

the PRESIDENT'S MESSAGE

APRIL 2016



In December, I used this space to update you on UMB's efforts to address issues of equity and inclusion on campus. Many of these efforts are, in fact, longstanding, but they gained more exposure following Universitywide forums we held on race and racism last year after the Baltimore unrest.

Among the *new* actions we promised to undertake is a **personnel analysis** examining whether employees of all races and genders have equitable opportunities to advance their careers at UMB. So last fall, Human Resource Services (HRS) began a rigorous review of "positive personnel actions" — that is, actions that represent an increase in an employee's responsibilities, wages, or benefits, or the provision of other valuable perks. These actions include equity adjustments, competitive promotions, rank and tenure changes, reclassifications, pay changes, and appointments.

HRS looked at the incidence of these positive personnel actions over the last three years and compared the frequency of these actions among different groups of employees.

The study was completed this spring. For both faculty and staff, it revealed *no* significant differences in positive personnel actions by race, ethnicity, or gender. And yet the study did reveal something troubling: Over each of the last three years, about three-quarters of UMB's employees — across all schools and units — had no positive personnel actions at all. What that means is that, while faculty and staff might not face structurally *unequal* opportunities to advance their careers at UMB, they do likely face *insufficient* opportunities to advance their careers.

To address this problem, we've begun developing career pathways that provide employees a clear route to advancement. We've started at the lowest paid positions, where the pain of stagnation is felt most acutely: housekeepers, security guards, and veterinary facility aides. These positions employ the highest shares of under-represented minorities.

The career pathways will provide employees structure and opportunity to move into jobs that have greater, and broader, growth potential — for instance, lab helper, office assistant, community outreach worker. These are jobs that employees can be promoted into with minimal commitments of time and training. They're considered "gateway jobs" because they have established promotion opportunities, which come with appropriate pay increases — for example, a veterinary facility aide can be promoted to a veterinary facility assistant; a community interviewer can be promoted to coordinator. We're now identifying resources to help us move employees into these types of jobs.

HRS is working, as well, with the Office of Community Engagement to create a job pipeline *into* UMB, because as we get better at moving employees up through UMB's ranks, we'll open up more entry-level positions that can be filled by our neighbors looking for work. Hiring local residents is a critical responsibility of urban anchor institutions, and we consider this tight coordination of efforts a win-win for our communities, on campus and off.

Of course, we're not concerned only about moving people into and out of entry-level positions. We're identifying competencies for *every* job at UMB so that employees will know what skills and training they need to move into a job above their own. We're installing a training system this year to help employees master these competencies and help their supervisors provide appropriate development opportunities. And HRS is planning to hire a person dedicated to coordinating this suite of career development efforts.

Our yearlong conversation about career advancement has yielded another resource to help employees concerned about their working environment or the professional opportunities afforded them. This spring, we'll bring onboard a full-time University ombudsperson to be a neutral resource for employees.

The ombudsperson will help employees with strategies and tactics to resolve conflict, improve their work climate, and enhance job satisfaction. Operating out of the Office of Accountability and Compliance, the ombudsperson will collaborate with HRS and its career advancement coordinator to train supervisors and employees in conflict management and workplace civility, so that we might strengthen these skills Universitywide.

These sweeping efforts are a good start. But if we're going to continually improve our campus climate, we need to know — on an ongoing basis — how you feel about UMB and your place in it. So we're administering a campus climate survey, asking about issues of diversity and inclusion, job satisfaction, and campus environment. (See box on page 12.)

The survey shouldn't take long to complete, and I do hope you'll participate. Because we need your candid assessment of UMB's culture and climate if we're ever to become a University where *everyone* believes they can contribute and succeed.

Jay A. Perman, MD
PRESIDENT

WOMEN'S HISTORY MONTH

APRIL 2016

MAYOR GETS PERSONAL IN INSPIRING SPEECH

Mayor Stephanie Rawlings-Blake, JD, gave those assembled for UMB's Women's History Month presentation on March 10 many examples of great female role models.

The six female programmers in Aberdeen who formed ENIAC, the world's first electronic digital computer and the basis for our smartphones and laptops today. Francis Harper, who refused to give up her trolley seat in Philadelphia in 1858. Hattie Caraway, the first woman elected to the U.S. Senate in 1932. Maryland's own Barbara Mikulski, the longest-serving woman in the history of the U.S. Congress and a "whopping 4-foot-11 mighty force" whom Rawlings-Blake is proud to call a mentor and a role model.

But as she told the 150 people assembled at Westminster Hall, Rawlings-Blake didn't have to look to the history books or to Congress to find her inspiration. She found it in her own home.

Her late father, Howard "Pete" Rawlings, PhD, MS, was an influential member of the Maryland General Assembly. Her mom, Nina Rawlings, MD, is a retired pediatrician.

A smiling Rawlings-Blake recounted, "I just had this strong urge to be an elected official. And then I started to think back on my life and all of the functions my dad would take me to and all the people he introduced me to and then I thought maybe it was subtle brainwashing," she said as those in the crowd laughed. "It was good because I thought I had made the decision on my own."

He took her to see people like state Sen. Verda Welcome and many other elected African-American women he revered. "Dad saw them as his role models. Without knowing it, I realized later in life, I saw them as the possibilities for my own future. I saw in them what I could become," Rawlings-Blake said.

Her mother, one of the first African-American women to be admitted to the University of Maryland School of Medicine, "was an excellent doctor and she could have focused on making as much money as she could. Don't get me wrong. I don't have anything against making money and I plan to make a whole lot soon," said the mayor, whose term ends in December.

"She gave her time and talent and ensured that our community had accessible health care regardless of your ability to pay. She ran a community health center for years in the basement of our home. She was a force; she led by example. I had friends who wanted to stay in my mom's pediatric practice well into their 20s. I'm so blessed to still have her in my life.

"I learned from both parents that governing could be and must be a force for good. I learned to be strong and be my own person."

