



STUDENT COUNCIL

First Regular Meeting
October 9, 2011
Towson University

Agenda & Accompanying Documents

DIRECTIONS TO TOWSON UNIVERSITY WEST VILLAGE COMMONS
Campus Map Attached in the E-mail for your reference

From I-95 (northbound and southbound): Take the Baltimore Beltway I-695 west (toward Towson). Take exit 25 (Charles Street) south. Proceed 1.7 miles. Turn left on Towsontown Boulevard and turn right to the first stoplight, Osler Drive. Make the first right into Millenium Hall complex and make the first right and continue to Faculty Lot 17. Park at Faculty Lot 17. West Village Commons is located next to Millenium Hall and faces Tubman and Paca Houses.

From I-83 (northbound and southbound): Take the Baltimore Beltway I-695 east (toward Towson). Take exit 25 (Charles Street) south. Proceed 1.7 miles. Turn left on Towsontown Boulevard and turn right to the first stoplight, Osler Drive. Make the first right into Millenium Hall complex and make the first right and continue to Faculty Lot 17. Park at Faculty Lot 17. West Village Commons is located next to Millenium Hall and faces Tubman and Paca Houses.

From I-70 (eastbound): Take the Baltimore Beltway I-695 north (toward Towson). Take exit 25 (Charles Street) south. Proceed 1.7 miles. Turn left on Towsontown Boulevard and turn right to the first stoplight, Osler Drive. Make the first right into Millenium Hall complex and make the first right and continue to Faculty Lot 17. Park at Faculty Lot 17. West Village Commons is located next to Millenium Hall and faces Tubman and Paca Houses.

From Baltimore (Penn Station): Proceed north on Charles Street for five miles. Turn right on Towsontown Boulevard and turn right to the first stoplight, Osler Drive. Make the first right into Millenium Hall complex and make the first right and continue to Faculty Lot 17. Park at Faculty Lot 17. West Village Commons is located next to Millenium Hall and faces Tubman and Paca Houses.



STUDENT COUNCIL

AGENDA

First Regular Meeting

Sunday, October 9, 2011 | 11:00 (brunch); 11:30 A.M. (call to order)
Room 304, West Village Commons, Towson University

- I. Call to Order (11:30 A.M.)
- II. Quorum Call
- III. Approval of the Agenda
- IV. Approval of the Minutes*
- V. Welcome Remarks
 - a. Dr. Deb Moriarty, PhD, *Vice President for Student Affairs*
 - b. Mr. Matthew Sikorski, *Student Government Association President*
- VI. Institution Reports*
- VII. Chairman Welsh's Report*
- VIII. Student Regent Wojciechowski's Report

ACTION ITEMS

- IX. Nominations for Secretary
- X. Approval of the Student Regent Application
- XI. Regional Center Representation
 - a. Recommendations from Chairman Welsh & Regent Wojciechowski*

DISCUSSION ITEMS

- XII. UMCP Graduate Assistant Leave Policy: Ms. Bedford
- XIII. Systemwide College Newspaper Summit: Regent Wojciechowski
- XIV. UMCP-UMB Merger Study: Chairman Welsh & Regent Wojciechowski
 - a. Merger Study Working Plan*
 - b. Status of the Merger & Questions for the Student Council*
- XV. Adjournment
The official group photograph will be taken after adjournment.

University System of Maryland Student Council

Business Meeting Minutes - Council Retreat

Sunday, September 18, 2011; Hidden Waters

Chairman Welsh, Regent Wojciechowski, Ms. Jamison and representatives from Towson University, University of Maryland College Park, University of Maryland Baltimore, University of Baltimore, Frostburg State University, Coppin State University, Universities at Shady Grove, University System of Maryland at Hagerstown, University of Maryland Baltimore County, and Salisbury University, were present. Mr. Kaiyi Xie, president of UMCP SGA also attended the meeting.

Chairman Welsh called the Business Meeting of the University System of Maryland Student Council to order at 11:40 a.m.

Chairman Welsh motioned to amend the agenda to have item V.b. "Information Item: UMD-UMB Merger Study Briefing" to follow item V.d. "ACTION ITEM: Nomination for Executive Board Vacancy Secretary." Motion passed without objection.

Chairman Welsh opened the floor for discussion on item V.c. of the Agenda: "ACTION ITEM: Council Schedule 2011-2012 year." There was no discussion. The measure passed unanimously by voice vote.

