

MEETING MEMO

DIRECTIONS



**BOARD OF REGENTS
University of Maryland Global Campus
College Park Marriott Hotel and Conference Center
General Vessey Ballroom
September 22, 2023**

AGENDA FOR PUBLIC SESSION **9:00 A.M.**

Call to Order Chair Gooden

Recognition of BOR Staff Awards Chair Gooden

1. Exceptional Contribution: Michael Humphrys, UMB
2. Exceptional Contribution: Phillip Brunecz Jr., SU
3. Outstanding Service: Archilline Tablada, UMCP
4. Outstanding Service: Brooke Church, SU
5. Extraordinary Public Service: Stanyell Odom, UMBC
6. Extraordinary Public Service: Todd Waters, UMCP
7. Effectiveness and Efficiency: Anthony Rosas, TU
8. Effectiveness and Efficiency: Margo Young, UMBC
9. Inclusion, Multiculturalism and Social Justice: Courtney J. Jones Carney, UMB

Welcome from University of Maryland Global Campus President Greg Fowler

Educational Forum: *UMGC Ventures* *President Greg Fowler*

Chancellor's Report Chancellor Perman

I. Report of Councils

- | | |
|--|------------------|
| a. Council of University System Faculty | Dr. Haverback |
| b. Council of University System Staff | Dr. Patricio |
| c. Council of University System Presidents | President Breaux |
| d. University System of Maryland Student Council | Ms. Gambhir |

PUBLIC COMMENT

2. Consent Agenda Chair Gooden

- a. Committee of the Whole
 - i. Approval of meeting minutes from June 16, 2023, Public and Closed Sessions (action)
 - ii. Approval of meeting minutes from August 2, 2023, Special Board Meeting (action)
 - iii. Resolution on Defense Security Service (action)
 - b. Committee on Finance
 - i. Approval of meeting minutes from September 7, 2023, Public and Closed Sessions (action)
 - ii. University of Maryland, College Park: 2023 Campus Facilities Plan (information)
 - iii. Review of the Finance Committee Charge, Role, and Responsibilities (action)
 - iv. University of Maryland, Baltimore: School of Dentistry Ambulatory Surgery Center and Building Renovations (action)
 - v. University of Maryland, Baltimore: Replace Energy Recovery Units and Exhaust Fans in Bressler Research Building (action)
 - vi. Towson University: Albert S. Cook Library HVAC Replacement (action)
 - vii. University of Maryland, College Park and University of Maryland, Baltimore: Lease Request for the Institute for Health Computing (action)
 - viii. University of Maryland Global Campus: Modification to Digital Advertising Media Buying Services Contracts (action)
 - ix. University of Maryland Global Campus: Modification to Offline Advertising Media Buying Services Contracts (action)
 - x. Salisbury University: Disaffiliation of the Ward Foundation, Inc. (action)
 - c. Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare
 - i. Approval of meeting minutes from June 12, 2023, Public Session (action)
3. Review of Items Removed from Consent Agenda
4. Committee Reports
- a. Committee of the Whole Chair Gooden
 - i. Collective Bargaining Update (information)
 - ii. Update on Prison Education Initiative (information)
 - iii. UMCES Report (information)
 - iv. USG Community of Innovation Presentation (action)
 - b. Committee on Finance Regent Fish
 - i. University System of Maryland: Debt Policy Discussion (information)
 - c. Committee on Governance and Compensation Regent Rauch
 - i. Segal Study (information)
5. Reconvene to Closed Session (action) Chair Gooden

OFFICE OF THE CHANCELLOR

MEMORANDUM

To: USM Board of Regents
From: Jay A. Perman, Chancellor
Date: September 22, 2023
Subject: Meeting of the Board of Regents, Friday, September 22, 2023

The Board of Regents will meet on *Friday, September 22, 2023* at the University of Maryland Global Campus in accordance with the following schedule:

9:00 a.m. Public Session
University of Maryland Global Campus
College Park Marriott Hotel and Conference Center
General Vessey Ballroom

11:30 a.m. (approximately) Closed Session
University of Maryland Global Campus
College Park Marriott Hotel and Conference Center
Room 1105

Agendas, together with supporting materials where appropriate, are enclosed. In the closed sessions, the Board will consider executive function items and items exempted from consideration in open session under the Open Meetings Act. At these meetings, exempted items include various personnel matters, acquisition of real property, various matters which affect the privacy and reputation of individuals, and any item which requires consideration in closed session to comply with a specific statutory requirement.

Driving directions, map, and parking instructions are enclosed.

Attachments

cc: Chancellor's Council

Asst. Attorney General Bainbridge



DIRECTIONS TO UMGC HEADQUARTERS

Welcome to the Adelphi, Maryland, headquarters of University of Maryland Global Campus (UMGC). This location includes the Administration Building and the College Park Marriott Hotel & Conference Center and is home to the President's Office and other administrative units.

Here are directions to our offices and instructions on finding your way once you arrive.

LOCATION

**3501 University Boulevard East
Adelphi*, MD 20783**

**Note: Navigation systems may not recognize the address if you use Adelphi as the city. You may have to enter Hyattsville or College Park into your GPS instead.*

We are located at the intersection of MD 193 (University Boulevard), Campus Drive, and Adelphi Road.

VISITOR PARKING

We offer free visitor parking in our garage, which is located at the intersection of MD 193 (University Boulevard) and Adelphi Road.

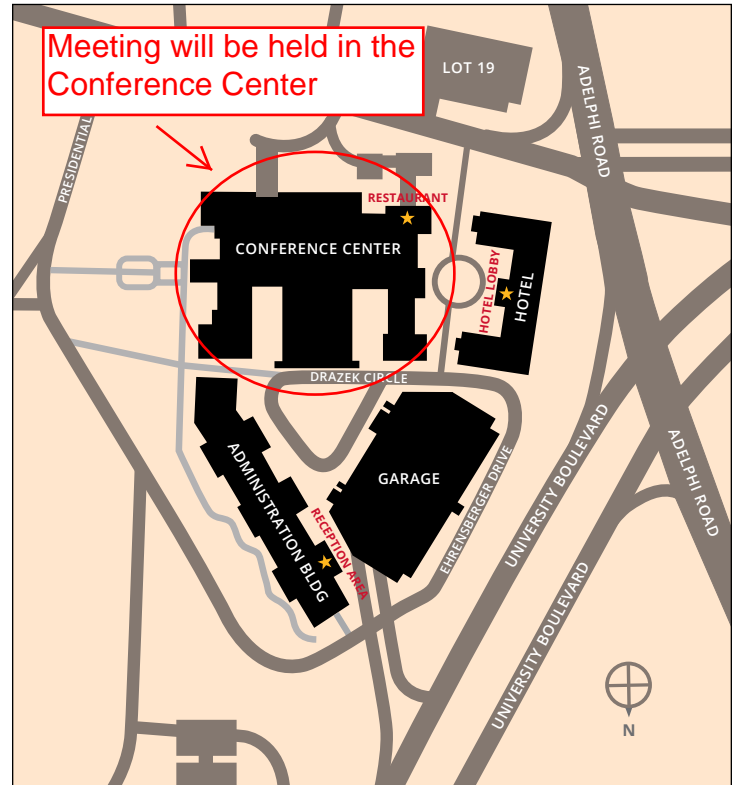
DRIVING DIRECTIONS

From Baltimore and Points North: Take I-95 south to the Capital Beltway (I-495 west), toward Silver Spring. Keep left at fork, and follow signs for U.S. 1 south/College Park. Once on U.S. 1 (Baltimore Avenue), travel 0.9 miles. Turn right onto the ramp for MD 193 west (University Boulevard). At the third traffic light (Adelphi Road), make a U-turn and then an immediate right into the UMGC parking garage.

From Washington, D.C.: Head north on New Hampshire Avenue (MD 650) toward College Park. Turn right onto MD 193 east (University Boulevard). At the sixth traffic light, cross Adelphi Road and turn right into the UMGC parking garage.

From Annapolis and Points East: Head west on MD 50 to Exit 7B/ Capital Beltway (I-495/I-95 north) toward Baltimore. Take Exit 25 and go south on U.S. 1 (Baltimore Avenue) for approximately one mile. Turn right onto MD 193 west (University Boulevard). At the third traffic light (Adelphi Road), make a U-turn and an immediate right into the UMGC parking garage.

From Montgomery County and Points West: Take the Capital Beltway (I-495) toward College Park. Take Exit 28B New Hampshire Avenue/Takoma Park (MD 650 south). At the second light, turn left onto Adelphi Road. At the third light, make a left onto MD 193 east (University Boulevard) and an immediate right into the UMGC parking garage.



From Alexandria, Virginia, and Points South of Washington:

Take I-295 north toward Baltimore. I-295 becomes the Baltimore-Washington Parkway (MD 295). Exit onto Riverdale Road west toward Hyattsville/New Carrollton. Riverdale Road becomes East-West Highway (MD 410). Turn right onto Adelphi Road. At the fifth light, turn right onto University Boulevard (MD 193) and take the first right into the UMGC parking garage.

ONCE YOU HAVE ARRIVED

Once you exit the parking garage, the Administration Building will be on your left. (See map above.) Please proceed to the reception area. Staff will contact the appropriate department so that someone from that office can greet you.

If you need assistance, please call 301-985-7911, Monday–Friday, 8 a.m.–6 p.m.

The main entrance to the Administration Building is ADA accessible.

We look forward to your visit.

FOR ADDITIONAL ASSISTANCE, CONTACT

The Office of the President
301-985-7077
Conference Center, Suite 3130



Presentation to University System of Maryland
Board of Regents

Gregory W. Fowler, PhD
President, UMGVC

September 22, 2023

UMGC **VENTURES**[™]

A nonprofit, 501(c)(3) supporting organization for higher education that identifies, funds, develops, and launches new and innovative ventures with the potential to help institutions of higher education compete more effectively in an era of rapid change.

UMGC **VENTURES**TM

AccelerEd ▶

Helio  CAMPUS

Ventures activities have funded more than \$1.6 million in scholarships for Maryland residents.

Goals of UMG Ventures

1

Support UMG's efforts to continue providing effective, nontraditional education here in Maryland and around the globe.

2

To leverage learnings, capabilities, and capacities to support other schools in USM.

3

Where possible, to bring products and services to market that generate revenue that will support Maryland students and workforce efforts.

Areas of Success

- Redesigned curriculum systems and process resulting in a 30-fold increase in capacity
- Upgraded core enterprise systems
- Enabled fast deployment of new learning experiences such as MARS
- Facilitated UMGC's use of the Workforce Forward platform, a scalable learning marketplace for business and learners
- Work with USM and USM institutions

UMGC **VENTURES**TM

UMGC Ventures University Partners



**THE UNIVERSITY OF
NORTH CAROLINA SYSTEM**



**Oregon State
University**



WILLIAM R. "BILL" ROBERTS
Chairman
UMGC Ventures Board of Directors



Report to the USM Board of Regents

Chancellor Jay A. Perman

University of Maryland Global Campus | September 22, 2023

Thank you, Chair Gooden. I join you in welcoming our new board members, and I thank them for their eagerness to serve our students and our state.

While I'm talking about new family members, I'm delighted to share that Towson University's incoming president, Dr. Mark Ginsberg, will begin his tenure on Oct. 30. He brings 40-plus years of experience to TU, most recently as provost and executive vice president at George Mason University. That means this is the last board meeting for Dr. Melanie Perreault as interim president, and I know I speak for *all* of us when I say how indebted we are to you, Melanie. Thank you for your leadership.

Of course, before long, we'll have a new leader for UMCES. On Monday, we celebrated our dear friend and colleague, President Peter Goodwin, retiring after six years at the helm. Peter, I know you understand just how deeply you'll be missed. A couple of days ago, we initiated the search for Dr. Goodwin's successor—someone who will build on his accomplishments and on UMCES's strength, and position the System for national and global leadership in environmental science and climate action. The search committee is chaired by Regent Atticks, and I thank him for this important work. I also thank longtime UMCES Vice President Bill Dennison, who will serve as UMCES's interim leader.

I thank President Fowler and UMGC for hosting us today. As you heard, there are great things happening here. With \$450,000 from the Bill & Melinda Gates Foundation, UMGC is identifying new models for closing the higher ed equity gap and quickly scaling up programs and pathways for underrepresented students.

UMGC has established new education alliances expanding access and affordability—with Northwell Health, New York's largest health care system; with New York's Manhattan Community College; with Nebraska's Metropolitan Community College; and with the College of DuPage, Illinois's largest community college.

And UMGC has launched a partnership with the technology firm Public Wireless to provide low-income students internet-enabled wireless tablets at no cost. I congratulate the entire UMGC

community on this work. It's little wonder that Greg was named one of *The Daily Record's* most Influential Marylanders.

I join Chair Gooden in congratulating our USM Staff Award winners, whom we honored this morning. And I shower congratulations on our new Elkins Professors:

- **Dr. Karen Cook-Bell** from Bowie State University, who will continue the work she started last year with the W. E. B. Du Bois Center for the Study of the Black Experience, encouraging and disseminating innovative research in African, African American, and African diaspora studies.
- **Dr. Norbert Myslinski** from the School of Dentistry at the University of Maryland, Baltimore, who will expand access to resources for children and teens with brain disorders such as autism, blindness, deafness, and dyslexia. He'll also launch a monthly speaker's series focusing on neurological and psychological conditions, and expand this work to other USM universities.
- **Dr. Michèle Schlehofer** from Salisbury University, who will expand on the successes of the REACH Initiative and create institutional change through the Center for Ethical Responsibility and Transformation, supporting SU's capacity to conduct interdisciplinary community-based action research.
- **Dr. Miao Yu**, from the University of Maryland, College Park, who will support a collaborative project—involving UMCES and UMES—to investigate novel sensing and robotics tools for the study of marine ecosystem dynamics.
- And **Dr. K. Halimeda Kilbourne** from UMCES who will deepen her work in curricular improvement by developing learning outcomes and implementing outcome assessments for UMCES's Marine-Estuarine Environmental Sciences program.
- I congratulate them all.

NATIONAL RANKINGS

Every fall, we have a slate of national rankings to acknowledge. Just this week, *U.S. News and World Report* released its undergraduate rankings. And again this year, our universities didn't disappoint. College Park ranks 46th among National Universities, and 19th among publics. Its undergraduate engineering program is 19th overall, and several programs had Top 15 showings, including Management Information Systems, Aerospace, and Cybersecurity.

UMBC is ranked 12th in Best Undergraduate Teaching, 15th in Most Innovative Schools, and 27th in Undergraduate Research or Creative Projects. UMB's School of Nursing is No. 10 in the nation.

In the rankings of Regional Public Universities in the North, Frostburg State is 40th; UBalt, 36th; Salisbury, 18th; and Towson, sixth. And in the rankings of historically Black institutions, UMES and Bowie State both took their place in the Top 20—Top 10 among publics. With Coppin State, all three universities are in the nation's Top 35 HBCUs.

Looking beyond *U.S. News*, our universities landed on a staggering number of “best of” lists. *Forbes’* Top Colleges measures affordability, graduation rates, post-grad earnings, and outcomes for low-income students. Salisbury and Towson made the list. UMBC, at #74 overall, is #30 among publics. And College Park—up 10 spots to #34 overall since Dr. Pines assumed the presidency—is now #13 among publics.

The Princeton Review lists three USM schools among its best: UMBC, College Park, and Salisbury—which also got a nod for its Patricia R. Guerrieri Academic Commons, named a U.S. Top 10 College Library.

Among *Money* magazine’s Best Colleges in America, you’ll find UMBC, College Park, Towson, Salisbury, Bowie, Frostburg, and UMES. And *Washington Monthly’s* College Guide and Rankings—measuring quality by social mobility, public service, and research—includes every eligible USM school in its best-value list for the Northeast.

UMB was among the 2023 recipients of the Maryland Green Registry Sustainability Leadership Awards, honoring its commitment to sustainable practices, measurable results, and continual improvement. And UMB’s commitment to equity and inclusion was recognized by *Forbes* for the second-straight year, named to its list of America’s Best Employers for Diversity. UMB also made the *Forbes* list of Maryland’s best employers overall.

On that same *Forbes* list of America’s Best Employers, College Park came in at #7 in Maryland. In *Newsweek’s* ranking of America’s Greatest Workplaces, College Park earned a four-star ranking, one star short of perfect. Campus Pride, dedicated to creating safe college environments for LGBTQ+ students, ranked College Park #1 in the U.S., with a perfect five-star rating. And in the Academic Ranking of World Universities—the “Shanghai Rankings”—College Park made the Top 50 universities worldwide, and came in at #11 among U.S. publics.

For the 14th straight year, UMBC has been named a Great College to Work For, and was one of just 11 universities nationwide—and one of only two R1s—to excel in all 10 recognition categories.

Towson University’s Hill-Lopes Scholars Program earned the 2023 Inspiring Programs in STEM Award from *INSIGHT Into Diversity* magazine, higher ed’s largest and oldest publication dedicated to inclusion.

UNIVERSITY GROWTH STUDENTS

As we talk about university growth—in buildings, programs, resources, revenues—the most exciting aspect has to be growth in our student body. It’s no secret that COVID derailed many students’ college-going plans. But this year, for the first time post-pandemic, we’re seeing

rebounding enrollments. While official numbers aren't yet final, we're celebrating growth from Western Maryland (Frostburg State) to the Eastern Shore (Salisbury University); SU's incoming class is its second-largest on the books.

Towson University is welcoming the largest incoming class in its 130-year history. And UMES is on track for its biggest first-year class in eight years, including the first cohort of STEM STARS, a program funded by \$2.5 million from the Howard Hughes Medical Institute. Maryland's students *do* understand the value of the education we offer, and they're betting that our value will pay off for them. It's a good bet.

But lest anyone think we're content with this uptick, let me mention initiatives that promise *future* growth. A few months ago, this board authorized our historically Black institutions to offer in-state tuition to out-of-state students who have limited access to an HBCU education. Coppin State and UMES signed on, and have since gotten national coverage for this move—one that promises to attract more out-of-state students to their campuses and to improve retention and completion among those already there.

Just last week, the USM at Hagerstown awarded more than \$80,000 in scholarships to students enrolled this academic year, one of the most effective ways of boosting new-student entry, retention, and completion.

A gift of \$1 million from the Jack Kent Cooke Foundation to UMBC will support promising STEM students with financial need.

FACILITIES

Now, to our universities' *physical* growth. At UBalt, plans move forward for a new five-story university gateway—anchored by a marketplace and apartments—promising to invigorate the campus and the community.

UMBC is embarking on a \$94 million renovation of Sherman Hall, housing more than a dozen departments. The project encompasses a full building renovation to meet UMBC's needs for the next 30-plus years.

As part of a nearly \$30 million renovation to the School of Dentistry, UMB is building a dental surgery center in downtown Baltimore to alleviate long wait times for patients who need medical care. In addition, the University of Maryland Institute for Health Computing—a partnership of UMB, College Park, UMBC, and the Universities at Shady Grove—just signed an 11-year, \$11 million lease for office space in Rockville.

Across the College Park campus, construction is underway on new research buildings, upgraded classrooms, badly needed graduate housing, and other facilities, including the Barry P. Gossett Basketball Performance Center, named for our former colleague on this board.

With \$200,000 from the Richard A. Henson Foundation, Salisbury will enhance its physics program with the construction of a campus planetarium adjacent to Henson Science Hall. TU's College of Health Professions recently opened new locations for its Institute for Well-Being, a hub of programs giving students hands-on experience delivering public-facing health care and wellness services.

At Frostburg, an \$80 million upgrade to the Education and Health Sciences building is nearing completion. It will be the new home for the Brady Health Center, Counseling and Psychological Services, and the Kinesiology and Nursing departments.

PROGRAMS

Growth in our academic portfolio keeps the System responsive to emerging disciplines, benefiting students and market sectors alike. Among a half-dozen new bachelor's and master's programs at Bowie State, the university welcomed the first students in its Public Health and Information Technology program.

Towson's new interdisciplinary Autism Studies PhD, launched this fall, is one of few in the nation, allowing students to approach autism from several different angles to produce thoughtful and informed scholars in neurodiversity. UBalt's Merrick School of Business has launched a STEM-designated MS in Business–Finance so students can compete in a landscape reliant on data analytics. It emphasizes quantitative analysis, data-driven decision-making, and mathematical modeling.

Frostburg State has a new undergrad degree in Environmental Science, serving as a pathway to the new MS in Environmental Management in Sustainability, a partnership with UMCES. And both Frostburg and Bowie have received TEDCO funding to support innovation and entrepreneurship pathways.

Together with a number of new bachelor's and master's programs, UMES has launched a partnership with Wor-Wic Community College, allowing pharmacy students to earn a PharmD degree in just five years.

USG has launched an initiative, called "Hire U," to develop and document career-ready skills. Through the program, an app tracks students' progress in improving their skills in nine career competencies as they take part in workshops and campus events.

A Coppin State program in Data Science was approved for the USM at Southern Maryland, and work is underway to recruit students for the spring. And right here at UMGC, a BS in Environmental Health and Safety and an Accelerated MBA have been added to the university's academic portfolio.

UMES is celebrating a trio of exceptional outcomes: Students in its Physical Therapy program have exceeded a 95 percent first-time pass rate on the licensure exam every year since 2015. For five straight years, students in its Pharmacy program have clinched the highest first-time pass rate on their national boards among all HBCUs. And, finally, students in UMES's new Physician Assistant master's program earned the highest board pass rate in the *nation*.

GIFTS AND GRANTS

We can credit surging philanthropy for growth in university resources. Towson University announced the completion of its largest-ever fundraising campaign—\$102 million to support research, student programs, capital improvements, and more.

Bowie State's BSU Bold fundraising effort reached its \$50 million goal more than two years ahead of schedule. Frostburg's Forging Futures campaign has hit its initial goal, raising \$25 million for students, the university, and the region. And the inaugural Coppin State University Gala—a celebration of philanthropy and student achievement—welcomed 550 guests and raised more than \$300,000.

New grants are growing our ability to serve the state and the nation. Nine Maryland-based nursing programs—including those at Bowie, Frostburg, Salisbury, and UMB—will share \$5.8 million in state support to address Maryland's nursing shortage.

UMBC's Dr. Steve Freeland is co-leading a \$1.8 million grant from the Human Frontier Science Program—a leading international agency supporting life sciences research—to predict the biochemical foundations of life beyond Earth.

UMES is one of 19 HBCUs sharing \$33 million from the USDA to support research and education at historically Black land-grant institutions. The five projects at UMES, focusing on food safety and agricultural innovation, won more than \$2.5 million combined.

Just this week, the NSF selected UMCES to lead the Global Nitrogen Innovation Center for Clean Energy and the Environment. Working with U.S. and international universities, UMCES will investigate an emerging technology called "green ammonia," which could prove critical in providing clean energy and supporting food production while mitigating climate change. The UMCES-led center is one of 21 funded through the NSF's inaugural Global Centers Competition.

UMCES' Chesapeake Biological Laboratory received a \$1 million gift from Brian Hochheimer and Marjorie Wax to study chemicals in waterways and their impact on environmental and human health. And earlier this summer, UMCES celebrated a \$1 million federal award for oyster restoration and resiliency research.

Over the summer, the U.S. Department of Transportation awarded College Park nearly \$40 million to fast-track the conversion of its bus fleet from diesel vehicles to electric.

The School of Pharmacy at UMB was named a Top 10 pharmacy school for research funding. The school placed ninth, with nearly \$26 million in research grants and contracts. And the FDA renewed its funding for the University of Maryland Center of Excellence in Regulatory Science and Innovation—a partnership between College Park and UMB—with a new five-year, \$50 million cooperative agreement.

INDIVIDUAL EXCELLENCE

You can trace so much of our institutional excellence to the individuals who lead our universities. UMB President Bruce Jarrell made the *Baltimore Business Journal's* Power 10, celebrating Greater Baltimore's 10 most effective leaders. USG Executive Director Anne Khademian was honored by *Bethesda Magazine* as one of six Women Who Inspire.

Frostburg President Ron Nowaczyk has been appointed to the Middle States Commission on Higher Education. His dedication to assuring accountability and improvement in the academy will help us meet significant challenges over the next several years.

As I mentioned earlier, UMGC President Greg Fowler was named a *Daily Record* 2023 Influential Marylander. Joining him are Coppin State President Anthony Jenkins; Ron Weich, dean of the UBalt School of Law; SU's Jim Berkman, the all-time winningest coach in NCAA men's lacrosse history; and, gratefully, me. It's wonderful to see the System so well represented among recognized leaders, and I was proud to be included.

Bowie State President Aminta Breaux was elected for a second term as board chair of the Central Intercollegiate Athletic Association, the nation's oldest historically Black conference. And UMBC President Valerie Sheares Ashby was invited to deliver the opening keynote at the annual MACo conference, sharing her thoughts with Maryland most powerful leaders on confronting the challenges of our changing world.

ENGAGEMENT, INCLUSION, AND JUSTICE

With a commitment to social, environmental, and economic justice, our universities are living their mission of servant leadership.

When the Biden administration made \$20 billion in grants available to advance environmental justice, where did the announcement happen? At Coppin State University. Several of us were honored to join President Jenkins in welcoming Vice President Kamala Harris to Coppin, and we're excited about this commitment to environmental equity and action.

Gov. Wes Moore chose Salisbury University to stress the importance of internet access and to share how the Affordable Connectivity Program can help bridge the digital divide on the Eastern Shore and beyond. And SU's Rommel Center for Entrepreneurship was one of the first 20 organizations to receive funding from TEDCO's new Maryland Makerspace initiative. The center will use these funds to create community showcases and exhibitions, launch business development initiatives, and support a maker-in-residence program.

TU's vital role as an anchor institution was recognized by the Maryland Department of Commerce with the approval of a new Regional Institution Strategic Enterprise (RISE) Zone next to the university. The designation helps TU leverage its people, programs, and resources to attract investment, spur economic development, and create jobs.

UBalt has been named Community Partner of the Year by the Baltimore chapter of Urban Alliance for its program placing high school students into paid internships that lead to college. And the Second Chance College Program, which UBalt pioneered in Maryland, is gathering steam across the System. This fall, nine men incarcerated at the Jessup Correctional Institution are pursuing sociology degrees through Bowie State University.

With a \$5.5 million grant from the U.S. Department of Education, UMB's School of Social Work is partnering with Coppin State and UMBC to expand training for school-based mental health providers. The grant funds the placement of 105 students a year in local public schools, where the need for mental health counseling has exploded. The effort is intended not only to expand but to *diversify* Maryland's corps of social work professionals, so that they reflect the children and communities they serve.

And while the summer months often signal down time in higher ed, that's certainly not the case on our campuses, where young learners flock for development and enrichment. More than 60 high schoolers from Maryland and DC participated in the annual weeklong Girl's STEM Academy at College Park. With a focus on creativity, innovation, and engineering, they took part in hands-on challenges addressing real-world problems.

Meanwhile, UMBC's Center for Global Engagement welcomed its inaugural cohort of the Mandela Washington Fellowship for Young African Leaders. UMBC was among 28 U.S. colleges selected to host 700 community leaders from several Sub-Saharan African nations.

And through a three-week program at UMES, high school students from across the Eastern Shore were introduced to the teaching profession and took their very first steps toward

becoming educators. This is how you build the strong teacher pipeline we say is essential not only to our students' success but, ultimately, to our System's.

Madame Chair, this concludes my report.

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COUNCIL *of* UNIVERSITY SYSTEM FACULTY

Regents Report September 22, 2023

The Council on University System Faculty will have its first General Body Meeting on September 20, 2023. This year, CUSF will welcome a Parliamentarian, Jay Zimmerman, who is also a member of the Rules and Membership Committee. Currently, CUSF committee chairs are in place. At our September meeting, committees will meet, membership will be determined, and agendas will be considered.

For each committee, specific initiatives are not yet determined. Therefore, below is a general overview of the current information. Likewise, in addition to past work, I have asked that committees refer to the USM strategic plan when considering initiatives and goals.

Executive Committee

The Executive Committee members are:

- Heather Rogers Haverback, Chair- Towson University
- Holly Brewer, Past Chair- University of Maryland, College Park
- Tom Abrams, Vice Chair- University of Maryland, Baltimore
- Lorenda Naylor, Secretary- University of Baltimore
- Atma Sahu, At Large Member- Coppin State University
- Nagaraj Neerchal, At Large Member- University of Maryland, Baltimore County

The Executive Committee met on September 6, 2023. During this meeting, we set the agenda for the upcoming CUSF meeting and new member orientation. We also discussed various topics for the upcoming year.

Education Policy Committee

Chairperson- Dr. Mary Crowley, University of Maryland Global Campus

Past Work Examples- Academic Integrity (AI) Subcommittee Survey Report and town hall, issues of open access, transfer credits and policy

Faculty Affairs Committee

Chairperson- Dr. Doris Santamaria-Makang, Frostburg State University

Past Work Examples- Technology, structural equity, COVID 19 subcommittees, mental and physical health town hall

Legislative Affairs Committee

Chairperson- Dr. Holly Brewer, University of Maryland, College Park

Past Work Examples- Resolution regarding the restrictions on graduate students and collective bargaining, many other legislative considerations

Rules and Membership Committee

Chairperson-

Past Work Examples- Consideration of bylaws to allow better methods of voting and meeting modality

Research Committee

Chairperson- Drs. Tom Abrams and Miroslaw Janowski, University of Maryland, Baltimore

Past Work Examples- Research policies and open access

I look forward to updating you as we develop CUSF's priorities for the year.

Respectfully submitted,

Dr. Heather Rogers Haverback

CUSF Chair



**COUNCIL OF
UNIVERSITY
SYSTEM
STAFF**

Bowie State University
14000 Jericho Park Rd
Bowie, MD 20715

Coppin State University
2500 W. North Ave
Baltimore, MD 21216

Frostburg State University
101 Braddock Rd
Frostburg, MD 21532

Salisbury University
1101 Camden Ave
Salisbury, MD 21801

Towson University
8000 York Rd
Towson, MD 21204

University of Baltimore
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1616 McCormick Drive
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3300 Metzgerott Rd
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Board of Regents Meeting Report
September 22, 2023

The first CUSS meeting of the current academic year was held at Coppin State University on Tuesday, August 15th. We would like to thank Coppin for being such wonderful hosts and for the warm welcome from President Jenkins! There was great energy on campus on the day of our visit since it coincided with orientation. There is a lot of great progress happening at Coppin and it was wonderful to see so much of it!

At the August meeting, the Executive Committee officially started their one-year terms and two Member-At-Large positions were elected to finalize the Executive Committee roster for 2023-2024 with 5 returning members.

2023-2024 CUSS Executive Committee

- ❖ Chair: Kalia Patricio (University of Maryland, College Park)
- ❖ Vice-Chair: Kathleen Hebbel (University of Maryland, Global Campus)
- ❖ Co-Secretaries: Deniz Erman (Towson State University) & Trish Johnson (Bowie State University)
- ❖ Members-At-Large: Shannon James (Salisbury University) & Vivian Hill-Lawson (University of Maryland, Baltimore)
- ❖ Past Chair: Laila Shishineh (University of Maryland, Baltimore County)

CUSS currently has a robust roster of staff from the 12 institutions. There are currently 46 members serving on the Council. Our 2023-2024 meeting schedule can be found at the end of this report, including a note of which sessions we hope to have in person. Additionally, the Communications & Marketing Committee was able to publish the Summer 2023 edition of our CUSS Newsletter. A copy of this edition is attached.

We held our September meeting virtually on September 13, 2023, which was hosted by the University of Maryland, College Park. President Pines welcomed us “to” campus and gave us updates on all of the work UMCP is doing on its strategic plan and the work happening on projects like the Purple Line. The meeting was an energizing one, where the committees began the important step of setting their Action Plans for the year. Our committees, Awards & Outreach, Executive, Legislative Affairs & Policy, and Staff Resources & Special Projects, will each have their plans developed this week and I look forward to sharing them with you in my next update.

I am excited to have started my second year as the Chair of the Council last month and am honored to be serving staff again. As before, we have a wonderful and driven group of staff serving on CUSS and hope to partner with each of you on our goals. Please do not hesitate to contact me directly (krp@umd.edu) with concerns, questions, and/or suggestions.

Most Sincerely,

Kalia R. Patricio, Ph.D.
CUSS Chair

Attachments: Summer 2023 CUSS Newsletter
2023-2024 CUSS Meeting Schedule



COUNCIL OF UNIVERSITY SYSTEM STAFF

2023-2024 Meeting Schedule

	Host	Date (2023-2024)
August	CSU (in person)	Tues. 8/15/23
September	UMCP	Tues. 9/12/23
October	FSU (in person)	Tues. 10/10/23
November (Joint Councils)	UMBC (in person)	Tentative 11/15/23 Ask CUSF/USMSC/USM
December (USM Office)	USMO	Tues. 12/12/23
January	UB	Tues. 1/16/24
February (Advocacy Day)	Annapolis (in person)	TBD (Weds. 2/14/24) Ask USM Staff
March	UMB	Tues. 3/12/24
April	TU (in person)	Tues. 4/9/24
May	UMCES	Tues. 5/14/24
June	SU (in person)	Tues. 6/18/24
July	UMES	Tues. 7/16/24

Off Rotation	UMGC
Off Rotation	BSU



Bowie State University (BSU)

14000 Jericho Park Road
Bowie, MD 20715

Coppin State University (CSU)

2500 W. North Avenue
Baltimore, MD 21216

Frostburg State University (FSU)

101 Braddock Road
Frostburg, MD 21532

Salisbury University (SU)

1101 Camden Avenue
Salisbury, MD 21801

Towson University (TU)

8000 York Road
Towson, MD 21252

University of Baltimore (UBalt)

1420 N. Charles Street
Baltimore, MD 21201

**University of Maryland,
Baltimore (UMB)**

520 West Lombard Street
Baltimore, MD 21201

**University of Maryland Baltimore
County (UMBC)**

1000 Hilltop Circle
Baltimore, MD 21250

**University of Maryland Center for
Environmental Science (UMCES)**

P.O. Box 775
Cambridge, MD 21613

**University of Maryland, College Park
(UMCP)**

7950 Baltimore Avenue
College Park, MD 20742

**University of Maryland Eastern Shore
(UMES)**

11868 College Backbone Road
Princess Anne, MD 21853

**University of Maryland Global Campus
(UMGC)**

1616 McCormick Drive
Largo, MD 20774

**University System of Maryland Office
(USMO)**

3300 Metzert Road
Adelphi, MD 20783-1690

Find us on the web:

Website: <http://bit.ly/1yc1prc>
Facebook: @CussMaryland
Twitter: @CUSS_USM



Update from the Chair

There is a lot happening as we move through August, begin a new school year, and kick off the 2023-2024 CUSS cycle. There is much to be excited about as we face the start of the fall semester. I am excited to share with you some updates from the 2022-2023 cycle and news for the 2023-2024 year ahead.

The Council recently wrapped up our 2022-2023 cycle in July. I want to take a moment to thank each and every member of CUSS this year for their hard work and dedication to our group. We met primarily virtually for our monthly meetings but did have one in-person meeting at Frostburg State University (FSU), which was full of energy and collaboration. We were also able to bring the group together in person in July 2023 at the University of Maryland Center for Environmental Science (UMCES) for a year-end meeting. We are grateful for FSU and UMCES for hosting us this year and being so welcoming! For the 2023-2024 cycle we will hold our meetings half virtually and half in person. We are excited to be in each other's company more frequently!

In addition to the Executive Committee, our committee structure this year included Awards & Outreach, Legislative Affairs & Policy, and Staff Resources & Special Projects. Each group had a very productive cycle and we anticipate keeping these standing committees for the next cycle to build on this work. Starting at our August meeting, these groups will set goals and priorities to focus on for the upcoming year and we look forward to sharing these goals and our new Council Action plan, once they are developed. We will share these highlights in our next newsletter.

