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%.

Graduate School Review

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.

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.

**Taking Stock:**
**State of the University**
**1999-2004**

What's next for us?
First, the three themes that have guided us for the past five years -- build the culture of excellence, enhance the educational experience, build the Maryland family -- remain fundamental, and we will continue to pursue them vigorously.

At the same time we are taking steps to adapt to the changing economic and global realities. I have identified three focuses. The first two relate to financial circumstances - they are partnerships and innovation. The third relates to our international priorities.

**Delivering the Promises:**
**State of the Campus**

**Presented by**
Dr. C.D. Mote, Jr., President
University of Maryland, College Park
September 13, 2004
To become great, a university must have access to, and use intrinsic advantages that others don't have and can't easily get. Unfair advantages provide leverage for attracting and retaining top people and enhancing the opportunities for them to have great impact. Unfair advantages have always been present in the rise of every great university. We have them in spades from our location in the Washington-Baltimore corridor and we are beginning to use them. Consider just a few of our recent partnerships and enterprises:

- Center for Advanced Study of Language in partnership with National Security Agency
- Unique umbrella agreement with National Institute of Standards and Technology facilitating greatly the collaboration and partnerships between the campus and NIST
- Partnership with National Oceanographic and Atmospheric Administration and its National Centers for Environmental Prediction to create the world's leading climate prediction center
- New research park - UM Enterprise Campus - M Square, which will be the largest research park in the state
- China-UM Research Park, China's first research park outside of its borders is located next to the campus to allow networking with the university and Maryland companies

On the funding side, we should consider broadening our revenue and asset bases to include greater reliance on self-generated funds and other non-state assets to supplement state general fund allocations and tuition. Private support will have to play a greater role in the operation of the campus as will access to assets that are obtained through partnerships with organizations around us. The development of resources by units and by faculty and staff to support their programs needs to be encouraged through incentives. We need to better align self-interest with university interest. We must be creative and open to heretofore-unthinkable ideas about resource generation at every level.

On the operation side, we need to consider an internal management model that allocates central funds based on values, mission and priorities. Our strategic framework should guide allocation decisions and a partnership for making these decisions needs to involve the academic side, the unit administrations and the central administration. We have been moving in this direction; so this is not a radical departure from current practices; allocations have not been uniform. This will mean moving toward a responsibility centered funding model. We need to focus allocation of central resources on priorities.
Faculty Research

Past research accomplishments have generated a momentum of increased opportunities and awards that is impressive. In FY02 research funds received totaled $352 million, up 14% or $44 million over the previous year's record and maintaining a trend of double-digit percentage increases that has continued over the past five years. A $44 million increase—that's an increase of almost $4 million a month over last year. This rate of increase is more than double that of any of our peers. Research sponsorship garnered by our faculty will pass our state appropriation this year, which started this year at $360 m, a $4 million decrease from its start a year ago. Our research awards have increased by $100 million over the last two years. Our research enterprise continues to be on the edge.

Diversity

We cherish our broadly based diversity and the warm and welcoming character of our campus. We have benefited immeasurably by our pursuit of these qualities; they are right; and our commitment to them does not falter. The data continue to support our relative achievement in diversity.

Facilities

Our campus facilities play a major role in our momentum for they attract students and renowned scholars, specialists and alumni, and people from the community. They are a major resource for the people of the State and region. They give us special opportunity to do great work and create a place known for its beauty and harmony. The Comcast Center scheduled for dedication on October 10 will arguably be the best facility of its type in the nation, and the third South Campus Resident Hall has opened and provides 300 more beds for students. Work will be completed this year on the new Chemistry wing, and construction will begin on the Kim Engineering Building. Planning for our new bioscience research building has been initiated this year. It is the only building in the state that was not delayed this year due to budgetary restrictions. We thank Governor Glendening for his appreciation of our urgent need to move our bioscience program forward to the edges. At the top of our new capital request list is the renovation of the Tawes Fine Arts Building to transform it into a space for our English Department and its new entrepreneurial opportunities and programs.
The 2001-2020 Facilities Master Plan for the campus was endorsed by the Senate and approved by the Board of Regents last spring to guide our evolving campus environment and facilities. This plan will help us capture our dream to provide the State of Maryland a first-class campus for its first-class university. It projects a vision for our campus as a premier national research university while creating aesthetic and environmental harmony on campus and with our neighbors too. You can read the plan on the Web. It moves us to the edge.

Success over 10 years

Let us begin by reviewing our successes. Because short-term changes can often be deceiving, we should look back a decade to illuminate real progress. I will give you a sampling of data covering the past decade and leave a full charting to be posted on the web. [Editor's Note: See chart below] When you go to that site, you will see that the number of National Academy Members on our faculty has increased three-fold from 7 to 23; the percent of minority faculty has grown from 11% to 15%; the percent of women faculty increased from 27% to 34%; the average high school GPA of freshmen has jumped from 3.0 to 3.75; our contract and grant awards grew from $113 million to $265 million through ORAA, a number that increases to more than $300 million when the remaining externally-sponsored research is figured in; and the amount of private giving increased four-fold from $19M to $77M. The data at the web site show that we are moving forward on every front.

