



# The President's *Message*



*a*s everyone knows by now, as a pediatric gastroenterologist, I hold the health and welfare of children close to my heart. Thus, when I became University president, I chose to make fighting childhood obesity a top priority. Nearly three years later, I still see it as the No. 1 threat to the nation's health.

Fortunately, we have made progress. Our biggest success story was the Summit on Childhood Obesity we conducted with the Maryland Department of Health and Mental Hygiene in November 2011. More than 400 health care professionals, educators, researchers, and government and community leaders from across the state gathered to exchange ideas, expand their knowledge through presentations by national experts, and develop an action plan.

Today, more than 18 months later, that action plan is moving forward. The partner organization that was launched at the summit, the Institute for a Healthiest Maryland (IHM), is doing great work in the fight against childhood obesity with the help of colleagues from our University and other state institutions.

Common sense and research indicate that getting children away from the TV or computer and engaging them in exercise is a key factor in the fight against childhood obesity. IHM is working to strengthen exercise programs in public schools by teaming up with Playworks, a national nonprofit organization whose recess programs aim to reduce playground bullying and conflicts by improving school climate through fun, healthy, inclusive games and physical activity. Playworks Baltimore currently serves 24 schools and more than 10,000 students in Baltimore City and is looking to expand into other Maryland counties. IHM plans to pilot a recess implementation program in two public elementary schools in Allegany County starting this fall.

Under IHM director Renee Fox, MD, an associate professor in our School of Medicine (SOM), the institute also is working with the Mid-Atlantic Nutrition Obesity Research Center to plan a half-day obesity symposium in November. Two panels will address obesity using multi-faceted approaches.

Closer to the University of Maryland, Baltimore (UMB), IHM collaborated with the Office of Human Resource Services and the Office of Campus Life to promote healthy eating through expanded participation in the Community Supported Agriculture (CSA) farm already involved with the campus. Some University subscribers receive weekly shares of vegetables and fruit from a CSA farm.

On April 27, the institute and the School of Pharmacy were among the participants at Maryland Day on the College Park campus. An annual function for 15 years, Maryland Day offers more than 400 free events including tours, exhibits, and demonstrations, allowing some 90,000 visitors to "peek over the shoulders" of teachers and researchers. Two topics of interest to those fighting childhood obesity, increasing active living and healthy eating, were represented this year with a hula hoop competition and a healthy foods coloring book/nutrition handout, respectively.

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Of course, there are others at UMB who are fighting childhood obesity. Maureen Black, PhD, MA, head of the SOM's Division of Growth and Nutrition, is conducting two studies funded by the National Institutes of Health. "Challenge in Middle Schools" focuses on sixth- and seventh-grade girls in 22 middle/K-8 schools in Baltimore. Participants receive a membership to the Y of Central Maryland, lunchtime activities, and schoolwide health-promoting interventions.

Black's "Toddler Overweight Prevention Study" provides small group parenting and healthy nutrition interventions, with a goal of slowing down the rapid weight gain that typically occurs during toddlerhood. The Division of Growth and Nutrition also participates in "Children's HealthWatch," a collaboration among growth and nutrition clinics to monitor the health and well-being of young children in low-income neighborhoods.

In addition, one of Black's medical school colleagues, Erin Hager, PhD, assistant professor of pediatrics, last summer reported that one of her studies found mothers of overweight toddlers do not perceive their toddlers as overweight and thus tend to overfeed them. Much more childhood obesity research is taking place all around us at this University and I couldn't be more proud.

With one in three children either overweight or at risk for obesity, we must continue this fight. Especially when 70 percent of obese children become obese adults at heightened risk for chronic diseases such as diabetes, hypertension, and even cancer.

