

Annual Joint Meeting  
 USMSC, CUSF, and CUSS  
 CUSF Minutes  
 University of Maryland College Park (UMCP)

**Minutes**

Tuesday, November 15, 2011

<b>Attendance:</b>	
<b>Bowie (2)</b>	Joan S. Langdon, Monika Gross
<b>Coppin (2)</b>	Virletta Bryant, Alcot Arthur for E. Taylor
<b>Frostburg (3)</b>	Robert B. Kauffman, Peter Herzfeld, Elesha Ruminski, Jennifer Flinn (alt)
<b>Salisbury (3)</b>	David L. Parker, E. Patrick McDermott, Bobbi Adams
<b>Towson (4)</b>	Martha Siegel, Jay Zimmerman,
<b>UB (2)</b>	Stephanie Gibson,
<b>UMB (5)</b>	Richard Zhao, Richard Manski
<b>UMBC (3)</b>	Nagaraj Neerchal, Zane Berge, Drew Alfgren
<b>UMCES (2)</b>	
<b>UMCP (6)</b>	William Stuart, Stephen Mount, Alan Mattlage, Radu Balan, William Montgomery
<b>UMES (2)</b>	William Chapin
<b>UMUC (3)</b>	Joyce Shirazi, Betty Jo Mayeske, Margaret Cohen, Richard Schumaker,
<b>Guests:</b>	Brit Kirwan, (guest, speaker), Irwin Goldstein (guest), P.J. Hogan (guest, speaker); Andy Clark (guest, speaker), Danette Howard (guest, speaker)

**Future Meeting Dates:**

December 8, 2011 (Thursday)	UMCES, Cambridge
January 20, 2012 (Friday)	USM, Adelphia
February 15, 2112 (Wednesday)	BSU, Bowie
March 16, 2112 (Friday)	CSU, Baltimore
April 16, 2112 (Monday)	UMB, Baltimore
May 18, 2112 (Friday)	TU, Towson
June 14, 2112 (Thursday)	SU, Salisbury

**CONVENING THE MEETING - 10:00 AM**

Joyce Shirazi, Chair of CUSF, called the joint meeting to order at 10:00 AM in the Riggs Alumni Center at the University of Maryland, College Park. The minutes follow the advertised agenda with some modifications.

## WELCOME FROM THE CAMPUS - 10:02 AM

President, UMCP, Dr. Wallace Loh welcomed the joint meeting of USMSC, CUSS, and CUSF. In his comments, Dr. Loh noted two main points. First, he indicated his commitment to shared governance and noted its uniqueness within higher education. He suggested that shared governance was the equivalent of “**academic democracy.**” Second, he reinforced the important responsibility and commitment of the flagship institution to the other institutions in the System. In this respect, he suggested the metaphor that the flagship is responsible for all the ships within the fleet. So too, College Park has this responsibility to all the other institutions in the System.

Dr. Loh received several questions from the assembled group. Several of the questions focused on the UMB/UMCP Merger Study. In his remarks, he noted at least two major points. First, he believed that the real question was to create a University that excelled to the highest standard. Second, he suggested three alternatives regarding the merger: 1) merge, 2) status quo (i.e. no merger), and 3) “**strategic alliance**” where the two institutions remain autonomous but seek complementing strategies of collaboration to work together.

## INTRODUCTIONS - 10:21 AM

All members in attendance briefly introduced themselves and their academic affiliation.

## LEGISLATIVE UPDATE - P.J. Hogan - 10:30 AM

P. J. Hogan, Associate Vice Chancellor for Government Relations provided the attendees a legislative update. P.J. noted that it is difficult to determine what will be the “hot issues” with the Legislature. Things change quickly and external events can quickly influence the legislative agenda. Regardless, the budget is the one constant since it influences all other decisions and programs. He noted that the State has a structural deficit of roughly one billion dollars. Next to K-12, higher education has fared fairly well. Currently, he indicated three priorities: 1) Although there are no guarantees, there should not be any furloughs this year, 2) there is a good chance for a COLA, and 3) there is a good chance for a merit. On the COLAs and merit, System should know by roughly January 18<sup>th</sup> the status of these items.

Second, P.J. tied these priorities and initiatives to the Strategic Plan. Also, he noted that institutions needed to attract and retain quality faculty and students. To do this requires resources including the State making its contribution.

Next, he addressed a piece of legislation that was working its way through committee. Essentially, the thrust of the draft legislation would exempt email communications done as part of university business from the Freedom of Information Act.

