Introduction
Thanks to Chair Adele Berlin and members of the Senate for another opportunity to speak to you today on key issues of campus achievement, organization and strategic direction. This is my one shot so I do hope to hit the target.

Welcome! - to a new academic year that always brings renewed energy to a restart that never gets stale. The new year is all about “the new:” new students, new initiatives, and new opportunities. The milestones of our annual cycle require us to finish in the Spring and start in the Fall.

Speaking of milestones, we are entering our 150th Year this fall and we are sufficiently pleased with ourselves that we have decided to extend this birthday until October 2006 when our capital campaign officially kicks off. Throughout this year we will be celebrating this sesquicentennial through events you will hear about in due course. Stay tuned.


And for lofty sports rankings, intercollegiate athletics has its highest number of academic honor roll athletes ever. The sum of our ACC honor roll and Maryland honor roll athletes is 628, 50% higher than it was in 1998.

Speaking of lofty, the NASA project Deep Impact, led by Astronomy Professor Mike A’Hearn, made a permanent dent in Comet Tempel 1 on July 4 and a fairly deep impact here too. Its web site transmitted nearly a half terabyte of information in less than two months to 167 countries from the Keeling Islands to Vatican City. This was an impact felt around this world as well as out of it!

New students
Our new students are as good as ever coming in with a mean GPA of 3.9 and an SAT of 1280.

The number of University Honors students shot up close to 900, a couple of hundred over the target because of a higher than expected acceptance rate. All signs indicate that people believe that we continue to add value to a Maryland education.
The incoming class is ethnically diverse too with 13.1% African American, 5.8% Latino, 13.0 % Asian American, less than 1% Native-American and 9 % Other, which is our fastest growing segment. Caucasian students are just under 59%. The January issue of the Chronicle of Higher Education reported on minority enrollments at some selective universities as a follow up to the 2003 Supreme Court's affirmative action decision. Our University topped all others in the list in the percentage of African American freshmen in 2004. By the way over the two-year period following the court decision, our African American freshman enrollment increased 13% and our Hispanic enrollment increased 4.2%.

Post-game celebrations
On the issue of rowdy post-game celebrations, it is fair to say that the University and the greater community have no tolerance for further such unruly fan behavior like as has damaged the community and the University to a notable degree. Most students understand this.

Many student organizations, led initially by the Interfraternity Council and then joined by the Student Government Association, Residence Halls Association and Pan-Hellenic Association, are planning post-game celebrations, student forums, a student leader summit and outreach to students to provide alternatives to these destructive celebrations. I thank them in advance for taking strong leadership action. Student leadership and student action are keys to resolving this problem and I am impressed with their determination and understanding.

The first student arrested by Prince George’s County police during post-game disturbances this past Spring was given three years of supervised probation, 100 hours of community service in College Park and the requirement to present 20 campus lectures on fan behavior.

In the coming year we expect the Regents to classify probation by the courts as conviction. Both are a legal finding of guilt. Therefore, students who receive probation from the courts will be directed to the Office of Judicial Programs for disciplinary review under the Code of Student Conduct. So as not to be surprised by the severity of the expected actions, it would be safe for any student who is arrested for disturbances following a campus event this year to plan on being dismissed from the University.

Today
Last year I used four descriptors to highlight key issues for us. They were innovation, entrepreneurship, partnerships and international. Today I want to speak about what we have done under these rubrics and also comment on our follow up from the review of the Graduate School.

In addition I want to speak about our most difficult problem – the nation’s most difficult higher education problem: How do we build programs of the highest quality while retaining affordable access to them by students of all financial means? I will describe a campaign we are undertaking to deliver on the State’s promise to build a flagship university ranked among the best in the country while simultaneously maintaining access to it.

I apologize in advance for the many important issues that I will not have time to speak about. There will be opportunity to ask about some of them at the conclusion. I will also post copies of today’s remarks on the website plus a summary of other highlights which will hit other issues. A year ago the web site received 10,000 hits in September so people do use it.
Innovation, entrepreneurship, partnerships and international

I believe more strongly today than one year ago that our innovation, entrepreneurship, partnerships and international efforts will determine our future. We must focus on them in everything we do, in every action we take.

Before I comment on what we have been doing, I would like to read excerpts from a June 13 press release that highlights why these descriptors are important for us. It frames our new world.

“BEIJING, June 13 (Xinhuanet) — Intel President and CEO Paul Otellini announced here Monday that Intel would invest 200 million US dollars to establish Intel Capital China Technology Fund to help drive innovation in China.