As we move into this new year, I am honored to have been nominated and elected to serve again as Chair. While we lost a valuable team member, Susan Holt (UMB, Vice Chair), I am excited to share that the make-up of our Executive Committee team this year will consist of a group of dedicated and engaged Executive Committee members who also served during the 2022-2023 cycle. To round out our group, we will elect two Member-At-Large positions at our August meeting. The Executive Committee for 2023-2024 will include:

- Chair: Kalia Patricio (University of Maryland, College Park)
- Vice-Chair: Kathleen Hebbel (University of Maryland, Global Campus)
- Co-Secretaries: Deniz Erman (Towson State University) & Trish Johnson (Bowie State University)
- Members-At-Large: TBD
- Past Chair: Laila Shishineh (University of Maryland, Baltimore County)

As always, please remember that the representatives and alternates that sit on the Council are here to represent staff across all of our University System of Maryland (USM) institutions. Please do not hesitate to reach out to any member of the Council with questions, concerns, or thoughts as we start a new year.

Sincerely,

Kalia Patricio
Council of University System Staff

CUSS SPOTLIGHT:

AWARDS & OUTREACH COMMITTEE: BOR AWARDEES

Each September CUSS' Awards and Outreach Committee sends out the Board of Regents Staff Awards Packet to each University within the USM system asking for nominations for the Board of Regents Staff Awards. This is the time that staff can nominate another staff member who they think made a significant impact on their university.

The Board of Regents Staff Award is the highest honor bestowed by the Board of Regents for the achievements of Exempt and Nonexempt staff from institutions within the University System. The winners of the ten awards will receive a \$2000 stipend. To read more about the award please visit the <https://www.usmd.edu/usm/workgroups/SystemStaff/borawards.html>.

The Board of Regents met in closed session in June and during this meeting, they officially approved the nominations set forth by the Council of University System Staff (CUSS). The Regents Staff Awards will be awarded during the September 2023 breakfast celebration and board meeting at the University of Maryland Global Campus. Congratulations to all the Board of Regent Staff Awards Recipients, and a thank you to the nominators for recognizing their staff members.

University System of Maryland 2023 Board of Regents Staff awards Winners!

Exceptional Contribution to the Institution and/or Unit to which a Person Belongs

- Exempt: Michael Humphreys, University of Maryland, Baltimore
- Non-exempt: Phillip Brunecz Jr., Salisbury University

Outstanding Service to Students in an Academic or Residential Environment

- Exempt: Achiline Tablada, University of Maryland College Park
- Non-exempt: Brooke Church, Salisbury University

Extraordinary Public Service to the University or the Greater Community

- Exempt: Stanyell Odem, University of Maryland, Baltimore County
- Non-exempt: Todd Waters, University of Maryland College Park

Effectiveness and Efficiency

- Exempt: Anthony Rosas, Towson University
- Non-exempt: Margo Young, University of Maryland, Baltimore County

Inclusion, Multiculturalism, and Social Justice

- Exempt: Courtney Jones, University of Maryland, Baltimore
-

USM INSTITUTIONAL UPDATES

Bowie State University

University Startups (USU) has partnered with the Bowie State University (BSU) Entrepreneurship Innovation Center to launch the Building Businesses @ BSU program. After a competitive application process, 30 students at Bowie State University were selected to participate in the Accelerator Boot Camp to develop their business ideas and hone their entrepreneurial skills. By the end of the January program, 90% of students felt confident in their abilities to run a business. "This initiative is designed to empower young entrepreneurs with the skills, resources, and support necessary to transform their ideas into successful

businesses. We are proud to have witnessed the creation of over \$3,800 of revenue and the acquisition of 190 new customers across the cohort. The Building Business @ BSU program is a testament to the power of collaboration and the potential of young entrepreneurs to drive innovation and economic growth here at BSU." Arianna Redmond, a sophomore nursing major, launched a business called Tony's Kitchen and Bakery. Redmond's father was an entrepreneur and shared his passion for cooking with her before he passed away in 2021. Redmond felt compelled to continue his legacy of entrepreneurship and their shared love of baking. "As a growing entrepreneur, the

Accelerator Boot Camp is teaching me the mindset, the steps needed, and the fundamentals of launching my own business," Redmond says.

USU expert instructors taught the students a comprehensive curriculum using lean startup methodology, building prototypes, and interviewing customers for market research. As a result, over \$3,800 of revenue was generated by these business ventures, bolstered by the acquisition of more than 190 new customers across the cohort. To learn more about how University Startups helps build entrepreneurial ecosystems, contact info@university-startups.com <https://www.bowiestate.edu/about/news/>

Coppin State University



Coppin Corner Resource Center Opens Coppin State University has launched Coppin Corner, a new on-campus resource center providing basic food and personal care products to registered Coppin State students. This is a critical component of the university's efforts to address food insecurity which can negatively affect student success and retention. "Coppin Corner will not solve every problem our students face; however, we are hopeful it will allow them to focus more on their studies, and less on where their next meal is coming from," said President Jenkins.



We welcomed new first-time and transfer students to campus, as well as their families, for our first to New Student Orientation sessions of the summer. During New Student Orientation, our newest Eagles are able to Experience Coppin State for themselves: tours of campus, meeting their fellow Eagles, and learning about the culture and traditions that will strengthen their connection to Coppin State University and our legacy.

<https://www.coppin.edu/news>

Frostburg State University

Frostburg State University's Department of Nursing was recently awarded a grant in excess of \$1.5 million by the Maryland Higher Education Commission's Nurse Support Program II. The funds will be utilized to expand the capacity of pre-licensure nursing programs within the state, specifically in Western Maryland, where there is a lack of traditional 4-year Bachelor of Science in Nursing (BSN) programs. In January 2024, FSU will begin offering a Post-Masters Certificate (PMC) in Advanced School Counseling Practice (ASCP). The coursework, which is designed for professionals working in school districts and social service agencies, is flexible in nature and can be taken virtually using both synchronous and asynchronous learning platforms during the winter and summer terms. Starting this fall, FSU will partner with Allegany and Garrett County Public Schools to offer the Bobcat Academy - a dual enrollment pilot program to give motivated high school seniors an immersive college

experience and an opportunity to earn college credits while simultaneously completing high school.

<https://www.frostburg.edu/news/>

Salisbury University



Salisbury University was a team that boasted a 22-1 record when they arrived at Philadelphia's Lincoln Financial Field on May 28th as the underdog in the Division III national championship lacrosse game. The Sea Gulls, which had won 12 NCAA titles before the championship game, lined up against a Tufts University team that carried an unbeaten record and the nation's leading offense into the contest. The Jumbos had torn through their competition, scoring over 20 goals per game en route to another national title game clash with Salisbury. Salisbury held Tufts scoreless in the first quarter, providing enough cushion to hold off the Jumbos when their offense came alive in the second half. The Sea Gulls picked up timely goals in the third and fourth quarters to seal a 17-12 victory and the 13th national championship in school history. Salisbury tied Hobart College for the most national championships in Division III history. All 13 championships have been won with Coach Jim Berkman, the all-time winningest lacrosse coach in NCAA lacrosse history, at the helm.

<https://www.salisbury.edu/news/>

Towson University

Towson University continues to impact Maryland, the region, and the world, as an anchor institution. We conferred over 3,100 degrees in May, closed our successful \$100 million capital campaign in June, and will see Dr. Mark R. Ginsberg join us as our 15th president in October. Thank you to staff who volunteered at commencements, donated to the campaign, and served on search committees. Our award-winning innovative StarTUup at the Armory was recently selected as a Baltimore Business Journal INNO Fire Award recipient. Maryland Department of Commerce announced approval of a new regional institution strategic enterprise zone, or RISE Zone, adjacent to TU. We are delighted to celebrate our USM Board of Regents Staff Award recipient, Anthony Rosas. Construction of the new College of Health Professions building continues, and fencing went up around the soon-to-be-renovated Smith Hall. Interim President Melanie Perreault has

been a fantastic steward of the campus and remains an exemplary partner in shared governance.

<https://www.towson.edu/news/>

University of Baltimore

UBalt's Inclusion Alley Highlighted in Baltimore Magazine Inclusion Alley, a community space located between The University of Baltimore's Liberal Arts and Policy Building and the William H. Thumel Sr. Business Center, has been recognized as Best Exhibit by Baltimore Magazine's 2023 Readers' Poll. The brightly painted space, bordered by Charles Street and Morton's Alley, was established by the UBalt Student Government Association in 2020. Designed by local community artist Sara Golden and made by University volunteers, the mural celebrates equality, solidarity, and the joy of togetherness. It also provides an important landmark for the University. Daniel Khoshkepazi, M.A. '22, who served as president of the SGA in 2020 and led the all-campus effort to create Inclusion Alley, says he is "absolutely thrilled" that the project received the magazine's recognition. "I can't wait to see how this community space continues spreading joy, love and positivity for years to come," Khoshkepazi wrote on LinkedIn.

<https://www.ubalt.edu/news/>

University of Maryland, Baltimore (UMB)



Make no bones about it: These dogs are a breed apart. The University of Maryland, Baltimore (UMB) honored therapy and service dogs during [Paws to Honor: UMB Service and Therapy Dog Awareness Day](#) on June 13 in which "dogtorate" degrees were "confurred" on the companions of three recent graduates: University of Maryland School of Medicine's Caroline Benzel, MD '23, and therapy dog Loki; University of Maryland School of Pharmacy's Paola Urbistondo-Jimenez, PharmD '23, and service dog Kyla Red; and University of Maryland Francis King Carey School of Law's Courtney Bergan, JD '23, and service dog Kiera. Loki receives her honorary "dogtorate." While other universities

have honored service dogs alongside their humans during commencement ceremonies, including Seton Hall University in May, UMB's ceremony is believed to be one of the first in the U.S. to be held separately by a university to honor the companions who accompany students to class and offer comfort to patients at hospitals and others in need. Dressed in regalia, UMB President Bruce E. Jarrell, MD, FACS, presided over the event on the Health Sciences Research Facility III patio, giving special recognition to Benzel and her 5-year-old Rottweiler nicknamed "Dogtor" Loki, for their work at the University of Maryland Medical Center (UMMC).

<https://www.umaryland.edu/news/>

University of Maryland, Baltimore County (UMBC)

UMBC's President, Dr. Valarie Sheares Ashby just celebrated her one year mark at UMBC! [Here's](#) the original article from UMBC News welcoming Dr. Sheares Ashby.



In other news, Dr. David Dauwalder now serves as UMBC's interim provost after the retirement of Dr. Philip Rous and an ongoing search for a new provost and Sr. Vice President for Academic Affairs at UMBC. Finally, UMBC's Staff Mentoring Program is enjoying its largest cohort yet, of 72 participants! Staff in the program are paired based on areas of interest and after participating in a speed networking event. Once matched, pairs meet on their own as often as they wish and workshops are offered in the fall and the spring for the participants around topics related to the value of mentoring. Anyone with questions about setting up a staff mentoring program can reach out to the current co-chairs of the committee at UMBC: [Laila Shishineh](#) and [Jess Wyatt](#).

<https://umbc.edu/news-home/>

University of Maryland Center for Environmental Science (UMCES)

Chesapeake Biological Laboratory (CBL) announces a \$1 million gift from Brian Hochheimer and Marjorie Wax to establish the Anthropogenic Changes in Estuarine Systems (ACES) Initiative, a five-year project to study chemicals in waterways that could be having harmful impacts on environmental and human

health. The gift, reflecting the family's long-time close connection to the university's founding campus dating back to the 1950s, is the largest individual donation to UMCES to date. Recognizing the laboratory's long-standing tradition of working on chemicals of environmental concern, the investment will support the acquisition of new instruments and the development of analytical methods to help UMCES scientists identify harmful contaminants in waterways and assess their risk to environmental and human health. Scientists will collect water samples from the Patuxent River to evaluate the impacts of wastewater facilities discharging into the river, as well as the impact of numerous indirect sources, such as wastewater from septic tanks and runoff from land and agriculture.

<https://www.umces.edu/news>

University of Maryland College Park (UMCP)



The University of Maryland, College Park will receive nearly \$40 million in grant funding from the U.S. Department of Transportation's Federal Transit Administration (FTA) to fast-track plans to convert its bus fleet from diesel to electric vehicles. Funds will be used to purchase 35 battery electric buses, bus charging stations and associated infrastructure as well as to train drivers and maintenance staff to operate and service electric buses. The funds were awarded through the FTA's Low-No Program, which will provide nearly \$1.7 billion for transit projects in 46 states and territories. UMD's grant was the largest given to a university in this award cycle and one of the largest of the 130 grants awarded nationwide. The award will enable UMD to accelerate the transition of its Shuttle-UM fleet, which currently includes 48 buses that provide transportation to campus and around greater College Park. The award propels UMD forward on its path to achieve ambitious climate action goals, which include converting all university vehicles to electric by 2035. Electric buses may be in operation as early as summer 2026.

<https://today.umd.edu/>

University of Maryland Eastern Shore (UMES)

2023 spring graduates venture from UMES with memories, & accomplishments - UMES's graduation of 289 bachelor, master's, and doctorate degrees conferred by president Heidi M. Anderson during UMES's 136th spring commencement at the William P. Hytche

Athletic Center on May 19 featured Maryland State Delegate and Speaker of the Maryland House of Delegates, Adrienne Jones, who delivered the commencement address. Jones, who holds the distinction of being the first African-American and the first woman to lead the Maryland Legislature, shared the importance for the new graduates to follow their moral compass and how it will positively impact them in the future. "Lead with your values, help others around you, be open to new possibilities, and remember that fairness, decency, and equity will take you places." Springfest 2023 and Engagement Day - The University of Maryland Eastern Shore welcomed over 800 future Hawks to campus May 5 where the admitted students and their families received information and assistance for the Fall 2023 semester. The Engagement Day featured a panel of student leaders and a fair with various departments available to provide information on academics, financial aid, and campus life. UMES students participate in competition centered on business strategies - A team of students from UMES recently used their business acumen and problem-solving skills to compete against 40 HBCU's. This spring, six students took part in the sixth annual "HBCU Battle of the Brains" competition in Austin, Texas. It was the second consecutive year that UMES attended the event, which is sponsored by the National Football League.

<https://www.umes.edu/LMRCSC/Content/News/>

University of Maryland Global Campus (UMGC)

Gregory W. Fowler, PhD, President of University of Maryland Global Campus (UMGC), has been named an "Influential Marylander" for 2023 by The Daily Record, which was founded in 1888 and reports on business, law, and government., He has also been named to the paper's Power 30 list for higher education for three consecutive years. Fowler, who was chosen for his transformational leadership in education, began his tenure as president of UMGC in January 2021. He is committed to developing innovative learning experiences that meet students where they are. He is in the forefront of using virtual reality and immersive learning technologies to build social cohesion among students studying online. Last fall, UMGC became one of the first universities in the country to offer classes in the virtual reality "Metaverse." "This is an honor I share with every member of our global team, serving students in 175 locations around the world and dedicated to helping each one succeed," said Fowler. "We are committed to providing wrap-around support—from helping students to prepare for their educational journey to lifetime career support for our alumni—and bringing the right learning experience to the right student at the right time and in the right way."

<https://www.umgc.edu/news/>



2023 – 2024 CUSS REPRESENTATIVES

Bowie State University (BSU)

Trish Johnson, *Point of Contact & Co Secretary*
 LaVel Jones
 Vonzella McQueen
 Rosetta Price

Coppin State University (CSU)

Joe Brooks
 Sheila Chase
 Yvonne Oliver, *Point of Contact*

Frostburg State University (FSU)

Mia Cross
 Harry Fike
 Amy Nightengale, *Point of Contact*
 Rubin Stevenson
 Joshua Trenum
 Sara Wilhelm

Salisbury University (SU)

Lisa Gray, *Point of Contact*
 Dave Gutoskey
 Shannon James
 Megan Raymond

Towson University (TU)

Keisha Bownes
 Deniz Erman, *Point of Contact & Co-Secretary*
 Carolyn Harris
 Brian Jara
 Siobhan Keplinger
 Jennifer Walsh

University of Baltimore (UB)

Helen Farrar
 Karen Karmiol
 Megan Manley, *Point of Contact*

University of Maryland, Baltimore (UMB)

Vivian Hill-Lawson
 Nia Speaks
 Lei Zhang, *Point of Contact*

University of Maryland, Baltimore County (UMBC)

Deanna Cerquetti
 Catherine Myers
 Roy Prouty, *Point of Contact*
 Laila Shishineh, *Past Chair*
 Terisa White

University of Maryland, Center for Environmental Sciences (UMCES)

Kathleen Hebbel, *Point of Contact & Vice Chair*
 Sarah Hughes
 Jennifer Olson Dixon

University of Maryland, College Park (UMCP)

Vandaliah (VJ) Aderholt
 Suzanne Ashour-Bailey
 Meredith Carpenter, *Point of Contact*
 Kalia Patricio, *Chair*
 Namrata Ram-Andriessens
 Sister Maureen Schrimpe

University of Maryland Eastern Shore (UMES)

Chenita Reddick, *Point of Contact*

University of Maryland Global Campus (UMGC)

Jennifer Olson Dizon
 Kathleen Hebbel, *Point of Contact*

University System of Maryland Office (USMO)

George Samuel, *Point of Contact*

For a full listing of all minutes regarding the USM Council of University System Staff (CUSS), institution photographs, and other pertinent information, visit <http://www.usmd.edu/usm/workgroups/SystemStaff/>.

The Council of University System Staff (CUSS) was established in 1992 by request of the Board of Regents to advise on matters relating to the development and maintenance of a new USM Pay Program for Staff employees. CUSS is comprised of System-wide Staff employees with representatives from each of its 12 institutions and the System office.





COUNCIL OF UNIVERSITY SYSTEM PRESIDENTS
September 22, 2023

CUSP met twice since the last Board meeting – July 10th and September 11th.

The July meeting focused on two topics: the recent SCOTUS rulings and an MHEC update. The Council discussed the impact of the Supreme Court’s rulings that struck down affirmative action in higher education admissions. The Presidents discussed the impact of the decision on the USM and affirmed their commitment to diversity, equity, and inclusion at their campuses.

Chancellor Perman and Senior Vice Chancellor Wrynn discussed matters related to program duplication and provided an update on the work being done examine MHEC’s program review process.

The September 11th meeting included several topics. Senior Vice Chancellor Herbst provided information on the NASH Cost Transparency Initiative. She also covered the operating budget, mold monitoring and remediation processes, and an update on the Department on Labor overtime rule. Associate Vice Chancellor Skolnik and Director of Labor, Ms. Roxas, also provided an update on labor negotiations.



USM Student Council's Report to the USM Board of Regents

September 2023 Full Board of Regents Meeting, University of Maryland Global Campus

Organization: University System of Maryland Student Council

Representation: Vainavi Gambhir, President

Good morning Chair Gooden, Board of Regents, and Esteemed Colleagues,

My name is Vainavi Gambhir, and I am a third-year undergraduate student at the University of Maryland, College Park. I am extremely grateful to serve as the President of the University System of Maryland Student Council for the 2023-24 term. I would also like to introduce Arsalan Siddiqui as the Vice President of Graduate Affairs and Clifton Crosby Jr. as the Vice President of Undergraduate Affairs.

Since the start of the term in July, the Executive Team has had multiple meetings to discuss our goals for the term and plan for the execution of various initiatives. We also sent out applications and collected interest for Board of Director positions: including Director of Diversity, Equity, and Inclusion, Director of Government Relations, and Director of Student Affairs. Candidates were interviewed and then selected in early September.

Below are the Board of Directors for this term:

Directors of Government Affairs: Meghna Chandrasekaran and Conor Curran

Director of Diversity, Equity, and Inclusion: Emily Madison

Director of Student Affairs: Elisha Urayayi

On Sunday, September 10, we hosted our first USMSC General Body Meeting at the Elkins Building in Adelphi which had a turnout of over 20 attendees from almost all USM institutions. Apart from the general onboarding protocol, we invited Dr. Tom Abrams from CUSF who presented on HyFlex– improving synchronous learning technology for students with accommodation needs and barriers to in-person attendance. HyFlex received the endorsement and enthusiasm of many representatives at the meeting, with some even having personal stories of impact to share. Additionally, we discussed the proposed amendments to the policy on academic accommodations for religious observances. It initiated conversations on guidelines and standardized processes that individual campuses could adopt to make religious exemptions easier to accommodate.

We also have a few goals for the term that we are in the process of planning and executing.

(1) Inaugural 2024 USM Student Speaker Forum Event

The USM Student Speaker Forum will bring together undergraduate and graduate students from across institutions, providing a platform to share unique, innovative, and/or compelling perspectives in a TED-like conference format. This event will be inclusive of non-verbal modes of expression such as visual arts, music, movement, and more. By introducing this event, we hope to provide a platform that champions more student voices and encourages cross-campus collaboration.


(2) Student Regent Interviews – Interviewing and sending candidates to Chancellor Perman

(3) USM Board of Regents Student Excellence Scholarship

We will be selecting one Freshman/Sophomore, Junior/Senior, and Graduate/Professional student across categories of academics, creativity, outreach, and leadership to receive the student scholarship. Applications will be submitted by students through a self-nomination process, and we are currently working on refining the rubric guidelines and application form to make it ready for release around November. We will also work with the Student Council to ensure this scholarship is advertised sufficiently across all campuses and hope that will further diversify the applicant pool. After review by the Board of Regents committee and verifying student disciplinary records, the final 12 recipients will be hosted for a ceremony at Hidden Waters.

Thank you, and I look forward to a wonderful term ahead.

Best regards,

A handwritten signature in black ink, appearing to read 'Vainavi Gambhir'. The signature is stylized with a long, sweeping horizontal line above the name.

Vainavi Gambhir

President, University System of Maryland Student Council



University System of Maryland Board of Regents
Frostburg State University
June 16, 2023 Public Minutes

Call to Order. Chair Linda Gooden called the meeting of the University System of Maryland Board of Regents to order at 8:04 a.m. on Friday June 16, 2023 at Frostburg State University. Those in attendance were: Chair Gooden; Regents Anderson, Atticks, Attman, Breslin, Gonella, Gourdine (virtual), Helal, Hur, Leggett (virtual), McMillen, Neuberger, Oludayo, Peters (virtual), Pope, Rauch, Smarick, Wallace, and Wood; Presidents Anderson, Breaux, Fowler, Goodwin, Jarrell, Jenkins, Lepre, Nowaczyk, Interim President Perrault, Pines, and Associate Vice President Reed-Aro for Schmoke, and Sheares Ashby; Vice Chancellors Herbst, Hogan, Masucci, McDonough, Raley, and Wrynn; Ms. Mulqueen, Ms. Wilkerson, and AAGs Bainbridge and Langrill.

Chair Gooden opened the meeting by thanking everyone for their hard work over the past year to support the USM. She gave special thanks to Regent Gary Attman, who ended his term on the Board after 14 years. She also recognized Regents McDonald, Oberg, Oludayo, Bartenfelder, and Gill for their service on the Board.

Chair Gooden welcomed new Regents – Anwer Hasan, Tom McMillen, Steve Sibel, and Student Regent Josiah Parker. She also welcomed new CUSF Chair, Heather Haverback, and new USMSC Chair, Vainavi Gambhir, and noted that CUSS elections will take place later in the month.

Chair Gooden ended her remarks noting that over half of the names on *The Daily Record* Higher Education Power List were from the USM. She also recognized the students honored at the inaugural Board of Regents Student Excellence Scholarship brunch in May. The winners were:

Academics, Scholarship, and Research:

- Mason Yang (UMCP)
- Isaac Omodia (UMES)
- Madeline Alizadeh (UMB)

Innovation and Creative Activity:

- Mark McMichael (UMGC)
- Sonny Tu (UMCP)
- Kendra Welborn (TU)

Leadership and Advocacy:

- Mary Samokhvalova (UMCP)
- Megan Spicer (SU)
- Monerah Al-Dubayan (UMCP)

Outreach and Engagement:

- Vainavi Gambhir (UMCP)
- Sasvi Kulasinghe (UMCP)
- Margo Settles (UBalt)

Welcome from Frostburg State University. President Ron Nowaczyk welcomed everyone to Frostburg State University. His remarks focused on the educational mission of the university, including several collaborative programs between FSU and other USM schools, as well as regional programs. Several FSU students also spoke about their experiences on campus.

Educational Forum: AI Generative Tools: Overview and Implications for Education. Dr. Tim Finin, the Willard and Lillian Hackerman Chair in Engineering at UMBC, spoke about AI tools, including ChatGPT, and their implications for education and the USM.

Chancellor's Report. Chancellor Perman presented his report. He started by congratulating Chair Gooden on receiving the American Heart Association's 2023 G. Morgan Stark Memorial Award. He also recognized the Board of Regents Student Scholarship winners and the departing Regents.

Chancellor Perman noted that this report serves as his annual report. He covered the leadership transitions of the past year including those at UMBC, TU, UMCES, and USMH. He highlighted the many accomplishments of the USM institutions over the year.

Chancellor Perman ended his report with remarks concerning the Supreme Court's upcoming decision on affirmative action. He noted that diversity is a compelling interest for the USM and higher education as whole. He said that, whatever the Court's ruling, Maryland has an advantage as one of the most racially and ethnically diverse states and that we will continue to serve the state's population within the bounds of federal law.

I. Council Reports

- a. Council of University System Staff (CUSS). Dr. Patricio presented the report. She noted that CUSS is presenting the nominees for the Board of Regents Staff Awards. The Council voted to hold 50% of their 2023-2024 meetings in person. The Council will hold elections for the executive committee later in June.
- b. Council of University System Presidents (CUSP). President Breaux presented the report stating that CUSP met twice since the last meeting. The May 1st meeting had a packed agenda including topics on the adjustment to the nonexempt salary structure, the operating and capital budget requests, graduate student collective bargaining, handling of active shooter threats, and the MD Secretary of Health's

mental health focus. The June 5th meeting included two presentations from CollegeTrack and BVK/the USM branding initiative.

- c. University System of Maryland Student Council (USMSC). Mr. Siddiqui presented the USMSC report. The Council held elections in May and elected Vainavi Gambhir as President. Several graduating students joined Chancellor Perman for a “Chancellor’s Chat” in April. Mr. Siddiqui rounded out his remarks with a recap of the Board of Regents Student Scholarship Ceremony.
 - d. Council of University System Faculty (CUSF). Dr. Brewer submitted her report but was not able to attend the meeting in person. The executive committee discussed speaker ideas and drafts of the end of year and shared governance reports. Elections were held April 21st and Dr. Heather Haverback was elected Chair for the next year. Dr. Brewer’s report included an end-of-year report covering the work that the Council completed during the year.
2. Public Comment. Chair Gooden opened the meeting for public comment. There were no requests for public comment.
 3. Consent Agenda. The Consent Agenda was presented to the regents by Chair Gooden. She asked if there were any items on the agenda that should be removed for further discussion. There were no requests to remove any item. Chair Gooden moved and Regent Pope seconded the motion to accept the consent agenda. The consent agenda was approved. The items included were:
 - a. Committee of the Whole
 - i. Approval of meeting minutes from April 14, 2023 Public and Closed Sessions (action)
 - b. Committee on Advancement
 - i. Approval of meeting minutes from May 10, 2023 Public and Closed Sessions (action)
 - ii. Approval of meeting minutes from June 1, 2023 Special Meeting (action)
 - c. Committee on Audit
 - i. Approval of meeting minutes from June 9, 2023 Public and Closed Sessions (action)
 - d. Committee on Economic Development and Technology Commercialization
 - i. Approval of June 7, 2023 Meeting Minutes (action)
 - e. Committee on Education Policy and Student Life
 - i. Approval of May 11, 2023 Meeting Minutes (action)
 - ii. Approval of June 5, 2023 Special Meeting Minutes (action)
 - iii. New Academic Program Proposals (action)

1. Bowie State University: Doctor of Philosophy (Ph.D.) in Counselor Education and Supervision
 2. Coppin State University: Joint Master of Social Work/Doctor of Social Work (MSW/DSW)
 3. Towson University: Master of Arts in Communication and Advocacy
 4. University of Maryland Global Campus: Master of Science in Clinical Professional Counseling
 5. University of Maryland Baltimore County: Master of Science (MS) in Cybersecurity
 6. Towson University: Doctor of Philosophy (Ph.D.) in Sustainability and Environmental Change
- iv. Diversity, Equity, and Inclusion: 2023 Cultural Diversity Reports – USM Summary (action)
 1. Bowie State University
 2. Coppin State University
 3. Frostburg State University
 4. Salisbury University
 5. Towson University
 6. University of Baltimore
 7. University of Maryland, Baltimore
 8. University of Maryland, Baltimore County
 9. University of Maryland, College Park
 10. University of Maryland Center for Environmental Science
 11. University of Maryland Eastern Shore
 12. University of Maryland Global Campus
 - v. Regional Higher Education Centers as Innovation Hubs (information)
 - vi. Update: PreK-20 Initiatives (information)
 - vii. New Programs 5-Year Enrollment Reviews, Fall 2018 – Fall 2022 (information)
 - viii. 2023-2024 EPSL Agenda Brainstorming (information)
- f. Committee on Finance
 - i. Approval of meeting minutes from June 7, 2023, Public and Closed Sessions (action)
 - ii. University System of Maryland: FY 2024 Operating Budget (action)
 - iii. FY 2024 System Funded Construction Program Request (action)
 - iv. University System of Maryland: Forty-Fifth Bond Resolution—Auxiliary Facility and Tuition Revenue Bonds (action)
 - v. University System of Maryland: Official Intent Resolution on Reimbursement of System Cash Balances Spent on Revenue Bond-Authorized Projects (action)
 - vi. Frostburg State University: Facilities Master Plan 5-year Update (action)
 - vii. Bowie State University: Public-Private Partnership Student Housing (action)
 - viii. University of Maryland, College Park: Public-Private Partnership for Graduate Student Housing (action)

- ix. UMCP University of Maryland, College Park: Project Authorization for the Basketball Performance Center (action)
 - x. University of Maryland College Park on behalf of the University System of Maryland and Maryland Education Enterprise Consortium (MEEC): Contract Extension for Microsoft Software Reseller (action)
 - xi. Proposed Amendment to USM Policy X-1.0 —USM Institutional Information Technology Policies, including Functional Compatibility with the State Information Technology Plan (action)
 - xii. Proposed Amendment to USM Policy VIII-2.70—Policy on Student Classification for Admission and Tuition Purposes (action)
 - xiii. Adjustment to the Biennial Nonexempt Salary Structures for Fiscal Years 2024 and 2025 (action)
 - xiv. Establishment of an up to \$150M Quasi-endowment Fund to Provide Need-Based Student Financial Aid (action)
 - xv. University of Maryland, College Park: Ratification of technical date modifications to the Voluntary Separation Program for Tenured Faculty in Select Academic Areas (action)
 - xvi. Proposed FY 2024 Contract between the University of Maryland, Baltimore and the University of Maryland Medical System Corporation (action)
- g. Committee on Governance and Compensation
 - i. Approval of meeting minutes from June 7, 2023 Public and Closed Sessions (action)
 - h. Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare
 - i. Managing APR Issues in a Changing Environment - A Presentation by Dr. Sue Sherburne and Mr. Brady Rourke, University of Maryland, College Park (Information)
 - ii. Amendments to BOR V-2.10 University System of Maryland Policy on Intercollegiate Athletics (Action)
 - iii. Mid-year Athletic Director Updates – Rotating – UMES, BSU (Information)
 - iv. Title IX Intercollegiate Athletics Status (Information)
 - v. Summary of Student-Athlete Admission, Graduation, and Academic Progress (Information)
4. Review of Items Removed from Consent Agenda
5. Committee Reports
- a. Committee on Finance
 - i. University System of Maryland: FY 2024 Operating Budget. Regent Attman moved and Regent Pope seconded approval of the FY 2024 operating budget as submitted. The motion was unanimously approved.
 - b. Committee of the Whole

- ii. Legislative Session Update. Vice Chancellor Hogan provided an update on the 2023 legislative session.
 - iii. Proposed Dates for 2024-2025 Full Board Meetings. Regent Pope moved and Regent Breslin seconded approval of the proposed dates for the 2024-2025 full board meetings. The motion was unanimously approved.
 - iv. Resolutions of Appreciation. Regent Wood moved and Regent Rauch seconded approval of resolutions of appreciation for the following. The motion was unanimously approved.
 1. Regent Gary Attman
 2. Regent Joe Bartenfelder
 3. Regent Mike Gill
 4. Regent Ed McDonald
 5. Regent Julie Oberg
 6. Student Regent Ayotola Oludayo
 - v. 2023-2024 Committee Assignments. Chair Gooden shared the committee assignments for 2023-2024.
6. Reconvene to Closed Session Reconvene to Closed Session. Chair Gooden read the “convene to close” statement citing the topics for the closed session and the relevant statutory authority for closing the meeting under 3-305(b) and 3-103(a)(1)(i). (Moved by Regent Neuberger, seconded by Regent Gonella; unanimously approved.)

Meeting adjourned at 10:26 a.m.



University System of Maryland Board of Regents
Frostburg State University
June 16, 2023 Closed Minutes

Closed Session Minutes

Call to Order. Chair Linda Gooden called the meeting of the University System of Maryland Board of Regents to order in closed session at 11:00 a.m. on Friday June 16, 2023 at Frostburg State University. Chair Gooden; Regents Anderson, Atticks, Attman, Breslin, Gonella, Gourdine (virtual), Helal, Hur, Leggett (virtual), McMillen, Neuberger, Oludayo, Peters (virtual), Pope, Rauch, Smarick, Wallace, and Wood; Vice Chancellors Herbst, Hogan, Masucci, McDonough, Raley, and Wrynn; Ms. Wilkerson, and AAGs Bainbridge and Langrill. Presidents Ashby and Nowaczyk were present for a portion of the meeting.

I. **Consent Agenda**

Chair Gooden asked if there were items the Regents wished to remove from the consent agenda. Seeing none, the Regents voted to approve the consent agenda which included the items below.

- a. Committee on Advancement
 - i. Honorary naming request from the University of Maryland, Baltimore (§3-305(b)(1)(i) and (2))
 - ii. Naming request from Towson University (§3-305(b)(1)(i) and (2))
 - iii. Naming request from Salisbury University (§3-305(b)(1)(i) and (2))
 - iv. Naming request from the University of Maryland (§3-305(b)(1)(i) and (2))
- b. Committee on Finance
 - i. University of Maryland, Baltimore: Contract for Oracle Human Capital Management Cloud Implementation Services (§3-305(b)(14))
 - ii. Bowie State University: Contract for Maintenance of HVAC Mechanical and Control Systems (§3-305(b)(14))
 - iii. FY 2025 Capital Budget Request; and FY 2025-2029 Five-Year Capital Improvement Program (§3-305(b)(13))

2. **Meeting with the Presidents**

As part of their performance reviews, the Board met individually with Presidents Ashby and Nowaczyk. (§3-305(b)(1)).

3. **Legal Update Regarding Upcoming SCOTUS Ruling.** AAG Bainbridge provided an update regarding the upcoming SCOTUS ruling. (§3-305(b)(7)).

4. **Annual Review of USM Presidents.** Chancellor Perman provided a summary of his annual review meetings with the USM presidents. (§3-305(b)(1)).
5. **FY 24 Presidential Salaries.** The Regents approved adjustments to presidents' salaries based on merit and relevant market data. (§3-305(b)(1)).
6. **Discussion of Performance Standards applicable to specific presidents.** The Regents approved the recommendation that the Board of Regents adjust the performance requirement for specific presidents, so their performance standards are consistent with one another. (§3-305(b)(1)).
7. **Annual Review of Chancellor's Direct Reports.** Chancellor Perman provided the Regents with a summary of his direct reports' annual reviews. (§3-305(b)(1)).
8. **Annual Review of USM Chancellor.** Chair Gooden provided the Regents with a summary of the Chancellor's annual review. (§3-305(b)(1)).
9. **FY 24 Chancellor Salary Recommendation.** The Regents approved an adjustment to the Chancellor's salary based on merit. (§3-305(b)(1)).

