



STATE *of the*
UNIVERSITY
ADDRESS *by*
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SCHOOL OF NURSING AUDITORIUM



Thank you, ORCHKids, for a wonderful opening to today's celebration of the University of Maryland, Baltimore.

Welcome, everyone, to this State of the University Address. Today marks the second time I have been privileged to address the entire university community in an official capacity – the first time being my Inaugural Address at the Hippodrome nearly four years ago. I spoke then about “Leadership by Collaboration.” At that time, I could only look forward and tell you of my aspirations for our university's future. I now stand before you again, this time with the opportunity to review what we have accomplished through collaboration and teamwork, and what we intend to do.

Let me take you back for a moment to September 21, 1971. We recently unearthed an article from Baltimore's Evening Sun newspaper announcing that the University of Maryland at Baltimore finally had its first full-time chief executive, then-called chancellor. Till then, the chancellor divided his time between UMB and UMBC. The chancellor, Dr. Albin O. Kuhn, said: “We need to examine the objectives of the individual schools and how they fit together as a whole. My greatest job is to find ways for all of us to work together to achieve the things we ought to achieve collectively.” And he further said, “We must continue to find better ways to work with other campuses of the university.”

So, ladies and gentleman, when I talk about collaboration within and beyond our university, I proudly stand on Chancellor Kuhn's shoulders. But it was surely a simpler time when Dr. Kuhn led this great university. Today, when higher education, biomedical research, legal and human services scholarship is so much more complex than it was 43 years ago, when Thomas Friedman tells us our world is flat, working together is even more important, more necessary, imperative.

Chancellor Kirwan, you and I have something in common. We are men of Kentucky. So let me say, I am so proud of all ya'll – those of you who collaborate in research and recognize the power of team-based science; those of you who provide team-based care to our patients and clients; and those of you who work interprofessionally with colleagues from other schools to provide our students with the best possible education – preparation that will provide them with the skills they need to discover, as scientists and scholars, and to provide care collaboratively as our nation's next dentists, pharmacists, nurses, social workers, lawyers, physicians, therapists and counselors. And kudos to all those who partner in programs that make a difference to our community.

Two principal examples of teamwork – one within the university and the other cross-institutional – have moved us forward and enabled our success.

First, within the university, our strategic plan, entitled “Redefining Collaboration,” has charted our course. It is a model of university-wide engagement. Over 400 faculty, staff, students and affiliates actively participated while hundreds more provided input through surveys and conversations.

This remarkably inclusive planning effort was led by Mr. Pete Gilbert, the university's chief operating officer and senior vice president, and Dr. Steve Bartlett, chair of surgery at the School of Medicine and chief of surgery for the University of Maryland Medical System.

We are about to complete the second year of the plan's implementation, guided by over 30 faculty and staff leaders, deans, and vice presidents who have stayed on to guide our execution of the plan.



Second, the cross-institutional exemplar of teamwork is *MPowering the State*.

In my inaugural address I called for UMB to enhance collaboration with system institutions. Two years later, the USM Board of Regents, with guidance from the Maryland General Assembly, charted a bold new course by creating a structured collaboration between UMB and University of Maryland College Park.

With an initial \$9.2 million in funding from the Maryland General Assembly, *MPowering the State* uses the resources of the two universities to better serve students, attract more exceptional faculty and researchers, and boost research, technology transfer and commercialization of our discoveries. Top officers from both universities, including Dr. Bruce Jarrell, UMB's chief academic and research officer and senior vice president, and Mr. Gilbert, work together with their counterparts at College Park in what has developed into an exciting and powerful relationship that allows us to create new ideas, solve challenges, and think in new ways. The power of collaboration!

MPowering the State is just two years old, but as I will illustrate, it has already profoundly impacted what we produce at UMB and College Park. Our challenge now is to deepen and widen its presence in both universities.

Keeping the strategic plan and *MPowering the State* in mind as our guide and our enablers, let's look across our missions in more specific terms.

First, education.

Our strategic plan called for the creation of a Center for Interprofessional Education to serve as a platform for IPE initiatives across UMB. The center is directed by School of Nursing Dean Jane M. Kirschling, who joined UMB last year. The center works with our seven schools, seeking to provide UMB students with the education and competencies necessary to provide high-quality, affordable health care and human services in those settings where team-based models are applicable. It fosters faculty development in interprofessional education, and research in efficacy of team-based approaches to care.

The formation of the Center was announced at our first university-wide IPE Day in April 2013. Our second annual IPE Day was held this past February, when more than 500 students, faculty and staff from UMB and the Universities at Shady Grove tackled thorny clinical and ethical scenarios presented by interdisciplinary faculty teams.

And our educational mission has significantly benefitted from *MPowering the State* initiatives. Let me illustrate with our School of Law.