The investment would go to Chinese technology companies developing innovative hardware, software and services. Since 1998, Intel has invested in over 50 Chinese companies to boost their technological innovation.

Intel would also double its efforts to educate teachers and students in China on using technology to enhance teaching and learning, said the president. Intel plans to train one million teachers and over 45 million students in the future three years.

Intel entered China in 1985 and now has 5,000 employees in the country. It has invested 1.3 billion US dollars in China in research and development facilities, microprocessor assembly and testing factories, education programs as well as innovative local companies.”

Intel Corporation is not singular in its focus on global business. The message is that the search for talent, market and productivity is independent of regional or national boundaries. Regions where talents are high and costs are low will prosper. This is our world, the one we are preparing our students to prosper in. Many of our students will work abroad and will live in other countries. Some of us may wish it were otherwise, but it is not. Innovation, entrepreneurship, and partnerships on an international level are for all intents and purposes going to drive our world and our University. We must ensure that our thinking and actions recognize and act on this global reality.

Innovation and Entrepreneurship

First, let me comment on some highlights of the innovative and entrepreneurial strides we’ve taken this past year.

We created the “Master of Professional Studies in ———” to allow campus units to create degree and certificate programs that serve the needs of targeted organizations, be they government or private, national or international. The Graduate Certificate program in Arabic was approved in record time, 6 weeks, and students are currently in classes. Eight or nine additional offerings are in development. The Master of Mathematics of Advanced Industrial Technology is another new professional master’s program being offered for the first time this fall.

During this year we are creating a department of bioengineering by assembling faculty from engineering and other campus units, by creating split appointments across different colleges and different University System of Maryland institutions and by recruiting new faculty positions. The new department should be formed by the beginning of the next academic year. It follows the creation of the Ph.D. program in bioengineering three years ago that has attracted excellent students and has the participation of 51 faculty appointed in 22 departments including 6 in the School of Engineering, 12 from other campus units and 3 from other System institutions.
The first new research building, M Square One, in our research park will be four stories and 120,000. It is scheduled for completion in the Fall 2006. Its tenants will include the National Oceanic and Atmospheric Administration, research teams like the Earth System Modeling collaborations, and also private sector firms who want to be close to the University and other tenants.

Campus fund raising totals hit an all time high: $121 million in private gifts last year, the first $100 million plus year in university history. You might be interested to know that over the past nine years the number of faculty and staff annual donors has doubled, and their total contribution is, get this, $25.4 million. This past year 25% of our faculty and staff were donors to this campaign. Thank you very much.

The new Field Committee model allows faculty to create and publicize topical fields of study that stretch across usual administrative lines. The Burger's Program in fluid dynamics with 60 faculty located in 17 campus units was the first Field Committee established. A second is in nano science and technology, and I understand that at least two others are in process.

The new College Park Professor position provides opportunity to appoint a distinguished person at the Professor rank without guarantee of salary and tenure. A department proposes the candidate and approval requires passing through the complete APT process. I know about two candidate proposals and I expect others are in preparation.

The Career Center has created a program linking students with corporations and government agencies for mentoring, training, and internships. Following a successful pilot program last year, the program now links to Lockheed Martin, IBM, Microsoft, Northrop Grumman, Baltimore Gas & Electric, Booz Allen Hamilton, Target, Chevy Chase Bank and Legg Mason, and also to the Central Intelligence Agency, Food and Drug Administration, Department of Homeland Security, Internal Revenue Service, Department of Transportation, Federal Reserve, and the World Bank. This program uses our location in the nation's capital and our wealth of well-positioned alumni to bring value added opportunities to our students. Well done.

Because of increasing graduation rates, more students can be admitted for the Spring semester without increasing the campus maximum headcount. The Freshman Connection Program, being run by the Office of Summer and Winter Terms, seeks to increase Spring admissions to the campus by at least 600 beginning in the Spring of 2007. The program will also assist those students admitted in the Spring to catch up with the preceding Fall class if they wish. Issues like housing and class priority are being worked on. The longer-term goal is to increase Spring freshmen admitted to about 900. In this way we can serve the increasing number of students without increasing campus maximum head count.

The University has become a national leader on Language. In addition to the language programs in the School of Languages, Literatures and Cultures, language at Maryland includes contributions from the Center for the Advanced Study of Language, the Persian Studies Center, the Confucius Institute, the National Foreign Language Center, and the UM Institute for Advanced Computer Studies (UMIACS) with its distinguished linguists, computer scientists, and cognitive psychologists plus contributions from faculty in education, anthropology, business and library science. The Language mission derives from security, the global marketplace, and simply the importance of language and culture in today’s world. The faculty from many areas and leadership in ARHU are commended for their strategic formulation of this long-term mission.

