



UNIVERSITY SYSTEM
of MARYLAND

Board of Regents
Committee on Finance

April 1, 2021

Zoom Details to be Provided to Committee

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AGENDA FOR PUBLIC SESSION

REVISED

Call to Order

Chairman Attman

1. University System of Maryland: FY 2022 Operating Budget Update (information)
2. University System of Maryland: Refresher on Project Approvals (information)
3. Bowie State University: Facilities Master Plan Update (presentation and information)
4. USM Enrollment Projections: FY 2022-2031 (action)
5. University System of Maryland: Self-Support Charges and Fees for FY 2022 (action)
6. University of Maryland Eastern Shore: Proposal to Increase Tuition for Physician Assistant Program (action)
7. Biennial Nonexempt Market Salary Survey Report - Nonexempt Salary Structure Adjustment for FY 2022-2023 (action)
8. Salisbury University: Retroactive Approval of Bridge Loan to Ward Foundation and Forgiveness of Remaining Unpaid Balance (action)
9. University of Maryland, Baltimore: Dental Student Clinics Management Contract Renewal (action)
10. University of Maryland, College Park: NextGen Energy Program P3 Solicitation—Request for a Waiver of Board Policy VIII-17.00—Policy on Public-Private Partnerships, Section IV, State-Supported Public-Private Partnerships, Subsection D (action)
11. Convening Closed Session (action)



BOARD OF REGENTS

SUMMARY OF ITEM FOR ACTION,
INFORMATION OR DISCUSSION

TOPIC: University System of Maryland: FY 2022 Operating Budget Update

COMMITTEE: Finance Committee

DATE OF COMMITTEE MEETING: April 1, 2021

SUMMARY: A brief update will be provided on the current status of the USM operating budget, together with the recent announcement of a supplemental budget and its potential impact on the System institutions.

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:

BOARD ACTION:

DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923

**REVISED**SUMMARY OF ITEM FOR ACTION,
INFORMATION OR DISCUSSION**TOPIC:** University System of Maryland: Refresher on Project Approvals**COMMITTEE:** Finance**DATE OF COMMITTEE MEETING:** April 1, 2021

SUMMARY: The purpose of this information item is to review and highlight the unique roles of the Board of Regents (Regents) and the Board of Public Works (BPW). The former approves a project budget authorization along with changes thereto, whereas the latter approves the design and construction contracts with those firms hired to do the work.

Recently, the overlap between these two roles has become evident as cost increases have prompted both Regents' actions and, as a consequence, BPW action as well. The Regents have asked that we look carefully at reinforcing the sequence of events that should occur as these changes to projects are considered and addressed by both groups.

Furthermore, the Chancellor is putting in place the following mitigation steps:

- Enhanced training to recommunicate approval requirements to Presidents, Vice Presidents of Administration and Finance, Procurement Officers, and Capital Project Managers. This includes:
 - Review of the BPW, System and Board policies associated with procurement to remove any confusion or overlap.
 - Capturing lessons learned from two recent incidences of BPW “retroactive approval” requests.
 - Requesting the institutional vice presidents for administration and finance improve the oversight of contract spending and project spending.
 - Encouraging university staff to reach out to the USM Office staff early with questions about approvals.
 - Asking for suggestions regarding USM Office support for additional educational materials and sessions for staff.
- Starting with this meeting, project approval requests that come before the Board shall contain explicit information about contract or contract modification included in the request that requires BPW approval along with the dollar amount and timing of BPW request.
- USM Office staff will provide Board members a regular report of items that are coming before the BPW.
- USM Office staff will increase its frequency of interaction with Construction Service Centers at UMB and UMCP for increased oversight.
- Lastly, several Regents have been assigned to an ad hoc subgroup to review and oversee implementation of the process recommendations.

Current process and approval requirements are summarized in the attached document.

ALTERNATIVES: 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:

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SUBMITTED BY: Ellen Herbst (301) 445-1923



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Board of Regents. The Regents' role is outlined in USM Policy VIII-10.20—Policy on the Capital Budget of the USM. Depending on the program, projects initially require the following approval:

- For the **State Capital Improvement Program (CIP)**, all projects, regardless of fund source and total cost, must be pre-approved by the USM Board of Regents prior to submission to the State via CBIS in June of each calendar year.
- For the **System Funded Construction Program (SFCP)**, projects funded in whole or in part with bonds, SFCP loan, or via public-private partnership—regardless of total cost—as well as projects greater than \$5 million in total cost regardless of fund source, require Regents' approval.