Chairman Welsh opened the floor for nominations for secretary. No nominations were submitted. Chairman Welsh informed the council that nominations will be opened until the October 9 meeting at Towson University.

Chairman Welsh motioned to recess until 12:45 p.m. Motion passed without objection.

The council recessed at 12:15 p.m.

Chairman Welsh re-convened the council at 12:45 p.m. Regent Wojciechowski provided remarks before the conference call with USM Vice Chancellor Joe Vivona.

Vice Chancellor Vivona briefed the council on the history and current status of the UMCP-UMB merger study. Council members posed questions to Vice Chancellor Vivona.

Chairman Welsh announced the next meeting of the council to be held on Sunday, October 9 at Towson University.

Chairman Welsh motioned to adjourned the meeting. Motion passed without objection.

The council adjourned at 2:15 p.m.

TO: University System of Maryland Student Council

FROM: *Theresa Card, University of Maryland Baltimore*

DATE: *October 8, 2011*

SUBJECT: Institution Report

- The University of Maryland at Baltimore has recently finished the 2011-2016 Strategic Plan. A year in the making, this plan provides a comprehensive vision of where the University community wants to go in the next five years. A copy of the final Strategic Plan is available as a PDF on the University website.
- The USGA allotted finding to student groups at a meeting on Tuesday Sept 27, 2011. After much debate, the Senate funded a number of student groups, a fall formal, and a number of community service projects including Project Jump Start, a food program, and subsidized meals for the children who receive tutoring services. The USGA was also addressed by Vice President for Planning and Accountability Pete Gilbert who informed the Board about the Merger Study. The information was the same as the information we received at our last USMSC meeting.
- The University will be hosting a Summit on Childhood Obesity in partnership with the Maryland Department of Health and Mental Hygiene, will be held November 15-16, 2011 at the Hilton Baltimore Hotel in Baltimore, Maryland. Lieutenant Governor Anthony Brown, JD; Representative Elijah Cummings, JD '76, an alumnus of the Francis King Carey School of Law; William Dietz, MD, PhD, director, division of nutrition, physical activity, and obesity at the CDC; and David Plotz, editor of *State* magazine, will deliver keynote addresses.
- The University recently released a sustainability website—UM Go Green. Students and faculty can visit gogreen.umaryland.edu for green news, events, and information on campus sustainability efforts, featuring the Green Office Program, the Green Tip of the Month, and much more.
- Researchers at the Institute for Genome Sciences at the University of Maryland School of Medicine are celebrating. They decoded the genome of the E. coli bacteria that caused the recent outbreak in Germany that killed 53 people.
- The UM School of Social Work is celebrating it's 50th Anniversary with a symposium featuring Benjamin Jealous of the NAACP.

TO: University System of Maryland Student Council

FROM: *University of Maryland, College Park*

DATE: 9 – Oct – 2011

SUBJECT: Institution Report

- VI.UMD received a \$10 million grant from a Baltimore developer for the construction of the signature University Teaching Center. Construction continues on the new Physical Sciences Complex.
- VII.The University Senate approved a measure to increase the smoking radius around buildings to 25 ft.
- VIII.Kaiyi Xie, SGA President, has worked with White House officials on giving the student perspective on issues ranging from the national debt ceiling to job creation.
- IX.SGA has begun the push for a new University policy to make past syllabi available and to increase course information to students before registration.
- X.Maryland has risen to 17th among all national public universities in latest US news rankings.
- XI.UMPD launched the M-Urgency app connecting students to policy with the touch of a button on Smart Phones. <http://m-urgency.umd.edu/index.html>
- XII.The UMD Solar Decathlon Team takes 1st place in the 2011 national competition.
- XIII.The University Senate has endorsed the newest Facilities Master Plan that will be presented to the Board of Regents early next year.
- XIV.UMD has named Dr. Kumea Shorter-Gooden as Associate Vice President and Chief Diversity Officer

TO: University System of Maryland Student Council
FROM: Lauron Thomas, Coppin State University
DATE: October 9, 2010
SUBJECT: Institution Report

For Coppin State University, the months of August and September were extremely busy and full of change. Below are some of the highlights from these months:

