



UNIVERSITY OF MARYLAND STRATEGIC PARTNERSHIP **MPowering the State**

Annual Report: Oct. 1, 2017

About the University of Maryland Strategic Partnership: *MPowering the State*

The University of Maryland Strategic Partnership: *MPowering the State* is a formal collaboration between the University of Maryland, Baltimore (UMB) and the University of Maryland, College Park (UMCP). The framework for the Strategic Partnership began in 2012 when the University System of Maryland (USM) Board of Regents created an alliance between UMB and UMCP called *MPowering the State*. Four years later, the alliance was formalized and strengthened by the University of Maryland Strategic Partnership Act, enacted Oct. 1, 2016.

The University of Maryland Strategic Partnership: *MPowering the State* pursues initiatives that leverage the complementary strengths of UMB and UMCP to strengthen Maryland's innovation economy, advance interdisciplinary research, create opportunities for students, and solve important problems for the people of Maryland and the nation. A distinguishing feature of the Strategic Partnership's initiatives is that the programs would be unattainable or difficult to achieve by UMB or UMCP acting independent of each other.

The University of Maryland Strategic Partnership is jointly managed by UMB President Jay A. Perman, MD, and UMCP President Wallace D. Loh, PhD, JD. Each president is responsible for the administration and leadership of his university and for pursuing his university's vision and mission through the initiatives and programs of the Strategic Partnership.

Appointed by the presidents, a Joint Steering Council consisting of two leaders from UMB and two from UMCP is charged with developing and overseeing the programmatic and operational framework necessary to achieve the objectives of the Strategic Partnership Act. The Joint Steering Council also manages the operations and programs developed by the Strategic Partnership.

Implementation of the Strategic Partnership Act of 2016

The University of Maryland Strategic Partnership Act outlines a series of charges to the universities and a structure for regular reporting to the University System of Maryland (USM) chancellor, Board of Regents, and Maryland General Assembly. This document provides a summary of those duties and progress toward their implementation on the one-year anniversary of the law.

Charge No. 1

The presidents jointly shall develop and implement a plan that encourages and promotes alignment, cooperation, and collaboration between UMB and UMCP. The plan shall: Identify all undergraduate and graduate academic and research programs that may benefit from alignment and collaboration between the two institutions.

The University of Maryland Strategic Partnership's Joint Steering Council appointed representatives from UMB and UMCP to research this task. The committee's first report to the Steering Council in August 2017 highlights UMB's and UMCP's already robust relationship: 11 dual-degree offerings; 3+3 programs that allow students to attend UMCP for three years and then matriculate to spend three years at UMB's schools of dentistry, law, or pharmacy; guaranteed admission pathways for UMCP students to the UMB School of Nursing; and a bachelor of science pathway to a PharmD at the UMB School of Pharmacy, designed to increase the number of pharmacists in the state. In addition, there are numerous collaborative academic and research programs in place.

This committee is studying areas to expand collaboration and identify obstacles or infrastructure barriers that make it difficult for students to engage at the opposite university. In the near future, the committee will drill down into other areas of possible alignment and collaboration, including examining enrollment marketing and recruitment materials, financial aid, and the admission process for international students seeking dual degrees.

Charge No. 2

The presidents jointly shall develop and implement a plan that encourages and promotes alignment, cooperation, and collaboration between UMB and UMCP. The plan shall: Identify competitor state peers for the two University of Maryland institutions to be used in funding guidelines.

A committee of experts from UMB and UMCP, named by the University of Maryland Strategic Partnership's Joint Steering Council, studied the peer lists for UMB and UMCP as identified by the Maryland Higher Education Commission. After reviewing the peer lists and exploring options such as combining competitor peers, the committee recommended to leave the methodology as it is today: *UMB and UMCP would continue to have separate competitor state peers.* Any other options disadvantage one or both of the universities by posing a risk to funding.

Charge No. 3

The presidents jointly shall develop and implement a plan that encourages and promotes alignment, cooperation, and collaboration between UMB and UMCP. The plan shall: Promote effectiveness and efficiencies between the universities, including potential savings in human resources, procurement, and information technology.

Even before the law went into effect in 2016, a committee of experts from UMB and UMCP had organized and began meeting to assess opportunities for alignment, cooperation, and collaboration between the universities in the administrative areas of procurement, finance, information technology (IT), and human resources. The task group meets monthly. In June 2017, it presented a strategic plan to the Joint Steering Council that summarized proposed initiatives, potential cost savings, implementation time frames, expected outcomes, and potential obstacles to execution. After that meeting, the group set as its priority a focus on IT-related alignment since IT serves as a foundation for other areas of synergy in finance, administration, human resources, and procurement. The committee is working to define the impact of alignment in IT, as well as to identify costs and resources required, as it continues discussions in other areas of administrative collaboration.

