed distinguished guests, a significant number of whom are among the nation’s and world’s most outstanding women. In September, **Sister Helen Prejean**, author of *Dead Man Walking*, addressed students and faculty on her work, which was chosen as our first-year book; in October, **Carly Fiorina**, CEO of Hewlett-Packard, lectured in the Robert H. Smith School of Business; in December, House Minority Leader **Nancy Pelosi** spoke at a program sponsored by the Center for American Politics and Citizenship; in February, **Lynne Cheney** delivered the Brody Forum address; in March, **Mary Robinson**, former President of Ireland and U.N. High Commissioner for Human Rights, delivered the annual Sadat Lecture for Peace; and on May 12, **Shirin Ebadi**, 2003 recipient of the Nobel Prize for Peace, addressed the campus. Our alumnus

Sergey Brin addressed the students at the December Commencement, and our students were able to secure **Tom Ridge, Secretary** of the Department of Homeland Security as the speaker at the May Commencement.

In Spring Semester, many special activities were scheduled at the University in commemoration of the anniversary of the *Brown vs. Board of Education* decision. The Democracy Collaborative in BSOS with the Merrill College of Journalism and the Department of History sponsored a day-long dialogue with scholars, journalists, historians, and invited guests to discuss the attitude of ordinary people toward the decision's short and long-term effects. A talk was given by Derrick Bell, former Harvard Law Professor and well-known civil rights activist. The highlight of our observances was a reenactment of the arguments before the Supreme Court. Graduates of our award-winning Mock Trial Teams played the parts of advocates and justices, and Judge Robert M. Bell, Chief Judge of the Maryland Court of Appeals, provided commentary. The evening was widely praised as a special learning opportunity for the many students, faculty, and area guests who attended. I thank all staff and faculty who worked hard to give the University community special experiences in commemoration of this momentous event in our history.

The **National Symphony Orchestra** and the **University of Maryland School of Music** joined forces in the first formal residency program between the National Symphony Orchestra and any academic institution. The residency in November culminated with side-by-side concerts at the Clarice Smith Performing Arts Center and the Kennedy Center by musicians from the NSO and students in the School of Music. The School of Music and the Clarice Smith Performing Arts Center commissioned and presented in May 2004 the world premiere of a new opera, *Clara*, based on the life of Clara Schumann, which received excellent reviews.

Since 1987, the American Association of University Women (AAUW) has recognized more than 35 programs throughout the United States for their progressive and innovative advancements on behalf of women faculty, staff or students. The **2003 AAUW Progress in Equity Award** was given to the STAND program in the College of Computer, Mathematical, and Physical Sciences. The STAND program addresses the longstanding national need to increase the number of underrepresented groups in the computer, Earth, mathematical and physical sciences. This award gave special recognition to Joelle Carter, Director of the STAND program.

In September, we welcomed the family of **Jim Henson, UM alum**, to the dedication of a marvelous statue of **Jim and Kermit** located outside the Stamp Student Union, a gift of the classes of 1994, 1998, and 1999 that will be a new signature piece for the campus.

Special Thanks to Staff

That the University functioned so smoothly and was so attractive on every occasion is entirely due to our dedicated and hard-working staff. Even with construction

on many of the roads crisscrossing the campus, the public spaces were well kept, trees carefully groomed, and seasonal flowers were in bloom, welcoming visitors to one of the most handsome campuses in the nation.

In 2003-2004, our physical plant staff performed their usual behind the scenes magic. They maintained HVAC systems that range from steam radiators like those our grandmothers used to automated, computer controlled exhaust systems that rival systems anywhere in the world. Our maintenance crews answer an average of over 50,000 service calls a year while responding to our "yearly" natural disasters; recently we have experienced floods, fire, pestilence, and some will now add plague (our recent virus). Over the summer we had virtually every lecture hall down (either planned or unplanned outages (flooding)), yet all were returned to use on time. During the snow our crews shoveled 22 miles of sidewalk and 12 miles of road not to mention the enormous number of steps all around the University they have to clear by hand.

We also appreciate very much the work of those who helped manage the norovirus situation on campus last month. In particular, I thank the housekeeping staff, supervisors, and managers of Residential Facilities, who were tasked with disinfecting all non-porous surfaces (walls, ceilings, floors, fixtures, furniture, mirrors, doors) of two multi-level high rise residence halls and one campus community center. They accomplished this task in record time -- just a few days -- and no move-ins were delayed.

In offices all over campus, clerical staff processed the paper that keeps the University humming. In 2003-2004, the undergraduate and graduate admissions teams processed approximately 38,000 applications, and the Office of Research Administration and Advancement processed 2,328 proposals and 4,357 awards.

In a year in which the campus was hit with large cuts in our state budget that necessitated reductions in staff, they accomplished all this with less man and woman power. The hard workers in the physical plant departments and in our clerical and managerial staff who keep the University running day in and day out have our heartfelt thanks and appreciation for their contributions to the University.

