

## Standard VII: Governance and Leadership

*The institution is governed and administered in a manner that allows it to realize its stated mission and goals in a way that effectively benefits the institution, its students, and the other constituencies it serves. Even when supported by or affiliated with governmental, corporate, religious, educational system, or other unaccredited organizations, the institution has education as its primary purpose, and it operates as an academic institution with appropriate autonomy.*

This standard addresses the university's overall governance and organization and its relationship with the University System of Maryland, the Board of Regents, and the state of Maryland as a public institution. The elements of the standard look for evidence of shared governance and accountability, for evidence of the role of the Board of Regents, and evidence that the Chief Executive Officer has appropriate credentials, authority, and resources to serve the institution in an appropriate manner. As a public institution with several layers of oversight, the university meets this standard in general. An area for improvement is to establish more formal processes and guidelines for regular in-depth review of administrative units.

**Evidence from criteria 1-4 in this standard speak to item 12 of the Requirements of Affiliation, regarding the university's governance structure. Item 13 of the Requirements of Affiliation is addressed by the evidence in criterion 2.**

*Criterion 1: A clearly articulated and transparent governance structure that outlines its roles, responsibilities and accountability for decision making by each constituency, including governing body, administration, faculty, staff, and students*

The 1988 Maryland Charter for Higher Education sets principles and goals for higher education in Maryland, and defines the duties and responsibilities of [the Maryland Higher Education Commission](#) (MHEC), the [University System of Maryland](#) (USM), and the USM Board of Regents in achieving these goals. MHEC establishes statewide regulations for all public and private colleges and universities, as articulated in [Title 13B of the Code of Maryland Regulations](#) (COMAR). The Commission approves new colleges and universities in Maryland, as well as proposals for new academic programs at established schools. The [Commission's twelve members](#) are appointed by the Governor with the consent of the Maryland Senate. The Secretary of Higher Education is appointed by the Governor, with state Senate advice and consent. The Secretary selects and directs the staff of the Commission and ensures that the policies and decisions of the Commission are carried out.

[Chancellor Robert L. Caret](#) heads the system office, which serves as staff to a 17-member [Board of Regents](#) appointed by the Governor. The Secretary of Agriculture serves as an ex officio Board member, reflecting the university's status as a land-grant institution. The Chancellor advises the Board of Regents on system-wide policy; conducts system-wide planning; coordinates and arbitrates among the USM institutions; assists institutions in achieving performance goals; provides technical assistance to institutions and centers, such as legal and financial services; and ensures that the policies of the Board are carried out. Essentially all of the university's major institutional planning is carried out in cooperation with USM and with the

state. The Board of Regents Bylaws also articulate the Board’s responsibility for managing USM. Taken together, these insure the independence of the institution and help insulate it from political, financial, and other external influences that would interfere with normal governance. The Board of Regents policy on shared governance establishes four councils to provide advice to the Chancellor and the Board of Regents: the Council of University System Presidents, [Council of University System Faculty](#), the [Council of University System Staff](#), and the [University System of Maryland Student Council](#).

*Criterion 2: A legally constituted governing body that:*

- a. serves the public interest, ensures that the institution clearly states and fulfills its mission and goals, has fiduciary responsibility for the institution, and is ultimately accountable for the academic quality, planning, and fiscal well-being of the institution;*
- b. has sufficient independence and expertise to ensure the integrity of the institution. Members must have primary responsibility to the accredited institution and not allow political, financial, or other influences to interfere with their governing responsibilities;*
- c. ensures that neither the governing body nor individual members interferes in the day-to-day operations of the institution;*
- d. oversees at the policy level the quality of teaching and learning, the approval of degree programs and the awarding of degrees, the establishment of personnel policies and procedures, the approval of policies and by-laws, and the assurance of strong fiscal management;*
- e. plays a basic policy-making role in financial affairs to ensure integrity and strong financial management. This may include a timely review of audited financial statements and/or other documents related to the fiscal viability of the institution;*
- f. appoints and regularly evaluates the performance of the Chief Executive Officer;*
- g. Is informed in all its operations by principles of good practice in board governance;*
- h. establishes and complies with a written conflict of interest policy designed to ensure that impartiality of the governing body by addressing matters such as payment for services, contractual relationships, employment, and family, financial or other interests that could pose or be perceived as conflicts of interest;*
- i. supports the Chief Executive Officer in maintaining the autonomy of the institution.*

Through the Maryland Education Code 10-209, the University System of Maryland is directed to “maintain and enhance the College Park campus as the flagship campus”, which includes admission of freshmen and transfer students of exceptional ability and the provision of operating funds and facilities necessary to “place it among the upper echelon of its peer institutions.”

The Education Code 12-104 states: “Consistent with the goals, objectives, and priorities of the Board of Regents and its legal responsibility for the efficient management of the university, shall delegate to the president of each constituent institution authority needed to manage that institution, including authority to make and implement policies promoting the mission of that institution, including the authority to establish policies appropriate to the institution’s mission, size, location, and financial resources.” This delegates to the institution the right and responsibility for day-to-day operations.