The meeting adjourned at 2:30 p.m.



**USM Board of Regents
Special Board Meeting
Minutes from Public Session
August 2, 2023
Zoom**

Minutes of the Public Session

Chair Gooden called the special meeting of the University System of Maryland Board of Regents to order in public session at 4:03 p.m. on Wednesday August 2, 2023.

Those in attendance included Chair Gooden; Regents Atticks, Breslin, Fish, Gonella, Gourdine, Hasan, Helal, Hur, Leggett, McMillen, Neuberger, Parker, Peters, Pope, Rauch, Sibel, Smarick, Wallace, and Wood; Chancellor Perman; Vice Chancellors Herbst, Hogan, Masucci, McDonough, Raley, and Wrynn; AAGs Bainbridge and Langrill; and Ms. Wilkerson.

- 1. Affirmation of TU President Selection.** The Regents affirmed its selection of Dr. Mark Ginsberg as President of Towson University. (Moved by Chair Gooden, seconded by Regent Fish; unanimously approved.)

- 2. Reconvene to Closed Session.** Chair Gooden read the “convene to close” statement citing the topics for the closed session and the relevant statutory authority for closing the meeting under 3-305(b) and 3-103(a)(1)(i). (Moved by Regent Pope; seconded by Regent Gourdine; unanimously approved.)

The meeting reconvened in closed session at 4:18 p.m.



**USM Board of Regents
Special Board Meeting
Minutes from Closed Session
August 2, 2023
Zoom**

Minutes of the Closed Session

Chair Gooden called the special meeting of the University System of Maryland Board of Regents to order in closed session at 4:18 p.m. on Wednesday August 2, 2023.

Those in attendance included Chair Gooden; Regents Atticks, Breslin, Fish, Gonella, Gourdine, Hasan, Helal, Hur, Leggett, McMillen, Neuberger, Parker, Peters, Pope, Rauch, Sibel, Smarick, Wallace, and Wood; Chancellor Perman; AAGs Bainbridge and Langrill; and Ms. Wilkerson.

- 1. Vice Chair Election.** Regent Geoff Gonella was elected as Vice Chair of the Board. (§3-103(a)(1)(i)).
- 2. UMCES Search Committee.** The Regents approved the UMCES president search and screening committee. (§3-103(a)(1)(i)).

The meeting reconvened in closed session at 5:11 p.m.

TOPIC: Board Resolution on Defense Security Service

COMMITTEE: Committee of the Whole

DATE OF COMMITTEE MEETING: September 22, 2023

SUMMARY: Institutions of the USM enter into agreements with the United States Department of Defense (DOD), which involve classified work. While the Chancellor is required to meet the personnel clearance requirements, DOD regulations permit exclusions for the members of the Board of Regents. The Defense Security Service (DSS) requires the attached resolution to be approved annually to provide the exemption for BOR members from obtaining a security clearance.

ALTERNATIVES(S): The Board can decide that each board member needs to receive a security clearance, which would take approximately 6-9 months. In that case, it is recommended that this resolution be approved for the interim so that the processing of current contracts can proceed. The Board could decide not to contract with DOD for matters that could involve classified material.

FISCAL IMPACT: Negligible

CHANCELLOR'S RECOMMENDATION: The Chancellor recommends that the Board support this resolution.

COMMITTEE RECOMMENDATION:

DATE:

BOARD ACTION:

DATE:

SUBMITTED BY: Denise Wilkerson, (410) 576-5734 or dwilkerson@usmd.edu



RESOLUTION OF THE BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF MARYLAND

I, **Michelle Gourdine**, do hereby certify that I am the Secretary of the Board of Regents of the University System of Maryland, an instrumentality of the State of Maryland and a public corporation, and that the following is a true and correct copy of a resolution adopted by the University System of Maryland Board of Regents at a meeting held at the University of Maryland Global Campus on September 22, 2023 at which time a quorum was present. This resolution replaces the one dated September 16, 2022 and all prior resolutions.

WHEREAS, the Board of Regents, a body having twenty-one members, is the governing body of the University System of Maryland ("USM") and the Chancellor is the Chief Executive Officer of USM and the Chief of Staff for the Board of Regents; and

WHEREAS, institutions of the USM seek to enter into agreements with the United States Department of Defense ("DOD") which involve classified work; and

WHEREAS, current DOD Regulations require that the Chancellor and USM Facility Security Officer meet the personnel clearance requirements for the System's facility clearance; and

WHEREAS, said DOD Regulations permit the exclusions from the personnel clearance requirements of members of the Board of Regents, provided that this action is taken in accordance with law and recorded in the Board's minutes; and

WHEREAS, the Board of Regents is authorized to delegate aspects of its authority to the Chancellor,

NOW, THEREFORE BE IT RESOLVED that the Chancellor and the USM Facility Security Officer at the present time do possess, or will be processed for, the required security clearance; and

BE IT RESOLVED FURTHER that in the future, when any individual enters upon the duties of Chancellor or USM Facility Security Officer, such individual shall immediately make application for the required security clearance; and

BE IT RESOLVED FURTHER that the following members of the Board of Regents shall not require, shall not have, and can be effectively excluded from access to CLASSIFIED information in the possession of the USM.

<u>NAME</u>	<u>TITLE</u>
Kevin Anderson	Regent
Kevin Atticks	Regent
Hugh Breslin	Regent
Ellen Fish	Regent
Geoff Gonella	Regent
Linda Gooden	Regent
Michelle Gourdine	Regent
Anwer Hasan	Regent
Farah Helal	Student Regent
Robert Hur	Regent
Isiah Leggett	Regent
Tom McMillen	Regent
Yehuda Neuberger	Regent
Josiah Parker	Student Regent
Douglas J.J. Peters	Regent
Louis Pope	Regent
Robert Rauch	Regent
Steven Sibel	Regent
Andrew Smarick	Regent
Robert Wallace	Regent
William Wood	Regent

IN WITNESS WHEREOF I have hereunto set my hand and affixed the seal of the University System of Maryland this day of September 16, 2022.



Michelle Gourdine, M.D.
Secretary
Board of Regents of the
University System of Maryland



UNIVERSITY SYSTEM
of MARYLAND

BOARD OF REGENTS
COMMITTEE ON FINANCE

September 7, 2023

Meeting via Video and Conference Call

DRAFT

Minutes of the Public Session

Regent Fish welcomed those on the video and teleconference to the first meeting of the year and called the meeting of the Finance Committee of the University System of Maryland Board of Regents to order in public session at 10:33 a.m. She took the opportunity to introduce and welcome several new members to the Committee, starting with Regent Hasan, a former chairman of the Maryland Higher Education Commission, who specializes in water and infrastructure systems and chaired the Governor's transition teams focusing on water, transportation, infrastructure, and sustainability. Regent Helal is the Board's returning Student Regent. She is an undergraduate in the Honors College at UMBC, completing dual degrees in Political Science and Global Studies. Lastly, Regent Sibel, a graduate of the Maryland School of Law and a veteran of the real estate industry. Regent Sibel was unable to attend due to a long-standing commitment.

Regents participating in the session included: Ms. Fish, Ms. Gooden, Mr. Gonella, Ms. Helal, Mr. Hasan, Mr. Peters, and Mr. Wood. Also participating were: Chancellor Perman, Ms. Herbst, Ms. Wilkerson, Dr. Masucci, Mr. McDonough, Dr. Wrynn, Assistant Attorney General Bainbridge, Dr. Pines, Mr. Atkins, Ms. Aughenbaugh, Mr. Bitner, Mr. Colella, Mr. Danik, Ms. Dettloff, Mr. Donoway, Mr. Lockett, Mr. Lowenthal, Mr. Oler, Dr. Rhodes, Mr. Sergi, Dr. Olmstead, Mr. Keeney, Mr. Bass, Ms. Zhang, Mr. Phillips, Mr. Mowbray, Ms. Graziano, Mr. McCann, Dr. Varshney, Dr. Bista, Dr. Gladwin, Dr. Maron, Ms. Jurczak, Mr. Rose, Mr. Trierweiler, Ms. McWeeney, Ms. Barry, Mr. Beck, Ms. Denson, Mr. Eismeier, Mr. Hickey, Mr. Li, Ms. Norris, Ms. Kasdan, Ms. McMann, and other members of the USM community and the public.

Turning to the first item on the agenda, Regent Fish welcomed President Pines and his team from the University of Maryland, College Park. Joining President Pines were Mr. Colella, vice president and chief administrative officer; and Mr. Phillips, director of facilities planning.

1. University of Maryland, College Park: 2023 Campus Facilities Plan (presentation and information)

In her opening remarks, Regent Fish commented that the Campus Facilities Plan captures the long-term vision and the strategic priorities of the University's leadership and community. She pointed out that the Plan incorporates a number of physical planning principles that are intended to guide efficient facilities development into the future.

Before turning President Pines for the presentation, Regent Fish shared with the members of the Committee the two-part approval process for campus facilities plans. A plan is first presented for information and discussion, and then it will be placed on the agenda at the following meeting for

recommendation to the full Board for approval. Regent Fish added that approval of the plan does not imply approval of capital projects or funding, as these items are reviewed through the normal procedures of the capital and operating budget processes.

Regent Fish turned to President Pines and his colleagues from the University of Maryland, College Park to present their 2023 Campus Facilities Plan for information. Dr. Pines introduced Mr. Phillips, the campus planning director, to present the elements of the Plan via a PowerPoint presentation. Mr. Phillips noted the correlation between the vision and framework for the future development of campus in the new plan and the established values and principles of the University's Mission and 2022 Strategic Plan.

The Plan outlines locations for new buildings, investment in existing buildings, upgrades and resilient infrastructure systems, and enhanced connections within and to adjacent communities. The Plan accepts the placement of the Purple Line Metro as a positive impact on campus, creating a unique and highly effective backbone for a transportation network that includes the free movement of people from east to west, linking it with electric bus systems, and bike and pedestrian paths that radiate to the north and encircle the campus. Parking is not increased by the new plan but is relegated to peripheral areas.

In response to several Regents' detailed questions about the electrification of the fleet, Mr. Colella described a \$40 million grant the campus received from the Federal Government to begin implementation of this initiative. Regents hoped this would encourage a sustainable, zero-emissions movement of people on and through the campus into the future. Another question was asked about whether the increase in student housing beds, as detailed in the Plan, would be matched with renovation of existing residential facilities. Campus officials confirmed that this was also part of the planning—a combination of new housing and renovation. They described work with the residential life and student affairs staff to get feedback on the preferences of modern students. Mr. Colella added that in looking at the surrounding community, there is good amount of private housing in close proximity to the campus.

Regent Fish offered her appreciation to President Pines and his colleagues. She invited the committee members to provide her with any further questions, comments, or feedback following the meeting, that she would relay to the institution and the USM Office.

The Finance Committee received the item for information purposes.

2. University System of Maryland: Debt Policy Discussion (presentation and information)

Regent Fish introduced the next item on the agenda, a presentation covering the Board's Policy on Debt Management. PFM, the USM's financial advisors, was invited to share their thoughts on areas where the USM might consider amending or perhaps adding to its policy, in an effort to reflect the current economic and regulatory climate. She then turned to Sr. Vice Chancellor Herbst for a few comments. Sr. Vice Chancellor Herbst explained that the System issues revenue bonds on behalf of the institutions to fund capital projects and facilities renewal. She emphasized that only the System issues debt and holds the credit rating; this does not occur at the institutional level. She shared that this is just one facet of debt management, as there are other areas to consider, including both "direct" and "indirect debt." It is important to understand and acknowledge that transactions such as leases, Public Private Partnerships (P3s), and other "debt-like" financing arrangements may have an impact on the System's debt capacity. Sr. Vice Chancellor Herbst explained that the current policy has been in place since April of 2018, and that the USM financial team is just beginning to examine what changes should be

incorporated into the updated debt management policy. She shared that the presentation would cover the current debt policy, the rating agency environment, and the USM's financial position.

Sr. Vice Chancellor Herbst introduced Mr. Bass and Ms. Zhang from PFM. Mr. Bass has worked with the System Office for over a decade and is a managing director who heads the firm's higher education group. He works with colleges and universities nationally and advises clients on a broad range of services including capital structure evaluation, governance, risk analysis, debt capacity and transaction execution. Ms. Zhang is a senior analyst and collaborates with the USM on structuring its debt issuances as well as assessing the System's debt capacity and credit. They were joined by two members of the System's financial team—Ms. Denson, associate vice chancellor of financial affairs; and Ms. Norris, director financial planning and analysis.

Mr. Bass provided a thorough presentation. He first reviewed the current debt policy and its objectives, which include maintaining at least a AA+ debt rating from all three of the major rating agencies, limiting risk, and managing the portfolio to take advantage of refundings. Some of the key parameters include annual debt service of direct debt not exceeding 4.0% of operating revenue and state appropriations; available resources must be at least 90% of direct debt; and indirect debt shall not exceed 50% of direct debt. Mr. Bass reviewed the objectives for revision of the current policy, including modernization in recognition of rating agency and accounting changes; updating of key ratios to be more in line with current trends; more specificity about criteria for capital project approval; and a reassessment of the importance of maintaining a rating in the AA+ category. Mr. Bass reviewed the sources of funding and noted that regardless of how a project is financed, the System's credit will be impacted. He described how the credit rating agencies approach alternate delivery, or P3, projects.

There were several slides in the presentation that displayed detailed information on the credit outlook for higher education, important financial and performance ratios, comparison to peers, indicative pricing, and the impact of additional debt. In response to a question from Regent Gooden regarding the comparison to peer medians on slide 9, Sr. Vice Chancellor Herbst confirmed that the System tracks EBITA and is aware of where it stands against its peers. She stressed that in spite of some of the financials, the USM earns its rating based on the stability and strength of its leadership and management. There was a brief discussion regarding the expansion of debt and its implications. Regent Gooden indicated that it would be important to understand the impact of different ratings and interest rates. Regent Fish asked Ms. McMann to provide the Committee members with the current list of systems and institutions who hold the same rating as the USM, as well as those in the lower rating category group. Regent Wood asked how an expanded debt capacity might be allocated. Sr. Vice Chancellor Herbst explained that the Board approves the SFCP and the CIP, and within each of the approved budgets, the financial team works with the institutions to determine the best mix of funding for the projects. There is no "up front" allocation made to the institutions. In response to a question regarding long-term lease treatment, Sr. Vice Chancellor Herbst stated that the USM does not have any guidance yet on leases. Ms. Denson added that views on P3s and leases continue to evolve.

The presentation is available online: <https://www.usmd.edu/regents/agendas/>

The Finance Committee received the item for information purposes.

3. Review of the Finance Committee Charge, Role, and Responsibilities (action)

Regent Fish stated that the Board's Governance and Compensation Committee has asked that each Board committee review and update its charge as appropriate on an annual basis. In accordance with the Board's bylaws, the Committee on Finance performs all necessary business to help ensure the long-

term financial health of the University System. The Committee considers, reports, and makes recommendations to the Board on numerous matters concerning financial affairs; capital and operating budgets; facilities, student enrollment; investments; real property transactions; business entities; procurement contracts; human resources; tuition, fees, room, and board charges; and the overall long-range financial planning for the University System.

Members of the Committee are appointed annually by the Chairperson of the Board and as required by statute, there must be at least one member with financial expertise and experience. On that point, Regent Fish indicated that the Committee was well-qualified, counting among its ranks an accomplished banking executive, a retired executive of a Fortune 500 company; a president/owner of real estate firm with a business, finance and banking degree; a former State Senator with an MBA who most recently served as Majority Leader and Chair of Capital Budget; and an attorney with B.S. in Economics. The Committee typically meets six times annually. Regent Fish noted one technical change, indicated by redline, and referenced the financial cycle chart provided in the material along with the tentative work plan for the Committee.

The Finance Committee recommended that the Board of Regents approve the charge of the Committee as presented.

(Regent Fish moved recommendation, seconded by Regent Gooden; approved)

Vote Count = Yeas: 7 Nays: 0 Abstentions: 0

4. University of Maryland, Baltimore: School of Dentistry Ambulatory Surgery Center and Building Renovations (action)

Regent Fish recognized Dr. Rhodes, Mr. Mowbray, and Ms. Graziano of the University of Maryland, Baltimore and proceeded to summarize the item. The University is seeking approval for a project to complete selective renovations to the School of Dentistry Building. The project includes the renovation of the heavily used clinic and simulation suites, building circulation enhancements, and the creation of a state-of-the-art ambulatory surgery center. The budget for this project is \$29.5 million. The project will be funded with \$700,000 from the Legislature, with the remainder coming from the School of Dentistry. The General Assembly also pre-authorized a \$2 million General Obligation Bond appropriation for the 2024 session. The funds, if appropriated as anticipated, will be used to reimburse, or replace planned institutional fund spending. Regent Fish stated that a project cost summary is included with the material.

The Finance Committee recommended that the Board of Regents approve for the University of Maryland, Baltimore the \$29,516,000 project for renovations to the School of Dentistry Building and the creation of an ambulatory surgery center, as described in the agenda item.

(Regent Fish moved recommendation, seconded by Regent Wood; approved)

Vote Count = Yeas: 7 Nays: 0 Abstentions: 0

5. University of Maryland, Baltimore: Replace Energy Recovery Units and Exhaust Fans in Bressler Research Building (action)

Regent Fish summarized the University's second request. The University is seeking approval for a project to complete the lifecycle replacement of the heat recovery system for the Bressler Research Building. The facility is the second largest medical research building at the University and includes approximately 130,000 assignable square feet of medical research space. The heat recovery system is a

critical component of the building's HVAC as it recovers heat from conditioned air to reduce total energy expenditures. She noted that the budget for this project is \$14.8 million, an increase from an earlier submission of the item. The project will be funded with approximately \$1.6 million in Capital Facilities Renewal funding, with the remainder coming from institutional funds. A project cost summary is included in the material. Regent Fish turned to Dr. Rhodes for comment. Dr. Rhodes stated that the process for the initial project estimate was flawed, based on 50% completed drawings, and that it would have been preferable to wait. The new cost is based off of 100% construction documents. She added that items were simply missed in the process, for example an appropriate crane lift for a 14-story building, during the initial estimate that should have been included. Dr. Rhodes added that this project will address \$9.4 million of the campus' deferred maintenance.

The Finance Committee recommended that the Board of Regents approve for the University of Maryland, Baltimore the \$14,769,000 project to replace the energy recovery units and exhaust fans in the Bressler Research Building, as described in the agenda item.

(Regent Fish moved recommendation, seconded by Regent Peters; approved)
Vote Count = Yeas: 7 Nays: 0 Abstentions: 0

6. Towson University: Albert S. Cook Library HVAC Replacement (action)

Regent Fish recognized Mr. Lowenthal and Mr. McCann, and summarized the item. The University is seeking approval for a project to upgrade/replace the HVAC system within the Cook Library and Campus Data Center. A study was completed in 2022 evaluating various options for the replacement of the existing Cook Library system. This study included cost estimates as well as a Life Cycle Cost Analysis. The cost of the project is \$16.5 million. To fund the project, the University will use Capital Facilities Renewal and Institutional cash, as detailed in the item. The building will remain occupied throughout construction. Regent Fish asked Mr. Lowenthal to comment on rising costs and the contingency amount listed in the project cost summary. Mr. Lowenthal stated that he was confident in the contingency figure. He explained that there is a little extra funding built into the line items and as such, the overall contingency is closer to 14%.

The Finance Committee recommended that the Board of Regents approve for Towson University the \$16.5 million project to upgrade/replace the HVAC within the Albert S. Cook Library and Campus Data Center, including the reconfiguration of space, as described in the agenda item.

(Regent Fish moved recommendation, seconded by Regent Helal; approved)
Vote Count = Yeas: 7 Nays: 0 Abstentions: 0

7. University of Maryland, College Park and University of Maryland, Baltimore: Lease Request for the Institute for Health Computing (action)

Regent Fish recognized Mr. Colella, Dr. Varshney, Dr. Bista, Dean Gladwin, and Dr. Maron. She explained that this is a joint request from the University of Maryland, College Park and the University of Maryland, Baltimore to enter into a sub-lease of office space in a Class A building located in North Bethesda. This is part of the strategic partnership between the two institutions, known as MPower. MPower has entered into an exciting collaboration with the University of Maryland Medical System, Montgomery County, the Universities at Shady Grove, and UMBC to create the University of Maryland Institute for Health Computing. The Institute seeks to leverage recent advances in artificial intelligence and computing to create a premier learning health care system. This system will evaluate de-identified and secure digitized medical data to diagnose, prevent, and treat diseases in patients all across the State. The

Institute will occupy the leased property, which is in close proximity to several federal healthcare partners. Dean Gladwin reiterated that this was a major collaboration—a real “game changer” echoed Dr. Varshney. Chancellor Perman joined in the praise of the joint venture, adding, “this pleases me to no end.”

The Finance Committee recommended that the Board of Regents approve for the University of Maryland, College Park and the University of Maryland, Baltimore a lease for UM-IHC as described in the agenda item, consistent with the University System of Maryland Procedures on Acquisition, Disposition and Leasing of Real Property.

(Regent Fish moved recommendation, seconded by Regent Wood; approved)

Vote Count = Yeas: 7 Nays: 0 Abstentions: 0

8. University of Maryland Global Campus: Modification to Digital Advertising Media Buying Services Contracts (action)

Regent Fish welcomed Mr. Sergi, Mr. Trierweiler, Ms. McWeeney, and Ms. Berry of UMGC. She explained that in 2018, the Board of Regents approved two major marketing and advertising contracts for UMGC— one for digital media buying services and the other for “offline” or traditional media buying services. Each of these contracts contained a not to exceed amount of \$250 million. This is one of two requests from the University, this one seeking to modify the digital media buying services contracts. In addition to the \$250 million limit, this contract was set up with not to exceed amounts for each vendor. The contract modification will require the approval of the Board of Public Works. Mr. Sergi addressed the Committee. He stated that this was an administration function, with the University seeking to reallocate the approved spending dollars among vendors. In response to a question from Regent Gooden, Mr. Sergi confirmed that UMGC has the stats on which vendors and approaches are yielding results, and is constantly testing and monitoring the data. Mr. Trierweiler added that this information is what has driven UMGC to utilize these particular agencies.

The Finance Committee recommended that the Board of Regents approve for the University of Maryland Global Campus a modification to the digital advertising media buying services contracts to reallocate the funds for the remainder of the 6-year contract term. The cumulative amount shall remain as not to exceed \$250 million.

(Regent Fish moved recommendation, seconded by Regent Gonella; approved)

Vote Count = Yeas: 7 Nays: 0 Abstentions: 0

9. University of Maryland Global Campus: Modification to Offline Advertising Media Buying Services Contracts (action)

Regent Fish noted that this was the complementary request from UMGC to modify the offline media buying services contracts.

The Finance Committee recommended that the Board of Regents approve for the University of Maryland Global Campus a modification to the offline advertising media buying services contracts to reallocate the funds for the remainder of the 6-year contract term. The cumulative amount shall remain as not to exceed \$250 million.

(Regent Fish moved recommendation, seconded by Regent Gooden; approved)

Vote Count = Yeas: 7 Nays: 0 Abstentions: 0

10. Salisbury University: Disaffiliation of the Ward Foundation, Inc. (action)

Regent Fish recognized Dr. Olmstead, provost emerita. Salisbury University is seeking to formally disaffiliate from the Ward Foundation and revoke its recognition as an affiliated foundation. The Ward Foundation is a 501(c)(3) non-profit organization that previously staffed and operated the Ward Museum of Wildfowl Art. The Museum is owned by the University. Regent Fish conveyed that the University intends to display the current collection with other forms of folk art and regional heritage in a new location, which will appeal to a larger audience and also meet budgetary goals. The University has taken steps to ensure that the collection will be made available. Sr. Vice Chancellor Herbst added that the Foundation received an audit in 2020 that indicated substantial doubt about the Foundation's ability to continue as a going concern. Importantly, since the Ward Foundation is no longer engaged in philanthropic fundraising on behalf of the University, it no longer fits within the standards of the Board's recently revised Policy on Affiliated Philanthropic Support Foundations (Policy IX-2.0).

The Finance Committee recommended that the Board of Regents approve Salisbury University's request to formally disaffiliate from the Ward Foundation and revoke its recognition as an affiliated foundation. Furthermore, the Committee recommended the removal of "The Ward Foundation, Inc." (Item 14) from Attachment 1 of USM BOR Policy IX-2.01 – Recognition of Affiliated Foundations.

(Regent Fish moved recommendation, seconded by Regent Helal; approved)

Vote Count = Yeas: 7 Nays: 0 Abstentions: 0

11. Convening Closed Session

Regent Fish read the Convene to Close Statement.

"The Open Meetings Act permits public bodies to close their meetings to the public in circumstances outlined in §3-305 of the Act and to carry out administrative functions exempted by §3-103 of the Act. The Committee on Finance will now vote to reconvene in closed session. The agenda for the public meeting today includes a written statement with a citation of the legal authority and reasons for closing the meeting and a listing of the topics to be discussed. The statement has been provided to the regents and it is posted on the USM's website."

The Chancellor recommended that the Committee on Finance vote to reconvene in closed session.

(Regent Fish moved recommendation, seconded by Regent Helal; approved)

Vote Count = Yeas: 7 Nays: 0 Abstentions: 0

Regent Fish thanked everyone for joining. The public meeting was adjourned at 12:24 p.m.

Respectfully submitted,

Ellen R. Fish
Chair, Committee on Finance



UNIVERSITY SYSTEM
of MARYLAND

**BOARD OF REGENTS
COMMITTEE ON FINANCE**

September 7, 2023
Meeting via Video Conference

DRAFT

Minutes of the Closed Session

Regent Fish called the meeting of the Finance Committee of the University System of Maryland Board of Regents to order in closed session at 12:25 p.m. via video conference.

Regents participating in the session included: Ms. Fish, Ms. Gooden, Mr. Gonella, Ms. Helal, Mr. Hasan, Mr. Peters, and Mr. Wood. Also participating were: Chancellor Perman, Ms. Herbst, Ms. Wilkerson, Dr. Wrynn, Mr. McDonough, Assistant Attorney General Bainbridge, Mr. Li, and Ms. McMann.

1. The committee discussed the proposed FY 2025 Operating Budget submission and potential adjustments to the submission (§3-305(b)(13)).
This item was presented for information purposes; there were no votes on this item.

The session was adjourned at 12:44 p.m.

Respectfully submitted,

Ellen R. Fish
Chair, Committee on Finance

TOPIC: University of Maryland, College Park: 2023 Campus Facilities Plan

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: September 7, 2023 (presentation and information)

SUMMARY: The University of Maryland, College Park requests approval of its 2023 Campus Facilities Plan.

The University, the flagship institution of the University System of Maryland, consists of approximately 14.1 million gross square feet in 254 buildings on 1,340 acres. The institution currently has 40,792 students and offers 104 undergraduate majors, 115 master programs, and 84 doctoral programs. As the largest institution in the State of Maryland and the Capital Region, the University has over 400,000 alumni, produces over \$677 million in research, and generates a \$3.7 billion annual economic impact on the State.

The 2023 Campus Facilities Plan (Plan) sets forth a vision and framework for the future development of campus and aligns the values and principles of the University's Mission and 2022 Strategic Plan with strategic placement of new buildings, investment in existing buildings, upgrades and resilient infrastructure systems, and enhanced connections within and to adjacent communities. The Campus Facilities Plan builds upon recommendations from prior planning efforts and provides responsive solutions to meet current and future campus needs and goals.

Guiding principles for the Plan were developed through campus and community stakeholder engagement. These principles, creating high-impact campus environments, holistic placemaking, people-first mobility, and sustainable stewardship and investment are key drivers of the Plan. The 2023 Campus Facilities Plan establishes the physical connected framework of vibrant districts and places that reflect University values, diverse community needs, and campus heritage. The Plan develops an accessible, people-first, and connected campus mobility network that is integrated with the greater College Park community. The planned future campus development is focused on the sustainable growth of campus and invests in the long-term resilience of the campus to take on the grand challenges of tomorrow.

ALTERNATIVE(S): The 2023 Campus Facilities Plan captures the long-term vision and the strategic priorities and incorporates the physical planning principals that are intended to guide efficient facilities development and campus placemaking at the University. There are no alternatives for implementation.

FISCAL IMPACT: The 2023 Campus Facilities Plan provides a framework for the efficient campus development and delivery of campus projects to meet campus needs. Individual projects will be reviewed through the normal procedures of the capital and operating budgets. Approval of the Campus Facilities Plan does not imply approval of capital projects or funding.

CHANCELLOR'S RECOMMENDATION: That the Finance Committee consider the University of Maryland, College Park's 2023 Campus Facilities Plan, as presented today, for formal action at the Committee's next meeting; subsequently recommending approval to the full Board of Regents, in accordance with the Board's two-step approval process. Approval of the Plan does not imply approval of capital projects or funding. These items will be reviewed through the normal procedures of the capital and operating budget processes.

COMMITTEE RECOMMENDATION: RECEIVED FOR INFORMATION

DATE: 9/7/23

BOARD ACTION:

DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923



UNIVERSITY OF MARYLAND

CAMPUS FACILITIES PLAN





Chuck Keener - Garden



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» INTRODUCTION

The University of Maryland (UMD) is Maryland's flagship institution and is one of the nation's most prominent public research universities.

Founded in 1856 as the Maryland Agricultural College, the university currently has 40,792 students and offers 104 undergraduate majors, 115 master programs and 84 doctoral programs. As the largest institution in state of Maryland and the Capital Region, UMD has over 400,000 alumni, produces over \$600M in research, and generates a \$3.7 billion annual economic impact on the state.

UMD finds itself approaching a transitional moment in the university's history – a new strategic plan (*Fearlessly Forward*), sustained development of the academic and research enterprise, a soon-to-be operational Purple Line, and momentum building toward meeting 2025 carbon-neutrality goals. At the same time, the physical campus is shaped by:

- » Limited land available to accommodate long-term academic and research needs
- » Aging facilities and infrastructure
- » Existing campus topography and legacy circulation / accessibility issues
- » The need to advance sustainability and resilience improvements

The following Campus Facilities Plan outlines bold steps that UMD can take to advance the university *Fearlessly Forward*.



40,792 headcount enrollment



15.3M gross square feet campus facilities



1,340-acre College Park campus



\$677M in sponsored research awards



11,513 degrees granted



14,505 faculty and staff members

UMD Highlights (2022)

CAMPUS FACILITIES PLAN PURPOSE

The Campus Facilities Plan sets forth a vision and framework for the future development of campus and aligns the values and principles of the University Mission and 2022 strategic plan with strategic placement of new buildings, investment in existing buildings, upgrades and resilient infrastructure systems, and enhanced connections within and to adjacent communities. The Campus Facilities Plan will build upon recommendations from prior planning efforts and provide responsive solutions to meet current campus needs and goals.

The Campus Facilities Plan will advance UMD's Mission, Vision, and strategic plan goals and objectives with key physical strategies including (but not limited to):

- » Guiding near- and long-term physical development for the flagship College Park campus
- » Identifying opportunities to strengthen connections with the greater College Park community
- » Supporting and advancing university sustainability and resiliency goals



» UNIVERSITY MISSION, VALUES, AND STRATEGIC PLAN

The Campus Facilities Plan embodies the aspirations and intent expressed by UMD's Mission, Values, and recently adopted strategic plan, *Fearlessly Forward: In Pursuit of Excellence and Impact for the Public Good*, each summarized below:

UMD MISSION STATEMENT

Achieving excellence in teaching, research, and public service within a supportive, respectful, and inclusive environment is central to the mission and identity of the University of Maryland, College Park (UMD). As the flagship campus and a national leader in higher education, UMD strives to provide exceptional and affordable instruction for Maryland's most promising students, regardless of income. A pre-eminent locus of scholarship, the university builds and maintains a world-class capacity in the sciences, arts, and humanities to support ground-breaking discoveries that address the most pressing global challenges and inspire the human imagination. As one of the country's first land-grant institutions, UMD uses its research, educational, cultural, and technological strengths in partnership with state, federal, private, and non-profit sectors to promote economic development and improve quality of life in the state of Maryland. Diversity amongst our students, faculty, and staff is essential to this mission. Accordingly, ensuring equal educational opportunity; hiring and retaining a diverse and exceptional faculty and staff; recruiting and graduating talented students from traditionally underrepresented groups; and providing a supportive climate for their well-being are top institutional priorities.

UMD VALUES STATEMENT

The University of Maryland (UMD) is a community of individuals living and working together to support and advance the educational and research mission of the institution. We aspire to become a community that is: United, Respectful, Secure and Safe, Inclusive, Accountable, and Empowered and Open to Growth.

FEARLESSLY FORWARD: IN PURSUIT OF EXCELLENCE AND IMPACT FOR THE PUBLIC GOOD

Fearlessly Forward, adopted in the spring of 2022, serves as the strategic plan to steward UMD's Mission and Vision into the future and includes the following elements:

Strategies from the strategic plan that inform the physical development of the campus include:

- » Promoting multidisciplinary collaboration and experiential learning
- » Engaged and impactful research and curricular innovations
- » Addressing "grand challenges" across local and global scales
- » Supporting civic engagement and lasting partnerships between students and the broader campus community
- » Developing strategic research partnerships
- » Strengthening social justice through relationship-building and community partnerships



Four Pillars of the Strategic Plan, Source: UMD 2022 Strategic Plan



» PLANNING PROCESS

The Campus Facilities Plan is the result of visionary leadership and extensive collaboration with the campus community and its neighbors.

Formal work on the Campus Facilities Plan took place over 18 months and followed the three-phase process (illustrated below). The planning effort was supported by the direct input from campus and community members and analysis and study from a multi-disciplinary planning team. Throughout the process, the planning team benefited from the guidance and support of the UMD community, including the project's Steering Committee, university President Darryll J. Pines, faculty, staff, students, as well as external stakeholders.

The result of this comprehensive process is an inspired and achievable plan for the campus that is rooted in both qualitative and quantitative assessments, supplemented by a robust outreach and engagement process.



Phase I entailed a comprehensive assessment of campus conditions with broad stakeholder engagement, identification of current and projected physical campus needs, and development of initial guiding principles.

Phase II included the development and testing of planning concepts in response to physical campus needs, input from stakeholder engagement, and results of the conditions analysis.

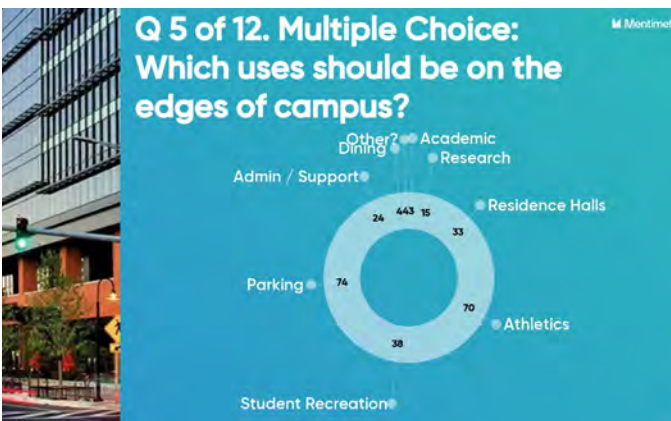
Phase III focused on establishing a preferred physical campus vision and the development of the executive summary and final report for review and adoption.

OUTREACH AND ENGAGEMENT

The Campus Facilities Plan’s robust outreach and engagement process ensured that the final plan reflects the many unique aspirations and ambitions of UMD’s wide-ranging campus communities.