For those projects previously approved, the requirements for a subsequent approval of a change in authorization depends on:

- (1) size of the project and the change;
- (2) type of funding involved; and
- (3) individual or body that previously approved the project.
 - All changes to projects previously approved as a request for State funding must be approved by the Board of Regents. Unless this is done as part of the annual capital budget process, DBM must be consulted as well.
 - For those projects in the SFCP, the Board must approve changes to projects previously approved by the Board of Regents (either separately or as part of the SFCP capital budget process), or changes to projects previously approved by the Vice Chancellor for Administration and Finance (VCAF) that bump the total cost of the project above the \$5 million VCAF authorization limit.
 - Any changes that require approval of additional debt (e.g., auxiliary bonds) must be approved by the Regents.

A comprehensive set of Capital Budget and Planning resources are readily accessible online at: <https://www.usmd.edu/usm/adminfinance/capitalplanning>

The State previously commissioned a report by the Alpha Corporation to review the State's abilities and effectiveness in managing capital construction projects. Alpha determined that, while DGS and USM utilize different processes and procedures for managing projects, both perform well and effectively utilize State resources. In 2015, the General Assembly asked the Department of Budget and Management (DBM) to revisit the findings of the report. *After an eight-month study, DBM determined that both DGS and USM had adequate policies and procedures in place, were effectively managing project schedules, and effectively minimized disputes and delays.* During the 2016 Session, the Department of Legislative Services reviewed

the report and concluded: "Overall, the data demonstrate that most projects undertaken are completed at or below budget and that cost overruns are generally isolated and have unique and isolated circumstances and there does not appear to be any trend indicative of poor performance that would suggest specific changes in procedures are necessary."

Board of Public Works. The BPW is comprised of the Governor, the Treasurer and the Comptroller who are responsible for approving most procurement contracts as well as acquisitions and dispositions of real property, General Obligation Bond funds for projects, tidal wetlands licenses, and procurement policies. The BPW also has the authority to make budget reductions up to 25%.

The BPW meets every two weeks. The USM Agenda for these meetings is prepared based on a schedule that includes deadlines to USM and also deadlines for the submission to BPW (see attached schedule).

The following types of items must be presented to the BPW for its consideration and approval:

- All service contracts and capital improvement contracts exceeding \$1 million require prior BPW approval.
- Any change order to a capital improvement contract, or service contract, that exceeds \$1 million requires prior BPW approval.
- Any option renewal that exceeds \$1 million requires prior BPW approval.
- Any contract funded with General Obligation Bond (G.O.) funds regardless of dollar amount requires BPW approval. These are typically capital equipment items for new facilities but could also include projects considered maintenance items.
- All real property acquisitions and dispositions require BPW approval, except for real property acquisitions by gift. (<https://www.usmd.edu/regents/bylaws/SectionVIII/VIII-4.01.pdf>)

The USM's Procurement Policies and Procedures are available online at:

<https://www.usmd.edu/regents/bylaws/SectionVIII/VIII300.pdf>

As part of a recent E&E initiative to review, modernize, and update the USM's Procurement Policies and Procedures, training modules were developed for all procurement staff after the revised policies were finalized and approved by the Board of Regents. The videotaped training sessions along with all of the training materials are posted online and available in a secure USM staff portal accessible via <https://www.usmd.edu/usm/procurement/>.

The workgroup that was created to update the USM Procurement Policies and Procedures included senior leadership from institutions and procurement experts with decades of experience. The group was charged with ensuring that the policies and procedures met the needs of the institutions, *"while providing for a procurement process of quality and integrity, broad based competition, fair and equal treatment of the business community, increased economy in the procurement process, and uniform procurement procedures. These values promote the purposes of State procurement law, strike a balance between needed institution self-management and the Board of Regents' responsibility to govern the System."*

In addition to the review and approval by the Board of Regents, the Maryland General Assembly's Administrative, Executive and Legislative Review Committee also examined the revised policies.

