



**President
University of Maryland
College Park, MD**

THE SEARCH

The University of Maryland, College Park (UMD), the flagship, land-grant university of the state of Maryland and one of the nation's most powerful engines of learning and discovery, seeks a visionary and inclusive leader to serve as its 34th President. UMD is dedicated to public service, transformative research, academic excellence, and economic innovation, and has charted an impressive trajectory to solidify its position among the finest research universities and as an essential public institution serving Maryland, the nation, and the world.

UMD is a member of the prestigious Association of American Universities (AAU) and is designated by the Carnegie Classification as a doctoral institution of Very High Research Activity (Research One). It is responsible for more than \$3 billion in annual economic impact for the state of Maryland through its distinguished faculty, talented and engaged student body, dedicated and excellent staff, generative and translational research, and deep partnerships throughout Prince George's County, the state of Maryland, and the broader National Capital region. UMD is the only public research university inside the Washington, D.C. beltway, just nine miles from the White House. UMD's unique location enables unparalleled access to government and policy leadership, funding agencies, and a dynamic, high-growth business environment highlighted by the region's emergence as a technology and bio-sciences hub. Since its founding in 1856 as the "Maryland Agricultural College," UMD has played a crucial role in the economic and intellectual dynamism of Maryland, considered the nation's top state for innovation and entrepreneurship by the U.S. Chamber of Commerce. The state of Maryland is supportive of higher education, and the next President will lead an institution primed for an era of vigorous growth, thoughtful coalition-building, and studied renewal of its commitments to its community and constituencies, all to build a stronger UMD now and for the future.

The University of Maryland is part of the 12-institution University System of Maryland (USM). Additional information about USM can be found in the Appendix. UMD's annual operating budget approaches \$2.2 billion. The College Park campus's annual research expenditures stand at \$550 million, and—in a newly-formalized partnership with the University of Maryland, Baltimore and its medical enterprise—the total output of UMD as classified by the National Science Foundation is over \$1 billion annually, ranking as one of the top 10 public universities in research expenditures. UMD is home to the University of Maryland Extension, more than 41,000 students, and nearly 4,000 full- and part-time faculty who study and serve in 12 schools and colleges spanning agriculture, business, engineering, public health, natural sciences, the arts and humanities, journalism, architecture, education, behavioral and social sciences, public policy, and international affairs. It has among the most diverse funding profiles of any public institution in the

nation, with long-standing partnerships with major federal funding agencies including NIST, USDA, DARPA, NASA, NOAA, and many others. Its students are deeply engaged through innovative pedagogy and technology-enabled learning across disciplines, including a new AAU-supported First-Year Experience. UMD is a member of the Big Ten Conference and Academic Alliance and shares best practices with other major public research universities.

The President will lead with intellectual purpose and clarity, political acumen, transparency, and in close consultation with, and careful consideration for, the needs of the UMD community broadly defined. The President will support an ever-more-diverse and international student body. In order to enable UMD's world-class faculty and staff to take the University even further, the President will expand resources to encourage research, scholarship, and professional practice. Central to the University's vision is fostering a community that is fundamentally intertwined—socially and economically—with the growth and development of the University. The President will address these constituencies forthrightly, be a champion of the academic and scholarly mission of the University and promote its great potential to enrich the lives of the underserved—both within its community and far beyond—through pedagogy, research, economic development, and outreach. The President will be an inspirational figure, an adept communicator, equitable and fair-minded, and an exemplar of the University's core values of service to the greater good.

The Board of Regents and the Chancellor of the University System of Maryland have engaged the services of Isaacson, Miller, a national executive search firm, in an international recruitment effort. All applications, inquiries, and nominations should be directed in confidence as indicated at the end of this document.

THE UNIVERSITY OF MARYLAND, COLLEGE PARK

The University of Maryland, College Park, was established in 1856 as the Maryland Agriculture College and became the state's original land-grant university in 1864. It shares the land-grant designation with the University of Maryland, Eastern Shore, the 1890's Land Grant Institution of the state of Maryland. Today, UMD ranks number 22 among public institutions by *U.S. News and World Report* for best colleges nationwide. Through its Extension, it is present in all of the state's 23 counties and the city of Baltimore. As a driver of research and innovation, it is indispensable to the intellectual and economic vitality of the state and maintains a significant presence in the state capital of Annapolis.

