



Contents

Executive Summary 1

External Accolades and Rankings 2

Student Achievements 4

A Faculty (and Staff) of Stars 6

Contributing to New Knowledge and
Economic Development 8

University Research Park: M Square 10

State and Local Partnerships 11

Federal Relations 12

Bringing World Leaders and
Renowned Experts to Campus 14

Facilities for the Twenty-first Century 16

Private Investors in the University's
Mission 18

Alumni of Renown 20

Recommendation I 22

Recommendation II 26

Conclusion 28

Executive Summary



The Executive Committee for the University of Maryland College Park Foundation Board of Trustees has assumed the role of the Board of Visitors for the purpose of this report. The board is pleased to present you with the University of Maryland 2003 Board of Visitors Report.

Anyone in the state of Maryland who has followed the university over the past five years can verify that the state's flagship institution today is at a very different place than it was 10 years ago. Under the leadership of President C. D. Mote, Jr., the University of Maryland has soared to national prominence, with 50 programs ranked in the top 15. This year the university had another record year in admissions with more than 25,000 applications. Despite the economic climate, we raised \$81 million dollars, from more than 41,240 alumni and friends of the university. Federally supported research revenue increased 61.5% from \$140 million in FY '98 to \$225M in FY '03. Total sponsored research totaled \$315 million. In 2003, the University of Maryland, College Park, reaped the rewards of some of the investments that had been made during better economic times.

The state of Maryland has created a first-class system of higher education with a flagship institution second to none. Though we have enjoyed the benefit of a previous state surplus, it is imperative that support for the state's flagship university continues to be a high priority in the state. Therefore, the board strongly recommends full implementation of the university's FY '05 budget request.

In addition, the board strongly encourages the governor and the Maryland General Assembly to provide funding for the Bioscience Research Facility in the FY '05 budget. Planning for the project will be completed in FY '04. We believe the bioscience facility is essential for both the university and the state to become national leaders in the biosciences. We further recommend the funding for this facility continue on schedule throughout the completion of the building.

The quality of the students, faculty, staff, programs, facilities, guests, alumni, partnerships—and more—is evident in the listing of achievements over the next few pages. While some of these achievements might have been realized without the increased funding of the last few years, many more would not have been possible. Even with increased philanthropy providing a measure of support for high-priority initiatives, additional funding from the state is still necessary to bring the University of Maryland to the stature envisioned for it in 1988.



External Accolades and Rankings



■ The university has 68 programs ranked in the top 25 in their respective categories, and 50 programs earned rankings placing them in the top 15.

Maryland Ranks among Top 20 Universities and Boasts 50 Programs among Top 15

Maryland broke into the top 20 of U.S. public universities for the first time in the September 2002 *U.S. News & World Report* and cemented its place there with a ranking of 17th in 2003. The university has 68 programs ranked in the top 25 in their respective categories, and 50 programs earned rankings placing them in the top 15.

Guidance Counselors Again Rate Maryland as Hot and Trendy

The 2004 edition of the Kaplan Publishing's "Unofficial, Unbiased Guide to the 328 Most Interesting Colleges," lists Maryland as one of 37 "Hot & Trendy" colleges and universities, for the second year in a row. Other "Hot and Trendy" colleges and universities on the list include Michigan, North Carolina, Berkeley, UCLA, Duke, Stanford, Georgetown, Harvard and Yale. The book also lists Maryland as one of the best values in higher education, also for the second year in a row. Maryland also made the list of schools considered to have "Changed for the Better."

Top Public Universities for National Merit Scholars

In a listing of the top 20 public universities admitting freshman National Merit Scholars, Maryland is ranked 16th, ahead of peers including the University of Michigan.

U.S. News & World Report Graduate School Rankings

The April 2003 issue of *U.S. News & World Report* with the national rankings of graduate programs listed the University of Maryland as follows:

- **Education** held steady at 21, same as in 2002. Ranked specialties included the counseling/personnel services continuing at number 1; curriculum/instruction at 11th; educational psychology at 10th; education policy at 11th; elementary education at 11th; higher education administration at 10th; secondary education at 14th; and special education at 5th.
- **Clark School of Engineering** climbed three spots to 16th overall. Ranked specialties included aerospace engineering at 10th and computer engineering at 18th.
- **Health and Human Performance's** community health program ranked 12th in the first-ever list of community health programs.
- **Agriculture and Natural Resources's** veterinary medicine program (Virginia-Maryland Regional College of Veterinary Medicine) climbed three spots to 14th.
- **Smith School of Business** ranked 42nd overall, up one spot from 2002. Ranked specialties included the part-time MBA at 11th; management at 24th; business information systems at 8th; and entrepreneurship at 14th.

Recognition for Entrepreneurial Programs

- The Smith School of Business ranked in the first tier of 12 schools in a ranking of the best entrepreneurial schools by *Entrepreneur Magazine*. Those joining Smith included Harvard, Penn's Wharton, MIT, Berkeley and Stanford. The magazine noted that MIT and Maryland were the only schools rated in the Top 10 by both alumni and peers.

- The innovative Hinman CEOs Program received the Price Institute Innovative Entrepreneurship Educators Award during the prestigious Roundtable on Entrepreneurship Education for Engineers on Oct. 25, 2002. The award recognizes the nation's most innovative collegiate entrepreneurship program for scientists and engineers.

Strength in Diversity

The University of Maryland continues its commitment to educating students from all backgrounds. Its success in serving African American students was recognized by two important publications this year. According to *Black Issues in Higher Education*, the university was among the nation's top 10 research-intensive universities awarding bachelor's and doctoral degrees to African American students. The January 2003 issue of *Black Enterprise* magazine ranked Maryland second among traditionally white public research universities and 20th overall among the "50 Best Colleges for African Americans."

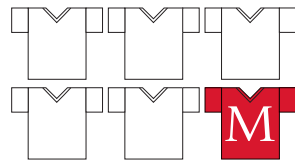
What's Going Up at the University of Maryland?

	THEN (1991)	NOW (2003)
ACADEMIC QUALITY		
Top 25 Programs Ranked Nationally <small>(University level, College level, Program level)</small>	1	68
National Academy Members <small>Includes: Academy of Sciences, Academy of Engineering, American Academy of Arts & Sciences, National Academy of Veterinary Practice</small>	7	33
Nobel Laureates	0	1
Pulitzer Prize Winners	0	6
FRESHMAN PROFILES		
Average High School GPA	3.01	3.88
Average SAT Score	1173	1259
RESEARCH		
Contract and Grant Awards	\$113 million	\$315 Million
DIVERSITY		
Minority Faculty	11%	15%
Minority Students	18%	32%
FUNDRAISING		
Endowment Value	\$50 million	\$270 Million
Private Giving	\$19 million	\$81 Million
STATE FUNDING		
State Appropriation	\$243 Million	\$306 Million
Percent of University Budget Funded by State Appropriation	43%	28%

Student Achievements



■ Six students applied for every spot in the Fall 2003 entering class. Applications for freshman admission rose from 17,000 in 1998 to 25,000—an amazing 47% increase.



■ Our incoming freshman class average GPA rose from 3.5 to 3.9 in just 5 years.

Each year for the past decade, the University of Maryland has become more selective as more and more stellar students are choosing to spend their undergraduate years in College Park. This is evidenced not only in the statistics of entering students, but also in their achievements during their college careers, the national recognition they receive, the jobs they attain, the graduate schools they attend, and the national awards they receive.

This year, there were more than 50 student scholarship winners and finalists for 28 of the nation's most prestigious awards. This is compelling evidence of the superior quality of students and programs, as Maryland students stand among the best in the nation doing research, contributing to the community and making the world a better place.

Record Crop of High Achievers in Fall 2003 Class

An exceptional class was produced by the most competitive admissions seasons in Maryland history. For the second year in a row, we achieved a record number of applications—more than 25,000 this year, an 8% increase over 2002, which was a 17% increase over 2001. The average SAT scores for the enrolled class are 1259 and the average GPA is 3.88.

Sophomore Named Ashe Scholar

Maryland outfielder Justin Maxwell from Olney, Md., was named a 2003 Arthur Ashe Jr. Sports Scholar in the April 10 issue of *Black Issues in High Education*. The award honors minority undergraduate students who excel in academics, athletics and service to the community—standards set by Ashe, who died in 1993. Maxwell, a sophomore centerfielder and animal sciences major, holds a 3.93 cumulative grade point average and earned a perfect 4.0 in fall of 2002.

New Crop of Jack Kent Cooke Foundation Scholars

Four University of Maryland students were among the 73 individuals selected as 2003 Jack Kent Cooke Foundation Scholars:

- **Bradley Buran**, who graduated with a B.S. in physiology and neurobiology and a B.A. in anthropology, is pursuing graduate school in neurosciences at Harvard and MIT;
- **Andrew Canter**, who graduated with a B.A. in government and politics, is pursuing a master's in public policy and master's in arts management at Carnegie Mellon University;
- **Ann Lam**, who received a B.M. in violin performance, is attending graduate school at SUNY-Purchase for a master's in violin performance; and
- **Arian Stewart**, who graduated with a B.A. in government and politics, and was admitted to the University of Pennsylvania Law School.

