Clear Vision
Active Leadership
Vital Work

Regional business leaders creating a better tomorrow...today.
The GBC’s Regional Perspective

Regions, not individual jurisdictions, are becoming the primary economic competitors in the global economy. Successful regions are characterized by healthy and viable core areas, while regions with declining core areas do not perform as well.

The synergism between central cities and the jurisdictions around them is critical to a region’s success. A thriving urban area energizes a region and serves as a catalyst for economic and cultural growth. In Greater Baltimore, strengthening regional ties and collaboration benefits the entire region.

GBC Vision

Greater Baltimore — Baltimore City and the five surrounding counties — will be recognized as a leader in the global economy of the 21st century.

GBC Mission

The mission of the Greater Baltimore Committee is to improve the business climate of the Greater Baltimore region by organizing its corporate and civic leadership to develop solutions to the problems that affect the region’s competitiveness and viability.
During the last 12 months, the Greater Baltimore Committee has vigorously engaged in the kind of focused, vision-driven work that has characterized this organization since its inception in 1955.

The GBC has assumed leadership roles on three key issues that will be critical factors in defining the Baltimore region’s business climate during the next 20 years – nurturing bioscience industry growth and downtown revitalization, improving workforce mobility, and building our region’s minority business resources.

Acting on our board’s long-term commitment to strengthening the region’s bioscience industry, the GBC has emerged as the lead organization supporting the development of bioscience research parks and accompanying neighborhood revitalization on Baltimore City’s east and west sides.

Since May 2003, the GBC has undertaken efforts to raise $1 million to help fund the operations of East Baltimore Development Inc., which is managing the bioscience park development and revitalization on the east side. The GBC has sought to raise another $500,000 to fund a campaign to bring about citywide improvements to neighborhoods and conditions facing children, youth and their families. The GBC is also leading a regional communications initiative designed to educate audiences about potential bioscience growth in the region and engage support for the industry’s development. Partners include EBDI, the University of Maryland, Baltimore; the University of Maryland, Baltimore County; and economic development leaders.

In February 2004, the GBC celebrated the opening of the Hippodrome Theatre at the France-Merrick Performing Arts Center, marking the successful completion of a signature west side project that the GBC played a central role in launching.

This year the GBC assumed the leadership of a new, diverse alliance of business and civic groups to push for the funding and development of the proposed Baltimore Regional Rail System. Strengthening transit has emerged as a key issue that will directly impact our region’s ability to accommodate a growing workforce.

Meanwhile, the GBC created and is leading the “Bridging the Gap” initiative to promote the development of minority-owned firms and their inclusion in emerging business opportunities.

These priorities and much additional work by GBC members and professional staff on issues relating directly to building a stronger business climate are summarized in this report. Our organization’s operational focus remains direct – create a positive business environment that will prompt rational business decisions by CEOs to locate and thrive in the Greater Baltimore region.

We are grateful for our strong board leadership and for the support and personal involvement of our growing GBC membership in this work. We look forward to a productive year in 2004-05.

Christian H. Poindexter
GBC Chairman

Donald C. Fry
GBC President
The GBC at a glance

GBC Priorities

Promoting development of regional life sciences industry and commercial revitalization. The GBC is strongly committed to nurturing the growth of the Baltimore region’s bioscience and technology industries. They could be a major source of new business investment and jobs, and will play a key role in the development of biotechnology and life sciences parks on Baltimore’s east and west sides. The GBC leads a regional bioscience communications initiative, and works to develop a regional industry network of bioscience businesses and technology-related academic resources. Other economic development priorities include downtown and neighborhood revitalization as well as advocacy for improved management of Baltimore City’s waterfront resources.

Developing comprehensive regional mass transit. The GBC is leading a regional coalition of advocates for strengthening mass transit in the Baltimore region. The principal objective of the coalition is to gain funding and accomplish development of the proposed Baltimore Regional Rail System, which would ultimately expand the region’s existing rail transit into a 121-mile system, with 122 stations to enhance the mobility of a growing regional workforce. The GBC also works to ensure that Maryland remains a finalist for federal funding of a maglev transportation project between Baltimore and Washington, D.C.