In closing, I'll tell you about two more initiatives. UMB and the University of Maryland Medical Center are co-sponsoring a childhood obesity campaign with WBAL-TV. There will be stories on WBAL's *11 TV Hill* Sunday program, 30-second public service announcements on shows such as *Live with Kelly*, *Dr. Oz*, *11 News at 5*, and the *Today Show*, interviews with people such as myself and Yvette Rooks, MD, of the medical school, and a dedicated childhood obesity section on [wbal.com](http://wbal.com) with news stories, promotions, a community calendar—even a chat section where parents can interact with educators and nutritionists. The campaign will run through October.

In addition, UMB is underwriting special childhood obesity events such as FoodPlay, a fun-filled performance by professional actors that shines the spotlight on school nutrition with music, magic, and audience participation. This was held recently at the Southwest Baltimore Charter School for its students and those from George Washington Elementary, two of our neighborhood partner schools.

Take pride that we are making a difference in the fight against childhood obesity.

All the best,

Jay A. Perman, MD  
President



# Laurels

## CAMPUSWIDE



Brian Coats

**Brian Coats, MS**, director of identity management and systems integration in the Center for Information Technology Services (CITS), presented the paper “UM Community System: Expanding Identity Boundaries” during the recent EDUCAUSE Mid-Atlantic Regional Conference in Baltimore.

Six students in the University’s CLUB UMB program—**Alexandria Collis, Chin-Hsiang Feng, Joseph Hartstein, Nicholas Masters, Rachel Troch, and Juliana Wu**—led eighth-grade students who they mentor to finish in first, second, and third place during the Maryland Science Olympiad’s Baltimore regional tournament, held recently at Morgan State University. The six mentors are all School of Medicine students. CLUB UMB recruits faculty, staff, and students from the University community to mentor local youth in science, technology, engineering, and math achievement, as well as personal health and career exploration.



From left: Juliana Wu, Chin-Hsiang Feng, Joseph Hartstein, Nicholas Masters, Rachel Troch, and Alexandria Collis.

**Hillary Edwards**, program specialist in the Wellness and Academic Life Balance program in the Office of Academic Affairs, presented “Beyond Advising: The Role of Coaching in Student Success” during the Maryland Student Affairs Conference, held recently at the University of Maryland, College Park. Edwards and **Deborah Levi, MA, LGSW**, director of educational support in the Wellness and Academic Life Balance

program, presented “Wellness Coaching for Student Success” during the National Association of Student Personnel Administrators annual conference, held recently in Orlando, Fla.



Tony Green

**Tony Green** was named manager of transportation demand management (TDM) and transportation services—a new position—in the Department of Parking and Transportation Services. Green was previously TDM coordinator.

**Asaf Keller, PhD**, School of Medicine professor in the Department of Anatomy and Neurobiology, and **Radi Masri, DDS, PhD, MS**, School of Dentistry assistant professor in the Department of Endodontics, Prosthodontics, and Operative Dentistry, are among the recipients of a U.S. patent for their work regarding central pain syndrome.

**Anna Roskowsinski, MS**, assistant director of sports in the URecFit program in the Office of Academic Affairs, made the poster presentation “What Barriers Are Keeping Nontraditional Students From Participating in Organized Recreation Programs?” during the NIRSA: Leaders in College Recreation annual conference held recently in Las Vegas. The presentation reflected research conducted jointly with Kennesaw State University. NIRSA previously was known as the National Intramural-Recreational Sports Association.



Frederick Smith

**Frederick Smith, MS**, executive director of the CITS Office of Security, recently earned a master’s degree in cybersecurity from the University of Maryland University College. He was also certified as an information systems security professional by the International Information Systems Security Certification Consortium.

## SCHOOL OF DENTISTRY



Ronald Dubner

“Transition to Persistent Orofacial Pain After Nerve Injury Involves Supraspinal Serotonin Mechanisms,” co-written by **Ronald Dubner, DDS, PhD**, professor in the Department of Neural and Pain Sciences, was published recently in *The Journal of Neuroscience*.