**Partnerships**

We have many partnerships with entities outside the University so let me highlight some. Partnerships with national laboratories are a natural effort to maximize our advantage of location. The Co-Laboratory on Nano-Manufacturing and Metrology, in a partnership with the University and the National Institute of
Standards and Technology, is one that received $1.75 million in federal funding largely because of the strengths of both institutions.

The Center for Weather and Climate Prediction in M-Square is a partnership between the National Oceanic and Atmospheric Administration (NOAA), the University and NASA Goddard. Our long partnership with NOAA was the principal reason for the Center’s move to M-Square.

Our partnerships with industry are not yet where they should be. Our goal is to double research support from industry over the next five years to 10% of our total. One step in building the corporate relationship will be fostering “Maryland Day” visits with key corporations. The first visit is planned for Lockheed Martin in October. Deans and faculty will meet with Lockheed Martin counterparts to create new connections on topics of common interest and develop joint proposals for government funding.

The outcomes expected of these industrial partnerships include engagement on current problems facing a major U.S. corporation, growth in opportunities for students, faculty and visitors, support for students through internships and employment, and support for faculty and postdoctoral scholars for new areas of targeted basic and applied research.

Two new partnerships with other USM institutions deserve mention. In the new bioengineering department, faculty from UMB and UMBC will participate as full members. In the other a school of public health is being created together with UMB. Dean Gold and his colleagues in Health and Human Performance have been working on this for about two years.

**International**

I would like to offer a few comments about international issues.

Last year, about 1,200 students studied abroad, about half of them for the entire semester. Though this is more than a 50% increase over five years ago we must encourage even greater participation. We are working to minimize disincentives for returning students, like loss of priority for housing and employment, and for access to student groups and internships. Our goal is to facilitate an international experience for every undergraduate student.

To better serve our international interests the Office of International Programs is consolidating the Study Abroad Office, the Office of International Education Services, and the Maryland English Institute from ARHU, essentially all of our international academic and service responsibilities for students and faculty, into a single office. A faculty oversight committee will guide the new consolidation. Professor Saul Sosnowski, Associate Provost for International Affairs, will direct this consolidated unit beginning in Spring 2006.

As I leave entrepreneurship, innovation, partnership and international, I hope that you agree that substantial changes have taken place over the last year that reflect their spirit. My hope, my urging is that each of us will take the opportunity to reflect on our own work vis-à-vis these directions. Self-assessment can lead to changes in focus that will shift our institutional course for the future.

**Graduate School Review**

The review of the Graduate School last year led to the decision to separate the positions of the Dean of
the Graduate School and the Vice President for Research. Both positions are needed but they do not combine well at an operational level. Further the review recommended that the Graduate School be retained and strengthened. Ann Wylie accepted a two year appointment as Dean of the Graduate School to allow time for these issues to be considered. Now that the review has been completed, the Provost will lead a campus based search for a dean of the Graduate School to take over beginning in the next academic year. Similarly we will begin a search for the position of Vice President for Research to replace Jacques Gansler who agreed to take that position for two years.

Attention to graduate programs and students is a first priority among the review recommendations that spanned financial support guarantees, teaching assistant responsibilities, housing, services, normative time to the doctoral degree, registration, leave, fellowship allocations and fellowship use. Since the review, the Graduate School has considered incentives and disincentives for both students and campus units to achieve an overall university doctoral program that is known nationally for its selectivity, the success of its graduates, and its high completion rates. A graduate program review committee will soon be appointed by the Provost to consider these recommendations and to make its own, as necessary, to achieve the overall university graduate program goal.

A great research university has a great graduate program. That is the standard we aspire to reach through these initiatives.

**Delivering the Promises**

I want now to speak about Delivering the Promises. There are two great promises to be fulfilled by four deliverers. The first promise is crisply stated in two of the most remarkable pieces of legislation in the history of higher education. In 1988, when the University System was founded, the State of Maryland designated the University of Maryland its flagship campus and mandated in law that it be ranked among the top public flagship universities in the country. Then in 1999 the Larson legislation that followed the review of the University System reaffirmed the State’s expectation that the flagship be ranked among the nation’s best public flagships and went even further by stipulating that the achievement of the top-tier ranking by the flagship is the State’s number one priority in higher education. These are remarkable recognitions of the importance of the flagship to the future of the State and a public policy position that is singular in the nation. It is time to put forward a plan to achieve this promise.