Charge No. 4

The presidents shall actively seek collaboration with other institutions and entities, particularly in the Baltimore metropolitan region, as appropriate, to benefit the state. The presidents shall report annually to the USM Board of Regents and chancellor regarding collaboration with the city of Baltimore, Prince George’s County, and the city of College Park in the area of community development.

UMB and UMCP have a long history of collaboration with other institutions and entities, and both universities have strong relationships within the Baltimore metropolitan area. The presidents have begun discussions to harness the power of the University of Maryland Strategic Partnership to expand these collaborations in Baltimore and in UMCP’s home community of Prince George’s County.

Work has just begun to create a cross-university, multidisciplinary program to impact students in K-12 schools. The expectation is to begin the program in Baltimore, then expand and partner with schools in College Park and Prince George’s County.

Charge No. 5

The Joint Steering Council of the University of Maryland Strategic Partnership consists of members appointed by the president of UMCP and the president of UMB. The council shall: Develop guidelines for faculty appointments that are joint between UMB and UMCP and make recommendations to the presidents on joint faculty appointments.

Appointed by the UMB and UMCP presidents, the Joint Steering Council consists of two senior representatives from both universities. The Joint Steering Council appointed a committee from UMB and UMCP to review and expand joint UMB and UMCP faculty appointment guidelines that were developed in July 2012, after *MPowering the State* was initiated. Appointments may take the form of affiliate, secondary, adjunct, or visiting appointments, and they require different levels of detail to implement. This process will ensure that each appointment is managed consistently. Faculty appointment letters will

include a faculty member's professorial rank and tenure status, the date on which the appointment is effective, the assigned department, center, or institute, and the primary institution in which the appointment will reside. The primary institution's responsibilities will include administering compensation, benefits, and administrative support; setting the criteria for evaluation and conducting promotion, tenure, and post-tenure reviews; and managing conflicts of interest. The professional conduct policies of each university will be followed while a faculty member is on the other institution's campus.

Still in development, the committee will present recommendations to the Joint Steering Council, which in turn will make a recommendation to the presidents.

Charge No. 6

Establish the Center for Maryland Advanced Ventures (CMAV) on the UMB campus in West Baltimore; the presidents jointly appoint the executive director.

Based at the UM BioPark, CMAV has been integrated into UM Ventures, the University of Maryland Strategic Partnership's joint intellectual property, commercialization, and technology transfer office. CMAV's focus is on increasing economic development and job creation in Baltimore by promoting the commercialization of university discoveries, providing grants to university entrepreneurs whose research has high commercialization potential, and supporting startups with the staff, facilities, and equipment needed to develop companies. CMAV assists university-affiliated startups from across the state to locate in Baltimore.

James L. Hughes, MBA, co-director of UM Ventures and chief enterprise and economic development officer and vice president at UMB, was appointed executive director of CMAV by Presidents Loh and Perman. Annual funding of \$4 million per year began July 1, 2017. The majority of the funding to CMAV is dedicated for use on targeted grants and investments, with priority to UMB and UMCP faculty, students, and university-affiliated startup companies. Through the CMAV initiative, UM Ventures also will provide entrepreneurial assistance to any Maryland public higher education institution that requests it.

CMAV funding also is dedicated to help staff initiatives like the Maryland Momentum Fund, a \$10 million USM fund that makes investments of up to \$500,000 in USM-affiliated companies.

Of the annual CMAV funding, \$1 million is dedicated to creating jobs in Baltimore by providing grants and/or investments to university-created companies that locate in the city. This Baltimore Fund is focused on creating clusters of companies in priority sectors such as computer sciences and medical devices.

Charge No. 7

Establish the University of Maryland Center for Economic and Entrepreneurship Development (UMCEED) at UMCP; the presidents jointly appoint the executive director.

UMCEED, based at UMCP, advances education and research in neuroscience, virtual and augmented reality, biomedical devices, data analytics, and cybersecurity with the purpose of advancing education and research in fields where job growth and entrepreneurial potential are high. These are fields judged to be important to the Maryland state economy, and all involve multiple, interdisciplinary academic opportunities.

Mary Ann Rankin, PhD, a member of the Joint Steering Council of the University of Maryland Strategic Partnership and UMCP senior vice president and provost, was appointed executive director of UMCEED by Presidents Loh and Perman. Rankin directs the use of UMCEED funds with advice from the UMCP Academic Programs Advisory Committee and the Joint Steering Council of the Strategic Partnership. The center's funding began July 1, 2017, and UMCEED funds are being designated to hire new faculty and build new educational programs. Opportunities are being identified for funds to support educational initiatives jointly with UMB.