Joel Greenspan

“The Role of Circulating Sex Hormones in Menstrual Cycle-Dependent Modulation of Pain-Related Brain Activation,” co-written by **Joel Greenspan, PhD**, professor and chair of the Department of Neural and Pain Sciences, was published in the journal *PAIN*.



Radi Masri

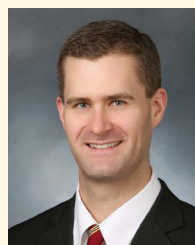
“In Vivo High-Resolution Localized (1)H MR Spectroscopy in the Awake Rat Brain at 7 T,” co-written by **Radi Masri, DDS, PhD, MS**, assistant professor in the Department of Endodontics, Prosthodontics, and Operative Dentistry, was published in the journal *Magnetic Resonance in Medicine*.



Abraham Schneider

“Differential Expression of Organic Cation Transporter OCT-3 in Oral Premalignant and Malignant Lesions: Potential Implications in the Antineoplastic Effects of Metformin,” co-written by **Abraham Schneider, DDS, PhD**, assistant professor in the Department of Oncology and Diagnostic Sciences, was published in the *Journal of Oral Pathology and Medicine*.

## FRANCIS KING CAREY SCHOOL OF LAW



Andrew Blair-Stanek

“Tax in the Cathedral: Property Rules, Liability Rules, and Tax,” written by **Andrew Blair-Stanek, JD**, assistant professor, was accepted for publication by the *Virginia Law Review*.



Danielle Citron

**Danielle Citron, JD**, Lois K. Macht Research Professor of Law, was appointed an advisor on the American Law Institute’s Restatement Third, Information Privacy Principles project for her paper “The Public Duty Doctrine.”

“Disabled Kids and Their Moms: Caregivers and Horizontal Equity,” written by **Karen Czapanskiy, JD**, Francis and Harriet Iglehart Research Professor of Law, was published in the *Georgetown Journal on Poverty Law & Policy*. “Chalimony: Seeking Equity Between Parents of Children With Disabilities and Chronic Illnesses,” also written by Czapanskiy, was published in the *University of Maryland Law Journal of Race, Religion, Gender and Class*.



Jerome Deise

“More Than a ‘Quick Glimpse of Life,’” written by **Jerome Deise, JD**, professor, was published in the *Hastings Constitutional Law Quarterly*.

Student **Laura Dunn** won second place in the National Crime Victim Law Institute’s third annual Law Student Victims’ Rights Writing Competition.



Michele Goodwin

“Law Professors See the Damage Done by ‘No Child Left Behind,’” written by **Michele Goodwin, JD, LLM**, visiting professor, was published in *The Chronicle of Higher Education*, and her article “Is ‘No Child Left Behind’ Creating Subpar Law Students?” was published online in the *ABA (American Bar Association) Journal*. “Fetal Protection Laws: Moral

Panic and the New Constitutional Battlefront,” also written by Goodwin, was accepted for publication by the *California Law Review*.



Michelle Harner

“Facilitating Successful Failures,” co-written by **Michelle Harner, JD**, professor and associate dean for academic programs, was published in the *Florida Law Review*.

The Robert Wood Johnson Foundation recently awarded nearly \$1 million to the School to support the Network for Public Health Law’s eastern regional center. **Kathleen Hoke, JD**, is the program director of the center, which is located at the School.

Student **Chelsea Jones** was chosen for a magistrate clerkship in the U.S. District Court of Maryland and for a Circuit Court clerkship with Andre Davis, JD ’78, judge and law school alumna, the following year. Student **Shari Silver** also was chosen for Circuit Court clerkships, including one with Judge Davis.



Michael Millemann

“Case Studies and the Classroom: Enriching the Study of Law Through Real Client Stories,” written by **Michael Millemann, JD**, Jacob A. France Professor of Public Interest Law and director of the Leadership, Ethics, and Democracy Initiative, was published in the *University of Maryland Law Journal of Race, Religion, Gender and Class*.

