



ALL ABOUT THE FUTURE

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

**State of the Campus 2007
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Welcome

Good afternoon Chair Montgomery, Senators, faculty, staff, students and guests and of course my best friend Patsy. Thank you for your faithful support of me and the university. Each new year is re-energized by the high expectations and great enthusiasm of our new students and faculty. Again this year the campus buzzes with their energy.

I am particularly pleased to have this opportunity today to put a few, particularly important things on the table for you to think about this year. The partnership between the administration and the Senate is a key to our achievements. Bill, I look forward to working together with you and the Senate Executive Committee to clear many of the barriers that pop up before us as we move along.

How are we doing?

My principal topic today is to speak about our strategic planning process and especially about the context we set for it. But before I go into this critical topic, I would like to say a few words about how we are doing. The short answer is – quite well indeed. Of course we have much to do and in reality we never actually arrive. Achievement is a journey not a destination. But let me highlight some milestones along our trail.

Our recognition beyond College Park is increasing steadily. I never meet people who do not respect what is happening here. In early August I attended meetings at the National Academy of Sciences center in Woods Hole. As Patsy went around the area, she was surprised how forthcoming the local people were about the University of Maryland, telling her how difficult it is to get in and how the local high school students compete for admission.

Faculty

The profile of new faculty recruitments is another indicator of how we are doing. We recruited 99 faculty last year. About half classify their race as something other than White. And more than a third are females.

The English department recruited **William Henry Lewis** who is noted for his teaching of creative writing. Mathematics recruited **Vadim Kaloshin** from Caltech. He now holds our Michael Brin Chair in Mathematics. This past summer **Christopher Monroe's** web site at Michigan proclaimed "soon to be at the University of Maryland and JQI." The Joint Quantum Institute is already an acronym. He manipulates atoms and photons to investigate quantum information.

Ross Salawitch was appointed by Atmospheric and Oceanic Science, Chemistry & Biochemistry and the Earth System Science Interdisciplinary Center. Ross explores radiative properties of the atmosphere. Geology has recruited a husband and wife team Laurent G.J. Montési and Wen-lu Zhu. This makes two spousal pairs plus two half spousal pairs that Geology has recruited. At an American Academy of Arts and Sciences meeting this past summer, the department was singled out for its cleverness in recognizing that spousal recruitment can move a department "up to the top." Our new School of Public Health used recruitments to take us in new directions like maternal and child health in low income families with **Edmond Shenassa**, health initiatives for underserved populations with **Olivia Carter-Pokras** and dental health with Dushanka Kleinman.

And **John Mather** won the Nobel Prize in Physics, and **Rita Colwell** was awarded the National Medal of Science.

There are too many faculty stories to tell.

Students

Our overall 6-year graduation rate remains at 79%. We must re-double our efforts to cross the 80% barrier. When we fall into the 80's, we all can take credit for it because it requires policy, attitude and toughness on everyone's part. At the moment, we should all feel disappointed by not breaking the 80% barrier. The graduation rate for African Americans is 66%, Asian Americans 83%, Hispanic Americans 69% and Caucasian Americans 81%.

Our chapter of **Engineers Without Borders** designs, builds and installs clean water, sanitation and energy projects in third world villages. According to its president, **Bradley Eisenberg**, in the last year EWB finished a multi-

phase water project in northern Thailand; completed a sanitation project in southern Brazil that received a national environmental award; initiated two solar energy projects in Burkina Faso; and laid the groundwork for a new project in Ecuador. The chapter attracts students from all fields. He says “we are changing the way people think about engineering, sustainability, and global citizenship.” I think he’s right.

Capital

Capital projects remain our greatest budgetary challenge. However we have progress to celebrate. We will open our new Bioscience Research Building tomorrow. I focused on this building before arriving in Maryland in 1998 and convinced Governor Glendening to put it into his capital queue. Governor Ehrlich agreed to fund its construction and now Governor O’Malley is cutting the ribbon nine years later. And that is the fast track! Congratulations to Dean Norma Allewell and her entire team for their dedicated effort for life sciences.

And Tawes is finally under renovation so English will indeed have a home in summer of 2009, only 18 years after moving into temporary surge space. A new wing on Van Munching for Business will be opened in the spring, and construction of a new Journalism building should start in May. Both of these projects received substantial private funding.

Our capital request for this year places a new physical science complex as a top priority, and the state recognizes the urgency to initiate this project. We have also included projects for basic infrastructure upgrades in heating and cooling, electrical systems and storm water management. A public-private housing plan is underway in the West campus area for 450 beds. This development will start by the spring and be ready for occupancy by Fall 2009.

Community

Maryland Day this past April welcomed over 77,000 people, and more young people. 160,000 program booklets were distributed. The 8,000 campus volunteers made the day special. Visitors said that the pride in the university emanating from our people was palpable. The web site was hit 2.3 million times or once every 1.5 seconds. That was 600 thousand more hits than last year.