Broadening minority business inclusion. The GBC created the “Bridging the Gap” initiative to promote the inclusion of minority-owned firms in emerging business opportunities. The program encompasses training for minority entrepreneurs, opportunity networking with industry leaders, updates on best practices for key business management issues, and nurturing partnerships with major corporations. Partners in this initiative include Baltimore Mayor Martin O’Malley, Rep. Elijah E. Cummings, the Presidents’ Roundtable, and the Downtown Partnership of Baltimore.

Reforming education. The GBC’s efforts to strengthen public schools in the city and region include working closely with local and state school systems on issues including adequate funding, financial management, teacher recruitment, and technology resources. The GBC and the Presidents’ Roundtable, in a July 2003 report to Baltimore Mayor Martin O’Malley, were the first to identify significant fiscal management deficiencies in the city’s public school system and to outline strategic remedies for them. The GBC also works to ensure that the region’s primary, secondary, and higher education systems address workforce issues and business needs.

Providing credible, effective business advocacy. The GBC is a visible and credible business advocate. It works with local, state and federal government leaders to address key business priorities and to develop more competitive tax, regulatory, and economic development policies that will strengthen the business climate of the Baltimore region and Maryland. The GBC maintains an informed and vigorous presence in Annapolis during the Maryland General Assembly session and is fully engaged with key elected officials on legislative issues impacting the business community.

Strengthening public safety and reducing crime. Reducing the homicide rate and crime in the region remains a high priority for the GBC. The GBC’s public safety work stems from two sources – its initial “State of the Region” Report in 1998 and its “Smart on Crime” initiative begun in 1995. The GBC is working to reduce violent crime and to expand drug treatment resources as a crime reduction strategy.

Delivering value to GBC members. The GBC is dedicated to providing its members with quality information, insight, and involvement. The GBC offers a year-round program of professional development workshops, business networking events, and special presentations. GBC members also serve on committees and work groups focusing on key issues that affect the region’s business owners, managers, and employees. The GBC maintains a substantive communications program that includes an award-winning web site, www.gbc.org, a weekly “State House Update” during the Maryland General Assembly session, and members-only electronic updates on events and key topics.
Following are highlights of key work by the GBC in 2003-04 on priority issues:

Promoting development of regional life sciences industry and commercial revitalization.

Nurturing bioscience and technology industry growth. The GBC plays a prominent role in the development of biotechnology and life sciences research parks adjacent to the University of Maryland, Baltimore on Baltimore City’s west side and the Johns Hopkins Medical Institutions on the east side.

Support for East Baltimore Development Inc. The GBC seeks to provide financial and logistical support for East Baltimore Development Inc. GBC members are targeted to raise $1 million to help fund the operating costs of EBDI, the nonprofit group that will develop a two million square-foot bioscience research park in East Baltimore and manage a comprehensive revitalization of surrounding neighborhoods. GBC staff professionals also assist EBDI with operational issues, government affairs, and communications.

Leading a regional bioscience communications initiative. Collaborating with EBDI, the University of Maryland, Baltimore, and the University of Maryland Baltimore County, the GBC is leading a communications initiative to inform audiences in Greater Baltimore about the potential regional impact of bioscience industry growth and to promote the development of a favorable business climate for bioscience investment. In 2003-2004, the initiative included six special programs for key bioscience audiences, the publication of a special section on biosciences in The Daily Record, a monthly column on bioscience by GBC President Donald C. Fry, and groundwork for the development of a regional network of bioscience businesses and technology-related academic resources.

Research project updates:

East Baltimore Life Sciences and Technology Park. In October, EBDI opened its resource center and operational headquarters in the 1700 block of East Chase Street. In February, EBDI began the formal process of selecting a development team for Phase One of the East Baltimore Life Sciences and Technology Park. EBDI is currently relocating 268 businesses and families in the Phase One footprint, which will contain 1.2 million square-feet of research space and 300 new homes. Estimated jobs: 2,000 – 4,000 when park is completed.

UMB Biopark. Ground was broken January 8 for the first of seven buildings that will ultimately contain 800,000 square feet of research lab and office space. The first building, which will be 120,000 square feet, is scheduled to be ready for occupancy in December 2003. Estimated jobs: 2,000 when park is completed.
Support for neighborhood and commercial revitalization.

Revitalization funding. The GBC is committed to raising $500,000 to help fund the “Baltimore Reason to Believe” initiative for neighborhood revitalization programs on Baltimore’s east and west sides.

