

University of Baltimore

Board of Visitors Annual Report



Submitted October 2012

Executive Summary

The University of Baltimore Board of Visitors (the Board) is pleased to provide this report on the progress of the University of Baltimore (UB) over the past year in meeting its goals consistent with its mission. The Board supports the efforts of the University by stewarding the strategic planning process and overseeing the fiscal responsibility of the assets of the University of Baltimore Foundation (UBF). The Board also works toward increasing the Foundation's assets for the future financial needs of the University through its fundraising efforts as well as the investment strategy.

Throughout FY 2012, the University of Baltimore Foundation continued to support the university's strategic vision. This vision is comprised of four key elements:

- Enhance the learning experience at UB as measured by retention and graduation rates, student satisfaction indicators and job placement data
- Grow student headcount to 8,000 to serve state educational and workforce needs
- Achieve national ranking and recognition in select academic areas
- Secure the necessary resources to fully implement and support the University of Baltimore's overarching vision.

These elements require growth in the institution's existing resource base from multiple sources, including state funds, private giving, corporate and foundation support and continued entrepreneurial activities. The University of Baltimore Foundation recognizes that its support is integral to the university's continued growth and transformation.

The University of Baltimore Foundation remains committed to expanding its support of UB's mission and academic goals. The Board is excited about the direction in which the University of Baltimore is moving and we are pleased to share in this report some highlights of Fiscal Year 2012.

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:

- makes excellence accessible to traditional and nontraditional students motivated by professional advancement and civic awareness;

- establishes a foundation for lifelong learning, personal development and social responsibility;
- combines theory and practice to create meaningful, real-world solutions to 21st-century urban challenges; and
- is 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.

UB's Capital Campaign

UB launched the public phase of our Campaign, **Uniquely UB** in spring 2009 and ended the campaign in December 2011. The Campaign exceeded its \$40 million goal by more than \$5 million, making it by far the most successful fundraising campaign in UB history. The funds raised through this campaign will allow us to provide scholarships for deserving students, attract and retain first rate teachers and scholars and improve our facilities and technology. Overall, the campaign's success will allow UB to continue serving as a leading edge, 21st century university and to meet the needs of both current and future students.

Each of UB's four schools—the College of Public Affairs, the Merrick School of Business, the School of Law and the Yale Gordon College of Arts and Sciences—played a vital role in and will benefit from the campaign's success. Donations arrived in the form of pledges (more than \$24 million), estate and planned gifts (\$7.2 million), grants (\$6.5 million), in-kind gifts (nearly \$450,000) and cash (\$5.9 million). More than 11,000 donors—UB alumni, friends and members of the University community—as well as corporate and foundation support contributed to the campaign, with 32 percent of all gifts coming from first-time donors. More than 100 donors committed at least \$25,000 each, while eight committed more than \$1 million each.

Uniquely UB's priorities are as follows:

- 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

Accomplishments

The University of Baltimore serves a diverse student population, including many first-generation college students, working parents and those seeking to change careers. UB is among the most diverse institutions in the University System of Maryland: of our 6,442 students, 58 percent are female, 47.4 percent are minorities and 3.6 percent are international or out of state students.

FY 2012 was an eventful year at the University of Baltimore and we wanted to provide a brief overview of our major initiatives and accomplishments.

- For the second year in a row, the University of Baltimore's Merrick School of Business has been recognized by *U.S. News & World Report* as offering one of the country's best undergraduate business programs. The Merrick School of Business climbed 30 places in this 2012 ranking.
- The new \$107 million John and Frances Angelos Law Center continues to rise on the corner of Charles Street and Mt. Royal Avenue. This state of the art, LEED certified platinum building will be a transformative structure for the university as well as the city of Baltimore. It is scheduled to open in early 2013.
- The Varsity at the University of Baltimore, a private student-housing project led by developer Potomac Holdings of Bethesda, Md., is under construction and is slated for occupancy in late summer 2012. The 11-story building will offer 323 beds in 114 apartments at the corner of Maryland Avenue and West Biddle Street. The project marks the first time that developers have undertaken the new construction of student oriented housing in midtown, and affirms that demand for places to live within a short walking distance of campus is on the rise.
- In FY 2012, the University of Baltimore's School of Law named its new dean. Ronald Weich, the assistant attorney general for legislative affairs in the U.S. Department of Justice and former chief counsel to both U.S. Senate Majority Leader Harry Reid and Senator Edward M. Kennedy, will begin his tenure as dean in July. As Senator Kennedy's chief counsel (1995-97), general counsel (1992-95) and counsel (1990-92), Weich advised the senior senator from Massachusetts on civil and criminal justice issues, drug control policy, patient safety legislation, constitutional amendments and other matters. From

1997-2004, Weich was an attorney in private practice at Zuckerman Spaeder, a Washington, D.C.-based law firm with a highly regarded Baltimore office. Earlier in his career, he served as special counsel to the U.S. Sentencing Commission and as an assistant district attorney in Manhattan.