UMD's dedication to service is fundamental to its relations throughout the state and the nation. The University's mission is to educate future leaders to be engaged and thoughtful citizens in a complex, vibrant, and democratic society. It anticipates and prepares them for opportunities that will enrich their lives and enhance the economic, social, and cultural vitality of the state and the nation. As a public flagship campus, the University is committed to providing the highest quality educational opportunities that are affordable to all students regardless of family income. The University regards the diversity of its faculty, staff, and students as among its greatest strengths and as an essential component of its excellence. Providing equal educational opportunity, hiring and retaining a diverse faculty and staff of exceptional achievement, and recruiting and graduating talented students from traditionally underrepresented groups are institutional priorities.

The University enrolls more than 30,000 undergraduates and more than 10,000 graduate students participating in more than 100 bachelor's degree programs and 120 graduate programs within its 12 colleges and schools. Fully 43 percent of the undergraduate class identify as minority students,

with over 21 percent described as underrepresented minorities. Out-of-state and international students constitute over 25 percent of the undergraduate student body. Many of the University's academic programs are highly ranked, with more than 90 in the top 25 and, 20 in the top 10. Maryland's academic strength spans virtually all major disciplines. Its schools and colleges include the A. James Clark School of Engineering; the Robert H. Smith School of Business; Architecture, Planning, and Preservation; Public Health; Public Policy; Agriculture and Natural Resources; Arts and Humanities; Behavioral and Social Sciences; Computer, Mathematical, and Natural Sciences; Education; Information Studies; and the Phillip Merrill College of Journalism.

The campus has benefited from significant investments to modernize its facilities and create a 21st century learning environment. More than 20 percent of the physical campus was built within the last 10 years, with plans for continued growth and expansion. Its NCAA Division I athletic teams, the Maryland Terrapins—or “Terps”—are a source of great pride for the UMD community, past and present. As an original signatory to the 2007 American College and University Presidents' Climate Commitment, the University has had a long-standing commitment to environmental stewardship. Faculty members are preeminent in virtually all fields of research and scholarship. It has been a member of the Association of American Universities since 1969, and on July 1, 2014, UMD officially joined the Big Ten Conference and Academic Alliance (BTAA). Being a member of the BTAA has afforded the academic leadership at the University of Maryland opportunities to collaborate with peers at other Big Ten schools at several levels. In the BTAA, groups of Presidents, Provosts, Deans, and Department Chairs regularly meet to plan cooperative programs and discuss best practices. These connections provide a significant opportunity for the President at the University of Maryland to engage in leadership at the national level as a leader in one of the largest and most influential academic conferences in the U.S.

MPowering the State: The University of Maryland Strategic Partnership

The *MPowering the State* (MPower) initiative is a collaboration between the state of Maryland's two most powerful public research institutions: the University of Maryland, Baltimore (UMB) and the University of Maryland, College Park (UMD). It leverages the sizable strengths and complementary missions of both institutions to boost research; attract research dollars to the state; improve technology transfer; address workforce needs; create new educational opportunities; attract exceptional students, faculty, and researchers; and solve important problems relevant to the people of Maryland, the nation, and the world. The initiative was codified in the 2016 University of Maryland Strategic Partners Act (S.B. 1052), which formalized preexisting structures and relationships between UMD and UMB, the home of many of USM's professional programs such as Pharmacy, Law, Social Work, and Nursing as well as the University of Maryland School of Medicine.

The Strategic Partnership has been a remarkable success in the few years since its creation. Joint degree programs between College Park and Baltimore span disciplines from data science and health informatics, to policing and public safety administration, to a key emerging strength in bioengineering. It has promoted effectiveness and efficiencies in shared services between the two campuses in areas like procurement, finance, and IT. UMD's Vice President for Research (VPR), Dr. Laurie Locascio, has been designated VPR for both campuses, and the National Science Foundation will combine the two institutions' research portfolios into a unified federal identification number for the purposes of competitive grant funding, to the tune of \$1 billion annually.