Preserving historic tax credits. The GBC was a lead advocate in preserving the state’s historic tax credit for commercial rehabilitation, a highly successful tool in Baltimore’s downtown revitalization. The tax credit was supported by Governor Ehrlich, but was targeted by legislators for potential extinction in 2004. The program survived, but will make a smaller amount of credits available for Baltimore City projects.

Advocating for improved Inner Harbor management coordination. In October 2003, the GBC issued a report on the management of Baltimore’s Inner Harbor urging Baltimore Mayor Martin O’Malley to create a not-for-profit, quasi-governmental entity to manage the harbor’s day-to-day operations and future development. A not-for-profit harbor management organization with unquestioned authority on harbor operational matters would significantly strengthen current city management of its harbor assets, which is now carried out through a “disjointed, fragmented and ineffective approach” among a half-dozen governmental agencies, the GBC report contends. In May, 2004, the Mayor announced the creation of the Mayor’s Office on Inner Harbor Management and Operations as a precursor to the development of a 501 (c)(3) corporation.

Tracking the region’s competitiveness. The Greater Baltimore region achieved top five rankings in 18 of 95 categories measured in the 2003 “State of the Region Report.” The report was published by the Greater Baltimore Committee and the Economic Alliance of Greater Baltimore, with assistance from the Baltimore Metropolitan Council.

Developing comprehensive regional mass transit

Leading new regional transit coalition. The GBC is leading a new private regional coalition to push for the funding and development of the proposed Baltimore Regional Rail System. Early priorities are development of the “Red Line” between Woodlawn and Fells Point and expansion of the existing Metro, known as the “Green Line,” from Johns Hopkins Medical Institutions to Morgan State University and beyond.
Increasing state transportation funding. The GBC successfully lobbied for an annual revenue increase for the Maryland Transportation Fund and gained a commitment from the governor and legislative leaders to earmark portions of the increased revenue for planning and start-up construction of the Red and Green lines.

Fare box recovery. The GBC worked successfully with legislators to retain the current cost recovery goal for mass transit operations that requires the State to recoup forty percent of mass transit operating costs from fares charged to riders.

Championing the maglev option. The GBC successfully preserved approval for the state to use federal funding to complete planning work associated with proposed maglev transportation between Baltimore and Washington, D.C.

Broadening minority business inclusion

Launching “Bridging the Gap.” The GBC launched its “Bridging the Gap” initiative with an October reception at the GBC offices. GBC President Donald C. Fry outlined the program, which features education, including a look at best minority business development practices elsewhere, power networking for minority owners and executives, and professional development resources for minority entrepreneurs. Partners in the program are Mayor Martin O’Malley, Congressman Elijah Cummings, The Presidents’ Roundtable and the Downtown Partnership of Baltimore.

Workshops for minority entrepreneurs. The GBC’s first two “Bridging the Gap” workshops for minority entrepreneurs were presented in March and April, drawing more than 120 participants. Workshop topics were “Gaining
Access to Business Capital," and "Obtaining Surety Bonding." The April workshop was followed by a networking reception for participants and industry leaders.

Reforming education

Issued report on city schools fiscal management. In July, the GBC and the Presidents’ Roundtable issued a report to Baltimore Mayor Martin O’Malley containing 38 recommendations for strengthening accountability and management of the Baltimore City Public School System’s more than $900 million annual operating budget. The report was the first to quantify the school system’s building structural deficit and significant weaknesses in the system’s fiscal accountability process.

Providing credible, effective business advocacy

GBC finds success in tough session for business. In a year when business as a whole was negatively impacted by the 2004 General Assembly, the GBC gained favorable consideration from legislators on transportation funding and many of its other priorities, including:

- Retaining the Historic Tax Credit program. This program has allowed the rehabilitation of dozens of historic structures in Baltimore City and Baltimore, Harford, Carroll, Howard and Anne Arundel counties, returning millions of tax dollars to the state and local governments;
- State funding for bioscience growth. Securing continued State funds for the East Baltimore Life Sciences and Technology Park;
Streamlining brownfields. Streamlining the process by which contaminated industrial sites, known as “brownfields” are redeveloped and placed back on the tax rolls;

Nurturing minority business development. Establishing new thresholds for State procurement that promote inclusion of minority businesses and creating a state directory of minority businesses;

Retaining job-creation tax credits. Assisting the state Department of Business and Economic Development’s legislative agenda by retaining tax credits for the creation of jobs and economic development;

Preserving non-compete clauses. Defeating legislation that would impair the contractual rights between an employer and an employee through elimination of non-compete clauses.

