

University of Baltimore

**Board of Visitors
2011 Annual Report**



Submitted September 2011

Executive Summary

The President of the University of Baltimore has appointed the Board of the University of Baltimore Foundation to serve as the University of Baltimore's Board of Visitors (the Board) for the purpose of submitting the University's Annual Report. We are pleased to provide this report on the progress of University of Baltimore (UB), over the past year, in meeting its goals consistent with its mission.

The University of Baltimore is a campus undergoing a rapid transformation. It is doubling the size of the campus infrastructure—adding a new center for the School of Law, and facilitating a privately-funded building for student housing, and more. In the past few years we have completed an award-winning Student Center and a new home for much of the Yale Gordon College of Arts and Sciences and the Schaefer Center for Public Policy in a rehabilitated structure known as the Liberal Arts and Policy Building. New classrooms, laboratories and offices, and made major technological innovations have been created to make education and research more convenient and efficient. In a public-private partnership, UB has expanded its parking availability, enabled a 275 unit market apartments which includes a Barnes & Nobel bookstore with about 50% of the units rented to students from UB and the surrounding schools.

UB's campus is growing. Innovative academic programs in areas such as real estate and economic development, the digital entertainment industry, and immigration law, are helping Baltimore and the surrounding region meet the requirements of a changing economy. UB is positioned to be among Maryland's finest urban campuses, public or private.

Mission and Vision Statements

Mission

The University of Baltimore provides innovative education in law, business and the applied liberal arts to serve the needs of a diverse population. A public university, the University of Baltimore offers excellent teaching and a supportive community for undergraduate, graduate and professional students in an environment distinguished by academic research and public service. The University accomplishes the following:

- making excellence accessible to traditional and nontraditional students motivated by professional advancement and civic awareness;
- establishing a foundation for lifelong learning, personal development and social responsibility;
- combining theory and practice to create meaningful, real-world solutions to 21st-century urban challenges; and
- being an integral partner in the culture, commerce and future of Baltimore and the region.

Institutional Vision

The University has become and will continue to be a living learning laboratory at the center of the Baltimore renaissance. Neither a traditional research nor comprehensive educational institution, the University will balance the seemingly contradictory: access and excellence, teaching and research, the one and the many. Through this creative tension, the University will develop cutting-edge solutions and new possibilities by relating theory to practice and understanding to experience. The University's degree programs and continuing professional education will help students, faculty and staff understand the past, assess the present and shape the future. By blending the perspectives of law, liberal arts and business, the University community will create and transmit intelligent and practical solutions to challenging issues regionally, nationally and internationally.

Accomplishments

The University of Baltimore serves a diverse student population, including many first-generation college students, working parents and career changers. UB is among the most diverse institutions in the University System of Maryland: in fall 2011 our enrollment included 6,501 students- 58.2 percent are female, 35.7 percent are minorities and 3.6 percent are international students.

FY 2011 was an eventful year at the University of Baltimore and we wanted to provide you with a brief overview of our major initiatives and accomplishments.

- U.S. News & World Report has ranked UB's Merrick School of Business among the country's best, making MSB one of only three Maryland business schools to achieve this distinction in the 2011 rankings.
- UB's College of Public Affairs was recognized in the 2012 edition of U.S. News & World Report's Best Graduate Schools. The college made the top 100 list.
- UB's School of Law's first year law class had the highest median LSAT scores and the second highest GPA of any first year class in the school's history while our enrollment numbers have remained constant.
- The University of Baltimore Family Law Clinic became one of only two clinics in the country selected for a pilot program designed to increase access to justice for victims of domestic violence, sponsored by the Office of Vice President Joseph Biden. The program brings law school clinics, domestic violence service providers and law firms together to generate creative ways to provide representation in civil domestic violence matters.

