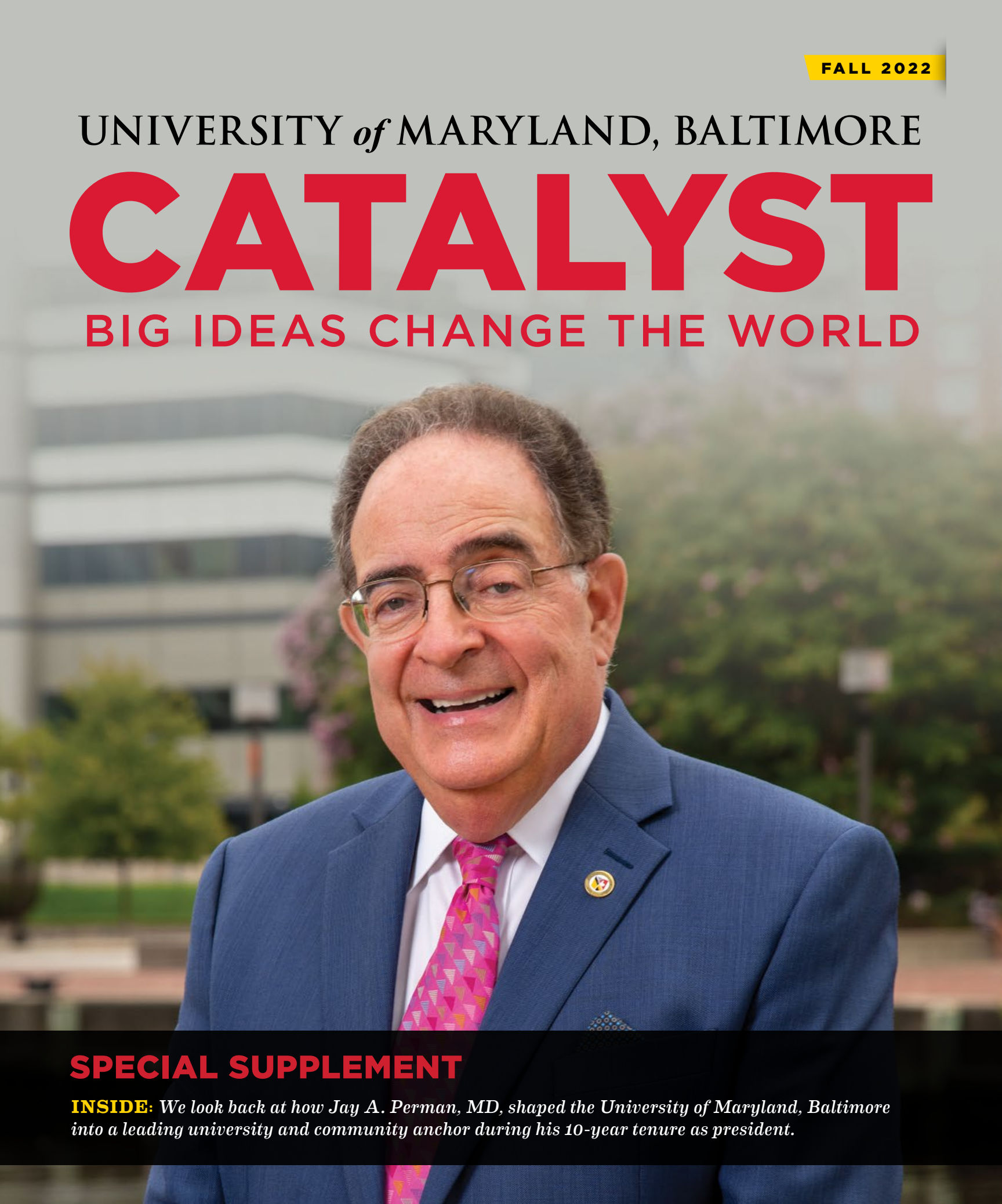
FALL 2022

UNIVERSITY *of* MARYLAND, BALTIMORE

CATALYST

BIG IDEAS CHANGE THE WORLD



SPECIAL SUPPLEMENT

INSIDE: *We look back at how Jay A. Perman, MD, shaped the University of Maryland, Baltimore into a leading university and community anchor during his 10-year tenure as president.*