Taking Stock: The University's Progress from 1999-2004

The 1999 agenda derived from three goals:

- I. Build a Culture of Excellence Across the Entire University**
- II. Enhance the Educational Experience for All Students**
- III. Build the Maryland Family**

In each category I set qualitative goals and quantitative measures to give us some sense of the road ahead. As I look back over the five years, I am very proud to see how many of our high expectations we met and exceeded. We still have a ways to go in some areas, most notably in financial support, an area made more urgent by decreasing state support and subsequent rising tuition costs. On the whole, we have been marvelously

successful at compiling a winning record. We have established high expectations at the University of Maryland in every area and met them.

As the numbers and selected examples of our successes in the past five years and last year show, the University has moved toward its goal of ranking in the top echelon of public universities at an astonishing rate of progress.

I. BUILD A CULTURE OF EXCELLENCE ACROSS THE ENTIRE UNIVERSITY

Outstanding faculty bring increases in faculty awards and honors, research funding, and national rankings.

Faculty are the key to the reputation, impact, and visibility of this university. I predicted that if we made every effort to recruit and retain faculty of the highest caliber, all indicators of excellence would go up. After five years of applying the highest standards in our recruiting, retention, and promotion actions and funding faculty appropriately, the University has distinguished faculty in every discipline who have achieved national eminence and whose work has made a measurable impact.

The quantitative measures I set for faculty excellence are all on an upward trajectory. Measures of faculty excellence include number of named chairs and professorships; number of faculty who are members of national academies; amount of funded research; number and quality of graduate students admitted; and consequent national rankings.

Faculty recognition and awards

Number of named Chairs and Professorships: 72% increase.

1999	2004
46	79

Number of faculty members in national academies: 50% increase.

1999	2004
24	38

These data don't tell the whole story. Our pace of entry into the national academies is rising dramatically and in national competition for major awards, our faculty are competitive with those at all the top public universities. In 2003-2004,

- The **National Academy of Engineering** offered membership to three faculty (largest number from any university): Gerald Galloway (Civil and Environmental

- Engineering), Jeong Kim (Electrical and Computer Engineering and Mechanical Engineering), and Peter Stewart (Computer Science);
- The **American Academy of Arts and Sciences** named three faculty members as fellows: Dan Mote (President), William Galston (School of Public Policy), and Ira Berlin (History);
 - **NSF Early Career Awards** went to ten faculty (6 in Engineering, 3 in CMPS, 1 in BMGT), a number that puts us among the top public universities;
 - **NEH Fellowships** were awarded to six faculty members in the College of Arts and Humanities, more than any other institution in the nation; and
 - **Sloan Fellowships** were won by four faculty members, and one won a **Guggenheim Fellowship**.

We had our share of stars in all disciplines whose special merit won recognition in specific categories, accomplishments worth celebrating every year. Following is a list of some of those receiving special recognition in 2003-2004.

- Jennifer Becker, Assistant Professor in Biological Resources Engineering, was honored at the White House in May as one of just 20 recipients nationwide of the coveted NSF Presidential Early Career Award for Scientists and Engineers.
- Poet José Emilio Pacheco, School of Languages, Literatures, and Cultures, received another prestigious international award, the Premio Pablo Neruda, awarded for the first time by the President of Chile.
- S. James Gates, Toll Professor and Director of the Center for String and Particle Theory (CMPS), was selected as one of the “20 Giants in the Classroom” in the 20th anniversary edition of *Black Issues in Higher Education*. Gates also won the University System of Maryland Board of Regents Faculty Award for outstanding faculty mentor of the year in the entire System.
- Dan Wagner, Chair of Theatre, won his 7th Helen Hayes award -- undoubtedly a record number for this prestigious award.
- Several members of the History department were recognized for outstanding work. Ira Berlin has been awarded the American Historical Association’s 2003 Albert J. Beveridge Award for the best book in Western Hemisphere history, one of the most prestigious awards given by the Association, for his book, *Generations of Captivity: A History of African-American Slaves* and a 2004 Anisfield –Wolf Book Award for the same work. Donald Sutherland was awarded the Palmes Academiques, the highest honor a non-French-born scholar can receive from the French Government; and Keith Olson’s first book on the G. I. Bill and veterans was voted by the Phi Delta Kappa Foundation as one of the 100 “most important and influential books about U.S. colleges and universities in the 20th century.”