- Campus sustainability efforts continue to grow at UB. The University's sustainability initiatives address nearly every aspect of campus life—from recycling to roofing, from carbon emissions to curriculum expansion. All in all, these sustainability initiatives will reduce the University's carbon footprint by approximately 16 percent. In addition, we have hosted several green symposiums to raise awareness and discuss solutions to environmental issues. In addition to the trees planted by UB, the city's streetscaping project is also underway and will add 44 trees and hundreds of shrubs to UB Midtown.
- The new \$107 million John and Frances Angelos Law Center continues to rise on the corner of Charles Street and Mt. Royal Avenue. When complete, this architecturally unique, LEED certified platinum structure will boast state of the art environmentally conscious design features that will help define green building practices in the city of Baltimore and on university campuses throughout the country.
- UB partnered with a private developer to implement a residence hall project that will provide housing options for University students. The 11-story structure located at Maryland Avenue and Biddle Street is well on its way to completion and will feature 114 studio, two and four-bedroom apartments. The \$25 million project, which is being constructed without University or Foundation funding, is part of UB's strategic goal of enhancing the UB student experience and adding to the vibrancy of UB Midtown. Occupancy is targeted for the 2012 academic year.
- UB was among the institutions cited in the 2010 President's Higher Education Community Service Honor Roll by the Corporation for National and Community Service. The Honor Roll recognizes higher education institutions that reflect the values of exemplary community service. According to the CNCS, the selection is recognition from the highest levels of the federal government of the University's commitment to service.
- As part of its 21st Century University of Baltimore initiative, UB recast its former College of Liberal Arts as two separate schools: the Yale Gordon College of Arts and Sciences and the College of Public Affairs. Overwhelmingly approved by the liberal arts faculty and endorsed by the University Faculty Senate and the University System of Maryland Board of Regents, the restructuring encourages the University to move in exciting new directions.
- In FY 2011 a new dean was named at the University of Baltimore's College of Public Affairs. Stephen L. Percy, professor of political science and urban affairs, director of the Center for Urban Initiatives and Research and acting dean of the School of Public Health at the University of Wisconsin-Milwaukee, was named dean of the University of Baltimore's College of Public Affairs. Percy was selected

by a UB search committee following a national call for a successor for Larry Thomas, who will step down as College of Public Affairs dean and return to the faculty at the end of the current academic year.

- UB's fall enrollment represents the highest headcount in University history for the third consecutive year. FY 2011's total of more than 6,500 students represents gains in both the undergraduate and graduate populations.
- The University of Baltimore hosted its third annual HEROES Academy for more than 150 Baltimore area high school students this year. HEROES Academy is an on-campus volunteer activity for UB staff, faculty and students to showcase UB's campus and programs to Baltimore area sophomore students as they begin making decisions about their college aspirations and life after high school. Six high schools in Baltimore City and Baltimore County participated in the HEROES--or Higher Education Readiness and Orientation for Exceptional Students—Academy and participating students were able to experience a day in the life of a typical college student.
- UB's Truancy Court Program continued to flourish in FY 2011. The Truancy Court Program targets "soft truancy" — students who have fewer than 20 unexcused absences per semester but retain academic, social and emotional connections to their school. The TCP addresses the root causes of truant behavior and links families to needed social services or other community-based supports. The voluntary program consists of 10 weekly in-school meetings among the student, the child's parent or caregiver, a judge or master who volunteers his/her time, a mentor, a CFCC Student Fellow and a CFCC supervisor. We have served over 800 students to date and initial data indicate an overall 75 percent decrease in absences for students during and immediately following their TCP participation.
- In FY 2011, UB hosted several Speaker Series throughout the various schools at the University. UB's Speaker Series provided opportunities for our many stakeholders — UB students, alumni, business leaders, and community members— to gain valuable insights into a variety of topics. Bringing interesting people with interesting stories is paramount in our engagement in the Baltimore community and with our students.

The Merrick School of Business Dean's Speaker Series was initiated in the spring of 2009 with the appearance of 2006 Nobel Peace Prize winner, Muhammad Yunus as our special guest. In FY 2011 we featured Francois Gossieaux, co-founder and partner at Human 1.0 and author of *The Hyper-Social Organization: Eclipse Your Competition by Leveraging Social Media*. We also featured David Garvin, the C. Roland Christensen Professor of Business Administration at the Harvard Business School and co-author of the newly released book titled *Rethinking the MBA: Business Education at the Crossroads*.

The School of Law hosted William K. Suter, clerk of the Supreme Court of the United States and a retired major general in the U.S. Army in FY 2011 to discuss appellate argument and practice. Suter, the Supreme Court's 19th clerk, was appointed in 1991 to manage the court's docket and calendar and oversee the administration of its bar. The University of Baltimore School of Law also featured Nobel Prize-winning author Toni Morrison as the keynote speaker of its fourth annual Feminist Legal Theory Conference, *Applying Feminism Globally*. The conference explored how feminist legal theory operates in a global and international context.

The M.F.A. Reading Series in College of Arts and Sciences brings renowned authors and poets to the UB campus to share words and insights in an intimate setting with Creative Writing & Publishing Arts students and community members. In FY 2011 we hosted renowned poet Mark Doty, who is the author of several collections of poetry, including *Fire to Fire: New and Selected Poems* -which received the National Book Award; *School of the Arts*; *Source*; and *Sweet Machine*. We also hosted a reading with the distinguished and acclaimed M.F.A. in Creative Writing and Publishing Arts faculty Jane Delury, Steve Matanle, Marion Winik, Kendra Kopelke & Valzhyna Mort.