In parallel with statewide oversight and approval by MHEC, the Board of Regents reviews and approves proposals for new academic programs or substantial changes to existing programs and assures that programs are not unproductive or unreasonably duplicative, taking into account the

missions of the institutions, student demand, and efficient use of the university's resources. The Board of Regents also sets tuition and fees; evaluates and approves the university's budget submissions; reviews financial statements and ensures strong financial management of the university. The Board regularly evaluates the performance of the Chancellor and the Presidents; adopts a performance accountability plan for each institution and holds each President accountable for meeting the objectives of the plan.

The Bylaws of MHEC, [of the Board of Regents](#), and of the University of Maryland establish practices of governance, including procedures for conduct of meetings, record-keeping, transparency, and accountability.

The Secretary of Higher Education and members of MHEC are subject to Maryland Public Ethics Code (Code of Maryland, Title 5), which requires disclosure of financial affairs to the [State Ethics Commission](#) and sets standards of conduct for state officials and employees to prevent conflict, assure impartiality and independent judgment, and avoid improper influence or the appearance of improper influence. In addition to obligations under the state Ethics Code, Board of Regents members are subject to the [Board's policy on public ethics](#). UMD senior officials are also subject to the Ethics Code and its reporting requirements. University faculty and staff are subject to the University of Maryland [Policy on Conflict of Interest and Conflict of Commitment](#) and [related reporting procedures](#).

In 1999, former UMD President C. D. Mote established a [Board of Trustees](#) to manage the affairs of the [University of Maryland College Park Foundation](#). The Foundation receives, invests, and manages funds and other property for the benefit of the mission, goals, and programs of the university. The Trustees advise the President on appropriate matters and serve as advocates for the university with external constituents. Up to 45 trustees may be elected by the Board, who serve no more than two consecutive terms of one to three years. In addition, there may be up to 15 appointed trustees, 25 ex-officio and 10 advisory members, as well as honorary and emeritus trustees. The Vice President of University Relations serves as the President and Chief Administrative Officer of the Foundation and is responsible for implementing the decisions of the Trustees.

*Criterion 3: A Chief Executive Officer who:*

- a. is appointed by, evaluated by, and reports to the governing body and shall not chair the governing body;*
- b. has appropriate credentials and professional experience consistent with the mission of the organization;*
- c. has the authority and autonomy required to fulfill the responsibilities of the position, including developing and implementing institutional plans, staffing the organization, identifying and allocating resources, and directing the institution toward attaining the goals and objectives set forth in its mission;*
- d. has the assistance of qualified administrators, sufficient in number, to enable the Chief Executive Officer to discharge his/her duties effectively; and is responsible for establishing procedures for assessing the organization's efficiency and effectiveness.*

The President and Chief Executive Officer of the university is appointed by the Board of Regents in consultation with the USM Chancellor. This position is currently held by [Wallace D. Loh](#), who assumed leadership in 2011, replacing Dr. C. D. Mote. As CEO, President Loh is

accountable to the Board of Regents for the successful conduct of the institution in all its aspects. The President formulates operating and capital budget requests designed to further the mission of the institution; appoints, sets salaries, promotes, grants tenure, assigns duties, and terminates personnel; establishes admissions standards; sets tuition and fees; administers financial aid; the administration and regulation of athletic and student activities and alumni affairs; oversees affirmative action and equal employment opportunity policies; and implements the policies of the Board of Regents (12-109).

The President has authority to establish policies for UMD consistent with those established by the Board of Regents for the System. Under most circumstances and when appropriate, the President consults with the university's primary shared governance body, the University Senate, when formulating or revising policies.

A complete and consolidated list of [System and University policies](#) is publicly available; of particular relevance for Standard VII are the policies that mandate participation by faculty, staff, and students in shared governance ([I-6.00](#)); those for the periodic review of academic units, deans, chairs, and directors ([I-6.00\(A\)-\(C\)](#)); and those related to conflict of interest or commitment ([II-3.10\(A\)-\(C\)](#)).

As outlined under Criterion 4, the University Senate is actively engaged in the process of review and revision of campus-wide policies. However, not all campus constituents are aware of all policies and procedures related to their function on campus. Dissemination of implementation guidelines, such as the Undergraduate and Graduate catalogs, the Faculty Handbook, or unit-level practices and web sites, are not always clear or current with policy changes. This concern was identified in data gathering for several standards and has thus risen to a recommendation for institutional improvement that the university provide better ways to align and disseminate information on campus policies and procedures [**contributes to recommendation #2**].

Internally, the President's primary advisory body is his Cabinet, whose members are listed in Appendix VII.2. The functions of the senior administrative offices that support the President are described in Criterion 3.

