Chairman Shea called the public session meeting of the University System of Maryland Board of Regents to order at 9:00 a.m. on Tuesday, November 25, 2014 at the Hotel at Arundel Preserve, Hanover, MD. Those in attendance were: Chairman Shea; Regents Ahmed, Attman, Gonzales, Gooden, Gossett, Kelly, Kinkopf, McMillen, Motz, Rauch, Reid, Slater and Turner; Presidents Bell, Boesch, Burnim, Acting President Chandler, Dudley-Eshbach, Gibralter, Hrabowski, Loh, Miyares, Neufville, Perman, and Schmoke; Chancellor Kirwan, Vice Chancellors Boughman, Hogan, Moultrie, Raley and Vivona, Ms. Doyle, Ms. Ryan, AAG Bainbridge; Mr. Halsey, Mr. Edelstein.

Reconvene to Closed Session. Chairman Shea read the “convene to close” statement citing the topic for the closed session and the relevant statutory authority for closing the meeting (§3-305 and §3-103). (Moved by Regent Gossett, seconded by Regent Attman; unanimously approved.)

Meeting adjourned at 9:03 a.m.

MINUTES FOR CLOSED SESSION

Reconvene to closed session. Chairman Shea called the closed session meeting of the University System of Maryland Board of Regents to order at 9:05 p.m. on Tuesday, November 25, 2014 at the Hotel at Arundel Preserve, Hanover, MD. Those in attendance were: Chairman Shea; Regents Ahmed, Attman, Gonzales, Gooden, Gossett, Kelly, Kinkopf, McMillen, Motz, Rauch, Reid, Slater and Turner; Presidents Bell, Boesch, Burnim, Acting President Chandler, Dudley-Eshbach, Gibralter, Hrabowski, Loh, Miyares, Neufville, Perman, and Schmoke; Chancellor Kirwan, Vice Chancellors Boughman, Hogan, Moultrie, Raley and Vivona, Ms. Doyle, Ms. Ryan, AAG Bainbridge; Mr. Halsey, Mr. Edelstein, Mr. Muntz, Dr. Passmore, Ms. West, Ms. Decker, and Ms. Ritz.

1. Committee of the Whole. The regents were briefed by USM staff on the status of the formulation of the FY 2016 USM budget, various considerations and factors that will affect the development of the budget, potential components of the budget, and potential strategies for presenting a proposed budget for FY 2016. (3-305(b)(13) and 3-103(a)(1)(i)).

2. The closed session meeting was adjourned at 10:12 a.m.

MINUTES FOR PUBLIC SESSION

Chairman Shea called the public session meeting of the University System of Maryland Board of Regents to order at 10:15 a.m. on Tuesday, November 25, 2014 at the Hotel at
Arundel Preserve, Hanover, MD. Those in attendance were: Chairman Shea; Regents Ahmed, Attman, Gonzales, Gooden, Gossett, Kelly, Kinkopf, McMillen, Motz, Rauch, Reid, Slater and Turner; Presidents Bell, Boesch, Burnim, Acting President Chandler, Dudley-Eshbach, Gibralter, Hrabowski, Loh, Miyares, Neufville, Perman, and Schmoke; Chancellor Kirwan, Vice Chancellors Boughman, Hogan, Moultrie, Raley and Vivona, Ms. Doyle, Ms. Ryan, AAG Bainbridge; Mr. Halsey, Mr. Edelstein.

1. **Panel Presentation and Discussion: Achieving the 55% College Completion Goal: The Path Forward in an Era of Disruption.** Dr. William E. (Brit) Kirwan, Chancellor, University System of Maryland, served as moderator for the session and provided opening remarks. The following panelists provided their perspectives on the issue: Dr. Mickey Burnim, President, Bowie State University, Dr. Janet Dudley-Eshbach, President, Salisbury University, Dr. Jonathan Gibralter, President, Frostburg State University and Dr. Javier Miyares, President, University of Maryland University College. The regents, Chancellor, presidents and USM staff discussed the issue in depth and from different perspectives guided by five discussion questions.

2. **Presentation:** Dr. James Duderstadt, President Emeritus, University of Michigan, provided a presentation on *National Eminence in Research and Economic Prosperity*.

3. **Panel Presentation and Discussion: Strengthening the USM Research and Innovation Mission.** Dr. Donald Boesch, President, University of Maryland Center for Environmental Studies, served as moderator for the panel and provided opening remarks. The following panelists provided their perspectives on the issue: Dr. Patrick O’Shea, Vice President for Research, University of Maryland, College Park, Dr. Bruce Jarrell, Senior Vice President, University of Maryland, Baltimore, Dr. Karl Steiner, Vice President for Research, University of Maryland, Baltimore County and Dr. Timothy Chandler, Acting President, Towson University. The regents, Chancellor, presidents and USM staff discussed the issue in depth and from different perspectives guided by four discussion questions.

4. **Retreat Outcomes and Next Steps.** The regents, Chancellor, presidents and USM staff discussed the appropriate next steps to address the issues raised at the retreat. The regents charged the Chancellor and presidents with developing strategies that will significantly increase degree production and strengthen the USM research and innovation mission. The plans will be reviewed with the USM councils and brought to the BOR for review and approval. Further, the BOR agreed to redouble their efforts on the educational cost model by setting up a Task Force to develop new effectiveness & efficiency initiatives.