- In January Michael Olmert of English added the Gold World Medal in Writing presented by the New York Festivals for the script for “Walking with Cavemen” to his two Emmy’s for earlier documentaries for the Discovery Channel.
- From Behavioral and Social Sciences, Government and Politics professor Linda Williams’ book, *Constraint of Race: Legacies of White Skin Privilege in America*, has won two national awards: the National Conference of Black Political Scientists’ W. E. B. DuBois Award for best book of the year and the Michael Harrington Best Book Award from the Caucus for a New Political Science. Criminology professor John Laub is the 2004 winner of the American Society of Criminology’s Michael J. Hindelang Book Award for his book, *Shared Beginnings, Divergent Lives: Delinquent Boys to Age 70*.
- Rita Colwell, former Director of NSF and a Distinguished University Professor, is among the 2005 inductees to the National Women’s Hall of Fame. She joins a group of ten outstanding American women, health advocate Betty Bumpers, Senator Hillary Rodham Clinton, and architect Maya Lin, along with six historic figures.
- Barbara Finkelstein, Department of Education Policy and Leadership, was awarded the Order of the Rising Sun, Golden Rays with Rosette, presented to her by Ambassador Ryozo Kato at a ceremony held at the Ambassadors’ Residence in Washington, D.C. Finkelstein was honored for her activities that foster cultural exchange between Japan and the United States in work with hundreds of students and educators over the past twenty years in the classrooms of both nations.
- James M. Hagberg (Kinesiology) was given the 2004 Citation Award by the American College of Sports Medicine in recognition of his many contributions to the fields of exercise physiology, aging, cardiovascular disease risk factors and genetics.
- Bruce Gardner, Agricultural and Resource Economics, received the Elmhirst Medal of the International Agricultural Economics Association (the highest honor the Association bestows; one awarded every third year) at their conference in Durban, South Africa, August 2003.
- Elankumaran Subbiah, Veterinary Medicine, was awarded Diplomate status in the American College of Veterinary Microbiologists. Dr. Subbiah was the only candidate in the nation to achieve this status in 2003.
- Elisabeth Gantt (Cell Biology and Molecular Genetics) was awarded the Stephen Hales prize for noteworthy service to the science of plant biology from the American Society of Plant Biologists.

- Sandra Greer (Chemical Engineering) was awarded the Garvan-Olin Medal recognizing distinguished service by women chemists by the American Chemical Society.
- Economics Professor Plutarchos Sakellaris was named chair of Greece's Council of Economic Advisors, and Government and Politics Professor Shibley Telhami was appointed to the Congressional Advisory Group on Public Diplomacy in the Arab and Muslim World.
- In August President Bush appointed Professor Ali Mosleh from the Department of Mechanical Engineering to the U.S. Nuclear Waste Technical Review Board (NWTRB). The board consists of 11 members from a list of nominations submitted by the National Academy of Sciences and selected on the basis of an established record of distinguished service.

Research

The productivity of faculty is measured not just by the awards they receive but also by the quantity and quality of their research. I called for an increase to \$300M. We did better than that. In five years, total research funding increased 72%.

Total Research Funding	
1999	2004
\$203M	\$349M

The competitiveness and high profile of the grants our faculty have won indicates the quality of the research at the University, as is evident from the following 2003-2004 examples.

- Drs. Ichiro Takeuchi, Gary Rubloff (Materials Science and Engineering) and Ellen Williams (Physics) were awarded \$750,000 from the W.M. Keck Foundation for their proposal "Combinatorial Nanosynthesis and Multiscale Characterization Laboratory." The funds will be used to establish the W.M. Keck Foundation Laboratory in the Kim Building, which will be a highly featured part of the Nanotechnology Center.
- Clark School faculty secured a Multidisciplinary University Research Initiative (MURI) award of \$5.25M, over a period of five years, from the Army Research Office to carry out research on "Micro Hovering Air Vehicles: Revolutionary Concepts and Navigational Advancements." This is a collaborative effort between the University of Maryland, the Australian National University and North Carolina A & T University. Centeye Inc. and Athens Technologies have agreed to collaborate and to be commercialization partners at no cost to the program.
- The University of Maryland, College Park and the Naval Weapons Surface Center at Indian Head have signed a new \$10M, five-year cooperative activity contract in

support of The Center for Energetic Concepts Development (CECD). The Director of CECD is Mechanical Engineering Professor Davinder K. Anand.

- The University of Maryland and UCLA will jointly host a Department of Energy Fusion Science Center using facilities at both of the schools with total funding of \$6.4 million over five years. This new DOE Center will be hosted by the Center for Scientific Computation and Mathematical Modeling in the College of Computer, Mathematical, and Physical Sciences. With participation from Princeton University, the Massachusetts Institute of Technology (MIT) and the University of Michigan, researchers will study the interaction of microscale and macroscale dynamics in key plasma physics problems.
- Tom Simpson, Project Director, Maryland Cooperative Extension, received a \$2.6 million grant from the U.S. Environmental Protection Agency under the Water Quality Integrated Research, Education, and Extension Competitive Grants Program, April 2004, for a project on “The Mid-Atlantic Regional Water Quality Coordination Program.” (Co-Project Directors Gary Felton, Biological Resources Engineering, and Jennifer Aiosa, Maryland Cooperative Extension)
- In a partnership that benefits our neighboring community, Family Studies faculty members Dr. Norman Epstein and Dr. Roger Rubin received a grant from the U.S. Department of Health and Human Services to implement a psychoeducational program for individuals diagnosed with schizophrenia and their families in Prince George’s County, Maryland, in partnership with Vesta, Inc., a psychosocial rehabilitation program for the chronically mentally ill. The program is expected to reduce symptoms of schizophrenia and likelihood of relapse, improve family members’ skills for coping with schizophrenia, reduce family members’ experienced burdens, and improve family relations.