- The University's Strategic Plan Report Card is included as Appendix A.

FY' 2011 Fundraising Efforts

Merrick School of Business	\$1,706,975
School of Law	\$ 908,100
Yale Gordon College of Arts and Sciences	\$ 52,474
College of Public Affairs	\$ 26,370
University Wide	\$ 492,847
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Total	\$3,186,766

Institutional Advancement

The Office of Institutional Advancement is integral to the success of the University of Baltimore Foundation. The Office of Institutional Advancement has continued to implement a number of initiatives in Fiscal Year 2011 that will increase the best practices of the University of Baltimore Foundation and support its fundraising efforts. These include:

- Maintaining a staffing system that can effectively and efficiently manage the day to day operations of the Office of Institutional Advancement
- Continuing to implement official reporting policies that will keep donors up to date on the programs and scholarships their gifts help support
- Continuing to engage alumni in fundraising efforts through annual giving appeals and solicitations
- Engaging alumni with regular correspondence and updates on the University
- Reconnecting with UB alumni and friends by hosting regional and local events
- Engaging students and young alumni because they are poised to be the next generation of UB supporters
- Continue to promote UB's social networking sites on Facebook and Twitter in order to provide students and graduates with up to date information on UB events and activities.

UB's Capital Campaign

UB launched the public phase of its Campaign, Uniquely UB in spring 2009. The Campaign runs through December 2011 and is a comprehensive fundraising effort covering endowment, capital and special project funds. The University has raised almost \$39 million to date toward its \$40 million goal. The funds raised through the campaign will allow UB to build upon its strengths and move forward with enhanced programs and initiatives to better serve its growing student body and the Baltimore community.

The UB Campaign will strengthen its already exceptional academic programs while advancing these priorities:

- Establishing endowed funds for student scholarships
- Supporting faculty recognition and research
- Strengthening UB's programs and centers of excellence
- Improving campus facilities and technology
- Enhancing the University's appearance

Appendix A

UB's 2011 Strategic Plan Report Card Results

Learning, Teaching, Research

Transfer Student Graduation Rate

FY 10	FY 11	Direction
52.8%	54.0%	↑
Expected Direction		↑

Faculty Publications

FY 10	FY 11	Direction
222	248	↑
Expected Direction		↑

Transfer Student Retention Rate

FY 10	FY 11	Direction
76.6%	74.5%	↓
Expected Direction		↓

Faculty Grants

FY 10	FY 11	Direction
78	86	↑
Expected Direction		↑

Increased Enrollment

Enrollment

FY 10	FY 11	Direction
6,265	6,501	↑
Expected Direction		↑

Community Engagement

Employees Participating in Service Activities

FY 10	FY 11	Direction
698	735	↑
Expected Direction		↑

Freshman Enrollment

FY 10	FY 11	Direction
204	192	↓
Expected Direction		↑

Campus Volunteer Hours

FY 10	FY 11	Direction
2,166	2,215	↑
Expected Direction		↑

Diverse and Informed Community

Transfer Student Graduation Achievement Gap

FY 10	FY 11	Direction
-8.3%	-6.8%	↑
Expected Direction		↑

Employee Retention Rate

FY 10	FY 11	Direction
92.0%	91.0%	↓
Expected Direction		↓

Freshman Retention Gap

FY 10	FY 11	Direction
-5.7%	4.0%	↑
Expected Direction		↑

Minority Employee Retention Rate

FY 10	FY 11	Direction
91.0%	90.0%	↓
Expected Direction		↓

Sound Fiscal Management and Administration

Students Receiving Financial Aid

FY 10	FY 11	Direction
78.0%	80.0%	↑
Expected Direction		↑

Facilities and Sustainability

Square Footage of Enhanced Campus Facilities

FY 10	FY 11	Direction
10,253	13,533	↑
Expected Direction		↑

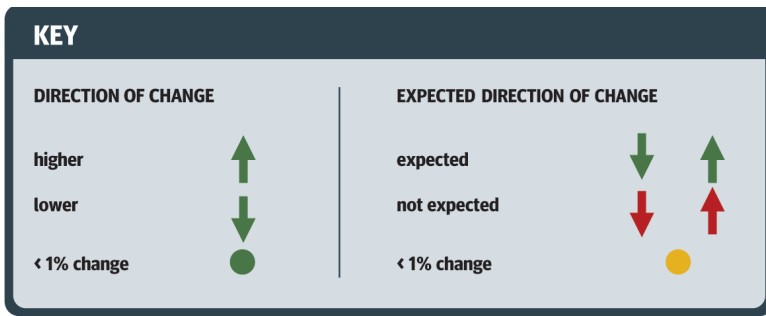
Actual New Dollars and Pledges Raised

FY 10	FY 11	Direction
\$8,761,468	\$3,198,422	↓
Expected Direction		↓

Campus Carbon Footprint by Metric Ton

FY 09*	FY 11	Direction
17.9	15.7	↓
Expected Direction		↓

*The campus carbon calculation is performed biennially, per the American College & University Presidents' Climate Commitment.