As maximizing translational research, entrepreneurialism, and economic impact is a major goal of the Partnership, the Universities have been charged with the creation of venture engines on both campuses, including the \$25 million “Maryland Momentum Fund,” an ambitious public-private venture partnership that has already seeded several successful, early-stage companies from universities across the University System of Maryland. The partnership has resulted in over \$90 million in shared research expenditures and significant increases in disclosures, licenses, and startup companies. In keeping with UMD’s core land-grant mission, MPower specifically charges the Universities with serving the Baltimore metropolitan region by advancing employment, job training, and engagement with employers.

College Park and the Washington, D.C. Beltway

For over 150 years, College Park has been a center of education, experimentation, and exploration. It is an intellectual and economic nexus, crossed by the major Baltimore-Washington Turnpike (Route 1), a key CSX railway hub, and—estimated to be completed in 2021—the new Purple Line above-ground railway that will connect the heart of the College Park campus to the Washington, D.C. Metro. Already easily accessible to Baltimore, Washington, D.C., and Baltimore/Washington International Thurgood Marshall Airport (BWI), the campus will have even easier access to institutions across the metropolitan area including Bethesda, MD (home of the NIH), Crystal City, VA (home of Amazon’s HQ2), and Ronald Reagan Washington National Airport (DCA), among others.

UMD sits within one of the most dynamic economic regions in the nation and benefits from proximity to numerous multinational corporations and industry clusters; an unmatched array of federal departments, agencies, and research centers; embassies, think tanks, and nonprofit organizations; and the national legislative, executive, and judicial centers of power. In addition, the University is fortunate to be in close proximity to Baltimore, the state capital of Annapolis, the Chesapeake Bay, and the I-270 biotechnology corridor. The Universities at Shady Grove (USG) in nearby Montgomery County houses UMD’s Institute for Bioscience and Biotechnology Research (IBBR), which brings together UMD bioscience and biomedical engineering experts with innovators from industry and federal agencies to carry out groundbreaking translational research. Shady Grove also forms an extension of multiple USM campuses, including UMD, and offers more than 80 undergraduate and graduate degree programs on one convenient campus.

The City of College Park sits in the racially and socioeconomically diverse Prince George’s County, one of the wealthiest African American-majority counties in the United States. UMD’s relationship with the city and the county are critically important. The University has invested heavily over the years in economic development initiatives and capital projects that have brought new businesses and services to the region, and College Park has experienced a major renaissance. Through its research, capital investment projects, and employment opportunities, the University has directly and positively impacted Maryland’s citizenry; however, much work remains to be done in more deeply embedding the University in the community and working with partners to address racial disparities, development priorities, and environmental concerns.

For more information about the University of Maryland, please see the Appendix, as well as www.umd.edu.

SCHOLARSHIP AND IMPACT

UMD strives to be an exemplar of the Modern Metropolitan Model of the Land-Grant University for the 21st century and conducts groundbreaking research on some of the biggest challenges facing our global community, including cybersecurity and terrorism, bioengineering, public health equity, food safety, and climate change. The University's 4,447 faculty are incredibly generative, developing new ideas, pioneering discoveries, leading scholarship, and creating art that improves the world. The faculty includes two Nobel Laureates, six Pulitzer Prize Winners, and 56 members of the National Academies. Collectively, they publish nearly 5,000 academic articles each year, and UMD ranks 6th in the nation for most research articles published among public universities. The University of Maryland has experienced over a decade of growth in research expenditures, climbing from \$349 million in total external expenditures in FY2005 to \$545 million in FY2018. It ranks 4th in federal research expenditures among all U.S. universities without medical schools. As a member of Universitas 21, UMD aspires to worldwide impact through its groundbreaking research in sustainable partnership with leading academic and industrial collaborators and large-scale global research opportunities.

For more information about research at UMD, please see the Appendix.