“Energy Versus Property,” written by **Michael Pappas, JD, MA**, professor, will be published in the *Florida State University Law Review*. Also his paper “Anti-Waste” was presented during a colloquium on innovative environmental scholarship at Columbia Law School in early May.



Shruti Rana

“Philanthropic Innovation and Creative Capital: A Historical and Comparative Perspective on Social Entrepreneurship,” written by **Shruti Rana, JD, MSc**, associate professor, will be published by the *Alabama Law Review*.

“Finding Fault?: Exploring Legal Duties to Return Incidental Findings in Genomic Research,” written by **Karen Rothenberg, JD, MPA**, Marjorie Cook Professor of Law and director of the Law and Health Care Program, was accepted for publication by the *Georgetown Law Journal*.

“The Future of Family,” written by **Max Siegel**, Ryan H. Easley Research Fellow, was published by the *George Mason University Civil Rights Law Journal*.



Rena Steinzor

**Rena Steinzor, JD**, professor, recently testified before the congressional House Small Business Subcommittee on Investigations, Oversight, and Regulations. She also co-wrote “Collaborating to Nowhere: The Imperative of Government Accountability for Restoring the Chesapeake Bay,” which was published in *George Washington University’s Journal of Energy and Environmental Law*.

“The Politics of Board Independence,” written by **Urska Velikonja, JD, LLM**, assistant professor, was accepted for publication by the *North Carolina Law Review*.

## SCHOOL OF MEDICINE

Researchers who were recently issued a U.S. patent for “Quarternary Nitrogen Heterocyclic Compounds for Detecting Aqueous Monosaccharides in Physiological Fluids” include **Ramachandram Badugu, PhD**, assistant professor, and **Joseph Lakowicz, PhD**, professor, each in the Department of Biochemistry and Molecular Biology. This patent covers novel fluorescent compounds and the corresponding kits that can be used to detect glucose concentration in physiological fluids such as blood.

**Daniel Bochicchio, MD, FCCP**, assistant professor in the Department of Anesthesiology, recently completed the National Preparedness Leadership Initiative Executive Education Program. The program is designed to produce effective leadership in government.



Angela Brodie

**Angela Brodie, PhD**, professor in the Department of Pharmacology and scientist at the University of Maryland Marlene and Stewart Greenebaum Cancer Center, was named a fellow in the newly established American Association for Cancer Research Academy. She was inducted during a ceremony in Washington, D.C., on April 5.



Curt Civin

**Curt Civin, MD**, director of the Center for Stem Cell Biology and Regenerative Medicine, will be inducted in the Baltimore Jewish Hall of Fame during a ceremony in June at the Gordon Center for Performing Arts.



Kevin Cullen

**Kevin Cullen, MD**, professor in the Department of Medicine and director of the University of Maryland Marlene and Stewart Greenebaum Cancer Center, was named the first Marlene and Stewart Greenebaum Distinguished Professor in Oncology. A ceremony was held March 5.



Robert Gallo

In recognition of his contributions to public health, **Robert Gallo, MD**, director of the Institute of Human Virology and professor in the Department of Medicine, was named the first honorary member of the Gamma Kappa chapter of the Delta Omega Honorary Society in Public Health at St. George’s University in Grenada. Gallo also was inducted in

the National Academy of Inventors as a charter fellow and in March was conferred an honorary degree (his 31st) from Xi’an Jiaotong University in China.



James Kaper

**James Kaper, PhD**, professor and chair of the Department of Microbiology and Immunology, was elected president of the Association of Medical School Microbiology and Immunology Chairs. His term will begin in January 2014.



Colin Mackenzie

**Colin Mackenzie, MB, ChB**, clinical professor in the Department of Anesthesiology, recently was awarded more than \$5.3 million in multiyear grants from the U.S. armed forces. The U.S. Air Force awarded grants for “Continuous Non-Invasive Monitoring and the Development of Predictive Triage Indices for Outcome Following Trauma” and

for “Predicting Casualty Blood Product Needs Using Pre-Hospital Vital Signs.” Mackenzie also received grants from the Office of Naval Research for “Autonomous Critical Care Systems—Athena GTX” and from the U.S. Army for “Use of Performance Measure to Evaluate, Document Competence and Deterioration of ASSET Surgical Skills.”