Two Goldwater Scholars

Two juniors, Mia Bovill, an astronomy and physics major, and Jean-Marie Lauenstein, an electrical engineering major, received the Barry M. Goldwater Scholarship, the premier national award for students interested in mathematics, science and engineering careers.

Baltimore Incentive Awards Program

As the third group of nine students in the Baltimore Incentive Awards Program makes the University of Maryland their home for the academic year, many achievements have been documented for this program that takes Baltimore City public high school graduates who have overcome extraordinary personal circumstances and provides them the opportunity to succeed in college. One third of the scholars earned GPAs of 3.0 or higher during the last academic year and two students earned semester honors for the entire academic year. Interest in the program has grown significantly. Concurrent with an increase in interest in the program is an increase in applications from students from the nine Baltimore City public high schools. For admission in fall 2002, 218 students from the nine schools applied to the University of Maryland, College Park. For fall 2003, 270 students applied—an increase of 24%.

280 Student-Athletes earned a GPA of 3.0 or higher in either the fall or spring semesters, earning them Intercollegiate Athletics Honor Roll status. A school-record 68 student-athletes earned a 4.0 in either the fall or spring semesters. A number of the Terps' winningest teams had academic achievers with 24 Honor Roll students on the men's lacrosse team, 15 on the women's lacrosse team and 8 on the men's soccer team, all of which reached the NCAA Final Four in their sport. The Chik-Fil-A Peach Bowl champion football team had 27 Honor Roll achievers.



■ 173 University of Maryland student-athletes made the 2002–03 Atlantic Coast Conference Academic Honor Roll. Eleven earned a perfect 4.0 GPA.

A Faculty (and Staff) of Stars



In the late '90s, the state of Maryland's leadership was very supportive of the university and its efforts to achieve national eminence. Budget increases allowed the university to recruit outstanding new faculty and staff with highly competitive salaries. The greatest increases were for faculty members, who provide the core service of the institution in the classroom and whose research achievements attract additional revenue for the university. We believe that our faculty and staff now rank on par with any other institution in the nation. A small listing of accolades presented to faculty and staff members this year follows.

In the September issue of *Popular Science*, assistant professor of biology **Sarah Tishkoff** was named to the second annual "Brilliant 10" list, a group of the country's most outstanding young scientists. Tishkoff is a molecular anthropologist who uses DNA to search for the origins of modern man.

University of Maryland professor and alumnus **James Yorke** was just named a winner of the 2003 Japan Prize. Yorke was selected for the "Creation of Universal Concepts in Complex Systems—Chaos and Fractals" in the prize category of Science and Technology of Complexity. Professor Yorke's current research projects range from chaos theory and weather prediction to genome research to the population dynamics of the HIV/AIDS epidemic. Yorke shared the \$400,000 award with Benoit Mandelbrot of Yale University.

Professor of Physics **Chuan Liu** was appointed to a three-year term as president of the National Central University in Taiwan. Liu, who has held many positions of responsibility at the university (most recently as acting vice president for research and dean of the Graduate School), is one of those individuals who has built Maryland into a great university. He is taking a three-year leave of absence but will return full-time to the Department of Physics.

Susan Schwab, dean of the School of Public Affairs, was nominated by President Bush to become deputy treasury secretary of the United States. Previously, Schwab had been nominated by the president to be first vice president of the Export-Import Bank of the United States.

Assistant professors of English **Elizabeth Arnold** and **Joshua Weiner** won two of the three Whiting Writing Awards given to promising young poets in 2002. The new faculty members in the Creative Writing program represent one-fifth of the winners in all categories of Whiting Awards for this year.

David Poeppel, assistant professor of neuroscience and cognitive science in the departments of Biology and Linguistics, was awarded the "Berlin Prize" for the upcoming academic year. Conferred by the American Academy in Berlin, the prize is awarded to 10-12 "Berlin Fellows" per year and allows them to work in Berlin. Poeppel was also one of approximately 40 scholars awarded a fellowship by the "Wissenschaftskolleg," the German equivalent of the Institute for Advanced Studies.

José Emilio Pacheco, distinguished university professor of Spanish and Portuguese, received multiple recognitions for his work as a creative writer and critic. Pacheco received honors for having one of the top 10 creative works in each of two categories, Novel (for *Las batallas en el desierto*) and Poetry (for *Tarde o temprano 1958-2000*). He was named the winner of the Premio Internacional Otavio Paz de Poesía y Ensayo 2003. This prestigious award, created by the 1990 Nobel Laureate of Literature to honor writers in the Hispanic world, was bestowed unanimously upon José Emilio Pacheco in recognition of his outstanding achievements.

Robert Hampton, former associate provost and dean for Undergraduate Studies was recently appointed president of York College. Hampton had been at the university for nine years.

Maryland Director of Athletics **Debbie Yow** was honored as a Woman of the Year by Women in Sports and Events (WISE) on June 10, 2003. WISE honors and recognizes elite women in the sports and special events business and celebrates the contributions they have made to their own organization and to the industry at large. The award recipients are also regarded as role models for the next generation of young women entering the industry.

Public and Private Universities in the Top 20 in Computer Science, Mathematics, Physics and Engineering—U.S. News & World Report



UNIVERSITY OF MARYLAND
Applied Mathematics 11th
Computer Science 12th
Engineering 19th
Mathematics 16th
Physics 13th

A Comparison of Business School Faculties



TOP 10 BUSINESS FACULTY IN RESEARCH

1. Wharton School, University of Pennsylvania
2. Harvard University
3. Stanford University
4. Columbia University
5. University of Chicago
6. Massachusetts Institute of Technology
7. University of Maryland
8. Northwestern University
9. New York University
10. University of California - Berkeley

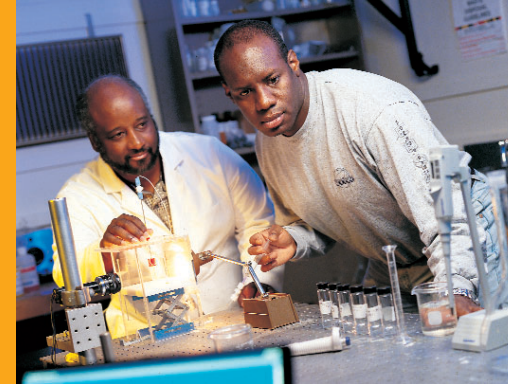
Source: *Financial Times*, January 2003

TOP 10 BUSINESS FACULTY IN TEACHING

1. University of Chicago
2. University of Virginia
3. Dartmouth College
4. Northwestern University
5. Yale University
6. Cornell University
7. University of Maryland
8. Stanford University
9. University of California - Berkeley
10. Massachusetts Institute of Technology

Source: *Business Week*, September 2002

Contributing to New Knowledge and Economic Development



The University of Maryland, College Park, not only serves as the largest producer of high quality graduates for the state but also serves as a generator of new knowledge and an engine for economic development. **A study by the Jacob France Center of the University of Baltimore, published in 2001, found that for every dollar appropriated for the university by the General Assembly, the university generated \$5.93 of economic activity.** That is an outstanding return on investment, one that is realized through the ongoing academic mission of the university as well as through economic partnerships with national and international organizations.

This year, as in previous years, our faculty has contributed to major advances in theoretical and applied knowledge in a variety of fields. Among the high-impact discoveries made this year were:

- University researchers observed for the first time how some proteins, the chains of amino acids that control every function in living cells, come together in a stepwise manner. What they saw may totally change the way scientists look at proteins. As reported in the journal *Science*, the Maryland team saw a protein take shape, a process called folding, in a series of steps, not one sudden motion, as had long been assumed. The discovery could lead to a better understanding of how proteins assemble and work with each other and even give scientists tools to predict how proteins will act.
- Two researchers in the university's Earth System Science Interdisciplinary Center contributed to a report in the journal *Science* which found that diamonds can be natural time capsules, preserving information about cycling of sulfur between Earth's crust, atmosphere and mantle some 3 billion years ago. They found that diamonds from a region in Botswana, Africa, contain a distinctive ration of three forms, or isotopes, of sulfur. The signature presence of this ration indicates that the sulfur in these diamonds went through a nearly complete geochemical sulfide. These findings have the potential to increase vastly our knowledge of Earth's early history.
- A team of scientists led by a University of Maryland physics professor has found what may be a final piece to a puzzle scientists have been trying to solve for almost 40 years: how magnetic fields produce the explosive releases of energy seen in solar flares, magnetic storms and other powerful cosmic events throughout the universe. They released findings that indicate that at least some of this explosive energy happens as the result of plasma turbulence generated during reconnection. Using large-scale computer simulations developed at Maryland together with data from NASA's Polar satellite the team found that intense currents of electrons are generated during magnetic reconnection.