Weich earned a J.D. from Yale Law School in 1983. He also holds a B.A. from Columbia University, which he received in 1980.

- The University of Baltimore hosted its fourth annual HEROES Academy for more than 200 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. Eight 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 (TCP) continued to flourish in FY 2012. 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 with 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 1000 students to date and initial data indicate an overall 75 percent decrease in absences for students during and immediately following their TCP participation.
- According to the *Baltimore Business Journal's* 2012 Book of Lists, eleven of the 25 largest accounting firms in the Baltimore area are headed by graduates of the University of Baltimore's Merrick School of Business and the UB School of Law—repeating the University's rank as the single largest producer of top-level managerial accounting talent for area firms.
- UB hosted its fifth annual UB Staff and Faculty Spirit at Work: "Neighbors in Need" Winter Holiday Giving Drive during the 2011 holiday season. Each year, staff and faculty generously extend holiday wishes beyond UB's campus to our Baltimore neighbors by donating clothing, food and other items; this year's contributions reached a total value of more than \$5,000. Recipients included seven Baltimore City Department of Social Services families, one family from the House of Ruth, two families from the Salvation Army/Command Booth House and five senior citizens from the Waxter Senior Center.

- 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 2012, we hosted renowned poets Stephanie Barber and Barbara DeCesare.

Barber has worked in several media, including experimental filmmaking and video. She has had solo exhibitions of her film work at the Museum of Modern Art, the San Francisco Cinematheque, Chicago Filmmakers, Anthology Film Archives and many other museums, galleries and universities. Her writing includes the lecture *FOR A LAWN POEM* and the chapbook *poems by s.barber*.

DeCesare's first book, *JigsawEyesore*, was described by the *Baltimore Sun* as "what thunder looks like in writing." A 2003 Pushcart Prize nominee, DeCesare has had her poems published in *Poetry*, *River Styx*, *Alaska Quarterly Review*, the *Evansville Review*, *McSweeney's*, *Gargoyle* and several other journals.

UB also hosted Janet Silver, acclaimed literary agent and a veteran editor with Houghton Mifflin and now the literary director for Zachary Shuster Harmsworth. At Houghton Mifflin, Silver edited works by such celebrated authors as Philip Roth, Tim O'Brien, Cynthia Ozick and Jonathan Safran Foer. She also discovered many acclaimed debut authors, including Jhumpa Lahiri, winner of the Pulitzer Prize. Her agency clients include award-winning writers of literary fiction and nonfiction, many of whom specialize in memoir, biography, history, science and philosophy.

- UB's Master of Public Administration program has moved up in the *U.S. News & World Report's* 2013 Best Graduate Schools rankings to No. 73 (based on rankings completed in 2012), seven spots better than the last ranking.
- *Vital Signs 10*, a comprehensive statistical portrait of Baltimore and its neighborhoods, marks a decade of reporting on "quality of life" indicators—housing, employment, transportation, the economy, crime, education, population, etc. The 10th edition of the report, published by the Baltimore Neighborhood Indicators Alliance-Jacob France Institute, tracks more than 110 indicators to show how the city has changed since the release of the first *Vital Signs* in 2002. Many of these indicators cover the years 2000-2010, and present a portrait of Baltimore during a decade of dramatic change.
- The Council for the Advancement and Support of Education's (CASE) District II has recognized the University of Baltimore with three awards, including two golds, for its marketing efforts and the *University of Baltimore Magazine*. CASE presented the University with its District II Gold Award for Integrated Advertising, for a marketing campaign that incorporated a QR code. UB also earned a Gold Award in the Posters category for its UB

Midtown banner campaign. The fall 2009 and spring 2010 editions of UB's magazine received an Honorable Mention in the category of four-color magazines published by four-year institutions.