> **“THANK YOU, CHANCELLOR PERMAN, FOR SETTING THE STAGE THAT MAKES UMB A MAGNET FOR INNOVATION, TALENT, AND — MOST OF ALL — FOLKS COMMITTED TO OUR COMMUNITIES.”**
>
> **BRUCE E. JARRELL, MD, FACS**
> UMB president

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UNIVERSITY of MARYLAND, BALTIMORE

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SPECIAL SUPPLEMENT

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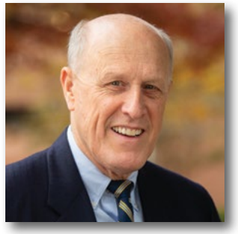
UNIVERSITY of MARYLAND BALTIMORE



The University of Maryland, Baltimore (UMB) has a long history of dedicated leaders who have helped propel generations of graduates to improve the human condition and serve the public good. For a decade, Jay A. Perman, MD, guided this great institution as its president before becoming chancellor of the University System of Maryland in 2020.

I'm proud to share this special edition of *CATALYST* magazine that honors Chancellor Perman and his impact at UMB. I hope that you'll enjoy a retrospective about his tenure and a look at his legacy and how his influence is seen at UMB even now. In addition, Chancellor Perman looks back on his time at UMB and looks forward in his role leading the university system.

I pledged to make many of his signature programs "Perman-ent," including the initiatives that helped UMB strengthen its role as an anchor institution in West Baltimore and continue to grow and deepen UMB's impact in our community. Thank you for your support of UMB, which allows us to do that. And thank you, Chancellor Perman, for setting the stage that makes UMB a magnet for innovation, talent, and — most of all — folks committed to our communities.

PLEASE ENJOY THIS SPECIAL ISSUE OF *CATALYST*.

Bruce E. Jarrell, MD, FACS
PRESIDENT

DR. PERMAN'S LASTING LEGACY

By Chris Zang

With a focus on collaboration, community, and civility, Dr. Jay Perman's presidency made an impact that continues to resonate at UMB.

Dr. Jay Perman's 10 years as president of the University of Maryland, Baltimore (UMB) were remarkable not just for *what* he achieved, but also *how* he achieved it. He built such strong allegiances that the smiles at his inauguration in 2010 turned to tears at his farewell ceremonies in December 2019 before Perman moved "one flight up" to become chancellor of the University System of Maryland (USM).

How special was he as president? Whether he was meeting a corporate executive abroad or a neighbor around the corner, he could relate to them. This interest in others, what 2010 Founders Week Gala emcee Gerry Sandusky described as "a people person who leads with his ears," won over countless associates.

Rev. Alvin Hathaway, DMin, PhD, of Union Baptist Church near UMB, recalls his first meeting with Perman. The two were looking out of Perman's 14th-floor windows. "He easily could have turned east, which is where the campus is," Hathaway said. "But he turned to the west and said, 'These are the areas I want to impact.' He held true to his word."

Dr. Perman talks to a group of middle school students in the CURE Scholars Program about their academic aspirations and his own experience in higher education as part of the Inside Higher Education student-president meet and greet.

Dr. Perman talks to security officer Evelyn Greenhill and U.S. Rep. Elijah E. Cummings, JD '76, after the longtime congressman's visit to celebrate the youth in UMB's Summer Bioscience Internship Program. Dr. Perman noted Congressman Cummings supported the program, part of YouthWorks, for many years and told him, "Thank you, sir, for always inspiring us, always making us better, and for everything you do for this community and your city."

Months later at his inauguration, amid the pomp and regalia at the Hippodrome Theatre, Perman laid out the course of his presidency in simple terms. Silos were out; interdisciplinary teams were in. Check your egos; civility must reign. UMB's impact must be both near and far, or in Perman's words, "We must be a University that is internationally respected and locally loved."

Perman didn't just mouth the words, however. He led by example. To teach interdisciplinary care, Perman, a pediatric gastroenterologist, would gather students from UMB's six professional schools each Tuesday at the President's Clinic with nurse practitioner Elsie Stines, DNP, CRNP, treating pediatric patients.

"It's a way for me to make a statement to the entire campus that I consider collaboration to be so important that I do it myself," he said in an interview for *Maryland* magazine in July 2010, a week into his tenure. "Plus I enjoy it!"

