



Report from the Council of University System Staff Board of Regents Meeting

April 21, 2017

The Council of University System Staff held its last meeting on Tuesday, March 28, 2017, at Coppin State University. The council wishes to thank Coppin State University for hosting this well-attended meeting.

The council was welcomed by President, Dr. Maria Thompson. She shared the data democratization implemented at Coppin. It enables a new level of shared governance through networked leadership. All employees will have access to the same data/dashboard about what is going on across campus.

Chairman James Brady was our special guest, he engaged the council in enlightening conversation. Chair Brady shared that one focus of the BOR is to assure student success at all USM institutions. He noted another BOR focus is inclusion and diversity. USM institution staff, faculty, and administrators must be prepared to work with students from all backgrounds, create a welcoming environment, challenge students on their views and perspectives and make sure they understand diversity in all its forms.

CUSS Members agreed to invite BOR Chair & Members to our Council meetings.

Notes from the March 2017 Meeting

Executive Committee led by Sherrye Larkins, discussed broadening the scope of our report to Chancellor/BOR Chair concerning the efficiency of processes for state reimbursements to USM institution staff

BOR Staff Awards & Recognition Committee led by chair Deniz Erman announced the BOR nomination packets evaluation process is complete. Eligible recipients will be forwarded to the CUSS chair to submit to the BOR.

Communications & Marketing Committee led by co-chairs Trish Johnson and Mark Freeman finalized the March Newsletter to be uploaded to the website. An effort will be made to highlight members from the CUSS monthly meeting host institutions, through social media methods. Outgoing Presidents at BSU and UMCES will be recognized in the next newsletter.

Bowie State University
14000 Jericho Park Road
Bowie, MD 20715

Coppin State College
2500 W. North Avenue
Baltimore, MD 21216

Frostburg State University
101 Braddock Road
Frostburg, MD 21532

Salisbury University
1101 Camden Avenue
Salisbury, MD 21801

Towson University
8000 York Road
Towson, MD 21204

University of Baltimore
1420 North Charles Street
Baltimore, MD 21201

University of Maryland, Baltimore
620 West Lexington Street
Baltimore, MD 21201

**University of Maryland
Baltimore County**
1000 Hilltop Circle
Baltimore, MD 21250

**University of Maryland Center
For Environmental Science**
P.O. Box 775
Cambridge, Md. 21613

**University of Maryland
College Park**
College Park, MD 20742

**University of Maryland
Eastern Shore**
Princess Anne, MD 21853

**University of Maryland
University College**
3501 University Boulevard East
Adelphi, MD 20783

**University System of
Maryland Office**
3300 Metzert Road
Adelphi, MD 20783-1690

Legislative & Policy Committee led by chair Paul Gasior shared Advocacy Day recap comments from CUSS, CUSF and SC members in attendance at USM Councils Advocacy Day. The consensus from all CUSS members that advanced meetings should be scheduled with legislators. A recommendation was made to plan Advocacy Day so it does NOT occur on the same day as any other USM institution. A special thank you to Dr. Christopher Brittan Powell, CSU, CUSF member who scheduled the appointments with Senators and Delegates for USM Councils Advocacy Day.

Benefits & Compensation Committee led by committee liaison Sister Maureen Schrimpe, continued the discussion on “duties as assigned.”

CUSS members concerns:

- Policies of entitlement for reclassification
- When positions are vacated, the duties place a burden on the team/individual in departments/divisions without compensation.

Questions collectively shared:

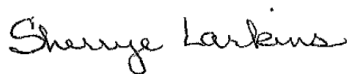
- How long do we identify other “duties as assigned”?
- How long until “acting or interim” should be considered for compensation?
- Are there policies in place at institutions to address this?

Chancellor’s Liaison Chevonie Oyegoke, reported:

- State Personnel System: called “Work Day”. The system wants to move all employee data over to the system so all state employees can enroll online for benefits. This will be a major effort with every HR and IT departments to assure the process is automated.
- USM Office thanks CUSS for representation at Advocacy Day and for continuing to support initiatives.
- Upcoming retirements: Anne Moultrie Vice Chancellor of Communications, Teri Hollander Associate Vice Chancellor for Academic Affairs, and Joseph Vivona Vice Chancellor of Administration and Finance and COO (may serve as a special assistant to the Chancellor during the transition)

The April CUSS meeting will be held at Bowie State University on Tuesday, April 25, 2017.