Board of Public Works Schedule
Meeting Dates and Item Deadlines
Calendar Year 2021

BPW Meeting	Items Due BPW	Items Due USM
January 6, 2021	December 17, 2020	December 10, 2020
January 27, 2021	January 11, 2021	January 4, 2021
February 10, 2021	January 25, 2021	January 15, 2021
February 24, 2021	February 8, 2021	February 1, 2021
890	February 22, 2021	February 15, 2021
March 24, 2021	March 8, 2021	March 1, 2021
April 7, 2021	March 22, 2021	March 11, 2021
April 21, 2021	April 5, 2021	March 29, 2021
May 5, 2021	April 19, 2021	April 12, 2021
May 19, 2021	May 3, 2021	April 26, 2021
June 2, 2021	May 17, 2021	May 10, 2021
June 16, 2021	May 28, 2021	May 21, 2021
July 7, 2021	June 21, 2021	June 14, 2021
July 28, 2021	July 12, 2021	July 2, 2021
August 11, 2021	July 26, 2021	July 19, 2021
September 1, 2021	August 16, 2021	August 9, 2021
September 22, 2021	September 3, 2021	August 27, 2021
October 6, 2021	September 20, 2021	September 13, 2021
October 20, 2021	October 4, 2021	September 27, 2021
November 3, 2021	October 18, 2021	October 11, 2021
November 17, 2021	November 1, 2021	October 25, 2021
December 1, 2021	November 15, 2021	November 8, 2021
December 15, 2021	November 29, 2021	November 22, 2021
January 5, 2022	December 16, 2021	December 9, 2021

BPW items are due to USM by Close of Business on the date specified in the schedule.

NOTE: Time of the meetings remains at 10:00 a.m. All BPW meetings will be held in the State House unless there is a Bond Sale scheduled in which case the meeting will be held in the Assembly Room of the Treasury Building (these have not been scheduled to date).



TOPIC: Bowie State University: Facilities Master Plan Update

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: April 1, 2021 (presentation and information)

SUMMARY: Bowie State University (BSU) requests Board of Regents approval of this 2020 update to its Facilities Master Plan (FMP).

Bowie State University is in a rural setting centrally located on a scenic and serene wooded tract next to the City of Bowie, between the metropolitan areas of Baltimore (25 miles), Washington D.C. (17 miles), and Annapolis (15 miles). Established in 1865, BSU is the oldest of the four Historically Black Institutions of higher learning in the State of Maryland and the fifth oldest in the nation. Offering 23 undergraduate majors, 20 master's degree programs, 14 specialty certificates and two doctoral programs in a variety of high-demand fields, BSU is one of 11 degree-granting institutions and one research center in the University System of Maryland (USM). The campus is comprised of 342 acres, with over 1.5 million gross square feet of academic and auxiliary space.

The University has followed the 2016 FMP. Since the previous Facilities Master Plan, dated July 2016, the University has undertaken several capital projects. Those include resurfacing parking lots, solar panel installations, roof replacements, Thurgood Marshall Library HVAC refurbishment, the LEED Platinum certified Center for Natural Sciences, Mathematics, and Nursing, and the Entrepreneurship Living Learning Community (ELLC) which is currently under construction. The Martin Luther King, Jr. Communication Arts and Humanities building is currently in design.

Bowie State University's Facilities Master Plan update is based on the University's mission and Strategic Plan, "Racing to Excellence." The update addresses the accomplishments, needs and aspirations of Bowie State University, the projected enrollment growth, growing facility needs, and the constraints on budgets. The Plan acknowledges the fiscal realities of 2021 capital planning while keeping the needs of the institution as paramount, within the long-range vision. This FMP should be viewed as a fluid document that is a conceptual tool and guide for making decisions regarding Bowie State University's physical resources.

The plan was developed through a collaborative effort on the campus that involved faculty, staff, student representatives, Prince George's County, and the City of Bowie. It builds upon the University's commitment to evolve into a more sustainable campus including incorporation of LEED standards for new and major renovation projects, greening of the campus and continual improvements to energy efficiency.

The Master Plan addresses the physical infrastructure to accommodate the growth in the changing character of the University and the deficit in quality academic facilities resulting from twenty years of no capital improvements between 1979 and 2000. The Plan gives particular attention to functional efficiency and aesthetics as it envisions a campus with continuing increasing needs for on campus housing. The needs of a rich and textured campus environment to also support student life are evident from the success of the Student Center, the Center for Natural Sciences, Mathematics and Nursing, the upcoming ELLC and MLK Communication Arts and Humanities Building, the proposed Wellness Center,

Residence Halls, Thurgood Marshall Library Renovation, Public Safety and Communications Complex, and Facilities & Maintenance Building. With the future expansion of high-quality academic programs and an environment that welcomes all people, Bowie State University will fulfill the promise it holds for Maryland.

The FMP also acknowledges the current pandemic and its effect on operations of the University. The FMP includes a Post-Pandemic Scenario Planning Study which develops planning scenarios examining how the University may emerge through and out of the pandemic. The study is included as an appendix to the FMP.