Fourth, P.J. focused on the merger and its implications. First, he related the situation in China where higher education decisions are subjugated to the politicians. Second, he indicated that in Baltimore, the term “merger” is not a good term to use since many view it synonymously with the closing of business due to mergers. He suggested that connotatively they might want to use another term. Third, he suggested that the process was a healthy exercise since everyone has learned a lot about their sister institutions.

## LEGISLATIVE UPDATE - Andy Clark - 10:42 AM

Next, Andy Clark, Director of Legislative Affairs, provided an update on the advocacy efforts with the Legislature. He kept his comments brief.

## CUSF/CUSS/USMSC DISCUSSION ITEMS - 10:45 AM

The group subdivided by tables to discuss three questions: 1) Potential UMB/UMCP Merger Study, 2) Budget (Furloughs, Tuition & Fees, etc.), and 3) Family Leave. The questions addressed are presented below. (Secretary's Note: *Since the questions were copied from the overhead, there may be some small discrepancies in the transcription.*)

### Potential UMB/UMCP Merger Study:

- 1) How will the potential merger affect the quality of education that students receive in your institution?
- 2) What are the concerns and reservations that you have regarding the merger? What in your opinion, are the potential benefits?

### USM Budget:

- 1) In the event that further cuts need to be made to the USM budget, what budget item do you believe should be implemented?
- 2) How have furloughs affected your ability to teach your student (faculty), provide services to the university community (staff), and affect the quality of education and services you receive from the university (students)?
- 3) What do you see as the potential effects of further increases in tuition and fees?

### Family Leave:

- 1) What are the existing policies in your institution pertaining to family leave?
- 2) What recommendations would you make towards your existing policy?

(Secretary's Note: *The following summations are representative of the feedback provided by the discussion groups. These notes are a summary of responses and may not include all comments.*)

**Potential UMB/UMCP Merger Study:** Regarding the potential merger, the following are items presented by one or more of the discussion groups. On the "pro" side, the merger will increase the *prestige* of the merged institution, and the research funds generated will make it a *top ten institution*. On the "con" side, there were several questions raised. First, several discussion groups indicated that *bigger is not necessarily better*, let alone more efficient. Next, there was the Morgan issue. The merger would place UMCP within *Morgan's* sphere of influence and they could be subject to their lawsuits. Currently, UMCP is excluded from *Morgan's* lawsuits. The result would be a potential severe curtailing of programs offered by the newly merged institutions. This could severely retard program development at UMCP. Third, the *administrative cultures* of the two institutions are very different which would make the merger difficult at best. Fourth, the merger may simply create more *bureaucracy* and high level administrators.

Fifth, it was suggested that the merger could lead to the *dissolution of System*. In addition, since the newly merged institution would be so large, the smaller institutions within the system may in essence no longer be “players.” As one member noted, every other institution within the system may effectively become “**fly over country**.” Last, with the pending financial issues within the State, the “strategic alliance” option suggested by Dr. Loh in his remarks maybe a more viable option.

**USM Budget:** *Furloughs* have run their course and have severely affected morale of staff and faculty. On the positive side furloughs have maintained the base salaries of staff and faculty. Also, the use of furloughs should be at the discretion of the presidents of the institutions and not mandated by the Legislature. Also, furloughs and no salary increases has affected the recruitment and retention of young faculty. Second, the increased use of *adjuncts* may affect the quality of the education provided. Third, it was noted that the budget and fiscal matters need to be framed within the larger context of the economy. Not only is the State facing a one billion dollar shortfall, it ranks at the bottom of the states in terms of its private market sector. This affects the ability of the State to collect taxes which in turn affects budgets. It was noted that without substantial growth in the private sector, it will be difficult for the State to sustain its budgetary levels (i.e. structural deficit) including its contribution to higher education. This dovetails with the issue of tuition and tuition increases. In addition, it was noted that there should be substantial cuts in Federal grant funding which will not only affect budgets, but will affect the opportunities for young faculty to achieve tenure and promotion because of diminished opportunities.

**Family Leave:** First, the issue is under study at the System level and a recommendation should be forthcoming (Secretary’s Note: *See also Dr. Kirwan’s afternoon comments*). Second, there is the issue of setting up funds to accommodate family leave. Third, there is the option of using “sick leave pools” and other existing methods to facilitate family leave.