**Strengthening public safety and reducing crime**

Supporting drug treatment for non-violent offenders. A long-time proponent of increased drug treatment as a crime reduction strategy, the GBC supported successful legislation in the 2004 General Assembly that would avoid incarceration of nonviolent offenders with substance abuse problems by diverting these nonviolent offenders into drug treatment.

**Delivering value to GBC members**

GBC draws new members, programs draw sponsors, audiences. Since January, 2003, more than 95 new members have joined the Greater Baltimore Committee. Meanwhile, GBC events in 2003-2004 drew 124 sponsors and audiences totaling more than 3,000.

GBC web site passes million hits in 2003. The GBC web site, www.gbc.org, drew more than 1.6 million hits in 2003, a web use increase of 47 percent over 2002.

GBC’s electronic communications win five awards. The GBC’s web site and electronic newsletters garnered five awards in 2003 including two national Apex awards for excellence. The GBC also gained awards from the Maryland Chapter of the Public Relations Society of America and the Maryland Society of Association Executives.

Members give GBC a 92 percent favorable rating. On the GBC’s first “scorecard,” published in November, members gave the GBC an overall 92 percent rating for effectiveness in addressing its mission to strengthen the Baltimore region’s business climate. The scorecard was part of a joint plan by the GBC, the Economic Alliance of Greater Baltimore...
the year in review

(formerly the Greater Baltimore Alliance), and the Downtown Partnership of Baltimore to better coordinate their work and gauge outcomes. All three organizations launched regular published “scorecards.”

GBC’s “Issues and Answers” begins 4th year. The GBC in 2004 began its fourth year of hosting “Issues and Answers” on Comcast, the daily news and information program featuring GBC President Donald C. Fry. The show is broadcast Monday through Friday to more than 500,000 Comcast subscribers.

The Leadership celebrates 20th anniversary. The Leadership, a program sponsored by the GBC to prepare executives for high-level volunteer service, celebrated its 20th anniversary in November 2003. Launched by the GBC in 1983, the program has graduated more than 900 executives from the business, nonprofit, academic, professional, and government sectors.
committees and work groups

Built Environment Committee
Co-chaired by Kenneth R. Banks, President, Banks Contracting Company, Inc. and Timothy S. Elliott, Vice President, CSD Architects. Discusses policy issues pertaining to the built environment. Meets six to eight times a year at 8 am in the GBC offices. **GBC staff contact:** Devon Dodson, 410-727-2820, x40.

Education Committee
Chaired by Sandy Hillman, Vice Chair and CEO of Trahan Burden and Charles. Examines the Baltimore City and regional public education systems to advocate for policies that improve education. Develops policy positions to advocate at the local and state legislative level for reform in the public school and higher education system. Meets monthly at 8 am in the GBC offices. **GBC staff contact:** Liz Pettengill, 410-727-2820, x41.

Health Care Committee
Co-chaired by Pegeen Townsend, Senior Vice President of Legislative Policy, The Maryland Hospital Association and Dr. Robert Kritzler, Medical Director, Kaiser Permanente. Discusses issues pertaining to the health care and insurance industry. Meets every six weeks at 8 am in the GBC offices. **GBC staff contact:** Devon Dodson, 410-727-2820, x40.

Hospitality/Tourism Industry Group
Co-chaired by Gail Kaplan of The Classic Catering People and Robert L. Steele III, General Manager, Hyatt Regency Baltimore. Discusses issues pertaining to the hospitality/tourism industry such as the Maryland State tourism budget, workforce development, etc. Meets every six weeks at 8 am in the GBC offices. **GBC staff contact:** Liz Pettengill, 410-727-2820, x41.

Legislative Committee
Chaired by William R. Roberts, President, Verizon Maryland, Inc. Advises GBC president on matters pertaining to legislative policy in Annapolis and in Baltimore City Council. **GBC staff contact:** Devon Dodson, 410-727-2820, x40.
Public Safety Committee

Chaired by Otis Warren, Jr., Owner & CEO, Otis Warren & Company, Inc. Studies and develops positions on policy issues pertaining to public safety in the region. Meets monthly at noon in the GBC offices.