She learned her lessons well. Welcomed "home" as a 1995 alumna of the University of Maryland School of Law by UMB President Jay A. Perman,

MD, Rawlings-Blake was the youngest person ever elected to the Baltimore City Council at the age of 25 in 1995. She served as City Council president from January 2007 to February 2010 before becoming mayor. She was elected secretary of the Democratic National Committee in 2012 and in 2015 she became the first African-American woman and the first Baltimorean to be elected as president of the U.S. Conference of Mayors.

In answering questions after her 22-minute presentation, Rawlings-Blake said she never second-guessed her decision to enter public service and she urged those assembled to contribute as well.

"Everyone has a role to play. I want to encourage all of you. Not everyone has to run for elected office," she said, "but I urge you to find a way to serve. Maybe it's being a mentor to our young people, who are desperate for role models. I took for granted what I had at home, meeting people of influence and building relationships. Many children today are going home to empty houses or to mothers who are addicted and unable to provide the support that is needed. Be a mentor and share with them the importance of college and higher education."

Bearing a "great degree from a great law school," which hosted the UMB Women's History Month event, Rawlings-Blake says she is excited about her future. "I'm extremely blessed to have a lot of options. While I will miss being mayor, I'm bursting with excitement about what's next for me."

Perman thanked the mayor, with whom he co-chairs the UniverCity Partnership, an effort to redevelop and revitalize Baltimore City's Westside. And he thanked the attendees from across UMB, many who brought donations to Paul's Place as part of the event.

"I want to thank all of you for celebrating women's history and for commemorating the heroic women who have brought us to this moment in time," he said. "A moment when women are better represented in business, government, and the judiciary than ever before — especially in this city and state. A moment as women steadily gain power and safeguard the significant progress for which they've fought. And as we reframe fundamental issues of *women's* rights as issues of *human* rights."



FROM LEFT, DONALD B. TOBIN, JD, DEAN, CAREY SCHOOL OF LAW, THE MAYOR, AND DR. PERMAN.

— Chris Zang

LAURELS

APRIL 2016

UNIVERSITYWIDE



JEAN-PAUL COURNEYA

Jean-Paul Courneya, MS, bioinformationist, Health Sciences and Human Services Library, has been awarded an Association of Academic Health Science Libraries

Data Management Training Scholarship to support coursework leading to a certificate in data science specialization.

William F. Hoffman Jr., MAS, administrator, Department of Endodontics, Periodontics and Prosthodontics, School of Dentistry; **Karen Sack**, administrator, Department of Physical Therapy and Rehabilitation Science, School of Medicine; and **Janet Simons, MBA**, director of research policy, Office of Research and Development, gave a presentation titled “Faculty Transfers: Hello and Goodbye” at the Southern Section meeting of the Society of Research International in New York. Hoffman is president-elect of the society’s Northeast Section.



FROM LEFT: WILLIAM F. HOFFMAN JR., KAREN SACK, AND JANET SIMONS.



JENNIFER B. LITCHMAN

Jennifer B. Litchman, MA, chief communications officer and vice president and special assistant to the president, is among *The Daily Record’s*

Top 100 Women for 2016. As CCO and VP, Litchman is responsible for internal and external communications, strategic planning and crisis communications, branding and marketing, media relations, social media, publications and editorial, special events, and web development functions for the University. She also oversees the Office of Government Affairs and Office of Community Engagement, and chairs UMB’s Council for the Arts & Culture as well as UMBrella. Since 1996, Top 100 Women has recognized outstanding women leaders who are not only leading the way professionally but are dedicating their time and energy to community work as well as mentoring.



TONY NGUYEN

Tony Nguyen, MLIS, AHIP, emerging technologies/communications coordinator, National Network of Libraries of

Medicine Southeast/Atlantic Region, Health Sciences and Human Services Library, has been named to the 2016 cohort of the Medical Library Association (MLA) Rising Star program, which matches each awardee with a mentor in a curriculum geared to support development of MLA leaders.

Congratulations to the schools of **Pharmacy, Law, and Nursing** for moving up in the recently released *U.S. News & World Report* rankings. The School of Pharmacy leaped eight positions, from No. 17 to No. 9 in the country, to rejoin the top 10. The Carey School of Law ranked in five specialties (clinical training, dispute resolution, environmental law, health care law, and trial advocacy) for the first time. And the School of Nursing was ranked No. 5 in the first ever ranking of Doctor of Nursing Practice programs while the school had eight other specialties/options ranked in the top 10: clinical nurse leader and nursing informatics both remained No. 1; nursing administration (No. 5); MS program, family nurse practitioner, adult/gerontology acute care nurse practitioner, and adult/gerontology primary care nurse practitioner all at No. 8; and nursing anesthesia (10th).

U.S. News this year provided no new rankings for graduate programs in the sciences and it has never ranked dental schools.

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LAURELS

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ROBERT SAUER ACCEPTS HIS PLAQUE FROM DR. PERMAN.

Robert Sauer, multi trade chief 3 in the Office of Facilities and Operations, was named UMB's February Employee of the Month for his carpentry skills, problem-solving, and how he demonstrates the University's core values.



RANIA YOUNIS



TONYA WEBB

Rania Younis, PhD, MDS, assistant professor, Department of Oncology and Diagnostic Sciences, School of Dentistry, and **Tonya Webb, PhD**, assistant professor, Department of Microbiology and Immunology, School of Medicine, were among the co-authors of "Human Head and Neck Squamous Cell Carcinoma-Associated Semaphorin 4D Induces Expansion of Myeloid-Derived Suppressor Cells," which was published in *The Journal of Immunology*. The discovery involved a novel mechanism of immune suppression for head and neck cancer.

SCHOOL OF DENTISTRY



RADI MASRI



CARL DRISCOLL

Clinical Applications of Digital Dental Technology, a textbook by assistant professor **Radi Masri, DDS, MS, PhD**, and professor **Carl Driscoll, DMD**, both of the Department of Endodontics, Prosthodontics and Operative Dentistry, has been licensed for publication in Italian.

CAREY SCHOOL OF LAW



DANIELLE CITRON

"Privacy Enforcement Pioneers: The Role of State Attorneys General in the Development of Privacy Law," by **Danielle Citron, JD**, Lois K. Macht Research Professor of Law, was accepted for publication in the *Notre Dame Law Review*.