Several research projects completed or established this year are at the forefront of national and international issues. Highly debated, sometimes controversial, but striving to answer new questions and fill new needs, these research projects place the University of Maryland at the center of many national issues.

- The university is teaming with the federal government to create a new and unprecedented research facility that will support the nation's critical need for increased language capabilities. The Center for Advanced Study of Language will conduct groundbreaking research that focuses on less commonly taught languages, language acquisition, contextual analysis of language, and human/computer interaction and machine (computer) translation. Language professionals from the intelligence community and the Department of Defense, with the National Security Agency/Central Security Service as the executive agent, have collaborated to lay groundwork for the center.
- In January, university faculty released a study, sponsored by the Maryland Department of Public Safety and Correctional Services and at the direction of the Maryland General Assembly, regarding the death penalty and its application in Maryland. Conducted over two-and-a-half years, this statistical analysis of thousands of public records is the most exhaustive study ever of Maryland's application of the death penalty. The conclusion was that race affects the way death penalty cases are handled in Maryland, mainly influencing prosecutors' decisions early in the process. The study also finds substantial variations in the way Maryland jurisdictions deal with capital cases.
- The United Nations organizations responsible for worldwide health and food selected the University of Maryland to coordinate a new international network of research and information about acrylamide, the chemical recently found in several common food products (including potato chips), which is known to be a neurotoxin and possibly a carcinogen. The university, through the Joint Institute for Food Safety and Nutrition, a joint program with the U.S. Food and Drug Administration, established an international network on acrylamide in food to serve as a global resource and inventory of ongoing research on acrylamide in food. It includes formal research, surveillance/monitoring and industry investigations.

Among the new partnerships entered into this last year are a major grant from NASA to the A. James Clark School of Engineering at the University of Maryland and five other universities and the American Institute of Aeronautics and Astronautics to create the National Institute of Aerospace. This venture received an initial five-year \$69 million contract with options that could raise its value to \$379 million. Another significant partnership is with the National Institute for Standards and Technology (NIST) with which we signed an innovative overarching agreement to expand research collaborations and professional linkages. This agreement will foster cooperative work between researchers in cutting-edge areas such as nanometrology and nanomanufacturing.



■ For every dollar the state invests in us, we put nearly six back into the economy. That's an impact of nearly \$1.8 billion annually.



The university's reputation for excellence and entrepreneurship attracts new partners, who would benefit from their proximity to the university and provide benefits to the university, while bringing major players into the state. Work continued on developing M Square, the University of Maryland Enterprise Campus, which will be the largest university-affiliated research park in the state, and the largest in the greater Washington region. Located adjacent to the College Park/UM Metro Station, the Enterprise Campus made a significant advance when the state of Maryland approved a \$5M loan from the state's Sunny Day Fund. The university research park will be a catalyst for partnerships between the university and the national and international companies, government agencies and research organizations that are fueling the economy of the state and nation.

At full build-out, the park is expected to house about 5,000 researchers and support staff and generate approximately \$7 million in annual property tax revenues. Full build-out will require more than \$500 million of construction over 15 years. Approximately \$7 million in annual property tax revenues are anticipated at full build-out. Already the Department of Defense has leased 130,000 sq.ft. of space for a major joint research project with the university that will explore issues related to language development, computer translation and national security. Other agencies expressing interest in the research park include the Department of Commerce to create the world's premier weather modeling and prediction center through a partnership of NOAA, the university and NASA Goddard.

Another future tenant with extraordinary promise for economic enrichment is the People's Republic of China, which is moving rapidly to become engaged in the global economy and seeking links to Western industry. This year, China opened an office in nearby Hyattsville, in conjunction with the university, to develop scientific research and development in areas of the environment, biology and agriculture.

The university makes a tangible contribution to the state through programs that are established to assist the state's industries. From the Dingman Center's New Market Fund, which administers a for-profit \$20 million in venture capital fund targeted at economically-depressed areas, to the Maryland Small Business Development Center, which has provided \$36 million in loans in regional centers across the state, the university-run sponsored programs for the development of business are significant.

Examples of activities in the transfer of technology to the Maryland economy are found in the work of the many programs in the University of Maryland Technology Enterprise Institute (MTECH). MTECH programs advance technology in Maryland through collaborative R&D, company incubation, expert solutions and new venture formation. Many of its projects involve experts and researchers from campuses throughout the University System of Maryland.

The Technology Advancement Program (TAP) is a university-based incubator providing space, state-of-the-art biotech and IT facilities, and business and technical support for technology-based early stage companies. Since the program's inception in 1984, 45 companies have graduated from TAP. Those companies have created more than 800 part- and full-time jobs and have secured more than \$376 million in investment funds. In 2002 TAP was ranked 1st in the country among incubators for research grant support realized by its companies, according to a survey conducted by the National Business Incubation Association.

The Maryland Industrial Partnerships (MIPS) program offers matching funds for university/industry collaborative research and development projects with commercial potential. Maryland companies have attributed more than \$300 million in sales to results yielded from MIPS projects. When combined with MIPS' support for research and development, which exceeds \$100 million, the total economic impact of MIPS on the Maryland economy since its inception 15 years ago is more than \$400 million.

MARYLAND SMALL BUSINESS DEVELOPMENT CENTER

ECONOMIC AND FISCAL IMPACT FY '02

Federal Dollars to State	\$1.8 Million
Tax Revenue Generated	\$48 Million
New Business Starts	159
Job Creation	727

Money	Management	Marketing
253 Loans (\$35.8 Million)	14,000 Clients 4,157 Counseling 5,619 Training 4,689 Info Assist.	PTAP (FY03) 173 Clients Served \$1.6 Million Awarded to date

Federal Relations



In 2002–2003, federal relations activities for the University of Maryland focused on bringing our message to federal policymakers as well as inviting federal policymakers to campus to see first hand the quality of our research and educational opportunities.

Throughout the year, President Mote has made personal visits to members of our Congressional Delegation as well as participating in a Maryland Congressional Delegation lunch where he discussed key issues in higher education.

Several members of Congress visited campus to learn about our research excellence. Congressman Steny Hoyer has visited campus many times to showcase the research being done in his congressional district, including a visit to dedicate the Rain Garden, an environmental measure to protect the streams and rivers from contaminated runoff from roads and parking lots during rain storms. Congressman Dana Rohrabacher from California, chairman of the Space Subcommittee of the House Science Committee, came to campus last summer to learn more about our space robotic research. Congressman Al Wynn, who sits on the House Energy and Commerce Committee, came to campus to learn more about our hydrogen fuel cell research and Congressman Roscoe Bartlett paid us a visit to learn more about space science research. And, a delegation from the House Homeland Security Select Committee came to learn about our homeland security research. Since we are the closest major research university to the nation's capital, we continue to offer our excellent research opportunities to those making policy decisions for our country.

The campus has also had several high-level visitors from federal agencies. Deputy Secretary Sam Bodman and Admiral Conrad Lautenbacher visited us to discuss the move of the NOAA weather facility to a site near campus. Securing the move of the NOAA facility for weather prediction from Camp Springs to a site near the campus is of the highest importance to the coming year's federal agenda for the university. Ray Orbach, director of the Office of Science for the U.S. Department of Energy visited to learn more about our energy-related research. Undersecretary for Technology Administration Phil Bond and a contingent from the Office of Technology Policy in the Department of Commerce toured the campus to learn about our technology research. Surgeon General Richard Carmona met with faculty from the College of Health and Human Performance to learn more about our prevention-focused research. Finally, 10 laboratory directors from National Institute of Standards and Technology (NIST) visited

campus to hear about the research we are doing in nanotechnology. The visit from the NIST directors resulted in a landmark omnibus MOU with NIST to develop strong partnerships in a variety of research areas. This MOU demonstrates the key position our campus holds in creating partnerships with our neighboring federal labs.

In May, we launched the Chesapeake Series, a presentation of research information on homeland security issues for federal policy makers. The initial seminar focused on the topic of weapons of mass destruction and the next seminar in November will highlight issues of security in transportation.



Bringing World Leaders and Renowned Experts to Campus



The university has become a major player in national dialogue through the visionary generosity of some of the university's dearest friends and alumni who have endowed speaker series that draw individuals of the highest caliber. This year was no different, as the University of Maryland continued its participation in the broader national dialogue on the greatest issues of yesterday, today and tomorrow.

Among the distinguished visitors to our campus in the past year were:

- **U.N. Secretary General Kofi Annan** As the guest speaker for the annual Sadat Lecture for Peace, Kofi Annan unveiled some of the plans of the "Road Map for Peace" for the Middle East to an audience of more than 10,000 students, faculty, staff and alumni on Nov. 13, 2002. This annual lecture, as well as the Sadat Chair for Peace, held by renowned Middle East scholar Shibley Telhami, is made possible through the contributions of hundreds of individuals who made a commitment to Jehan Sadat's vision to honor her husband's memory and to build upon his legacy of leadership for peace.