Looking forward, two University of Maryland projects that will be in the limelight are already well underway. UM faculty will play a major role in spectacular projects supported by NASA-Goddard: the launch of a rocket to intersect and hit a comet and the repair work done on the Hubble Telescope.

- In December NASA will launch the Deep Impact Rocket, Cape Canaveral, Florida, initiating a missile to intersect with Comet Tempel I in July 2005. The lead scientist on the project is Michael A’Hearn, Distinguished University Professor in our Department of Astronomy.
- Because the Space Systems Lab at the University is a world-class leader in space robotics, the University’s Department of Aerospace Engineering is playing a major role in one of the most exciting NASA space flights to come, the all-robotic mission to service the Hubble Space Telescope. The Space Systems Lab will be an integral part of this effort, performing neutral buoyancy development and verification of the robotic systems that will be on the flight vehicle. By the time they fly the mission in 2007, we will have been responsible for testing operational procedures, developing the flight operations plans, and verifying the

software codes for the robotic servicing vehicle. NASA astronauts who will operate the robots in orbit may spend time training on our robots in the Neutral Buoyancy Research Facility. UM will be at the start of an exciting, strenuous, and demanding program.

Leading in Research on Diversity Issues

The evidence grows that the University is also one of the leaders in research on diversity. In 1999, we were proud of our reputation for diversity among our student body, a strength we still value as a necessary component of excellence. By 1999, the University had established its reputation with such initiatives as the Consortium on Race, Gender, and Ethnicity under the direction of Professor Bonnie Dill. We took another step in solidifying our commitment to research on diversity issues with the establishment in 2002 of the David Driskell Center for the Study of the African Diaspora. In 2001, our nationally ranked Maryland College of Education founded the Institute for Minority Achievement and Urban Education with \$1.2M support from the Department of Education. The Institute, which combines the latest results of top researchers at a major research university with the efforts of local school systems, is making tremendous strides in tackling the achievement gap and providing models to help schools across the nation improve the educational climate.

The work of our faculty on diversity issues continues to be in the news. In August at the UNITY conference in Washington (a huge gathering of minority journalists), a major study was unveiled that shows poor hiring of minorities by Washington news bureaus. UNITY and the Merrill College of Journalism combined to produce this important and widely discussed report. And Professor Charles Christian of Geography is changing the curriculum for students in Maryland. This year, his Black Saga Competition secured institutional funding from Nancy Grasmick, superintendent of the Maryland State Department of Education, to take the programs to nearly 70 schools across Maryland. The competition will be showcased at the National Council for Social Studies' annual meeting in November. Christian is also serving as chair of a task force to implement an African-American curriculum pilot program in elementary and middle schools in Maryland.

University of Maryland faculty are regularly asked to give their perspective on important issues in *Black Issues in Higher Education*. A feature of the July 2004 issue was an interview with Journalism faculty member Lee Thornton on erosion of trust in the news media and the role of Journalism education. Coincidentally, the back cover page of this edition of *Black Issues* featured an essay by Robin V. Smiles, an Associate Editor of the magazine who wrote of the challenge of African Americans who are seeking doctoral degrees. Ms. Smiles is working on her doctorate in our English Department.

University of Maryland Enterprise Campus: Our New Research Park

One of the biggest and most exciting success stories in the past five years is the establishment of the University of Maryland Research Park, Maryland Enterprise Campus, or M-Square. First class faculty are innovators, conducting state-of-the-art research, and they attract partnerships with companies and federal agencies, which want to locate in close proximity to the wealth of resources our University offers. We are taking full advantage of this advantage by establishing a new research park that will be the largest one in Maryland.

This new research park is located on a 115-acre site adjacent to the University of Maryland/College Park Metro with 3 million square feet of development potential. In 2003-2004, with the support of the State, the University successfully completed purchase of land for the Park and recruited tenants.

The first tenant is the Center for Advanced Study of Language, a University Affiliated Research Center (UARC) under the joint sponsorship of the University and the federal government destined to become the largest center for language study in the world. The Center, which has signed a final lease for 128,000 square feet, will draw on the University's impressive strengths in language acquisition, contextual analysis of language, and human/computer interaction and computer translation to focus on less commonly taught languages.

A second major tenant was also attracted by University strengths. The National Oceanic and Atmospheric Administration (NOAA) announced that it will build a new weather prediction center in M-Square. A special groundbreaking ceremony for the Center is scheduled for October 14. The Center will expand the partnerships on weather prediction between NOAA and NASA-Goddard and our strong faculty in Earth Sciences. It will lead the world in climate prediction and will impact essentially every aspect of life, science, and the economy.

Research Facilities: Building with an Eye to the Future

In 1999, the University began the largest building boom in its history. In 2000 we completed a Facilities Master Plan guide for 20 years. The Plan has been widely praised for its focus on building with an eye to environmental stewardship, the impact on the aesthetic and traditional design of the campus, and the effects on the surrounding community. We have to expand to accommodate burgeoning research activity, and we intend to do it right.