He also enjoyed annual Interprofessional Education (IPE) Days where hundreds of students from UMB's schools would gather in small groups to assist actors playing the role of patients. The students gained a new appreciation for their fellow students in different disciplines. "Here's what I learned," a master's student in nursing told Perman. "The pharmacy students know everything."

"It's a way for me to make a statement to the entire campus that I consider collaboration to be so important that I do it myself," Dr. Perman said in an interview for *Maryland* magazine in July 2010 about his President's Clinic in which he saw pediatric patients with students from around the University. "Plus I enjoy it!"

A child named Xavier at an event at Lexington Market tells Dr. Perman he wants his job someday. Dr. Perman has said of that moment, "I think about that every day. I ask myself every day, 'Why not?'"

LISTENING AND RESPONDING

Perman's presence at IPE Day wasn't an anomaly. He would pop up everywhere on campus. He hosted Q&As and brown bag lunches. There even was an Ask a Question website. Nothing was off the table. Unionizing employees, pay raises for custodial staff, day care, sexual harassment. All were addressed. He wrote a column in his monthly *President's Message* explaining that he accepted an award from the Boy Scouts just so he could berate the organization for its anti-gay policies.

He would listen and he would respond.

So when the Maryland General Assembly in 2011 raised the possibility of merging UMB with the University of Maryland, College Park (UMCP), Perman held a town hall where neighbors, politicians, community leaders, and University members made their case for keeping UMB separate and distinct from College Park.

The resulting University of Maryland Strategic Partnership Act of 2016 raised the research profile of UMB and UMCP — which together attract more than $1 billion annually in grants and contracts. It also formalized the hugely successful partnership *MPowering the State*, begun in 2012 between the two institutions, creating joint projects and accelerating economy-driving tech-transfer activity.

In Fiscal Year 2018, UMB achieved a record-shattering $667.4 million in grants and contracts, not only the largest total ever recorded by UMB, but also the most by a USM institution. The numbers, while important, were secondary, Perman said. "More than dollar value, we measure them by their power to improve people's lives."

Students always came first because "they are the only ones who pay to be here," Dr. Perman said.

Seed grants paired a UMB faculty member with one from College Park. There were more joint projects among UMB schools and the opening of Health Sciences Research Facility III, the largest biomedical research facility in the system, in 2018.

It's what Perman alluded to in his inaugural speech, titled "Leadership by Collaboration," when he recalled the admonishment of author Robert Fulghum, who wrote, "It is still true, no matter how old you are, when you go out into the world it is best to hold hands and stick together."

Collaboration also was at the forefront when, at Perman's request, groups from all parts of the University crafted a 2011-2016 Strategic Plan to make UMB "greater than the sum of its parts." A 2017-2021 plan would follow.

He established seven core values — accountability, civility, collaboration, diversity, excellence, knowledge, leadership — and built a speaker series of esteemed guests around them.

Having formed a Diversity Advisory Council (DAC) shortly after his arrival as president, Perman began a DAC Speaker Series in 2016, one of many actions he initiated after the Freddie Gray unrest in the city.

He worked closely with his special assistant and senior vice president for external affairs, Jennifer Litchman, MA, to identify areas of need within the University, and together they established UMB's Roundtable on Empowerment in Leadership and Leveraging Aspirations (UMBrella) to create pathways to success for women and those who identify as women, to help them achieve their potential. (This organization was the precursor to the President's Council for Women, which Perman established in 2019, to foster an environment of equity, opportunity, and fulfillment for all women at UMB.) They also established the Council for the Arts & Culture, and invited Maryland first lady Yumi Hogan to be the honorary chair.

Dr. Perman and Jennifer Litchman, MA, his special assistant and senior vice president for external affairs, worked to identify areas of need within the University during his tenure. One initiative they established, UMB's Roundtable on Empowerment in Leadership and Leveraging Aspirations (UMBrella), champions women and those who identify as women at all levels of the University.

Dr. Perman poses with Maryland first lady Yumi Hogan and students and staff of the Renaissance Academy, where a colorful mural was added as part of a public mural series facilitated and sponsored by UMB's Council for the Arts & Culture. Mrs. Hogan serves as honorary chair of the arts council.