- The Coppin State Provost, Dr Cynthia Hammond, unexpectedly resigned in August. The Dean of the Honors College, Ronnie Collins was named Interim Provost and Dean of Academic Affairs. Several students still have some questions which are currently being addressed.
- In an effort to increase retention and graduation rates, Coppin has created the First Year Experience (FYE) Program for all incoming students. So far the reaction from students has been mixed. Some say the programs/events being thrown are redundant, while others say it is needed. The SGA is working to ensure that adequate student representation is present on the FYE Planning Committees
- The CSU Department of Information Technology recently upgraded to a new email system that grants students about 10 GB of storage, the access to the SkyDrive to send and receive data from others and use instant messaging and more. In addition, the Department has sponsored the creation of a Digital Game Room in the Tawes Student Center with two stations for Kinects and at least 18 games available. The Grand Opening is tentatively scheduled for October 20, pending arrival of the furniture.
- Coppin is in the process of tearing down the Coppin Center, our old gymnasium with a small fitness center, dance studio, offices, swimming pool, etc. The area will temporarily be used as added greenery to the campus, parking spots, and a recycling center. The Coppin SGA is working on converting from a Student Senate to an SGA. This transition has been in progress from the end of last semester. The hope was to be finished by September 30, but there have been disputes on some sections of the constitution that need to be addressed.
- Coppin started a Club Football team this year and they have attracted a lot of attention. As of October 1, they are 1-2 with five games remaining in the season.

TO: University System of Maryland Student Council

FROM: *Frostburg State University*

DATE: *October 9, 2011*

SUBJECT: Institution Report

The Frostburg State University SGA recently launched a campaign titled myVoice, designed to make sure that the voice of the students is heard. This campaign was created after SGA made the decision that its primary focus would no longer be on programming. We will still offer allocations of funds, however we are going back to what SGA was intended to do.

The new Lane Center which was opened last semester is now fully operational and is open for use by student organizations. The SGA allocated \$25,000 dollars last semester to install lights in our new auditorium/ multi purpose room titled the ARMAH.

Our SafeRide program is fully operational and clear to pick up students needing assistance Thurs-Sun nights in Frostburg city limits.

Homecoming will be on October 22, 2011 and SGA is stepping away from past ideas. We are trying to get out of our "High School Phase" and move on to "Real College" programming and styles. The University Programming Council is doing the same and is planning a \$30,000 springfest club night in the Lane Center

TO: University System of Maryland Student Council

FROM: *Stacie Hering, Caitlyn Leiter-Mason, James Willett (UMBC)*

DATE: *October 9, 2011*

SUBJECT: Institution Report

General report

- A.O. Kuhn Library Retriever Learning Center (RLC) Grand Opening was held Monday, September 19, celebrated with food and a ribbon cutting ceremony.
- Zipcars are available to UMBC students for the first time this year

Undergraduate Report

- The Student Government Association attended their annual fall retreat from August 25th-27th, welcoming many new members and setting goals for the next semester.
- Commencement was held on August 30th for all incoming students. The program included keynotes from President Hrabowski, SGA President Catie Collins, and USM Student Regent Collin Wojciechowski.
- The Senate has confirmed all the Directors and Assistant Directors for the SGA Executive Branch.
- The Finance Board has begun its regular meetings and reviewing allocation requests for student organizations.
- The SGA has scheduled a "Pizza with the Student Regent" event for October 26th to discuss USM structure, the role of the student regent, and the merger issue.

Graduate Report

- 220 graduate students attended the Graduate Student Association (GSA) picnic on Wednesday, August 31.
- The GSA held its first senate meeting on Monday, September 12 (second one scheduled for Monday, October 3). The position of Treasurer is still available.
- GSA also kicked off its monthly social hour at Flat Tuesdays on September 29.
- National Association of Graduate & Professional Students Conference is October 27-30 in Boulder, CO; looking for 1-2 graduate students to attend.