In 2003-2004, two major projects went forward in support of our agricultural and life sciences programs.

- The most sophisticated Research Greenhouse Building in the Americas was officially opened this past October. This visionary state-of-the-art research space gives UM and State enterprises major advantages in conducting research on

effects of changing environmental conditions on plant development, environmental management, and pest management. The new facility is a major building block for our development in life sciences.

- Thanks to major lobbying and the support of the System office, the University received accelerated full funding from the State for the new biosciences research building that will allow us to strengthen our research programs and assume national leadership in important areas in the biosciences, which is key to the State's economic future. A groundbreaking is scheduled on September 14th to celebrate this bridge to the future.

Graduate Students

One measure of outstanding faculty is the quality and quantity of graduate students they attract.

Graduate Student applications experienced an increase between 1999 and 2003 (the last year for which we have complete data) just shy of 50%, which was the goal I set in 1999.

1999	2003
13,361	19,962

The Graduate Application total for 2004 will be considerably lower as a result of 3,800 fewer international applications, a 36% drop, due to circumstances beyond our control.

GRE Scores: Increase of 95 points from 1999 to 2003 (last year for which we have complete data). As the note indicates, changes in the test make exact comparisons difficult.

GRE Scores of Enrolled Students	
1999	2003
1838	1933 ¹

Graduate Program Outreach

I called in 1999 for greater visibility of our graduate programs, and each year we find that their reach is growing, locally, nationally, internationally. Consider the following innovative and entrepreneurial programs that were offered in 2003-2004:

- a new Master's degree program in Criminal Justice offered in the People's Republic of China, featured in the *Chronicle of Higher Education*;

¹ 2003 data reflect only those students (54% of admits) who took the verbal, mathematical, and analytical parts of the GRE. In 1999, all students taking the GRE took the three parts, but the test is undergoing changes and the analytical component is no longer offered.

- a new Biomolecular Engineering Graduate Certificate designed for scientists and engineers working in the biotech sector taught on campus and at Shady Grove;
- an Ed.D. in Education Leadership and two distinct M.Ed. programs, one leading to teacher certification for students with a bachelor's degree who then decide to go into teaching and one offering TESOL specialization for already certified teachers, offered at Shady Grove;
- a complete web-based Master's degree in Fire Protection Engineering, a program that is among the oldest and most highly-ranked in the nation, offered as an on-line program for professionals around the country. This is the second fully online master's degree offered by a college working with Continuing and Extended Education. The first fully online Master of Life Sciences (established in Fall 2000) topped 500 enrollments in 2003-2004 and is still growing.
- a series of Executive Development Programs offered by the University that have attracted hundreds of China's rising leaders in middle management industrial and government positions;
- an innovative new management degree, Master of Information Management, offered by the College of Information Studies, whose central theme, strategic information management, particularly well suited to e-government, e-business, and digital information management generally, with plans to offer it on campus and at a Washington, D.C. location where it will be convenient for federal employees; and
- a newly approved M.A. and a Post Baccalaureate Certificate in Jewish Studies, an area of concentration in which we have special strengths.

National Rankings

The respect with which the University is now regarded was highlighted in an article in the January 2004 *Washingtonian*, "Move Over UVA." This full-length comparison of the strengths of the University of Maryland and the University of Virginia in the January 2004 *Washingtonian* magazine puts it pretty well.

“Not long ago, talking about Maryland in the same breath as Berkeley and Michigan – let alone Virginia -- would have seemed laughable. But no longer.”

In every measure of performance and expectation, from student qualifications at admission to faculty research to service to business development (incubator, research park, entrepreneurship) to performing arts and athletics, the University is more competitive than it has ever been, and it receives the highest recognition for its advancement.

Top Programs ranked by *U.S. News & World Report*

	1999	2004
Top 10	11	24
Top 15	18	44

In the latest rankings by *U.S. News & World Report*, the University was listed 18th among public universities, its third year in the top 20. This year, we had 70 programs in the top 25 in *U.S. News & World Report*. All but one of our engineering departments is now in the top 25. Five of the programs in our College of Education, which was ranked 20th in the country, are now in the top 10.

In other rankings, the University of Maryland Master of Architecture program was recently ranked 8th in the east coast region by architecture firms. Maryland was tied with the Massachusetts Institute of Technology in these regional rankings. The comprehensive survey, published by the Design Futures Council in "Design Intelligence," also recognized Maryland among the top 20 schools in national teaching awards as well as among the top 40 nationally for value rankings (programs costing under \$19,999).

Spreading the Culture of Excellence

With the construction of the Clarice Smith Performing Arts Center and its official opening in September 2001, the University launched a new era in the visibility of our performing arts. This outstanding venue has won accolades in all the area media, received more support from benefactors than any other initiative, and become a major attraction for lovers of the arts across the entire metropolitan area. The many outstanding activities of the Center culminated last year with the National Symphony Orchestra residency, the first of its kind by the NSO.