STUDENT ACADEMICS, DEMOGRAPHICS, AND LIFE

The University of Maryland provides a world-class education that emphasizes academic excellence, student leadership and engagement, and innovative teaching. UMD provides 100 undergraduate majors and numerous minors and certificate offerings, as well as living and learning communities that cover a great variety of disciplines. UMD has demonstrated a long-standing commitment to the enhancement and accessibility of its programs. Responding to the changing nature of educational delivery and the growing demand for life-long learning, the University of Maryland has committed substantial resources to establishing a Teaching and Learning Transformation Center dedicated to exploring and diffusing innovations in pedagogy. The University awarded 11,161 degrees in FY 2018. It is a highly selective institution that has seen consistent growth in the number and quality of applications. For the entering class in 2018, the average composite SAT score was 1380 and the average ACT score was 31. Its first-year undergraduate retention rate exceeds 95 percent, while its four-year and six-year graduation rates stand at 69.2 percent and 78.1 percent, respectively. UMD has made closing the achievement gap between minority and majority students an institutional goal, and it is a source of pride that the University boasts among the highest six-year graduation rates for African American students in the nation, exceeding 70 percent in recent years. UMD has a student to faculty ratio of 18:1. Its placement rate for undergraduates in FY 2017 was 92 percent.

The University is firmly committed to access and is a diverse and welcoming community that intellectually and socially engages students across communities to enrich their development. In the Fall of 2018, the University served 30,762 undergraduate students, of whom 17.3% identified as Asian (U.S.), 11.6% Black or African American, 9.5% Hispanic, 4.4% multiple groups, 49.2% White, and 2.6% Unknown. In recent years, a number of troubling campus incidents, including acts of racism, have resulted in a negative impact on campus climate. The President will ensure that the promise of a world-class education is accessible, equitable, and safe for all students. Enhancing the climate for students of color and creating an environment that supports their success and allows them to thrive is an especially important institutional priority.

FINANCES, BUDGET, AND FUNDRAISING

The University of Maryland is funded by a combination of public and private support. Its largest source of revenue is derived from tuition and fees, although the state of Maryland is among the most generous in the nation for higher education. Of the \$2.2 billion annual operating budget, 30 percent is derived from tuition and fees, 25 percent from the state appropriation, and 21 percent from federal contracts and grants. As the University looks ahead, maintaining affordability and access for all qualified students, attracting new revenue and partnerships, and sustaining a culture of increased philanthropy to build its endowment will be the primary areas of focus to ensure the longevity and financial health of the institution. The University's endowment stands at \$658 million as of June 2019. With a dedicated and influential 72 member Board of Trustees, the University of Maryland College Park Foundation, Inc. serves to help increase philanthropic support for the University, assist and advise the University's President, serve as advocates, and govern the investment and distribution of private funds.

The University of Maryland Alumni Association's board of governors and staff provide strategic direction and programming for the University's 375,000 alumni. More than 200,000 alumni live and work in the immediate Washington, D.C., Maryland, and Virginia area, presenting a tremendous opportunity for engagement by an empowered University Relations team. The "Fearless Ideas" campaign, launched in 2014, has raised more than \$1 billion toward its goal of \$1.5 billion by 2021.

THE PRESIDENT OF THE UNIVERSITY OF MARYLAND, COLLEGE PARK

The next President of the University of Maryland, College Park will enter office at a time of unprecedented change and opportunity for the University. UMD's scholarly enterprise is poised to consolidate the substantial gains made in the past and leap ahead in stature, rank, and visibility, opening the door for new funding, partnerships, and international collaborations. Its ideal location encourages close collaboration between the President and civic leaders and decision makers at the highest levels of government, state and federal. The President will recognize the critical importance that the city and the broad Prince George's County ecosystem play in the University's future. Reporting to the Chancellor of the University System of Maryland and supported by a robust leadership team of eight direct reports at the Vice and Assistant Presidential level, the President will provide inspirational leadership that sets an example of respect for all of the vast and diverse constituents of the University, holding the institution to the very highest standards of conduct and ensuring the safety and security of all students, wherever they may be. The President will ensure that scholarship and the academic enterprise has clear vision, direction, and support and that the University is pursuing transformational pedagogy and student success. The President will be a responsible steward of the enterprise and its component parts, its partnerships, long heritage and traditions, commitments to the public good, and deep and abiding ties across the state.