Executive Summary

<https://bowiestate.edu/about/administration-and-governance/division-of-administration-and-finance/office-of-facilities-management/draft--executive-summary.pdf>

Full FMP Draft for Review

<https://bowiestate.edu/about/administration-and-governance/division-of-administration-and-finance/office-of-facilities-management/draft-facilities-report.pdf>

ALTERNATIVE(S): The FMP update documents BSU’s institutional long-term planning objectives and is consistent with the 2016 FMP, the University’s mission, strategic plan, academic plan, and current enrollment growth projections.

FISCAL IMPACT: The FMP Update will present a challenge to the capital and operating budgets to implement. Approval of the Plan Update 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.

CHANCELLOR’S RECOMMENDATION: That the Finance Committee consider the Bowie State University Facilities Master Plan Update and materials 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 Update 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: DATE:

BOARD ACTION: DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923



TOPIC: USM Enrollment Projections: FY 2022-2031

COMMITTEE: Finance

DATE OF COMMITTEE MEETING April 1, 2021

SUMMARY: Board Policy III-4.10—Policy on Enrollment requires the Chancellor, in consultation with the presidents, to present an enrollment plan to the Board each year. Each institution is charged with having a well-coordinated enrollment management strategy based on the short-term realities that support the operating budget request and the long-term campus plan that supports the long-term capital needs. The USM Office works in collaboration with the institutions to provide accurate enrollment projections. The enrollment projections for approval this year follow the anniversary of the global COVID-19 pandemic. These projections were submitted with a belief that enrollment demand will return and campus operations will facilitate the appropriate mix of in-person and remote activity in line with adopted health and safety protocols for in-person interaction.

Highlights of this year’s institutional projections include:

- USM’s aggregate institutional enrollment is projected to decrease 868 students in Fall 2021. (see Table 1 and Table 2).
- USM is projecting a small decrease in FTE (-537) in FY 2022. In most instances, institutional changes in FTE reflect institutional changes in headcount enrollment.
- Over the long term, headcount enrollment for the ten-year period is projected to increase 11,698 students (6.9%) from 170,180 students in Fall 2020 to 181,878 students in Fall 2030. If UMGC is excluded, the projected growth over this period will be 6,848 students (6.1%), which will increase student enrollment from 111,654 in Fall 2020 to 118,502 in Fall 2030.
- Almost all the institutions reported retention increases and new student yield improvements using data modeling, analytics, financial aid optimization, and customer relationship management systems (CRM).

ALTERNATIVE(S): The Committee may discuss and request changes in the projections.

FISCAL IMPACT: The fiscal impact will depend on many factors including the availability of facilities to accommodate students, the programs of study of future students, the availability of faculty, in/out-of-state statuses, and adopted health and safety protocols for in-person interaction. The projected enrollment and enrollment plan support the operating budget request in the near-term and capital budget decisions in the long-term.

CHANCELLOR’S RECOMMENDATION: That the Finance Committee recommend that the Board of Regents approve the enrollment projections, as submitted.

COMMITTEE RECOMMENDATION: _____ DATE: _____

BOARD ACTION: _____ DATE: _____

SUBMITTED BY: Ellen Herbst (301) 445-1923

**USM Enrollment Projections
FY 2022 (Fall 2021) through FY 2031 (Fall 2030)**



**UNIVERSITY SYSTEM
of MARYLAND**

**Submitted to the Board of Regents' Committee on Finance
April 1, 2021**

Office of the Vice Chancellor of Administration and Finance

Enrollment Projections: FY 2022 (Fall 2021) – FY 2031 (Fall 2030)

Overview

The purpose of this annual report is to provide the Board of Regents with the institutional student enrollment and full-time equivalent (FTE) enrollment projections, as required in the *Board of Regents III-4.10 - Policy on Enrollment*. The aggregate and institutional enrollment projections in this report are informed by internal campus strategies for managing enrollment to meet the access mission of the institutions, to increase enrollment in key workforce development areas, and to enhance higher education quality in Maryland. Each USM institution is expected to have a well-coordinated enrollment management function that reflects near-term and long-term operational realities, considering state and national demographic and economic trends, mission-related needs, capital requirements, and a set of annual enrollment targets that are appropriate to achieve the campus' long-term enrollment goal.