A number of other individuals and offices report directly to the President and assist him in carrying out his responsibilities, as identified in the [organization chart of the Office of the President](#). The President also uses standing commissions to advise him on campus-wide policy issues, as well as ad-hoc task forces for specific issues as they arise. Standing commissions include the [Commission on Women's Issues](#), the [Commission on Ethnic Minority Issues](#), the [Commission on Disability Issues](#), the [Commission on Lesbian, Gay, Bisexual and Transgender Issues](#), and the [Athletic Council](#). Recent examples of ad-hoc groups include a Task Force on Cybersecurity, a [Commission on Big Ten/CIC Integration](#), and a [Commission on Intercollegiate Athletics](#), and the [Flagship 2020 Commission](#) that was convened for the most recent work on institutional planning.

*Criterion 4: An administration possessing or demonstrating:*

- a. *an organizational structure that is clearly documented and that clearly defines reporting relationships;*
- b. *an appropriate size and with relevant experience to assist the Chief Executive Officer in fulfilling his/her roles and responsibilities;*

- c. members with credentials and professional experience consistent with the mission of the organization and their functional roles;*
- d. skills, time, assistance, technology, and information systems expertise required to perform their duties;*
- e. regular engagement with faculty and students in advancing the institution's goals and objectives;*
- f. systematic procedures for evaluating administrative units and for using assessment data to enhance operations;*

The administrative core of the university includes the President and seven vice presidents who preside over various facets of the institution. An [organizational chart of the university's senior administration](#) identifies its current members. Biographies of the current most senior administrators is in Appendix VII.2, and an accounting of changes in these positions since the last Self Study can be found in Appendix VII.3.

The Senior Vice President and Provost is the university's chief academic officer, responsible for ensuring that programs and faculty are of the highest caliber. As Senior Vice President, the Provost has budgetary responsibility for campus academic programs and resources and works directly with the President on campus-wide resource allocation. The Provost oversees the development, review, and implementation of all academic policies and regulations; consults closely with the University Senate and other faculty advisory groups on academic programs and policies; and serves as liaison with other university divisions in strategic and long-range planning. The deans of the 12 academic colleges and schools report to the Provost as do the deans for Undergraduate Studies, of the Graduate School, and of the University Libraries. The current roster of deans can be found in Appendix VII.4. The director of the Institute for Bioscience and Biotechnology Research and the Executive Director of the Universities at Shady Grove, both situated in Rockville, also report to the Provost. Other major academic administrative offices that report to the Senior Vice President and Provost are identified in the Provost's Office [organizational chart](#) and on the [Provost's web site](#).

The Vice President for Administration and Finance is the university's chief business officer and head of the [Division of Administration and Finance](#), which is responsible for the university's physical environment and business operations, and for the promotion of partnerships with surrounding communities. The Division includes [the following departments](#): Budget and Fiscal Analysis; Business Services; Environmental Safety, Sustainability, and Risk; Facilities Management; Finance; Procurement and Strategic Sourcing; Public Safety, Real Estate, and university Human Resources.

The Vice President for Research is the chief research officer and head of the [Division of Research](#). The [Division's organization](#) includes the Office of Research Administration, which oversees the submission of all sponsored projects proposals, negotiates and executes agreements, provides sponsored projects education and communication, and assists faculty, staff, and students in managing projects which are awarded to the university; and the Office of Technology Commercialization, which ensures intellectual property rights through patents or copyrights, negotiates and executes licensing agreements and assists in the formation of start-up businesses that use university technology to benefit the state and local economy.

The Vice President for Information Technology is the chief information officer and head of the [Division of Information Technology](#), which plans, develops, supports, and maintains computing, networking, and telecommunications services for the university.

The Vice President and General Counsel is the chief legal officer for the university, serving as the attorney for the President and the institution's principal administrators, advising them on the intersection of law, policy and management. The [Office of General Counsel](#) provides legal services and expertise to university administrators, faculty and staff in the performance of their duties. The Office drafts, reviews, and negotiates business instruments, policy documents, procurement and research contracts, employment agreements, leases and conveyances for form and legal sufficiency.

The Vice President for Student Affairs heads the [Division of Student Affairs](#) and oversees student services and programs, including housing, dining, transportation, student activities, recreation, health, wellness, spirituality, student conduct, and career and social development. The office also serves as a general point of contact for students and their families about student life, working with the Student Government Association, the Graduate Student Government, and other groups to enhance the experience of students.

The Vice President for University Relations heads the [Division of University Relations](#) and is President of the University of Maryland College Park Foundation. In addition to the Foundation, the Division includes departments for Corporate and Foundation Relations; Marketing and Communication; Development; and Alumni Affairs.

Senior administrative positions are filled with the advice of search committees that conduct national searches and evaluate both internal and external candidates. Searches routinely seek to identify at least two qualified applicants, with the final selection carried out by the supervising administrative officer. Provision for support staff and technology is provided within the budget of each component office, and sufficiency of funding is reevaluated on an annual basis (or more often if necessary).

As mandated by policies for periodic review ([I-6.00\(B\)](#) and [I-6.00\(C\)](#)), academic leadership positions are usually appointed for five year terms, with a review normally conducted in the fourth year to determine whether the individual has been effective in leading their unit and if they are making satisfactory progress toward the programs' and the institution's goals. These reviews involve broad participation from students, staff, faculty, and external stakeholders; with confidential surveys of faculty, staff, and students and in-person interviews of groups of stakeholders including immediate direct reports. Reappointment is approved only when the final review is submitted with a recommendation that the executive continue for another term.