Amal Mattu

**Amal Mattu, MD**, professor and vice chair of the Department of Emergency Medicine, is the 2013 recipient of the Peter Rosen Award from the American Academy of Emergency Medicine. The award, which recognizes outstanding contributions to the academy in the area of academic leadership, was presented during the organization's annual scientific assembly, held in Las Vegas in February.

**Lisa Shulman, MD**, professor in the Department of Neurology, was elected treasurer of the American Academy of Neurology. Shulman also was recently appointed to the board of trustees of the academy's American Brain Foundation.



Sharon Stephan

**Sharon Stephan, PhD**, assistant professor in the Department of Psychiatry and co-director of the Center for School Mental Health, received a two-year, \$3.2 million contract from the Maryland Department of Health and Mental Hygiene for "1915(c) Community Alternatives to Psychiatric and Residential Treatment Facilities Demonstration Waiver Program Management, Workforce Development and Evaluation."

**Roger Stone, MD, MS**, clinical assistant professor in the Department of Emergency Medicine, received the 2013 James Keane Award from the American Academy of Emergency Medicine during the organization's scientific assembly. The award, named after a founding member of the academy, honors outstanding contribution to the organization. Stone also is a founding member.

## SCHOOL OF NURSING



Marian Grant

**Marian Grant, DNP, RN, ACHPN, CRNP**, assistant professor in the Department of Family and Community Health, was named a 2013 fellow in palliative care nursing by the Hospice and Palliative Nurses Association (HPNA) and **Jane M. Kirschling, PhD, RN, FAAN**, dean and the

University's director of interprofessional education, received the 2013 Leading the Way Award from HPNA. The award is one of the organization's highest honors. Kirschling was president of HPNA's board of directors in 2002-03.



Jane M. Kirschling



Patricia Morton

As part of the Robert Wood Johnson Foundation Executive Nurse Fellows program, **Patricia Morton, PhD, RN, ACNP-BC, FAAN**, professor in the Department of Organizational Systems and Adult Health and associate dean for academic affairs, is participating with five other program fellows in an action learning project to develop new models of clinical education for nurse practitioner education.



Charlotte Seckman

**Charlotte Seckman, PhD, RN-BC**, assistant professor in the Department of Organizational Systems and Adult Health, was selected for the School's 2013 Education Intensive Faculty program, which supports faculty members in the scholarship of teaching through protected time, financial support, mentoring, and other means.



Kathryn VonRueden

**Kathryn VonRueden, MS, RN, CNS-BC, FCCM**, associate professor in the Department of Organizational Systems and Adult Health, presented “Update on Sepsis: Pathophysiology, Protocols, and Prevention” during the American Association of Critical-Care Nurses conference—Critical Care Nursing: The Future Is Now—which was held in Baltimore in March.

## SCHOOL OF PHARMACY

The following students were members of the second-place team during the Academy of Managed Care Pharmacy Foundation’s National Student Pharmacist Pharmacy and Therapeutics Competition, held April 5 in San Diego: **Bansri Desai, Ellen Huang, Anna Hung, Henry Lederer, and Kun Yang.**



Frank Palumbo

**Frank Palumbo, PhD, JD, MS**, professor in the Department of Pharmaceutical Health Services Research and executive director of the Center on Drugs and Public Policy, was named honorary president of the Maryland Pharmacists Association. Palumbo also was appointed to the editorial board of the *Food and Drug Law Journal*.

The inventors of “Antimicrobial Heme Oxygenase Inhibitors and Methods of Use,” which was issued a Canadian patent, include Department of Pharmaceutical Sciences faculty **Angela Wilks, PhD**, professor and vice chair of research; **Pedro Lopes, PhD**, research assistant professor; and **Alexander MacKerell, PhD**, Grollman-Glick Professor of Pharmaceutical Sciences and director of the Computer-Aided Drug Design Center.