Charge No. 8

On or before Dec. 1, 2016, the presidents shall study and recommend to the USM chancellor mechanisms that would permit joint reporting for national university rankings of UMB and UMCP, including reporting under a unified federal identification number.

On Dec. 1, 2016, the presidents sent a recommendation to the chancellor that outlined a series of steps that will be required to permit joint reporting for national university rankings. The recommendations were prepared by a committee of experts at UMB and UMCP to achieve joint recognition by the National Science Foundation (NSF) in its annual Higher Education Research and Development (HERD) Survey, which serves as the pre-eminent rankings report for higher education institutions engaged in sponsored research in the United States. The NSF and the HERD survey director have a long-standing practice of reporting an institution's research funding based upon a finding that it has one president with overall responsibility. For the University of Maryland — as defined by the University of Maryland Strategic Partnership Act of 2016 — to fit that definition, it would need to demonstrate significant and convincing evidence to the NSF HERD director that it is functioning in a manner somewhat similar to a university having one president.

UMB and UMCP are actively implementing steps that will strengthen a petition to NSF to be allowed to report as one institution.

Charge No. 9

The presidents of UMB, UMCP, and other universities serving the Baltimore metropolitan region shall develop a joint plan to advance employment levels in Baltimore, including the creation of entry-level employment opportunities for individuals that includes a plan for on-the-job skills training that will result in a measurable employment skill, certification, or license.

The presidents of UMB and UMCP are committed to strengthening economic and community development and working with community partners and anchor institutions in Baltimore to advance employment levels. The University of Maryland Strategic Partnership: *MPowering the State* will build on a platform of relationships and programs established by UMB in West Baltimore. UMB has a long history of collaboration with the city of Baltimore and the Mayor's Office of Employment Development; community partners such as the Southwest Partnership, the Chesapeake Center for Youth Development, and Bon Secours Community Works; industry partners such as Humanim; other universities; and anchor institutions such as the medical systems in East Baltimore and West Baltimore. Initiatives and programs drive workforce development through job readiness training, job source coordination, recruitment, and access to human resources professionals. Services include resume writing/editing, online job search help, career/job exploration, and training program referrals. UMB also connects local, small, minority-owned businesses to anchor procurement opportunities in Baltimore and the region. It is creating strategies to attract companies to compete for contracts with anchor institutions that in turn will generate local wealth and the hiring of local residents for new jobs.

The University of Maryland Strategic Partnership: *MPowering the State* also supports education and youth development programs through school partnerships and mentoring. One model for study and expansion is an innovative UMB program, CURE Scholars, that provides a "youth to health care career pipeline," preparing sixth- to 12th-graders for competitive and rewarding research and health careers.

Current Programs and Initiatives

Agriculture Law Education Initiative (ALEI)
Bioengineering Capstone Design Course and Bioengineering Clinical Experiences for Undergraduates
Center of Excellence in Cochlear Implants
Center for Health-Related Informatics and Bioimaging (CHIB)
Center for Sports Medicine, Health and Human Performance
Collaborative Research Proposals
Cryo Electron Microscopy
Health Informatics and Data Science Specialty for Undergraduates
Institute for Bioscience and Biotechnology Research (IBBR)
Joint Research and Innovation Seed Grant Program
Maryland Blended Reality Center
Maryland Center of Excellence in Regulatory Science and Innovation (M-CERSI)
Masters of Science in Law Program (MSL)
MLAW: Undergraduate Programs in Law
National Institute for Innovation in Manufacturing Biopharmaceuticals (NIIMBL)
Opioid Use Disorders Collaborative Research
Policing Partnership
Robert E. Fischell Institute for Biomedical Devices
SAFE Center for Human Trafficking Survivors
School of Nursing 2+2 program and Pathway to Nursing
Social Work Program Expansion at Shady Grove
University of Maryland Center for Economic and Entrepreneurship Development (UMCEED)
UM Scholars
UM Ventures/Center for Maryland Advanced Ventures (CMAV)

Leadership

Wallace D. Loh, PhD, JD, president, UMCP
Jay A. Perman, MD, president, UMB

Joint Steering Council

Michele Eastman, MA, MEd, assistant president and chief of staff, UMCP
Bruce Jarrell, MD, FACS, executive vice president, provost, and dean of the Graduate School, UMB
Mary Ann Rankin, PhD, senior vice president and provost, UMCP
Roger Ward, EdD, JD, MPA, senior vice president for operations and institutional effectiveness, and vice dean of the Graduate School, UMB

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