Institution Reports

- As of right now there are no dorms at the University of Baltimore. If a student wants to live near campus there are not very many apartments available in the price range of your average student as the school is located in the Historic district of down town Baltimore. Knowing this the University of Baltimore has worked out a deal with a near by apartment complex so that almost all students will be able to afford. A close estimate in the cost for a fully furnished apartment is \$700 per month with all utilities included and an additional \$100 per bedroom.
- As of last year the Student Government Association was comprised of 3 separate bodies, the Student Bar Association, the Student Events Board and the University of Baltimore Student Council. As of June that has changed and the University of Baltimore Student Council is the sole party in the SGA and we have reached out to represent all of the different schools on campus.
- While it is to be expected that parking will always be an issue as our school is located in the middle of down town but we were able to make a big leap this semester in the price of parking. Previously it had been as high as \$14 per day to park near school. Then last semester a “deal” was made in which a student could buy a 1 semester parking pass for \$500. This was very high and not widely used. This semester we have introduced our best deal yet only charging \$200 for full semester parking pass.
- One major that has come up is the lack in standardization in the identification cards. We have a student id card that is only used at the gym or for the SGA offices. Then we have a separate library cards, which is needed if you have to check out a book. Then for transportation you either need a parking card or a public transportation card. Then finally if you purchase textbooks from the Barnes and Nobles on campus you can get a bookstore card. That creates a pretty full wallet but as of 10/16/11 all of those cards will be merged into a single card know as the one card. These cards will be distributed in class and ideally all students will have their card by 11/1/11. Then in the near future the University of Baltimore will be negating to get several local stores and restaurants to accept the one card.

University of Baltimore Report (cont'd)

- University of Baltimore Student Council cosponsored Homecoming Dance. Although University of Baltimore doesn't have any competitive sports team we still try to raise school spirit with events such as school dances. I was personally unable to attend but from the pictures I have seen and talking to several people who did attend the event went over quite well.
- University of Baltimore Student Council cosponsored Global Village Event. Every year our school organizes an event in the middle of campus to reach out to our international students and further educate our traditional students. During this event there is a number of booths setup in which students are encouraged to experiences foreign cultures. While this is happening there is music and food being served so as to draw in more attention. I did work this event and it was a great tool to reach out to the students.
- Planning for the University of Baltimore Block Party has been taking up the attention of the University of Baltimore Student Council for the past two weeks, as the event is the biggest party every semester. We have a lot of food, music, games and a really good time while also giving the opportunity for clubs and departments to reach out to students. The party will be taking place on 10/06/11 and with good planning hopefully everything will go off without a hitch.

TO: University System of Maryland Student Council

FROM: Megan Cox, University Systems of Maryland - Hagerstown

DATE: October 9, 2011

SUBJECT: Institution Report

- Coffee bar – Another effective coffee bar where we held another student survey. We learned more about student desires for intramural sports and healthier snacking available at the school.
- Meeting with h.e.a.l.t.h snack vendors. We also explored more healthy options with Canteen who is currently servicing our facilities.
- Hosted our first meeting where we had 3 new members join! Welcome Victoria Hume, Michael Pittinger, and Kimberly Bachtell.
- Our first two service opportunities – Convoy of Hope and USM-H's first ever blood drive!
Convoy of Hope is a non-profit organization that goes to different cities and helps to feed the underserved of the community. Our students were involved in the health care services tent where teaching and screenings were offered. The event had approximately 5200 honored guests who all received groceries!
Blood drive – first one held and Michael Pittinger led it. His goal was 15 students and we had 26 signed up for the event! It was very successful and looks to be something we will continue doing in the future.
- I (Megan Cox) was asked to be student representative for the search for a new director at USMH. Great honor and I can't wait!
- Looking to the future in October we have our Feaste and Frolic Scholarship Fundraiser dinner on Friday the 14th. Our largest fundraising effort at the school and completely for the students!
- Harvest Social which is our biggest student get together of the semester. Looking to do a hot chocolate bar, have another raffle, and let students share more things they want from USM-H!