Angela Wilks



Pedro Lopes



Alexander MacKerell

## SCHOOL OF SOCIAL WORK



Julianne Oktay

**Julianne Oktay, PhD, MSW**, professor, and **Jodi Jacobson, PhD, MSW**, associate professor, are among the co-writers of the article “Learning Through Experience: The Transition From Doctoral Student to Social Work Educator,” which was published in the *Journal of Social Work Education*.

**Michael Reisch, PhD, MSW, MA**, Daniel Thursz Distinguished Professor of Social Justice, delivered the invitational lecture “The New Face of Poverty and Inequality: A Challenge to the Social Work Profession” at the University of Memphis in April.



Tanya Sharpe

Due to her expertise in homicide research, **Tanya Sharpe, PhD, MSW**, assistant professor, was appointed to the NYC Children’s Grief Connection Advisory Board. The group aims to pilot a consortium of grief centers in New York City to improve accessibility and quality of bereavement services for children and their families.



# Questions and Answers

*The items below are excerpts from Dr. Perman's quarterly group Q&A on April 16 at the School of Dentistry.*

Dr. Perman:

I think it's only appropriate that I say a few words regarding yesterday's events at the Boston Marathon. This atrocity is very much on our collective minds and I send our condolences to the people of Boston. I've had several questions this morning related to what if this happened on our campus? I have asked Chief Williams to respond.

Antonio "Tony" Williams, chief of public safety: Certainly we're all concerned. I was asked if, as a University, we are on a heightened alert status? The answer is the University as a whole is not on heightened alert status, however our Department of Public Safety is. First, let me reassure you there is no information to suggest the city of Baltimore, and that includes our University, is in any immediate danger. However, we wouldn't be prudent if we didn't take some official steps to ensure that things are in order at the University.

The Department of Public Safety's sworn officers and security officers are on heightened alert. They're conducting extra patrols, not only around our campus, but also in our buildings, to look for anything out of the ordinary, anything suspicious. We also have increased our challenging of any individuals who look out of place. Outside of that, our campus is right where we need to be. We continue to receive updated information from our city and other officials and if something happens that the University needs to be aware of, we certainly will disseminate that information very rapidly.

## Strategic Plan update

*Dr. Perman asked senior vice presidents Peter N. Gilbert, MSF, chief operating officer, and Bruce Jarrell, MD, FACS, chief academic and research officer, to give an update on the 2011-2016 University strategic plan.*

Mr. Gilbert: First, a show of hands. Who in here had something to do with the strategic plan? A lot of people. Very good. By now, you have received email updates about the implementation phase of the plan. Additionally, you can see every tactic going forward this year on the website at [www.umaryland.edu/strategicplan](http://www.umaryland.edu/strategicplan). One of the things we learned from the planning process is to be very transparent. As we go forward, we will report on what goes well and what doesn't go well.



I'd like to talk a little bit about the implementation process. You'll remember we formed an Executive Implementation Committee (EIC), which involved pairing a dean or

a vice president with one of the original leaders of the strategic plan themes, in an effort to maintain continuity from planning to implementation.

That group worked extensively with team members to come up with recommendations on which tactics should go forward in Fiscal Year 2013, the year we're in, and also how implementation should be phased in over five years. They did a tremendous amount of work, dealing with a proposal for 84 tactics out of a total of 134 tactics to go forward in FY13. We reallocated University money to fund tactics that needed money. For instance, each school and each central administrative unit contributed, and we were able to put \$1 million of recurring money into the pot. Also, we allocated \$1.25 million of president's funds to be used as one-time funding. Combined, this totaled all the money the EIC had to award.

If you look at some of the circulated information, you'll see it's spread across all themes and fundamental elements. This took place over five meetings of 32 people sitting in a room for two or 2½ hours at a time. This was an enormous amount of work. They took it very seriously and you all need to know that.