Partnerships

We are a growing force in the region, the largest organization in the State, and its greatest hope for leading its transformation to the knowledge economy. Everywhere in our society collaborations and partnerships assemble talent and resources to address problems and opportunities. The University is responding to this call with enthusiasm. We are building bridges to national laboratories, to research programs, like the National Center for Global Climate Change that we recruited to College Park; to corporations like Fujitsu, Ltd. that we recruited to College Park; and even to foreign countries like the People’s Republic of China, which is negotiating with the University to establish its first international research park outside of China in College Park. We are building bridges through partnerships with counties around us like the partnership programs with schools in Prince George’s County; the Shady Grove Center in Montgomery County, where we offer programs for business and biosciences; and our Baltimore Incentive Awards Program.
Student Mentoring

As many of you know, increased mentorship of our students by faculty has been my goal since I arrived. The challenges of providing individual attention on a campus of this size are substantial. However, students consistently rate individual contact with a faculty member, often through research experiences for no degree credit, as their most memorable academic experience. A task force of deans chaired by Dean Halperin recommended one pilot program. Other ideas must be out there on campus and we need to tap into them.

This year I am issuing a call for innovative ideas on mentorship from faculty. We need to tap the same exceptional creativity that brought us programs like College Park Scholars, Gemstone, and so many others, to create a freshman mentorship program. We might call it a "freshmentor program." Programs like Gemstone succeeded in part because they stepped out from traditional academic planning methods, brought together faculty and staff to create programs that work in different, enriched settings. I will commit the financial backing and the Presidential support needed to give a comprehensive mentorship program for freshmen every chance to succeed. The program must have faculty commitment to make it a success. Provost Destler and I will welcome the opportunity to work with you. I urge you to think creatively and let us consider your plans. We must take on the goal to provide mentorship for every freshman student who wants it.

Graduate Student Support

For many years, services provided to students have largely addressed undergraduate student needs. This year we are committed to working on graduate student needs and making improvement in the graduate student experience a priority. I have asked Interim Dean Liu to continue the work initiated last year by Provost Destler to recommend specific improvements in graduate student circumstances including increasing the stipend of teaching assistants, increasing the number of fellowships available, increasing services for graduate students and investigating housing opportunities for graduate students. In addition to the moral imperative of serving our graduate students equally, our self-interest also requires that the learning environment and experience of our graduate students need to become at least the equivalent to those of our peers. Great universities must be able recruit and serve top graduate students.

Facilities Master Plan

This year we are preparing the Facilities Master Plan for the campus for the period 2001 - 2020. The plan will be presented to the campus this fall for comment prior to its submission in the winter to the Regents. The plan will take seriously considerations of environment, green space, architectural beauty, vistas, transportation and preservation of the campus character while it identifies sites for development, parking, and expansion. I intend for
the plan to offer a vision of a first-class campus of which we and the state will be increasingly proud. It will set a tone for the campus and surrounding area for the next two decades and provides us with a great opportunity that we will not miss.

Connection to community is all our responsibility and it takes many shapes. Let’s consider two of them: the raising of private money and the building of pride in the university. The campus exceeded its fundraising goal last year by raising about $71 million and the numbers of donors and alumni association members also increased. But we have a way to go before we can be pleased with ourselves. My first target is a $100 million fundraising year and we are on track to make it happen. We will celebrate that achievement together for it will signify that we are among the major fundraising universities in the country.

This year we will put into place a new program that will connect the campus directly to nine high schools in Baltimore. Each year one student will be selected from each high school to join the program. These students, who will come from the most disadvantaged circumstances, will be awarded a four-year room and board plus tuition and fees scholarship, be mentored comprehensively and they will connect us to their former high schools and other students. We will choose students that satisfy our admission requirements and that have the qualities of character needed to succeed here. We will raise private money, and a lot of it, to fund this program, and it will change the face of our campus’s relationship to Baltimore. I predict that it will become a model for this state and region.

Pride in the university is growing everyday and most people in this room are nurturing it. The new Clarice Smith Performing Arts Center has opened and is already reaching beyond the campus. I have received its first year’s performance programs even as the Center prepares for its gala opening one year hence. You may be interested to know that recently Clarice and Robert Smith increased their original $15 million gift to the Center by an additional $2.5 million to help defray the costs of the grounds and construction. We remain forever grateful to them for their vision and generosity. Support like theirs makes the difference between a fine performing arts center and a truly great one. Pride in the university and support of it go hand in hand. I hope you agree.