Students, faculty, staff, and external campus constituents were engaged, over 100 meetings were held, and over 6,000 survey/live polling responses were collected to inform the planning process.

Major themes of the input collected from the campus community are highlighted to the right:



Top: Faculty and staff from the School of Architecture, Planning and Preservation gather to support a Campus Facilities Plan visioning workshop. Results of the workshop served to inform campus organizing strategies.

Bottom: Responses from a live poll used during a University Senate meeting to gauge preferences on land use adjacencies to inform the development of the land use framework plan.



Facilities and Programming

Enable a dynamic, innovative, and inclusive campus environment that supports cutting-edge academic programs, impactful research, vibrant residential life, and collaborative spaces for discovery and innovation.



Placemaking

Enhance the campus environment to promote health and wellness, fostering collaboration while maintaining individual school/college identities, and creating visible spaces to showcase and encourage innovation throughout the institution.



Circulation and Connectivity

Improve campus scale, accessibility, and connectivity to create a more cohesive and inclusive campus environment.



Sustainability

Maintain commitment to infrastructure modernization, climate resilience, and sustainability integration into daily operations. This includes updating aging infrastructure, addressing flooding issues, and expanding sustainable practices throughout the campus to align with the university’s sustainability and carbon reduction goals.

THE EVOLVING CAMPUS

Since its inception as the Maryland Agricultural College in 1856, UMD has transformed to become a leading public research institution with one of the most desirable and dynamic campuses in the country.

As the university expanded from a small college on the hill to a flagship university stretching across 1,340 acres, some of the most successful and defining elements of the campus layout have been altered, diminished, or faded from view – its clear organizational hierarchy, rich collection of signature open spaces, extensive network of pedestrian-focused walkways, and sympathetic relationship with adjacent natural areas were all hallmarks of the historic and iconic early campus eras.

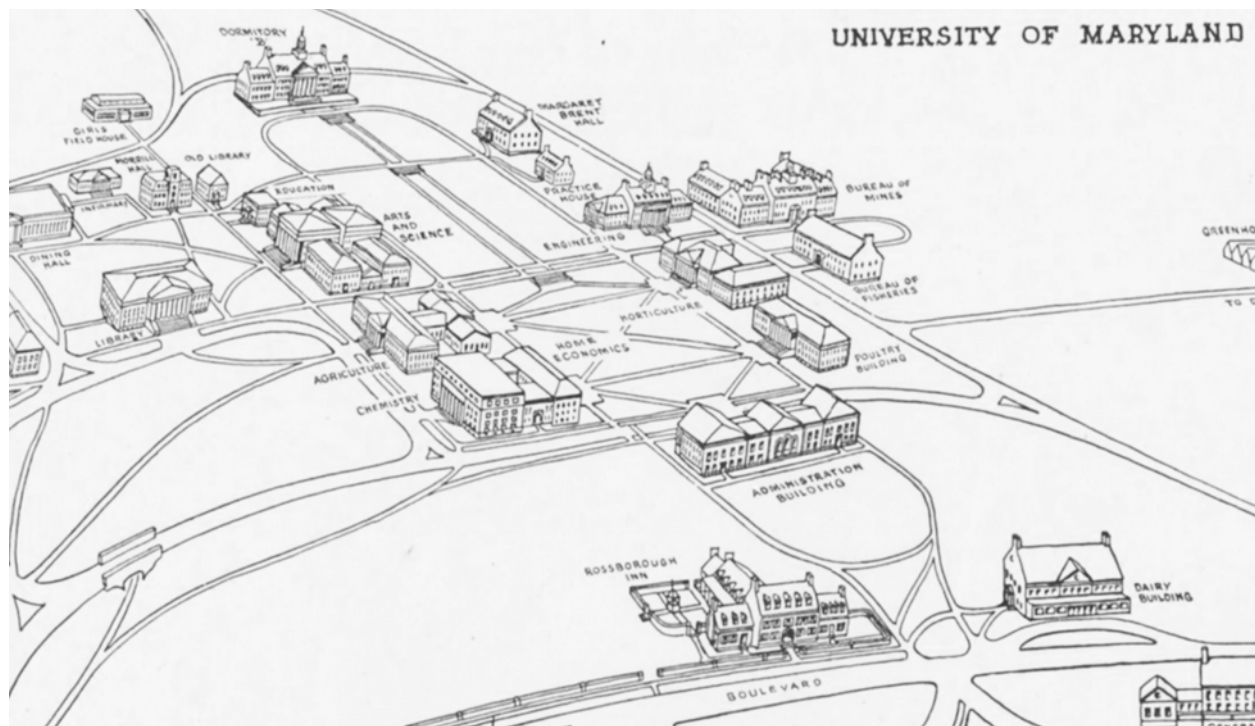
Recapturing the most successful elements of the historic campus, while managing continued development requires the university to commit

to the idea that each individual decision about where and how the university will grow, must be supportive of a singular, cohesive and comprehensive campus vision. The following observations on the evolution of campus are offered as lessons to inform future decision making.

Key Observations

» Multiple early plans for the campus prioritize a compact academic core surrounded by lower intensity uses:

Throughout the first century of its existence, the campus was planned around a singular compact academic core. The core was surrounded by lower-intensity uses including housing and recreation – a planning model that, if reinstated, would support the university's goals of increasing collaboration between academic units and showcasing research and innovation.



Map of the University of Maryland campus, 1941, illustrating the development of McKeldin Mall flanked by academic and administrative uses

» **What was once on the edge, is now in the center:** As a result of many generations of development, uses that were once located on the campus edge are now constrained within the campus core. It reduces opportunities for academic collaboration, increases vehicular congestion, and lengthens the distance campus users travel between spaces.

» **Sprawling post-WWII development diminished the overall campus character, particularly north of Campus Drive:** The campus expanded north of Campus Drive to accommodate steep enrollment increases after World War II but followed a suburban model of development that prioritized vehicles and roadways and lessened the focus on pedestrian environments and open spaces, simultaneously expanding the academic core and psychologically-disconnecting from the historic core of campus.

» **Sustainable stewardship of university land relies on achieving the appropriate carrying capacity of the campus development sites:** Many areas of campus have clusters of undersized and outdated buildings that, as a result, are no longer the highest and best use of university land. New buildings and redevelopment projects maximize growth potential, while maintaining appropriate scale and contextual relationships.

2017 - 2022: Campus Development

Since the 2017 Facilities Master Plan update, projects have been completed or are in design/construction to support campus growth and the University. New and renovated academic, research, housing, dining, and athletic projects on campus have been constructed to address campus deficiencies. The ongoing Purple Line and the State Highway Administration Baltimore Avenue improvements will better connect the campus to the surrounding communities and provide a vibrant corridor that integrates the campus with the surrounding community. The Discover District, UMD's research park, is home to university stakeholders, corporate partners, government researchers, and entrepreneurs, continues to transform the Greater College Park region. Provided to the right are highlights of the main campus development::

Development Highlights (2017-2022)



A. James Clark Hall (2017)



Dorchester Hall Renovation (2018)



Brendan Iribe Center (2019)



Johnson-Whittle Hall (2021)



E.A. Fernandez IDEA Factory (2022)

CAMPUS CONDITIONS

The campus conditions analysis evaluates the quality of buildings and exterior spaces throughout the campus, encompassing land assets, campus building and academic support spaces, and campus open space areas and circulation. Findings from this analysis are then combined with the results of the campus needs assessment and input from engagement activities in order to achieve two objectives:

- » Identify areas that need improvement or redevelopment
- » Inform the draft guiding principles and initial planning concepts in Phase 2

Key findings on the following topics include:

Buildings

- » **Physical/Function Condition:** A number of buildings may not support today's research and learning standards due to physical and functional shortfalls.
- » **Renovation/Redevelopment:** Select buildings may not best-serve the university's academic mission may be designated as candidates for potential renovation or redevelopment.
- » **Infill Focus:** New construction could focus on infill within the campus core with proximity to Purple Line stops.

Land Assets

- » **Land Asset Deficiencies:** Several districts have deficient amounts of accessible open spaces, including rec fields, malls, quads, and courtyards.
- » **Physical Constraints:** There are limited land resources for infill and development.

- » **Infill Opportunities:** Other land assets may be considered underutilized, such as the area directly west of McKeldin Library, and may be potentially suited for infill development or open space enhancements.

- » **Legacy Sites:** McKeldin Mall, Chapel Lawn, and Hornbake Plaza represent spaces that support UMD's identity and may be candidates for preservation and/or enhancements.

Mobility

- » **Purple Line:** The Purple Line should be leveraged as an opportunity to link the campus better, not further divide it, particularly in the campus core.

- » **Congestion:** Deemphasize vehicles on campus and emphasize pedestrian/wheeled mobility.

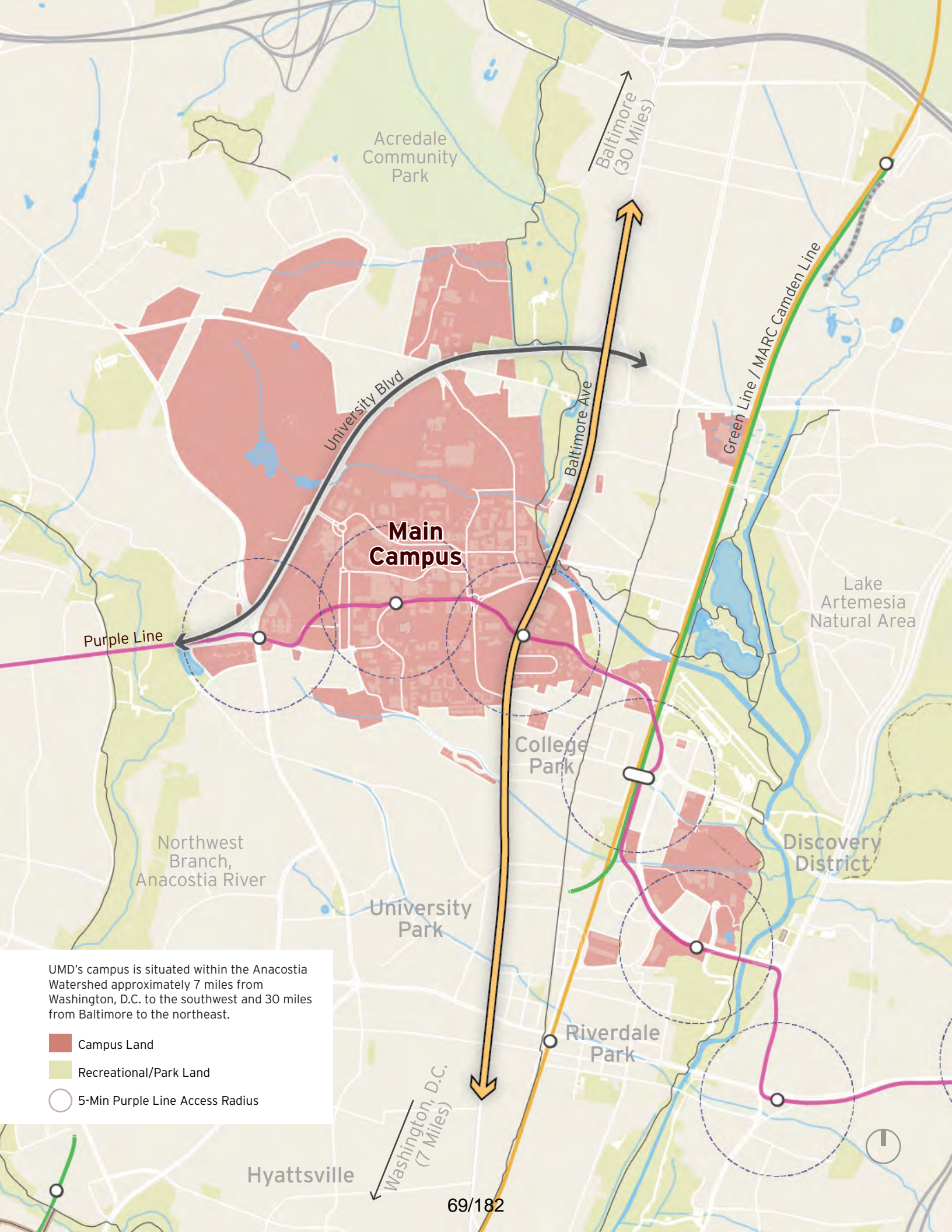
- » **Town-Gown/Regional Connectivity:** Expand multi-modal connectivity of pedestrian, wheeled, and bike networks throughout campus, to recently-completed improvements on Baltimore Ave, Downtown College Park, and greater trail networks.

Strategic Development

- » **Town-Gown:** The construction of the Purple Line supports opportunities for transit-oriented development (TOD) around the five campus stops to the east and west of the campus core.

- » **Discovery District:** Connecting the Discovery District physically and academically to the rest of campus furthers the university's evolution as a center for multidisciplinary and innovative research.

Results of the campus conditions analysis are highlighted in the Campus Facilities Plan recommendations section and detailed in the full report.



Acredale Community Park

Baltimore
(30 Miles)

University Blvd

Baltimore Ave

Green Line / MARC Camden Line

Main Campus

Lake Artemesia Natural Area

Purple Line

Northwest Branch, Anacostia River

College Park

Discovery District

University Park

Riverdale Park

UMD's campus is situated within the Anacostia Watershed approximately 7 miles from Washington, D.C. to the southwest and 30 miles from Baltimore to the northeast.

- Campus Land
- Recreational/Park Land
- 5-Min Purple Line Access Radius

Hyattsville

Washington, D.C.
(7 Miles)

PROGRAM ASSESSMENT

A space needs assessment was conducted to inform existing potential deficiencies, anticipated near-term (10 years) allowances, and long-term (10+ years) planning scenarios. “Needs” vary in scale/type, and can be summarized into the following categories:

- » **Physical space allowances:** Academic and research, administrative and support, Intercollegiate Athletics (ICA), and Division of Student Affairs (DSA)
- » **Additional campus needs:** Mobility, land assets, and infrastructure

Physical space needs were examined in two ways:

- » **10-Year Plan:** Focused on addressing current deficiencies

- » **Planning Scenario:** Focused on proactive planning to reflect evolving changes to enrollment, teaching, research, and student support-related practices

The space needs assessment process was based on the University System of Maryland and Department of Budget Management guidelines, peer institution benchmarking, and input from campus stakeholders. In addition, the program summary incorporated analysis from previous planning studies and divisional strategic planning efforts. The results of the space needs assessment are illustrated in the chart below.

Category	Current Conditions (2022)	Planning Scenario
Student Headcount	40,800	44,500
Student FTDE	28,300	31,000
FTE Faculty/Staff	9,500	10,500



Space (NASF)	Current Deficit
Academic/Research/Academic Support	4.6M / 1.1M / 6.2M
ICA	780K / N/A / 860K
Auxiliary (excludes Res)	600 / 110K / 900K

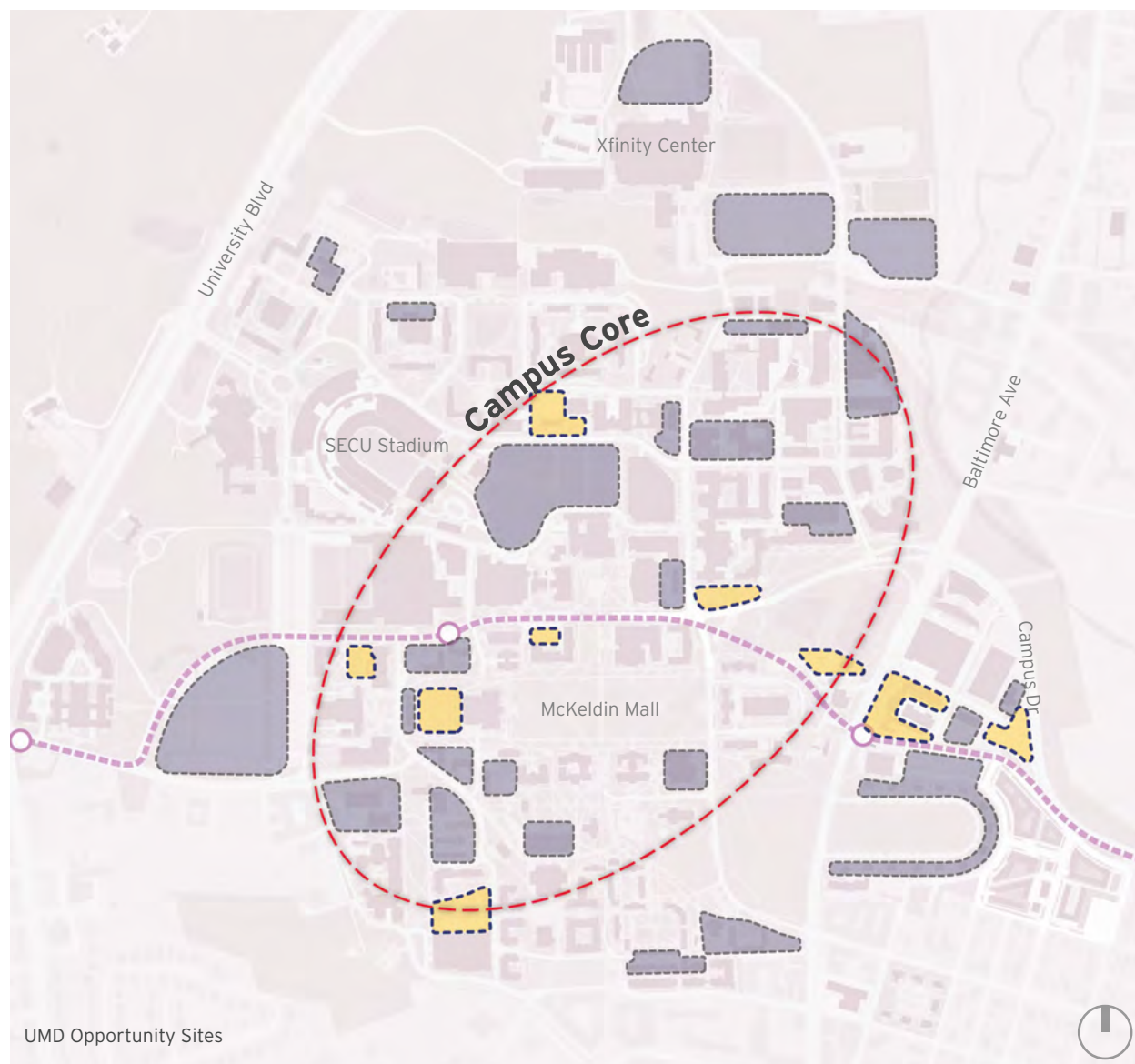
Beds (CNT)	12,550	14,250
Sports Fields	5	9
Parking	17K (Supply);15K (Demand)	17K (Supply); 14K-16K (Demand)
Purple Line Ridership	0	2.7k

Source: University of Maryland Space Needs Assessment

OPPORTUNITY SITES

With growth of over 1.4 million gross square feet (GSF) in the last ten years (excluding housing), mainly on surface parking lots and previously undeveloped areas, the university's ability to readily develop land with new buildings is quickly diminishing. To accommodate long-term growth on the main campus, UMD must critically assess opportunities to replace existing buildings with significant maintenance issues or poor programmatic fit to function.

-  **Readily Developable:** Sites with no existing construction and/or vacant/to-be-demolished buildings
-  **Additional Opportunities:** Sites with poor condition ratings and existing use that could be re-accommodated elsewhere



UMD Opportunity Sites

» THE CAMPUS FACILITIES PLAN

The following Campus Facilities Plan strategies are the result of concepts developed throughout the planning process.

These strategies satisfy needs identified in the campus conditions analysis, outreach and engagement process, and the space needs assessment. The strategies are categorized under the four guiding principles that incorporate the university's strategic plan, current and projected campus needs, and broader state-wide initiatives, including *Plan Maryland* and the *Climate Solutions Now Act*.

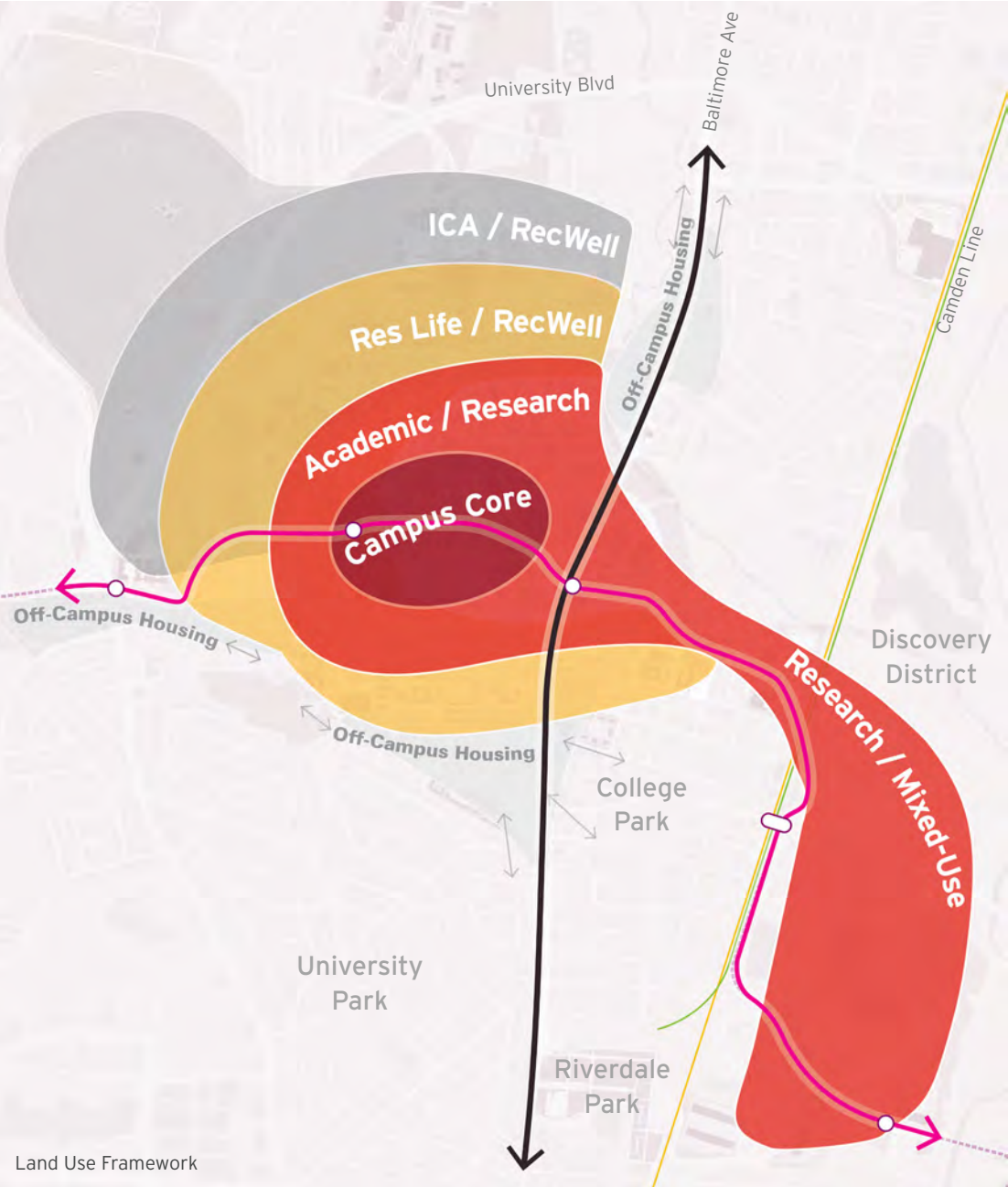


Guiding principles

LAND USE FRAMEWORK

The Campus Facilities Plan framework approach reinstates a hierarchy of uses by prioritizing the campus core for academics and research uses. The core would be bounded by lower-intensity uses and more land-consumptive uses, such as sports venues, recreational fields, and large parking areas.

The academic and research uses extend east toward the Discovery District and further strengthen the relationship between the university and the City of College Park with a rich mix of uses that benefit both UMD and promote economic development for the greater College Park community.



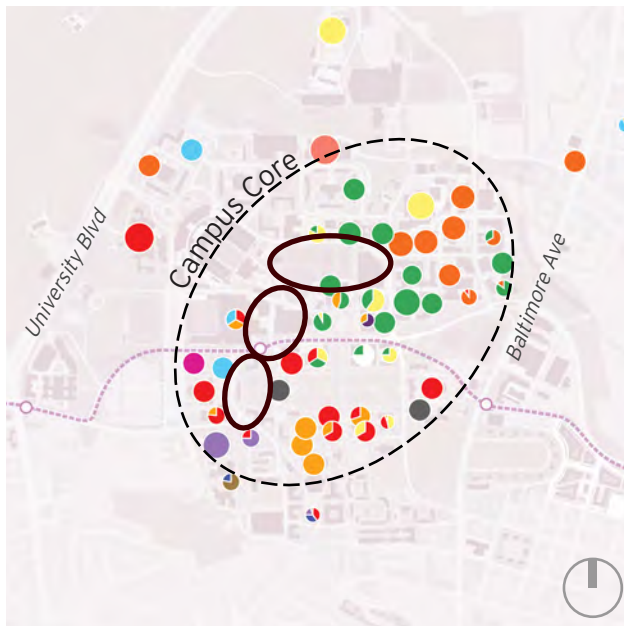
Land Use Framework



HIGH-IMPACT CAMPUS ENVIRONMENTS

Supporting the continued development of high-impact campus environments requires a higher level of clarity around the organization of campus uses. The university's desire to have innovative and cross-cutting academic and research programs suggests the prioritization of a compact and dynamic academic core, where physical adjacencies spur collaboration and innovative partnerships. To achieve that goal, some "gaps" in the current academic core should be bridged over time with future academic uses, and non-academic uses should be relocated to adjacent areas and supporting spaces. Student residential communities thrive with a rich collection of amenities and access to health and wellness resources, which suggests that the perimeter residential community model should be strengthened and expanded.

Additionally, Intercollegiate Athletics seeks to shift to an "athletics village" model where facilities can be co-located to the northeast and west areas of campus, taking advantage of shared-use facilities and ease of access for large events.



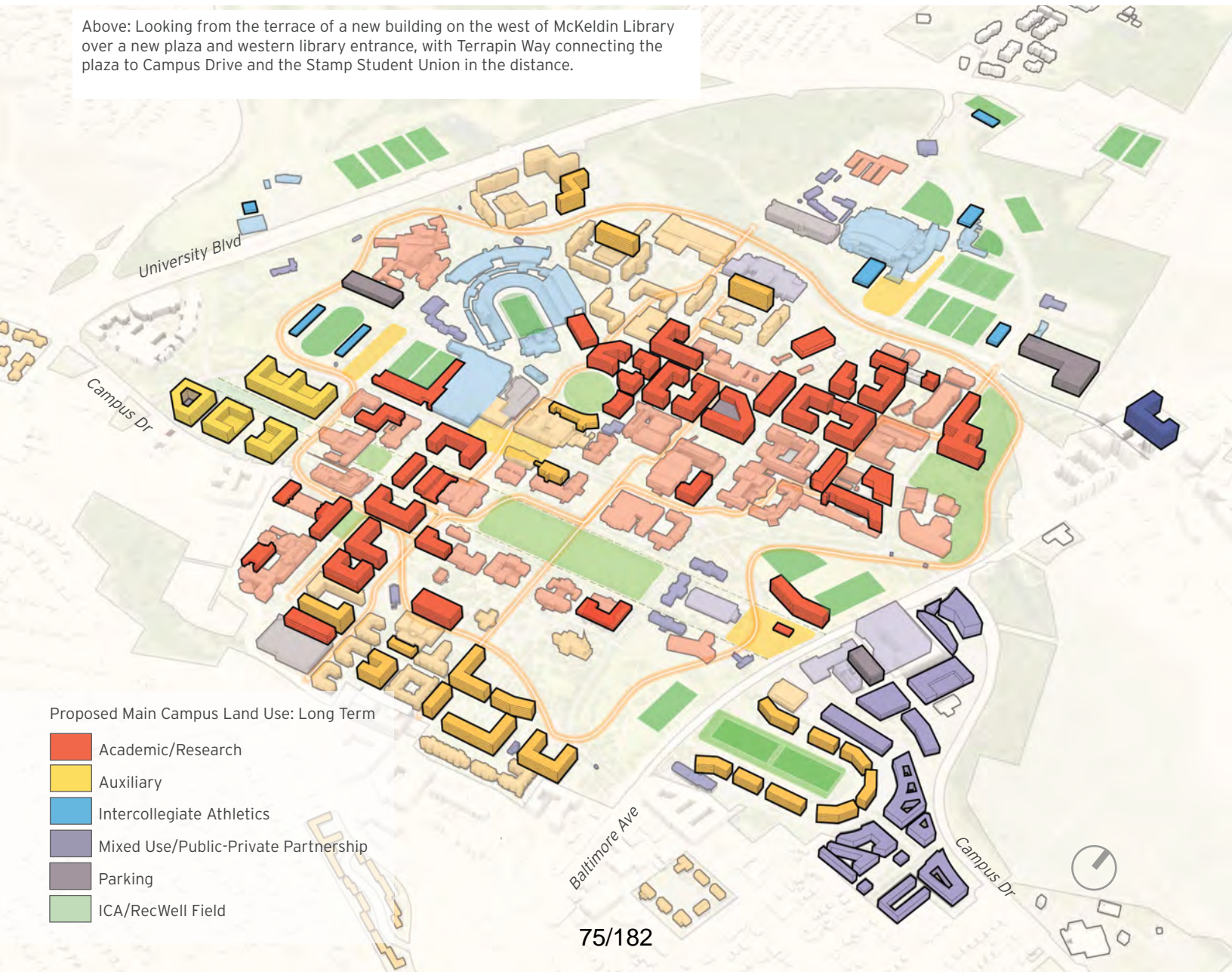
An analysis of existing academic units scaled by the amount of space highlights "gaps" in the academic core that can be filled over time with strategic redevelopment opportunities.

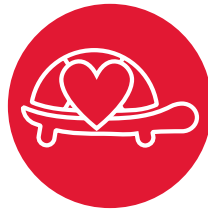
KEY PROJECTS AND INITIATIVES

- » **Strengthen the Academic Core:** Promote higher-density infill development and redevelopment within the campus core.
- » **Renew North and South Student Life Villages:** Revitalize Resident Life communities to the north and south with new and updated residential, dining, and RecWell facilities.
- » **Develop Terrapin Athletics Districts:** Focus RecWell and Intercollegiate Athletics facilities to the campus perimeter.
- » **Activate the Discovery District Innovation Corridor:** Activate this corridor with mixed-use development that supports growing the university research enterprise and strategic partnerships.
- » **Bolster Student Support Spaces in the Campus Core:** Renovate and expand Stamp Student Union, the Health Center, and McKeldin to support the student experience.
- » **Expand Programming at the UMD Golf Course:** Consider long-term needs to incorporate potential student and athletics-focused uses along the University Boulevard frontage.



Above: Looking from the terrace of a new building on the west of McKeldin Library over a new plaza and western library entrance, with Terrapin Way connecting the plaza to Campus Drive and the Stamp Student Union in the distance.

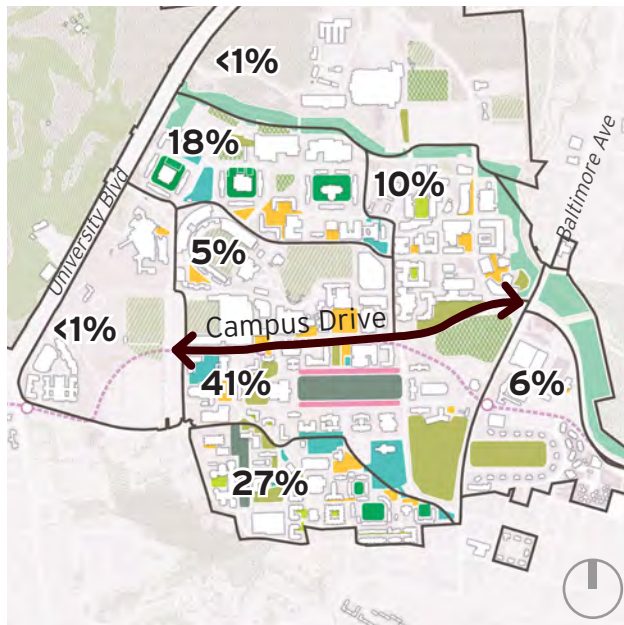




HOLISTIC PLACEMAKING

The campus landscape and setting play a critical role in improving the campus ecosystem, fostering community, connecting to adjacent communities, and reflecting campus heritage - but as the campus exists today, the landscape quality and quantity vary greatly across campus. As the campus developed rapidly after WWII, the traditional pattern of buildings surrounding quads, malls, and courtyards gave way to more sprawling and urban districts north of Campus Drive.

The analysis of usable open spaces (including open lawns, recreational fields used for informal gatherings, formal open spaces, plazas, and courtyards) shown below illustrates the relative lack of usable open space north of Campus Drive. It highlights the need to balance the mix of land uses in those areas to provide a campus setting with more community and environmentally-focused landscape spaces. These needs were further reinforced by heat mapping of the Washington, D.C. metro region, highlighting increased heat levels in areas on and around campus, where development is significantly more dense than surrounding areas. Additionally, expanding the existing open space network will play a critical role in addressing severe flooding and make vital connections to the larger environmental network, which extends into College Park and beyond.



KEY PROJECTS AND INITIATIVES

- » **Extend McKeldin:** Extend the presence and pathway from McKeldin Mall to the west into Lot 1 and to the east into a new Armory Plaza, both of which serve as entries and arrival points to the campus.
- » **Develop a Grand Armory Gateway:** Establish a new gateway plaza at the foot of the iconic Armory Building that greets visitors from the new Purple Line station across Baltimore Avenue.
- » **Create a New Stamp Union Lawn:** Relocate Shipley Field and create new open space that allows for students and events to flow out from the Union into the adjacent lawn space.
- » **Better Integrate the Paint Branch Creek:** Develop a new signature open space extending from Paint Branch Creek that provides critically needed outdoor gathering space in the northeast area of campus, mitigates the area's flood risk and reduces the district's heat island effect with resilient planting and landscape design.
- » **Complete Development of Mayer Mall:** Use redevelopment and infill to fulfill the original vision of Mayer Mall as a dense and active node at the southwest end of the campus academic spine.
- » **Develop a Central Campus Hub:** Create a new transit plaza that boldly welcomes visitors to campus with an iconic new space that unites the street with adjacent frontages of Cole Fieldhouse, Stamp Student Union and a new academic building.
- » **Create a Champions Plaza:** A signature new plaza space that anchors the future northwest athletics village and provides space for gameday events and programming.

A comparison of usable open spaces across campus illustrates a disparity between the relative proportion of open space in each campus district. The area north of Campus Drive falls short of the target 25-50% ratio that exists south of Campus Drive.



Above: The Gateway Plaza is a new signature entry into campus, prominently located across from a new Purple Line station and fronted by the iconic Armory facade and a new flagship academic building.