An important caveat within this report is that the campuses submitted enrollment projections assuming that in-person activity will be permitted in a way to meet enrollment goals. Without much detail about managing a post-pandemic in-person environment, some of the assumptions are that campuses will have adequate testing, sufficient vaccinations, and effective health practices in place. Another assumption is that the demand for in-person enrollment and residential life is expected to return, and the campuses' variety of strategies for synchronous, asynchronous, remote learning, and distance education options will be deployed in a way to support the campuses' enrollment plans. Total enrollment and full-time equivalent (FTE) in the short term have been adjusted appropriately at the campuses and regional centers (e.g., regional center FTE). Finally, the short-term daytime (e.g., full-time day equivalent or FTDE) or nighttime (full-time night equivalent or FTNE) are not included given unknown in-person density restrictions that may affect when courses are scheduled.

In summary, based on the most recent campus enrollment projections covering the period FY 2022-FY2031, the University System of Maryland projects that the total enrollment for USM will be slightly lower (-868) for Fall 2021 than it was for Fall 2020. This lower enrollment total for USM includes a projected undergraduate decrease (-1,017), being slightly offset by a graduate enrollment increase (+149). Beginning in Fall 2022, however, USM projects that enrollment will begin to rebound incrementally, increasing by an average of 1,400 students per year thereafter through Fall 2030. Overall, the USM's enrollment growth over the next ten years is projected to be 11,698 students and increase total enrollment to 181,878 by Fall 2030.

Highlighted Findings

Tables 1 through 13 summarize the ten-year projections from FY 2022 (Fall 2021) to FY 2030 (Fall 2031) by institution, by student level, and by overall enrollment demand. The tables also provide detailed projections for each institution and for the entire System over this period.

- USM's aggregate institutional enrollment is projected to decrease 868 students in Fall 2021. (see Table 1 and Table 2).
- USM is projecting a small decrease in FTE (-537) in FY 2022. In most instances, campus changes in FTE reflect campus changes in headcount enrollment.
- Over the long term, headcount enrollment for the ten-year period is projected to increase 11,698 students (6.9%) from 170,180 students in Fall 2020 to 181,878 students in Fall 2030. If UMGC is excluded, the projected growth over this period will be 6,848 students (6.1%), which will increase student enrollment from 111,654 in Fall 2020 to 118,502 in Fall 2030.
- Almost all the campuses reported retention increases and new student yield improvements using data modeling, analytics, financial aid optimization, and customer relationship management systems (CRM).

Summary of Fall 2020 Enrollment and Implications for Fall 2021-Fall 2030 Projections

The COVID-19 pandemic required all campuses to pivot quickly to remote instruction in Spring 2020. The Fall 2020 and Spring 2021 semesters were a mixture of in-person and remote instruction. The net result was USM enrollment decreased by more than 2,000 students with an enrollment mix change that included more part-time students. Only three campuses experienced enrollment increases (e.g., UMGC, Bowie, and UMB) and the other campuses saw enrollment decreases. For those institutions with fewer new students than expected in Fall 2020, enrollment will need to recover first before enrollment increases. Enrollment changes and enrollment plans are noted in the institutional summary (below) and the specific campus projections can be found in the appended tables 3-13.

Institutional Summaries*Enrollment Recovery then Long-term Growth*

- The **University of Baltimore** has been transparent with its enrollment challenges over the past few years. Recently, with fewer new students, enrollment is projected to continue to decline during the short term. Currently, UB is strategically changing the enrollment mix to improve financial viability, as well as launching new recruitment analytics and marketing initiatives to improve enrollment in workforce and niche programs. While the new student enrollment numbers are expected to improve immediately, it will take a few years for the total enrollment to recover and for the enrollment mix to change. By 2030, UB projects a 1% total enrollment increase supported by the planned enrollment mix changes that emphasize enrollment growth in graduate professional programs (+20.5%).

- **Salisbury University** was set to exceed enrollment expectations when planning for FY 2021. However, with the pandemic and in-person restrictions, SU experienced a drop in new first-time and transfer students in Fall 2020. Because a significant proportion of SU enrollment is comprised of retained students from the first-time cohorts, the smaller cohort in Fall 2020 will continue to be seen in the enrollment numbers for the next few years, as the Fall 2020 cohort matriculates. The longer-term growth plan moving forward includes continued growth in the graduate population and a return to customary first-time cohort size. In addition, SU is planning for enrollment growth from new transfers on campus and at all three regional centers. By Fall 2030, SU projects a 6.1% increase in enrollment.
- **Towson University** also enrolled a smaller-than-usual first-time cohort in Fall 2020. Many students opted to begin at Maryland community colleges. High retention rates and increased enrollment in high-demand programs bolsters Towson's enrollment plan. A return to the typical or increased new freshmen cohort sizes, with increases to new transfer and new graduate students will increase Towson's enrollment over the long term. In total, Towson projects a 3.4% increase in enrollment that includes growth at both undergraduate and graduate levels.