The University of Maryland has a strong tradition of shared governance, with a combined University Senate that has representation from diverse elements of the campus community. The primary function of the Senate, as identified in the university's [Plan of Organization for Shared Governance](#), is to advise the President on campus policy matters and other issues of concern, including but not limited to education, budget, personnel, campus community, long-range plans, facilities, and faculty, staff and student affairs.

The University Senate is composed of peer-elected faculty, staff, and students, as well as appointed administrators who serve *ex officio*. Its [Bylaws](#) specify membership categories,

standing committees and councils, rules of engagement during meetings, and roles and responsibilities of the Executive Committee and the Senate Staff. In 2015, the Senate completed a review and revision of its bylaws and the university's Plan of Organization for Shared Governance, which resulted in revised membership categories that are more inclusive of professional track faculty and reflect current populations at the university. The current composition of the Senate is 53% tenured/tenure-track faculty, 16% professional track faculty, 12% staff (including both exempt and non-exempt staff), 14% undergraduate students, and 5% graduate students. The Senate's Executive Committee meets regularly with the President and his cabinet to discuss all matters of interest to the campus community. Standing committees and councils made up of volunteers from the campus community are supported and coordinated by the staff of the Senate Office.

There are also stand-alone representative bodies for the student community. The [Student Government Association](#) (SGA) serves as the representative body for all undergraduate students at the university. The SGA advises the President and the Senate on issues of concern to undergraduate students, including the allocation of the undergraduate student activities fee. The [Graduate Student Government](#) (GSG) serves as the representative body for all graduate students at the University. GSG advises the President and the Senate on issues of concern to graduate students, including the allocation of the graduate student activities fee.

As with many institutions, the University of Maryland has experienced a decades-long shift toward increasing reliance on faculty outside of the traditional tenure track for both the research and instructional missions. Policies and procedures for compensation for professional track faculty are not as well defined as they are for tenure-track faculty, and have not been benchmarked against the University System of Maryland's policy on salary objectives (II-1.21). Compensation for part-time faculty varies widely. The resources required to improve salaries are substantial and have not been identified.

To better ensure that such faculty have clear prospects for advancement, as well as to increase their opportunities for participation in shared governance, the Senate voted in 2015 to establish the category of Professional Track Faculty (PTK), as distinct from tenured/tenure-track faculty. This consolidated many of the formerly diverse and unclear titles in instruction and research, and created a tiered system of professional track faculty titles to allow for career advancement based on performance. The Senate also voted in 2015 to establish new titles for postdoctoral scholars, and to ensure that these titles are used appropriately for short-term postdoctoral training. The Senate Faculty Affairs Committee, in collaboration with the Provost's Office of Faculty Affairs, continues to review and improve policies, procedures, and participation in university shared governance for professional track faculty (see Standard II for more discussion) [**contributes to recommendation #4**].

The university's Plan of Organization for Shared Governance calls for each school, college, department, institute, and other constituent unit to have its own plan of organization, and for there to be representative bodies for faculty, staff, and students within.

While the university's policies and procedures for shared governance are well-documented, robust, and regularly assessed, the decentralized operations of the campus results in a tendency for individual units to remain insular, with relatively little communication between faculty, staff, and others in different units. This may stem in part from the location of the campus within a large metropolitan area, with members of the campus community often living some considerable

travel-time away from campus. Several initiatives have been discussed to try to improve communication and increase opportunities for informal gatherings. Addressing this need is part of the discussion of development in the Innovation District in the city of College Park (see Standard VI).

Normally, academic units (departments and institutes) undergo review on a 7-year cycle. Assessment data are collected with the assistance of the Office of Institutional Research, Planning, and Assessment. Department and program reviews are conducted by the College and reported to the Provost. The academic program portions of those reviews are also reported to the Board of Regents. There are no formal policies or procedures for regular review of administrative units. Ad-hoc reviews take place on a regular basis, often triggered by changes in leadership, by changes in budget, or by a recognized need for changes in structure or staffing. Several recent examples can be cited. The offices of Admissions and of Financial Aid were merged into a single unit, with reduced staffing and a single reporting structure to an Associate Vice President for Enrollment Management. This has resulted in a more efficient operation that provides a coherent and coordinated process for recruiting and admitting students with financial need. The Office of Contract and Grant Accounting, which provides post-award support for sponsored research programs, was moved from the Division of Finance and Administration to the Division of Research, where pre-award support and proposal submissions are managed. This merger provides greater efficiencies and synergy and provides a streamlined operation for the convenience of faculty and staff. The university's federal and state operations offices, previously separate and autonomous, have been merged into one office for the purpose of eliminating redundancy, leveraging expertise, and enhancing effectiveness. Furthermore, most administrative units have strategic plans in place, and these help to inform the annual performance review process for unit head and guide the activities and progress of the unit as a whole.