The second promise is our campus’s unwavering commitment to ensure that students possessed of great talent, but low to moderate financial means, are financially able to attend this flagship University. We will find some way for every highly talented Maryland student to graduate from the University of Maryland, if she or he is determined to do so.

To fulfill these two Promises simultaneously requires a multi-year partnership between four Deliverers. These Deliverers include: (1) our campus community, (2) the State, (3) the University System and Regents, and (4) our alumni and friends. All have key roles to play and only by working together can they together deliver the promises. Neither promise can be delivered by any one partner alone. It’s a partnership, and an entrepreneurial and innovative one at that.

The campus is primarily responsible for delivering quality programs. Our record of ever climbing rankings, and so many other indicators of achievement, prove that we can deliver the mandated quality. But to achieve that quality standard requires support of the other deliverers in spirit, backing and financial
support.

The financial backing required to achieve the Promise is more complex. The campus cannot fund the Promises alone. In reality no single partner alone can provide the financial backing to deliver the Promises. Hence, the partnership is needed to deliver a great university with affordable access. You should know that the Regents and System have made delivering these promises their priority. Also there is an indication that the State will partner with us. Our alumni and friends have shown willingness to do their part through supports of financial aid, academic programs and other initiatives. And they are doing so. The campus must do its part by: raising revenues through entrepreneurial initiatives, expanding summer and winter term offerings, controlling costs, using partnerships, and simply being innovative in everything we do. Students will also share the financial burden through tuitions and fees. A four-year model and financial plan for campus support, tuition, State General Fund allocation and fund-raising for scholarships, academic support and other initiatives will be submitted to the Regents later this Fall. That plan will frame the Delivering the Promises Initiative.

The campus has already undertaken a number of steps in support of delivering these promises. Let me comment on a few of them.

The President’s Promise guarantees that every freshman entering this fall and thereafter will have the opportunity to engage in a special, extracurricular learning experience that complements the degree program. Last year this was available to only two-thirds of our freshmen.

The Scholarship Campaign to raise at least $200 million kicked off last fall with the Hot, Hot, Hot major fund raising event in the Clarice Smith Performing Arts Center. You may be interested to know that last year the campus spent over $180 million in support of scholarships and jobs for students. (This amount is equivalent to 60% of our State General Fund appropriation.) The University employs more than 5,000 undergraduates. Graduate student fellowships and employment account for $64 million. Over the last three years, need-based aid has increased by 30%.

The Maryland Pathways program we initiated a year ago reduces debt at graduation for low-income students. Pathways I provides a debt-free graduation opportunity for poverty level students, and Pathways II provides a debt-cap equivalent to one year’s cost of education for students whose “gross family income” is less than $65 thousand dollars. We plan to expand this opportunity by increasing the income limit according to our capacity to fund the debt-cap guarantee.

The Maryland Transfer Advantage Program will guarantee transfer admission to the University of Maryland for Montgomery College freshman students meeting specified criteria. The program will be first instituted for high school graduates in Spring 2006 and we hope it can be expanded to other institutions after we gain some first hand experience.

The Freshman Connection Program increases access to the University through Spring admission and at the same time provides counseling and opportunities for those students admitted to accelerate their programs.

The Baltimore Incentive Awards Program, for students from nine Baltimore City public high schools who have overcome great disadvantage in their circumstances, will be expanded to a Prince George’s County Incentive Awards Program, and possibly elsewhere this year.
Closing Remarks

We’ve covered a range of topics today from where we are to where we are going. I am pleased to have had this opportunity to speak about these plans because these are for all of us.

I appreciate the extraordinary commitments of so many of us to our mission. I never cease to marvel at how people roll up their sleeves to create programs, lead initiatives, respond to emergencies, make Maryland Day a marvel and maintain a welcoming campus. My wife Patsy and I enjoyed inviting the entire campus staff, about 6,000 in all, to the President’s Residence last Spring as our small thanks for all that they do. It is only through our collective commitment to the mission that our University prospers. I am energized by the knowledge that so many of us realize that the University can only reach its destiny by our commitments to the highest standards in everything we do, in every program we offer, in every unit we create, and in every action we take.

Finally, Delivering the Promises is our top goal and this is the right time for it. We have demonstrated that we can deliver the quality and we will do our part to deliver the funds too. It is the first time that the university family has committed together to fulfilling the promise for the University that was first laid down 17 years ago when the System was formed. This is an inspiring moment in University history.