Five-Year Snapshot

Since 2006, the University of Baltimore has experienced substantial physical expansion, campus improvement and support from the external community. Some selected areas demonstrate this growth.

- **Faculty Growth:** UB has increased its faculty by 20 percent.

- **Student Financial Aid:** UB has more than doubled the amount of money it provides to students in all forms of institutional financial aid, from \$1.4 million to \$3.5 million.

- **Campus Expansion:** UB has expanded its campus facilities by 150,000 gross square feet, with another 322,000 gross square feet currently under construction, and it has increased its parking capacity by 33 percent.

- **External Support:** UB has been awarded or has raised a quarter of a billion dollars in external funding, including nearly \$90 million in state capital funding, \$30 million in fundraising efforts, \$25 million in grant dollars and \$100 million in public-private partnership deals.

These definitions are provided to explain the performance indicators on the Strategic Plan Report Card 2011.

TRANSFER STUDENT GRADUATION RATE

percentage of transfer students who complete graduation requirements within six years of their start date

TRANSFER STUDENT RETENTION RATE

percentage of transfer students who registered for classes at the University for a second consecutive year following their first year at UB; transfer student retention is expected to decrease as a higher percentage of students transfer to UB from four-year institutions rather than from two-year institutions; studies have shown that students transferring from four-year institutions are younger and have a greater propensity to transfer more than once, while students transferring from two-year institutions after completing associate degrees have an easier transition and are more likely to be retained

FACULTY PUBLICATIONS

number of books and refereed articles authored by UB faculty members

FACULTY GRANTS

number of grants awarded to UB faculty members

ENROLLMENT

number of full- and part-time students enrolled in classes during the fall semester; FY 10 reflects fall 2009 enrollment and FY 11 reflects fall 2010 enrollment

FRESHMAN ENROLLMENT

number of full-time freshmen enrolled in classes during the fall semester; FY 10 reflects fall 2009 enrollment and FY 11 reflects fall 2010 enrollment

EMPLOYEES PARTICIPATING IN SERVICE ACTIVITIES

number of staff and faculty members who participated in University-sponsored volunteer activities, including Community Service Day, HEROES Academy and the Holiday Giving Drive

CAMPUS VOLUNTEER HOURS

number of hours that students, faculty and staff donated to University-sponsored volunteer activities, including Community Service Day, HEROES Academy, the Holiday Giving Drive and Leadership UB

TRANSFER STUDENT GRADUATION ACHIEVEMENT GAP

the difference (or gap), as defined by the Maryland Higher Education Commission, between percentage of all transfer students and percentage of African-American transfer students who complete graduation requirements within five years of their start date; positive values signify that the graduation rate of African-American students exceeds the rate of all students

FRESHMAN RETENTION GAP

the difference (or gap), as defined by the Maryland Higher Education Commission, between percentage of all freshmen and percentage of African-American freshmen who registered for classes at the University for a second consecutive year following their first year; positive values signify that the rate of African-American students who registered for classes in that second year exceeds the rate of all students

EMPLOYEE RETENTION RATE

percentage of regular faculty and staff who remained with the University for the entire fiscal year; retention was expected to decrease slightly

due to a third year of furloughs and salary freezes in addition to increased hiring activity in the private and federal sectors

MINORITY EMPLOYEE RETENTION RATE

percentage of minority regular faculty and staff who remained with the University for the entire fiscal year; retention was expected to decrease slightly due to a third year of furloughs and salary freezes in addition to increased hiring activity in the private and federal sectors

STUDENTS RECEIVING FINANCIAL AID

percentage of UB students awarded financial aid

ACTUAL NEW DOLLARS AND PLEDGES RAISED

amount of new donations, in dollars and pledged dollars, to the University during the fiscal year; the amount raised was expected to decrease because the FY 10 total included special gifts for the John and Frances Angelos Law Center

SQUARE FOOTAGE OF ENHANCED CAMPUS FACILITIES

square footage of University facilities that were renovated and/or repurposed during the fiscal year

CAMPUS CARBON FOOTPRINT

the University's carbon use by metric ton during the fiscal year; FY 11 data includes an additional 744.7 metric tons from the Liberal Arts and Policy Building, so UB's campus is growing, but our carbon footprint is shrinking

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FY 2012
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