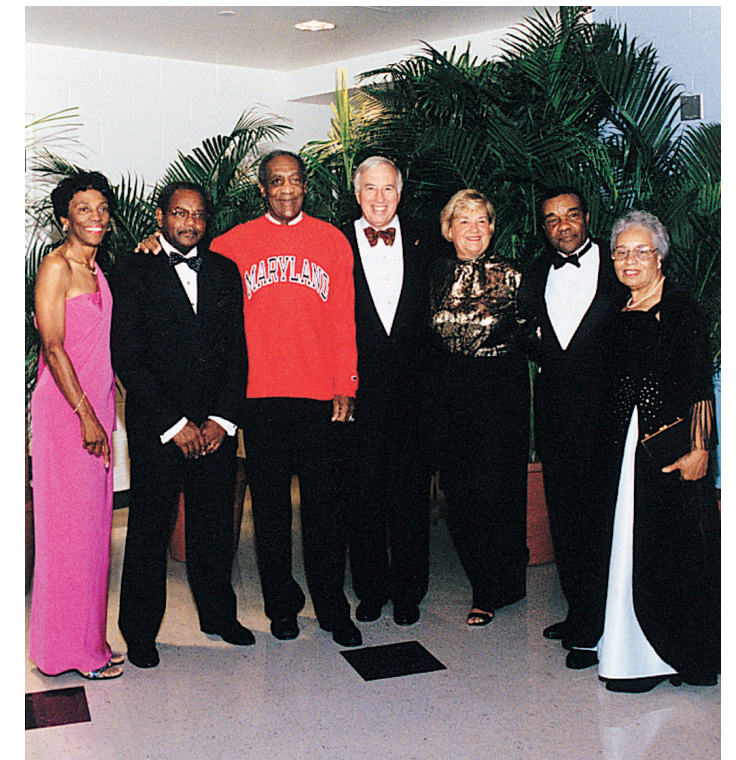
Investigative journalists Bob Woodward (left) and Carl Bernstein.

- **Woodward and Bernstein** In one of their rare joint appearances, Bob Woodward and Carl Bernstein delighted an audience of nearly 900 students, faculty, alumni and friends as part of the Norman and Florence Brody Family Foundation Public Policy Forum on Oct. 16, 2002. Woodward and Bernstein, the *Washington Post* reporters who broke the Watergate scandal 30 years ago, discussed how Watergate and government secrecy post 9-11 have affected reporting.

- **Bill Cosby** Entertainer Bill Cosby came to town to headline the gala event for the David C. Driskell Center for the Study of the African Diaspora. The event formally launched the Driskell Center, which has as its goals to nurture research and creativity of the highest caliber; provide training for scholars on issues and methodologies in the study of the African diaspora; and encourage the growth of future generations of artists and researchers who can bring new insights to the phenomenon of the African diaspora and its influence. The Driskell Center has the potential to be the best program of its kind in the country.

The Office of International Programs at the University of Maryland sponsors an Ambassadorial Lecture Series. This past year the campus was graced by the presence of the ambassadors of three important nations: Denmark, Afghanistan and Israel. The Ambassador of Denmark, **Ulrik Federspiel**, spoke in October on the subject of "The European Union and its Global Responsibilities—as a Partner and Friend of the United States of America." His Excellency **Ishaq Shahryar**, ambassador of Afghanistan to the United States, spoke in November. His Excellency **Daniel Ayalon**, ambassador of Israel to the United States, spoke in April on "Israel: Searching for Peace in a New Strategic Environment."

The University of Maryland was also the staging place for wonderful artistic performances. In a year of fantastic and varied offerings at the Clarice Smith Performing Arts Center, there was one event that stood above the rest. During the summer months, the university hosted the 25th William Kappell International Piano Competition. One of the best-known and widely respected competitions in the world, the Kappell event brought jurors and participants and piano aficionados from around the world to the University of Maryland. **Ning An**, who studied at the New England Conservatory of Music, won the \$20,000 first prize at the Kapell Competition.



Comedian Bill Cosby (third from left) joins Sylvia and Eddie Brown (left) university president C.D. Mote and his wife, Patsy, (center) and Distinguished University Professor David Driskell and his wife, Thelma, at the Driskell Center Gala.

Facilities for the Twenty-first Century



Among the most tangible evidence of the state's investment in the university are its facilities: we can all see these new and refurbished structures. This year, three new facilities opened to much fanfare. Two of the facilities, the Van Munching Hall expansion and the new Computer Science Instructional Center (CSIC), are critical components in our ability to deliver high-quality, competitive education to our students in areas that are vital to our nation's and state's economy. All of these facility projects were funded through a partnership of public and private support.

- The CSIC, which held its first class on July 15, 2002, contains a 140-seat lecture hall, two 90-seat classrooms, seven 35-to-50-seat classrooms, a Linux instructional lab and support space. All classrooms have built-in video projectors, computers, laptop connections and wireless Internet access. The large lecture hall is equipped with video cameras to allow lectures and classes to be both broadcast over the Internet and recorded for later playback. This state-of-the-art facility is necessary to recruit the best and brightest students from Maryland and the nation for our Department of Computer Science, which is among the Top 20 computer science departments in the country. Faculty members are among the leaders in research in artificial intelligence, software engineering, numerical analysis, computer systems, databases and theory of computation.

- The Van Munching Hall expansion, which was dedicated on Saturday, Nov. 9, 2002, supports cross-functional curricula and enhances student experiences at the Robert H. Smith School of Business. The \$38-million, four-story, 103,300-square-foot expansion is an attractive, functional, technologically advanced learning environment that was specially

designed to meet the requirements of the Smith School's undergraduate and graduate programs, delivering the academic, professional and social experiences necessary to help prepare our students to lead 21st century organizations. The bright, spacious interior includes: Eight classrooms with four team presentation rooms; six specialized laboratories; a 24/7 computer lab; and an extensive suite for the Office of Career Management, including a dozen interview rooms and a recruiter lounge. The new space is also home to the Dean's Office, Office for Undergraduate Studies, Supply Chain Management Center, Center for Global Business, Dingman Center for Entrepreneurship, Office of Technology Resources and faculty offices.



Van Munching Hall expansion

- Comcast Center, the new home of the Maryland Terrapins, opened to great fanfare in October 2002. The men's and women's basketball teams now practice and compete in the Comcast Center, as do wrestling, gymnastics and volleyball. There are areas designated for academic enrichment programs, practice areas, administrative and coaches' offices, plus locker rooms, media work areas and the Walk of Fame & History. Comcast Center provides a seating capacity of 17,950 fans for basketball and serves as a campus site for university special events such as Commencement. With the opening of Comcast Center, Maryland has once again reclaimed the status of having the best student activities center and athletics home in the country.

These facilities, while funded in part by private contributions, would not have been possible without the support of the state of Maryland. By establishing partnerships among the state, the university, and private individuals and organizations, university students and the community are able to have a vastly improved experience on campus. This type of partnership is crucial to the university's continued growth and success.



Comcast Center

Private Investors in the University's Mission



Over the past decade, private support has increasingly played an important role in providing opportunities for innovation and excellence. Additionally, as the amount of private funds raised each year has increased, so has its impact on the campus. See chart below for a history of private giving to the university.

Many of the initiatives supported by private endowment and gifts to operating funds are even more critical in this time of shrinking budgets. As tuition increases, scholarship endowments, in particular, are vital to students. Private support enables faculty members to continue their research endeavors, even as funding for graduate students, travel money and equipment support diminishes from state budgets. And, private support enables us to participate in the national conversation on issues of importance such as public policy and private enterprise, energy engineering, African American art and retail marketing.

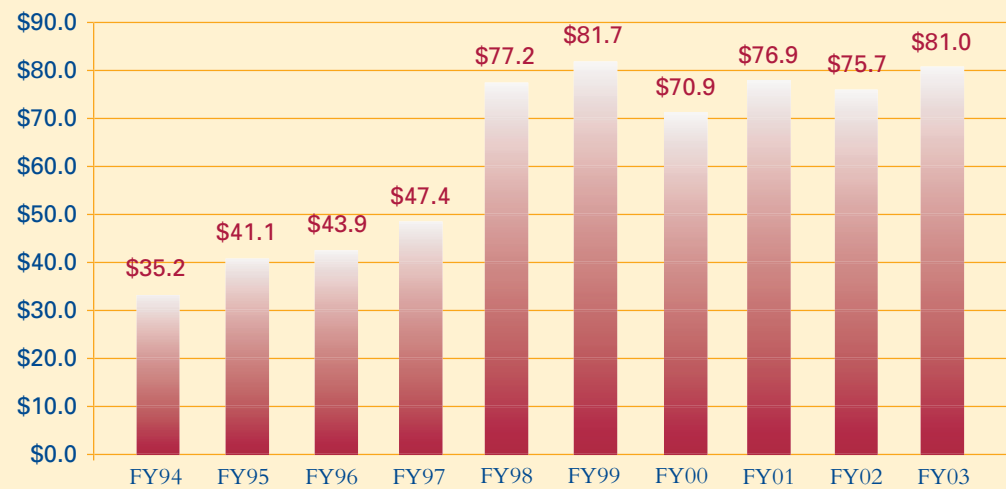
Some of the most generous contributions received this year are listed below.