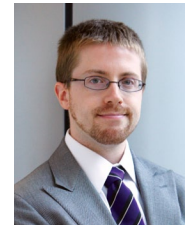
Students **Molly Friedman** and **Jessica Mendoza Uriol** were awarded 10-week summer fellowships by the Peggy Browning Fund, whose fellowships provide law students with unique, diverse, and challenging work experiences fighting for social and economic justice.



DANIEL GOLDBERG

"The Target Method for Partnership Special Allocations and Why it Should Be Safe-Harbored," by **Daniel Goldberg, JD**, professor, is forthcoming in

Tax Lawyer, a peer-reviewed journal of the American Bar Association.



JAMES GRIMMELMANN

"There's No Such Thing as a Computer-Author Work – And It's a Good Thing, Too," by **James Grimmelmann, JD**, professor, was accepted for

publication by the *Columbia Journal of Law & the Arts*. Grimmelmann also authored "Consenting to Computer Use," which is forthcoming in the *George Washington Law Review*.

"Erroneous Prosecutions Have a Chilling Effect on Physicians Who Treat Chronic Pain," an op-ed by **Diane Hoffmann, JD, MS**, professor and director, Law & Health Care Program, was published in *The New York Times*.



CLARK LEE

Clark Lee, JD '06, MPH, CPH, senior law and policy analyst, Center for Health and Homeland Security, wrote the legal commentary "Sleep: A Human Rights Issue,"

which was published in *Sleep Health*, a journal of the National Sleep Foundation.

LAURELS

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“Redescribing Health Privacy: The Importance of Information Policy,” by **Frank Pasquale, JD, MPhil**, professor, was published in the *Houston Journal of Health Law and Policy*. Pasquale also co-authored “Law and Economics: Contemporary Approaches,” which is forthcoming in the *Yale Law & Policy Review*, and wrote “Democratizing Higher Education: Defending and Extending Income-Based Repayment Programs,” which will appear in the *Loyola Consumer Law Review*.

“The Poison Poor Children Drink: Six Lessons from the Flint Tragedy,” an op-ed by **Robert Percival, JD**, professor and director, Environmental Law Program, was published in *Jurist*. Percival also presented “Case Studies of the Administrative Law of Environmental Protection,” at the University of Maryland School of Public Health and “The Judiciary and the Environment,” for the Environmental Law Institute in Washington, D.C.



RENA STEINZOR

“Federal White Collar Crime: Six Case Studies Drawn from Ongoing Prosecutions to Protect Public Health, Worker and Consumer Safety, and the Environment,” by **Rena Steinzor, JD**, professor, was published in a *Center for Progressive Reform Issue Alert*.

Eleven alumnae — **Angela Alsobrooks, JD '96**, **Sara Arthur, JD '83**, **Jennifer Bevan-Dangel, JD '05**, **Christina Bolmarcich, JD '03**, **Sharonne Bonardi, JD '92**, **Pamela Bresnahan, JD '80**, **Oana Brooks, JD '06**, **Kelly Burrell, JD '02**, **Yvette Diamond, JD '85**, **Ava Lias-Booker, JD '86**, and **Karen Johnson Shaheed, JD '88** — were named among the state’s “Top 100 Women” by *The Daily Record*. Lias-Booker and Johnson Shaheed also were designated members of the Circle of Excellence for those who have been named to the list at least three times.

SCHOOL OF MEDICINE

A number of faculty contributed chapters to the second edition of *Ciottono's Disaster Medicine*, which was published by Elsevier. This book is considered an authoritative text regarding the preparation for, assessment of, and response to natural and man-made disasters. Among the 200 chapter contributors from around the world were Department of Emergency Medicine faculty members **Fermin Barrueto, MD**, clinical associate professor; assistant professors **Benjamin Lawner, DO, MS, EMT-P**, **Debra Lee, MD**, **Kinjal Sethuraman, MD, MPH**, and **Jerrilyn Jones, MD**; and **David Freeman, MS, NRP**, clinical instructor.



DR. RAVEL AND LATÉY BRADFORD.

Latéy Bradford, a student in the MD/PhD program who works in Jacques Ravel’s lab in the Institute for Genome Sciences, was awarded an F31 Predoctoral National Research Service Award from the National Institute of Allergy and Infectious Diseases. This highly competitive award includes \$80,000 over two years to fund the costs of her training and to support her doctoral research.



STEVEN CZINN

Steven Czinn, MD, chair, Department of Pediatrics, was named the Rouben and Violet Jiji Foundation Professor of Pediatrics.

Barry Daly, MD, professor, Department of Diagnostic Radiology and Nuclear Medicine, was among the co-authors on “Cross-Sectional Imaging of Thoracic and Abdominal Complications of Cerebrospinal Fluid Shunt Catheters,” which was published in *Emergency Radiology*. He also co-authored “The First Use of Postmortem 3D Computed Tomography Images as Evidence in U.S. Criminal Courts: A Report of Four Cases,” which appeared in *Academic Forensic Pathology*.

LAURELS

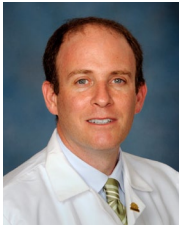
APRIL 2016



RICHARD ECKERT

Richard Eckert, PhD, the John F.B. Weaver Professor, Department of Biochemistry and Molecular Biology, and colleagues published multiple manuscripts

describing identification of epidermal cancer stem cell survival proteins as prevention and therapy targets, including “Transglutaminase Is a Tumor Cell and Cancer Stem Cell Survival Factor,” which appeared in *Molecular Carcinogenesis*.



STEVE FEIGENBERG

Steve Feigenberg, MD, professor, Department of Radiation Oncology, received a clinical trial grant for up to \$202,933 from Alliance Foundation

Trials, LLC, as site principal investigator for “ABT-888: A Phase 1 Dose Escalation and Phase 2 Randomized Placebo-Controlled Study of the Efficacy and Tolerability of Veliparib in Combination With Paclitaxel/ Carboplatin-Based Chemoradiotherapy Followed by Veliparib and Paclitaxel/Carboplatin Consolidation in Subjects With Stage III Non-Small Cell Lung Cancer.”