Respectfully submitted,



Sherrye I. Larkins
CUSS Chair

Council of University System Staff

Quarterly Newsletter / March 2017 Edition



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14000 Jericho Park Road
Bowie, MD 20715

Coppin State University (CSU)

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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 (UB)

1420 North Charles Street
Baltimore, MD 21201

University of Maryland, Baltimore (UMB)

520 West Lombard Street
Baltimore, MD 21201

University of Maryland Baltimore County (UMBC)

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Website: <http://bit.ly/1yc1prc>

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USM 2017 ADVOCACY DAY

On Tuesday, February 28, 2017, the Council of University System Staff (CUSS) along with the Council of University System Faculty, USM Student Council, USM Foundation Board Members, and USM staff joined in Annapolis, MD, for USM's 2017 Advocacy Day.

Together, groups met with key legislators who serve on education and budget focused committees within the Maryland legislature. Key to the day was garnering support from these legislators to support the proposed FY 2018 USM budget and reject all suggested cuts to the budget. USM drives the state's economic and workforce development, keeps higher education affordable and accessible (helping more students earn a degree), and is a national leader in higher education.

When asked about his experience on that day, CUSS's Legislative Committee Chair, Paul Gasior, said, "It was wonderful to collaborate with the other councils' members." He added that it was "encouraging that not one Delegate or Senator we visited indicated they were not going to vote for the USM funding in the Governor's budget."

As a first-time participant of Advocacy Day, CUSS member Jennifer Volberding said, "I felt the opportunity was very insightful and exciting. We were able to speak directly to legislators and speak on behalf of our constituents." She went on to say that, "It was an honor to be a part of something bigger than my usual job within the USM. I can't wait for the opportunity next year!"

Advocacy day is an annual event, which takes place during the annual legislative session in Annapolis, MD.



PRESIDENTIAL UPDATE

As my one-year anniversary at Frostburg State University approaches, I frequently find myself full of Bobcat pride. I have committed much of my time in this first year to meeting with Frostburg students, faculty and staff, as well as visiting with citizens in Western Maryland and friends and alums of Frostburg State University.

Here are some of the things I have learned during this first year,

- Frostburg State University serves the entire state of Maryland, drawing many students from outside of Western Maryland and placing those graduates in jobs throughout the state,
- Our University produces graduates who have grit, personal motivation, and take pride in their alma mater; and,
- Frostburg State serves as a primary cultural and economic asset to the citizens of Western Maryland.

Frostburg serves a diverse, vibrant population of students from across Maryland and around the world. Nearly half are first-generation college students. Higher education often improves lives, but our alumni frequently tell us how Frostburg completely transformed theirs.

I have heard many such stories lately as we revise our Strategic Plan to guide us toward Frostburg's 125th anniversary celebration in 2023. This past fall, our strategic planning task force solicited opinions from various constituencies. The reply was overwhelming. More than 1,000 responses helped clarify what makes Frostburg State so special and what our stakeholders hope for the future. That engagement speaks to the commitment and dedication of so many toward Frostburg.

Frostburg is equally dedicated to the success of our students and community. For our students, we have reorganized advising and student support services to help them graduate on time with less debt. We've helped students become part of their community with events like Frostburg 101: A Taste of the City, which brought hundreds into the wonderful mom-and-pop merchants and restaurants throughout our city. Each year, our students also volunteer tens of thousands of hours in surrounding communities.

We are even working alongside local officials to attract new employers to this area. With picturesque surroundings and high quality of life, many Bobcats want to settle in Frostburg after graduation. Our alumni have contributed to all levels of government and industry, throughout Maryland and beyond. With new opportunities nearby, I expect even more alumni will choose to make a difference right here in Mountain Maryland.

From nearly 2,000 feet, our view ahead is remarkably clear, and the horizon looks very bright for Frostburg State University.

–Ron Nowaczyk, President



USM INSTITUTIONAL UPDATES

Bowie State University

Two Bowie State University counseling degree programs received accreditation from the organization that sets the national standard for professional counselor education. That makes the university one of three in Maryland and the only one in the University System of Maryland with this distinction.