**GBC staff contact:** Devon Dodson, 410-727-2820, x40.

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Regional Transportation and Mobility Committee

Chair TBA. Analyzes the region’s multi-modal transportation policies and programs and provides an informed and strategic voice to elected officials and regional leaders on transportation policy. Meets quarterly.

**GBC staff contact:** Devon Dodson, 410-727-2820, x40.

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Technology Policy Work Group

Chaired by Drew Krimski, President/CEO of The ACI Group, Inc., Vice Chair Dr. Kevin Manning, President, Villa Julie College. Serves as a public policy advocate on emerging technology issues to be addressed by government or by private sector, and provides education and public awareness on technology-related policy issues. Meets quarterly at 8 am in the GBC offices. **GBC staff contact:** Devon Dodson, 410-727-2820, x40.

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Business Education Advisory Committee

Plans and organizes the Breakfast Briefings and Business Education Seminars.

**GBC staff contact:** Liz Pettengill, 410-727-2820, x41.
Financial Summary
January 1–December 31, 2003

Revenue, 2003

Total Revenue: $1.880 Million

Expenses, 2003

Total Expenses: $1.783 Million
**2004 Annual Meeting**

Saul Ewing LLP - Platinum sponsor  
Bank of America - Gold sponsor  
Constellation Energy Group - Gold sponsor  
The Daily Record - Gold sponsor  
VPC Inc. - Gold sponsor  
Ballard Spahr Andrews & Ingersoll, LLP - Silver sponsor  
Hyatt Regency Baltimore - Silver sponsor  
Johns Hopkins Medicine - Silver sponsor  
MAMSI - Silver sponsor  
McDaniel College - Silver sponsor  
MedStar Health - Silver sponsor  
MMA Financial Services - Silver sponsor  
Northrop Grumman - Silver sponsor  
Nottingham Properties - Silver sponsor  
Provident Bank - Silver sponsor  
Whiteford, Taylor & Preston - Silver sponsor  
W.R. Grace - Silver sponsor  
University of Maryland, Baltimore - Silver sponsor  
University of Maryland Medical System - Silver sponsor  
College Savings Plans of Maryland - Silver sponsor  
DBM - Bronze sponsor  
Deutsche Bank - Bronze sponsor  
Empower Baltimore Management Corporation - Bronze sponsor  
Ernst & Young, LLP - Bronze sponsor  
Ferris Baker Watts, Inc. - Bronze sponsor  
Goldwell Cosmetics, Inc. - Bronze sponsor  
IBM - Bronze sponsor  
Legg Mason - Bronze sponsor  
MacKenzie Cushman & Wakefield - Bronze sponsor  
Mercantile Bankshares Corporation - Bronze sponsor  
Mercy Health Services - Bronze sponsor

**GBC Lunch with the Orioles 2004**

Bank of America - Home Run sponsor  
Ferris Baker Watts, Inc. - Double sponsor  
PHH Arval - Double sponsor  
The Rouse Company & Harborplace & The Gallery - Double sponsor  
T. Rowe Price - Double sponsor  
VPC Inc. - Double sponsor  
The Daily Record - Single sponsor  
Injured Workers’ Insurance Fund - Single sponsor  
Lighthouse Risk Solutions - Single sponsor  
Metro Networks - Single sponsor  
Saul Ewing LLP - Single sponsor  
Villa Julie College - Single sponsor

**Legislative Forum: A Look at the 2004 Maryland General Assembly Session**

Comcast - Title sponsor  
Saul Ewing LLP - Title sponsor  
Alexander & Cleaver P.A. - Patron sponsor  
American Skyline Insurance - Patron sponsor  
CareFirst BlueCross BlueShield - Patron sponsor  
The Daily Record - Patron Sponsor  
Johns Hopkins University - Patron sponsor  
McDaniel College - Patron sponsor  
MedStar Health - Patron sponsor  
Metro Networks - Patron sponsor
PHH Arval - Patron sponsor
University of Maryland, Baltimore - Patron sponsor
Villa Julie College - Patron sponsor
VPC Inc. - Patron sponsor
Whiteford Taylor & Preston LLP - Patron sponsor