ELIAS MELHEM

Elias Melhem, MD, PhD, professor and the Dean John M. Dennis Chairman, Department of Diagnostic Radiology and Nuclear Medicine, received

a \$114,425 grant from GE for “Comparative Study of Conventional 1.5 and 3.0T MR Images With Synthetically Reconstructed MR Images.” The study involves evaluating a novel technique that has the potential for reducing the length of MRI exam times.



SUSAN MENDLEY

Susan Mendley, MD, associate professor, Department of Pediatrics, has been appointed to a five-year term as editor-in-chief of *Pediatric Research*, the official journal

of the societies of SPR (Society for Pediatric Research), APS (American Pediatrics Society), and the European SPR. Mendley also was among the co-authors of “Duration of Chronic Kidney Disease Reduces Attention and Executive Function in Pediatric Patients,” which was published in *Kidney International*.

Giora Netzer, MD, associate professor, Department of Medicine; **Sarah Murthi, MD**, clinical associate professor, Department of Surgery; and **Gordon Smith, MB, ChB, MPH**, professor, Department of Epidemiology and Public Health, were among the co-authors of “Injured Patients With Very High Blood Alcohol Concentrations,” which appeared in the journal *Injury*.

For all the SOM laurels, visit www.somnews.umaryland.edu.

SCHOOL OF NURSING

The school has received a \$750,000 gift from alumna **Mary Catherine Bunting, MS '72, CRNP, RN**. Through this gift, the School will collaborate with the Maryland Family Network to support the development and implementation of a new, three-year community public health initiative that focuses on improving overall health and environmental health within Early Head Start and Head Start Centers in Baltimore City.

The Bachelor of Science in Nursing (BSN) program at the Universities at Shady Grove (USG) received a Maryland Clinical Simulation Resource Consortium Equipment and Materials Award, funded by the Health Services Cost Review Commission, in the amount of \$108,436. Through the award, USG will receive items that will be used to enhance learning through simulated technology. **Mary Pat Ulicny, MS '11, MHA, RN, CNE**, clinical instructor and clinical simulation lab director for USG's BSN program, and **Nicole E. Smith, MS '14, RN**, clinical instructor and clinical simulation lab coordinator at USG, submitted the request.

LAURELS

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KAREN CLARK

Karen Clark, PhD, RN, CCRN, assistant professor, was among the members of the Council of University Faculty Senate (CUSF) who attended

Advocacy Day in Annapolis in February. The legislative subcommittee of CUSF and CUSF members met with Maryland senators and delegates.



LINDA COSTA

Linda Costa, PhD, BSN '76, RN, assistant professor, was a co-presenter of "Readiness for Hospital Discharge: Building a Program

of Nursing Research" at Munn Nursing Research Grand Rounds at Massachusetts General Hospital.



ELIZABETH GALIK

Elizabeth Galik, PhD '07, RN, CRNP, associate professor, received the Southern Nursing Research Society/John A. Hartford Foundation Research Award.

The award recognizes the contributions of individuals whose established program of research has enhanced the science and practice of geriatric nursing in the Southern region.



MARIAN GRANT

Marian Grant, DNP '10, RN, CRNP, associate professor, presented "Opportunities for Leadership in Palliative Care" at the annual Nursing

Leadership in Practice Lecture, held at the University of Central Florida College of Nursing in Orlando.



DEBRA WIEGAND

Debra Wiegand, PhD, RN, CCRN, CHPN, FAHA, FPCN, FAAN, associate professor, has been elected to a three-year term on the Hospice and Palliative

Nurses Association's (HPNA) Board of Directors. The board manages the business affairs of HPNA, while serving as the voice for hospice and palliative nurses.

SCHOOL OF PHARMACY

The school's **Beta Lambda Chapter of Phi Lambda Sigma** has received the 2016 Charles Thomas Leadership Challenge Award from the organization's national office.

The school's **American Pharmacists Association-Academy of Student Pharmacists (APhA-ASP)** chapter was second runner-up for the Division A (enrollment of 550 or more) Chapter Achievement Award at the APhA Annual Meeting and Expo.



CATHERINE COOKE

Catherine Cooke, PharmD, research associate professor, Department of Pharmacy Practice and Science, received a one-year, \$78,566 subcontract from IMPAQ

International for "Part D Enhanced Medication Therapy Management Technical Implementation Support."



STEPHEN HOAG

Stephen Hoag, PhD, professor, Department of Pharmaceutical Sciences, received a two-year, \$598,935 subcontract from the National Institute of

Pharmaceutical Technology and Education for "Patient Acceptance of Drugs."



ELISSA LECHTENSTEIN

Student **Elissa Lechtenstein**, president of the school's American Pharmacists Association-Academy of Student Pharmacists (APhA-ASP)

chapter, has been elected an APhA-ASP member-at-large. She also received the 2016 APhA Foundation's Mary Louise Andersen Scholarship.

LAURELS

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KASHELLE LOCKMAN



KATHRYN WALKER



MARY LYNN
MCPHERSON

Kashelle Lockman, PharmD, a palliative care pharmacy resident and instructional design fellow; and **Mary Lynn McPherson, PharmD**,

professor, and **Kathryn Walker, PharmD**, associate professor, both of the Department of Pharmacy Practice and Science, have been elected to the inaugural Board of Trustees for the Society of Palliative Care Pharmacists. McPherson also has been named chair of the society's Education Committee.



C. DANIEL MULLINS

C. Daniel Mullins, PhD, professor and chair, Department of Pharmaceutical Health Services Research, received a one-year, \$138,144 contract from

the University of Pennsylvania for "Pragmatic Clinical Trials of Proton vs. Photon Therapy for Patients with Breast and Lung Cancer." He also received a two-year, \$100,000 contract from the Maryland Citizens' Health Initiative Education Fund, Inc. for "Maryland Faith Community Health Network."