The accreditation from Council for Accreditation of Counseling & Related Educational Programs (CACREP) runs through March 2019 for the Master of Arts in mental health counseling and Master of Education in school counseling. Both programs met the requirements of a thorough evaluation of hands-on learning experiences, faculty qualifications, academic support and student selection, among other criteria.

Employers value and recruit graduates from CACREP-accredited programs – three federal agencies require counselors to graduate from programs with the CACREP accreditation before they can work with their populations.

The Bowie State programs, offered through the Department of Counseling, require students to complete a rigorous curriculum of foundational and advanced courses, as well as hundreds of hours of clinical work. When students graduate, they are prepared to become licensed or certified counselors.

President Mickey L. Burnim will be honored for his dedication and

support for the Central Intercollegiate Athletic Association (CIAA) and inducted into the John B. McLendon, Jr., Hall of Fame. A formal ceremony will be held during the CIAA Basketball Tournament in Charlotte, North Carolina. Dr. Burnim has served for more than 30 years at CIAA-member institutions and serves on the CIAA Board of Directors, having completed two terms as board chairman.



Two Bowie State University theater professors, with extensive professional experience, received nominations for the 2017 Helen Hayes Awards, one of the country's most prestigious cultural honors.

The awards program, celebrating excellence in professional theater in the Washington, D.C. area, recognizes Assistant Professor Kathryn Kawecky for outstanding set design and adjunct professor Psalmayene 24, also known as Gregory Morrison, for outstanding direction. The winners will be revealed at an awards gala on Monday, May 15 at the Lincoln Theatre.

Coppin State University

The Coppin State University Staff Senate spearheaded efforts to bring a Conflict Resolution and Workplace Civility Workshop to campus. The event was held during the Spring 2017 University Week. The workshop was a huge success that focused on a track for non-supervisory faculty, staff, managers, academic chairs, and deans. Staff senate will continue to work with Human Resources to bring additional workshops and training to staff.

On February 15, 2017, C-SPAN visited Coppin to interact with students, staff, and faculty as part of their HBCU tour. Students and staff boarded the C-SPAN interactive, multi-media bus.

At the start of February, Coppin celebrated Homecoming with a student-centered list of events that included performances by hip-hop group MIGOS, and an alumni panel centered on "life after Coppin". Although the lady Eagles suffered a hard-fought defeat, the men's basketball team claimed victory over Bethune-Cookman.

Coppin culminated the week-long event with a jazz brunch that featured Isaac Parham.

In partnering with Delegate Antonio Hayes, Coppin held a successful Coppin Day in Annapolis on January 24, 2017. The university showcased successful programs and interactive exhibits.



Frostburg State University

A report from the Council for Aid to Education's Voluntary Support of Education survey, reported this week by Marketwatch.com, listed Frostburg State University first among universities and third among all colleges for directing the largest percentage of contributions toward financial aid in 2016.

VSE data showed that FSU designated 77.6 percent of each dollar raised by the FSU Foundation to financial aid in 2016. Of all U.S. institutions surveyed, only two community colleges surpassed FSU's 2016 percentage.

"We always strive to serve students' financial needs, but this year's ranking shows how much impact donors can have when they make gifts directed to scholarships," said FSU President Ronald Nowaczyk. In 2016, the FSU Foundation received a bequest of more than \$2.5 million from the estate of Woodward Pealer, a Cumberland businessman, who had designated the funds for scholarships.

"Mr. Pealer's gift, because it was designated to scholarships, allowed us to significantly increase the percentage of funds available to students," Nowaczyk said.

According to MarketWatch, the national average of donated dollars that have been dedicated to financial aid annually is approximately 16 percent, a rate that has gone essentially unchanged over the past 10 years.

Salisbury University

The Daily Record has again named Salisbury University President Janet Dudley-Eshbach to its 2017 listing of Influential Marylanders. The President acknowledged her colleagues and their role in the award. "The hard work of faculty

and staff is the reason Salisbury University is such a success," she said. "They daily shape and influence the lives of young people who are the future of our state and nation. I am grateful to be part of such a team." This is the latest honor the Baltimore-based newspaper has bestowed upon Dudley-Eshbach. In 2012, the publication named her among Maryland's Most Admired CEOs. The paper also ranked her among Maryland's Top 100 Women three times, inducting her into its Circle of Excellence in 2010.