EMPHASIS ON STUDENTS

Students always came first because "they are the only ones who pay to be here," Perman said. The GRID (Graduate Research Innovation District) for entrepreneurs and an Intercultural Center came from student requests. He'd even host Saturday brunches for students at his home with his wife, Andrea.

Through it all, Perman never forgot where he came from. "I am a first-generation American, the only child of immigrant parents who struggled to make a living, my father in a hand laundry and my mother as a seamstress," Perman told new U.S. citizens at a naturalization ceremony at Westminster Hall in 2018. Only through scholarships was Perman able to go to college and medical school.

"He just connects with people."

James Hughes, senior vice president and chief enterprise and economic development officer

So presenting opportunity to those who couldn't rise without it became a hallmark of his administration.

He began with youths in the UMB CURE Scholars Program. Launched in 2015, it was the first National Cancer Institute Continuing Umbrella of Research Experiences (CURE) program in the country to engage scholars beginning in sixth grade, seeking to guide them into medical and public health careers. The scholars from three West Baltimore middle schools stayed after school twice a week for science projects with their UMB mentors. They spent Saturdays and summers on campus for tutoring, lab tours, and field trips.

By adding one class each year, today the program stretches from middle school through high school with that first cohort of sixth-graders now in college, something that seemed out of reach for these students before UMB CURE Scholars.

Dr. Perman engages with children learning healthy habits in the Port Discovery Program.

In 2015, Dr, Perman and University and top officials including first lady Yumi Hogan and the late U.S. Rep. Elijah Cummings (D-Md.) cut the ribbon to the first Community Engagement Center, which reflected Dr. Perman's desire to house many community programs in one central place.

"He easily could have turned east, which is where the campus is. But he turned to the west and said, 'These are the areas I want to impact.' He held true to his word."
Rev. Alvin Hathaway of Union Baptist Church

LOCAL AND GLOBAL IMPACTS

But opportunity isn't only for the young. So Perman opened a modest, 3,000-square-foot Community Engagement Center (CEC) in fall 2015 near the BioPark. At first only a few people came despite window signs saying, "Free resources for members of our community."

Said Perman: "So we went door-to-door and asked neighbors why they weren't stopping in. And they said, 'We didn't know that was for us.' " Now, they know. In its first four years, the center recorded 35,000 visits for workforce development, fitness/health classes, food markets, and more.

In fact, so many came that the CEC outgrew its space. So in 2019, Perman presided over the groundbreaking of what is now an architecturally stunning, 20,000-square-foot CEC space that helps neighbors and students.

Said Perman: "The center helps students understand the challenges our neighbors face and what those challenges mean in terms of their own professional — and cultural — competency."

Dr. Perman, with former Ravens player and UMB Foundation Board of Trustees member Ray Lewis, said of the CEC at the groundbreaking of the new site, "The center helps students understand the challenges our neighbors face and what those challenges mean in terms of their own professional — and cultural — competency."

Dr. Perman signs a memorandum of understanding for joint research opportunities with Hwan-Jung Roh, MD, president of Pusan National University's Yangsan Hospital in Korea. During his tenure, Dr. Perman worked to build UMB's global impact.

BUILDING UMB'S GLOBAL FOOTPRINT

Students also benefited from traveling much farther than around the corner. In Perman's first year, there were UMB student medical missions to Honduras and Malawi. By 2014, 450 faculty, staff, and students at UMB made 800 trips to 103 countries — to teach, study, and conduct research. The students in Perman's 2017-2018 President's Symposium and White Paper Project focused on global literacy, and he applauded 2017 grantees from the Center for Global Education Initiatives, saying "students come back from these trips with things that they would have never figured out here."

Perman traveled as well as he worked to expand UMB's impact on a global scale. In 2015, he joined Gov. Larry Hogan's 10-day investment and trade trip to Asia. In 2018, he led a UMB leadership team to four Asian cities. The following year, it was a weeklong trip to Zambia and Botswana. Previously he had accompanied Gov. Martin O'Malley to Israel, China, and South Korea.

And whether it was meeting young mothers in a simple clinic in Zambia or Pharmaron executives in a fancy boardroom in Beijing, Perman won over his audience. His secret weapon? "He just connects with people," James Hughes, MBA, senior vice president and chief enterprise and economic development officer, said in Perman's farewell video.