Our complex, highly regulated society is one in which legal education must be for more than lawyers. Our Francis King Carey School of Law has joined with College Park to launch several initiatives to address these challenges.

For undergraduates, the College Park Scholars program in Justice and Legal Thought has been established to offer a living and learning program for freshmen and sophomores. The program is taught by UM Carey Law and College Park faculty. And the Law & Society Minor for juniors and seniors prepares students for a wide range of careers that are informed by law and public policy. Both programs will enroll their very first students this fall.



For graduate students, a new Master of Science in Law program taught by our school of law faculty recently received approval from the Maryland Higher Education Commission. Offered in College Park, it is designed for working professionals in highly regulated fields like health care, environmental policy, and emergency and crisis management. Recruitment of students for the program will launch later this summer, and I look forward to welcoming the first matriculants in the fall of 2015.

These law school programs will be guided by Donald B. Tobin, our newly appointed dean of the University of Maryland Francis King Carey School of Law, effective July 1st. Professor Tobin comes to us from Ohio State University's Moritz College of Law, where he has served as associate dean for academic affairs, associate dean for faculty, and co-director of the Program on Law and Leadership. Professor Tobin's scholarly work has earned him national recognition as a leading expert on the intersection of tax and campaign finance laws.

UM Scholars is another exciting MPower initiative that seeks students who are enrolled in science programs and who are interested in the biomedical and health sciences as careers. College Park undergraduates do summer research at UMB, and UMB students enroll in programs at College Park. We launched UM Scholars with two students in 2012, we grew to six in 2013, and 10 are enrolled this year.

College Park scholars conduct research in the fields of stem cell engineering and therapeutics, molecular technologies, bioengineering, cancer biology and therapeutics, and in orthopedics. They interact with UMB medical, pharmacy, dental and physical therapy students while they are here.

I'd like to tell you about two students who have participated in the UM Scholars program: Elena Donald and Julie Etheridge.

Elena Donald came to UMB from College Park's Biological Sciences Program with an interest in medicine and biomedical research. As a UM Scholar, she did cancer research with Dr. Dhan Kalvakolanu, professor of microbiology and immunology in the School of Medicine. Elena worked on GRIM-19, a gene that suppresses tumor cell proliferation, a gene discovered by Dr. Kalvakolanu. Elena's work has demonstrated that a mutation in this gene, found in human head and neck cancers, results in the loss of optimal glucose utilization by cells and promotes cancer cell proliferation. Elena is UM Scholars' first pipeline success: She was accepted in January of this year to the University of Maryland School of Medicine, and she will matriculate in August.

Julie Etheridge is a rising senior in the bioengineering program at College Park. As a UM Scholar, she came to UMB to do tissue engineering with Dr. Eugene Koh, assistant professor of orthopaedics at the School of Medicine. Julie's work focused on the use of a novel high throughput screening system to identify small molecules for nerve regeneration. Her studies showed that by using bioengineering and molecular approaches, it is possible to both grow and differentiate cells into neuronal phenotypes. Julie and Dr. Koh conclude that this is a promising system that can be used to identify candidate drugs in improving the scarce treatment options available for devastating injuries that result from trauma to the spinal cord.

After graduating from the University of Maryland, College Park, Julie wants to pursue her combined interests in both tissue engineering and clinical medicine by attending medical school. She aspires to a career in orthopaedic surgery. And I understand that Julie plans to apply to the MD/PhD program here at the University of Maryland, Baltimore.



And one more MPower-generated enhancement in education is the creation of a collaborative school of public health. We have established a partnership between the University of Maryland School of Medicine Department of Epidemiology and Public Health, led by Dr. Jay Magaziner, and the School of Public Health at College Park, led by Dean Jane Clark. The Department of Epidemiology and Public Health here at UMB is home to an outstanding Masters in Public Health program, with a strong research environment building on partnerships with schools across the UMB campus. Students at the Collaborative School of Public Health will be able to apply through a single portal, and take a joint curriculum with specializations that draw on the unique strengths of both campuses. We expect that students will begin to matriculate in the fall of 2015.

But our provision of education is not limited to Baltimore and College Park. UMB has a strong commitment to maintaining and enlarging its activities in Montgomery County. One aspect of this commitment resides in our educational programs at the Universities at Shady Grove -- USG. We have robust teaching programs at Shady Grove in nursing, pharmacy and social work, with the plan to increase enrollment in many of these programs. USG leadership has procured funding to build a new educational building aimed at expansion of our UMB health and human services programs in collaboration with College Park and UMBC. We welcome this enhanced new opportunity to impact Montgomery County.