Enrollment Stability then Long-term Growth

- **Bowie State University** exceeded plans for the Fall 2020 semester, with a 19.5% increase in first-time students. However, concerns about Spring 2021 enrollment and the outlook for the new freshmen cohort for Fall 2021 are less optimistic. Because of this, Bowie is projecting a similar new freshmen cohort size and undergraduate enrollment more consistent with Fall 2019's numbers than Fall of 2020. Looking long term, with new housing facilities, new programs, and expected retention increases, Bowie is projecting enrollment growth of nearly 550 undergraduates (+10.3%). Financial challenges associated with the pandemic as well as stricter immigration policies impacted graduate student enrollment. Bowie expects some foreign student enrollment recovery and graduate enrollment growth of more to meet the projected long-term graduate enrollment increase (+35%) by Fall 2030.
- **Frostburg State University** is also projecting stable enrollment in the near-term following four years of decreasing enrollment. These recent decreases were attributed to increased competition regionally with competitive pricing for Maryland students to study out-of-state at nearby regional campuses such as Shippensburg University in Pennsylvania and West Virginia's Shepherd University and their flagship, West Virginia University. To adjust, Frostburg has implemented data-driven decision making through advanced analytics that calibrate yield with admissions financial aid offers to improve new-student input efficiently. Frostburg also changed athletic conferences to compete with the neighboring regional universities, which has increased new students and expanded athletics rosters. Citing competitive advantages, new programs, retention improvements, and new partnerships, Frostburg projects its enrollment will increase 3%, for both the undergraduate and graduate enrollment, by Fall 2030.

- **University of Maryland Eastern Shore** turned to new recruiting strategies and implemented new analytics in recent years to better recruit and yield new students. UMES also expanded its applicant pool and increased exposure in key high schools through data-driven efforts and improved brand recognition. UMES' success has been evident with larger first-time cohorts and better retention in the recent years leading up to Fall 2020. Like many campuses, the pandemic hurt UMES' undergraduate student enrollment, and, although the campus enrolled almost the same cohort size, hundreds of committed students opted out at the last minute and stalled the planned enrollment recovery. Moving forward, the campus is committed to using data to improve the yield of applicants by optimizing financial aid offers and responding to applicants with aid packages within two weeks. UMES is also planning to grow its transfer student population by improving the campus culture and infrastructure to support transfer students on campus and at the regional centers. The initial focus for this initiative will be seen through increased information distribution, specific to transfer students, and expanded articulation agreements with more community colleges. Finally, Fall 2020 graduate enrollment increased 4% and UMES plans to build on this increase. In total, the enrollment is projected to increase 18.6% by Fall 2030 through new program enrollment, expansion of high-demand programs, retention, and data-influenced initiatives.
- The **University of Maryland Global Campus** experienced unexpected growth in 2020 due to the pandemic and resulting increase in demand for online undergraduate programs. As cited last year, the increased competition in the online space, as well as the recent increase in remote education opportunities at traditional institutions during the pandemic have decreased enrollment especially at the graduate level. The volatility and new competition are the main reasons why UMGC is focused on enrollment stability in the short term. UMGC expects resolutions to factors that limit new academic program expansion as well as plans to create more learning opportunities to meet workforce needs of working adults (e.g., military tuition expansions in non-credit instruction, corporate partnerships, and other alternative-learning needs). Over the long term, UMGC projects 8.3% total enrollment growth for both undergraduate and graduate enrollment, with new academic programs in high-demand areas, increases in retention, and increases from national enrollment expansion.

Enrollment Stability with Long-term Enrollment Mix Change

- The **University of Maryland, College Park** has committed to an approximate 40,500 enrollment size plus or minus a few hundred students. UMCP enrollment demand continues to increase, and the campus is confident it will meet the enrollment goals in the short term and long term. Although the campus retention is very predictable, the campus cited a lack of modeling precision that would better refine the expected yield-rate outcomes with the increased demand and size of the first-time applicant pools. Therefore, UMCP does not commit to an enrollment plan but meets the expected undergraduate size with a variable ratio mix of first-time students and transfers students. While the campus will be managed according to the same undergraduate size, the campus enrollment projections include a long-term enrollment mix change with at least 500 more part-time

undergraduate students (+27.1% compared to Fall 2019) each year through Fall 2030. Immigration policies affected graduate enrollment and it is expected to rebound. However, UMCP is projecting a longer-term recovery but with 400 fewer full-time graduate students (-5.1% compared to Fall 2019) each year through Fall 2030.