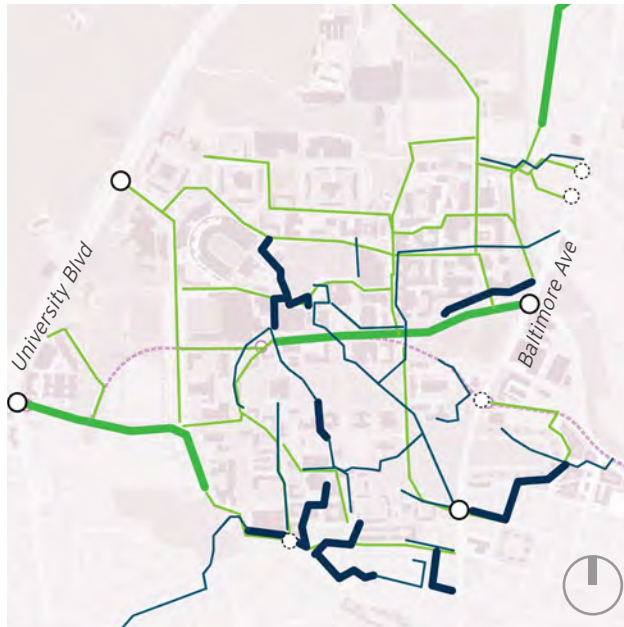




PEOPLE-FIRST MOBILITY

The campus's size and urban context, transit access, and largely orthogonal organization of buildings presents tremendous opportunities to enhance the existing circulation system to promote a people-first approach to mobility. Major campus streets can be reimagined as generously landscaped, multimodal corridors that bind the campus core and safely provide access from conveniently-located parking areas. New campus-wide pathways can resolve existing north-south circulation constraints and provide safe access to the campus core for bikes and scooters.

A hierarchy of streets and pathways will be connected to the university's existing and new transit gateways, providing ease of travel and effective last-mile solutions. Lastly, new and renewed campus entries along the perimeter will be part of a more natural and intuitive wayfinding and arrival experience that directs users more efficiently to their final destination and reduces congestion in the campus core.



An analysis of pedestrian and bike movement across campus (scaled by volume. Ped: Bold blue = >285 daily trips, thin blue = 100-285 daily trips, Bike: Bold Green = >55-100 daily trips, thin green = 25-55 daily trips) highlights both the fragmented campus circulation network and the volume of pedestrian activity into campus from multiple southern entries

KEY PROJECTS AND INITIATIVES

- » **Develop a Wellness Loop:** A unique 5K multi-purpose loop that connects the campus core with perimeter natural areas and pathways to regional amenities.
- » **Create Signature Campus Walks:**
 - » **Terrapin Way:** Develop a new signature north-south at-grade/fully-accessible connector, Terrapin Way, that connects pedestrians and wheeled vehicles from student communities to the academic core.
 - » Develop a new, branded **Innovation Walk** to showcase special initiatives along the primary pedestrian route that connects the academic core from the southwest to northeast areas of campus.
 - » Define a new **Frederick Douglass Walk**, a secondary north-south walk that further connects southern and northern residential communities to the campus core along a fully accessible and bike-friendly pathway.
- » **Streets for All:** "Complete Street" improvements that improve safety and the overall experience of campus circulation while providing for efficient sharing of roadway space between pedestrians, bikes/scooters, vehicles and landscape areas.
- » **Strengthen Campus Gateways:** New and renewed campus entries that clearly reflect the identity of the university and initiate the wayfinding process for campus visitors.
- » **Optimize Parking:** Maintain available parking, including preserving accessible and service vehicle-focused parking within the campus core, while consolidating large parking areas to the campus perimeter and connecting visitors to their final destinations with more pleasant and enjoyable pathways and last-mile solutions.



Above: Looking from the steps of the Stamp Union entry west towards a reimagined Campus Drive, with the new Purple Line stop, bike lanes and Terrapin Way connecting this central hub to campus in all directions.

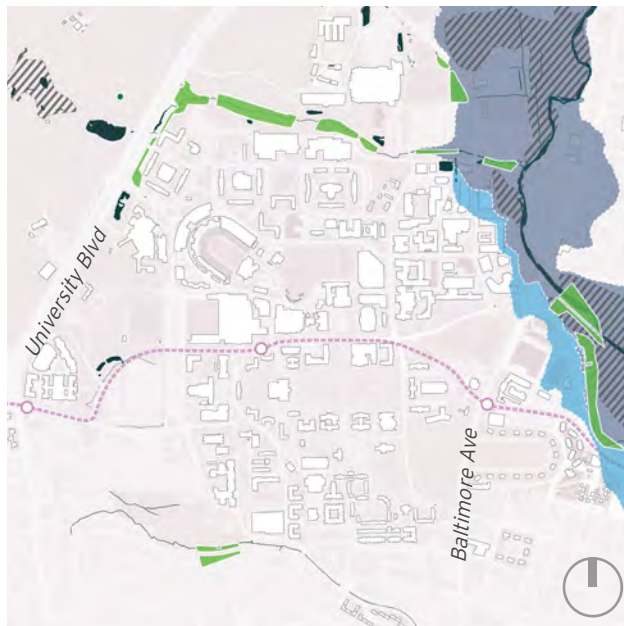




SUSTAINABLE STEWARDSHIP AND INVESTMENT

UMD has established bold and visionary goals for bolstering sustainability and responsible land stewardship on campus and throughout the state. The resulting strategies for campus support a clear path toward carbon neutrality and the highest level of environmental stewardship.

Among the strategies represented in the plan are shifting away from the aging central steam system to more efficient “energy districts,” continued and targeted building upgrades, significant increases to the university’s electrical vehicle fleet, and innovative landscape and stormwater infrastructure improvements to minimize the impacts of flooding events.



The illustration above highlights sensitive areas of campus given the location along the Anacostia Watershed, including easements (green), wetlands (hatch), and both 100 and 500-year floodplains (highlighted in light/dark blue)

KEY PROJECTS AND INITIATIVES

» Establish Sustainable Energy Districts

» Transition from a centrally focused and steam-based energy network to a distributed low-temperature hot water-based district system to support the university’s future energy program. This program will replace, renew and modernize the campus energy system to meet its future sustainability goals – including decarbonization of the campus energy system by 2035.

» Integrated and Innovative Stormwater Solutions

» Reduce environmental impacts of heavy rain events by employing low-impact development strategies and Environmental Site Design (ESD) elements in lower-density campus areas and robust stormwater facilities, such as underground detention, rain gardens, and green roofs in higher-density areas.

» Limit on-campus development in flood-prone areas and take proactive measures to address the impact of campus development on off-campus areas.

» 21st-Century Campus Facilities and Infrastructure

» Align university development practices with statewide policies from the new Climate Solutions Now Act and other climate-related plans and programs.

» Ensure that building construction and renovation standards are supportive of the state of Maryland’s Green Building Program.

» Prioritize the renewal of buildings that have high functional value and fit for future programs.

» Target the redevelopment of aging buildings with low functional adequacy and performance.

» Pair roadway and open space improvements with upgrades to underground utility corridors.

» Assess electrical capacity to support further electrification of campus buildings, vehicles, and infrastructure.



Above: Looking west at the E.A. Fernandez IDEA Factory and Jeong H. Kim Building at the Paint Branch Green, a new resilient and multi-purpose open space lined with science and technology programs that can use the area to showcase academic innovations and engage in outdoor learning, as envisioned in this view of an engineering student demonstration fair.

Below: Four sustainable strategies being pioneered on the UMD campus that can serve as models for future development.



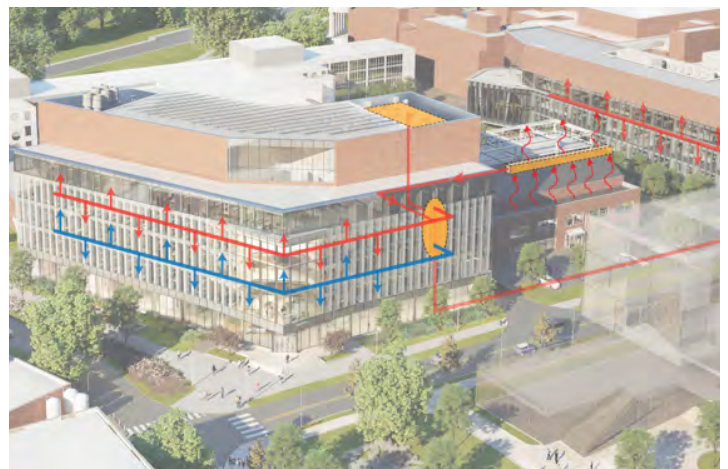
Rainwater Harvesting (Example: Physical Sciences Complex Green Roof)



Integration of AgroEcology Corridor Strategies



Use of Photovoltaics (Example: Regents Garage PV Panels)



Zupnik Hall Measures to Achieve Net Carbon Zero Operations

SUMMARY OF CAMPUS FACILITIES PLAN FRAMEWORK

The campus framework accommodates up to 3.9M GSF of net-new construction of Academic, Research, Auxiliary, and ICA (not including housing, parking, and public-private partnership development). Key campus framework strategies and organizing elements align with the key recommendations illustrated under the guiding principles, and they include:

Strengthening the Academic Core

Foster collaborative and adaptable academic and research facilities to support cutting-edge innovation and partnerships across the campus core.

Placing Research at the Forefront

Showcase high-impact research and elevate the visibility and accessibility of the research enterprise.

Investing in Sustainable Infrastructure

Advance UMD's sustainability goals through comprehensive modernizations of campus infrastructure paired with compact development and multi-modal improvements.

Capitalizing on Transit Opportunities

Promote an accessible and compact transit-oriented campus experience through strategic infill development along the Purple Line

Promoting Health and Wellness

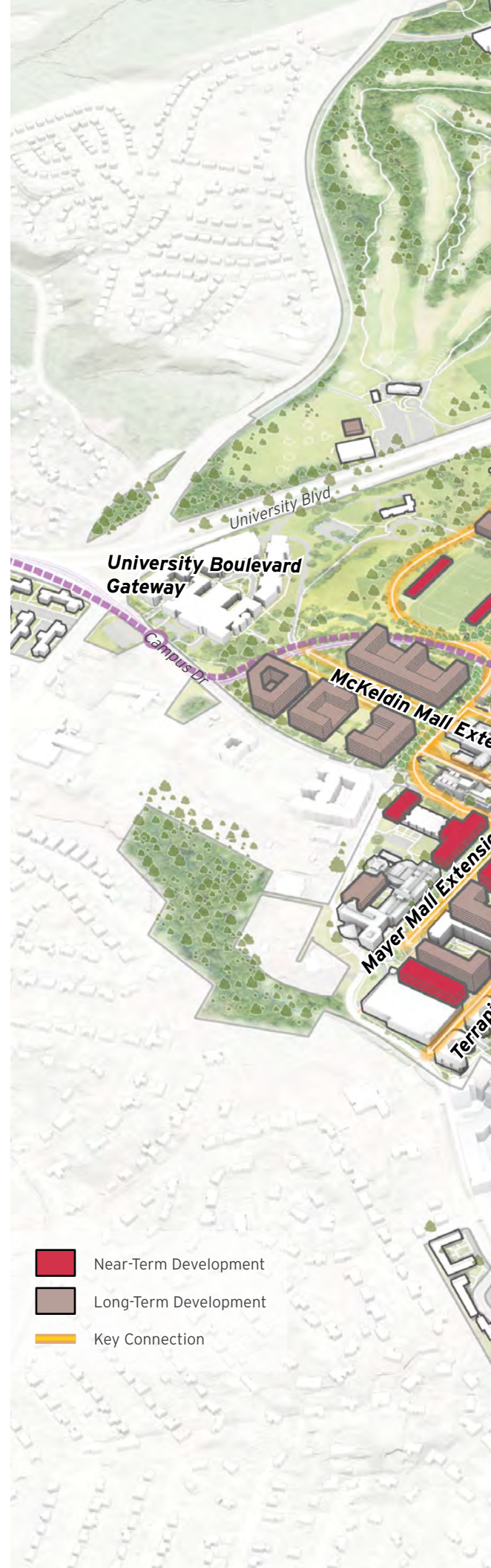
Create new and iconic campus-wide connections and spaces that integrate wellness across the campus.

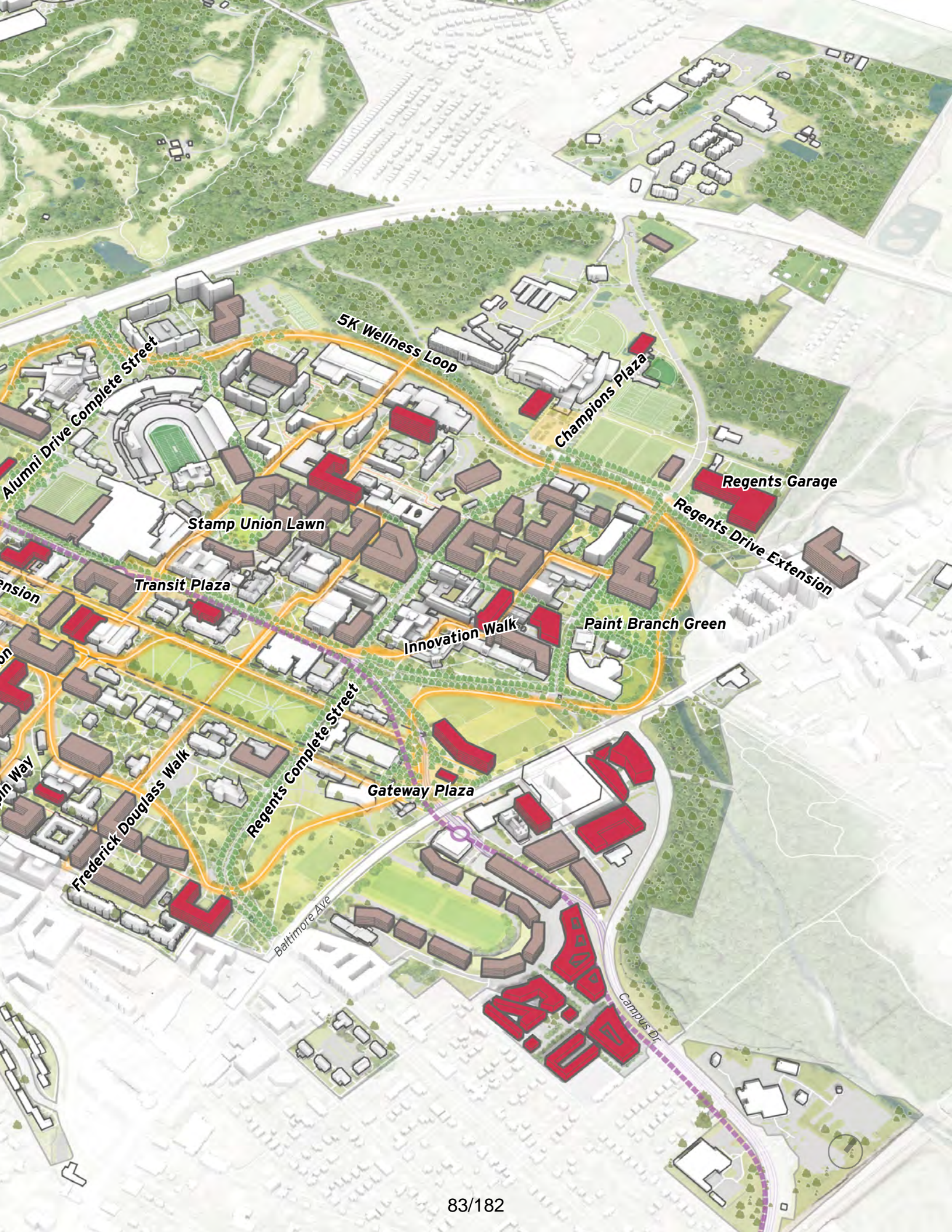
Supporting Building Champions

Improve and expand Intercollegiate Athletics facilities to advance Big Ten goals and support the Terps continued success.

Enriching the Campus Experience

Create nurturing and engaging environments for a wide range of student services, including updated residence halls, health and wellness facilities, dining services, and recreation facilities.





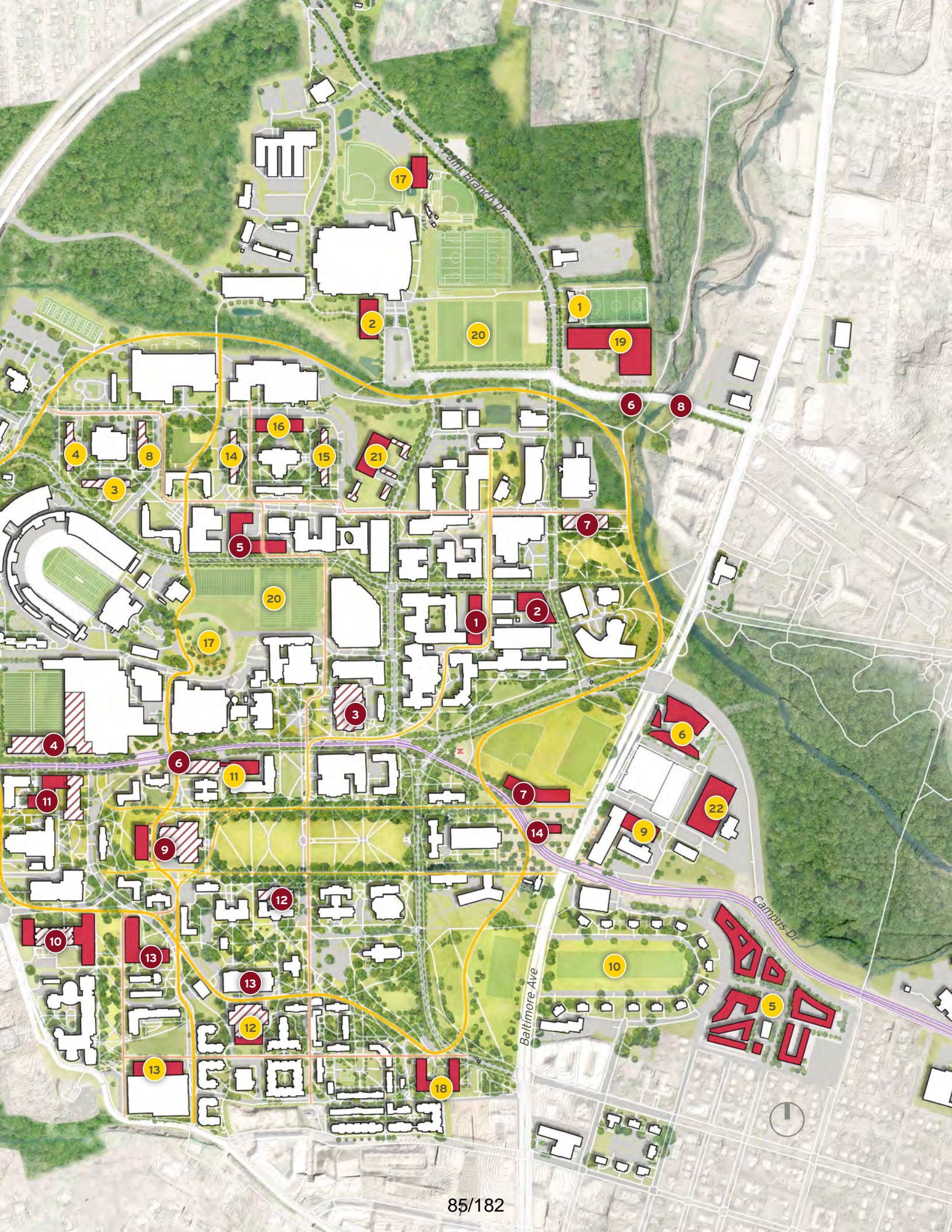
NEAR-TERM (10-YEAR) PLAN

The Near-Term Plan and projects (highlighted below) are guided by the land use framework and reflects State- and System-Funded 10-year projects. While projects are subject to change, the Near-Term Plan represents a preferred strategy for physical campus organization and reflects 1.2M GSF in net-new development (not including housing, public-private partnerships, or parking).

State-Supported 10-Year Projects	
1	Chemistry Building Wing 1
2	Stanley R. Zupnik Hall
3	College of Information Studies Renovation
4	Health & Human Sciences Building
5	Earth & Climate Science Building
6	Campus Site & Safety Project
7	AI & Machine Learning Building / A.V. Williams & Armory Plaza
8	Regents Drive Extension
9	McKeldin Library Addition & Renovation
10	Architecture Building Addition & Renovation
11	Benjamin Building Addition & Renovation
12	Francis Scott Key Hall Renovation
13	New BSOS Building & LeFrak Demolition
14	Turner Hall Renovation





System-Funded 10-Year Projects	
1	Field Hockey Renovation & Addition
2	Basketball Performance Center
3	Ellicott Hall Renovation
4	Hagerstown Hall Renovation
5	Leonardtown Graduate Housing (Public-Private Partnership)
6	Discovery Point (Public-Private Partnership)
7	Soccer Field & Track Renovation
8	LaPlata Hall Renovation
9	Hotel Drive Parking Garage
10	Construct 2 New Recreation Fields
11	Health Center Addition & Renovation
12	South Campus Dining Hall Renovation
13	South Campus Recreation Center
14	Cumberland Hall Renovation
15	Centreville Hall Renovation
16	Bel Air & Chestertown Demolition & New Housing
17	New Baseball Stadium / Development Center & Union Lawn
18	Montgomery Hall Demolition & New Housing
19	Paint Branch Garage & Mobility Hub
20	Relocate Athletic Practice Fields (3)
21	Campus Farm Improvements
22	Parcel C Mixed-Use (Public-Private Partnership)





UNIVERSITY OF MARYLAND CAMPUS FACILITIES PLAN



-  Near-Term Development
-  Near-Term Renovation
-  Long-Term Development
-  Long-Term Renovation
-  Key Connection



Paint Branch Dr

Baltimore Ave

Campus Dr

ACKNOWLEDGMENTS

Steering Committee

Executive Sponsors

Jennifer King Rice, Senior Vice President and Provost, University of Maryland, (Co-Chair)

Carlo Colella, Vice President and Chief Administrative Officer, University of Maryland, (Co-Chair)

Members

Georgina Dodge, Vice President for Diversity and Inclusion, University of Maryland

Damon Evans, Athletic Director

Jim Harris, Interim Vice President, University Relations, University of Maryland

Jeffery Hollingsworth, VP and Chief Information Officer

Patty Perillo, Vice President for Student Affairs, University of Maryland

Bob Reuning, Associate Vice President and Chief Facilities Officer, University of Maryland

Ken Ulman, Chief Strategy Officer for Economic Development, Terrapin Development

Ellen D. Williams, Past Chair, The University Senate, Distinguished University Professor and Director, University of Maryland

Kenneth Young, City Manager, City of College Park

Planning Team

The planning team was led by **Cooper Robertson** working with University of Maryland Facilities Planning Department alongside expert consultants:

Ballinger, Energy Engineering & Architecture

Delon Hampton, Environmental Engineering

Kimley-Horn, Civil Engineering & Transportation Planning

Moody Nolan, Athletic & Recreation Planning

Reed Hilderbrand, Landscape Architecture

Rickes Associates, Academic Planning

Toscano Clements Taylor, Cost Estimating

TwoTwelve, Wayfinding Design

Looking west along a new roadway entrance into campus from Baltimore Avenue into the Paint Branch Athletics District. This new campus gateway crosses Paint Branch creek with a new bridge, flanked by native landscapes, leading visitors to the Xfinity Center and other Terp athletic venues.



GAME DAY
M

UNIVERSITY OF MARYLAND

TOPIC: Review of the Finance Committee Charge, Role, and Responsibilities

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: September 7, 2023

SUMMARY: The members of the Finance Committee will review and discuss any proposed updates to the Committee's charge, role, and responsibilities.

The members, through discussion, shall confirm for the record that the requirement, "there shall be at least one member with financial expertise and experience [appointed to the committee]," has been met.

ALTERNATIVE(S): Language could be amended based on the discussion.

FISCAL IMPACT: There is no anticipated fiscal impact.

CHANCELLOR'S RECOMMENDATION: That the Finance Committee recommend that the Board of Regents approve the charge of the Committee.

COMMITTEE RECOMMENDATION: RECOMMEND APPROVAL

DATE: 9/7/23

BOARD ACTION:

DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923



**UNIVERSITY SYSTEM
of MARYLAND**

**Board of Regents
Committee on Finance
Charge, Role, and Responsibilities**

September 7, 2023

Charge:

The Committee on Finance shall perform all necessary business and provide guidance to the Board to help ensure the long-term financial health and development of the University System, informed by strong fiscal and administrative policies.

Role and Responsibilities:

The Committee on Finance shall consider and report or recommend to the Board of Regents on matters concerning financial affairs; capital and operating budgets; facilities; student enrollment; investments; real property transactions; business entities; procurement contracts; human resources; tuition, fees, room and board charges; and the overall long-range financial planning for the University System.

Members of the Committee on Finance are appointed annually by the Chairperson of the Board. There shall be at least one member with financial expertise and experience. The Committee shall meet as needed, but no fewer than four times during the fiscal year. The members of the Committee may expect to receive information for review in order to consider, and/or act on any of the following matters:

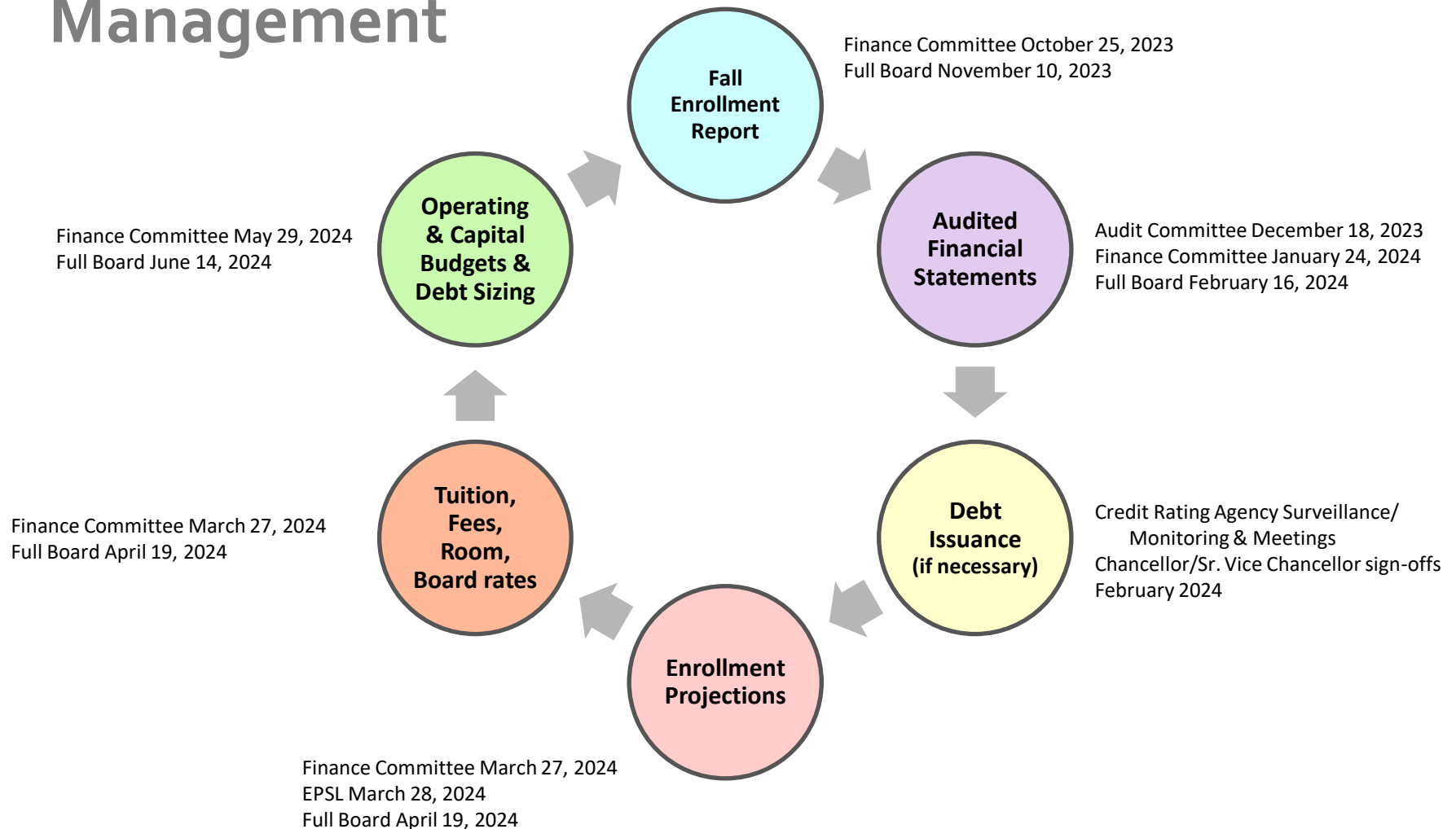
- A. Establishment of the University System's five-year Capital Improvement Program (CIP) request prior to its submission to the Governor. The CIP is comprised of a prioritized list of academic projects (e.g., instruction, research), for which State bond or cash funding is requested.
- B. Establishment of the University System's five-year System Funded Construction Program (SFCP) prior to its implementation. The SFCP incorporates prioritized requests from institutions for auxiliary and self-support projects (e.g., residence halls, parking facilities).
- C. Authorization to issue debt to fund the capital program through the use of academic and auxiliary revenue bonds.
- D. Off-cycle construction or renovation projects that exceed expenditure thresholds established in Board policy and procedures.
- E. Facilities Master Plans are high level, strategic land-use, and physical development plans, which help direct campus construction and improvements 10-20 years into the future. They also guide campus priorities for the annual capital budget request. Typically, a campus president will give a presentation where they describe the institution's goals on a wide range of topics related to

physical renewal and expansion, including: building location decisions, renovation and replacement options, utility expansion, real property acquisition, environmental concerns, and campus and community interaction.

- F. Capital projects status report which outlines the progress of all major design and construction projects underway System-wide. Data fields include, but are not limited to, overall cost, schedule, funding sources and prior approvals, as well as the name of the project architect and primary contractor.
- G. Aggregated energy and power purchase agreements; periodic reviews of progress by the System and individual institutions toward State sustainability goals pertaining to reduction of energy and greenhouse gas emissions.
- H. Acquisition and disposition of real property.
- I. Establishment of annual operating budget including state appropriation request to the Governor.
- J. Establishment of, or changes to tuition, mandatory student fees, and residential room and board rates.
- K. Student enrollment 10-year projection. ~~prior to its submission to the Maryland Higher Education Commission.~~
- L. Fall student enrollment attainment for each institution.
- M. The Finance Committee shall receive for information purposes, from the Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare, the annual report of the finances of intercollegiate athletics for those institutions with athletics programs.
- N. Review on a regular basis certain of the System's material financial matters, including the annual audited financial statements, balance sheet management and debt strategy, review and endorsement of endowment spending rule.
- O. Reports and recommendations from the investment advisor(s) and investment manager(s) regarding the investment of the Common Trust Fund and asset performance.
- P. Establishment of business entities, public/private partnerships, and the initiatives covered under the Board's HIEDA policy.
- Q. Review dashboard metrics and monitor outcomes for organizational improvement and excellence.
- R. Establishment of, or changes to existing fiscal and administrative policies.
- S. Human resources policies for all staff employees including but not limited to recruitment, retention, administration of benefits and leave, compensation and classification, layoff, separation, and grievances. This Committee shall also consider and recommend any changes to the exempt and nonexempt staff salary structures.
- T. Consider and recommend institutional requests for Voluntary Separation Incentive Plans.
- U. Awarding of contracts and entering into cooperative agreements as specified in VIII-3.0 USM Procurement Policies and Procedures. This Committee shall approve all contracts that exceed \$5 million except contracts for capital projects, sponsored research, and real property.

- V. Pursuant to Section 13-306 of the Education Article, the annual contract, and any amendments thereto, between University of Maryland, Baltimore (UMB) and University of Maryland Medical System Corporation which states all financial obligations, exchanges of services, and any other agreed relationships between them for the ensuing fiscal year concerning the University of Maryland Medical Center. Section 13-306 requires that the annual contract be submitted to the Board of Regents, upon recommendation of the UMB president, for consideration, any modification, and approval.
- W. Continue as stewards of the USM Effectiveness and Efficiency efforts including:
- Supporting USM's strategic priorities of excellence, access and affordability, innovation, increased economic impact, and responsible fiscal stewardship.
 - Emphasizing collaboration and inter-institutional activities.
 - Fostering innovation and entrepreneurship to promote cultural changes and new operating models.
 - Promoting the optimal use of technology in support of systemwide and campus operations.
 - Reviewing and discussing periodic reporting on initiatives that promote effectiveness and efficiencies in the USM operating model, increase quality, serve more students, and optimize USM resources to reduce pressure on tuition, yield savings and cost avoidance.

Annual Cycle for Inputs into Financial Management





UNIVERSITY SYSTEM
of MARYLAND

BOR Finance Committee
Tentative Plan for FY 2024 Cycle

September 7, 2023

- FY 2025 Operating Budget Update
- UMCP Facilities Master Plan—president’s presentation and discussion
- Committee Charge Review
- Educational discussion and presentation on USM Debt Management

October 25, 2023

- UMCP Facilities Master Plan—action
- Fall 2023 Enrollment Update and FY 2024 FTE Estimate
- Common Trust Fund Investment Performance Review; Overview of the CTF and Investment Manager role of USM Foundation

November 30, 2023

- FY 2025 Operating Budget Update
- Report on FY 2023 USM Procurement Contracts
- Dashboard Indicators
- Review results of Committee members’ annual Self-Assessment

January 24, 2024

- FY 2023 Audited Financial Statements and USM Financial Planning
- FY 2025 Operating Budget Update
- FY 2025 Capital Budget Update
- FY 2023 Effectiveness and Efficiency Results
- Status of Capital Improvement Projects

March 27, 2024

- Fiscal Year 2025 Schedule of Tuition and Mandatory Fees
- Self-Support Charges and Fees for FY 2025
- Enrollment Projections: FY 2025-2034
- Financial Condition and Financial Results of Intercollegiate Athletic Programs

May 29, 2024

- FY 2026 Capital Budget Request; and FY 2026-2030 Five-Year Capital Improvement Program
- FY 2025 System Funded Construction Program Request
- 46th Bond Resolution—Auxiliary Facility and Tuition Revenue Bonds and Official Intent Resolution on Reimbursement of System Cash Balances Spent on Revenue Bond-Authorized Projects
- FY 2025 Operating Budget
- Adjustment to the Biennial Exempt Salary Structures
- Proposed FY 2025 Contract between the University of Maryland, Baltimore and UMMS

Ongoing: acquisitions and dispositions of real property; modifications to leases; procurements and awarding/renewing contracts; capital project and P3 authorizations; creation of business entities; and development of/amendments to financial and administrative policies

TOPIC: University of Maryland, Baltimore: School of Dentistry Ambulatory Surgery Center and Building Renovations

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: September 7, 2023

SUMMARY: The University is seeking Board approval to complete selective renovations to the School of Dentistry Building (SOD) located at 650 West Baltimore Street. This project includes the renovation of the heavily used clinic and simulation suites, building circulation enhancements, and the creation of a state-of-the-art ambulatory surgery center. The budget for this project is \$29,516,000.

The UMB SOD is a leading institution for graduate and professional education and a thriving health center combining cutting-edge research and exceptional clinical care. In FY 2022, SOD clinics provided for the dental needs of nearly 5,000 Medicaid-eligible patients addressing oral health disparities and inequities in Maryland.

The building includes approximately 105,000 gross square feet of clinic and simulation training suites which are used for both education and patient care. The building is 17 years old, and the interior finishes and equipment are original. Years of rigorous sanitation protocols have taken a toll on the finishes within the clinical and simulation spaces.

This project includes new flooring, painting, and cabinetry. The existing equipment within the 320 clinical stations has reached the end of its useful life, and the technologies have become dated. In particular, the dental chairs and attached equipment, which represent about \$13 million of the project total, now require consistent repairs, reducing the total availability of stations. Selective modifications are also needed to improve building circulation and address ongoing security concerns. This work will be phased over 3 years to keep disruption to a minimum in this continually occupied building. SOD aims to complete the renovation of these spaces prior to their accreditation process in 2026.