Chris Zang is the former University of Maryland, Baltimore director of editorial services. He is a freelance writer and editor in Baltimore.

"We must be a University that is internationally respected and locally loved," said Dr. Perman, shown discussing possible collaboration at Fudan University in Shanghai, China.

In 2018, Dr. Perman led a UMB leadership team to four Asian cities. Here he meets with Konkuk University President Sanggi Min in Korea.

Gratitude has always been central to Perman's efforts to build UMB's presence in the West Baltimore community, nationally, and globally.

He was as grateful to accept a $2 gift from a West Baltimore resident for "growing a seed" at UMB as he was to receive multimillion-dollar grants from the National Institutes of Health and the Bill and Melinda Gates Foundation, because it all ended up supporting UMB's mission of improving the human condition and serving the public good. ■

Dr. Perman, shown at UMB Commencement, established seven core values — accountability, civility, collaboration, diversity, excellence, knowledge, leadership — and built a speaker series of esteemed guests around them.

CHANCELLOR PERMAN REFLECTS ON HIS TENURE LEADING UMB

Over the summer, *CATALYST* magazine met with University System of Maryland (USM) Chancellor Jay A. Perman, MD, and asked him to reflect on his accomplishments during his nearly 10-year tenure as president of the University of Maryland, Baltimore (UMB) and his role leading the 12-university system, which he took the helm of in January 2020.

What was your favorite part about being UMB president?

My favorite part of the job — the most meaningful part of my job — was the privilege I had of working with students, faculty, and staff, who seem to live, every day, UMB's mission: Improve the human condition and serve the public good.

What's your favorite part about being USM chancellor?

I get the opportunity to see how higher education and scholarship in multiple fields of study empower people and contribute to all of us living better lives and enjoying a better world. There's incredible power in our teaching, our learning, our research, our service. Taken together, we really can change the world. And we are — right now.

What was your greatest achievement at UMB?

When I was appointed president of UMB, I asked then-USM Chancellor Brit Kirwan and the Board of Regents what they wanted me to do. I was told to take seven distinguished schools and coalesce them into a great university. With the help and dedication of many, I think we accomplished that.

What do you hope students, faculty, and staff at UMB remember about your tenure at the University?

I hope they'll remember the commitment we built around collaboration — collaboration among our faculty, our disciplines, our schools; collaboration with other institutions. For instance, I see how much the *MPower* partnership has benefited UMB and College Park — how it's opened up new opportunities for students, new areas for scholarly exploration, new paths for funding and growth. That's the thing about collaboration; its benefits compound and, ultimately, reach far beyond the individual actors involved.

Is there anything at UMB that you didn't accomplish that you regret and why?

I was really committed to opening a child care center on campus for our employees and students. I knew easier access to child care would benefit work-life balance and relieve some of the stress that working/studying parents feel every day.

It didn't happen during my tenure, but I hear there's progress being made on child care now, and for that I'm really grateful.

When you think back on your time at UMB in 10 or 15 years, what do you think you'll remember?

I'll always remember an employee stepping up to a microphone during a town hall — it was when legislation introduced in the General Assembly would have merged UMB and College Park. The employee said so passionately, "UMB has heart!" I saw tears in her eyes, and in the eyes of colleagues all around her in that packed room.

That stays with me. I'll always remember that. Because UMB does have heart. Boy, does it!

When you speak to students around USM institutions, is there one issue they worry about the most?

Mental health has long been a concern among students. But the pandemic made it much, much worse. Our students were grieving for loved ones, they became caregivers, they lost jobs or had their hours cut, and they didn't know how they'd afford rent and food, let alone tuition. Obviously, it's impacted every aspect of their lives, and they're looking to us for support.

And what is USM doing to address it?

The mental health crisis isn't over — it probably won't ever be. Students are still struggling, still suffering. So we're highly focused on innovating and expanding the mental health and support services we make available to students — and really to all of us in the USM family. It's a collective effort that all of our universities are engaged in.

Why did you think it was important to have UMB become more involved in the West Baltimore community?

Very simple. West Baltimore isn't the neighborhood across the street from campus. It's our neighborhood; it's our community. How do you justify not being involved in your own community? It's our obligation and our privilege.