The 10th Maryland Day next April will feature our impact on society – a symbolic “10” will mark the day – top 10, perfect 10, bottom 10, size 10, base 10. . . Dining services accepted the challenge to make 50,000 cup cakes for the opening ceremony. I’m prepared to start baking – that’s more than 10 cupcakes an hour from now to the opening so it’s time to get started.

Research

As a research indicator, research funding raised this past year set a record exceeding \$400 million, up \$60 million for the year or 16%. Use of multi-disciplinary teams and targeted research efforts paid dividends. The **College of Chemical and Life Sciences** has increased its research support about 30% for each of the last two years and **Engineering** raised more than \$114 million last year.

Our goal for research funding raised is to top \$450 million so this year's increase is significant. There is a lot of credit to spread around for this year's record. Congratulations to all.

Sustainability and Climate Change

The campus has engaged in long-term climate change and sustainability research. The campus is also adapting. We have signed on to the American College and University Presidents Climate Commitment which requires us to develop a plan to become climate neutral. **Facilities Management** has set a goal to *reduce* energy consumption by 10% within 5 years. Renewable energy purchases and projects on campus are being developed. Several centers on campus are leading the way. On October 22–23 a partnership between the university, NOAA, NASA and the American Meteorological Society will host a workshop here on the use of climate data in modeling and forecasting climate effects. After 91% of our students voted to raise their fees by \$12 each semester to fund clean energy on campus, Maryland was designated among the top 15 **Green Colleges and Universities** by *Grist*, an environmental magazine.

School of Public Health

The award for “vanishing act of the year” goes to the **College of Health and Human Performance** whose shingle dropped from sight early this summer and was replaced by one proclaiming a new **School of Public Health**. The ribbon cutting for the new school is in 10 days on the 26th. **Dr. Harvey Fineberg**, President of the Institute of Medicine and former dean of public health at Harvard, will speak at the ceremony along with others who have made this day possible. The transformation of HHP to the School of Public Health has been the most remarkable academic transformation I have ever witnessed. **Dean Bob Gold** and his entire team executed this conversion with less controversy than a pay raise. It is a lesson for all of us on how to create real value by shifting focus and resources to high priority and high opportunity fields.

Campaign

Another indicator of how we are doing is reflected by our capital campaign, **Great Expectations, The Campaign for Maryland**, which met its goal by exceeding the campaign milestone of \$400 million. Our faculty, staff and emeriti have contributed \$18 million to date. However, the campaign is far from over with \$600 million yet to be raised to reach our \$1 billion goal.

Rankings

And rankings are another indicator. The Academic Ranking of World Universities places us 37th in the world and 12th among U.S. Publics. Our field rankings for engineering and computer sciences, natural sciences and mathematics, and for social sciences are bracketed by 13th and 23rd worldwide and 5th and 10th among U.S. publics. The bias of the ARWU is to favor large, strong research universities like this university. As such the rankings are not bad.

Opportunities and Challenges

Now I would like to shift our discussion to speak about opportunities and challenges. How we respond to them now will determine our course for the next decade. We have great opportunities to be certain. But as many of you know the Chinese character for opportunity is the same as the one for crisis. The interpretation of the character depends on context. In fact I want to speak about context, the context we set for our strategic plan.

Our overall goal is to create a great, world-class university with affordable access. We know what to do and we are doing it with the resources we have. So why aren't we given the resources we need to complete the job? An additional \$100 million in annual operating funds would about do it. It is a lot of money, to be certain. But the amount is reasonable. When our state funding guideline was put into place eight years ago, it predicted that our annual operating budget was under-funded by about \$100 million. Our under-funding¹ for 2006 is \$113 million according to the state's guideline. Another way of looking at it is that we receive \$3,900 per FTE student less than the state guideline recommends. Shortfalls in space and in facility renovation funds are other areas of significant deficiencies that I am not going into here.

For FY09 the state has projected a structural budget deficit of \$1.5 billion. A structural deficit equals the difference between the projected revenues and expenditures. Consequently, we should expect the state to eliminate this

¹ *Maryland Higher Education Commission presentation to the Commission to Develop the Maryland Model for Funding of Higher Education, 2007*

deficit by increasing tax revenues and cutting state expenditures. Cuts in state expenditures will likely affect us, and possibly significantly. At the same time the state has formed the “*Commission to Develop the Maryland Model for Funding of Higher Education.*” The Maryland Model is intended to eliminate the roller coaster of state support for higher education. I am appointed to this Commission. It’s a work in progress over the next year.

I am always the optimist, and I do hope for the best. But hope is not a strategy. And a strategy is what we need right now. After years of unsuccessful, though incessant efforts to bring in resources from our state and System to build a great university, I have concluded that for the foreseeable future we will not be given what we need for this job. Albert Einstein defined insanity as “doing the same thing over and over again and expecting different results.” If he hadn’t been dead for over 50 years, I would suspect that he’s been watching me. Moping about this reality does no good and only diverts our focus from considering positive strategies that can move us forward. It also makes us weary and pleases some others, two annoying additional outcomes.