They weeded it down from the 84 tactics to the approved number of 59. Fifteen of those required money. Forty-four didn't require any money. Please don't think that no money means not important. In fact, I would encourage you to visit the website, see the tactics without money, and see if you don't agree we've started to change the culture here.

Things like assigning the president's diversity advisory committee real authority for implementing diversity and inclusion initiatives. Things like requiring the schools and units to have annual transparent presentations, where they report on their progress toward their own goals as well as strategic plan goals, and requiring the president to give an annual State of the University address.

To me, the big achievement in all of this is how that implementation committee was functioning and making decisions. Keep in mind we've been a fairly siloed University—medicine over here, dentistry over here, finance and administration over here. People really didn't get to make decisions about what was best for the entire University. Now they can and they are, which gives us a lot of power moving forward together.

The other thing we accomplished is reallocating real money. When we began this process, Dr. Perman said the document could not sit on the shelf, so we put real money into it to make sure that didn't happen. Every group leader has a dashboard that Greg Spengler [assistant VP, Institutional Research and Accountability] created where they have to report at least twice a year their progress in achieving their tactics, implementing their themes, and using their money. If they don't do it well, we're taking the money back. We'll reallocate to other areas of the plan.

We've had exceptional participation from the University, upward of 1,500 people. From planning to implementation either on committees, surveys, and focus groups. We actually are starting to think as seven schools | one University. Are we all the way there yet? Is everything perfect? No. But we're moving in that direction and I think that's fantastic. Dr. Jarrell?

Dr. Jarrell: We also had 16 two-hour meetings in which Pete and I and several others met with the committee chairs to hear their priorities outside of their own committee. Essentially, they were judging others' work, which was part of the prioritizing process.

One of the big themes was to achieve pre-eminence in the area of innovation. After a lot of discussion, we



concluded we should support one major research program opposed to a plethora of research programs. This will come under the title of Research Harbor. This is a utility, a resource, that's being developed

for this University for faculty, staff, and students to pose questions about their environment. Not just health-related questions, it also will include law, social work, and other questions. So what is a Research Harbor? It is going to be a physical location, but also a virtual location, where a set of databases, resources, and information will be highly accessible. A broad set of agendas aimed at using informatics as a major mechanism for UMB to become pre-eminent in terms of questioning health care, legal profession, and social work data sets. We have committed \$400,000 of one-time funding to finish the harbor; significant funds already exist from other sources. Then a recurring \$250,000 a year to provide these other mechanisms to help you ask questions and interpret your data.

We concluded staff development on this campus is underappreciated, so \$42,000 was committed to that project. There was also a lot of interest for a program called local engagement. There are many University programs that extend into the West Baltimore community. UMB is involved but yet not coordinated in a manner that has a maximum impact. A total of \$71,000 in recurring funds was set aside to create an on-campus center.

There was a lot of money put into what I would call entrepreneurship, intellectual property development, licensing and contracting. To improve the ability of faculty members to be entrepreneurial—to perhaps begin a startup company, patent the research, obtain a license with a large company—\$111,000 of recurring dollars was committed.

Here's an interesting one that cost no money: Streamlining processes, making them more electronic, making us more functional in our business functions. Then a tactic to evaluate the deans and vice presidents annually on their success in collaborating to improve efficiency and the cost of support services on campus. So you see, nobody escaped this process. When we say let's do things better, the deans and the vice presidents are included.

From a broad point of view there was a tremendous—in fact, I would say the highest priority to come out of the strategic plan—emphasis on UMB as a local environment, campus safety, how our campus looks, how we interact with our local community, how we can be more identified as a University. \$270,000 was put into that.

A lot of discussion occurred on how we as a University oversee the computing on this campus. IT is an ongoing discussion and a high-attention area. One recurring question was why do I need to remember 50 passwords on this campus? Thus, establishing a single sign-on received a high priority. \$120,000 was committed to that.