From arts to athletics, Maryland is excelling. In the last five years, we have won a national championship in basketball and played in three national bowl games. In the March 2002 ranking of athletic programs in *U.S. News & World Report*, UM was in the Honor Roll of 20 Best Athletic Programs, which recognized the overall quality of the sports programs available to men and women. Only Maryland and Duke were selected from the Atlantic Coast Conference. Maryland Athletics has finished in the Top 25 nationally in competitive excellence in each of the past two years, as measured by the USSA Director's Cup.

In 2003-2004, the University won three Atlantic Coast Conference Championships, in men's basketball, men's lacrosse, and volleyball. We are especially proud of the academic record of our athletes. In 2003-2004, 340 student athletes earned University of Maryland Honor Roll status, and 203 UM students were named to the Atlantic Coast Conference Academic Honor Roll, placing us in the top four in the conference. Over the past three years, 88% (58 of 66) of senior football student-athletes have graduated.

In academics, the arts, and athletics, students and faculty come with the expectation, as Coach Friedgen said of this year's new football players, that we have "kind of a tradition of winning."

II. ENHANCE THE EDUCATIONAL EXPERIENCE FOR ALL STUDENTS

“The quality of our students has been rising for the last eight years, and there is no reason that the trend should stop. As quality rises, we will be continually challenged to improve our programs, our course content, and the campus environment.”

1999 Address to the Campus Senate

The trend has not stopped: this year's incoming Freshman class is shaping up to be another academically talented population, rich in diversity. The changing profile tells the story.

	Applicants	Admits	Enrolled	Mean Combined SAT	Mean GPA
1999	18,787	10,220	3966	1232	3.6
2004	22,334	11432	4185	1265	3.9

For Fall 2004, we had an applicant pool of 22,334 and admitted 11,432 for an admit rate of just above 50. The quality of the class remained very strong with very little fluctuation in GPA or SAT profile; 82% had a GPA of 3.5+ and 41% had SAT's above 1300. Approximately 20% of the enrolling class was awarded merit-based scholarships.

The ethnic diversity of the class remains a source of pride, with more than one third of our class being students of color. This includes students who indicate that they are bi-racial or multi-racial. Caucasian students comprise 59.9% of Fall 2004 confirmations (as of May 7, 2004). Of our undergraduate student body, 12.4% are African-American, a number that puts us ahead of all our peers (UNC is next with 11.1%). Geographic diversity in the freshman class is impressive. New students hail from every Maryland County. Although the vast majority of our students are Maryland residents, those choosing to enroll represent 34 states (including one from Kailua, HI), the District of Columbia, Guam and the Virgin Islands as well as locations around the globe including Asia, Europe, the Caribbean, Africa and the Middle East.

An increase in talented students calls for an increase in number of enriched programs; an increase in graduation rate; an increase in residential spaces for students; an increase in financial support; and increased stature as a national leader in diversity.

Increase in Number of Enriched Programs

With the number of talented students increasing, I called for an increase of 10 in the number of living/learning and “value-added” enriched curricula programs that bring students into smaller communities with faculty and staff members. We met this goal and are still expanding these opportunities.

Special Programs for Undergraduates	
1999	2004
25	38

In Fall 2004, more than 42% (up two percent over last year) of the freshman class are enrolled in First Year Experience Programs. Approximately thirty-six percent of our entering class are admitted to our prestigious programs for academically talented students - - University Honors, Honors Humanities, Gemstone and College Park Scholars.

Our College Park Scholars is still a national model and the Hinman CEO Entrepreneurship Program, sponsored jointly by the Schools of Engineering and Business, is widely hailed as the most successful student entrepreneurship program in the nation. The Hinman program and various student entrepreneurs in the program have been featured in the *Washington Post*, *The Wall Street Journal*, *The Boston Globe*, and many of the area's smaller business magazines.

One of the newest enriched programs will be implemented this fall. The A. James Clark School of Engineering is implementing an innovative new program for undergraduates. "Inventis: The Academy of Engineering Scholars" will be initiated with the fall 2004 entering class. Its focus is on creating a small community of highly talented and ambitious students, mentored by distinguished faculty. The Academy will provide special academic enrichment programs as well as carefully tailored research and teaching opportunities. The Inventis program is expected to start with 60-80 incoming freshmen and reach a steady-state total population of 300 in four years.

Increased Graduation Rate

Over the past five years, the five-year graduation rate for students enrolled continuously full-time increased from 82% to 87%. The six-year graduation rate for all students who enter the University as freshmen has risen from 64% to 70% in 2003 (the last year with complete data). I anticipate that both of these measures of success will increase over the next five years.

Increase in Student Beds

To accommodate the growing number of students who wished to live on campus, I called for an increase of 2,000 beds over five years. We did better than that. Since 2000, we have increased the number of beds by a total of 2,527.

Leading in Diversity

One of the most impressive success stories at Maryland is the leadership the University has achieved nationally from its long-term commitment to creating a diverse student body. Our diversity was a fundamental strength of the campus in 1999, and it remains so today. We are unwavering in our determination to be a leader in the diversity of our student body.