Enrollment Growth

- **Coppin State University** projects increased enrollment in the near term and long term. The planned growth strategy includes data-driven efforts and implementation of CRM modules for enrolling new students and offering new pathways. These pathways include dual enrollment in high school and options for working adults. The campus recently added more degree and certificate programs and expanded partnerships with community colleges to increase enrollment. Coppin also projects enrollment increases for current health-related, high-demand graduate programs by meeting workforce demands with recent curricular credit-hour increases including enhancements to their counseling programs. Coppin is also focused on expanding on-campus housing to provide the support and academic environment needed by its students. In total, Coppin's long-term projections of 35% growth by 2030 will come from increasing new-student enrollment in the short term and increasing total enrollment with the retention of the larger cohorts over the long term.
- **University of Maryland, Baltimore** projects a couple dozen more students in the Fall 2021 enrollment projection compared to Fall 2020. Over the long term, most of the change is at the undergraduate level (+12.7%), with a plan to increase new transfers. Included in the enrollment projections is planned growth and enrollment shifts for academic programs located at USG. Each year, UMB has projected small, incremental growth over the next ten years, with a total increase of 1.1% by Fall 2030.
- **University of Maryland, Baltimore County** is the third institution with plans to grow every year beginning in Fall 2021. Fall 2020 was supposed to be the first year of the growth plan, and UMBC met the new student enrollment goals. However, as UMBC improves its institutional profile, not only do the retention and graduation rates improve, but this success tends to decrease time-to-degree, which means students leave the institution with a degree earlier than previous cohorts. Like attrition, this improvement in the time-to-degree calculation means the institution must set higher new student enrollment goals to maintain the size or grow. To be successful, UMBC procured CRM and deployed evidence-based analytics to improve yield precision and intervene with prospective students to decrease cancellations. In addition, the institution is utilizing analytics and developing processes for managing enrollment in course sections, expanding enrollment in high-demand programs, providing academic advising, and increasing transfer enrollment. While UMBC is still limited by its program mix, the institution has found ways to increase enrollment efficiently in high-demand programs on campus and at USG. The graduate enrollment is a strategic area of focus for meeting workforce needs and leveraging their tech center and high-demand programs. UMBC projects its graduate enrollment will

double by Fall 2030. In total, UMBC projects 24.6% enrollment increase over the next 10 years.

Summary

The aggregate annual enrollment is projected to decrease in Fall 2021 by 862 students (-0.5%). These plans reflect the short-term enrollment challenges of the COVID-19 pandemic. Additional challenges include enrollment shifts of new, first-time students, opting to begin at greater rates in Maryland community colleges, delayed enrollment, as well as increased enrollment in online programs. At the graduate level, some institutions cited the national policy impacts of foreign student enrollment. In the short term, fewer new students in Fall 2020 will negatively impact enrollment in subsequent years, until the new student cohort sizes are restored.

The ten-year enrollment plans for the USM are increasingly flat with lower long-term enrollment growth than previous enrollment projections. Most institutions are committed to data-driven efforts to improve recruitment, new student yield, marketing, and retention. Some institutions have new high-demand programs to meet workforce needs as well as plans to offer alternative instruction through non-degree pathways and partnerships with businesses.

In summary, the aggregate enrollment plan for the University System of Maryland reflects the commitments of the institutions to their missions and the shared goal of fulfilling Maryland's workforce. The plans also seek to enhance the quality of higher education within Maryland and respond to an environment of increased enrollment competition. Finally, these plans were created with a short-term future expected to increasing return to normal with the ability to offer more in-person instruction and accommodate more students in residential housing.