Salisbury University's Office of Information Technology has completed a two and a half year project: designing, securing, and implementing a 25 mile fiber optic ring surrounding the greater Salisbury area. This fiber ring enables SU to grow well beyond the campus we know today and provides a level of connectivity paralleling any building currently on campus. As SU grows and establishes more interconnected programs and locations, this fiber optic ring will allow Information Technology to meet the increasing demands of an expanding University for years to come. Special recognition was offered to SU's implementation team: Duke

Darrigo, Tony Stencil, Nick Chamberlin, and Eric Rose.

The Arbor Day Foundation recently announced Tree Campus USA recognition for Salisbury University for the second consecutive year, honoring the institution's commitment to promoting healthy trees and engaging students and staff in the spirit of conservation. SU was one of only 296 campuses in the nation to earn the distinction this year. "It is an honor to again receive this prestigious recognition," said Frank Bowen, SU assistant director of horticulture and grounds. "We are proud of our efforts in maintaining SU's botanical collection and other greenery, and this recognition shows those endeavors are not going unnoticed."

Colleges and universities receiving Tree Campus USA recognition must meet several core standards for sustainable campus forestry: establishment of a tree advisory committee and a campus tree care plan, dedicated annual expenditures for the campus tree program, an Arbor Day observance and sponsorship of student service-learning projects. The 182-acre campus has been praised as an outdoor laboratory for students and for maintaining more than 2,000 species of woody and herbaceous plants for public view.

Towson University

Over the past few years, companies that focus in education technology have flourished in the Greater Baltimore area. And with the help of the Towson University Incubator, one Baltimore-based edtech startup has helped schools across the country.

TU Incubator member Lessoncast was recently featured by the Maryland Department of Commerce website for their work with schools around the country. The company currently has over 10,000 users across 700 school districts.



Lessoncast was started in 2011 as a way to offer an online platform that simplifies and enhances teacher-to-teacher professional development. This effort includes having a model that is meant to help schools provide on-going professional development to seasoned teachers.

“I think the best way to help students achieve higher is by supporting teachers,” said Nicole Tucker-Smith, CEO of Lessoncast. “We saw this significant gap with the processes of professional development, and saw that we can really help add something to this.”

The Baltimore-based company is just one of 25 different member companies involved with the TU Incubator, and has used the Incubator’s resources to make connections throughout the region and the country.

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

Sherrilyn A. Ifill, JD, came “home” to help the University of Maryland, Baltimore (UMB) celebrate Black History Month on Feb. 1. And she brought Thurgood Marshall and Dr. Martin Luther King Jr. with her to the celebration.

Ifill, president and director-counsel of the NAACP Legal Defense and Educational Fund, Inc. (LDF), served as professor at the University for 20 years at the Francis King Carey School of Law. Happy to see many colleagues, she wasted no time getting to the heart of the matter before more than 400 people in the School of Nursing auditorium.

“What a time this is in our nation,” said Ifill, one of the country’s most highly regarded civil rights thinkers. “We are at a moment in which we are once again engaged truly in an existential struggle for the soul of our democracy. ... In the coming months and years, we will decide who we are and what America stands for. We will decide whether we are a nation committed to justice and equality, we’ll demonstrate whether the Rule of Law remains the guiding principle for our democracy, and every one of us will learn who WE truly are, what WE stand for.”



Each year, UMB presents Dr. Martin Luther King Jr. Diversity Recognition Awards for individual and/or group achievements in the areas of diversity and inclusiveness. Recently, the Diversity Advisory Council named the 2017 winners, who will be honored at UMB’s Black History Month celebration on Feb. 1, featuring keynote speaker

Sherrilyn Ifill, JD. The MLK award recipients serve as models of the ideals epitomized by the life and work of Dr. King.



Outstanding UMB Staff Award
Courtney Jones Carney, MBA
Director, Office of Interprofessional Student Learning and Services Initiatives (ISLSI), Campus Life Services

Carney started working on diversity programs at UMB in 2011 and now develops and manages over 200 programs a year focusing on educating UMB students and staff through opportunities that emphasize leadership development, social responsibility, and cultural competence. She has tirelessly advocated for and produced diversity education and cultural celebration activities for the UMB campus as a whole.