- **Robert H. Smith** pledged an additional \$3 million to the Robert H. Smith School of Business to support an initiative to integrate state-of-the-art technology into teaching and research activities. In addition, it will help strengthen our marketing and branding program to increase the Smith School's visibility.
- The **Pew Charitable Trusts** has awarded the Center for Information and Research in Civic Learning and Engagement (CIRCLE), which is housed in the School of Public Affairs, a second three-year grant of almost \$3 million to support research and local grant-making to organizations working to encourage youth involvement in civic life. In conjunction with this grant, the Carnegie Corporation of New York has provided an

additional two-year \$820,000 grant toward CIRCLE's efforts to commission, undertake and disseminate its research on K-12 civic education.

- **David and Thelma Driskell** made a commitment, valued at approximately \$2.5 million, of art and archival materials that David Driskell has gathered over the course of his life—as a teacher, artist and collector. This collection will be the core of the David C. Driskell Center for the Study of the African Diaspora.

A Decade of Private Support (in Millions)



- Brothers **Stanley** and **Howard Bender** pledged \$1 million to the Football Special Projects Fund. This support will ensure that Coach Friedgen, his staff and team have the tools necessary for Maryland football to be a perennial contender for conference and national championships.

- The **Samuel J. & Ethel LeFrak Charitable Foundation** has pledged \$1 million to establish the Samuel J. LeFrak Scholars Fund. The gift will fund annual LeFrak Scholars in the sports of men's basketball (beginning in 2003-04), football (beginning in 2004-05), and men's track (beginning in 2005-06). Beginning in 2006-07, the three LeFrak scholarships will be awarded annually, concurrently and in perpetuity to three student-athletes who exhibit extraordinary athletic, leadership and academic achievement.

- A gift of nearly \$1 million was received from the estate of alumnus **William L. Crentz** in support of the William L. Crentz Centennial Chair in Energy Research in the Clark School of Engineering. This chair, pledged during the engineering school's centennial, will support an eminent faculty member in energy engineering.

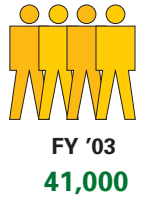
- The Baltimore-based **Annie E. Casey Foundation** made a commitment to provide \$725,000 for this year's operations of the Casey Journalism Center on Children and Families. Supported by the Casey Foundation since in 1993, the center is operated by the university's Philip Merrill College of Journalism as a national resource for journalists who cover children and families. Its mission is to enhance reporting about the issues and institutions affecting disadvantaged children and their families and to increase public awareness about the concerns facing at-risk children.

- The **Henry Luce Foundation**, through its Clare Boothe Luce Program, has awarded the university funding for two professorships totaling nearly \$700,000. The grant will support faculty development in the Department of Electrical and Computer Engineering in the A. James Clark School of Engineering and at the Department of Computer Science in the College of Computer, Mathematical and Physical Sciences. The Clare Boothe Luce Program, a highly competitive initiative, is the leading supporter of women who seek to enter careers in science, engineering and mathematics.

- **Sylvia** and **Eddie Brown** made a commitment of \$500,000 to support arts acquisition, the Executive Director's Excellence Fund, and fellowships for the Driskell Center. The Driskell Center is a venue for the exploration of the presence of Africa and the African diaspora in modern culture.

- Dr. **Ruth Davis** M.A. '52, Ph.D. '55, has made a generous gift of \$500,000 to establish the Ruth M. Davis Professorship in Mathematics in the College of Computer, Mathematical and Physical Sciences. As one of the first women to earn a doctorate in math at the university, Davis hopes that this professorship will encourage women in the field of mathematics.

- The **Whiting-Turner Contracting Company** committed \$500,000 to fund costs of construction and the establishment of an endowment for equipment for the A. James Clark School of Engineering's Jeong H. Kim Engineering Building. In recognition of Whiting-Turner's generosity, a computing laboratory in the Kim Building will be named in honor of Charles A. Irish, Sr., senior executive vice president and COO of Whiting-Turner.



■ Annual donors nearly doubled in the past five years.

Alumni of Renown



All great institutions of higher education produce graduates who play a leading role in their fields, whether that is the discovery of new knowledge, leadership in business, renown in the arts, service to the community and more. Numerous alumni were accorded national and international recognition for their accomplishments this year. Listed below are a few of the most significant.

Raymond Davis Jr. '37, '40, shared the 2002 Nobel Prize in physics for his efforts in the study of neutrinos. He was described by *Newsday* as “a quiet, self-effacing chemist from Brookhaven National Laboratory who searched for secrets of the sun by putting an experiment nearly a mile underground in a South Dakota gold mine.” He is the second Maryland alumnus to win the Nobel Prize.

The John D. and Catherine T. MacArthur Foundation annually honors “extraordinary people doing extraordinary things.” This year, choreographer **Liz Lerman** '70 and novelist **Karen Hesse** '75 were among the 24 Americans granted the so-called “Genius Awards,” which come with a no-strings-attached fellowship of \$500,000 over five years. Lerman’s Dance Exchange troupe is a fixture in the Maryland dance scene and known throughout the nation. She was cited by the MacArthur Foundation as “a gifted teacher, choreographer and performer” whose work has helped to demonstrate the “power and role of dance for older people.” Hesse is a writer of historical novels for children, including the Newberry Award-winning *Out of the Dust*. The MacArthur Foundation credited her books as inspiring “children and young adults to contemplate and wrestle with the ideas presented and to ask questions about themselves and others.”

Alumna **Carly Fiorina** '80, CEO of Hewlett-Packard, was named the most powerful woman in business by *Fortune* magazine. In the same issue, alumna **Gail Berman** '78, president of Fox Entertainment, was listed on the “Five to Watch” list.

Two Maryland alumni were newly elected to the U.S. Congress in the November 2002 election cycle.

- **Dennis Cardoza** '82, was elected U.S. Congressman from California’s 18th District. He defeated his former boss, Gary Condit, in a March primary before defeating Republican state Sen. Dick Monteith in the general election.
- **C. A. “Dutch” Ruppertsberger** '67 now represents Baltimore County, where he previously served as county executive. He defeated legislative veteran Helen Delich Bentley for the seat formerly held by Governor Bob Ehrlich.

President George W. Bush has tapped numerous Maryland alumni for important positions in the federal government.

- **Joseph B. Gildenhorn** '52 was appointed by President Bush to serve as chair of the board of trustees of the Woodrow Wilson International Center for Scholars. Gildenhorn served as United States ambassador to Switzerland from 1989 to 1993.
- **Penrose C. Albright** '82 M.S., '85 Ph.D. Physics, was nominated by President Bush to be assistant secretary of Homeland Security for Plans, Programs and Budgets. He previously served as assistant director for homeland and national security in the White House Office of Science and Technology Policy.