Another portion of the scope is for the creation of a new ambulatory surgery center. In Maryland and across the country, access to operating rooms for dental care for patients who are compromised due to age, behavior/cognitive impairment, complexity of care, and/or compromising medical conditions has become a growing problem. The current wait time to get an appointment for oral treatment in a hospital operating room is nearly a year. The creation of a state-of-the-art ambulatory surgery center at the School of Dentistry will work toward alleviating these issues. An existing office suite will be relocated enabling the renovation of approximately 3,500 square feet into operating rooms, pre-op rooms, recovery rooms, and support spaces. This effort will also require modifications to the exterior of the building for the creation of a dedicated patient drop-off/pick-up area along Fayette Street.

Any resulting procurement contracts will require the approval of the Board of Public Works due to the source of funds.

ALTERNATIVE(S): The various components of the SOD clinic and simulation areas have aged beyond their useful life. As a result, treatment spaces are taken off-line while waiting for piecemeal repair. In turn, the existing services that SOD provides to the community continue to be reduced. As the stations continue to age these issues will become more common until a full replacement is completed. If an ambulatory surgery center is not completed, the growing oral care needs of Maryland's compromised population will continue to be under-addressed.

FISCAL IMPACT: The budget for this project is \$29,516,000. The project will be funded with \$700,000 from the Legislature with the remainder coming from the School of Dentistry. The General Assembly also pre-authorized a \$2,000,000 GO Bond appropriation for the 2024 session. These funds, if appropriated as anticipated, will be used to reimburse, or replace planned institutional fund spending.

CHANCELLOR'S RECOMMENDATION: That the Finance Committee recommend that the Board of Regents approve the \$29,516,000 project for renovations to the School of Dentistry Building and the creation of an ambulatory surgery center, as described above.

COMMITTEE RECOMMENDATION: RECOMMEND APPROVAL

DATE: 9/7/23

BOARD ACTION:

DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923

Project Cost Summary

UMB: School of Dentistry Ambulatory Surgery Center and
Building Renovations

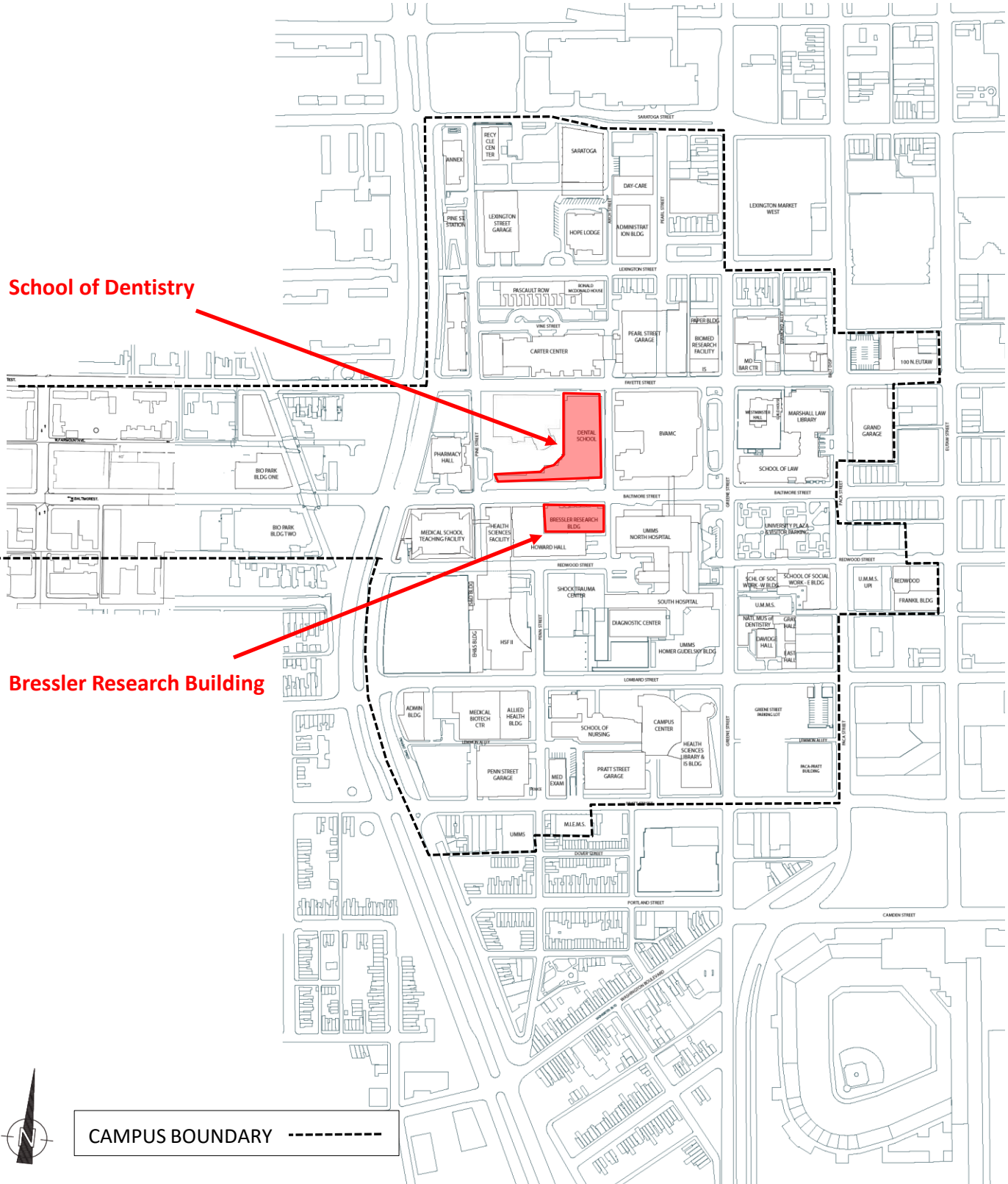
Date	8/10/2023
Stage of Estimate	Budget/Planning
Design/Fees	\$2,654,000
Construction Cost	\$23,012,000
Contingency (6.5%)	\$3,850,000
Project Total	\$29,516,000
Notes:	This is a budget-level estimate derived internally (by UMB professional A/E staff) for this project that includes replacement of existing equipment. The equipment costs are well understood by the school based on prior experience and the cost estimating for the architecture is straight forward.



University of Maryland, Baltimore

School of Dentistry

Bressler Research Building



TOPIC: University of Maryland, Baltimore: Replace Energy Recovery Units and Exhaust Fans in Bressler Research Building

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: September 7, 2023

SUMMARY: The University is seeking Board approval to complete the lifecycle replacement of the heat recovery system for the Bressler Research Building (BRB) located at 655 West Baltimore Street. BRB is the second largest medical research building at UMB and includes approximately 130,000 assignable square feet of medical research space. The budget for this project is \$14,769,000.

The heat recovery system is a critical component of the building's HVAC as it recovers heat from conditioned air to reduce total energy expenditures. The existing system suffers from energy inefficiencies as older components are no longer functioning at their designed capacities.

The project includes the removal and replacement of the existing glycol heat recovery system including the heat exchangers, energy recovery coils, and associated hydronic, steam and condensate piping systems. The project also calls for the lifecycle replacement of the building's exhaust fans, discharge plenums and coils, and upgraded controls. Additional structural improvements will be needed at the roof level to reinforce the new locations for the exhaust fans.

As a fully occupied and highly productive research building, it is important that no part of the building go offline during construction. As a result, the project includes several phases in which system redundancy is added before the decommissioning of existing infrastructure. This project represents a significant step in UMB's plans to address the campus' deferred maintenance backlog and improve overall energy efficiency.

Any resulting procurement contracts will require the approval of the Board of Public Works due to the source of funds.

ALTERNATIVE(S): The various components of the building's heat recovery system have aged beyond their useful life. As a result, they are less energy efficient and more likely to fail. In particular, the failure of the exhaust fans could compromise the building's exhaust capabilities causing harm to medical research projects. If UMB is unable to complete this project now, then the existing system will need to be repaired piecemeal until the project is approved.

FISCAL IMPACT: The \$14,769,000 project will be funded with \$1,574,000 in Capital Facilities Renewal funding from a FY 2020 State GO Bond Appropriation, with the remainder coming from institutional funds.

CHANCELLOR'S RECOMMENDATION: That the Finance Committee recommend that the Board of Regents approve the \$14,769,000 project to replace the energy recovery units and exhaust fans in the Bressler Research Building, as described above.

COMMITTEE RECOMMENDATION: RECOMMEND APPROVAL

DATE: 9/7/23

BOARD ACTION:

DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923

UMB BRESSLER - R

Project Cost Summary

UMB: Replace Energy Recovery Units and Exhaust Fans in
Bressler Research Building

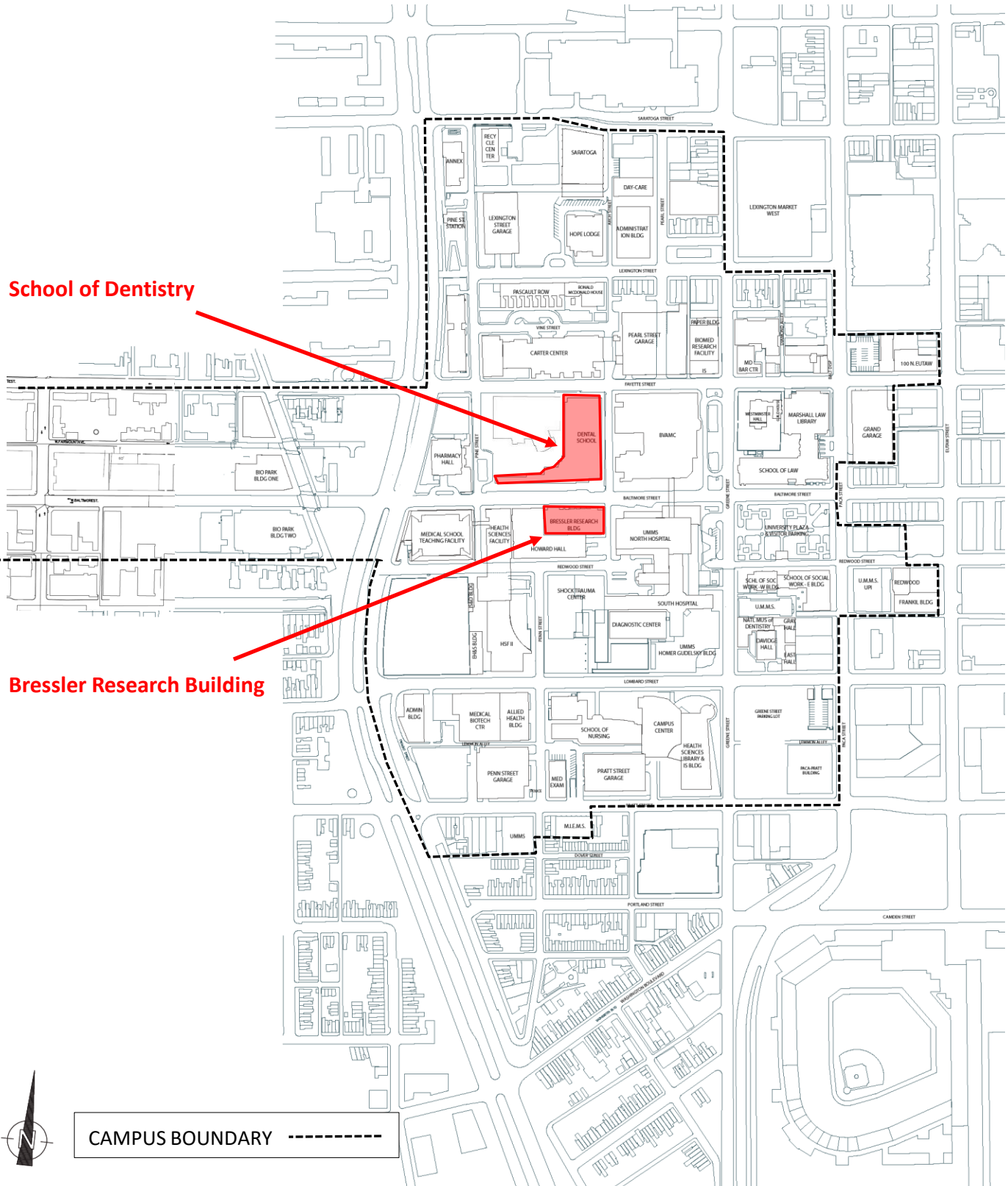
Date	9/5/2023
Stage of Estimate	Budget/Planning
Design/Fees	\$659,000
Construction Cost	\$12,435,000
Contingency	\$1,675,000
Project Total	\$14,769,000
Notes:	This budget is based upon a bid received for the work.



University of Maryland, Baltimore

School of Dentistry

Bressler Research Building



CAMPUS BOUNDARY - - - - -

TOPIC: Towson University: Albert S. Cook Library HVAC Replacement

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: September 7, 2023

SUMMARY: Towson University is seeking authorization of \$16.5 million to upgrade/replace the HVAC within the Cook Library and Campus Data Center. The facility's HVAC system is outdated and can no longer support the current services the library provides to the campus community. This project will replace the existing HVAC system with minor interior modifications to accommodate the HVAC system and library. The University will use Capital Facilities Renewal and Institutional cash to fund the project.

The facility is five stories tall and contains 180,356 gross square feet. The current HVAC system is original to the 1960's building and is failing. In addition, there have been numerous modifications to the library over the last twenty years, and it is no longer full of open space and stacks. In general, the existing HVAC system in the library is obsolete and does not accommodate a *modern academic commons*.

A study was completed in 2022 evaluating various options for the replacement of the existing Cook Library system. This study included cost estimates as well as a Life Cycle Cost Analysis. The building will remain occupied throughout construction. The project will be phased to complete the HVAC upgrade on a floor-by-floor basis, starting on the 5th floor. This will allow for roof work to occur in phase 1.

The Campus Data Center is located on the southwest corner of the first floor. The existing equipment within the Data Center has long exceeded its life expectancy and the elevated floor systems constructed in 1983 are also degrading. The scope of work for this space (7,410 GSF) will consist of expanding the Data Center into adjacent space and replacing the existing cooling system. The reconfiguring of spaces will serve the operations of the Data Center better. The work will also move the computer servers and server racks around in the room to prevent potential water damage from the restroom above.

Any resulting procurement contracts will require the approval of the Board of Public Works due to the source of funds.

ALTERNATIVE(S): The institution could continue to perform maintenance on the current inadequate and unreliable system; however, there will be an increased risk of failure.

FISCAL IMPACT: The University will use Capital Facilities Renewal and Institutional cash as follows: \$3.16M Academic Revenue Bonds; \$6.16M State PAYGO renewal funding; and \$7.18M Towson Institutional cash. \$3,650,000 in future Capital Facilities Renewal/ARB appropriations, if appropriated as anticipated, will be used to reimburse, or replace planned institutional fund spending.

CHANCELLOR'S RECOMMENDATION: That the Finance Committee recommend that the Board of Regents approve the \$16.5 million project to upgrade/replace the HVAC within the Albert S. Cook Library and Campus Data Center, including the reconfiguration of space, as described above.

COMMITTEE RECOMMENDATION: RECOMMEND APPROVAL

DATE: 9/7/23

BOARD ACTION:

DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923

TU COOK LIBRARY HVAC

Project Cost Summary

Towson University - Albert S. Cook Library HVAC Replacement

	Current Request
Date	8/1/2023
Stage of Estimate	Feasibility/ Concept
Design/Fees	\$1,800,000
Construction Cost	\$13,350,000
Equipment	\$250,000
Contingency	\$1,100,000
Project Total	\$16,500,000
Notes:	Project management delegated to TU by the UMB Service Center.
Submitted by:	Construction Cost estimate provided KUMI Construction Management Corporation



TOPIC: University of Maryland, College Park and University of Maryland, Baltimore: Lease Request for the Institute for Health Computing

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: September 7, 2023

SUMMARY: The University of Maryland, College Park and the University of Maryland, Baltimore seek Board approval to execute a sublease agreement for approximately 27,491 rentable square feet of office space located at 6116 Executive Boulevard in Rockville. This space will be occupied by the University of Maryland Institute for Health Computing (UM-IHC), which will sublease the space from the American Occupational Therapy Association (“Sublandlord”). Assuming no early terminations, aggregate base rent over the full 134-month term will be \$10.9 million.

In November 2022, the strategic partnership between the two universities, known as MPower, announced a transformative partnership with the University of Maryland Medical System, Montgomery County, and collaborators from the Universities at Shady Grove and the University of Maryland, Baltimore County creating the University of Maryland Institute for Health Computing. UM-IHC will leverage recent advances in artificial intelligence and computing to create a premier learning health care system. This system will evaluate both de-identified and secure digitized medical data to diagnose, prevent, and treat diseases in patients across Maryland. UM-IHC will be based in North Bethesda, a location that allows UM-IHC to tap into industry and federal partners like the National Institute of Standards and Technology, the National Institutes of Health, the Food and Drug Administration, Walter Reed National Military Medical Center, and the Naval Medical Research Center.

A key advantage to this office space is that it will be provided to UM-IHC in turnkey condition; that is, UM-IHC will be able to begin operations immediately in the existing office configuration and will be given the right to use substantially all of the existing furniture and fixtures. UM-IHC will incur some costs for separate tenant improvement work for on-site improvements to computing and data facilities, but the ability to start immediate business operations at this location, without the expense of a full tenant improvement build-out, plus the cost of new furniture, provides both operational and economic advantages to this office space.

The sublease agreement commencement date is anticipated to be October 1, 2023 and the sublease term will end on December 31, 2034, unless UM-IHC terminates earlier under terms described below.

UM-IHC has two early termination rights. First, it may terminate, with at least 24 months’ notice, effective any time between July, 2030 and July, 2033 if a new permanent headquarters is built for UM-IHC. Second, it may terminate in December, 2028 (and each December thereafter), with at least 13 months’ notice, subject to an event where annual appropriations are not sufficient and cause UM-IHC’s assets to fall below a certain amount. Annual appropriations shall specifically include anticipated on-going grant funding from Montgomery County, Maryland. In either event of early termination, UM-IHC will pay a termination fee of \$500,000.

Cushman and Wakefield represents UM-IHC in this transaction. Its brokerage commission (and all other commissions) will be paid for by Sublandlord.

SUBLANDLORD: American Occupational Therapy Association, North Bethesda, MD; Sherry Keramidas, Executive Director

For purposes of conflict-of-interest review, Sublandlord has no “owners” or “principals.” Sublandlord is a 501(c)(6) tax exempt organization, which is a member-based association of persons having some common business interest of occupational therapy, the purpose of which is to promote that common interest and not to engage in a regular business of a kind ordinarily carried on for profit. It has a volunteer leadership group, including a Board of Directors and Representative Assembly.

This lease agreement will not require the approval of the Board of Public Works.

ALTERNATIVE(S): The Board of Regents could reject this sublease agreement request. The UM-IHC principals, working with Cushman and Wakefield, have already explored, and toured, four other lease opportunities located close to the North Bethesda Metro station, the location prescribed by Montgomery County (and the anticipated future location of the UM-IHC permanent headquarters). The selected office space and its location is a strong consensus choice, taking into consideration rent, its fully furnished condition, the building’s location and amenities, and its convenience and attractiveness to faculty, staff, and student workers.

FISCAL IMPACT: Base rent for the first lease year is \$32.00 per rentable square foot, on a full-service basis, totaling \$714,475. Base rent is escalated 2.75% annually. Assuming no early termination, by the eleventh lease year base rent will be \$1,153,875. Aggregate base rent over the full 134 months (again assuming no early termination) will be \$10,904,663.

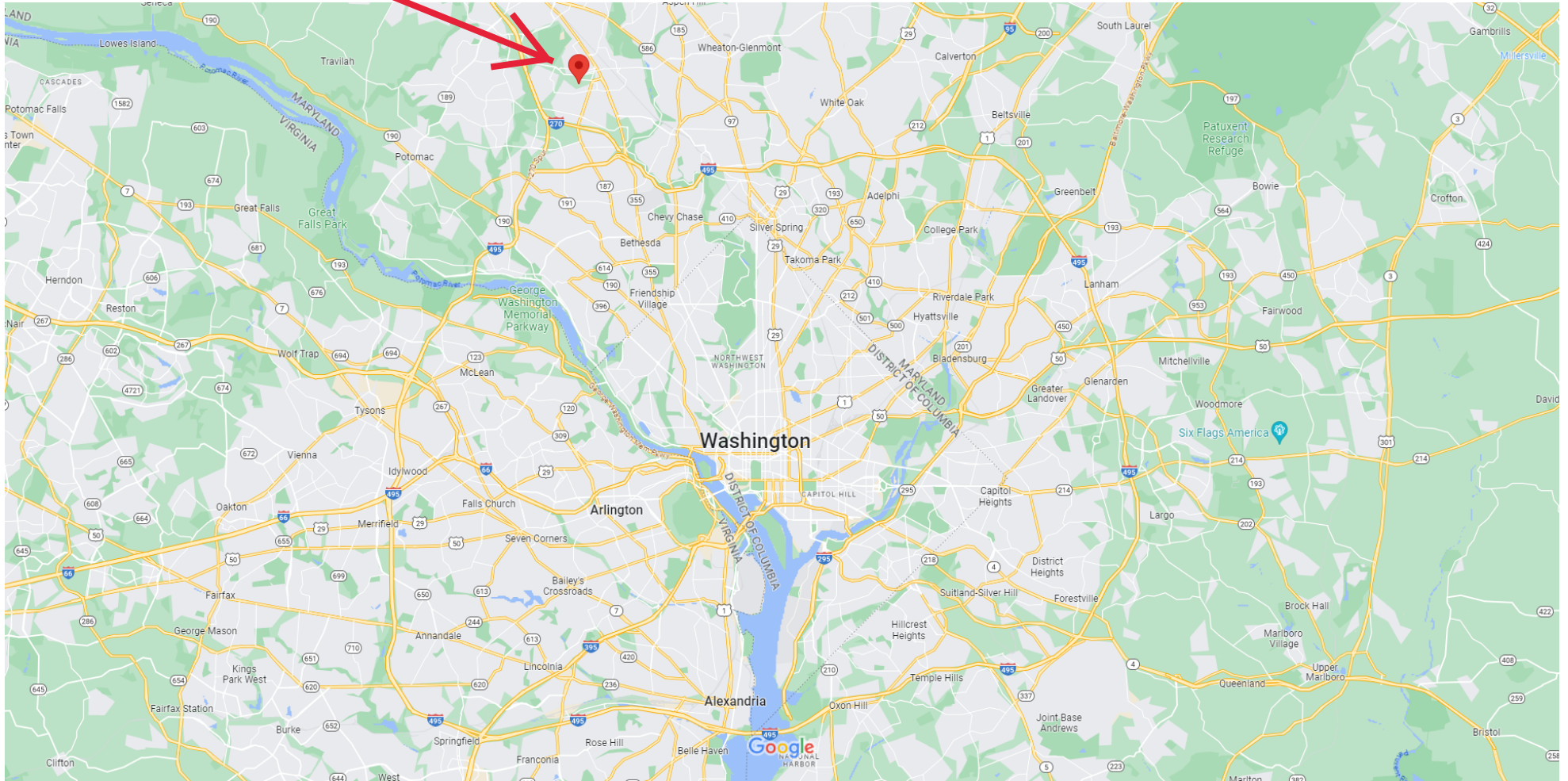
UM-IHC will pay its proportionate share of increases to building operating expenses and real estate taxes over a 2023 base year. There is a one-month security deposit. UM-IHC gets one free month of rent in each of January 2029, 2030, 2031, and 2032. In addition, the building charges for parking. Sublandlord will provide UM-IHC with an aggregate \$150,000 rent credit that may be applied against parking charges during the lease term.

CHANCELLOR’S RECOMMENDATION: That the Finance Committee recommend that the Board of Regents approve for the University of Maryland, College Park and the University of Maryland, Baltimore a lease for UM-IHC as described above, consistent with the University System of Maryland Procedures on Acquisition, Disposition and Leasing of Real Property.

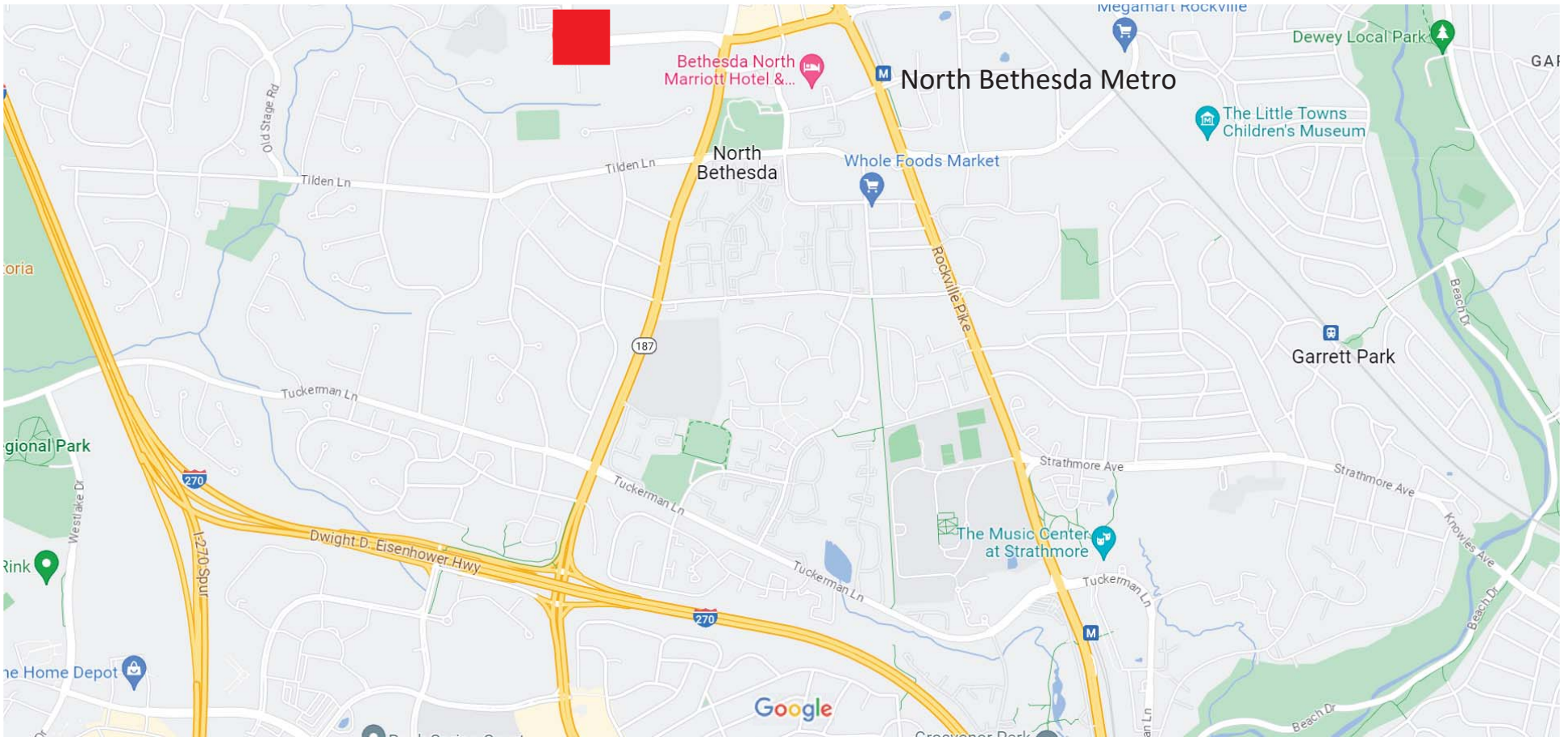
COMMITTEE RECOMMENDATION: RECOMMEND APPROVAL DATE: 9/7/23

BOARD ACTION: DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923



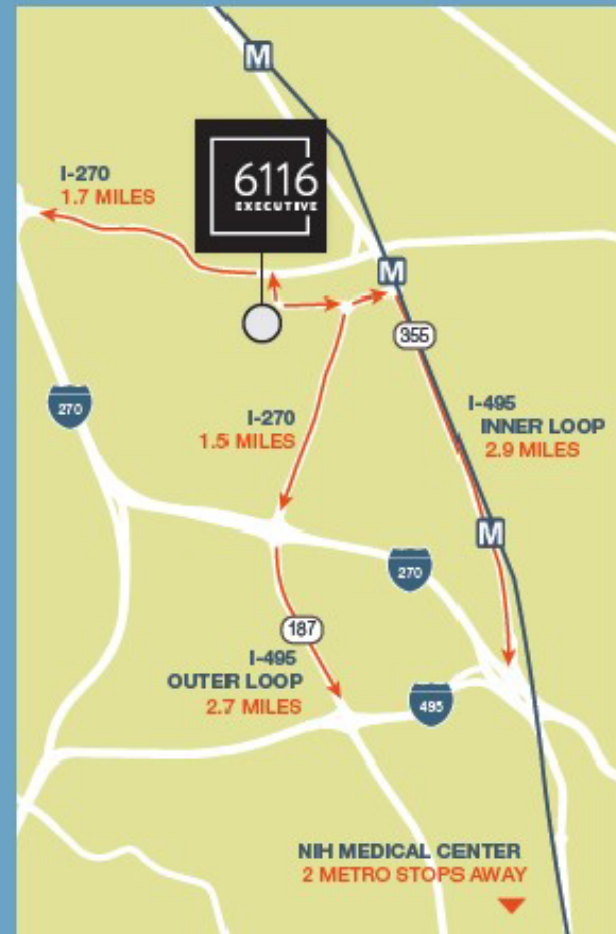
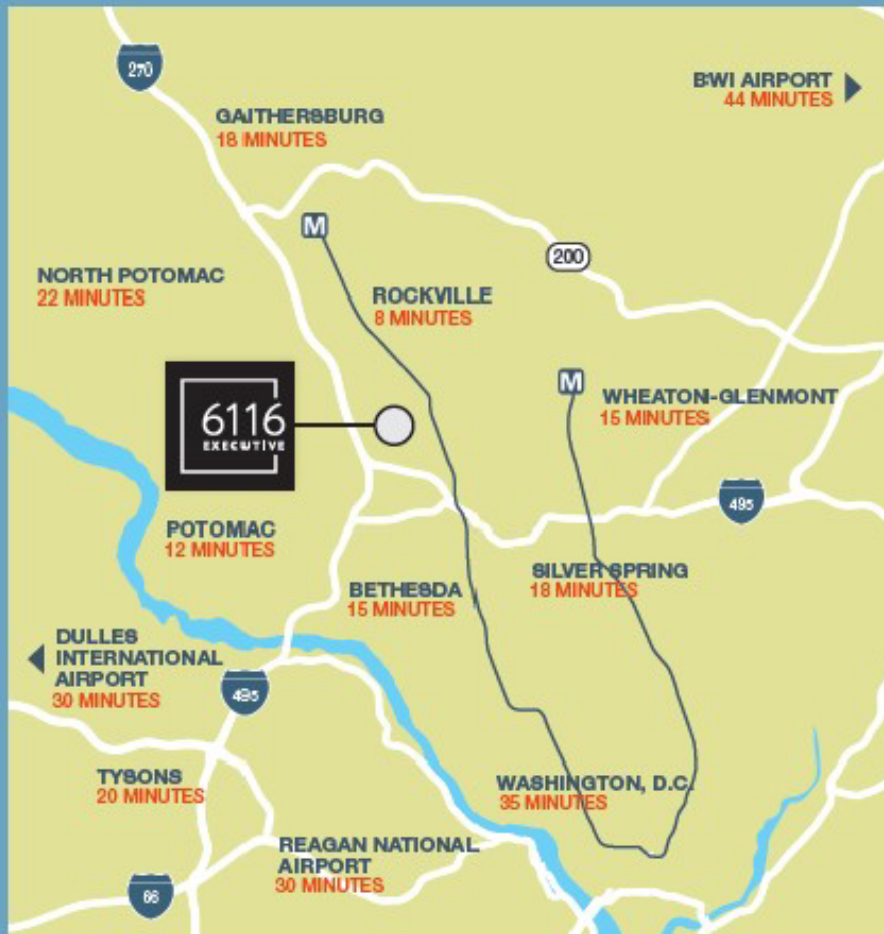
6116 Executive Blvd.



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I-495 Outer Loop via Old Georgetown Rd.....	2.7 Mi.	Reagan National Airport	19 Mi.
I-495 Inner Loop via Rockville Pike	2.9 Mi.	Downtown Washington, DC	13 Mi.



CLOSE - CONVENIENT - C

TOPIC: University of Maryland Global Campus: Modification to Digital Advertising Media Buying Services Contracts

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: September 7, 2023

SUMMARY: The University of Maryland Global Campus (UMGC) seeks Board approval to modify its digital advertising media buying services contracts for the purpose of continuing to grow UMGC’s student base in local, regional, and national markets. UMGC is changing the spending allocation among vendors; there is no change to the \$250 million total contract spending limit that was originally approved. As of June 30, 2023, \$118.6 million has been spent.

In June 2018, UMGC received the Board’s approval to enter into four, Indefinite Delivery, Indefinite Quantity (IDIQ) contracts to provide digital advertising media buying services. These contracts were subsequently approved by the Board of Public Works in January 2019, with a six-year term ending January, 2025. One of the originally awarded firms, Converge Direct, voluntarily dissolved its status with the Maryland Department of Assessments and Taxation as an approved business entity in the State.

Over the past four years, UMGC has been able to better determine which vendors have the right expertise for the marketing strategy for the remainder of the contract term. As such, the University requests approval for the reallocation of the original contract funds as shown below.

Vendor	Original Allocation	Spent as of June 30	Remaining + Re-Allocation
Trafficbuyer.com d/b/a Blacklight, NY, NY Andrew Wagner, CEO	\$83,000,000	\$58,980,472	\$77,019,528
Kepler Group, NY, NY Robin Bender, Partner	\$67,000,000	\$59,646,620	\$32,353,380
Adobe Systems, San Jose, CA Shantanu Narayen, CEO	\$67,000,000	\$0	\$22,000,000
Converge Direct, Mt. Kisco, NY (voluntarily dissolved) Matthew Lowenbraun, SVP, Business Ops	\$33,000,000	\$0	\$0
TOTAL	\$250,000,000	\$118,627,092	\$131,372,908

This request is made pursuant to USM Procurement Policies and Procedures—Section VII.C.2, to award a contract exceeding \$5 million. This contract modification will require the approval of the Board of Public Works.

ALTERNATIVE(S): Reallocation of these funds is the only way to ensure spending levels will support UMGC’s growth goals. If the original contract funds are not reallocated, UMGC’s contract amounts will not be in line with its digital advertising strategy.

FISCAL IMPACT: The source of funds for these contracts will be UMGC’s unrestricted operating budget. UMGC is seeking approval to modify two contracts with two vendors for a total of \$250 million over the six-year contract term. These contracts remain IDIQ with no purchase guarantee or obligation or spend or order volume commitment.

CHANCELLOR’S RECOMMENDATION: That the Finance Committee recommend that the Board of Regents approve for the University of Maryland Global Campus a modification to the digital advertising media buying services contracts to reallocate the funds for the remainder of the 6-year contract term. The cumulative amount shall remain as not to exceed \$250 million.

COMMITTEE RECOMMENDATION: RECOMMEND APPROVAL DATE: 9/7/23

BOARD ACTION: DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923

SUMMARY OF ITEM FOR ACTION,
INFORMATION OR DISCUSSION

TOPIC: University of Maryland Global Campus: Modification to Offline Advertising Media Buying Services Contracts

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: September 7, 2023

SUMMARY: The University of Maryland Global Campus (UMGC) seeks Board approval to modify its offline advertising media buying services contracts for the purpose of continuing to grow UMGC's student base in local, regional, and national markets. UMGC is changing the spending allocation among vendors; there is no change to the \$250 million total contract spending limit that was originally approved. As of June 30, 2023, \$90.2 million has been spent.