OPPORTUNITIES AND CHALLENGES

Define and articulate a vision of academic excellence that is inclusive of diverse fields and responsive to the greatest challenges of the state of Maryland and the world

UMD's President will renew and enhance the University's commitment to transformative scholarship at the vanguard of solving the world's major challenges, be they scientific, political,

economic, cultural, or civic. The University has all of the component parts of a world-leading institution, enabled through major partnerships across the state, connections to federal funding authorities, and access to the innovation ecosystem of the region and the nation. The President will galvanize the strength of UMD's component parts, leverage its geographic advantages, and articulate a vision to expand the frontiers of knowledge at the University. Working closely with the Board of Regents, faculty, staff, and students, in deliberative structures and with a deep respect for UMD's long and strong traditions of shared governance, the President will lead the University to define measurable objectives, identify emerging areas of research, reinvest in the academic and physical infrastructure of the University, and inspire confidence in the future of this great research enterprise.

Ensure that students of all backgrounds, ethnicities, and lived experiences find a safe and sustaining environment in which to live, work, study, and thrive

The President of the University of Maryland will address cultural and environmental challenges proactively and forthrightly and demonstrate an institutional commitment to diversity, equity, inclusion, and safety for UMD's most important resource: the students, faculty, and staff. The last two years have seen the widely-publicized deaths of two men of color on the campus, albeit under very different circumstances. These incidents have led to justifiable concerns on the part of students of color, together with the greater College Park community. The President will lead the community in its ongoing healing process from recent tragedies and champion efforts to position the institution as a leader in diversity, equity, and inclusion. The President must also be able to respond to crises swiftly and lead with the highest degree of ethics and integrity as well as wisdom and compassion. Enhanced communications will be important, especially in response to pressing community concerns or media attention. The President will bring an understanding of, and unwavering commitment to, the power of diversity to strengthen and deepen the educational and scholarly experience.

Sustain and strengthen the University's ties to the state capital as well as its commitments to College Park

The state of Maryland provides among the highest levels of support in the nation for higher education, which has allowed UMD to thrive. The UMD President is expected to have deep engagement in Annapolis and will need to work closely with political leadership of the state. The role calls for continuous advocacy on behalf of UMD, articulating the many ways in which the University contributes to the cultural, economic, and intellectual prosperity of the state. As the leader of the flagship institution of the University System of Maryland, UMD's President will be a resource for other universities and units within USM to strengthen mutually beneficial ties. Locally, the President will also work with constituents in College Park and Prince George's County to affirm the University's commitment to these communities. Additionally, the President will seize opportunities to be a national leader in higher education and engage in Washington, D.C. as an advocate for leading research universities.

Enhance UMD's strategic partnerships and cultivate new opportunities for external impact across sectors

With the formalization of UMD's relationship with the University of Maryland, Baltimore, the President will continue to clarify and fortify alignments between the two institutions and continually seek ways in which to leverage synergies across the two institutions. UMD's missions of service,

access, and external impact are foundational; the President will continue efforts to develop ties to local governments and small business throughout the state and will engage the industry clusters who call Maryland and the region home. The President will be an active and engaged champion for the work of UMD and its potential for partnerships of many kinds that provide enhanced opportunities for students, staff, and faculty.

Develop and sustain the financial and human resources required to meet the current needs and enable the future aspirations of UMD

While the President will play an important external role, creating an environment that fosters effective internal management and communication must also be an important area of focus. The President will work with the cabinet to ensure that the University is an efficient and operationally sound institution. UMD will address issues of physical plant, shared systems development, deferred maintenance, and the strategic use of human resources, most of which will require systematic, multi-year planning and investment to achieve.

Energize UMD alumni and build a culture of philanthropy that will grow its endowment and sustain the University's pedagogical and scholarly enterprise

With the “Fearless Ideas” campaign underway, the President of the University of Maryland will actively steward donors, partners, and a growing fundraising and alumni relations function to meet the campaign’s lofty goals. The President will be creative, bold, and tireless in opening up new lines of support for the University and energetically engage partners to grow the University’s annual giving and capital campaign results.