In Anne Arundel County our Graduate School has partnered with Anne Arundel Community College to launch a Master of Science in Health Sciences degree program for physician assistant students. We are thus responsive to healthcare workforce demands and meet a need resulting from changes in the credential recognized for entry into the Physician Assistant profession. This new program is but one example of course redesign initiatives that will incorporate technology to enhance teaching and learning across our UMB schools, and illustrates UMB's investment in the University System of Maryland's academic transformation initiatives.

Beyond the counties I have mentioned, we continue to explore with partner institutions ways that UMB can enhance health science education on the Eastern Shore, in Prince George's County, and Southern Maryland. We are clearly a force for good in Cecil County where our School of Dentistry, so ably stewarded by Interim Dean Mark Reynolds, educates our students in a non-urban environment while providing needed care to the underserved.

We are now embarked on assessing how well we discharge our responsibilities as educators. Every 10 years, UMB conducts a comprehensive self-study as part of the reaccreditation process required by the Middle States Commission on Higher Education. Our last comprehensive self-study came in 2006, a mid-cycle review occurred in 2011, and our next decennial accreditation site visit is scheduled for spring 2016. I have established a Self-Study Steering Committee and have appointed Dean Natalie Eddington of the School of Pharmacy, and Dr. Roger Ward, UMB's chief accountability officer and vice president for academic affairs, as the co-chairs. The self-study and reaccreditation process is a long and winding road, but it leads to a good place — an improved University of Maryland, Baltimore. I commend all those who have already played a part in building the early infrastructure to launch our Middle States 2016 self-study, and I invite and encourage each of you to seek ways to be engaged in the process.

Before leaving our education mission, permit me to challenge you. The opportunity to get an education is critical. It is well-documented that one's level of education impacts one's earning power. As Maryland's public health, law, and human services university training the majority of the state's physicians, nurses, dentists, lawyers, social workers, pharmacists,



as well as a substantial number of the state's biomedical scientists, we have a responsibility to make our education accessible to all who are qualified. To do so we must, as an institution, ensure that our academic programs remain affordable and accessible to all. We have remained accessible to a broad demographic of potential students, but we are challenged. You may be aware that there are federal, state, and even University System of Maryland programs aimed at limiting tuition hikes. Unfortunately for UMB and our students, many of these programs primarily benefit undergraduates, not a graduate institution like ours.

Yes, many of our 6,300 students complete their education with support from the financial aid programs UMB has developed for students with academic potential but limited financial resources. In fact, approximately 80 percent of UMB students receive assistance through our Office of Student Financial Assistance and Education. Moving forward, we must redouble our efforts to assure that our students' debt burden is manageable. We must encourage and lobby the Maryland General Assembly to consider additional support for graduate students, as it has for undergraduate students. We must effectively advocate for better funding of state and federal loan forgiveness programs. In short, in today's knowledge-based economy, with the type of innovation we're trying to encourage in Maryland, we must, as a state, better support graduate and professional education.

Beyond education, we are a research intensive institution, and our strategic plan calls for us to achieve pre-eminence in research. Among the plan's tactics is a call for us to promote interdisciplinary science. To that end, a university-wide review group received over 35 proposals for funding of team-based science and scholarship. The group was led by strategic plan interdisciplinary theme chairs Dr. E. Albert Reece, Vice President for Medical Affairs and dean of the School of Medicine, and Dr. Carol Ann Trotman, formerly an associate dean in the School of Dentistry. We have thus far funded four research teams which bridge multiple schools. These teams have been provided seed funding to ask new questions and establish new programs. The teams are studying topics ranging from factors that negatively impact financial security at the end of life, to the genetic factors associated with Chlamydia infection, to development of a training program to link social workers with psychiatrists by mobile phone to conduct medication monitoring sessions with clients, to the treatment of traumatic brain injury.

And we have further invested in our faculty's team-based science through joint seed funding programs with College Park and UMBC. All are intended to enable success in securing external peer-reviewed funding to support research that will ultimately improve the human condition.

The strategic plan also called for the creation of the research harbor, a university portal with a broad array of data streams relevant to health and human services research. When fully implemented, the harbor will be a resource for faculty and students to query existing data sets, and to get help in answering scientific questions. The harbor will contain software tools that are designed to organize data into more usable forms and make their use more intuitive. And it will employ research specialists who are expert in study design, querying data, and statistical analysis.

Over time, the harbor is expected to have access to a broader range of data, and a deeper ability to manage and interpret data. A key consideration in all aspects of the harbor is to assure the proper use of all data, including consistency with best ethical, regulatory and privacy procedures. Since the overall objective of the harbor is to enhance our informatics research capabilities and make them available to more investigators, the education of the UMB



community on the use of the harbor is a high priority. We will carefully evaluate the harbor's usefulness and its impact on our scholarly activities, on increases in extramural funding, and most importantly, on health and society.