TO: University System of Maryland Student Council

FROM: *Katherine Mooney; Michael Bengtson; Salisbury University*

DATE: *9 October 2011*

SUBJECT: Institution Report

- The most recent event planned by our Student Government was the 2nd annual Recycle Madness. Planned by our Speaker of the Senate, Tanner Shepherd, this event is a way to promote more recycling on campus. The incentive for students to recycle is giving them a free t-shirt, but only if they can bring in a full thirteen gallon trash bag of recyclables.
- On September 22, 2011 Extreme Makeover: Home Edition came to Salisbury University! We were able to host a pep rally to kick off the build for a family in Wicomico County. Everyone within the university community, as well as the community at large, was very excited for this opportunity to help a family in need. The build was completed on October 6, 2011 and the episode will air in December.
- The women's field hockey team has remained Number 1 in the nation for the second week in a row. Their overall record is 8-0 and within the conference, the team is 2-0.
- On September 21, 2011, we were fortunate enough to host Alexander Sanchez, the secretary of Maryland's Department of Labor, Licensing, and Regulation. He spoke on the points of the Maryland Dream Act, along with Maryland's low unemployment rate (compared to the nation). After his speech, he took many questions from the audience that revolved around what the effects of the Dream Act would be for the citizens of MD.
- Over the summer, a group of students collected all of the recycled water bottles that were used on campus. These water bottles were solely from the faculty and staff, and totaled an astounding number of 6,000. The Art Department, who is sponsoring this project, is bringing in visiting artists to speak about the project and their art experience.
- U.S. News ranked Salisbury 41st among 142 private and public universities. Along with that, we were ranked in the Top 10 Public Regional Universities in the North, with SU being the only Maryland school ranked in this category.

TO: University System of Maryland Student Council
FROM: Ryan Fredriksson and Schuyler Millham, Towson University
DATE: October 9th, 2011
SUBJECT: Institution Report

- The Student Government Association recently approved affiliation for a Towson chapter of Youth for Western Civilization. The affiliation of this group received a lot of criticism and opposition from several cultural and religious groups on campus.
- The Board of Regents announced the appointment of Dr. Marvene Loeschke as the new president of Towson University. Dr. Loeschke, a Towson alumnae who was a professor and dean at Towson, is currently the president of Mansfield University and will assume her duties at Towson on January 1.
- Towson University recently adopted a new master calendar system called Localist. The new system makes it easier for university community to find out what's happening on campus. It also makes it easy for departments and student organizations to post events online.
- Towson University opened two new buildings and a garage this semester. Phase II of the College of Liberal Arts was completed in the Summer and is now fully functioning. The West Village Commons, which is home to several dining facilities, conference rooms, and offices, also opened this semester. The West Village Garage, which can house over 800 parking spaces, is also now fully-functioning.
- Interim President Marcia Welsh delivered the annual President's Fall Address where she highlighted several successes and areas of improvement in the preceding year.
- Towson finished its homecoming week, which was kicked-off by a concert featuring Sam Adams and Girl Talk. Several events were held during the week and ended with a football game against Colgate where the Tigers were victorious. Towson was defeated by College Park at a game held on October 1. Currently, the football team has a record of 3-1.



TO: University System of Maryland Student Council
FROM: Emmanuel Welsh, Council Chair
DATE: October 9, 2011
SUBJECT: Chair's Report to the Council - September 2011

KEY DATES

Date/Time	Event	Location
Friday, October 19, 2011 3:00 pm-5:00 pm	Board of Regents Merger Study Hearing	University of Maryland Baltimore Campus
Friday, October 28, 2011 3:00 pm -5:00 pm	Board of Regents Merger Study Hearing	University of Maryland College Park Campus
Friday, November 18, 2011 10:00 am - 2:00 pm	USM Joint Councils Meeting	University of Maryland College Park Campus

The Board of Regents held its retreat on Thursday, October 6, 2011.

Merger Study Status

The task groups and committees that were formed to answer Questions 1 & 2 are finishing their work. Their goal is to develop a consensus document in the potential merger or other alternatives to a merger. The draft white paper should be completed mid-November.

A committee, known as the "Purple Group," will schedule its meetings soon. The Purple group is composed of the Chancellor, university presidents, and chairs of the councils (or their designees). This group will focus on Questions 3, 4, & 5.

Department of Management and Budget (DBM) Budget Hearings

Chancellor Kirwan: This year's budget outlook is "unusually uncertain." Due to the federal deficit debate in Washington, federal dollars that directly impact university operations may be in jeopardy. If the research budget is significantly reduced, it could have drastic impact on system universities.

Campuses have submitted responses to the system at the request of the Chancellor to respond to three scenarios; 1) Cut on current services; 2) \$100M budget cut; or 3) if enhancement money is made available.

Wall Street Visit/USM Credit Rating

Vice Chancellor Vivona visited credit agencies to check the system's credit rating. The system has a AA+ credit rating. The ongoing debate in Washington regarding the deficit continues to be a concern for the credit agencies. The system hopes to sell or refinance \$160M worth of academic and auxiliary bonds. Furthermore, the credit agencies warn that the system's credit rating depends on Maryland state government's credit worthiness.