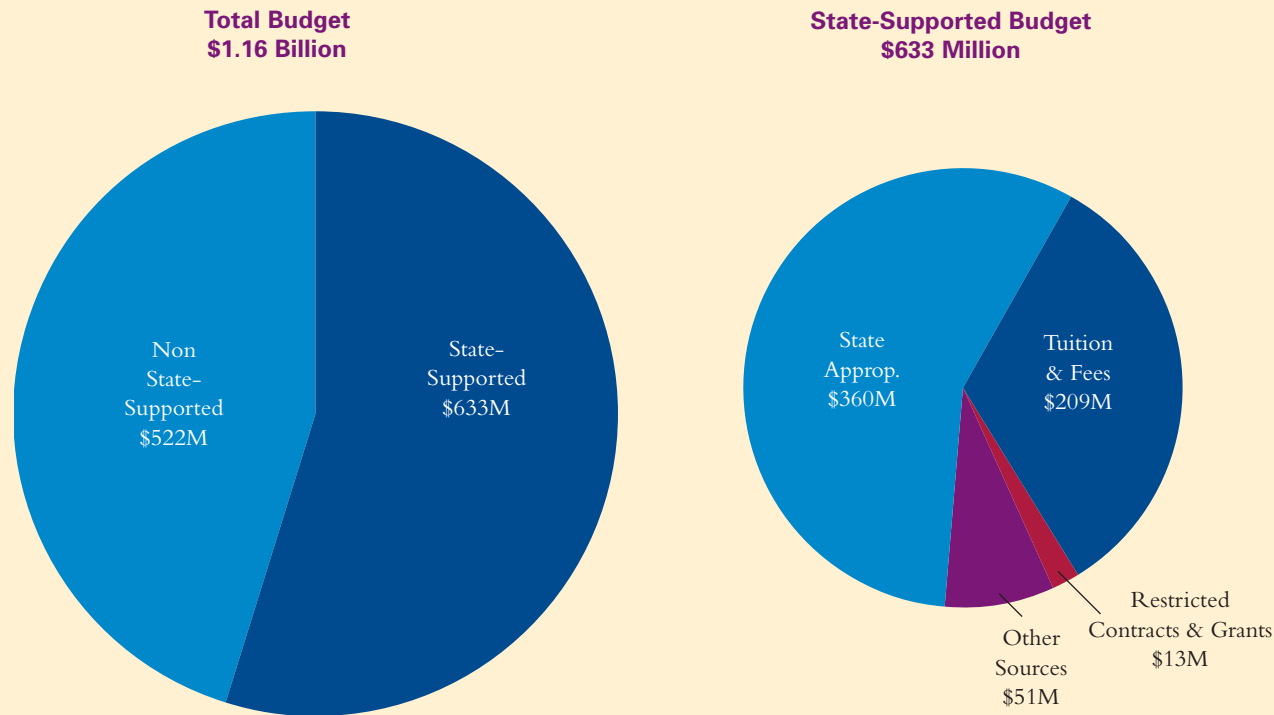


Recommendation I

The board strongly recommends full implementation of the university's FY '05 budget request. It is imperative that the university receives the level of funding needed to maintain its status among the top 20 public research universities in the country.

The university is facing a shortfall of approximately **\$81 million** in funds available to support our academic and statewide missions for FY '04. This is the severest budget deficit the university has experienced since its designation as the flagship campus. On July 1, 2002, the university's FY '03 original budget **totaled \$1.16 billion** (see Chart 1).

Chart 1: UM Revenue Budget FY '03*

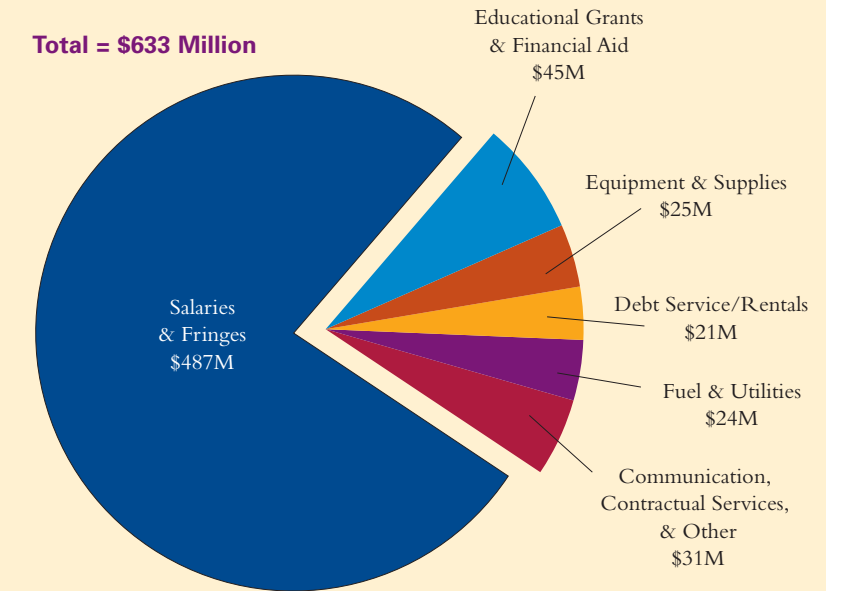


*Original budget prior to reductions

The results of the budget shortfall in FY '04 itself are striking.

- An increase of **\$17 million** in mandatory expenditures over the previous year and a reduction of **\$54 million** in state appropriations result in a **\$71 million** deficit in the university's **state-supported budget**.
- Currently, the university projects that a **\$650 million** state-supported budget is required in FY '04 to operate at the same level as FY '03. Before any tuition revenue increases, the total state-supported budget for FY '04 was only **\$579 million**. In addition, the university set aside \$10 million in new financial aid to help cover the impact of tuition increases on our most needy students. This creates a total funding gap of \$81 million. (See chart 2.)

Chart 2: UM State-Supported Budget FY '03 Categorized by Type of Expenditure

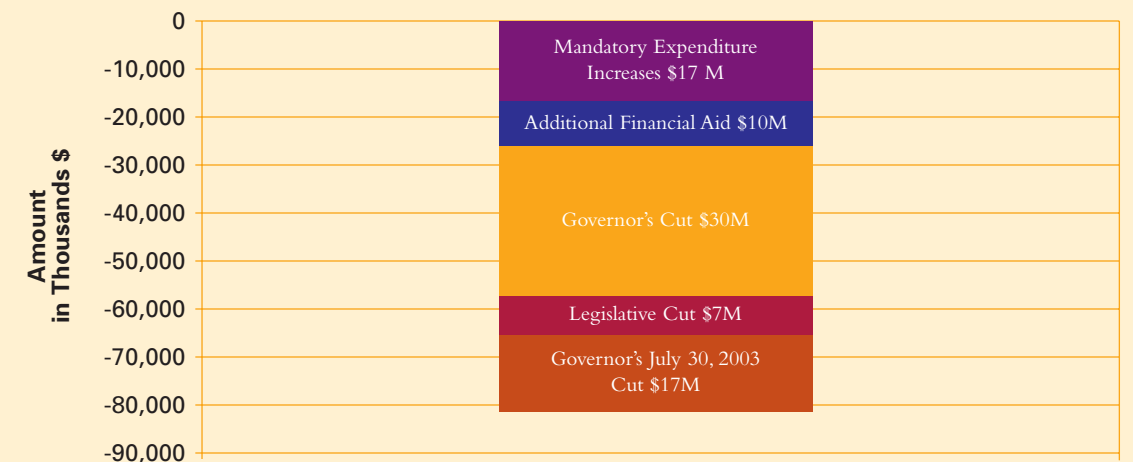


Since the university relies almost exclusively on state appropriations, and tuition and fees revenues to support its primary missions, the university has taken the necessary actions required to address the budget shortfall, which includes both raising revenue through tuition increases and reducing expenditures across the campus.

- The Board of Regents approved increases in the undergraduate tuition rate of 5% for Spring 2003 and 16% for Fall 2003. These two increases will generate a total of approximately **\$39 million** in revenue (\$5 million from the Spring 2003 increase and \$34 million from the Fall 2003 increase) that will be put towards the budget deficit.
- Of the \$81 million shortfall, the university will be able to cover approximately **\$42 million** through expenditure reductions, and redirection of revenue from modest growth in indirect cost recoveries and tuition increases from off-campus graduate programs. The magnitude of the expenditure reductions is a definite challenge to the campus community and will require stringent cost-cutting efforts.

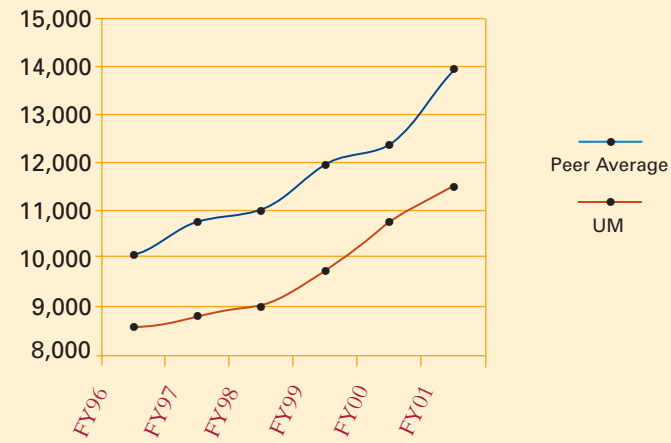
Chart 3: UM Budget Shortfall - FY '04

Total = \$81 Million



State General Fund Appropriation per FTES

Current dollars



- The university's position count was reduced by 75 during FY '03. In FY '04, the General Assembly imposed a personnel ceiling on the University System of Maryland. The position ceiling resulted in the elimination of an additional 208 campus positions. Workforce reductions were accomplished primarily by not filling vacant lines made available through resignations and retirements. In addition, some staff layoffs have been necessary to cover the position reductions and balance the university budget.

Despite these cuts, under the leadership of President Mote, the Board of Trustees and the university community are determined to maximize our decreased resources to maintain the quality of the state's flagship institution. The university has continued to recruit and retain top-ranked faculty who are the backbone of a major research university. In turn, the quality of the students attending the university continues to rise. We continue to strengthen our

position in biosciences, including biology and biochemistry, but also building on our nationally ranked programs in engineering, computer science, mathematic, physics, business, education, agriculture and psychology. The University of Maryland educates one-third of the University System of Maryland students. With more than 33,000 students, we are the largest university in the state of Maryland. Great universities attract even greater faculty, students, sponsors and partners who want to be associated with a university that will have impact in the state and the nation.