In June 2018, UMGC received the Board's approval to enter into five, Indefinite Delivery, Indefinite Quantity (IDIQ) contracts to provide offline advertising media buying services. These contracts were subsequently approved by the Board of Public Works in January 2019, with a six-year term ending January, 2025. One of the originally awarded firms, U.S. International Media, LLC, voluntarily dissolved its status with the Maryland Department of Assessments and Taxation as an approved business entity in the State.

Over the past four years, UMGC has been able to better determine which vendors have the right expertise for the marketing strategy for the remainder of the contract term. As such, the University requests approval for the reallocation of the original contract funds as shown below.

Vendor	Original Allocation	Spent as of June 30	Remaining + Re-Allocation
Lockard & Wechsler Direct, Irvington, NY Richard Wechsler	\$71,000,000	\$55,589,139	\$60,410,861
U.S. International Media, LLC Los Angeles, CA (voluntarily dissolved) Douglas Livingston	\$58,000,000	\$0	\$0
BCW, LLC d/b/a HZ, Rockville, MD Jerry Zuckerman	\$42,000,000	\$1,897,162	\$40,102,838
TBC, Inc., Baltimore, MD Howe Burch	\$42,000,000	\$19,692,331	\$22,307,669
Harmelin & Associates Inc. d/b/a Harmelin Media, Bala Cynwyd, PA Joanne Harmelin	\$37,000,000	\$13,043,419	\$36,956,581
TOTAL	\$250,000,000	\$90,222,051	\$159,777,949

This request is made pursuant to USM Procurement Policies and Procedures—Section VII.C.2, to award a contract exceeding \$5 million. This contract modification will require the approval of the Board of Public Works.

ALTERNATIVE(S): Reallocation of these funds is the only way to ensure spending levels will support UMGC’s growth goals. If the original contract funds are not reallocated, UMGC’s contract amounts will not be in line with its offline advertising strategy.

FISCAL IMPACT: The source of funds for these contracts will be UMGC’s unrestricted operating budget. UMGC is seeking approval to modify two contracts with two of the five vendors. These contracts remain Indefinite Delivery, Indefinite Quantity with no purchase guarantee or obligation or spend or order volume commitment.

CHANCELLOR’S RECOMMENDATION: That the Finance Committee recommend that the Board of Regents approve for the University of Maryland Global Campus a modification to the offline advertising media buying services contracts to reallocate the funds for the remainder of the 6-year contract term. The cumulative amount shall remain as not to exceed \$250 million.

COMMITTEE RECOMMENDATION: RECOMMEND APPROVAL DATE: 9/7/23

BOARD ACTION: DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923

TOPIC: Salisbury University: Disaffiliation of the Ward Foundation, Inc.

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: September 7, 2023

SUMMARY: Last spring, Salisbury University informed the Ward Foundation, Inc. (“Ward Foundation”) that it would be dissolving its status as an affiliated foundation. The University is seeking the Board’s approval to formally disaffiliate from the Ward Foundation and revoke its recognition as an affiliated foundation.

The Ward Foundation is a 501(c)(3) non-profit organization that independently staffed and operated the Ward Museum of Wildfowl Art (“Museum”). Salisbury University owns the Museum.

The Ward Foundation became an affiliated foundation of Salisbury University in February 2000 (as defined by USM BOR Policy IX-2.00 at the time). As an affiliated foundation, the Ward Foundation was responsible for managing and operating the Museum with the support of an annual budget allocation from the University. Most recently, the University’s annual allocation to the Ward Foundation was \$400,000.

There are several factors supporting this request:

1. **Financial History:** As previously reported to the Finance Committee, the Ward Foundation has been in a poor financial position for years. In 2020, the Ward Foundation received an audit which indicated substantial doubt about the Foundation’s ability to continue as a going concern.
2. **Condition of the Ward Museum Building:** In July 2022, the building that housed the Ward Museum suffered a catastrophic HVAC failure. Following an extensive review of the building’s systems and physical infrastructure, the University determined that it could not support continued operations at this site.
3. **Viability of the Ward Museum:** Over the last four years, the Museum averaged fewer than 300 visitors per month. During this period of time, revenue generated independently by the Ward Foundation through admission fees, gift shop sales, venue rentals, and items sold or auctioned was significantly below the amount needed by the Ward Foundation to cover its annual operating budget and remain financially viable.
4. **Policy and Relationship Changes:** In 2023, the USM BOR Policy on Affiliated Philanthropic Support Foundations (USM BOR Policy IX-2.0) was significantly amended. After reviewing the revised policy, the status of the Ward Foundation finances and the needs of the University, the University has determined that it is no longer feasible to continue to fund the Ward Foundation’s efforts to operate the Museum and has terminated its operating agreement with the Ward Foundation.

Since the Ward Foundation is no longer engaged in philanthropic fundraising on behalf of the University, it no longer fits within the standards of Policy IX-2.0.

The University values the Museum collection and has determined that a fiscally viable operational model is needed to engage the public and broaden the Museum’s mission. Moving forward, the University plans to display the current collection with other forms of folk art and regional heritage in a new location that will appeal to a larger audience and also meet budgetary goals.

ALTERNATIVE(S): There is not a fiscally viable alternative. The University cannot continue to support the Ward Foundation at the level needed to operate the Museum located on the University’s property, nor can it continue to provide funding to the Ward Foundation to operate a Salisbury University facility.

FISCAL IMPACT: The University will no longer provide support in the amount of \$400,000 annually to the Ward Foundation. To date, the Ward Foundation currently owes an estimated \$225,000 to the University consisting of non-staff resources for which the Ward Foundation annually reimburses the University, an accumulated facilities renewal balance, and the unearned portion of the FY 2023 annual allocation.

CHANCELLOR’S RECOMMENDATION: That the Finance Committee recommend that the Board of Regents approve Salisbury University’s request to formally disaffiliate from the Ward Foundation and revoke its recognition as an affiliated foundation. Furthermore, the Committee recommends the removal of “The Ward Foundation, Inc.” (Item 14) from Attachment 1 of USM BOR Policy IX-2.01 – Recognition of Affiliated Foundations.

COMMITTEE RECOMMENDATION: RECOMMEND APPROVAL

DATE: 9/7/23

BOARD ACTION:

DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923



UNIVERSITY SYSTEM
of MARYLAND

BOARD OF REGENTS

Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare

June 12, 2023

Meeting via Video and Conference Call

Minutes of the Public Session

Regent Gonella called the meeting of the Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare of the University System of Maryland Board of Regents to order in public session at 2:00 p.m.

Regents participating in the session included: Mr. Gonella (Chair), Mr. Breslin, Mr. McDonald, Mr. Peters, Mr. McMillen, and Mr. Pope. Also participating were Chancellor Perman, Senior Vice Chancellors Herbst and Wrynn; AAG Langrill; Associate Vice Chancellors Skolnik, Auburger, Muntz, and Denson; Assistant Vice Chancellor Lee, Mr. Dahl, and Mr. Li, and Athletic Directors Owens and Doughty. Also participating were Dr. Sherburne and Mr. Rourke from University of Maryland, College Park. In attendance were President Heidi Anderson, President Aminta Breaux, Athletic Directors DiBartolo, Eigenbrot, Evans, Carter, and Dell; AD staff Sorem, Reinke, and Wilder and other members of the USM community and the public.

The following agenda items were discussed:

1. Managing APR Issues in a Changing Environment – A Presentation by Dr. Sue Sherburne, Senior Associate Athletic Director for Academics and Student Development and Mr. Brady Rourke, Associate Athletic Director for Academic Services and Director of the Gossett Student Athlete Center for Academic and Personal Excellence

Regent Gonella introduced Dr. Sue Sherburne and Mr. Brady Rourke. Dr. Sherburne and Mr. Rourke shared their perspective on the challenges and successes in managing issues related to the APR in a changing environment.

2. Amendments to BOR V-2.10 University System of Maryland Policy on Intercollegiate Athletics

Regent Gonella informed the committee that certain amendments are proposed to the Board's policy on Intercollegiate Athletics that are intended to provide institutions with needed flexibility in managing their operations in a fiscally responsible manner.

The policy's goal is for these programs, over time, to be operated on a self-supporting basis under guidelines provided by the Chancellor. These amendments will permit institutions, with appropriate documentation and approvals, to use revenues or resources other than those generated by the Intercollegiate Athletics program. Institutions that cannot cover their expenses through program revenues and other approved sources of revenue, shall develop, adopt, and report to the Chancellor's Office an operating plan to improve Intercollegiate Athletics program financial results.

These proposed amendments have been vetted through the USM shared governance process and have been approved for form and legal sufficiency by the Maryland Attorney General's Office.

The Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare recommended that the Board of Regents approve the proposed amendments to the policy.

(Regent Breslin moved recommendation, seconded by Regent Pope; unanimously approved)

3. Mid-Year Athletic Director's Updates – Rotating – UMES, BSU

Regent Gonella informed the Committee members that they would hear from two athletic directors on their perspectives on current issues. The presentations are intended to keep the committee informed of current challenges and impacts felt on the ground at the institutions. AD Owens made the presentation from UMES and AD Doughty from BSU.

Regents Breslin and Pope raised some questions on the athletic trainer shortages reported by AD Owens and President Anderson. Chancellor Perman mentioned that this is a problem of inadequate numbers of people going into the profession and inadequate training programs. He thinks we should pull together a working group and figure out how to attack this on a systemwide basis. Senior Vice Chancellor Wrynn said that the athletic trainers' requirement has moved from a bachelor's to a master's program which is more expensive to run. Senior Vice Chancellor Herbst mentioned that there was a recent meeting with the athletic directors in which this issue was discussed and discovered that this is a supply issue.

Regents McMillen and Breslin raised the challenges that D2 institutions have with limited resources.

4. Title IX Intercollegiate Athletics Status

Regent Gonella introduced Assistant Vice Chancellor Lee, who annually reviews the reports submitted by USM institutions with athletic programs to the US Department of Education. Ms. Lee offered highlights of those reports and talked about Title IX compliance.

5. Summary of Student-Athlete Admissions, Graduation, and Academic Progress

Regent Gonella introduced Associate Vice Chancellor Muntz, who summarized the academic indicators USM staff review and have summarized for the Board to ensure that "Student Athletes

are first and foremost students, and it is the expectation of the Board of Regents that their academic performance and progress will be comparable to that of non-athletes.”

Regent Gonella asked the committee members to share with him, Ms. Herbst, or Ms. Skolnik any topics or ideas for educational or information sharing sessions that relate to intercollegiate athletics.

6. Motion to Adjourn

Regent Gonella called for a motion to adjourn. The motion was moved by Regent Pope, seconded by Regent Breslin. The public meeting was adjourned at 3:39 p.m.

Respectfully submitted,

Regent Geoff J. Gonella
Chair, Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare

TOPIC: Update on Collective Bargaining (Open Session)

COMMITTEE: Committee of the Whole

DATE OF COMMITTEE MEETING: September 22, 2023

SUMMARY: The Board will hear a summary of the status of collective bargaining negotiations.

ALTERNATIVE(S): Information item.

FISCAL IMPACT: Information item.

CHANCELLOR'S RECOMMENDATION: Information item.

COMMITTEE RECOMMENDATION:

DATE:

BOARD ACTION:

DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923

TOPIC: Update on Prison Education Program

COMMITTEE: Committee of the Whole

DATE OF MEETING: September 22, 2023

SUMMARY: Regent Wood will provide an update on the development of a USM prison education program including the progress to date across the USM. He will also discuss the progress toward establishing a statewide prison education program in Maryland.

ALTERNATIVE(S): Information item

FISCAL IMPACT: N/A

CHANCELLOR'S RECOMMENDATION: Information item

COMMITTEE ACTION:

DATE:

BOARD ACTION:

DATE:

SUBMITTED BY: Alison Wrynn, awrynn@usmd.edu, 301-445-1992

Re: Updates on the Development of USM prison education program, USM current participants and progress to date.

Previous updates to the USM Board of Regents

September 2022 Update to the BOR

Regent Wood provided a report that gave general background information on Prison Education Programs (PEP) and the work that had been established in Maryland to that point in time. Additionally, a discussion of potential funding sources was offered as were potential strengths and weaknesses of PEP.

November 2022 Update to the Board

Regent Wood and Regent Hur provided updates on conversations and meetings with Secretary Robert Green (Department of Public Safety & Correctional Services) on potential opportunities for PEP in Maryland—including the great benefits that result from these programs.

Changes that occurred in Spring 2023

The Second Chance Pell experiment began in 2015 and provided need-based Pell Grants to incarcerated individuals which allowed them to participate in eligible postsecondary programs. The opportunity for Pell eligibility expanded upon passage of the Free Application for Federal Student Aid (FAFSA) Simplification Act in 2020, when Congress reinstated Pell Grant eligibility for otherwise-eligible confined or incarcerated individuals enrolled in eligible prison education programs (PEPs) beginning July 1, 2023.

The background work that Regents Wood and Hur, along with then-Senior Vice Chancellor Joann Boughman, conducted created a strong foundation for the new work that was to come as a result of the expanded Pell eligibility. This work has moved us from the information gathering phase to the program planning phase of our work. Along with the federal changes, the State of Maryland also adopted new rules and processes related to Pell Grants for incarcerated individuals.

To introduce the new processes that emerged because of these changes, a number of webinars were provided across the state. Regent Wood and several USMO staff attended these webinars to learn more about the revised programs. These included:

- April 2023 the Vera Institute of Justice hosted a webinar: **Pell Reinstatement 2023: Preparing for Implementation** focused on the ways in which states and local corrections agencies can prepare for the reinstatement of eligibility for Pell Grants. The webinar featured federal agency leaders at the US Department of Education and the US Department of Justice, as well as showcased the ways in which the Georgia Coalition for Higher Education in Prison and the Georgia Department of Corrections are preparing for reinstatement in their state.
- Later in April 2023, a Maryland-specific webinar was hosted by the Maryland Higher Education Commission (MHEC) and the Maryland Department of Public Safety and Correctional Services (DPSCS). This webinar provided details of the new federal regulations that will require new and special approval from DPSCS, the US Department of Education, and other entities for colleges and universities to accept Pell Grant funds for eligible students in approved PEPs. This meeting was an introduction to how the new process will be implemented in Maryland.

- May 2023 the Middle States Commission on Higher Education (MSCHE) hosted a meeting to provide additional updates on federal government updates, best practices from corrections, and tips for colleges as they prepare for Pell reinstatement.

In early June 2023 the USM Prison Education Programs Workgroup gathered to discuss these changes and learn about upcoming work from Senior Vice Chancellor, Academic and Student Affairs Alison Wrynn. This meeting continued to include participants from private institutions and community colleges making it a truly statewide endeavor.

Impact of these changes on our current prison education programs

The University of Baltimore and Bowie State University, which were already participating in the Second Chance Pell experiment, were able to apply for waivers to allow current Second Chance Pell institutions to continue serving their confined or incarcerated students after July 1, 2023.

University of Baltimore (Jessup Correctional Institution - JCI)

The University of Baltimore (UBalt) program began in 2016. UBalt offers a BA in Human Services Administration. Students start by taking general education requirements in the first 2-3 years and then move on to courses within the major. UBalt also offers a minor in Business Management. The typical timeframe to complete graduation requirements is 6 years based on the schedule of course offerings. Pre-pandemic, 25 students per year were accepted into the program. Currently, 10 students per year are admitted due to social distancing requirements. Recently, the University of Baltimore incorporated a hybrid model where some classes are held with the students in person and the professor virtual.

Bowie State University (JCI)

BSU began offering classes at JCI in the Fall of 2022 to 9 students who are working towards a B.S. in Sociology. BSU provides academic counseling and transition advice for students prior to release for their continuation in higher education. Mentors and tutors are also used to support the program.

Other USM institutions work related to Prison Education Programs

In addition to these two established degree programs, several other USM institutions offer courses and programs related to Prison Education Programs and the field of corrections more broadly.

Institution	Activity
Coppin State University	<ul style="list-style-type: none"> - The Depart. of Criminal Justice offers on-campus in-person courses to introduce students to law enforcement, the courts, and corrections respectively. Course CRJU 308 is offered to students and provides students with an introduction and overview of the principles and procedures in American corrections. Areas of emphasis include the philosophy of corrections, administration and management models, parole, probation, intermediate sanctions, and emerging correctional trends. - The course CRJU 406 Institutional Corrections affords students an opportunity to acquire an understanding of the operations and culture of local, state, and federal correctional institutions and re-entry agencies.

	<ul style="list-style-type: none"> - The department has also partnered with the Statewide Division of Parole and Probation to afford our students impactful internship opportunities through course CRJU 416 Field Training and Internship I. Internships give direct exposure to professionals in the corrections work environment. - Our department has provided education to ex-offenders and returning citizens in the past and is currently in efforts to support their re-entry back into society and their community. Students have also interned at community-based organizations such as the Center for Urban Families (CFUF) where returning citizens receive support in areas such as family strengthening and workforce development. - Last semester Secretary Scruggs (DPSCS), a Coppin State University alumnae of our M.S. in Criminal Justice Degree program, engaged our scholars in critical conversation concerning her career journey and discussed viable employment paths in corrections. - We have supported graduate students (M.S. Criminal Justice) who are employed by local and state correctional agencies and seek advancement in their current agency. The M.S. program offers an advanced curriculum that provides leadership theories, concepts, and frameworks and also prepares for the application of knowledge acquired. - We submitted a letter of intent to the Maryland Department of Corrections for the 2nd Chance Pell Prison Inmate program. It is now outdated since last year was our time to formally submit a proposal along with an institutional commitment to have a dedicated coordinator for the program. - We used to offer correctional education through our master's program in criminal justice. We have not offered it for years. However, it is listed as a concentration within our MHEC inventory.
Salisbury University	<p>The Eastern Correctional Institution Discussion Programs is a collaboration between Salisbury University and the ECI Libraries.SU students meet with inmates in a book discussion group at a nearby medium-security prison.</p> <ul style="list-style-type: none"> • Started in 2000, the program has operated every semester (including during COVID) for 23 years. • The program is volunteer-based, and several hundred SU students, faculty and staff have participated over the years, with roughly 5-10 volunteers participating each semester. It is coordinated by the Philosophy Department at SU. • The program was the subject of an audio documentary on Delmarva Today, and you can listen here, as well as find out more program information. • The program supports book discussion groups, creative writing projects, and several intercollegiate Ethics Bowl Teams. • Ethics Bowl teams from SU's campus and ECI scrimmage once per semester to facilitate preparation for the Northeast Regional and National Bowls.
Towson University	<p>The Fair Chance Program offers Inside-Out courses at several area correctional facilities in Baltimore City, Baltimore County, and Harford County. These courses involve an equal number of "Inside" students from the correctional facility and "Outside" TU students engaged in a single class. Course instructors must be certified in the Inside-Out curriculum offered through Temple University.</p>

	Towson is also currently working with the Md. Department of Corrections to become the higher education provider at Maryland Correctional Institution - Hagerstown (MCI-H)
University of Maryland, Baltimore	<p>We don't have any formal degree programs that we are providing at correctional facilities; however, we are involved with correctional facilities in the following ways:</p> <p>School of Nursing: The Doctor of Nursing Practice program (AGNP and FNP specialties) places students at the Baltimore County Detention Center for clinical rotations. Previously they had a few rotations with the Carroll County Detention Center. The credentials earned are CRNP-Family or CRNP-Adult.</p> <p>School of Dentistry: The UMSOD has had a contract with the DPSCS Dept of Corrections for over 15 yrs. Two faculty members inspect each of the Institutions in the Jessup, Baltimore, Eastern and Western Regions every quarter. The purpose of these inspections is to certify that all dental clinics in the DOC comply with State and Federal Regulations and provide quality dental care to the inmate population. Each year, usually in March, a 7-8 hr CE Program is conducted for all the approximately 80 dental providers in the system. We also review dental related inmate complaints and render opinions on how they are managed. We provide no direct patient care services. This contract has been renewed for this current year.</p> <p>School of Law: The law school does not currently have any educational degree programs offered in correctional facilities (although our clinics represent incarcerated individuals). We hope to develop something in the future.</p> <p>School of Pharmacy: 1. One correctional facility site for student experiential learning: Maryland Correctional Institution-Hagerstown. 2. We do have rotations at CorrectRx. They are not on-site at correctional facilities, but provide dispensing and medication-related services to correctional facilities.</p> <p>School of Social Work: There is a history of facilitating groups with incarcerated fathers and community outreach efforts focused on families (not the incarcerated individual) who have been impacted by the prison industrial complex.</p>
University of Maryland, College Park	<p>Here are two Maryland Today stories about UMD efforts on prison education. We are not offering full degree programs, but we have faculty who teach writing and math.</p> <p>October 6, 2022 (Writing, English Dept) https://today.umd.edu/bridging-an-academic-divide June 16, 2023 (Math, Math Dept) https://today.umd.edu/unlocking-math-in-jail</p>
University of Maryland Eastern Shore	<p>None currently. Considering the following for the 23-24 academic year:</p> <ul style="list-style-type: none"> • Certificate program for prisoners • Internships for Criminal Justice students • Clinical rotations for Pharmacy students

Establishing a foundation for a statewide PEP—Current activities

Over the course of the summer, Senior Vice Chancellor Wrynn has conducted several meetings with PEP advocates in Maryland and in other states. In late June, she met with Brad Phillips (Executive Director) and Johntel Greene (Director of Legislative Affairs) of the Maryland Association of Community Colleges (MACC) to discuss participation and partnerships for future PEP programs. In July, Dr. Wrynn met with Rachel Sander, Director of the SUNY Prison Programs, to learn more about their statewide work.

Ongoing conversations have also occurred with Andrea Cantore, Assistant Professor and Director of the Second Chance College Program, of the University of Baltimore.

Additional meetings occurred with granting agencies to gather information about the types of PEP that would garner foundation funding. These are ongoing conversations that have led to additional contacts.

Staff from the USM Division of Academic and Student Affairs are also working within their specific departments on possible support for a developing PEP. For example, Andrew Pace, Executive Director of the University System of Maryland and Affiliated Institutions (USMAI) Libraries, has met with Danielle Cox (Director of Education, Department of Public Safety and Correctional Services) to discuss library support for PEP within existing resources.

We are in the process of creating a systemwide MOU with the Department of Public Safety and Correctional Services for future PEP in the USM. The draft is nearing the final stages.

We are now working towards engaging an expert consultant with a specialization in PEP to assist with the development of a statewide plan for PEP to bring to potential granting agencies. In the past, agencies such as the Mellon Foundation, Acsendium and ECMC have funded PEP work. As this process moves forward over the next several months, we will continue conversations with our partners and continue to support the work that is already occurring in the USM on PEP.

Statewide List of PEP (as of 6/6/2023)

University	Degree Type	Subject	MD Prison	Currently Operating?
Anne Arundel Community College	Certificate?	<<Computers>>	Jessup Correctional Institution (Jessup, MD)	This one was not operating for a while. I'm not sure if it is up and running again.
Hagerstown Community College	Unknown	<<Computers>>	Maryland Correctional Training Center (Hagerstown, MD)	Unknown
Bowie State University	BA	Sociology	Jessup Correctional Institution (Jessup, MD)	Yes
Georgetown University	BA	Liberal Arts	Patuxent Institution (Jessup, MD)	Yes
Goucher College	BA	American Studies	MCI-W (Women's prison; Jessup, MD)	Yes
Goucher College	BA	American Studies	MCI-J (Jessup, MD)	Yes
University of Baltimore	BA	Human Services Administration	Jessup Correctional Institution (Jessup, MD)	Yes
Towson University	BA	Interdisciplinary Studies	Maryland Correctional Training Center (Hagerstown, MD)	Planned for spring 2023

Office of the Vice Chancellor for Research and Economic Development

Board of Regents

Positioning UMCES for Preeminence

September 22, 2023



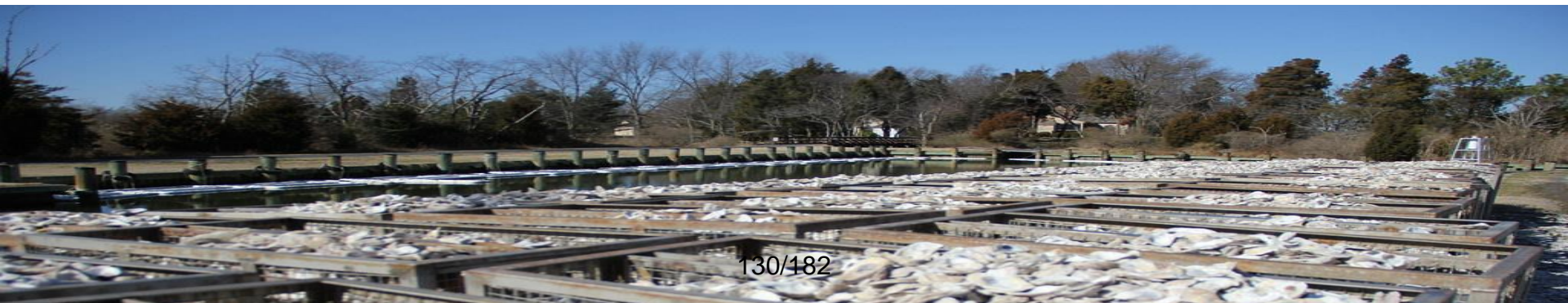


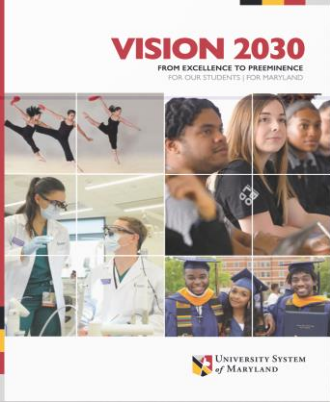
Positioning UMCES for Preeminence

- Initiated analysis of strengths, opportunities, and challenges in Spring 2023
- Focus on unique characteristics of UMCES and role in the USM
- Recommendations for leading, catalyzing, and advancing Environmental Science Research and Education USM Analysis of Positioning of UMCES initiated in Spring 2023

Approach

- Site visits to labs, discussions with key stakeholders
- Document and Report Review
- Assessment of alignment with strategic plan, national peers, and funding outlook
- Analysis focused on research, graduate education, facilities, and leadership framework for the future
- Review of current research highlights across UMCES





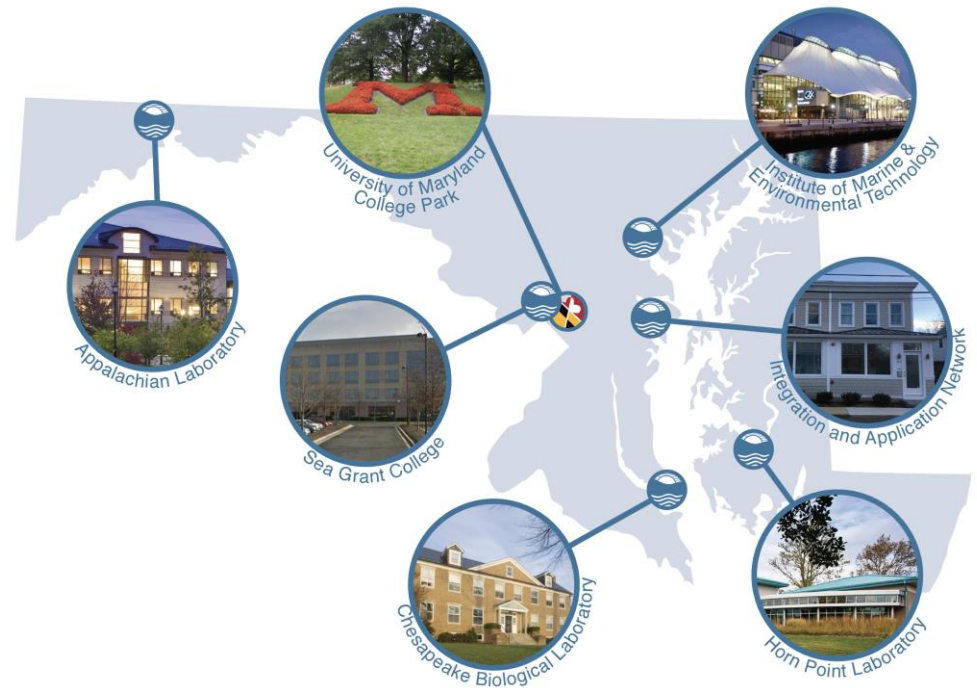
USM Vision for Environmental Science Research, Education and Community Engagement



- USM 2030 strategic plan prioritizes environmental science as driver of research preeminence.
- UMCES plays pivotal role as USM's only graduate and research university focused specifically on environmental science education and research.
- **The USM's responsibility to a sustainable future stems from advancing science, training a future workforce, and adapting our practices.**

About UMCES

The University of Maryland
Center for Environmental Science
leads Maryland's efforts in
Chesapeake Bay and natural
resources and through science.



It is organized as a set of laboratories and programs located across
Maryland, with its scientists providing advice to help state and national
leaders manage the environment and prepare future scientists to meet
the global challenges of the 21st century.

(Source: <https://www.umces.edu/>)

Legislative Mandate

The Maryland Natural Resources Article Section 3-403 provides that UMCES shall “*conduct a comprehensive program to develop and apply predictive ecology for Maryland to the improvement and preservation of the physical environment, through a program of research, public service, and education.*”



Sources: <https://www.umces.edu/history-and-legacy>

Mission Statement 2014: <https://www.umces.edu/sites/default/files/UMCES%20Mission%20Statement%202014.pdf>

- Established in 1925 as Chesapeake Biological Laboratory on Solomons Island by Reginald Truitt
- Mission is to advance a sustainable world through the scientific examination of:
 - ✓ biodiversity and invasive species
 - ✓ climate and energy
 - ✓ coastal and estuarine science
 - ✓ environmental chemistry and toxicology
 - ✓ fisheries and aquaculture
 - ✓ genes and microbes
 - ✓ ocean science
 - ✓ restoring and sustaining ecosystems
 - ✓ terrestrial ecology and land management
 - ✓ water resources and watersheds



Reference for UMCES Labs and Programs

- Appalachian Laboratory in Frostburg, MD
- Horn Point Laboratory in Cambridge MD
- The Institute for Marine and Environmental
Technology in Baltimore, MD
- Chesapeake Biological Laboratory in Solomons, MD
- The Integration and Application Network in Annapolis, MD
- The Maryland Sea Grant College, UMD – College Park, MD
- The MEES Program at University of Maryland, College Park, MD
- The Frostburg-UMCES Master of Environmental Management in
Sustainability

**Scientific Research on
Environment, Society, and
Adaptation**

**UMCES
Research,
Education, and
Outreach
Mission**

**Educational
programs and
community
outreach to
drive
knowledge
dissemination
and impacts**

**Policy mandate
and programs
to enhance
Maryland
Environments**

**Facilities to support education,
collaborative research, analysis
and modeling of ecosystems
and ecological processes**

**Accomplishment of
mission to
Contribute to
environmental science
Knowledge, education,
and societal
impacts**

- Recognized as an international leader in advancing a scientific basis for understanding of the environment
- UMCES is an education and outreach hub for training a next generation of environmental scientists focused on local ecologies in Maryland
- Connects with communities across the state concerned about with the issues of environmental quality, sustainability, and watershed protection in Maryland, the nation and globally
- UMCES works in collaboration with other USM institutions to provide graduate training in environmental science and embraces the opportunity to engage in community, K-12, and collaborative education in Maryland

Alignment with Environmental Science Strengths in Research Across the USM

- Chesapeake Bay and Coastal Ecosystems (CBC) – **UMCES**
- Climate Change and Resilience (CCR) - UMD, **UMCES**, UMBC, UMB
- Environmental Policy, Governance, and Communication (EPGC) - **UMCES**
- Sustainable Agriculture and Food Systems (SAFS) – UMD, UMES, UMCES
- Environmental Technology, Engineering, and Environmental Remediation (ETEER) - **UMCES**, UMD, UMES, UMBC, UMB

Cross-walk with Federal Funding Opportunities

USM Strengths	Overlap with Federal Research Priorities	Sources of Federal Funding for Priorities
CCR, ETEER	Climate Change and Mitigation	NASA, NSF, NOAA, EPA, DOE, USGS
CBC, SAFS	Biodiversity, Ecosystem Conservation	NSF, USFWS, NOAA, USGS, USDA
CCR, ETEER	Water Resources Management	USACE, EPA, USDA
EPGC, CCR, SAFS	Environmental Health and Pollution Control	EPA, NIH, CDC
All Areas	Environmental Justice	EPA, NIH, HUD, DOJ

Environmental Institutions that Reported Expenditures to NSF HERD from 2012-2021

Institution	FY 2021 Total Dollars in Research Expenditures	FY 2021 Total Dollars in Federal Expenditures	% Total Funding Federal	Number of Faculty	Number of Students	NSF HERD Rank
Scripps UCSD	485,435,000	272,181,000	56%	235	350 (G)	58
Woods Hole Independent	262,048,000	222,351,000	85%	250	500 (G)	103
UMCES USMD	51,201,000	14,072,000	27%	74	94 (G)	202
ESF SUNY	28,440,000	6,979,000	25%	134	1745 (U) 373 (G)	243
DRI NSHE	26,365,000	16,641,000 <small>140/182</small>	63%	400*	100 (G)*	249

- Planning for UMCES Collaboratory Development
 - Think and Do Tank to contribute to environmental science knowledge through traditional methods as well as to co-produce products designed to deliver actionable science outcomes
 - Held collaboratory planning workshop held Summer 2023
Click [here](#) for more Information
 - Planned Collaboratory Global Summit – September 2023
- \$18M in recent large-scale grants