In spring 2016, President's office launched a [Thriving Workplace Initiative](#), the purpose of which is to create a culture of engagement and professional development for all employees on campus. This initiative, supported by the outside consultant firm Gallup, began with an employee engagement survey, and will continue throughout AY2016-17 with support from the Center for Leadership and Organizational Change, a university-supported leadership consulting group. Recommendations have yet to emerge, but a more structured process for reviewing administrative units may be one.

*Criterion 5: Periodic assessment of the effectiveness of governance, leadership, and administration*

The [Board of Regents Policy VII-5.01](#) establishes the normal expectation that an in-depth review of the President will occur after a period of approximately five years. President Loh was reviewed during AY2015-2016. The five-year review is expected to highlight major accomplishments, offer constructive suggestions as to areas where improvement in performance could occur, and provide guidance about the continuation of a president's service. President Loh shared his [five-year report](#) with the university community in early February, 2016. The Chancellor also conducts an annual performance review of the President that includes goals and priorities set for each academic year. All vice presidents, deans, and other executive-level members of the administration are expected to contribute to this annual performance review.



The university's Plan of Organization for Shared Governance calls for review of all unit plans of organization on a decadal cycle, with provision for out-of-cycle as necessary. It also calls for its own review at least every ten years by a committee composed of faculty, staff, and students elected by the Senate. The Senate Executive Committee may institute a review of the university's Plan of Organization for Shared Governance in the fifth or subsequent year following a review if in its judgment there have been changes in the university significant enough to justify a review. Revisions to the Plan of Organization require a majority vote of the Senate followed by an institution-wide referendum, with passage requiring a majority vote of two of the three core constituencies (faculty, students, and staff). Its most recent revision was ratified in March 2015. The revisions include expanded representation for professional track faculty, the addition of the Director of Athletics as a non-voting ex-officio member, and a clarification of the roles and responsibilities of various members of the campus community with respect to shared governance. Throughout AY2014-15, the chair-elect of the Senate conducted a series of informal interviews across campus that increased communication between the administration and the Senate and between the Senate and its constituents.

## Documents and Appendices for Standard VII: Governance and Leadership

### Appendix VII.1 – Document List

- a) Maryland Higher Education Commission (MHEC) Commission Responsibilities <http://mhec.maryland.gov/About/Pages/commission.aspx>
- b) Code of Maryland Regulations: Title 13B: Maryland Higher Education Commission [http://www.dsd.state.md.us/comar/subtitle\\_chapters/13B\\_Chapters.aspx](http://www.dsd.state.md.us/comar/subtitle_chapters/13B_Chapters.aspx)
- c) Chancellor Robert L. Caret Biography <http://www.usmd.edu/usm/chancellor/bio>
- d) University System of Maryland Board of Regents <http://www.usmd.edu/regents/>
- e) Bylaws of the Board of Regents of the University System of Maryland [http://dev.umd-president.w.lmdagency.net/sites/president.umd.edu/files/documents/policies/BYLAWS\\_OF\\_THE\\_BOARD\\_OF\\_%20REGENTS.pdf](http://dev.umd-president.w.lmdagency.net/sites/president.umd.edu/files/documents/policies/BYLAWS_OF_THE_BOARD_OF_%20REGENTS.pdf)
- f) USM Policy on Public Ethics for the Board of Regents <http://www.usmh.usmd.edu/regents/bylaws/SectionI/I700.html>
- g) UMD Policy on Conflict of Interest and Conflict of Commitment <http://president.umd.edu/sites/president.umd.edu/files/documents/policies/II-310A.pdf>
- h) UMD Procedures on Conflict of Interest and Conflict of Commitment <http://president.umd.edu/sites/president.umd.edu/files/documents/policies/II-310B.pdf>
- i) Office of the President: About the President (President Loh's Biography) <http://www.president.umd.edu/administration/about-president>
- j) List of UMD Policies <http://www.president.umd.edu/administration/policies>
- k) USM Policy on Shared Governance in the University System of Maryland <http://www.usmh.usmd.edu/regents/bylaws/SectionI/I600.html>
- l) Office of the President: Organizational Chart <http://www.president.umd.edu/administration/organizational-chart>
- m) Office of the Senior Vice President and Provost: Organizational Chart <http://www.provost.umd.edu/about/SVPAAPorgchart.pdf>
- n) Division of Administration and Finance: Organizational Chart [http://vpaf.umd.edu/org\\_chart.html](http://vpaf.umd.edu/org_chart.html)
- o) Division of Research: Organizational Chart <http://research.umd.edu/about/org-chart>
- p) UMD Policy on the Review of Deans of Academic Units [http://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/I\\_600B.pdf](http://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/I_600B.pdf)
- q) UMD Policy on the Review of Department Chairs and Directors of Academic Units [http://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/I\\_600C.pdf](http://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/I_600C.pdf)
- r) Plan of Organization for Shared Governance at the University of Maryland, College Park [http://senate.umd.edu/governingdocs/Plan\\_of\\_Organization.pdf](http://senate.umd.edu/governingdocs/Plan_of_Organization.pdf)
- s) Bylaws of the University Senate at the University of Maryland <https://www.senate.umd.edu/governingdocs/bylawsrevised03-18-16.pdf>
- t) Board of Regents Policy on the Five-Year Review of USM Presidents <http://www.usmd.edu/regents/bylaws/SectionVII/VII501.html>
- u) Division of Student Affairs: Organization Chart <http://www.studentaffairs.umd.edu/about-us/organization-chart>
- v) Division of Information Technology: Organizational Chart <http://it.umd.edu/organization>