QUALIFICATIONS AND EXPERIENCE

No single candidate will possess in full every useful experience, but the search committee ideally seeks a person with the following qualifications:

- National prominence as a scholar and a history of robust scholarly activity; a Ph.D. or another terminal degree in a field represented at the University of Maryland;
- A deep, demonstrated understanding of—and commitment to—the values and the mission of public higher education;
- Demonstrated ability to craft a compelling vision for public higher education that emphasizes the importance of transformative research, innovative pedagogy, and external engagement coupled with a demonstrated commitment to the needs and aspirations of all stakeholders;
- A devotion to the highest ethical standards, with personal and professional integrity above reproach;
- A deep commitment to the values of shared governance;
- An abiding interest in the success, safety, and support of students from all backgrounds, and a demonstrated commitment to their development and growth;
- A record of impact on creating a more diverse, equitable, and welcoming community; multi-cultural competence and a demonstrated awareness of, and sensitivity to, all people and the ability to foster and create a supportive climate for faculty, staff, and students;
- Political acumen, and a willingness and desire to engage with public and civic leadership at all levels; experience fostering successful town-gown relations and partnering with local and community leaders toward long-term goals and development;

- A collaborative, transparent, and inclusive leadership style that is respectful of the views and contributions of all members of the UMD community;
- Exceptional oral and written communication skills and effective use of the broad range of media;
- A record of supporting excellence in leading-edge, interdisciplinary, impactful research and the furthering of translational scholarship;
- An understanding of the critical and disruptive academic, political, and business forces facing higher education and the ability to implement successful strategies to address them;
- A demonstrated commitment to sustainability, broadly defined, and the role UMD has played in furthering the values of environmental stewardship, social responsibility, and economic vitality;
- Proven success and appetite for fundraising; the ability to represent UMD to a wide range of constituents;
- A record of innovation with the courage to take calculated risks and ability to serve as a critical thinker who is unafraid to confront the challenges facing higher education today; and,
- Demonstrated capability in inspiring and persuading diverse stakeholders to buy in to the articulated vision and become partners in driving the enterprise forward.

TO APPLY:

Review of candidates will begin immediately and continue until an appointment is made. All inquiries, nominations, and applications (including—as separate documents—a cover letter, resume, and list of references) should be directed in confidence to:

John Muckle, Partner
Gale Merseth, Partner
Vijay Saraswat, Managing Associate
Isaacson, Miller
www.imsearch.com/7073

Electronic Applications are strongly encouraged.

The University of Maryland, College Park, actively subscribes to a policy of equal employment opportunity, and will not discriminate against any employee or applicant because of race, age, sex, color, sexual orientation, physical or mental disability, religion, ancestry or national origin, marital status, genetic information, or political affiliation. Minorities and women are encouraged to apply.

APPENDIX:

The University System of Maryland

The University System of Maryland (USM) was established by the Maryland General Assembly in 1988 from the merger of the five University of Maryland institutions and the six members of the state University and College System of Maryland. Today, the University System of Maryland comprises a system office led by the chancellor, two regional higher education centers, and 12 institutions, including the University of Maryland, College Park. The mission of the University System of Maryland is to improve the quality of life for the people of Maryland by providing a comprehensive range of high-quality, accessible, and affordable educational opportunities; engaging in research and creative scholarship that expand the boundaries of current knowledge; and providing knowledge-based programs and services that are responsive to the needs of the citizens of the state and the nation. USM fulfills its mission through the effective and efficient management of its resources and the focused missions and activities of each of its component institutions. USM's programs and activities have a significant impact on the quality of life in Maryland, creating social and economic benefits for people throughout the state and beyond. A 21-member Board of Regents, including two full-time students, governs the University System of Maryland. Appointed by the governor, the Regents oversee USM's academic, administrative, and financial operations; formulate policy; and appoint the USM Chancellor and the Presidents at each of USM's institutions. With the exception of the student members, each regent is appointed for a term of five years and may not serve more than two consecutive terms. The student regents are appointed for one-year terms and may be reappointed. Regents serve on the board without compensation.