Fadia Shaya, PhD, professor, Department of Pharmaceutical Health Services Research, has been named Woman of the Year in Health Services by the Zeta Phi Beta Sorority for her commitment and accomplishments in service to the community and professional leadership congruent with the legacy of Zeta Phi Beta.



FADIA SHAYA



LINDA SIMONI-
WASTILA

Linda Simoni-Wastila, PhD, professor, Department of Pharmaceutical Health Services Research, received a 16-month, \$94,703 contract from the

Maryland Health Care Commission for "Shared Savings Calculations."

SCHOOL OF SOCIAL WORK



LISA FEDINA

Student **Lisa Fedina** and alumna **Bethany Backes, PhD '15**, co-authored "Campus Sexual Assault: A Systematic Review of Prevalence Research from

2000 to 2015," which was published in the journal *Trauma, Violence, and Abuse*. The review was conducted at the National Institute of Justice in 2014-2015.

Jodi Jacobson Frey, PhD, MSW, associate professor, was invited to join the U.S. Department of Labor's Office of Disability and Employment Policy, a policy work group within the Stay-at-Work/Return-to-Work Policy Collaborative.



JODI JACOBSON FREY



GEOFFREY GREIF



MICHAEL WOOLLEY

Geoffrey Greif, PhD, MSW, professor, and **Michael Woolley, PhD, MSW**, associate professor, hosted a talk at New York City's popular 92Y cultural center about their new book *Adult Sibling Relationships*.

"Longitudinal Pathways From Early Maternal Depression to Children's Dysregulated Representations: A Moderated Mediation Analysis of Harsh Parenting and Gender," a research article by postdoctoral fellow **Tiffany Martocchio, PhD**, was published recently in the journal *Attachment and Human Development*.

STRATEGIC PARTNERSHIP ACT

APRIL 2016

UMB SPEAKS OUT AGAINST SENATE BILL 1052

Jay A. Perman, MD, president of the University of Maryland, Baltimore (UMB), asked an overflow crowd at a UMB town hall on March 11 for input on Senate Bill 1052: University of Maryland Strategic Partnership Act.



DR. PERMAN RECAPS SB 1052 BEFORE OPENING THE FLOOR FOR COMMENTS.

Perman got more than he asked for in an enthusiastic, and sometimes emotional, hour of give and take. And he got an ovation, too.

The Senate bill seeks to expand a collaborative partnership between UMB and the University of Maryland, College Park (UMCP) known as *MPowering the State*, a structured alliance of the two universities that was launched in 2012. Under the *MPower* partnership, UMB and UMCP have grown joint research dollars from practically zero to nearly \$71 million and joint faculty appointments from one to 70-plus. A unified technology transfer office has aggressively developed and marketed university innovations, disclosing 1,407 inventions, licensing 209 technologies, and launching 41 startup companies.

The bill has been amended since it was introduced in the State Senate on Feb. 18, addressing many of the concerns Perman raised in his testimony the next day. Perman made it clear at the town hall he supported the principle of strategic partnerships in general. Then he turned the program over to the 340 in attendance at the Southern Management Corporation Campus Center who made their feelings known in no uncertain terms.

“I wonder if a merger of our campus and College Park would devalue our brand and take away our uniqueness as a University,” said Aphrodite Bodycomb of the Health Sciences and Human Services Library. “We can already do programs and classes in collaboration without this bill. I’m struggling to find in this bill more than calculating research numbers. I also want to speak for some of the staff who have been working really hard in procurement, in IT, in HR who have scaled back and really operated very efficiently. Unless College Park has a lot of give in efficiencies — you can’t get water from a stone. So the notion we’re going to save a lot of money if we brought this merger in, I think it’s just not true. Just say no!”

“There is an enormous cost to this reorganization,” said Larry Magder, of the School of Medicine’s Department of Epidemiology. “My department has experienced some of that trying to develop a collaborative School of Public Health with College Park. After two years of many documents and MOUs and many, many meetings, the whole process was abandoned to a great expense. The cultures are so different. It takes a tremendous amount of work to merge them.”

This was echoed by Andrew Horn, a College Park student who works in the School of Medicine’s Department of Physical Therapy at UMB.

“I can tell you when I went to Dr. [Wallace] Loh’s meeting in College Park about the bill there were maybe 30 people in the room,” he said. “It really was empty and there were hardly any students. It just wasn’t something that the students really cared about down there. Obviously from working here it definitely is a completely different culture in Baltimore than in College Park.”



A PACKED HOUSE LISTENS TO THE STRATEGIC PARTNERSHIP ACT PRESENTATION.

Continued from previous page

“UMB has heart,” said Patti Hoffmann, who works in human resources at UMB and attends College Park as a Master of Law student, one of the joint programs that grew out of the *MPowering* initiative. “You feel it every day, you see it everywhere we go, and I hope we don’t lose the heart we have.”

Sarah Michel, president of the Faculty Senate, said the “devil is in the details” of the proposed bill. “The faculty are worried about how this will affect their faculty positions. [The universities] have different rules for tenure, different compensation, the way our jobs are defined.”

Colette Beaulieu, UMB’s Staff Senate president, recalled participating in the merger study 4 ½ years ago before *MPower* was formed.

“A lot of the staff concerns now are what I reported 4 ½ years ago. Whenever you talk about a merger, people are concerned about their jobs. I think a lot of the staff see the broad picture — what’s best for the students, the staff, the faculty. But when a merger happens we worry what’s going to happen to us? I think it’s important the staff stay on top of this bill and contact your legislators.”

Anthony Consoli, campus architect, asked if *MPower* has been such a huge success, “why add all this money to now do this great merging? Our campus is so critical to the community and to Baltimore. And we have 130 or so programs right now that reach out to the community. What will happen to that? I really urge you to fight back against this.”