- *U.S. News & World Report* has ranked the UB/Towson online M.B.A. program—administered by both the University of Baltimore's Merrick School of Business and Towson University's College of Business and Economics—in its first-ever assessment of online graduate business programs. The UB/Towson M.B.A. is the only online M.B.A. program in Maryland ranked by *U.S. News & World Report*.
- UB's Strategic Plan Report Card is included with this report.

FY 2012 Fundraising Efforts

Merrick School of Business	\$1,376,099
School of Law	\$1,074,356
Yale Gordon College of Arts and Sciences	\$50,167
College of Public Administration	\$35,821
University Wide	\$3,760,306
TOTAL	\$6,296,749

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 2012 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.

University of Baltimore Foundation, Inc.
FY 2012
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Strategic Plan

Report Card / 2012

To the UB Community:

This year marks the end of our current planning period, as defined by “Expanding the Vision: The University of Baltimore Strategic Plan, 2008-12.” To reflect that milestone, the 2012 report card includes annual and five-year data, enabling us to assess both the past year and the full planning lifecycle.

Those of you who were involved in creating this strategic plan may feel (as I do) that these five years have passed incredibly quickly. For the many colleagues who have joined us during this time, you represent a part of the significant growth and change that have defined this chapter of UB’s history.

Notable achievements of the past five years include:

- a 25 percent increase in faculty publications
- a level of employee participation in community service activities that has nearly tripled
- steady total and minority employee retention despite the most challenging economic period in generations
- the completion of the most successful fundraising campaign in UB’s history—not to mention the fact that we surpassed our goal by 12.5 percent.

Today’s first-time campus visitors have a significantly different experience than they might have had in 2008. We continue to implement the University’s master plan, which has almost doubled our campus square footage and has attracted more than a quarter of a billion dollars to UB Midtown. A Barnes & Noble superstore, a new parking garage, a renovated Liberal Arts and Policy Building, residential options that include the Varsity at UB—none of these were part of the UB of 2008. Today’s commonplace sightings of 18-year-old freshmen on campus definitely weren’t part of yesterday’s UB, either. And with the opening of the new John and Frances Angelos Law Center in the spring, UB will reaffirm its commitment to supporting the needs of 21st-century students and to upholding the highest standards of sustainable architecture.

It is appropriate for us to take pride in what we have accomplished as we enter a new planning phase. It also is appropriate that our upcoming discussions make use of the substantial activity of the past year; the work of UB21 and numerous campuswide work groups, the commitment to faculty growth and the planning efforts of our schools and colleges can and should provide the framework for future planning. With a new shared-governance structure in place, I anticipate and look forward to a participatory process that will capture the UB community’s best thinking.

And while many of the facts and figures mentioned above are impressive, the real UB success story is always rooted in our people: the talent and commitment of our faculty and staff and the accomplishments of our students and alumni. Thank you for making these past five years some of the most dynamic and important in UB’s history.