Research at UMD

Despite the generally-tight fiscal environment at the federal level, UMD has maintained healthy research funding due in part to its great diversity of support, both in the public and private spheres. UMD leads the nation in Department of Defense (DoD) MURI (Multidisciplinary University Research Initiatives) awards and Department of Energy (DoE) ARPA-E awards. It has recently launched the major, multidisciplinary, campus-wide Brain and Behavior Initiative (BBI), awarding multiple seed grants to researchers spread across seven colleges. UMD's School of Public Health has helped the University of Maryland Medical System's Greenebaum Cancer Center to gain designation as an NCI Comprehensive Cancer Center, opening new streams of NIH funding and access to new clinical trial networks. UMD's top 15 ranked Physics Department is a world-leader in quantum computing and was instrumental in the passage of the \$1.2 billion National Quantum Initiative, jointly administered between NIST, the NSF, and the DoE. In 2014, UMD partnered with the MITRE Corporation and the National Institute of Standards and Technology (NIST) to create and jointly operate the National Cybersecurity Center of Excellence (NCCoE), an official Federally Funded Research and Development Center (FFRDC). In 2018, UMD began operating the Applied Research Laboratory for Intelligence and Security (ARLIS), a unique DOD-sponsored research lab addressing key behavioral and technical challenges of utmost importance to the DOD and Intelligence Community. ARLIS is one of 15 University-Affiliated Research Centers (UARCs) in the country, each of which has a trusted partnership with the US Government. There is tremendous research potential with ARLIS as most UARCs secure more than \$100M per in research funding. UMD has captured additional major awards through Intelligence Advanced Research Projects Activity (IARPA), the DoE, and the Defense Language Institute (DLI), as well as a \$10 million CONSERVE grant from the U.S. Department of Agriculture (USDA). In 2019,

philanthropist, entrepreneur, and former New York City Mayor Michael Bloomberg announced a pledge of \$2.3 million to the UMD Center for Global Sustainability and the Rocky Mountain Institute, part of the America's Pledge initiative to advance climate research. UMD's discovery engine has, through deliberate effort, translated into real-world societal and economic impact. UMD scholars are mitigating salt water intrusion into protected habitats on Maryland's Eastern Shore and renewing the seabed of the Chesapeake Bay; improving cancer prevention among Baltimore's African American community; assessing mental health of K-12 students; and developing next-generation HIV immunotherapy agents. UMD's Small Business Development Center served 6,300 entrepreneurs and small businesses in 2018, while the University saw a 21 percent increase in licensing income and a 38 percent increase in the number of Maryland Innovation Initiative awards, while helping to generate almost \$300 million in state and federal tax revenue.

Commitment to Sustainability

An original signatory to the 2007 American College and University President's Climate Commitment, the University of Maryland has had a longstanding commitment to environmental stewardship. Its focus formally began in 2002 with the completion of its facilities master plan and the first national university facilities sustainability conference: *Beyond Compliance—Campus Greening through Stewardship*. In 2005 and 2007, UMD joined efforts of the U.S. Environmental Protection Agency (EPA) and several national higher education organizations to sponsor and host the *Smart and Sustainable Campuses Conferences*. The University finished a landmark Climate Action Plan (CAP) in 2009, and by 2015 the University had achieved its target of reducing carbon emissions but 25%. Its latest CAP 2.0 updated and clarifies UMD strategic targets, including a 50% reduction in carbon emissions by next year—of which it has achieved 49% currently—and the University is on pace to become fully carbon neutral by 2050. By 2017, the University was purchasing 89% of its electricity from renewable sources. The University is implementing energy efficiencies that are expected to reduce energy consumption by 6% and save more than \$1.7 million annually on utility costs. And UMD is the research lead for the University Climate Change Coalition (UC3), a network of distinguished research universities collaborating to leverage their collective research expertise and resources to help communities accelerate local climate action. As a result of both the University's historic scholarly excellence in global climate change research, as well as its notable institutional commitments to sustainability, in July 2019 UMD will become a co-lead institution on a \$175 million five-year agreement with NOAA to study Earth systems and human interaction with the atmosphere, ocean, land, and biosphere.