And we have utilized *MPowering the State* to create the Center for Health-Related Informatics and Bioimaging - we call it "CHIB." CHIB uses major advances in computing power to address grand challenges in genomics, health records management, and in analyzing massive amounts of data available from new imaging technologies - all to help improve health outcomes for people. CHIB is co-led by Dr. Owen White, professor of epidemiology and public health and associate director of the School of Medicine's Institute for Genome Sciences and Dr. Amitabh Varshney, professor of computer science and director of the Institute for Advanced Computer Studies at College Park. At CHIB, physicians, imaging specialists, researchers and clinicians from UMB work together with computer scientists, engineers, life scientists, physicists and biostatisticians at College Park to develop new ways of organizing, visualizing and analyzing massive amounts of data.

UMB also has a partnership with College Park in the operation of a major research facility, The Institute for Bioscience and Biotechnology (IBBR), immediately adjacent to USG. Here, two university partners, together with our third partner, the National Institute of Standards and Technology, have made significant investments in the facility with the recruitment of a new director and a commitment to new faculty and resources. IBBR is not just a great opportunity for collaboration across three research entities, it is also an opportunity for our doctoral students at UMB and College Park as well as our Shady Grove students to participate in impactful science. IBBR activities also add economic value to Montgomery County.

And when we speak of economic value, I cite just another collaboration spurred by *MPowering the State* - UMVentures. One of our goals as a research institution is to ensure that the scientific discoveries we make benefit the public we serve. Getting private companies to produce the products derived from our inventions is a key piece of that puzzle, and it has benefits beyond human health. Such efforts spur economic development, create jobs, and revitalize the communities of which we are a part.

UMVentures is a collaboration with College Park. It is intended to enable companies to more easily find our technology and partner with our scientists. And it is a way for our scientists to get their critical discoveries to market.

Jim Hughes, UMB's chief enterprise and economic development officer and vice president, and director of UMBventures, has overseen a 35 percent increase in the last two years in the number of inventions which our scientists have identified for potential patenting. We have increased the number of licenses by 47 percent, and we have increased revenue from these activities by 35 percent. New start-ups have more than doubled.

And nowhere does research commercialization live and breathe more than in our thriving BioPark.

The University of Maryland BioPark, also led by Jim Hughes, is an economic development gem for the City of Baltimore. It is a model for how to do things with the community rather than to the community.

The primary mission of the BioPark is the commercialization of new drugs, diagnostics, and medical devices. One hundred percent of the available space in the BioPark is now occupied by 35 tenants and more than 600 employees.



Recent successes include Gliknik, a company co-founded by Dr. Scott Strome, professor and chair of Otorhinolaryngology at the School of Medicine. Gliknik recently received a \$25 million upfront licensing fee from Pfizer for a drug to treat autoimmune disease.

In addition, SNBL Clinical Pharmacology Center, a company based in Japan, is teaming with the School of Medicine's Center for Vaccine Development to conduct a series of NIH-funded clinical trials. And, finally, Paragon, the largest company in the BioPark, has collaborated with the School of Medicine to win over \$15 million to develop vaccines for the U.S. Department of Defense.

The BioPark is already home to the largest cluster of biotech companies in the City of Baltimore. Our goal is to grow it into the largest innovation community in the state of Maryland.

The BioPark's new master plan envisions two million square feet of space built on 12 acres of land. Following the model of successful research communities in Boston and San Francisco, the BioPark is expanding beyond commercial and academic research, to include technical and leadership education, housing, a hotel, retail, and clinical care. These developments will enhance the UMB campus and the surrounding community of Southwest Baltimore.

At the forefront of this expanded vision is the Maryland Proton Treatment Center. This \$200 million facility will provide state-of-the art, potentially lifesaving care to nearly 2000 cancer patients annually. It is directed by Dr. Bill Regine, chair of the Department of Radiation Oncology in the School of Medicine and Dr. Minesh Mehta, medical director of the Proton Center.

The Proton Therapy Center reminds us that in the course of educating and creating new knowledge, through our science and scholarship we provide clinical care and client services to communities throughout Maryland. Not all of it is health-related. The Agricultural Law Education Initiative expands our support for Maryland's rural communities. It combines the Carey School of Law's legal expertise and its relationships with the private legal community; the knowledge of agricultural economics and policy at the College Park School of Agriculture and Natural Resources; and the deep connections with the farming community at the University of Maryland Extension. This *MPowering the State* initiative also includes the University of Maryland Eastern Shore.