Perman, who heads the Downtown Partnership and co-chairs the UniverCity Partnership with the mayor in trying to revitalize West Baltimore, restated UMB’s commitment to Baltimore. He said that one of the reasons the original bill, that mentioned the possibility of one president for the two campuses, concerned him so. “It’s human nature to care about something that you see right outside your window more than something you may not see or interact with every day.” After the town hall, he was off to a meeting at the Community Engagement Center UMB opened last fall to support its West Baltimore neighbors.

Many who spoke asked why only UMB and UMCP were involved in this discussion when the University System of Maryland represents 12 institutions.



MARCELLETTA MENDOZA, A STUDENT IN THE SCHOOL OF NURSING’S RN-TO-BSN PROGRAM, ASKS WHAT A STRATEGIC PARTNERSHIP WOULD MEAN FOR UMB’S EFFORTS TO FIGHT HEALTH DISPARITIES IN PRINCE GEORGE’S COUNTY.

Geoffrey Heinzl, president of the University Student Government Association, reminded the crowd that 70 percent of the students in the system are not at UMB or College Park.

“That point was poignant when I attended the student council meeting for the system where students from all 12 institutions discussed this bill. I was really afraid I was going to have to go to war for UMB. But every other institution was willing to stand on our side and say they don’t think this merger is a good idea. Honestly they felt they were going to be affected a whole lot more by this bill than we were. Our system is already imbalanced, there are a ton of institutions struggling with retention, struggling with graduation rates, and a lot of the funding that is being proposed in this bill that is empowering two already great institutions could be a lot better utilized in fulfilling the functions of the other universities and better serve those other 70 percent of the students in the system.”

Ken Fahnestock of the School of Medicine was the last speaker and he applauded the turnout. “I think you’ve got enough information to go back and represent the University,” he told Perman. “And I speak for myself and maybe the others in this room and around the University by saying I am proud to have you as president,” setting off a long ovation.

— Chris Zang

EDITOR’S NOTE:

Since the March 11 town hall on SB 1052, the legislation was further amended by the Maryland House of Delegates. This amended version of the bill passed out of both chambers of the General Assembly. Gov. Hogan declined to sign or veto the legislation, which means the *University of Maryland Strategic Partnership Act* will take effect Oct. 1, 2016.

PRESIDENT'S Q&A

APRIL 2016

DIVERSITY REVIEW RESULTS ARE DISCLOSED



ROGER WARD

During UMB's quarterly Q&A on March 28, the University community learned the results of a *personnel review* that was undertaken after town halls last year sparked conversations on institutional diversity and inclusion.

University President Jay A. Perman, MD, began the session at the BioPark's Discovery Auditorium reminding attendees of the forum on race that was held at UMB on May 6, shortly after the death of Freddie Gray and accompanying city unrest. At a follow-up discussion on July 28, the University laid out the steps recommended by the Diversity Advisory Council to improve career and professional advancement at UMB, cultural competency, and community service and engagement.

"Today we'll talk about one of the three issues in particular: career and professional advancement," Perman said to the audience at the BioPark, "and what our next steps are in terms of ensuring equity and opportunity for all of UMB's employees."

Roger J. Ward, EdD, JD, MPA, chief accountability officer and vice president for operations and planning, led the subsequent 45-minute presentation. He said a rigorous review of UMB's personnel actions over the last three years, which was spurred by the town halls, showed no significant differences in positive personnel actions by race, ethnicity, or gender. A positive personnel action is any action that increases an employee's responsibilities, wages, or benefits or that comes with other valuable perks.

The analysis did reveal a deficiency, however. It showed that about three-quarters of UMB's employees — across all schools and units, staff and faculty alike — had no positive personnel actions at all over the study's three-year period, indicating a lack of upward mobility.

"There are far too many people with no positive personnel actions, and that's something of concern to us as an institution," Ward said of UMB, whose workforce is 60 percent female and 40 percent minority. "We can't continue to recruit and retain the greatest talent without showing a path for growth."

Ward explained four steps UMB will take to "create a culture of opportunity."

- **Create career advancement pathways.** Developing these career pathways will provide employees a clear route to advancement. Starting its focus for career advancement at the lowest-paid positions (housekeepers, security guards, and veterinary facility aides, which employ the highest shares of under-represented minorities) Human Resource Services will construct pathways that provide structure and opportunity for employees to move into jobs that have greater, and broader, growth potential.

- **Expand and clarify career development.** Competencies for every job at UMB will be identified so that employees will know what skills and training they need to move into a job above their own. A training system will be implemented this year to help employees master these competencies and help their supervisors provide appropriate development opportunities. HRS is planning to add a staff person dedicated to coordinating this suite of career development efforts.

"[If] I'm a housekeeper or I'm a security guard, and I apply for the next position up, for security guard II, for instance," said Ward, "and I don't get the position, I'm told I don't have the necessary skills, the necessary experience. It's not clear to me what those skills are and what exactly that experience is. We have to do a better job as an institution to clearly lay out in the Performance Development Program [annual evaluation] process that these are the things you need to do if you are interested in advancing your career."

- **Create an Office of the Ombudsperson.** The ombudsperson will help employees with strategies and tactics to resolve conflict, improve their work climate, and enhance job satisfaction. Operating out of the Office of Accountability and Compliance, the ombudsperson will collaborate with HRS and its career advancement coordinator to train supervisors and employees in conflict management and workplace civility, so that these skills might be strengthened Universitywide.

- **Administer a campus climate survey.** Overseen by Gallup, the confidential survey will give UMB leadership an honest, accurate snapshot of the University on topics such as diversity and inclusion, job satisfaction, and campus environment, helping UMB pursue its "best place to work and learn" goals.

Continued from previous page

Matthew Lasecki, SPHR, associate vice president of HRS, told the BioPark audience how he has been trying to make career advancement more “feasible” since coming to UMB last year. “How can you make it so people can take advantage of career advancement mechanisms and use them,” he said. “We have a working model in place, so our next step is talking to our customers to find out if this model will work for them. We started our focus at the lowest pay grades because that is where the greatest need is, and then we’ll work through the rest of the University positions.”