So it comes down to this. If we are committed to building the great, world-class university, we will have to take on the responsibility ourselves and do it with the resources we have or can raise ourselves. While we must continue to press our case for resources, we must look at our responsibility quite differently. We must expect more from ourselves, including higher standards of achievement, a culture of continuous advancement and a rejection of mediocrity. We must also count less on help from others. We should plan on providing the resources for our greatest needs ourselves – and needing what we can provide.

Our perspective on this context is foundational for our strategic planning process. The responsibility we accept will set the context for our plan. We have been working on this plan for more than a year. The deans and vice presidents culled strategic issues at two retreats. A year ago I asked the Senate and the campus to propose big, transformational ideas. The Middle States re-accreditation process led to recommendations for us too. The initial spade work has been completed. Provost Farvardin is chairing the planning committee that will create the plan. The plan will come to closure by the end of the academic year. I hope that you will provide input to the planning committee and subcommittees so that the true sense of our community is reflected in the aspirations it presents.

But our plan and our future depend on how we address the context question. Are we willing to take the leadership and responsibility needed to continue our ascension as a world-class university? A plan of incremental changes will not lift us much higher. Will we demand of ourselves a spirit of boldness, adventure and high self-expectation that requires us to assume

greater responsibility for our future with the resources we have and can garner? Boldness in initiative, personal commitment and a sense of urgency are necessary if we seek high impact outcomes. We cannot lead by taking invisible steps. We cannot lead by following -- or by waiting for help to arrive -- or by praying for a miracle. We may have done too much of those things already. If we remain committed to building a world-class university, I see no alternative to taking charge of our destiny with all its responsibilities and commitments. And when I refer to us, I include our campus foundation board and our alumni association as well. We can count on them.

So my first recommendation is that the context for our strategic plan be one of boldness, adventure and high self-expectation and that we create this plan with the explicit understanding that we will deliver the agenda ourselves without reliance on resources that we cannot provide or raise.

Additionally originality matters -- action matters -- and leadership matters for any plan that will inspire us. We must unleash the power of our people -- inspire our creativity and merit our commitment to new initiatives that will lift the university's impact higher. We will have to identify leadership among our people. Our campus people will back an inspiring plan where their work is appreciated and where they are an integral partner in university achievements.

My second recommendation is that this plan should stretch, prod and challenge us to take on new initiatives with high potential impacts. We should adopt nothing less. We should be critical of "more of the same" proposals.

My third recommendation is that the plan should address six issues that I believe are essential to our strategic commitment. They are, in no particular order:

1. The national competitiveness of our faculty is fundamental to a world-class university. We must commit to it in every way.
2. Teaching, its efficiency and success, and our commitments to teaching across the campus should be explicit.
3. Sustainability and the environment require our commitment.
4. Student success, access, diversity, inclusiveness and debt at graduation must be explicit in the plan. Diversity without inclusiveness is of limited value.
5. Financing and focusing of resources are needed to support strategic initiatives and create momentum.
6. Resource expenditures should be combed for high value impacts. Key questions on expenditures should include:
 - (i) Are we spending our resources most effectively?
 - (ii) How should we recover resources for reallocation?
 - (iii) Where should we invest both new and recovered resources?

During the retreats last year the deans and vice presidents backed four initiatives they believed were necessary to advance our world-class stature. We have outlined them before so I will only mention them here. They are:

1. We must develop a top-class graduate program experience.
2. Our locale must be transformed into a value-added magnet for the university, including the East Campus and Research Park developments and enhancing transportation and the environment.
3. The international vision of the university must extend beyond study abroad. The range of learning opportunities includes research in foreign universities and corporate laboratories, study tours and research expeditions, projects like those of Engineers Without Borders, internships, and many others. And recruiting international students and scholars to Maryland is also essential.
4. Finally, we must identify the knowledge, capabilities and preparation that will describe every University of Maryland graduate in 2015. From there we can prepare the new CORE experience to achieve those goals.

Closing

In closing I thank you for your attention today and especially for your consideration of the context for our new strategic plan. While the evidence of our achievements and progress are irrefutable, our new plan will reshape the university *only* if it reshapes our thinking. Part will be our focus on major initiatives and part will be a shift toward higher self-expectations and lower expectations from others. Plans that rely on uncommitted partners are doomed at the outset. Taking charge of our own destiny, while engaging the support of others wherever possible, allows for the best use of our most valuable resources – our talent and our time.

I consider serving as president of the University of Maryland a privilege and appreciate the continuous support the Senate has provided me. I look forward to our decisions on strategic directions that will chart our future contributions in education, research and service to the State of Maryland, the nation and beyond.