This much-needed initiative is led by Phoebe Haddon, dean of our Carey School of Law; Moses Kairo, dean of the School of Agricultural and Natural Sciences at the University of Maryland Eastern Shore; Cheng-I Wei, dean of the College of Agriculture and Natural Resources at College Park; and Teresa LaMaster, executive director of *MPowering the State*. To date it has served over 600 Maryland farmers in legal education programs on topics ranging from agricultural leasing to the intellectual property issues farmers confront in seed saving, and it has launched a three-phase research project on the legal needs of Maryland farmers. The initiative has produced five publications with more than 2000 print copies distributed and 1500 electronic downloads. Faculty in the program have worked with the Maryland Bar Association to establish - for the first time in the history of the state - a committee on agriculture law - and we will publish a directory of Maryland lawyers working in agriculture law this spring.

Let's return to healthcare for a moment for another example of how we intend to leverage our education and research capabilities to better the citizens of Maryland.



In this time of health care reform, we have been asked to design a health care system in Prince George's County and Southern Maryland that is built on an interprofessional model, addresses the social determinants of health, and utilizes our capacity for patient-centered outcomes research.

We are developing this system in collaboration with University of Maryland Medical System leadership under the direction of its CEO, Robert Chrencik, who is here with us today, and the Department of Health and Mental Hygiene under the leadership of Secretary Joshua Sharfstein, experts from the University of Maryland College Park under President Wallace Loh's leadership, and leaders at Dimensions Health and Prince George's County Government. These efforts will be led by Dr. Natalie Eddington, dean of the School of Pharmacy and executive director of University Regional Partnerships for UMB, Dr. Anthony Lehman, senior associate dean for clinical affairs at the School of Medicine, Mr. Bill Tucker, associate dean for practice plan affairs at the School of Medicine and chief corporate officer of Faculty Physicians, Inc., and Mr. Pete Gilbert.

Our opportunity and our responsibility are to bring the full knowledge and ability of this university to the table to improve the health of citizens of Prince George's County and Southern Maryland. It is a region with great health disparities and a shortage of health care providers. Our principal focus initially is to develop a plan; implementation of that plan will take funding and resources. Without question, it is a challenge tailor-made for our expertise. I am excited about the benefit we can bring.

Now, the core of our UMB world is here – on campus, within our 71 acres, and within the six million gross square feet of our 65 buildings. UMB is a far different place today than it was even a decade ago, and certainly a different world from Chancellor Kuhn's time. So much has changed, and there is much more change on our horizon. I'm going to review what's taken place here recently and a glimpse of what's to come.

Over the past several years, UMB has experienced a building boom. Several major buildings opened and streetscaping improvements were made, permitting our schools to grow and our University to become a more vibrant and dynamic community. Just a few of the major recent projects include the School of Pharmacy addition which increased needed research and academic spaces, and the Lexington Building which consolidated university administrative support spaces on our north end. The fabulous Southern Management Corporation Campus Center has lived up to its goal of providing the University community with a place for all to gather; interact and learn from one another; and the University of Maryland Medical Center's Shock Trauma Critical Care Tower has added 140,000 square feet of new space dedicated to caring for the region's most critically ill and injured patients.

Please know that I am committed to continuing my work with Mayor Stephanie Rawlings-Blake as co-chair of the UniverCity Partnership and in my role as chair of the board of the Downtown Partnership to redevelop Baltimore's downtown and, very specifically, the Westside areas that touch our campus. In the past eighteen months we have seen the opening of the Every Man Theater on West Fayette Street, the creation of the new Bromo Arts District, the introduction of healthy food choices in the Lexington Market, more people living downtown in apartments in converted office buildings, and the opening of new restaurants.



And, there's more to come. I have a vision of UMB as an easily recognizable and vibrant urban university surrounded by a redeveloped and revitalized Baltimore City. Think about our campus of the near future: the Health Sciences Facility III is under construction on the site of the former dental school building. When finished in 2017, this building will add 429,000 square feet to our campus, enabling the research enterprise to grow and new discoveries to be made. Two of our historic properties along West Lexington Street are to be renovated. We plan to renovate the former Walterhoefer Building on Greene Street for an inter-professional education center, bringing us together to learn from each other and to develop improved service and treatment methods. We expect to demolish the former Walter P. Carter Center building, and the land will be used in the future for parking, event space and green space. Another child care center on campus is particularly important to me. It is a key component of an excellent workplace and academic institution. We will identify suitable space, and we will bring in an outside firm to operate a child care center on this campus.

As called for in the strategic plan, our University campus and its environment must be a community. To that end, we have taken many steps, such as enhancing the safety on campus by increasing the training and expanding the role of our security force. In cooperation with the Baltimore Police Department, we extended the reach of our public safety officers to the Lexington Market. We have co-branded the university with the Medical Center and Medical System and installed new gateway signage which defines our campus for visitors, patients, students and employees. We have added increased lighting in the plaza, and with our partners at the University of Maryland Medical Center we created walking paths to enable our employees to exercise and enhance wellness. I will see you all out there!