- w) Division of University Relations: Departments  
<http://urhome.umd.edu/departments/index.cfm>
- x) Organization of the Office of General Counsel  
<http://www.president.umd.edu/legal/staff.html>

## **Appendix VII.2: The President’s Cabinet and biographies of the Senior Leadership Team President’s Cabinet**

Dr. Wallace D. Loh, President  
Mr. Kevin Anderson, Director of Athletics  
Dr. Linda Clement, Vice President for Student Affairs  
Mr. Carlo Colella, Vice President for Administration and Finance  
Dr. Eric Denna, Vice President and Chief Information Officer  
Mr. Paul Dworkis, Associate Vice President and Chief Financial Officer  
Ms. Michele Eastman, Assistant President and Chief of Staff  
Ms. Cornelia Kennedy, Assistant to the President  
Ms. Virginia Meehan, Director for Federal Relations  
Dr. Patrick O’Shea, Vice President for Research  
Dr. Mary Ann Rankin, Senior Vice President and Provost  
Mr. Michael Poterala, Vice President and General Counsel  
Dr. Kumea Shorter-Gooden, Associate Vice President and Chief Diversity Officer  
Mr. Ross Stern, Executive Director of Government Relations  
Mr. Neil Tickner, Assistant to the President  
Mr. Peter Weiler, Vice President for University Relations  
Mr. Brian Ullmann, Associate Vice President, University Marketing and Communications

### **Biographies of the Vice Presidents**

#### **Mary Ann Rankin, Senior Vice President and Provost**

Dr. Rankin received her B.S. in biology and chemistry from Louisiana State University, was a National Science Foundation pre-doctoral fellow at the University of Iowa and Imperial College Field Station, Ascot, England, and earned a Ph.D. in physiology and behavior from the University of Iowa in 1972. She was a National Institutes of Health post-doctoral fellow at Harvard University until joining The University of Texas at Austin in 1975 as an assistant professor of zoology. Prior to assuming this position in October 2012, Dr. Rankin was CEO of the National Math and Science Initiative (NMSI) in Dallas, TX; and she previously spent 36 years at The University of Texas (UT) at Austin, where she served for six years as chair of biological sciences and for nearly 17 years as Dean of the College of Natural Sciences. Dr. Rankin's research focuses on studies of the physiologic relationships governing the evolution of insect life history strategies. She is a member of the American Entomological Society, the Royal Entomological Society, and the American Association for the Advancement of Science. She serves on several non-profit boards including the Southwest Research Institute (one of the nation's premier, non-profit R&D firms in engineering and space sciences) and the Science Education Advisory Board of the Howard Hughes Medical Institute, as well as the Advisory Committee for the Division of Education and Human Resources at the National Science Foundation.

**Carlo Colella, Vice President for Administration and Finance**

Mr. Colella earned B.S. and M.S. degrees in Civil Engineering from the University of Maryland and the University of California, Berkeley, respectively. He is certified as a Professional Engineer and a LEED Accredited Professional. Prior to this role, Mr. Colella served as the University's Associate Vice President and Chief Facilities Officer during 2011-2013. He joined the University in 1988 and has held progressively responsible positions in Facilities Management, including service as Director of Capital Projects during 2002-2011. Prior to his career at Maryland, Mr. Colella worked as a professional engineer for five years.

**Patrick O'Shea, Vice President for Research**

Dr. O'Shea holds a B.S. degree from the National University of Ireland, University College Cork, and M.S. and Ph.D. degrees from the University of Maryland, all in physics. His technical expertise lies in the field of applied electromagnetics, nonlinear dynamics and particle accelerator technology, and applications. Prior to his appointment in July 2011, Dr. O'Shea previously served as Chair of the Department of Electrical & Computer Engineering; Executive Director of the Center for Applied Electromagnetics; Co-Director of the Maryland Cyber Security Center; and Director of the Institute for Research in Electronics and Applied Physics. He played a leading role in the founding of the Maryland NanoCenter, the Maryland Center for Applied Electromagnetics, and the Maryland Cyber Security Center. He also was a project leader at the University of California Los Alamos National Laboratory, and a faculty member at Duke University working on the Medical Free-Electron Laser Program. He is a Fellow of the Institute of Electrical and Electronic Engineers, the American Physical Society, and the American Association for the Advancement of Science, and a University of Maryland Distinguished Scholar-Teacher. He serves on several boards, including: National Institute of Aerospace, Cooperative Institute for Climate and Satellites, Universitas 21 Research Leaders Steering Group, Maryland Cybersecurity Council, Maryland Innovation Initiative, Oak Ridge Associated Universities and Oak Ridge Associated Universities Foundation, and Wild Geese Network of Irish Scientists.