Sincerely,



Robert L. Bogomolny
President, University of Baltimore

STRATEGIC PLAN FIVE-YEAR REPORT CARD 2008-12

Learning, Teaching, Research

Transfer Student Graduation Rate

FY 09*	FY 12	Direction
55.0%	56.0%	↑
Expected Direction		↑

Transfer Student Retention Rate

FY 08	FY 12	Direction
74.0%	78.0%	↑
Expected Direction		↑

Faculty Publications

FY 08	FY 12	Direction
200	251	↑
Expected Direction		↑

Faculty Grants

FY 08	FY 12	Direction
98	96	↓
Expected Direction		↓

Diverse and Informed Community

Transfer Student Graduation Achievement Gap

FY 09*	FY 12	Direction
-7.1%	-13.0%	↑
Expected Direction		↓

Freshman Retention Gap

FY 09*	FY 12	Direction
7.8%	3.0%	↓
Expected Direction		↓

Employee Retention Rate

FY 08	FY 12	Direction
90.7%	91.0%	●
Expected Direction		●

Minority Employee Retention Rate

FY 08	FY 12	Direction
91.0%	92.8%	↑
Expected Direction		●

Increased Enrollment

Enrollment

FY 08	FY 12	Direction
4,948	6,406	↑
Expected Direction		↑

Freshman Enrollment

FY 08	FY 12	Direction
151	191	↑
Expected Direction		↑

Community Engagement

Employee Participation in Service Activities

FY 08	FY 12	Direction
277	748	↑
Expected Direction		↑

Campus Volunteer Hours

FY 08	FY 12	Direction
1,537	2,253	↑
Expected Direction		↑

Sound Fiscal Management and Administration

Students Receiving Financial Aid

FY 08	FY 12	Direction
68.2%	86.5%	↑
Expected Direction		↑

Actual New Dollars and Pledges Raised

FY 08	FY 12	Direction
\$10,134,837	\$6,296,749	↓
Expected Direction		↓

Facilities and Sustainability

Square Footage of Enhanced Campus Facilities

FY 08	FY 12	Direction
8,700	16,500	↑
Expected Direction		↑

Campus Carbon Footprint by Metric Ton

FY 08	FY 12	Direction
16.5	15.1	↓
Expected Direction		↓

KEY	
DIRECTION OF CHANGE	EXPECTED DIRECTION OF CHANGE
higher ↑	expected ↓
lower ↓	not expected ↓
< 1% change ●	< 1% change ●

*Fiscal Year 2009 is the baseline year for most of UB's graduation and retention data.

STRATEGIC PLAN REPORT CARD 2011-12

Learning, Teaching, Research

Transfer Student Graduation Rate

FY 11	FY 12	Direction
54.0%	56.0%	↑
Expected Direction		↑

Transfer Student Retention Rate

FY 11	FY 12	Direction
74.5%	78.0%	↑
Expected Direction		↑

Faculty Publications

FY 11	FY 12	Direction
248	251	↑
Expected Direction		↑

Faculty Grants

FY 11	FY 12	Direction
86	96	↑
Expected Direction		↑

Increased Enrollment

Enrollment

FY 11	FY 12	Direction
6,501	6,406	↓
Expected Direction		↑

Freshman Enrollment

FY 11	FY 12	Direction
192	191	●
Expected Direction		↑

Community Engagement

Employee Participation in Service Activities

FY 11	FY 12	Direction
735	748	↑
Expected Direction		↑

Campus Volunteer Hours

FY 11	FY 12	Direction
2,215	2,253	↑
Expected Direction		↑

Diverse and Informed Community

Transfer Student Graduation Achievement Gap

FY 11	FY 12	Direction
-6.8%	-13.0%	↑
Expected Direction		↓

Freshman Retention Gap

FY 11	FY 12	Direction
4.0%	3.0%	↓
Expected Direction		●

Employee Retention Rate

FY 11	FY 12	Direction
91.0%	91.0%	●
Expected Direction		●

Minority Employee Retention Rate

FY 11	FY 12	Direction
90.0%	92.8%	↑
Expected Direction		●

Sound Fiscal Management and Administration

Students Receiving Financial Aid

FY 11	FY 12	Direction
80.0%	86.5%	↑
Expected Direction		↑

Actual New Dollars and Pledges Raised

FY 11	FY 12	Direction
\$3,198,422	\$6,296,749	↑
Expected Direction		↑

Facilities and Sustainability

Square Footage of Enhanced Campus Facilities

FY 11	FY 12	Direction
13,533	16,500	↑
Expected Direction		↑

Campus Carbon Footprint by Metric Ton

FY 11	FY 12	Direction
15.7	15.1	↓
Expected Direction		↓

KEY

DIRECTION OF CHANGE		EXPECTED DIRECTION OF CHANGE	
higher	↑	expected	↓
lower	↓	not expected	↑
< 1% change	●	< 1% change	●

These definitions are provided to explain the performance indicators on the *Strategic Plan Report Card 2012*. We are very interested in your feedback and encourage you to email us at planning@ubalt.edu. Thank you.

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

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 11 reflects fall 2010 enrollment and FY 12 reflects fall 2011 enrollment

FRESHMAN ENROLLMENT

number of full-time freshmen enrolled in classes during the fall semester; FY 11 reflects fall 2010 enrollment and FY 12 reflects fall 2011 enrollment

EMPLOYEE PARTICIPATION 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 Be More, the Rosenberg Center for Student Involvement's leadership and service program

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; though the gap widened due to a significant increase in the graduation rate of nonminority students, it is important to note that the graduation rate of African-American students also increased; in fact, UB achieved its 2015 achievement gap goal—developed in collaboration with the University System of Maryland—four years early, in 2011

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

MINORITY EMPLOYEE RETENTION RATE

percentage of minority regular faculty and staff who remained with the University for the entire fiscal year

STUDENTS RECEIVING FINANCIAL AID

percentage of UB students awarded financial aid; during the 2008-12 planning cycle, the University committed resources in an effort to increase the number of students who receive financial aid, and it succeeded in doing just that—by nearly 20 percent