I hope you are riding our *UMShuttle*, which ferries students, staff and faculty from the surrounding neighborhoods of Mount Vernon and Federal Hill to our campus and the BioPark. We also recently added a new route to University of Maryland Medical Center Midtown Campus for our medical center colleagues. In addition, we have added walking events, races, movie nights and family nights at Orioles games. I invite you to come out to UMB's O's night in September and see me throw out the first pitch! These events bring our university together and build a stronger community. And, I should add that you can find all of these events on our new, already widely-used, common calendar.

All of this said, it would not be enough if we enhanced our campus environment and downtown's west side but did not maximize our impact in our West Baltimore neighborhoods. Some of you have probably heard me talk about "Community Promise." UMB's Community Promise is my vision to which I am committing my direct oversight for our university's outreach into the community. This initiative will leverage the efforts and strengths of each of the schools to enhance the impact of what we do with and in our community. We will contribute to the education of our neighborhood youth, address health care disparities, provide workforce opportunities and redevelop our properties in the community.

I am often asked why I am so determined to improve our community. To me it is core to what we do: education, research, clinical care and service are about improving the human condition. And there is a selfish motive as well. We must do this for ourselves. We must make our neighborhood better if we are to continue to attract the faculty, staff and students we want. I believe that the future of our university and our community are linked - as one succeeds, so does the other.

We of course cannot do this alone. We will work with our many partners to enhance the health and welfare of our community in novel and innovative ways. Here are a few examples:



The Institute for a Healthiest Maryland – a partnership between UMB and DHMH borne out of the Childhood Obesity Summit we held several years ago – is launching a new, family-centric childhood obesity research and outreach initiative involving children in neighborhood elementary schools. The innovative program will involve physicians, social workers, nurses, psychologists and our own students who will work closely with the school children, their teachers and families on many levels to take an integrated approach to the issue of childhood obesity, with a focus on healthy eating and active living. The program, called “Healthiest Maryland Schools: Bringing Together Pediatricians, Schools and Communities to Prevent Childhood Obesity,” is funded by a \$510,000, three-year grant from the Maryland Community Health Resources Commission.

It also gives me great pleasure to tell you about one such partner with whom we are collaborating on workforce development - The Harry and Jeanette Weinberg Foundation. The Weinberg Foundation has already provided funding to libraries in our Promise Heights schools. Promise Heights, under the leadership of Dean Rick Barth of the School of Social Work, and Bronwyn Mayden, assistant dean in the School of Social Work, gets kids ready to start school, and then enables them to be successful from Kindergarten through 12th grade. The Weinberg Foundation’s exceptional work in these same schools has included funding for student services and support services for their families. To assist neighborhood families in bettering their economic situation, our new partnership with the Weinberg Foundation will enable us to establish the Baltimore Library Project and Workforce Development Initiative.

This initiative will include as partners the mayor’s office, the Center for Urban Families, Association of Baltimore Area Grantmakers, Baltimore City Schools, the Biotechnical Institute of Maryland, and the Baltimore Alliance for Careers in Healthcare. The library project and workforce development initiative will enable families in West Baltimore to connect with employers, receive job training, and learn resume building and interview skills so that they can find employment or *better* employment – and all of this will happen in the libraries of our community schools!

In so much of what I’ve said – interprofessional education; team-based care; community engagement – I have talked about what our constituent UMB schools do together. This makes me think of the strategic plan tag line “Seven Schools ONE University.” I love that phrase. I love what it means to me and what I believe it means to us. Frankly, I also love the provocation and discourse it causes on campus. In fact, there are some who think it means that we will do everything as one, standardized, perhaps even centralized, organization. Those ideas are threatening to some and perhaps inspiring to others. Truth be known, I have even been asked if it means I plan to do away with the one or another of the schools – or the schools, period!

To me it means none of those things. To me, Seven Schools/ONE University is us being visionary and aspirational. Seven Schools ONE University means we all work together – collaboratively – to advance our missions. It means that, when stimulated by opportunities and challenges, the university family – led by deans and senior leadership – will set bold goals that we will work to achieve together. Seven Schools/ONE University is an advanced mindset that recognizes that we work and lead on a continuum that takes advantage of our schools’ independence on the one hand and the power we have together on the other. Change in an organization like ours can be slow, and polarization can make it slower and distract us. Without question this is one of our greatest challenges. If we can come together when it advantages us, our challenges will quickly be surmounted.



And what challenges are before us? First, we are individually and collectively responsible for protecting the systems and sensitive data that we are entrusted with in performing our mission duties. Cybersecurity threats have been growing in number and sophistication. Today, our IT security program – the newly organized Information Security Collaborative – is comprehensive and includes guidelines and requirements from the state and federal governments as well as a very extensive set of tools, technologies and security defenses. But we know that it is a dynamic environment which requires us to be constantly vigilant in assessing potential vulnerabilities of our systems and processes, and then taking the needed steps to mitigate the risk of an unauthorized disclosure of sensitive data or interruption of essential services.