Chesapeake Analytics Collaborative Building

A \$22M investment by the State of Maryland

141/182



Key functions of the Chesapeake Global Collaboratory



Cyberinfrastructure



Science communication



Data science support

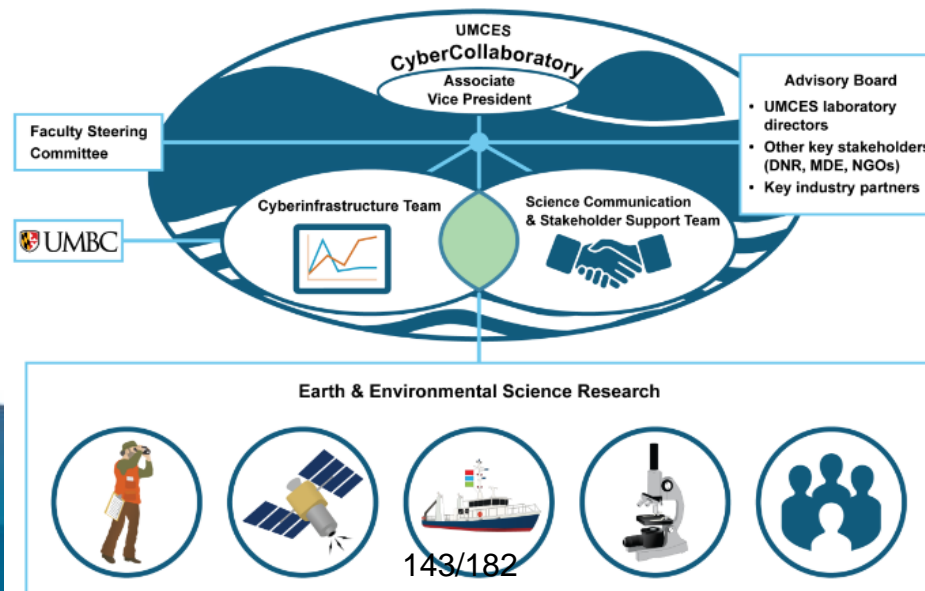


Education and training

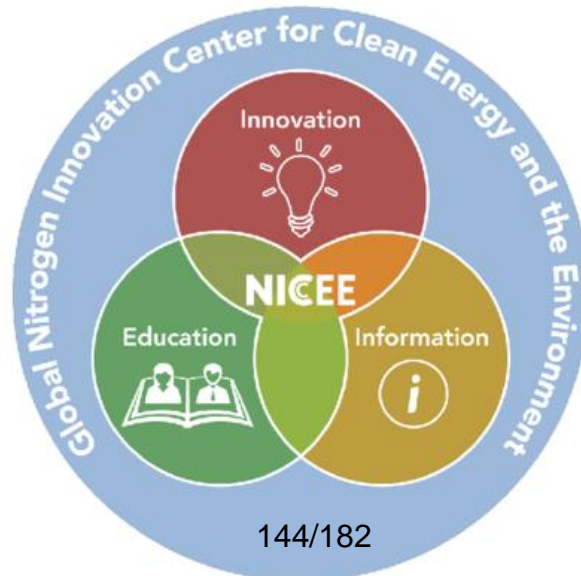


Stakeholder engagement
and workshop facilitation

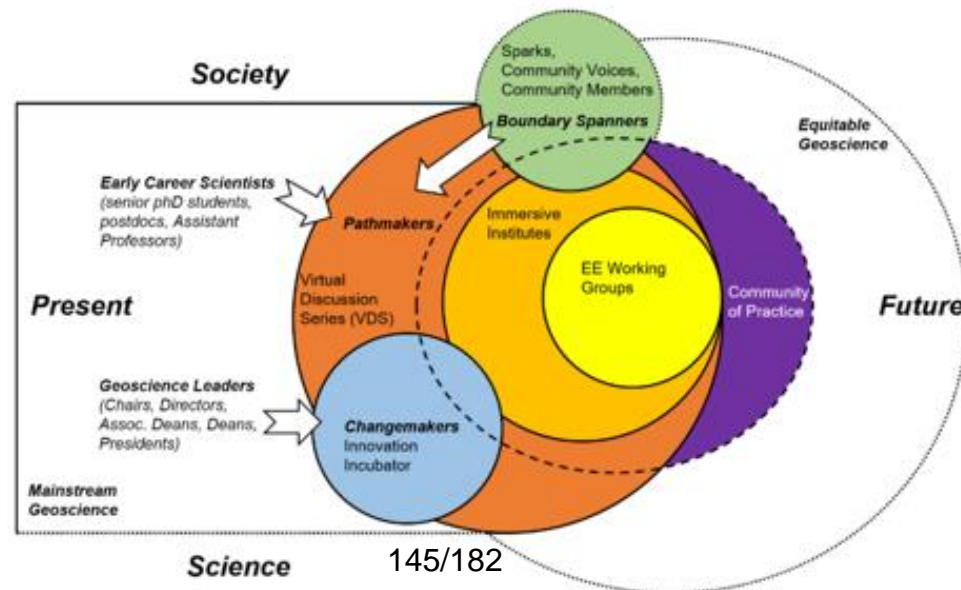
- Title: “Enhancing the transdisciplinary research ecosystem for earth and environmental science with dedicated cyber infrastructure professionals”
- Program: Strengthening the Cyberinfrastructure Professionals Ecosystem (NSF SCIFE program)
- Funding: \$3.8 M over 4 years
- PIs: **Andrew Elmore**, Vandana Janeja (UMBC), Victoria Coles, Xin Zhang



- Title: Global Nitrogen Innovation Center for Clean Energy and Environment
- Program: NSF Global Centers: Use-Inspired Research Addressing Global Challenges in Climate Change and Clean Energy
- Funding: \$4.9 M over 5 years
- PIs: **Xin Zhang**, Eric Davidson, Matt Houser, Cat Davis, Andrew Elmore, Lora Harris, Dong Liang, Integration & Application Network



- Title: "Collaborative Research: Implementation Grant: Active Societal Participation In Research and Education"
- Program: NSF Cultural Transformation in the Geoscience Community program
- Funding: \$7.5 M over 5 years
- PIs: **Lora Harris**, Cat Davis, Univ. Wash., Univ. Western Wash., AGU, indigenous communities



- Title: “Quantifying the efficacy of wastewater alkalinity enhancement on marine carbon dioxide removal and acidification mitigation in a large estuary”
- Program: NOAA Marine carbon dioxide removal: Research and development for assessing large scale carbon removal and local scale ocean acidification mitigation
- Funding: \$1.8 M over 3 years
- PIs: **Jeremy Testa**, Ming Li, Wei-Jun Cai (U Del), Yuanyuan Xu (Planetary Tech)



- Independent, trustworthy steward of scientific information related to Maryland's environmental challenges
- Leader and catalyst for environmental research collaboration across USM
- Deep engagement with science policy makers -
 - ✓ [Governor's Council on the Chesapeake Bay](#)
 - ✓ [Maryland Commission on Climate Change](#)
 - ✓ [Oyster Advisory Commission](#)
 - ✓ [Maryland's Dredged Materials Management Program](#)
 - ✓ [Chesapeake Bay Program Science and Technical Advisory Committee](#)
- Nimble, collaborative, timely input on critical policy development and emergent environmental challenges in Maryland

From Prior Reports

- Deepen develop grant funded research programs
- Continue to further develop its unique, hands-on graduate educational model across its labs and divisions
- Support the sustainability goals of the USM

Additional recommendations

- Continue build alignment with research strengths of the system and collaborations for larger scale and high impact projects

- Further develop the role of the collaboratory on advancing the positioning of UMCES as a state, national, and international leader in solutions to environmental problems
- Optimize the scale of the MEES program and building additional pathways for graduate education
- Address challenges related to lean administrative structure

- Increase UMCES visibility as the USM's premier environmental university
- Continue to resource UMCES autonomy and role in convening and catalyzing research across the USM
- Continue development of One-UMCES framework, is essential for advancing its mission and growing its impact
- Reinforce role of UMCES as a leader in sustainability across the USM



4. Q and A

Contact OVCRED

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UNIVERSITY SYSTEM
of MARYLAND

TOPIC: USM Universities at Shady Grove: Support for the USG Community of Innovation Designation

COMMITTEE: Committee of the Whole

DATE OF COMMITTEE MEETING: September 22, 2023

SUMMARY: Dr. Anne Khademian will provide a presentation on the USG Community of Innovation. USG is seeking USM Board of Regents support of its proposal to pursue a legislative designation as a Community of Innovation within USM and the state.

ALTERNATIVE(S): The Committee members could offer alternative language for consideration.

FISCAL IMPACT: None.

CHANCELLOR'S RECOMMENDATION: That the Board of Regents support the USM Universities at Shady Grove proposal to pursue a legislative designation as a Community of Pathway Innovation in USM and the state.

COMMITTEE RECOMMENDATION:

DATE:

BOARD ACTION:

DATE:

SUBMITTED BY: Dr. Anne Khademian, Executive Director, Universities at Shady Grove & Associate Vice Chancellor for Academic Affairs



The Universities
AT SHADY GROVE



USG 2.0: A COMMUNITY OF INNOVATION

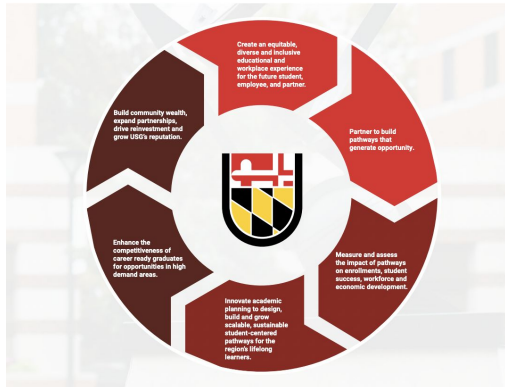
Presentation to the USM Board of Regents
September 22, 2023

MOVING USG FROM START-UP TO SCALE : “ALL MEANS ALL”

LASER -FOCUSED ON BEING STUDENT-CENTERED & WORKFORCE DRIVEN

THE FLYWHEEL

THE FLYWHEEL conveys that change is not a single action, but is an **ITERATIVE PROCESS** building on many decisions and actions, all directed towards a **COMMON VISION**. The USG Flywheel consists of processes, actions, programs, and innovations identified as the **KEY DRIVERS** behind what the Universities at Shady Grove is deeply passionate about.



USG 2.0: BUILDING ON DECADES OF SUCCESS

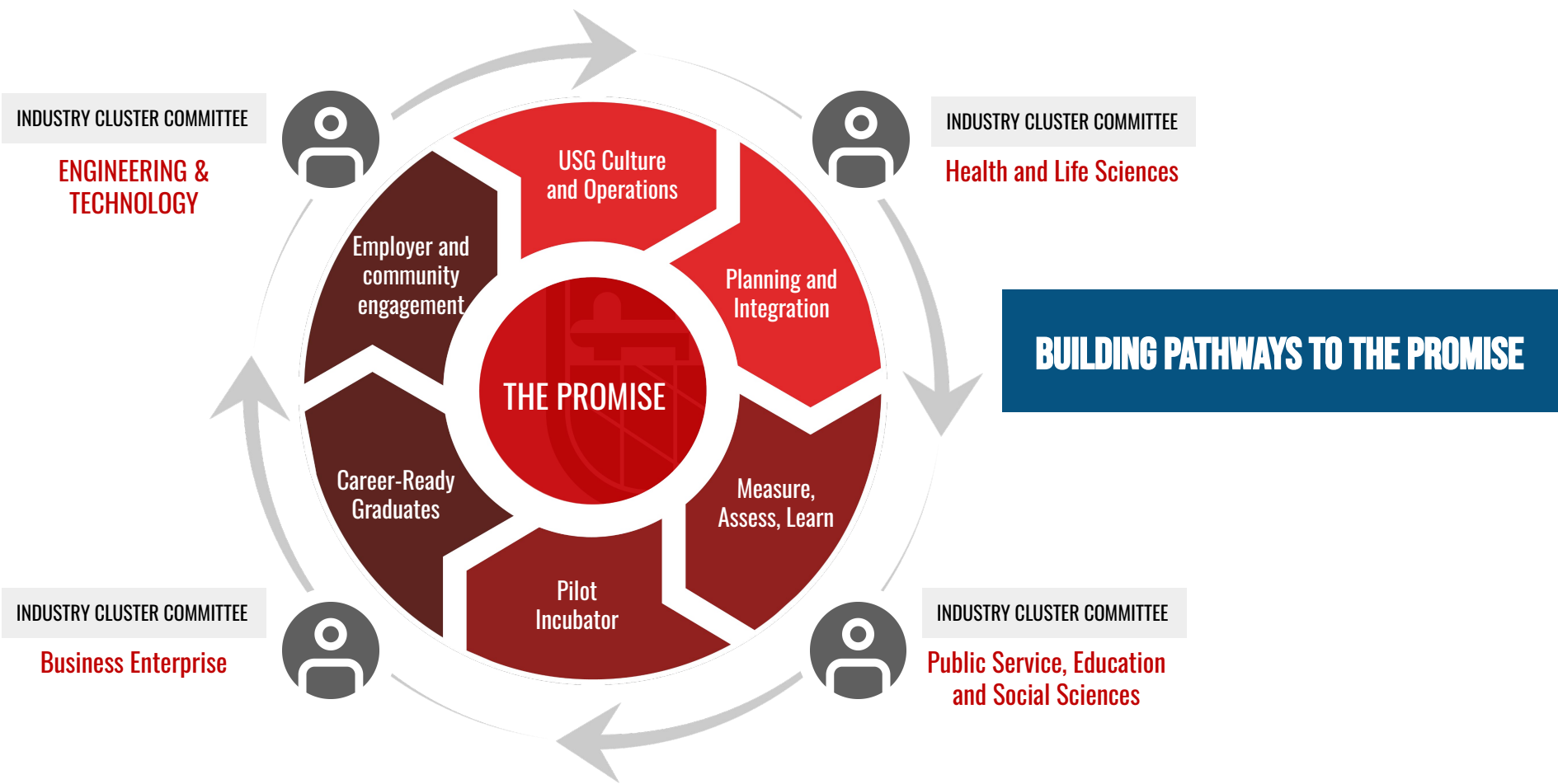
THE UNIVERSITIES AT SHADY GROVE always has been – and always will be – **A CHAMPION FOR STUDENTS** who are often underrepresented in higher education.

With our deep commitment to equity, diversity and inclusion, we proudly provide life-changing opportunities for all students to access high quality, career-enriching academic degree and/or certificate programs offered through our university partners.

We excel at successfully serving the unique needs of non-traditional students, which now comprise 74 percent of all students in higher education, nationally.

FOUR NEW STRATEGIC IMPERATIVES

- 1 THE PROMISE**
 - Historically, we have been driven by enrollments and degree completion, although this is and appropriately should be the purview of our university partners.
 - Under USG 2.0, we will hold ourselves accountable for ensuring students are able to secure meaningful employment and career opportunities upon completion of their studies.
- 2 PATHWAYS TO CAREERS**
 - Historically, we have worked with our university partners to develop individual degree programs.
 - Under USG 2.0, together with our university partners and educational partners in the country, we will plan for and build career pathways that ensure students success.
- 3 CAREER-READY STUDENTS**
 - Historically, we have provided traditional student services.
 - Under USG 2.0, we will sharpen our focus on career competencies and career readiness.
- 4 FISCAL SUSTAINABILITY**
 - Historically, our educational and fiscal model has been built around our hosting of various degree programs and the use of our "real estate."
 - Under USG 2.0, we will work to build a model that supports growth, innovation and collaboration, with a focus on return on investment (ROI) for students and other stakeholders.



HOW DOES USG SCALE?

- **USG as an Institution is Poised for Growth:**
 - USG Designated RHEC in Statute (SB553 became law Chapter 448 of the 2020 Session - Education Article 12-101)
 - USG Specific State Budget Code (SB588 of the 2021 session was the operating budget bill)
- **USG 2.0: Creating a Community of Innovation-Sustainable & At Scale:**
 - One-time Funds in FY23 & FY24: \$5million each year
- **USG 2.0: Aligns with USM, MHEC, Moore/Miller Administration Strategic Goals**

DESIGNATING USG AS A “COMMUNITY OF INNOVATION”



- ★ **Bowie State University**
- ★ *Coppin State University*
- ★ **Salisbury University**
- ★ **Towson University**
- ★ **UMBC**
- ★ *Frostburg State University*
- ★ **University of Baltimore**
- ★ **University of Maryland, College Park**
- ★ **University of Maryland, Baltimore**
- ★ **University of Maryland Eastern Shore**
- ★ **University of Maryland Global Campus**
- ★ *University of Maryland Center for Environmental Science*

COMMUNITY OF INNOVATION IN MONTGOMERY COUNTY – A MODEL FOR THE REGION AND THE STATE

- ***A shared challenge:*** What does it mean to be student-centered and workforce-driven? What does it mean to support the fluid student journey?
- ***A shared purpose and framework :*** Data informed learner Pathways from K-J (Academics, Experiential Learning and Career Competencies). Aligned with Like-Minded Industry Sectors. Sustain and Scale.
- ***A shared impact & benefit:*** ROI for learners, employers, partners and economic development, Montgomery County, the region and the State

WHAT IS A LEGISLATIVE DESIGNATION & WHAT IS ITS VALUE?

*A State recognition/designation of USG and other RHECs as a Community of Innovation – an asset for systemic innovation and a gateway to Montgomery County and the region for USM. A state commitment to the **resources, flexibility, and support** to take on this role sustainably for the long term.*

RESOLUTION OF THE BOARD OF REGENTS OF
THE UNIVERSITY SYSTEM OF MARYLAND
CONCERNING

The Universities at Shady Grove

WHEREAS, the Universities at Shady Grove (USG) is a regional higher education center within the University System of Maryland (USM) that offers undergraduate and graduate degree programs in partnership with the System’s universities, and provides pathways to affordable high-quality public higher education to meet the workforce and economic development needs of the region; and

WHEREAS, USG has had over 20 years of success in providing its students—many of whom are nontraditional students—with innovative pathways to degree completion while serving as a driver of talent and workforce development in the Montgomery County region; and

WHEREAS, in 2022, USG unveiled its first strategic plan, *USG 2.0*, wherein it provides a roadmap to scale the center’s highly successful delivery of career pathway programs and identifies four strategic imperatives that include accountability for ensuring students secure meaningful employment, building career pathways, sharpening its focus on career readiness, and building a financial model that supports growth, innovation, and collaboration; and

WHEREAS, USG’s new strategic plan and mission positions the center to be an incubator of innovation “to plan, build, measure, assess, and strengthen student-centered pathways for affordable and competitive education, career readiness, and student success,” and scale its student-centered focus;

NOW, THEREFORE, BE IT RESOLVED THAT the Board of Regents of the University System of Maryland fully supports the Universities at Shady Grove’s pursuit of a legislative designation as a Community of Innovation within USM and the state.

September 22, 2023

Linda R. Gooden
Chair, Board of Regents

Jay A. Perman
Chancellor, University
System of Maryland

TOPIC: University System of Maryland: Debt Policy Discussion

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: September 7, 2023

SUMMARY: On April 20, 2018, the Board of Regents approved updates to USM BOR Policy VIII-12.00—Policy on Debt Management. Over the last five years the environment has changed significantly, causing the policy to become outdated.

Today's presentation was prepared by Kathy Zang, senior analyst, and Jeremy Bass, managing director and head of the Higher Education Group with PFM Financial Advisor LLC (PFM). As the System's financial advisor, PFM provides support for the System's debt management program and on significant capital projects. This presentation will cover the current debt policy, the rating agency environment, and the USM's financial position as both a stand-alone entity and compared to peers. We will also highlight examples of areas we would like to update.

As our financial team begins to update the policy, receiving Regent feedback is an important step in the process. We will return to the Finance Committee, following internal systemwide reviews and approvals, to present a revised Policy on Debt Management for review, consideration, and action.

The existing policy can be found online at:

<https://www.usmd.edu/regents/bylaws/SectionVIII/VIII1200.pdf>

ALTERNATIVE(S): This item is presented for information purposes.

FISCAL IMPACT: This item is presented for information purposes.

CHANCELLOR'S RECOMMENDATION: This item is presented for information purposes.

COMMITTEE RECOMMENDATION: RECEIVED FOR INFORMATION

DATE: 9/7/23

BOARD ACTION:

DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923



University System of Maryland

Debt Policy Discussion

September 22, 2023

PFM Financial Advisors LLC
Higher Education
pfm.com

100 High St., Suite 2300
Boston, MA 02110
(617) 330-6914



University System of Maryland – Current Debt Policy

- The System’s debt policy was put in place in 1995 and last updated in 2018
- The current objectives of the policy are to
 - Maintain at least a “AA+” or equivalent debt rating from all three agencies (Moody’s, S&P, and Fitch)
 - Limit risk by effectively balancing the goal of lowest cost of capital and managing interest rate risk
 - Managing the portfolio to take advantage of refundings
- Some of the key parameters are
 - Annual debt service of Direct Debt (excluding P3s) shall not exceed 4.0% of USM Operating revenue plus State Appropriations
 - Available Resources must be at least 90% of Direct Debt
 - Indirect Debt (P3s) shall not exceed 50% of Direct Debt



Objectives for Revision of Current Debt Policy

- Modernize the policy in recognition of rating agency and accounting changes
 - For example, Moody's typically includes the capital raise for a P3 (debt and equity) as total adjusted debt of the host institution regardless of balance sheet treatment
- Update the key ratios and to be more in line with current rating trends
 - For example, leverage ratios should be comprehensive in including P3s should not have separate % targets in comparison to Direct Debt
- Reassess the importance of maintaining a rating in the "AA+" category
- Be more specific about the criteria for approving a capital project
 - Demand for project
 - Operating impact (self-support)
 - Following identification of need for project then focus on what is best way to fund
 - System resources
 - Direct debt
 - P3



Credit Impact of Alternative Delivery Projects on Host Institutions

Moody's Approach for Higher Education Institutions ¹

- Moody's typically includes the capital raise for a P3 (debt and equity) as total adjusted debt of the host institution regardless of balance sheet treatment
- Moody's definition of a P3
 1. Project is primarily intended for use by university constituents;
 2. Project is located on land owned by the university and falls under a long-term contract;
 3. Ownership of the project reverts to the university at the conclusion of the contractual agreement.

Standard & Poor's Proposed Approach for Higher Education Institutions ²

- S&P's proposed approach is more subjective than Moody's
- "Nonobligated debt is typically not a direct obligation of the provider. This debt does not appear on the provider's balance sheet, but we may still consider it a liability of the provider."
- Total debt:
 - "Debt includes any obligations that we consider debt-like, when revenues of the education provider are intended to service it,"
 - "Off-balance sheet debt is a financing option used by many universities. Depending on our assessment of the **level of involvement of the sponsoring education provider and its economic interest, control, and connectivity to these projects**, we may include this debt as indirect education provider debt."



2023 Higher Education Credit and Sector Outlook

Moody's Investors Service

Outlook: **Negative**

Date Published: December 8th, 2022

MOODY'S

- Constrained growth in multiple revenue streams will limit operating revenue growth and significantly trail inflation
- While previous years' high investment returns will provide some cushion, a growing number of universities will need to tap reserves to cover deficits as operating expenses increase
- Universities face challenges in adjusting to a changing environment as ESG and nontraditional risks have a growing impact on budgets (for example, the increased use of technology and heightened cyber risks)
- Outlook could change if revenue growth keeps pace with inflation, better macroeconomic conditions (including lower inflation), improved investment returns, and steady student demand and enrollment

S&P Global Ratings

Outlook: **Stable (but Bifurcated)**

Date Published: January 18th, 2023

S&P Global

- As unprecedented federal emergency relief funds dissipate in 2023, higher ed institutions face increased operating pressures that affect the sector unevenly—strong institutions with excellent reputations will likely maintain or strengthen their positions while less selective, regional institutions will face increased challenges
- With inflationary and recessionary pressures, operating costs continue to rise and present challenges to institutions' cash flow and capital spending
- Ability of balance sheet ratios to cushion operating and capital spending challenges amidst market volatility will determine rating stability
- In a rising tuition environment, the value proposition of higher education faces increased scrutiny causing uncertainty about demand and enrollment
- Increased event risks such as cyber breaches, turnover, or governance issues reduce flexibility for institutions in a time of operating stress

Fitch Ratings

Outlook: **Stable (but Deteriorating)**

Date Published: December 8th, 2022

FitchRatings

- Macroeconomic conditions (inflation, labor and wage pressure, federal aid for the pandemic rolling off by FY2023) will be challenging sectorwide
- Generally soft enrollment growth at levels insufficient to fully recover from losses in prior two academic years
- A number of institutions will face growing challenges in structural imbalances having sustained multiple years of operating pressures and nonrecurring federal stimulus
- Sector bifurcation to continue to widen the credit gap between larger, more selective institutions and their smaller less selective and more tuition dependent counterparts
- Despite rising costs, inflationary pressures, and other macroeconomic conditions, Fitch maintains an overall sector outlook of "Stable" and does not anticipate widespread downgrades—for rated institutions, inflationary impacts have been relatively muted thus far



Comparison to Peer Medians

- In addition to the indicative scorecard rating, Moody's rating process takes into account performance to peers and historical trends
- Below summarizes the System's financial metrics as compared to peer medians; the Appendix has additional detail on peer metrics on a historical basis

FY2021

Ratio	USM FY2021	Aa1 Median	USM vs. Aa1
Scale			
Operating Revenue (\$ millions)	\$5,341	\$3,866	↑
Operating Ratios			
EBIDA Margin (%)	8.3%	12.7%	↓
Wealth & Liquidity			
Total C&I (\$ millions)	\$5,229	\$5,465	↓
Total C&I to Operating Exp (x)	1.0x	1.6x	↓
Leverage			
Total C&I to Total Adj Debt (x)	9.0x	1.8x	↓
Annual DSCR (x)	3.3x	4.8x	↓

FY2022

Ratio*	USM FY2022	Aa1 Median	USM vs. Aa1
Scale			
Operating Revenue (\$ millions)	\$5,860	\$4,103	↑
Operating Ratios			
EBIDA Margin (%)	10.4%	14.0%	↓
Wealth & Liquidity			
Total C&I (\$ millions)	\$5,677	\$5,715	↓
Total C&I to Operating Exp (x)	1.0x	1.4x	↓
Leverage			
Total C&I to Total Adj Debt (x)	1.0x	1.6x	↓
Annual DSCR (x)	4.5x	5.0x	↓



Impact of Additional Debt

- The table below illustrates the impact of layering additional debt on key financial ratios for University System of Maryland
- Additionally, the System's ratios are compared to FY2022 published medians for public universities in peer rating categories

Ratios	University System of Maryland			Moody's		
	FY2022	+ \$500 MM	+ 750 MM	Aa1 Median	Aa2 Median	Aa3 Median
Total Cash & Investments to Total Adjusted Debt	0.95x	0.88x	0.85x	1.6x	0.7x	0.9x
Annual Debt Service Coverage	4.53x	3.19x	2.87x	5.0x	3.4x	3.9x
Debt Service as % of Operating Revenue**	2.56%	3.12%	3.39%	2.7%	4.1%	4.0%
EBIDA Margin	10.4%	9.9%	9.5%	14.0%	14.7%	15.1%

Source: Moody's Public Higher Education Median Report

**Not available as a published median—calculated based on other publicly available median data



Indicative Pricing for University System of Maryland

Rates as of August 16, 2023

					-1 Downgrade	-2 Downgrade	BBB Scenario						
Tax-Exempt Rates													
Tenor	MMD	Spread	Yield to Call	Yield to Maturity	Spread	Yield to Call	Yield to Maturity	Spread	Yield to Call	Yield to Maturity	Spread	Yield to Call	Yield to Maturity
		Aa1	Aa1	Aa1	Aa2	Aa2	Aa2	Aa3	Aa3	Aa3	Baa2	Baa2	Baa2
1	3.20%	2 bps	3.22%	3.22%	9 bps	3.29%	3.29%	15 bps	3.35%	3.35%	90 bps	4.10%	4.10%
5	2.77%	7 bps	2.84%	2.84%	17 bps	2.94%	2.94%	27 bps	3.04%	3.04%	110 bps	3.87%	3.87%
10	2.75%	15 bps	2.90%	2.90%	29 bps	3.07%	3.07%	42 bps	3.17%	3.17%	135 bps	4.10%	4.10%
20	3.50%	22 bps	3.72%	4.24%	39 bps	3.89%	4.34%	55 bps	4.05%	4.43%	145 bps	4.95%	4.97%
25	3.67%	24 bps	3.91%	4.43%	42 bps	4.09%	4.52%	60 bps	4.27%	4.62%	148 bps	5.15%	5.15%
30	3.73%	26 bps	3.99%	4.52%	43 bps	4.16%	4.60%	60 bps	4.33%	4.68%	150 bps	5.23%	5.23%

*Tax-exempt bonds assume 5% coupon and 10-year par call
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IMPORTANT DISCLOSURES

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Thank You



TOPIC: Segal Presentation re Presidential Compensation Overview

COMMITTEE: Committee on Governance and Compensation (Open Session)

DATE OF COMMITTEE MEETING: September 12, 2023

SUMMARY: Senior Vice Chancellor Herbst will present Segal’s overview of executive compensation principles and nationwide trends. She will also discuss how comparator information was collected and how it informed the Board of Regents’ decision to set a goal of setting presidential salaries at the 75th percentile of the appropriate market.

ALTERNATIVE(S): This item is presented for information purposes.

FISCAL IMPACT: This item is presented for information purposes.

CHANCELLOR’S RECOMMENDATION: This item is presented for information purposes.

COMMITTEE RECOMMENDATION:

DATE: September 12, 2023

BOARD ACTION:

DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923



University System of Maryland

President and Chancellor Compensation Assessment

Project Update

September 12, 2023

Today's Environment: Complexity and Challenges In Leading Institutions

- Shrinking enrollments
- Financial pressures
- Politicized environments
- Student health and wellness / employee wellbeing concerns
- Athletics scandal
- Workforce volatility (e.g., national markets for talent, hybrid attendance, flexibility)

Presidents are leading in a time of great uncertainty and executive talent is in demand. Compensation practices and levels are reflecting the new dynamics of the job.

Executive Compensation Trends

- Pay levels rising
- Increased vehicle diversity: incentive pay and deferred compensation
- Public vs. private institutions
- Optics and public perception
- 21% excise tax
- Succession planning
- Governance and study frequency

Today's Environment

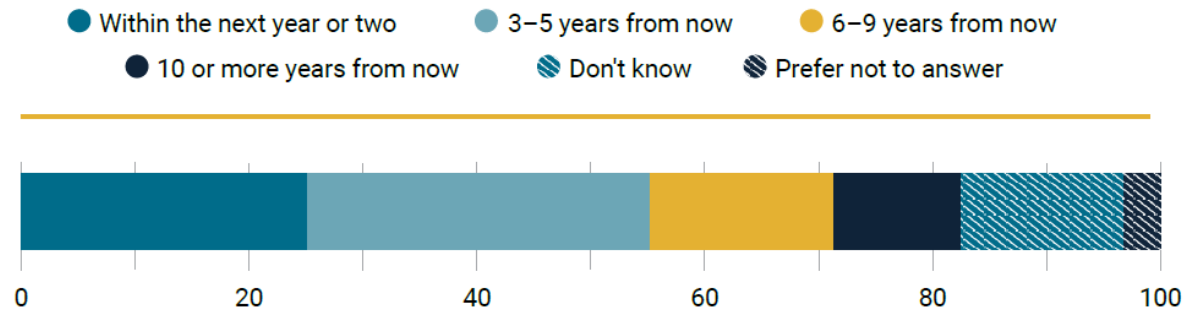
Increased Presidential (and Leadership) Turnover

- Presidential tenure decreasing since 2006 (-30%)
- > 50% of current Presidents say they will not be in their current role in five years
- Most will not take on another presidency, preferring to return to the faculty, consult, or other non-profit work

Average Years in Current Job as President

Year	Average Years in Role
2006	8.5
2011	7.0
2016	6.5
2022	5.9

Anticipated Timeframe of Stepping Down from Current Position



Recent resignations include Temple, Stanford, Texas A&M, Seton Hall, Thomas Jefferson, American, West Virginia, and New Hampshire .

¹ Source: The American College President, 2023, American Council on Education; reflects survey of 1,075 Presidents.

Competitive Study: Background and Context

- The University System of Maryland (“USM”) engaged Segal to perform a compensation market assessment of the System Chancellor and Presidents.
- The Board of Regents agreed to periodically assess executive compensation levels and practices in the market and use this data to inform pay policies and decisions.
- Similar study conducted in 2017 with an update in 2021.
- Peer groups developed in 2017 with system office leadership. Those same institutions were used in 2021 and have been updated for this study using the same approach and methodology.
- The market assessment includes the following compensation components and practices:
 - Base salary
 - Bonus/incentives
 - Other taxable compensation (for Doctoral only)
 - Retirement and deferred compensation
 - Nontaxable compensation (for Doctoral only)
 - Perquisites
- Data is gathered from the following sources¹:
 - Public Doctoral Peers: The Chronicle of Higher Education
 - Public Comprehensive / Masters Peers: Presidential employment agreements/contracts

Peer group details are available in the Appendix.

¹ Additional sources of data includes: AAMC Dean’s Compensation Survey for UMB, CUPA-HR Administrator Salary Survey for UMCES, and IRS Form 990 Filings for UMG’s private peers.

TOPIC: Convening Closed Session

COMMITTEE: Committee of the Whole

DATE OF MEETING: September 22, 2023

SUMMARY: The Open Meetings Act permits public bodies to close their meetings to the public in special circumstances outlined in §3-305 of the Act and to carry out administrative functions exempted by §3-103 of the Act. The Board of Regents will now vote to reconvene in closed session. As required by law, the vote on the closing of the session will be recorded. A written statement of the reason(s) for closing the meeting, including a citation of the authority under §3-305 and a listing of the topics to be discussed, is available for public review.

It is possible that an issue could arise during a closed session that the Board determines should be discussed in open session or added to the closed session agenda for discussion. In that event, the Board would reconvene in open session to discuss the open session topic or to vote to reconvene in closed session to discuss the additional closed session topic.

ALTERNATIVE(S): No alternative is suggested.

FISCAL IMPACT: There is no fiscal impact

CHANCELLOR'S RECOMMENDATION: The Chancellor recommends that the BOR vote to reconvene in closed session.

COMMITTEE ACTION:

DATE:

BOARD ACTION:

DATE:

SUBMITTED BY: Denise Wilkerson, dwilkerson@usmd.edu, 410-576-5734



STATEMENT REGARDING CLOSING A MEETING
OF THE USM BOARD OF REGENTS

Date: September 22, 2023
Time: Approximately 11:30 a.m.
Location: Room 1105, College Park Marriott and Conference Center, University of Maryland Global Campus

STATUTORY AUTHORITY TO CLOSE A SESSION

Md. Code, General Provisions Article §3-305(b):

- (1) To discuss:
- (i) The appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom it has jurisdiction; or
 - (ii) Any other personnel matter that affects one or more specific individuals.
- (2) To protect the privacy or reputation of individuals with respect to a matter that is not related to public business.
- (3) To consider the acquisition of real property for a public purpose and matters directly related thereto.
- (4) To consider a preliminary matter that concerns the proposal for a business or industrial organization to locate, expand, or remain in the State.
- (5) To consider the investment of public funds.
- (6) To consider the marketing of public securities.
- (7) To consult with counsel to obtain legal advice on a legal matter.
- (8) To consult with staff, consultants, or other individuals about pending or potential litigation.
- (9) To conduct collective bargaining negotiations or consider matters that relate to the negotiations.

- (10) To discuss public security, if the public body determines that public discussions would constitute a risk to the public or public security, including:
- (i) the deployment of fire and police services and staff; and
 - (ii) the development and implementation of emergency plans.
- (11) To prepare, administer or grade a scholastic, licensing, or qualifying examination.
- (12) To conduct or discuss an investigative proceeding on actual or possible criminal conduct.
- (13) To comply with a specific constitutional, statutory, or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter.
- (14) Before a contract is awarded or bids are opened, to discuss a matter directly related to a negotiation strategy or the contents of a bid or proposal, if public discussion or disclosure would adversely impact the ability of the public body to participate in the competitive bidding or proposal process.
- (15) To discuss cybersecurity, if the public body determines that public discussion would constitute a risk to:
- (i) security assessments or deployments relating to information resources technology;
 - (ii) network security information, including information that is:
 1. related to passwords, personal identification numbers, access codes, encryption, or other components of the security system of a governmental entity;
 2. collected, assembled, or maintained by or for a governmental entity to prevent, detect, or investigate criminal activity; or
 3. related to an assessment, made by or for a governmental entity or maintained by a governmental entity, of the vulnerability of a network to criminal activity; or
 - (iii) deployments or implementation of security personnel, critical infrastructure, or security devices.

Md. Code, General Provisions Article §3-103(a)(1)(i):

- Administrative Matters

TOPICS TO BE DISCUSSED:

1. Meeting with Presidents Nowaczyk and Goodwin as part of their performance reviews;
2. Collective bargaining updates;
3. An update on the USM branding initiative;
4. Information update regarding specific personnel contracts subject to review under BOR VII-10.0 Policy on Board of Regents Review of Certain Contracts and Employment Agreements;
5. Follow-up regarding candidates in a president search; and
6. To consider the development of the proposed FY 2025 Operating Budget submission and potential adjustments to the submission.

REASON FOR CLOSING:

1. To maintain confidentiality of information associated with performance reviews of specific employees (§3-305(b)(1));
2. To maintain confidentiality regarding collective bargaining negotiations (§3-305(b)(9));
3. To handle an administrative matter regarding the USM branding initiative (§3-103(a)(1)(i))
4. To maintain confidentiality of discussion regarding specific employment agreements and compensation (§3-305(b)(1));
To maintain confidentiality regarding specific candidates in a presidential search (§3-305(b)(2); and
5. To maintain confidentiality (pursuant to executive privilege) of the proposed operating budget prior to the Governor's submission to legislature (§3-305(b)(13)).