The most impressive mark of our success is the large jump in the graduation rate of minorities who enrolled as full-time degree seekers.

- For African Americans, our largest minority undergraduate population, the four year graduation rate for students entering in 1999 jumped to 34% compared to 24% four years earlier. The five year graduation rate increased from 44% to 54%.
- For Asian Americans, graduation rates for students entering in 1999 jumped to 44% from a 37% graduation rate four years earlier. The five year graduation rate jumped from 56% to 65%.
- For Hispanics, the four year graduation rate for students entering in 1999 has jumped to 33% from 25% five years ago. The five year graduation rate jumped from 45% to 61%.

Although the number of Hispanics comprise only 3% of the undergraduate student body, it is encouraging to see that Hispanic enrollment increased 38% over the five-year period from 1999 to 2004.

In African American baccalaureates awarded, Maryland ranks 5th nationally among Traditionally White Institutions and 14th among all institutions in the country. These rankings were recorded in the June 3, 2004 edition of *Black Issues in Higher Education*, which provided its annual survey of numbers of minority baccalaureate degrees awarded in key disciplines at colleges and universities. We ranked first among all schools in baccalaureates awarded in English and in Social Sciences to African Americans; and we ranked 7th in baccalaureates awarded in the Biological and Medical Sciences to African Americans.

We ranked 6th in baccalaureates awarded to Asian Americans in English, 7th in Education, 12th in Biological and Medical Sciences, and 11th in Social Sciences.

Increasing Financial Support for Undergraduates

Since I became President, one of my main concerns has been the cost of higher education and the financial burden so many students incur in obtaining a degree. We are proud that the University has managed to attain its stature and raise the entering qualifications of freshmen without becoming a University only for the affluent. Recent data from all state flagship institutions show that between 1992 and 2001 the University of Maryland increased the number of the students admitted receiving Pell grants, those with the fewest economic resources and most financial need, by 3.9%. The mean number of Pell grant students admitted by the other flagship institutions decreased by 1%.

We have taken several steps since 1999 to address the problems of access and affordability.

Incentive Scholarship Program

In 1999, I proposed an Incentive Scholarship Program directed to students in the State's most troubled high schools and to building pipelines for students in Baltimore high schools who attended the University in dismayingly small numbers. The resulting

initiative, the Baltimore Incentive Awards Program, is finishing its third year and is flourishing.

- We have raised \$728,000 for the endowment.
- Currently 27 students are enrolled in BIAP, and we will have a total of 36 in the fall 2004.
- Among the nine participating schools, there was a 25% increase in applications from 2002 to 2003 (218 to 273 applications).
- Collectively, the scholars are either keeping in step with or outperforming their peers at the University (e.g., credits earned, GPA, disciplinary action, etc.): 40% earned a GPA of 3.0 or better during the fall 2003 semester; 4 earned semester honors; 3 are in the University Honors Program and 3 are in College Park Scholars.
- Of the 27 admitted to the BIAP, 25 are currently enrolled and making satisfactory academic progress, a retention rate of 92.6%.

Increased Financial Aid

In 1999 we committed to raise \$25 million for need-based aid. Since that time, we have raised and distributed \$29.3 million in need-based aid and raised another \$17.3 million in aid from private sources.

I am not satisfied with these numbers. Finding the resources to meet students' needs is more urgent now because of the increased tuitions brought on by major decreases in state support. Maintaining access and affordability is a priority for the University for the next several years. We are embarking this year on a concerted effort to raise funds. On September 18, we are holding a Benefit to kick off this initiative, with the strong support of the University Foundation Board of Trustees.

In addition, we have introduced a program to help students restrict the amount of debt they must incur to obtain an education at the University. This fall we initiated the Maryland Pathways program. This program will allow a student coming from a poverty level circumstance to graduate from Maryland debt free. This is an about face from our earlier requirement that a student must maximize allowable debt before a need-based scholarship could be available. About 300 students are participating this Fall semester.

We are also working on another program, Maryland Pathways II that will cap the federally approved debt at graduation for resident students. As a consequence, an entering full-time student will have a predictable debt ceiling at graduation. Scholarships are used to control the total debt in these programs.

III. BUILD THE MARYLAND FAMILY

In 1999, my vision for the future of an extended Maryland family was built on spreading a new sense of pride in the University of Maryland throughout alumni and

friends far and near. Pride in the University, a natural consequence of growing achievements of faculty and students, translates into allegiance, loyalty, involvement.

Building the Maryland Family means better communications with the University's stakeholders; greater involvement by alumni as measured by donors and memberships; and increased support by friends who lobby on behalf of the University, champion its causes, and give generously for its activities.

Better Communications

One of the major success stories at the University over the past five years is the outstanding work of the Marketing and Communications division of University Relations. Without doubt, the University of Maryland has the best marketing program in the nation, and it is widely copied.