Our Office of Government and Community Affairs, specifically working out of its Annapolis office, has been indispensable in interacting with the state legislature. To replicate that on a federal level, \$125,000 was committed

to having an employee who will be our main Washington, D.C., connection.

And lastly there were two communications initiatives: a \$65,000 one-time commitment to better our Web capability and an \$85,000 one-time commitment to develop a clear communications plan to enhance our visibility in the world.

Not having a common calendar was a common complaint. This does not mean a common academic calendar because each school or professional degree has its own calendar and nobody's going to tackle that yet. But, we are working toward a common calendar, with efficient and easy functionality, which will display campus events and the like.

That's a list of many of the tactics. As you can see, we engaged in a very rich discussion on many levels. It wasn't just the faculty or vice presidents and deans. The staff was involved, the students were involved, and obviously we want to keep that kind of participation alive.

### Other Topics

#### QUESTION:

Is anyone looking into the fact that we've had several years with a lack of increases in salaries across the board? This has put us in a situation where we're not competitive with many other areas of the state and we're losing staff. Then it's a complicated situation because of the rules that are in place for hiring staff. It's a problem in many areas, housekeeping in particular.

#### ANSWER:

Dr. Perman: No. 1, everybody shares your perspective starting with me. I wasn't here for all of the last five years but I know what the four years of furloughs and the lack of raises have done to put us at a broad disadvantage for taking care of our employees, acquiring new people, and retaining those we have. Of course, what we can do as a state agency is dictated by the state.

But things are turning around. Our workforce received a 2 percent raise on Jan. 1 and if anybody read my recent announcement, we have good news upcoming. Perhaps Marjorie Powell, our associate vice president for human resources, can provide some specifics.

Ms. Powell: On Jan. 1 in 2014, we will receive a 3 percent COLA (Cost of Living Adjustment) that will be in place for all UMB employees. We also will be eligible to receive a merit increase in April 2014. The details need to be worked out. Human Resources will have much more about this in upcoming months.



**QUESTION:**

I want to put in a plug for the Staff Senate. A lot of the issues that were discussed here today are the same issues we talk to senior leadership about on a regular basis. We're accepting nominations for staff senators for our 2013-2015 term. If you're interested in making a difference here, the Staff Senate is a really good voice for that.

**ANSWER:**

Dr. Perman: Let me tell you why this is important to us. I meet every two months with the executive council for the Staff Senate in addition to meeting periodically with the entire Staff Senate. I do the same with the Faculty Senate and the student government.

The point I want to make is this: There are things that come up where I need your advice or you need to get something in front of me that I don't know about. Apart

from venues like this and the brown bag lunches we hold in the months we don't have Q&As, another way to have the kind of dialogue we're having here is through these shared governance mechanisms. So please heed the call for senators.

**QUESTION:**

Could you give us a quick update on the plans for the old dental school?

**ANSWER:**

Dr. Perman: The plan, and I know this probably won't be welcomed by those who have done very good work in that building, is to demolish it within the year. On that site will go our newest research building, Health Sciences Facility III. It will be placed between the pharmacy building, the current School of Dentistry, and the School of Medicine facilities across West Baltimore Street.



Plans for the new facility are under way, being coordinated through a campuswide planning committee. The new facility will offer a plaza where people can enjoy the outdoors and eat lunch. But, obviously

it will start with demolition. The state legislature has been responsive in terms of providing us the commitment for demolition and the new building. I think it's going to go in the next six months or so. A comprehensive look was taken at what could be done with that building short of demolishing it and to repurpose it was not worth it.

Robert Rowan, associate VP, Facilities and Operations: On July 1 we're going to fence off the building and start the interior abatement and the interior demolition. Oct. 1 is when the actual demolition will start. I'm working with the Office of Communications and Public Affairs to disseminate pertinent information because traffic lane and sidewalk closures are forthcoming that will impact us.