**Mayor’s Business Recognition Awards 2003**
Baltimore Development Corporation
VPC, Inc.

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**Greater Baltimore Business Outlook 2004**
Ballard Spahr Andrews & Ingersoll, LLP - Premier sponsor
Abrams, Foster, Nole & Williams, PA - Program sponsor
College Savings Plans of Maryland - Program sponsor
EMR - Program sponsor
Network 2000 - Program sponsor
Kaiser Permanente - Program sponsor
PricewaterhouseCoopers - Program sponsor
Villa Julie College - Program sponsor
Whiteford, Taylor & Preston, LLP - Program sponsor
Bank of America - Program sponsor
The Daily Record - Program sponsor
Comcast - Patron sponsor
Mayor’s Office of Employment Development - Patron sponsor
Johns Hopkins Medicine - Patron sponsor
Miles & Stockbridge - Patron sponsor
Piper Rudnick - Patron sponsor
Smart & Associates, LLP - Patron sponsor
Baltimore Development Corporation - Patron Sponsor

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**2004 Bioscience Series**
Greater Baltimore Technology Council

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**2003-2004 GBC Breakfast Briefings**
Venable LLP - Title Sponsor
Johns Hopkins Business
Johns Hopkins University Graduate Division of Business and Management

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**2003-2004 GBC Business Education Seminars**
Provident Bank - Title Sponsor
Johns Hopkins Business
Metro Networks
Thomson-DBM

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**2003-2004 Business After Hours**
Chef’s Expressions
The Daily Record
PricewaterhouseCoopers LLP
Red Tapas
RTKL Associates, Inc.
Whiteford, Taylor & Preston, LLP

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**Special GBC Event Sponsors**
Concentra - Breakfast with the Duchess: Sarah Ferguson, Duchess of York
The Advertising Association of Baltimore - for the organization’s work following the death of Baltimore humanitarian Bea Gaddy in 2001 that enabled the continuation in 2002 of Gaddy’s trademark Thanksgiving dinner for Baltimoreans in need.

Aunt Hattie’s Place - for its unique work to enrich the lives of troubled African-American boys aged 9 - 19 who often bounce from one foster home to another.

Comcast - for its strong support of the “BELIEVE in Your Neighborhood” program and for helping community leaders plan and manage events that unify neighborhoods.

The Daily Record - for its continuing donations of printing presses, equipment, computers and supplies to Baltimore City public schools.
recognition awards

**Lexington Market** - for teaming with University of Maryland Medicine and Maryland General Hospital to stage a “Community Health Day” at the market.

**Marks Thomas & Associates** - for working with community leaders and police supporters in Arcadia and designing, at no cost, a memorial honoring fallen police officers of the Northeast district.

**M & T Bank** - for significant financial support in sponsoring the “Believemobile,” a 28-foot tractor trailer that provides a mobile stage, theatrical lighting and sound system for use in city neighborhoods.

**NeighborCare Pharmacy** - for providing pharmacy services to low-income residents of East Baltimore regardless of a patient’s ability to pay the cost of prescriptions.

**PepsiCo** - for introducing students to career opportunities, providing a yearlong job-readiness program for high school juniors and seniors, and for encouraging its employees to be volunteer mentors to students.

**United Parcel Service** - for its strong support of job development among Baltimore’s youth through the Mayor’s Youthworks Summer job campaign.

**Verizon** - for its support of programs to help disadvantaged young people gain job skills and education, for its employee-driven “Books and Breakfast” program at two city schools, and for book donations to school libraries.
staff & leadership

GBC Staff

Donald C. Fry, Esq.
President

Walter Sondheim
Senior Adviser

Devon Dodson
Vice President

Lisbeth Pettengill
Vice President

Christine P. Barnhart
Public Relations Associate

Gene Bracken
Director of Communications

Karen Braun
Administrative Assistant

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Executive Assistant to the President

Rosa Edwards
Administrative Assistant

Mickie Gray
Administrative Assistant

Gregory Herbert
Financial Officer

Lolita Jackson
Administrative Assistant

Henry Kay
Regional Transit Project Director

Patricia Kirkner
Director of Business Services

Nancy Marks
Administrative Assistant

Anna Mister
Administrative Assistant

Jody Sprinkle
Public Policy Analyst

Jay Stewart
Director of Development

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Executive Director

Tricia Ellis
Assistant Director

Dawnita Brown
Administrative Assistant
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Brown Capital Management

Roger L. Calvert  
President and CEO  
Ferris Baker Watts, Inc.

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President and COO  
M&T Bank

William M. Fine  
President & General Manager  
WBAL-TV

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Willard Hackerman  
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The Whiting-Turner Contracting Co.

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