With the aforementioned in mind, I have asked for an IT security study to be undertaken, and it is underway. This study is being performed within the framework of our existing IT Security Program, where IT leaders across the UMB enterprise are working collaboratively to assess, identify and report on any information security vulnerability. I ask for your cooperation and support of this important initiative. While we have done well in this challenging area, the growing importance of cybersecurity in protecting University digital assets requires us to double our efforts and make our IT Security Program even stronger.

Cyber threats are certainly challenging. And financial uncertainty is equally challenging. Threats to all of our traditional funding streams will make FY15 a challenging year to finalize an operating plan with a balanced budget. We have withstood the governmental “s” words – words like sequester and shutdown. Research dollars are again on the uptick following several years of decline. But there has been slippage in returns on indirect dollars needed to support our faculty’s research.

The full overhead recovery which comes with federally funded research is a principal means by which we fund facilities and research infrastructure. During the years when federal funding was on the decline, our so-called “indirect” dollars also declined, leaving us with fixed expenses that have to be funded from some other source. State funding and entrepreneurial funding from corporations and foundations are increasing and are important, but they do not make up the cost of the required overhead, negatively impacting necessary dollars to support faculty research.

Meanwhile, most of our tuition rates are at market, and increasing them further may have a negative effect on attracting students. At the School of Law, the number of applicants is decreasing again this year, reflecting the national trend. We must look at this not as an isolated event but as a potential sign of things to come. UMB’s other schools are not, at this point, challenged because of changes in market demand as we are in the law school, but will there be insufficient numbers of qualified students in the future? Our colleagues in undergraduate higher education might tell us to be concerned. Will our tuition revenues ultimately be pressured downward? This is an issue that we must explore and be ready to address.

Despite these threats to revenues, we lobbied aggressively for compensation increases to be able to attract and retain UMB’s high quality faculty and staff. Employees received COLA increases in January 2013 and January 2014, as well as a merit increase this month. Another merit increase has been approved for all University System of Maryland institutions effective July 1 of this year, and another COLA is expected in January 2015. This is certainly deserved and welcome news for our hardworking faculty and staff after years of enduring flat incomes, yet only 38 percent of those increases will be funded by additional state general funds. We are required to make up the additional 62 percent elsewhere.



Simply put, to have a balanced operating budget for FY15, noticeable reductions in expenses will be required. I embrace this work and need all of you – my colleagues – to work with me collaboratively to address this challenge. We must collaborate to innovate, improve and ultimately remove unnecessary expenses. To that end, I have charged chief operating officer Pete Gilbert to spearhead an operational innovation and expense reduction initiative. This initiative will look at what we do and how we do it. UMB is a knowledge and innovation enterprise, and we must turn that lens inward to view ourselves. The goal is to make us a better, more effective and efficient university. We must find money and resources to reinvest in growing our missions and, as I said earlier, to make our educational offerings affordable and accessible. To achieve these goals, Mr. Gilbert will need your best thinking and participation.

As we work to fully develop all of our available funding sources, allow me to say a few words about our fund-raising progress and aspirations. We completed the last system-wide campaign, chaired by Regent Frank Kelly, in December 2012. I am very pleased that we raised \$665 million. Without question one of the campaign highlights here at UMB was the magnanimous \$30 million gift from the Carey Foundation naming our School of Law. During our next campaign we must develop similar major gift opportunities for more of our schools.

Preliminary planning for the next campaign effort has begun at the University System office and at the university level under the direction of Mickey Dowdy, chief development and alumni relations officer and vice president. Our strategic plan states very clearly that we are committed to building the capacity of our university to attract major gifts. That work is well underway and I am confident that we will be ready to launch when the System determines an official date. As I look ahead to our next campaign, I see it as an important step in fully developing a culture and tradition of philanthropy here at UMB. I look forward to tying private support to strategic initiatives. This will include attracting support for such programs as interprofessional education, community outreach, and childhood obesity, in addition to these many critical priorities that exist in each of our schools.

I look forward to sharing with you over the next several years news about wonderful gifts from benefactors who believe in our work. I would like to congratulate Dean Al Reece and the School of Medicine for having raised \$378 million toward their current school-based campaign goal of \$500 million. I would also like to thank the UMB Foundation trustees for initiating the UMB Foundation Scholarship Matching Program. Over the next two years \$15 million in new endowed scholarships will be created, benefitting students in each of our schools. This is just one example of a targeted effort to attract private support for one of the university's priority needs. There will be many more similar initiatives as we harness our full fund-raising potential.