Ward, who joined UMB in March 2009 as the associate vice president for academic and student affairs before rising to chief academic officer and interim dean of the Graduate School (2011), to UMB’s first chief accountability officer (2012), VP for academic affairs (2013), and VP of operations and planning (2015), said an opportunity for growth was certainly one of the questions he raised in the interview process.

“I hear that question all the time. Am I going to go there and get stuck? We have to make room for advancement,” he said.

Perman warned that everyone can’t get a promotion every three years “because we have to run things in an affordable and a prudent manner. We have to get to a number that’s fair, but also to a number that’s manageable.”

Ward said a benchmarking study undertaken by HRS would help to guide UMB in moving forward.

“We want to make sure individuals have a very reasonable opportunity and a fair and equitable opportunity to be successful,” he said. “That’s our goal.”

Read more about *UMB’s town halls*.

— By Chris Zang

MAKE UMB AN EVEN BETTER PLACE TO WORK AND LEARN!

GALLUP®

University leadership is committed to UMB becoming a best place to work and learn and we want to hear how we can make it even better. Please take a few minutes to complete our climate survey, which is being administered by Gallup.

All submissions are anonymous.

THE SURVEY WILL BE DELIVERED TO YOU VIA EMAIL DIRECTLY FROM GALLUP SO KEEP AN EYE ON YOUR INBOX AND LET YOUR VOICE BE HEARD.



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CURECORNER

APRIL 2016

SCHOLARS STAR IN SCIENCE COMPETITION

CURE Corner is an occasional feature that will appear in The President's Message. It discusses noteworthy updates from UMB's CURE Scholars Program, a new pipeline initiative that prepares children for health and research careers through hands-on workshops, lab experiences, and mentorship. UMB's middle school students are the youngest ever to participate in the National Cancer Institute's Continuing Umbrella for Research Experiences (CURE) national program.

The UMB CURE Scholars put their science skills and engineering knowledge to the test on Saturday, March 5, at the Baltimore Regional Competition of the Maryland Science Olympiad, held at Morgan State University. After months of preparation with their teachers as well as student, staff, and faculty mentors from UMB, scholars from our three partner schools competed against 16 other teams in STEM events ranging from bridge building and bottle rocket construction to food science tests and anatomy and physiology recall.

Green Street Academy scholars D'Arria Johnson and Nyah Goins placed first in Crime Busters, Tyree Smith placed first in Road

Scholar, and the team of Jaden Buggs and Tyler McKenzie took second place in Bridge Building. Scholars Markia Eubanks and Sunnie Taylor of Southwest Baltimore Charter School placed third in the Food Science competition. And the Franklin Square Elementary/Middle School team took first in Bridge Building (Katelyn Paige and Princaya Sanders), third in Dynamic Planet (Shakeer Franklin and Beauty Holley), and third in Elastic Launched Glider (Shakeer Franklin and Beauty Holley) on its way to a sixth-place team finish and advancement to the statewide Maryland Science Olympiad on April 23.

Franklin Square Elementary/Middle School will be trying to repeat — or surpass — the success Southwest Baltimore Charter School enjoyed last year, advancing to the statewide Maryland Science Olympiad and earning silver and bronze medals.

“We are genuinely thrilled and proud of our three UMB CURE Scholars teams,” said Robin Saunders, EdD, MS, executive director of the program. “For these children, this was their first time in a regional science competition such as this. This was also the first time many of our sixth-grade scholars had been on a college campus. Despite a few nerves, our scholars performed brilliantly and came home with ribbons, medals, and even an all-around trophy!”

“Special thanks to all of our UMB mentors who worked with our scholars for months to prepare them for their big debut science tournament. Please join us in congratulating and supporting our Franklin Square Elementary/Middle School Scholars as they advance to the state finals.”



KEAYON LAWSON SHOWS OFF FRANKLIN SQUARE'S TEAM TROPHY.



UMB CURE SCHOLARS AND MENTORS CELEBRATE AFTER SCIENCE OLYMPIAD.

PUBLIC SAFETY

APRIL 2016



USE OF POLICE ESCORT SERVICE NEARLY DOUBLES AT UMB



Expanded boundaries, extended hours, extra staff, better customer service, a marketing campaign, and the addition of a second van all resulted in success for the UMB Police Force escort service in 2015.

The service allows UMB students, faculty, and staff and employees at the University of Maryland Medical Center to request a police escort or ride simply by calling 6-6882 on campus. Ridership reached 13,621 in 2015, nearly double the 7,981 who used it the year before.

Antonio Williams, MS, police chief and associate vice president of public safety at UMB, is pleased to see the program's growth.

"I believe there's a direct relationship between the amount of crime that occurs on the campus and the level of fear, real or perceived, by members of our campus community. So if we can impact those crime numbers by doing some things to decrease that fear, I believe it helps people feel better about being in this community," Williams says.

"Back in October 2014, after we had a little spike in robberies, we added a second van to the riding escort program, expanded the hours and boundaries, and promoted it through town halls," Williams recalls. "It was my desire that anyone who wants a ride can get a ride. If people don't feel comfortable walking around in the evening, it was my desire that people don't have to walk around in fear."

Van service was expanded to include all of Ridgely's Delight and stretches to Schroeder Street on the west, Franklin Street on the north, Park Avenue on the east, and Washington Boulevard on the south (*see map*).

Hours were extended to 3 p.m. through 1 a.m., with two seven-passenger vans operating during peak hours between 5 p.m. and 1 a.m., 365 days a year. (Walking escorts are available 24 hours a day, seven days a week.)

Another key, Williams says, was adding personnel dedicated to coordinating van escorts — ensuring better customer service.

"In 2014 when I was promoting this van service, the feedback I got from people was, 'Chief, I hear what you're saying, but some of your officers make me feel like I'm inconveniencing them by asking for a ride. They're not nice.' We have taken care of that. We try to be responsive to our community and now you can expect service with a smile."

Williams expects ridership to stabilize now that the UMB community is "comfortable with the escort service and those providing it." Winter usually sees high usage (1,840, 2,189, 1,520, and 1,379 riders in January-April 2015) with numbers coming down in May through August when fewer students are on campus.