It is critical to the momentum of the university and the state that we continue to move forward building on our goal of achieving a national reputation on par with our peer institutions. In 1999, the Larsen Task Force Bill (SB682) specifically called for the University of Maryland College Park to be the state's number one priority in higher education funding. As the bill states, "The Task Force clearly affirmed that the state's first priority is the enhancement of the flagship campus, the University of Maryland College Park, to achieve national eminence." In addition, SB682 called for the following:

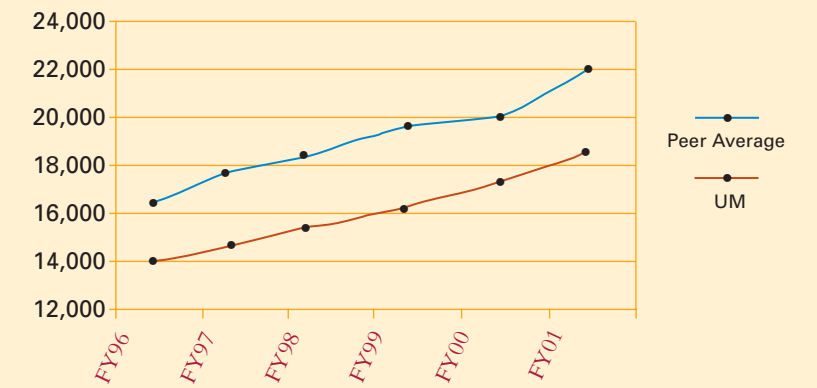
- Provide the College Park campus with the level of operating funding and facilities necessary to place it among the upper echelons of its peer institutions, (The University of California, Berkeley; the University of California, Los Angeles; the University of Illinois; the University of Michigan; and the University of North Carolina, Chapel Hill.) The state established these five peer institutions considered among the top public universities in the national, against which to benchmark our accomplishments and support.

- Maintain and enhance the College Park campus as the state's flagship campus with programs and faculty nationally and internationally recognized for excellence in research and the advancement of knowledge.

The General Assembly has clearly demonstrated its past support for higher education in the state, and most notably the University of Maryland. But, we have not yet reached 100% of our funding level, fulfilling the mandate outlined in the funding guidelines. Currently, the University of Maryland receives only 26% of its operating budget from the state. Just five years ago we received 34% from the state. Cuts in operating funds this year, and the cuts over the past two years of \$99 M, or about one-third of the current state general fund allocation have resulted in a steady decline away from the goal of achieving 100% funding of our peers. The university's funding lags behind its peer group by more than \$3,000 per full-time student, which translates into more than \$80 million of annual expenditures behind the peer average.

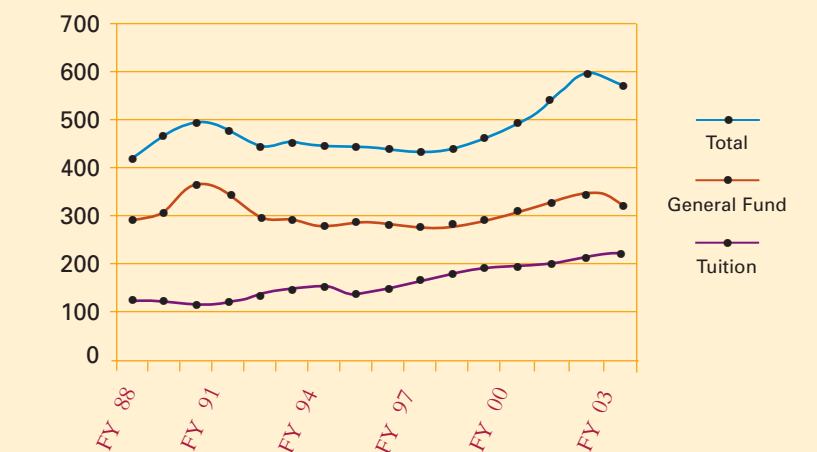
Studies have shown that research universities are keys to states competing in the knowledge and information age. As the state's major research public university, we are the most important asset in determining the strength of the state in competing in a knowledge economy. Without the funding needed to achieve our goals, we will move at a much slower pace in our progress toward excellence. We strongly urge you to support the funding recommendations in the Larsen Task Force Bill (SB 682) and provide the University of Maryland with the funds needed to achieve the lofty goals set for the university.

Funding Guidelines: State General Fund Appropriation plus Tuition and Academic Fees per FTES (current dollars)

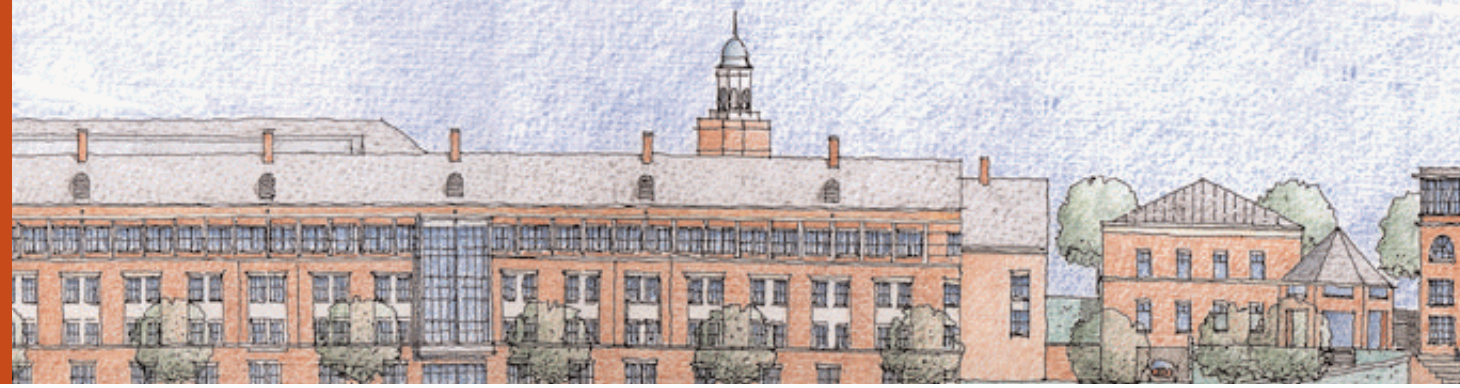


State General Fund Appropriation and Tuition Revenue

Constant 2002 Dollars



Recommendation II



The Bioscience Research Building remains essential to positioning the university and the state as leaders in the biosciences. The board strongly recommends funding for the Biosciences Research Building remain on its original funding schedule for FY '05.

Planning funds for the Biosciences Building were received in FY '03 (\$2.9M) and FY '04 (\$1.9M). Thanks to the support these funds provided, planning for the building will be completed at the end of FY '04. Construction originally was planned to begin in FY '05, or July 1, 2004. To keep this project on track it is absolutely critical that the university receive the construction funding in FY '05 as originally anticipated. **Delaying the building one year will increase the cost of the building by \$2.7 million.** It will also hinder the university's momentum in building biosciences, put us in a disadvantaged position in recruiting top researchers who expect state-of-the-art facilities, cause the loss of \$14 million in grant revenue, and limit the productivity of existing faculty who work in cramped and overcrowded spaces.

The university has made a commitment to strengthening biosciences, and Governor Ehrlich's economic transition team specifically identified biosciences as a cornerstone of the state's economic development strategy for the future. The new Biosciences Research Building is essential to the goal of positioning the University of Maryland, and thus the state, as leaders in the national revolution of biological sciences. Without the new research facilities, the university cannot compete for top faculty, the best research scientists, research funds and the most promising students. To achieve the level of excellence to which both the state and the university aspire, we must provide a physical environment conducive to the interdisciplinary collaboration and cooperation that drive discovery.

Despite the fact the university does not have a sufficient biosciences research facility, the quality of the biosciences programs continue to grow. This year, the College of Life Sciences received \$1.8 million from the Howard Hughes Medical Institute to expand its undergraduate research fellowship program. This is the third Hughes award it has received since 1992. Last year, 18 Hughes undergraduate fellows presented their research findings at scientific conferences. Three of those won best presentation awards. Over the past decade, 80% of the fellows have gone on to graduate school and a quarter of them are under-represented minorities. Since 1998, the College of Life has raised over \$24M in multi-year grants. Research expenditures in the college increased 82% since 1998, and the average sponsored research per faculty member nearly doubled. Life sciences research has generated 116 invention disclosures, 50 licenses, 19 U.S. Patents, 1 start-up company, and a total income of \$1.6M. (The university's overall technology transfer increased greatly as well. From FY '92-FY '00, U.S. patents issued increased 108%, technologies licensed increased 166% and technology transfer increased 68%).