Ladies and gentlemen, UMB has accomplished much – but much remains to be accomplished. And we must put our heads together. One of the defining characteristics of any institution that espouses a commitment to collaboration is a robust and well-functioning shared governance system. UMB is fortunate to have such a system. The University has three very active and vocal shared governance bodies: the University Faculty Senate, the Staff Senate, and the University Student Government Association. The faculty, staff, and students who give of their time to serve on these bodies are elected by their peers to do so, and I can attest that these representatives take their responsibilities very seriously. One of my first priorities as president was to establish a trusting and mutually respectful working relationship with each of these bodies to create an environment where we can grapple in a transparent, candid, but collegial manner with the important matters facing the University.



To date, my leadership team and I have consulted with our faculty, staff, and student shared governance bodies on strategic planning, *MPowering the State*, public safety, our revised mission statement, the setting of tuition and fees, academic freedom, and our Middle States reaccreditation efforts, to name a few.

I have also established two new standing committees—the Graduate Assistant Advisory Committee and the Adjunct Faculty Advisory Committee—to ensure that the unique interests of these two very important constituencies continue to receive our attention. I am pleased that our Faculty Senate saw it appropriate to allow adjunct faculty to be represented on the Senate. I believe that we are the first and only institution in the University System of Maryland to allow adjunct faculty this level of representation.

As we continue to chart the University's path towards excellence, I will continue to rely on the input and counsel of these important bodies, and I want to publicly thank and recognize them for their commitment to the University and all that they do to make us better. I especially want to thank Faculty Senate president Dr. Nina Trocky, professor in the School of Nursing; and Staff Senate president Carol McKissick, program administrator at the School of Medicine; and USGA president Justin Taylor, Class of '15, for their partnership and collaboration.

Beyond shared governance, the literature tells us that an organization that is diverse and inclusive achieves higher order outcomes. We know that to address diversity and inclusion we must start with the leadership. Our strategic plan specifically called for improving diversity among University leadership. The results? In just three years the percentage of people of diverse backgrounds in our top 300 leadership positions, comprised of directors and above, have significantly increased from 18 percent to 23 percent of the total.

UMB's commitment to diversity and participation by underrepresented groups is equally strong with regard to the recruitment and retention of faculty and staff. The University strives to provide an efficient and user-friendly faculty hiring process that contributes to a diverse pool of qualified candidates. I am very proud that our Diversity Advisory Council which I established when I was appointed president received a 2013 Higher Education Excellence in Diversity - HEED -- national award. The HEED Award recognizes colleges and universities that demonstrate an outstanding commitment to diversity and inclusion. The specific Diversity Advisory Council initiative recognized by this award was a university-wide open house for potential students designed to build a highly talented and diverse pipeline of applicants for our schools.

We held our second annual open house two weeks ago Saturday. We hosted over 400 students and their parents. It was an uplifting day, and reinforced my pride in this university.

What UMB has achieved - and what will be achieved - is surely because of our people. I want to recognize four faculty members who were honored just a few weeks ago by the University System of Maryland's Board of Regents. The Regents' Faculty Awards represent the highest honor bestowed by the Board of Regents to recognize exemplary faculty achievement. How proud I was to watch as UMB faculty were recognized in four of the five categories - the most of any system institution.

The Research/Scholarship/Creative Activity award went to Dr. Steve Bartlett. The Teaching award was given to Dr. Megan Meyer, associate dean for academic affairs and associate professor in the School of Social Work.



Dr. Bruce Anderson, an associate professor in the School of Pharmacy and director of the Maryland Poison Center received the Regents Public Service award. And finally, Dr. Jill Morgan, associate dean and associate professor, also in the School of Pharmacy, received the Mentoring award. Congratulations to all of you!

And great people make great programs. It gives me great pleasure to announce that the Carey School of Law's Law and Health Care Program has been ranked first in the nation by *U.S. News & World Report* for 2015. Our pioneering health law program focuses on training students and supporting research in health-related legal and policy issues including health care reform; disability law; the legal and ethical questions surrounding the emerging field of genetics and personalized medicine; and racial and ethnic disparities in access to health care.

And isn't this the right moment to thank our outgoing law school dean, Phoebe A. Haddon! Beyond the health law program, her outstanding leadership has been instrumental in strengthening our clinical law education, limiting tuition increases, and securing that gift of \$30 million from the W. P. Carey Foundation to name the school. Thank you, Phoebe.

Ladies and gentlemen, in the final analysis, it is for the future of the children whose sweet music we enjoy here today - for our children's future - for children everywhere - that we exist. It is ultimately for their sake that our research; our education and training; our service missions go forward. Colleagues and friends, the state of UMB is strong; we are optimistic; and we are determined to excel as a public good. Thank you.

Please join me in the Elm Ballroom at the campus center for refreshments and fellowship.