What kind of emotions did you feel when the first cohort of UMB CURE Scholars graduated in May?

I cried — tears of joy! ■

Dr. Perman holds back tears at his farewell ceremony in December 2019. He led the USM system during the COVID-19 pandemic, which unfolded in the United States shortly after he became chancellor of the system.

DR. PERMAN'S PRESIDENCY:

FIVE WAYS HE MADE AN IMPACT

By Chris Zang

The University of Maryland, Baltimore (UMB) has seen many changes since Jay A. Perman, MD, returned as president in 2010 until now. Perman became the University System of Maryland chancellor in January 2020, but the impact he made at UMB is still felt. Here are just a few of those changes:

Dr. Perman and other University and Baltimore officials break ground for the Maryland Proton Treatment Center, the first and only proton center in the state. The center, located in the UMB BioPark, has treated over 3,500 patients from 31 states around the nation and 15 countries across the globe.

1 BioPark

THEN: The University of Maryland BioPark, created with the vision of Perman's predecessor, David J. Ramsay, DM, DPhil, was 5 years old in 2010. Twenty-two tenants populated two large buildings on fewer than 5 acres west of Martin Luther King (MLK) Jr. Boulevard. Four new biotech startups had just moved in and the BioInnovation Center was full.

A medical technology training program was funded by a $1.4 million federal grant. A part-time Master of Business Administration program offered by the University of Maryland, College Park's (UMCP) Robert H. Smith School of Business kept the BioPark bustling at night. The Baltimore City Community College Life Sciences Institute was another reason Perman called the BioPark "a testimony to partnering." The Maryland Forensic Medical Center, costing $54 million including equipment, opened in September 2010, the nation's most modern medical building of its kind.

NOW: The BioPark today is Baltimore's biggest biotechnology cluster and a thriving entrepreneurial community. The 14-acre park is home to more than 40 health science companies that employ over 1,000 people working in areas such as oncology, autism, cardiovascular disease, and vaccine and drug development. The 110,000-square-foot Maryland Proton Treatment Center, the first of its kind in the region, opened in 2016, treating thousands of cancer patients.

The global Association of University Research Parks named the BioPark its Outstanding Research Park of 2017, noting it has "generated over $400 million in capital investment." A 10-story, 300,000-square-foot tower, called 4MLK, is planned at the corner of Baltimore Street and MLK Boulevard that will double the BioPark's tenant space. The groundbreaking for this new facility is set to take place this fall.

2 MPower

THEN: In March 2012, an innovative, structured collaboration between UMB and UMCP was formed to connect their world-class strengths in research, technology, and education. Known as *MPowering the State* or simply *MPower*, the action was met with early skepticism. "More than a few of my colleagues rolled their eyes and scoffed, 'Nothing of substance will come from this,' " Perman said in his March 2012 *President's Message*.

Instead, *MPower* quickly moved to establish UM Ventures, taking discoveries and innovations from campus laboratories to the marketplace; combined UMB's educational programs in health, law, and human services with College Park's STEM, business, and social sciences programs at the joint Institute for Bioscience and Biotechnology Research; formed a new Health-Related Informatics Center; and developed educational offerings through which UMCP undergraduates engaged in research led by top UMB faculty, and UMB graduate students learned with top UMCP faculty. Formalized by legislation in 2016, *MPower* reported five startups and 28 licenses in Fiscal Year (FY) 2011.

NOW: In FY21, UM Ventures totaled 489 potential inventions from faculty with 66 licensed to companies, generating more than $4 million in licensing revenue to UMB and UMCP. Seventeen new startups brought *MPower*'s total to 133 since 2011. Eight professors, four from each university, were chosen as the inaugural *MPower* Professors in 2021. This award, which recognizes, incentivizes, and fosters faculty collaborations, attracted 40 nominations. The two universities combined their research offices. Gregory Ball, PhD, is now the vice president for research for both universities. As a joint entity, they attracted $1.3 billion in federal and local research grants in 2021 and ranked 10th among public universities in research and development spending by the National Science Foundation.

Under Dr. Perman and then-University of Maryland, College Park President Wallace Loh, the two universities formed an innovative, structured collaboration called *MPowering the State*.