## LUNCH - 12:10 PM

During lunch, Dr. Kirwan made a few summative remarks and announcements. He announced that Irv Goldstein, Senior Vice Chancellor, was stepping down from his position at System and returning to his position at College Park. In the past, Irv has worked closely with CUSF. Irv received a *standing ovation* from those present. In addition, Dr. Kirwan introduced Danette Howard, MHEC Interim Secretary. In her brief introductory statement, she brought greetings from Governor O’Malley.

## INTRODUCTION OF MHEC INTERIM SECRETARY - 1:15 PM

The meeting was reconvened after lunch and MHEC Interim Secretary, Danette Howard was introduced.

## REMARKS - MHEC Interim Secretary, Danette Howard - 1:20 PM

Danette Howard limited her comments to three important points. First, her comments focused on *remedial education within higher education*. She noted that the biggest problem is in remedial math and those students who had sufficient remedial math issues were prone to not graduating. To help rectify this issue, they have provided a one million dollar grant program which will enable individual campuses to redesign their math courses to address the remedial issue.

Second, Danette focused on the *alignment issue*. Complementing remedial education within higher education, this program focuses at the K-12 level by creating “college ready” students.

Third, she focused on the *adjunct faculty issue*. MHEC is studying the issue and the study is expected to be completed in 2013.

## CHANCELLOR’S REMARKS - Dr. Brit Kirwan - 1:25 PM

Dr. Kirwan framed his comments within three questions. First, how does the System fare when compared with other states? Second, what strategies does the System need to develop to maximize State support? Third, what issues or problems worry him and keep him up all night worrying about them?

Regarding the first issue, Dr. Kirwan noted that the downturn in the economy has affected every state. Comparatively, Maryland has fared better than most states. He referred to this as our “**comparative advantage**.” He noted that unlike most other states, general fund support of System has actually increased slightly since the downturn in 2008. He noted that our tuition rates are comparatively well positioned. They have moved from a high of being the 7<sup>th</sup> most expensive to a more competitive ranking of 25<sup>th</sup>. In addition, he noted that the Kiplinger Report lists five USM universities in their top 100 institutions. In summary, Dr. Kirwan noted that System is well positioned to rebound when the economy improves.

Next, Dr. Kirwan focused on developing strategies for working with the State. He noted that higher education is indispensable to the State, its economy, and its future positioning in a “knowledge economy.” This is reflected in the development of the strategic plan and a 55% completion rate goal. He suggested the need for the State to become a leader in the “**knowledge economy**.”

His last question was what “keeps him up all night.” First, he was worried about compensation levels for faculty and staff and how this potentially compromises the competitiveness of the universities in the System. This is reflected in the Strategic Plan, and the 55% completion goal. He noted that the State needs to pay its fair share and to make an investment in obtaining the goals of the Strategic Plan. In addition, he noted that there are no planned furloughs, there is a potential for COLAs, and there is the potential for merit.

Dr. Kirwan addressed the family leave policy. He recognized the good work done by Towson and their proposal. He noted that System was working toward a policy for the entire system.

Last, Dr. Kirwan briefly addressed the proposed merger. He summarized the current situation and noted that in early December, the BOR will come to a conclusion which will weigh the pros and cons of the potential merger. They will make their recommendation on the study.

## QUESTION AND ANSWER SESSION - Dr. Kirwan - 1:44 PM

The floor was opened to questions. The first question addressed the status of the family leave policy and the ability of Towson to enact its policy on a trial basis. He indicated that System is quickly moving to a conclusion on the policy within the next six months. He noted that they were examining how affordable it is, what other states are doing, and other issues affecting the policy. Regarding a trial basis, there should be a System policy available within a timely manner.

There was a question on *enrollment demand* or on the need to increase the capacity of the System to handle more students as private institution tuition increases. In general, Dr. Kirwan noted that it was important to maintain the quality of our institutions. Also, in the past, the State has funded enrollment growth.

A third question focused on research funding. The questioner noted that the rate of growth is not sustainable with the potential cuts coming in Federal research funding. Dr. Kirwan noted that there is currently a deficit in available research facilities equal to the deficit in classroom space.

#### AWARDS/PHOTOS - 1:55 PM

Recognition awards were presented to Dr. Kirwan and Interim Secretary Danette Howard on behalf of Governor O'Malley. Photos were taken also.

#### ADJOURNMENT - 2:00 PM

With no additional business, the meeting was adjourned at 2:00 PM.

Respectfully Submitted,

*Robert B. Kauffman*

Robert B. Kauffman, Ph.D.  
Secretary

Attachments: none

Approved