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

Kristin Waters, Undergraduate Admissions, and Rochelle Sanders, Human Resources presented a brown bag lunch session on teleworking. Kristin recently completed her doctoral dissertation on teleworking, and provided an overview of her recent research. She also shared current literature, tips, and trends of teleworking. Rochelle reviewed the current UMBC telework policy and information on its use.

Leadership Maryland announced that Nico Washington, MBA '17, Associate Provost for Financial Management at the University of Maryland-Baltimore County, has been chosen to participate in the professional development program dedicated to building a better Maryland by harnessing the strength of its local business and community leaders. Washington is one of 52 individuals chosen for Leadership Maryland's 25th class – the Class of 2017, who will complete the eight-month hands-on learning program focused on the state's most vital social, economic and environmental issue.

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

The University of Maryland Center for Environmental Science's (UMCES) Staff Council was able to meet with and provide input to the UMCES presidential search committee. The meeting was held on February 8, 2017 in Cambridge, MD. The presidential search is underway, with Dr. Boesch slated to retire in August, 2017. Staff shared their thoughts on what personal qualities and skills are important for the job, what opportunities and challenges the new President might encounter, and what activities and characteristics must be sustained. The meeting was productive and the staff felt pleased with their voices being heard.

The UMCES Staff Council recently sent out their first newsletter to the staff. The newsletter provided Staff Council and CUSS updates, policy information, and resources for UMCES staff. Also included were links to pertinent websites and contact information, including the CUSS website and Facebook page.

The Staff Council plans to continue the newsletter on a quarterly basis in hopes that regular communication and updates will assist in providing a voice and information to all UMCES staff members.

On March 1, UMCES launched its new website. Work has been done on the new website over the past nine months, improving its functionality, mobile-responsiveness, and esthetics. The website reflects UMCES' identity as a leader in environmental research and education while providing easy access to our research, resources, expertise, and educational programs. The website was designed so each page is a welcome mat to the user, shareable, and encourages exploration of the site. We wanted the website to increase engagement and education of our key audiences, including environmental science interested public, policy makers and thought leaders, prospective graduate students, educators, donors, and the media.

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

For the seventh consecutive year, the University of Maryland has been named a Best Value College in The Princeton Review's latest book "Colleges That Pay You Back: The 200 Schools That Give You The Best Bang For Your Tuition Buck." Published every year, The Princeton Review profiles the nation's best schools for academic programs, affordability and career prospect.

According to The Princeton Review, the University of Maryland offers a comprehensive aid program for students who demonstrate financial need and boasts a full suite of merit-based scholarships, making a UMD degree an exceptional value. This includes a prestigious merit

scholarship, the President's scholarship, and several national merit, creative and performing arts and departmental scholarships.

In addition to its affordability, the University of Maryland is highlighted for its diversity, outstanding honors programs and special access to agencies, companies, and organizations within its community.

"More than 100 undergraduate degrees are offered here, and the university's location near Washington, D.C. means that top-notch research and internship opportunities are literally in your backyard," said the book's editors.

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

On February 20th, U.S. Senator Chris Van Hollen announced new legislation to honor Harriet Tubman in the U.S. Capital at University of Maryland, Eastern Shore (UMES).

"It's really important that we celebrate her incredible story. Not just to look back at the past but to



remind us of where we've come from and the progress we still need to make," Senator Van Hollen said.

Senator Van Hollen is hopeful the legislation will pass and soon enough there will a statue of Harriet Tubman in Washington, D.C.

Senator Van Hollen said, "I'm fairly confident we're going to be able to get it through the process... We're going to be talking to some of our republican colleagues. I've already mentioned it to a few of them. So I'm very hopeful that we can get it done."

UMES Executive Vice President Kimberly Dumpson said it was also fitting that the Senator chose today to visit campus.

"Particularly because February 20th was the day in 1895 that Frederick Douglas passed away and UMES is one of the only places in the State that has a library named after him," Dumpson said.

UMES, Coppin, and Morgan will join the Department of Energy to form the HBCU Clean Energy Consortium.