Not one to rest on his laurels, Williams promises further improvements to the escort service in the months ahead. But he is pleased that ***violent crime at UMB fell in 2015*** and sees the van escort program playing a part in that.

"Basically speaking, when it gets dark get a ride," Williams says. "If people aren't walking the streets by themselves in areas where they probably shouldn't be walking around by themselves, they can't be victimized. It's worked out very well."

— Chris Zang

To arrange a police van escort or walking escort, simply call 6-6882 on a campus telephone or 410-706-6882 and a uniformed officer will be sent to your location. Riders are required to have either a UMB or UMMC ID.

CORE VALUES

APRIL 2016

KIRWAN ACES KNOWLEDGE DISCUSSION

Knowledge is something to celebrate, but it also comes with challenges. Such was the message of William E. “Brit” Kirwan, PhD, as the latest guest in the UMB Core Values Speaker Series.

Kirwan, who retired as chancellor of the University System of Maryland in June 2015, culminating a sterling 50-plus-year career in higher education, shared his thoughts with more than 200 people at Westminster Hall on April 1.



DR. KIRWAN, CHIEF COMMUNICATIONS OFFICER JENNIFER LITCHMAN, AND DR. PERMAN.

“One of the best quotes I know about knowledge comes from Ben Franklin who once said an investment in knowledge always pays the best interest,” said Kirwan, who applauded UMB’s focus on core values such as knowledge and collaboration.

He spoke about how the University had been a personal presence in his life, with the School of Dentistry caring for his teeth and the School of Medicine treating his wife’s cancer and providing his knee replacement.

Kirwan opened the celebratory part of his speech by saying, “We’re fortunate to live in an era and a nation when the creation, application, and dissemination of knowledge has advanced the quality of life beyond what even our parents experienced.”

He mentioned many reasons to celebrate at UMB. Angela Brodie discovering the go-to treatment for breast cancer. Robert Gallo “turning AIDS from a death sentence into a manageable disease.”

Claire Fraser’s advances in genomics. The work of the R Adams Cowley Shock Trauma Center team. “Of course, UMB’s expertise is not limited to the sciences,” Kirwan said, citing the School of Social Work’s efforts to fight homelessness and the Carey School of Law’s providing legal services for the poor.

Then he got personal.

“Permit me a very personal but powerful story,” Kirwan said. “As some of you know, my wife was diagnosed with multiple myeloma five years ago. She has received extraordinary, compassionate care from the Greenebaum Cancer Center.”

He went on to detail how once she had exhausted her chemotherapy treatments she got into a clinical trial at UMB. “Rather than putting poisonous chemotherapy into the body, this new drug uses the body’s immune system to attack the cancer. After 16 weeks, Patti has been declared to be in remission,” he said to applause. “It’s a miracle made possible by the creation of knowledge right here at UMB.”

Introducing the second part of his speech, Kirwan said “if knowledge is such a good thing, how could there be challenges for our society?”

He pointed out how much more accessible knowledge is today. “Your smartphone contains more computing power than NASA had when the first astronaut took flight.”

The rate of acquiring knowledge also has soared. He said to double human knowledge once took 1,500 years. Then 250 and 150 years. “Today’s it’s doubling every 13 months.”

He said higher education needs to adapt to this change. No longer are students at the mercy of a book or the office hours of a library or professor to gain knowledge. “Now knowledge is one click away on Google,” said Kirwan, who began his career as a math professor at the University of Maryland, College Park in 1964.

“The nature of what is learned in the classroom needs to fundamentally change. Yes, we still need the professor. And he or she will still be a fount of knowledge. But only one of many founts of knowledge available,” he said. “What the classroom of the future needs is as the saying goes not a sage on stage but a guide on the side. Today’s students need to know how to pose questions, access, assess, and synthesize information in real time. And be able to work effectively in collaboration with others. The body of knowledge is simply too vast for anyone to be a final authority on any subject.”

Continued from previous page

Kirwan served as the fourth speaker in **UMB's Core Values Speaker Series**. Best-selling author, attorney, and sports agent Ronald M. Shapiro, JD, kicked off the series by discussing civility on March 30, 2015. Norman R. Augustine, MSE, retired chair of Lockheed Martin, addressed leadership on May 11, and Peace Corps Director Carrie Hessler-Radelet, MS, spoke about collaboration on Oct. 15.

Bearer of two of higher education's most prestigious awards, the TIAA-CREF Theodore M. Hesburgh Award for Leadership (2010) and the Carnegie Corporation Leadership Award (2009), Kirwan has long been a proponent of increasing under-represented minorities' access to higher education.

In introducing Kirwan, UMB President Jay A. Perman, MD, said the former chancellor wrote the following just a few years ago:

“Deep within the makeup of this great nation is the belief that a person's status at birth is not supposed to determine his or her status throughout life. It has always been education that provided the most effective and reliable path to a person's full potential, taking them as far as their efforts and ambition will allow them to go.”



WESTMINSTER HALL PROVIDES A PICTURESQUE BACKDROP FOR DR. KIRWAN'S CORE VALUES SPEECH ON KNOWLEDGE.



DR. KIRWAN ENJOYS A LIGHTER MOMENT WITH CHIEF ACADEMIC AND RESEARCH OFFICER BRUCE JARRELL (LEFT) AND SCHOOL OF NURSING DEAN JANE KIRSCHLING.

Kirwan addressed this subject toward the end of his 44-minute presentation. He said educational opportunity is an imperative in any discussion of knowledge.

“Wealth depends on knowledge acquisition through education. But access is not equal,” he said, citing that those born into the lowest income segment have an 8 percent chance of getting a college degree and those in the highest income segment have an 80 percent chance. “Too many children born into poverty have limited access to the knowledge they need. And then they have children born into poverty who face the same circumstance.”

He challenged the educators in the audience to work to find a lower-cost way to deliver a higher-quality education, streamlining the process and cutting student costs and burgeoning student debt. “Knowing this institution as I do, with knowledge and its creation, application, and dissemination as a core value, I'm putting my money down on UMB being a leader in helping our nation find solutions to this challenge.”

— Chris Zang