**Eric Denna, Vice President for Information Technology and Chief Information Officer**

Dr. Denna received a B.S. in accounting and an M.S. in information systems from Brigham Young University, and a doctorate in information systems from Michigan State University, where he was the Coopers & Lybrand Doctoral Scholar. He was the Warnick/Deloitte & Touche Faculty Fellow and associate professor of information systems at BYU's Marriott School of Management. Prior to his appointment in July 2014, Dr. Denna had 30 years of IT leadership experience at research universities and in the private sector. He served as the CIO for the University of Utah and the Utah System of Higher Education and was co-chair of the Utah Education Network board of directors. Previous positions include: Chief Operating Officer of the RBL Group; Senior Vice President, Global Operations and Process Design at Ascent Media; CIO and Chief Technology Officer of the Church of Jesus Christ Latter-day Saints in Salt Lake City; CIO of Brigham Young University (BYU); CIO for the Times Mirror Higher Education Group in Chicago; and as a consultant at Ernst & Young, Price Waterhouse, and Coopers & Lybrand. Dr. Denna serves as Vice Chair of the Kualu Foundation, and he works with the CIOs of the Big Ten Academic Alliance on using technology to transform learning and teaching.

**Michael Poterala, Vice President and General Counsel**

Mr. Poterala is an honors graduate of Georgetown University and received a J.D. from the Georgetown University Law Center. Prior to his appointment in December 2014, Mr. Poterala was Deputy General Counsel at North Carolina State University and chaired their Compliance Officials Working Group and the Professional Sports Counseling Panel. Mr. Poterala worked previously at Michigan State University (MSU) for 13 years as both an attorney in the legal office and as the director of MSU's technology transfer office. Prior to academe, he was in private practice in Detroit for 10 years, representing clients in state and federal courts in the areas of commercial litigation, labor and employment, and trademark and copyright enforcement. During this time, he most notably served as the Michigan general counsel for the Motion Picture Association of America. Mr. Poterala was elected as a trustee and president of the Northville, Michigan Board of Education (1996-2000), and was later appointed as a director and president of the Northville Educational Foundation (2002-2010).

**Linda Clement, Vice President for Student Affairs**

Dr. Clement earned her B.A. from the State University of New York-Oswego, her M.A. from Michigan State University, and her Ph.D. from the University of Maryland. Dr. Clement began her career at the University of Maryland in 1974 as a staff member in the departments of Resident Life and Orientation. From the late 1970s until 2000, Dr. Clement served as Director of Undergraduate Admissions and later as the Assistant Vice President for Academic Affairs. Dr. Clement's career also included a brief stint as the President's Chief of Staff in 2000, prior to being appointed Vice President in 2001. Additionally, Dr. Clement is an affiliate associate professor in the Department of Counseling and Personnel Services, where she teaches and advises masters and doctoral students. Outside the University, Dr. Clement has served as a Trustee and Chair for The College Board. She frequently engages in scholarly research and has authored numerous journal articles and book chapters, as well as her own book, *Effective Leaders in Student Services: Voices from the Field*.

**Peter Weiler, Vice President for University Relations**

Mr. Weiler received his B.A. in psychology and M.A. in higher education from the University of Vermont. Mr. Weiler was appointed in August 2012 and previously worked for 25 years in university development and advancement, rising to senior leadership positions at leading public research universities with large and successful development programs: Vice President for Advancement at the University of New Hampshire and President of the UNH Foundation; Senior Vice President for Development at The Ohio State University and President of the OSU Foundation; Senior Associate Vice President and advanced to Vice President for Development at The Pennsylvania State University; and began his career in the field of student development at University of California, Los Angeles, advancing to Associate Dean of Students. He has served on the boards of community organizations that include United Way, the Central Pennsylvania Festival of the Arts, and Special Olympics.

### **Appendix VII-3: Changes in the President’s Senior Leadership Team at the University of Maryland, College Park since 2007**

- Wallace D. Loh became the 33<sup>rd</sup> President of the University in November 2010, succeeding C. Dan Mote, Jr. (1998-2010), who returned to the faculty as a Regents Professor in Mechanical Engineering and who, in 2013, assumed leadership of the National Academy of Engineering.
- Mary Ann Rankin was appointed Senior Vice President and Provost in October 2012, succeeding Ann G. Wylie (2011-2012), Nariman Farvardin (2007-2011), and William W. Destler (2001-2007).
- Carlo Colella was appointed Vice President for Administration and Finance in June 2013, succeeding Robert M. Specter (2011-2013), Frank Brewer (Interim 2011), Ann G. Wylie (2008-2011), Douglas M. Duncan (2007-2008), and Frank Brewer (Interim 2007).
- Patrick O’Shea was appointed Vice President for Research in July 2011,<sup>1</sup> succeeding Norma Allewell, (Interim 2010-2011) and Melvin Bernstein (2006-2010).
- Eric L. Denna was appointed Vice President for Information Technology and Chief Information Officer in July 2014, succeeding Ann G. Wylie (Interim 2014), Brian Voss (2011-2014), Joseph JaJa (Interim 2010-2011), and Jeffrey Huskamp (2004-2010).
- Linda M. Clement, Vice President for Student Affairs (2001-present)
- Peter Weiler was appointed Vice President for University Relations in August 2012, succeeding William Brodie Remington (1999-2012).
- Michael Poterala was appointed Vice President and General Counsel in January 2015, succeeding Jack Terence Roach, Executive Assistant to the President and Chief Counsel (1995-2014).