ACTUAL NEW DOLLARS AND PLEDGES RAISED

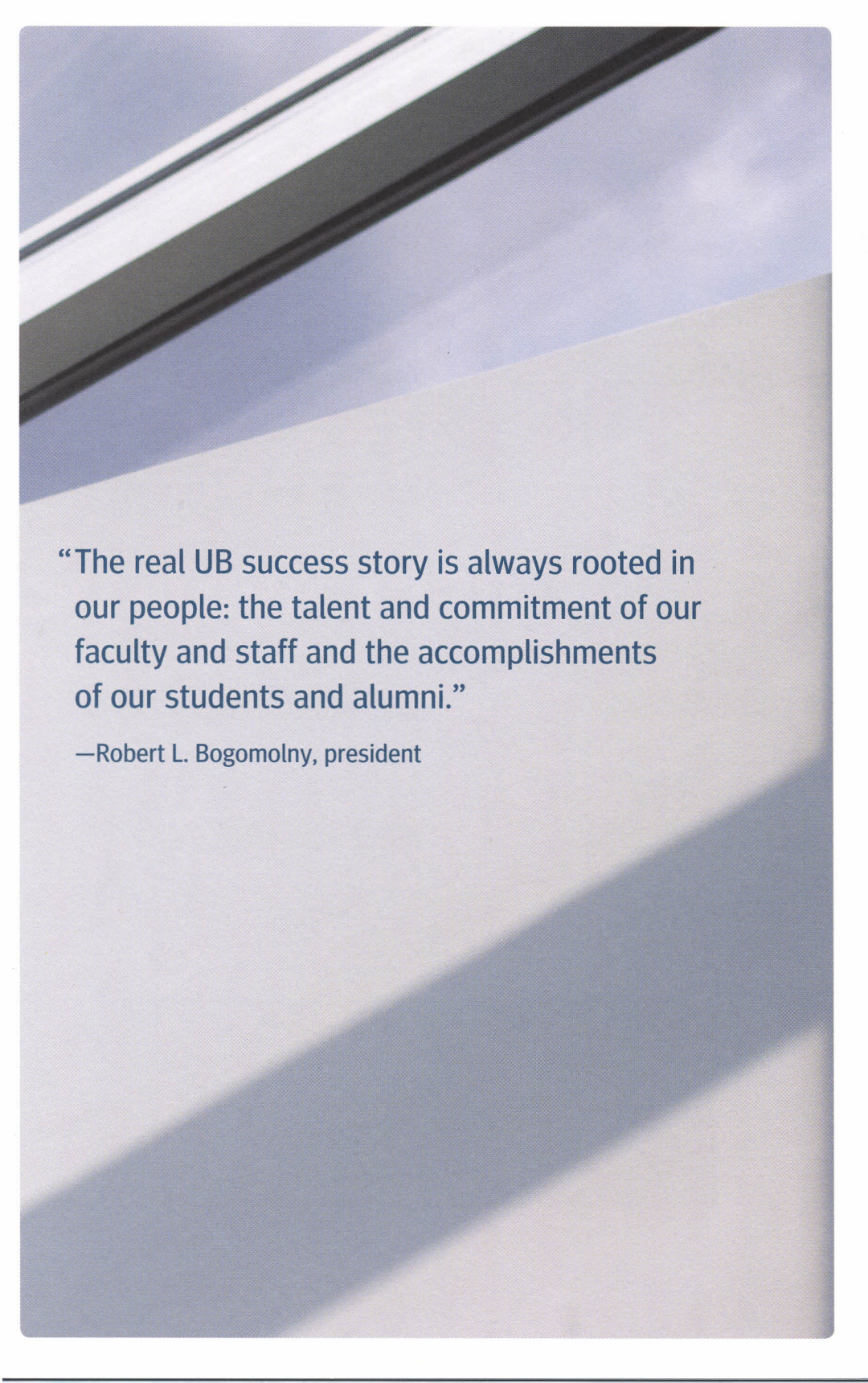
amount of new donations, in dollars and pledged dollars, to the University during the fiscal year; the amount raised in FY 08 included special gifts for the new law school building; the aggregate donor amount raised during the five-year range of the report is \$30,769,860

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



“The real UB success story is always rooted in our people: the talent and commitment of our faculty and staff and the accomplishments of our students and alumni.”

—Robert L. Bogomolny, president