The Chronicle of Higher Education featured the ZOOM campaign and highlighted its success and innovative new approach in its October 24, 2003 issue. The ZOOM campaign (initiated in 2000), which was entirely different from the usual bland fare that characterizes university spots, was followed by the equally successful "Fear the Turtle" (2003) campaign, which has caught the imagination of the public in even more striking ways than ZOOM. Staffers in federal agencies and congressional offices have "Fear the Turtle" signs posted. The ZOOM and "Fear the Turtle" campaigns successfully underscored the competitiveness of Terps in athletic competition and were used very effectively during sports games as a means to call attention to and highlight our academic achievements. Fear the Turtle banners on campus focus on gpa's, sat's and other academic highlights.

This past summer Marketing and Communications won two silver and five gold awards for various media activities in the national annual competition sponsored by the Council for Advancement and Support of Education (CASE). UM Marketing and Communications won a Grand Gold medal, CASE's most prestigious and rarely awarded honor, in the Total Advertising Category for the "Fear the Turtle" campaign. This imaginative work has helped put the University front and center in the metropolitan area and throughout the State and nation.

Maryland Day

One way of communicating with our extended family is to invite them to the campus to see and experience first hand what we are about. In 1999, I noted that 20,000 had attended Maryland Day in its first year (April 1999), and I set a goal of having over 50,000 attend by Maryland Day 2004. We did better than that as the following table shows:

FY99	20,000+
FY00	35,000+
FY01	60,000+
FY02	66,000+
FY03 (rain)	60,000+
FY04	70,000+

The 6th annual Maryland Day attracted more than 70,000 visitors to the campus. The event has become a signature of the University and was widely publicized in all of the major area media. Four hundred events and activities staffed by more than 7,000 volunteers highlighted the University's academic mission and service role and informed the larger community. It was extraordinarily successful. Imitation is the sincerest form of flattery, and at least one other major public university has adopted the Maryland Day pattern in its entirety.

Increase in Number of Alumni

The number of alumni who joined our association has increased almost 22%.

FY 2000	FY2004
26,708	32,504

An extremely important event for the future of alumni involvement at the University occurred during the past five years with the groundbreaking (Summer 2003) for the much-needed Samuel Riggs IV Alumni Center, the first campus footprint for alumni.

Increase in Number of Annual Donors and in Amount of Annual Gifts

Over five years, the number of annual donors went from 27,600 to 42,000, a 45% increase, and the amount of donations grew from \$70.9 million to \$85.7 million, an increase of 21%.

UM is vigorously increasing the donor base in number and amount of individual contribution. As of March 31, 2004,

- more than \$51 million had been raised toward an \$82 million goal; as of this time last year, only \$32 million had been raised.
- membership revenue is ahead by more than \$100,000 over last year.

UM Foundation

In 1999 I promised the establishment of a University of Maryland, College Park, Foundation. Thanks to the efforts of the Larson Task Force, we were able to establish the

University of Maryland College Park Foundation, Inc. The foundation is overseen by a Board of Trustees composed of alumni, corporate leaders, and individuals influential throughout the state and nation. Their commitment to the University and its advancement is unparalleled, and their involvement plays a critical role in furthering our success. Most importantly, having our own foundation ensures greater responsiveness to the needs of the University community. The Foundation has enabled us to set policies, procedures and guidelines that best serve a nationally eminent research university, providing faculty and staff with maximum flexibility to spend the funds raised for their programs.

The Board members are personally committed to our success. Their efforts on behalf of the University have been significant and include:

- Providing broader connections to regional business leaders. Board members have opened doors for us that were previously closed. Their commitment and passion for the University has inspired other leaders to take a closer look at the University and become involved.
- Propelling the University to new levels of philanthropic support. Under the Board's leadership, we successfully completed the *Bold Vision < Bright Future* fundraising campaign with \$476 million, well above our goal of \$350 million.
- Encouraging the University to set even greater goals for the future. The Board has challenged us to strive for more and has spearheaded the effort for a new campaign, now underway in the silent phase, with a preliminary goal of \$800 million over seven years.

What's Past is Prologue

In my report to the Regents in Spring 2004, I reiterated my commitment to building a university equal to the best research universities in the nation. I have had one strategy and will continue to pursue it. An unrelenting, unwavering, and unapologetic determination to build a great university will lead us to our State-mandated goal.

The success we have achieved in our growth over the past five years has imbued the campus with a sense of true accomplishment and almost palpable pride. As I look to the future, I propose to continue along the path set in 1999: spreading a culture of excellence; enhancing the educational experience for our students; and building the greater Maryland family. In my address delivered to the University Senate, I noted that our future efforts to succeed will increasingly be affected by three factors. The shifting funding model for higher education will require us to generate more of our own resources. The fierce competition we face with other universities both at home and abroad demands an especially aggressive pursuit of our goals with an eye on the competition. Finally, the globalization of all issues that affect our lives from the economic to the environmental, health, and security areas will require us to become more active players on the world stage.

Over the past five years, we have made enormous strides in realizing our potential. The success we have enjoyed in 2003-2004, in spite of serious budget reductions, signals our determination to push on over hurdles to the fullest extent possible. With support from our friends and from the State, we can look forward with confidence to a future that takes us ever closer to our goal.