The University of Maryland has a unique opportunity to continue to develop partnerships with federal agencies and laboratories and biotechnology in the private sector due to its

proximity to Washington and Baltimore. Fifty-nine percent of all federal support for research is in biosciences and biotechnology. The 2001-02 NIH budget was \$20M. At that time President Bush promised to double this over the next four years.

A new building, with state-of-the-art research labs, will attract the faculty researchers and entrepreneurs needed to take advantage of these opportunities. University of Maryland students will benefit from the wealth of research opportunities and partnerships that will enhance their education in the biosciences at Maryland.

With this new building, the university will add 35 new faculty, and each will attract new research grants of at least \$400,000/year, totaling more than \$70 million over a five-year period. For each faculty member, on average, eight additional positions will be created: two research scientists, one support staff, and five graduate students, for a total of 280 new jobs. With the multiplier of about 6 dollars in economic activity for every dollar of new money the university receives, (Jacob France Center, 2001), the new research dollars alone will generate \$84 million in economic activity each year. Unfortunately, due to current space limitations, or until the biosciences research building is completed, the university can only hire new faculty when current faculty retire or leave the university.

The biosciences building will also enable the university to train the future generations of scientists who will provide the intellectual capital to grow biotechnology in the state. One half of all bioscience degrees given in the state are awarded by the University of Maryland, College Park. In Maryland some 300 biotech firms now employ almost 12,000 workers, and it is the labor intensive biotechnology industry that has to some extent insulated the workforce in this region from levels of unemployment that plague other areas. Its future depends on workers who have learned the latest techniques in state-of-the-art labs. The university now has about 1,700 undergraduate majors in the biosciences (1,408 of whom are Maryland residents), including those enrolled in bioscience at Shady Grove. The number of full-time graduate students in life sciences has increased 28 percent between 1998 and 2002, and it will continue to grow. With the new building, the number of students receiving advanced degrees in the biosciences will increase from 100 to 133 per year.

The biotechnology industry receives direct assistance from University of Maryland researchers through the incubator (Maryland Technology Advancement Program), consulting (Maryland Industrial Partnership Programs), and the Bioprocess Scale-up Facility. These programs have assisted the development of such powerhouse biotech companies in Maryland as Martek and Digene, both graduates of TAP, and MedImmune, which was helped by a MIPS project in developing Synagis, the 10th best selling biotech drug in the world. The new building will enable us to attract more scientists who facilitate technology transfer.

Biotechnology is the state's highest priority and this bioscience building is the university's highest priority. The biosciences research building will enable the University of Maryland to win additional large research grants, bring world-class faculty to the state, attract the nation's very best graduate students, train the workforce needed for a thriving biotechnology industry, support the governor's highest priority for economic development, and provide a fertile environment for new companies. The biosciences building is an urgent component of the state's future in biotechnology. Its imperative that the construction funding for this project not be delayed another year, and that it is included in the FY '05 budget.

Conclusion

Leadership in the state and region is a responsibility that the University of Maryland has undertaken with great enthusiasm, commitment and success. The university has created a momentum that the entire state now enjoys. We strongly encourage the Maryland General Assembly and the governor to continue its support of the state's flagship. It is critical to the state's continued prominence and success that the university strengthen its leadership role in producing a highly educated workforce, generating economic development for the state and region, and making the state a place in which people want to live. It is vital that the quality of the University of Maryland be maintained.

UNIVERSITY OF MARYLAND COLLEGE PARK FOUNDATION

Board of Trustees

Chairman of the Board

Mr. Barry P. Gossett
Partner
Pascal Turner Partners

Executive Committee

Mr. John M. Brophy '71
Chair, Executive Committee
Group President
ACS

Mr. Robert A. Bedingfield '70
Chair, Budget & Audit Committee
Partner
Ernst & Young LLP

Ms. Jane C. Brown '72
Chair, Committee on Trustees
Executive Director
Robert W. Deutsch Foundation

Mr. A. James Clark '50
Chair, Investment Committee
Chairman and CEO
Clark Enterprises, Inc.

Mr. Michael S. Dana '81
Chair, Marketing Committee
CEO
Delta Group LLC

Raymond G. LaPlaca, Esquire '58
Immediate Past Chair
Partner
Knight, Manzi, Nussbaum and LaPlaca, P.A.

The Honorable Timothy F. Maloney
Chair, Government Relations Committee
Partner
Joseph, Greenwald & Laake, P.A.

Mr. Mark G. Turner '78
Chair, Development Committee
President
Escape Enterprises, Ltd.

Elected Trustees

Mr. William N. Apollony '69, '76
Senior Vice President
M&T Bank

Mr. Harold M. Brierley '65
Chairman & CEO
Brierley and Partners, Inc.

Mr. Waldo H. Burnside '49
Retired

Mr. Albert Carey '74
President
PepsiCo Sales
PepsiCo, Inc.

Mr. J. Paul Carey '82
CEO
Enumerate

Mr. George P. Clancy, Jr. '67
Executive Vice President
Chevy Chase Bank

Mr. B. Gary Dando, '64
Retired

Mr. Philip B. Down
President
Doctors Community Hospital

Mr. Edward M. Downey '52
Chairman
Empower IT, Inc. and Downey Communications, Inc.

Leonard J. Elmore, Esquire '78
President and CEO
TestU

Mr. Robert Facchina '77
President
Johanna Foods

Dr. Robert E. Fischell '53
Chairman
Fischell Biomedical, LLC

Mr. Edwin R. Fry '69
President and General Manager
Fair Hill Farms, Inc.

Mr. Petch Gibbons '76
President and CEO
Advantis Real Estate Services Co.

Mrs. Alma G. Gildenhorn '53
Civic Volunteer

The Honorable Joseph B. Gildenhorn '51
Partner
The JBG Companies

Mrs. Ilene Knable Gotts '80
Partner
Wachtell, Lipton, Rosen & Katz

Mr. Brian L. Hinman '82
President and CEO
2Wire, Inc.

Dr. Wayne T. Hockmeyer
Chairman
MedImmune, Inc.

Mr. Charles A. Irish, Sr. '52
Senior Executive Vice President & COO
The Whiting-Turner Contracting Company

Dr. Maxine Isaacs '94
Adjunct Lecturer
John F. Kennedy School of Government
Harvard University

Mr. Jack Kay '47
Chairman of the Board
Kay Management Company, Inc.

Dr. Jeong H. Kim '91
CEO
Jurie Holdings LLC

Mr. Christopher E. Kubasik '83
Senior Vice President and CFO
Lockheed Martin Corporation

Mr. John N. Lauer '63
Retired

Mr. William E. Mayer, '66, '67
Partner
Park Avenue Equity Partners

The Honorable C. Thomas McMillen
Chairman
Washington Capital Advisors, LLC

Mr. Arthur S. Mehlman, '63
Retired

Mr. John Morton, III
President
Premier Bank
Bank of America Corp.

Mr. Neil Moskowitz '80
Managing Director
Credit Suisse First Boston

Mr. Paul H. Mullan, '68, '70
Vice Chairman & Strategic Partner
Charterhouse Group International, Inc.

Lieutenant General (Ret.) Emmett Paige
Vice President DOD/Intel Operations
Lockheed Martin Information Technology

Mr. Robert P. Pincus, '68
Chairman
Milestone Capital

Erwin S. Raffel, D.D.S., '58
President
Dental One Associates

Ms. Brenda Brown Rever, '65
Civic Volunteer

Dr. Philip R. Rever, '64
Retired

Mr. Nicholas A. Samios, '66
Managing Member
PJ West, LLC

Mr. Harvey L. Sanders
Retired

Mr. Robert B. Schaftel, '62
Senior Consultant
Riggs, Counselman, Michaels & Downes, Inc.

Margaret Scott Schiff
Vice President, Controller
Personnel, Administration
The Washington Post

Mr. Adrian G. Teel, '64
Executive Vice President
Ferris, Baker Watts Inc.

Mr. John R. Tydings, '64
Managing Partner
JTydings/Associates

Appointed Trustees
Mr. Richard C. Brustein, '77
Chairman/President
Brustein Entertainment

Mr. John E. Girouard, '81
President and CEO
Capital Asset Management Group

Mr. John I. Heise, Jr., '47
Partner
Heise, Jorgensen & Stefanelli, P.A.

Mr. James L. Redifer, '58, '71
Retired

Emeritus Trustee
Mrs. Shirley Phillips
Co-Owner
Phillips Seafood Restaurants

Honorary Trustees
Dr. Jehan Sadat
Senior Fellow
Center for International Development
and Conflict Management
University of Maryland

Mr. Alfred H. Smith, Jr., '55
Retired

Mr. Robert H. Smith, '50
Co-CEO and Co-Chairman
Charles E. Smith Companies

Mr. Leo Van Munching, Jr., '50
President (Retired)
Van Munching Company, Inc.