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<sup>1</sup> Dr. O’Shea will depart in 2017 to assume the presidency of the University of Cork (Ireland).

**Appendix VII.4 – Current Roster of Deans**

<b>College</b>	<b>Dean</b>	<b>start date</b>
Agriculture and Natural Resources	Craig Beyrouthy	2015
Architecture, Planning, & Preservation	Sonia Hirt as of Sept 2016	2016
Arts and Humanities	Bonnie Thornton Dill	2011
Behavioral and Social Sciences	Gregory F. Ball	2014
Business	Alexander J. Triantis	2013
Computer, Mathematical, & Natural Sciences	Jayanth Banavar	2011
Education	Donna Wiseman	2007
Engineering	Darryll Pines	2009
Graduate School	Charles Caramello Jeffrey Franke (interim) as of July 2016)	2006-2016
Information Studies	Keith Marzullo	2016
Journalism	Lucy A. Dalglish	2012
Libraries	Babak Hamidzadeh (interim)	2015
Public Health	Jane C. Clark (Boris D. Lushniak as of January 2017)	2012-2017
Public Policy	Robert Orr	2014
Undergraduate Studies	William Cohen	2015

- In 2010-2011, the College of Computer, Mathematical, and Physical Sciences and the College of Life Sciences became the College of Computer, Mathematical, and Natural Sciences, eliminating a dean’s position.
- The Office of Professional Studies, which was headed by a dean, was eliminated in 2008 and replaced by the Office of Extended Studies, with an Assistant Vice President serving as its director. This office is now subsumed under the Associate Vice President of Records, Registration, and Extended Studies.



### Appendix VII.5 –Campus Offices, Committees, and Groups

- a) University of Maryland College Park Foundation Board  
<http://umcpf.org/board/showCommittee.php?name=umcp-foundation-board>
- b) University of Maryland College Park Foundation <http://umcpf.org/board/homepage.php>
- c) The President's Commission on Women's Issues <http://umd.edu/commissions/PCWI/>
- d) The President's Commission on Ethnic Minority Issues  
<http://umd.edu/commissions/PCEMI/>
- e) The President's Commission on Disability Issues <http://umd.edu/commissions/PCDI/>
- f) The President's Commission for Lesbian, Gay, Bisexual and Transgender Issues  
<http://umd.edu/commissions/PCLGBTI/>
- g) University Athletic Council  
[https://www.senate.umd.edu/councils/athletic\\_council/index.cfm](https://www.senate.umd.edu/councils/athletic_council/index.cfm)
- h) President's Commission on UMD and Big Ten/CIC Integration  
<http://www.president.umd.edu/administration/commissions-task-forces-and-councils/president-s-commission-umd-and-big-tencic>
- i) President's Commission on Intercollegiate Athletics  
<http://www.president.umd.edu/administration/commissions-task-forces-and-councils/president-s-commission-intercollegiate-athletics>
- j) Flagship 2020 <http://www.umd.edu/Flagship2020/>
- k) Office of the Senior Vice President and Provost [provost.umd.edu/](http://provost.umd.edu/)
- l) Division of Administration and Finance <http://vpaf.umd.edu/>
- m) Division of Research <http://research.umd.edu/>
- n) Division of Information Technology <http://www.it.umd.edu/>
- o) Office of General Counsel <http://umd.edu/legal/index.cfm>
- p) Division of Student Affairs <http://www.studentaffairs.umd.edu/>
- q) Division of University Relations <http://www.urhome.umd.edu/>
- r) Student Government Association <http://www.umdsga.com/>
- s) Graduate Student Government <http://umd.orgsync.com/org/gsg/>

### Appendix VII.6 – Other References

- a) The University System of Maryland <http://www.usmd.edu/>
- b) Maryland Higher Education Commission Members  
<http://mhec.maryland.gov/About/Pages/members.aspx>
- c) Council of University System Faculty  
<http://www.usmd.edu/usm/workgroups/SystemFaculty/>
- d) Council of University System Staff <http://www.usmd.edu/usm/workgroups/SystemStaff/>
- e) University System of Maryland Student Council  
<http://www.usmd.edu/usm/workgroups/StudentCouncil/>
- f) Maryland State Ethics Commission <http://ethics.maryland.gov/>