Regional Center Voting Rights Recommendations

By Emmanuel Welsh, Council Chair & Collin Wojciechowski, Student Regent

Background

The University System of Maryland Student Council considered a proposal during its 2010-2011 council year to grant full voting rights to our regional center representatives, who currently serve as *ex-officio* members of the Council. The proposal was tabled during its May 2011 meeting and required that the Council Chair and Student Regent outline recommendations on the issue.

Recommendations

1. Regional Centers must submit, on an annual basis, a petition for full membership to the Council. The Council is mandated to vote on the petition on the last meeting of the Council year.
2. Upon passage of the petition, regional center representatives shall be granted full-voting rights and privileges of membership to the Council.
3. Regional Center representatives must abstain from voting on the three student regent nominees that are sent to the Chancellor and Governor after the Council conducts its interview process.
4. These changes will be reflected in the package of proposed Constitutional and By-Laws amendments that the Chair will propose for Council consideration.

MERGER STUDY STATUS & QUESTIONS FOR THE COUNCIL

Merger Study – Status as of October 1st

At the Chancellor's request, UMB and UMCP have assigned four work groups the task of investigating the impact of a merger – including the financial and economic benefits and liabilities – of the two campuses in multiple areas: their ability to encourage and facilitate cross disciplinary collaboration and research, their ability to compete for and secure extramural resources, their ability to enhance academic offerings and student learning opportunities, their ability to promote economic development, etc.

Each work group has agreed to define merger, in this study, as the creation of “a single entity” that is designed to “stimulate rapid growth in research and subsequent economic development, to create enhanced opportunities for education and service to the people of the state of Maryland, and to enhance the reputation of the University of Maryland.”

Over the course of the past month the four groups have worked to develop a broad vision for a merged institution and to assess the potential benefits and risks that would be faced as a result of merger. Factors that are considered critical for the successful achievement of the vision also have been identified and mapped against the vision in order to aid assessments of their potential desirability and feasibility. The potential risks and benefits that have been identified by the group range from an enhanced reputation and perception of quality at a merged University of Maryland and greater opportunities for collaboration on dual degree programs in key areas (nursing, public policy and law for example) to the risk of an increased bureaucracy and a decreased agility in responding to new research or learning opportunities.

Importantly, each group also is working to identify and assess possible non-merger alternatives that could advance collaboration between the two campuses as well. As with the merger analysis, the groups will outline the potential benefits and risks associated with the non-merger alternatives they identify.

Finally, as a follow on to the work of the four task groups from UMB and UMCP, the System is in the process of initiating a second phase of the study. This phase will involve the presidents and representatives of the other USM institutions, with the goal of assessing the impact of a merger on their respective institutions, as well as the System as a whole. This group will include the presidents of all the USM institutions and representatives from the three USM councils representing faculty, staff, and students.

* * *

Questions for the USM Student Leadership

The System recognizes that a merger would impact not just those students attending the merged institution, but, to some degree, students attending all other USM institutions as well. For this reason, it is seeking System wide student input into the process. While students are welcome to comment on any aspect of the merger, the Chancellor and Board members particularly welcome input into the following questions/issues:

1. In the opinion of USM student council members, would a merged UMB-UMCP impact the perceived quality, reputation, and attractiveness of the two institutions? If so, would this impact affect (either negatively or positively) the other institutions in the System as well?
2. In the opinion of USM student council members, would the merger of UMB-UMCP be likely to contribute to the System's ability to retain more of the state's very best and brightest high school graduates, many of whom currently leave Maryland to attend a higher education institution in another state?
3. In the opinion of USM student council members, what specific financial issues or concerns (tuition and fees, financial aid, transportation, housing, graduate level support, etc.) is it critical that the merger study address?
4. In the opinion of USM student council members, what specific programmatic or education-related issues or concerns (accessibility, quality, ease of articulation, duplication of programs at other institutions, ability to participate in research projects, mode of program delivery or level of technological integration, etc.) is it critical that the merger study address?
5. Finally, in the opinion of USM student council members, are there key issues or questions not listed above—or not raised in the Board's approved plan for the study—that faculty and administrators in the various work groups established by the System should be aware of and seek to address?