The memo itself lays out a commitment to deliver solar power and train workers in skills that will expand the industry into "historically underserved" communities. The memo was signed by former DOE secretary Ernest J. Moniz and Ron Butler, Director for HBCU-CDAC.

University of Maryland University College (UMUC)

University of Maryland University College is celebrating its 70th anniversary in 2017, including its proud history of service to the U.S. military, which began when it was established in 1947 specifically to

serve the educational needs of veterans returning from World War II. Carrying on a commitment that continues to this day, UMUC first sent faculty overseas to teach active duty military personnel in Europe in 1949 and in Asia in 1956.

In a tradition dating back to the administration of President Dwight D. Eisenhower—who wrote to congratulate UMUC on its service to our Armed Forces—we are pleased and proud to share a celebratory letter to our community on our website from President Barack Obama before he left office, commemorating our 70th anniversary and thanking our faculty and staff for helping to ensure that "the doors of opportunity continue to open wide for all who are willing to dream big."

<http://umuc.edu/news/announcements/obama-letter.cfm>

University of Maryland University College. Two "universities" and a "college"—what's with that? Well, it may be a mouthful, but our name has special meaning, and there's history behind it. The "University of Maryland" portion signifies that we are part of the University System of Maryland. We're proud to be part of one of the finest systems in the world. "University College" is a British term that captures what we do: Take courses and programs from all academic departments and offer them

outside of the university's walls and normal class times. Today, although our name may not make sense when you first hear it, we are proud of the mission it signifies and what we have been doing for more than 65 years.

President Javier Miyares was named one of Education Dive's "5 higher ed leaders to watch in 2017 (and beyond)." Javier Miyares leads the only public, separately accredited, fully online university in the country. In recent years, the institution has managed to increase enrollment by 20% while spending 20% less on advertising, thanks to an advanced model of data analytics, which UMUC has been able to market to other institutions to help generate revenue. With a heavy focus on teaching, and free of a lot of the traditional university weights — Miyares is proud of a professoriate heavily comprised of industry professionals and not tenure-track academicians — the institution is plowing ahead with a model that is heavily focused on producing employable graduates. Partnerships with local school districts and with the federal Office of Personnel Management and the Department of Defense boost UMUC's footprint in the D.C. metro area, and in the national workforce.



Find out what is going on with CUSS by following us on
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2016 - 2017 CUSS REPRESENTATIVES

Bowie State University (BSU)

Andrea Davis
Trenita Johnson
Trish Johnson
LaVel Jones

Coppin State University (CSU)

Sheila Chase
Steve Delice
Sherrye Larkins, Chair

Frostburg State University (FSU)

Angela Hovatter
Jody Pifer
Dana Severance
Rubin Stevenson

Salisbury University (SU)

Paul Gasior
Lisa Gray, Vice-Chair
Teri Herberger
Kim Meyer

Towson University (TU)

Deniz Erman
Mary Hickey
Cyndi Zile

University of Baltimore (UB)

Keiver Jordan
Michelle Junot

University of Maryland, Baltimore (UMB)

Amanda Azuma
Bill Crockett
Hillary Anne Edwards
Angela Hall
Susan Holt
Nicole Miskimon

University of Maryland, Baltimore County (UMBC)

Olivia Dent
Sheryl Gibbs
Kevin Joseph
Thomas Penniston
Laila Shishineh, Co-Secretary

University of Maryland, Center for Environmental Sciences (UMCES)

Juliana Brush
Amy Griffin
Curtis Henry, Member-at-Large
April Lewis

University of Maryland, College Park (UMCP)

Dylan Baker
Emily Hartz
Patrick Perfetto
Sister Maureen Schrimpe, Member-at-Large
Sarah Goff-Tiemsani
Dana Wimbish, Past-Chair

University of Maryland Eastern Shore (UMES)

Chenita Reddick

University of Maryland University College (UMUC)

Elia Amegashie
Mark Freeman
Candace Johnson, Co-Secretary
Jason Tiwari
Jennifer Volberding
Jade Walker

University System of Maryland Office (USMO)

John Wolfe, Jr.
Chevonie Oyegoke(Chancellor's Liaison to CUSS)

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.