3 Student Demographics

THEN: In 2010, there were 6,349 students at UMB, 29 percent male, 71 percent female, and 36 percent minorities including 15 percent African American and 14 percent Asian. The focus was more siloed, with students learning from faculty from their own schools. Some interdisciplinary work was beginning to emerge. In addition to Perman's President's Clinic, the School of Nursing's Office of Global Health had a strong partnership with the School of Medicine's Institute of Human Virology. A summer 2010 trip to Malawi in central Africa was an eye-opening experience for five students from the UMB law, medical, nursing, pharmacy, and social work schools. "We learned so much about each other's professions," said a participant.

NOW: In 2022, there are 7,244 students at UMB, 27 percent male, 73 percent female, and 45 percent minorities including 18 percent African American and 15 percent Asian. Interprofessional education (IPE) rules, with a Center for IPE, launched at Perman's urging in 2013, overseeing activities like the 10th annual IPE Day in April for students from all seven UMB schools plus some

Dr. Perman enjoyed annual Interprofessional Education Days where hundreds of students from UMB's schools would gather in small groups to learn from actors playing the role of patients.

from College Park. White Paper projects tackling issues of the day also draw students from each UMB school. Students advocated for an Intercultural Center, which opened in 2020, "providing a space where all individuals feel valued, recognized, and affirmed." A recent campus climate survey for diversity and inclusion found 2 percent of UMB students identify as transgender, 16 percent as LGBTQI+, 17 percent are parents, and 27 percent identified as having mental health conditions. Several studies finding a high rate of food insecurity among students led to the September 2021 opening of the UMB Food Pantry, which allows students to pick out free items such as oats and grains; soups, beans, and proteins; and canned fruits and vegetables.

4 The Universities at Shady Grove

UMB's relationship with the Universities at Shady Grove began with the School of Nursing and School of Social Work and expanded to the School of Dentistry and School of Pharmacy.

THEN: The Universities at Shady Grove (USG) began in 1992 as part of the University of Maryland University College. Located in Rockville, Md., USG is a partner campus of nine Maryland public universities. UMB's relationship with USG began with its School of Nursing (SON) and School of Social Work (SSW). By 2010, its School of Pharmacy (SOP) had 151 students there with 264 from SON and 68 from SSW. In his inaugural address, Perman mentioned Shady Grove and the Institute for Biotechnology and Bioscience Research there saying, "Shady Grove is emblematic of our many other opportunities with sister institutions in the University System of Maryland. … We must reach out to each other to create new knowledge and improve the human condition through collaboration."

NOW: Today there are 463 SON students (including 76 in Doctor of Nursing Practice), nine dental hygiene students from the School of Dentistry, and 179 SSW students at Shady Grove. SOP has had perhaps the largest growth with 30 MS in Pharmaceutical Sciences students and 451 MS in Cannabis Science and Therapeutics students, the first such program in the country. "The collaboration between UMB and USG has truly been a win-win situation for our pharmacy students and faculty," said Heather Congdon, PharmD, BCPS, CDE, FNAP, former assistant dean for SOP at Shady Grove.

Dr. Perman attends the groundbreaking in 2013 for the School of Medicine's Health Sciences Research Facility III, which opened five years later and is the largest biomedical research facility in the university system.

5 University Facilities

THEN: In 2010, UMB was made up of 54 buildings, of which 32 were for academic purposes and 22 were for alternative support purposes. The School of Pharmacy opened the doors to the seven-story, 112,000-square-foot Pharmacy Hall addition in August 2010. A light-filled, three-story atrium is one of its features. Several blocks away, a new state Forensic Medical Center, the biggest in the country, opened in September 2010.

NOW: Today, UMB consists of 55 buildings, 33 of which are academic structures, 21 are support buildings, and one is a community resource. Two buildings were demolished, Harris-Hayden Hall in 2014 and Walter P. Carter Center in 2017. Among the three recent UMB physical plant additions are Health Sciences Research Facility III, at 429,000 square feet the largest biomedical research facility in the University System of Maryland, which was dedicated in October 2018, and the enlarged Community Engagement Center, which opened in 2020 at 16. S. Poppleton St. and is seven times the size of its predecessor. The General Research Building, built in 1967 to serve the state medical examiner, was repurposed for academic/research use in 2014. ■

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BIG IDEAS CHANGE THE WORLD

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