Table 1
UNIVERSITY SYSTEM OF MARYLAND
ENROLLMENT PROJECTIONS
USM Sytemwide Projections

FALL SEMESTER													
Fall Student Data	Actual	Fall Headcount Projections										Change From	
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Number	Percent
Headcount Total	170,180	169,312	170,737	172,538	174,225	175,526	176,780	178,038	179,308	180,587	181,878	11,698	6.9%
Undergraduate Total	131,214	130,197	130,873	131,988	133,332	134,210	135,133	136,057	136,944	137,886	138,840	7,626	5.8%
Full-time	83,537	82,506	83,076	83,734	84,527	84,965	85,443	85,921	86,360	86,847	87,339	3,802	4.6%
Part-time	47,677	47,691	47,797	48,254	48,805	49,245	49,690	50,136	50,584	51,039	51,500	3,823	8.0%
Grad./First Prof. Total	38,966	39,115	39,863	40,551	40,893	41,316	41,647	41,981	42,364	42,702	43,038	4,072	10.4%
Full-time	16,936	17,112	17,364	17,589	17,727	17,835	17,866	17,902	17,964	17,999	18,031	1,095	6.5%
Part-time	22,030	22,003	22,500	22,961	23,165	23,481	23,781	24,079	24,400	24,703	25,007	2,977	13.5%
FTDE or FTNE Students	N/A	N/A	49,218	51,203	51,959	52,464	52,891	53,320	53,746	54,192	54,641	N/A	N/A

N/A - Not Applicable Due to COVID Restrictions

FISCAL YEAR Full-Time Equivalent (FTE)

	Est.	Fiscal Year FTE Projections										Change From	
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Number	Percent
Total University FTE Students	130,363	129,825	130,940	132,288	133,590	134,459	135,347	136,225	137,137	138,065	138,979	8,617	6.6%

Table 2
UNIVERSITY SYSTEM OF MARYLAND
ENROLLMENT PROJECTIONS
USM Sytemwide Projections without UMGC

FALL SEMESTER													
Fall Student Data	Actual	Fall Headcount Projections										Change From	
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Number	Percent
Headcount Total	111,654	110,786	112,211	113,427	114,522	115,227	115,878	116,526	117,181	117,840	118,502	6,848	6.1%
Undergraduate Total	84,134	83,117	83,793	84,437	85,306	85,704	86,141	86,575	86,968	87,409	87,859	3,725	4.4%
Full-time	73,112	72,081	72,651	73,204	73,893	74,224	74,595	74,964	75,293	75,670	76,051	2,939	4.0%
Part-time	11,022	11,036	11,142	11,233	11,413	11,480	11,546	11,611	11,674	11,740	11,808	786	7.1%
Grad./First Prof. Total	27,520	27,669	28,417	28,990	29,217	29,523	29,736	29,951	30,214	30,430	30,644	3,124	11.4%
Full-time	16,800	16,976	17,228	17,452	17,589	17,695	17,725	17,759	17,820	17,853	17,884	1,084	6.5%
Part-time	10,720	10,693	11,190	11,538	11,628	11,828	12,012	12,192	12,394	12,577	12,760	2,040	19.0%
FTDE or FTNE Students	N/A	N/A	49,218	51,203	51,959	52,464	52,891	53,320	53,746	54,192	54,641	N/A	N/A

N/A - Not Applicable Due to COVID Restrictions

FISCAL YEAR Full-Time Equivalent (FTE)

	Est.	Fiscal Year FTE Projections										Change From	
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Number	Percent
Total University FTE Students	92,985	92,447	93,562	94,536	95,460	95,948	96,452	96,941	97,459	97,991	98,504	5,520	5.9%

Table 3
UNIVERSITY SYSTEM OF MARYLAND
ENROLLMENT PROJECTIONS
Bowie State University

FALL SEMESTER													
Fall Student Data	Actual	Fall Headcount Projections										Change From Fall 2020 - Fall 2030	
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Number	Percent
Headcount Total	6,250	6,171	6,325	6,499	6,587	6,676	6,765	6,854	6,943	7,032	7,115	865	13.8%
Undergraduate Total	5,354	5,227	5,375	5,451	5,515	5,580	5,645	5,710	5,775	5,840	5,905	551	10.3%
Full-time	4,429	4,329	4,461	4,524	4,577	4,631	4,685	4,739	4,793	4,847	4,901	472	10.7%
Part-time	925	898	914	927	938	949	960	971	982	993	1,004	79	8.5%
Grad./First Prof. Total	896	944	950	1,048	1,072	1,096	1,120	1,144	1,168	1,192	1,210	314	35.0%
Full-time	444	476	480	482	493	504	515	526	537	548	557	113	25.5%
Part-time	452	468	470	566	579	592	605	618	631	644	653	201	44.5%
FTDE or FTNE Students	N/A	N/A	4,593	4,707	4,770	4,833	4,895	4,958	5,020	5,083	5,142	N/A	N/A

N/A - Not Applicable Due to COVID Restrictions

FISCAL YEAR Full-Time Equivalent (FTE)													
	Est.	Fiscal Year FTE Projections										Change From FY 2021 - FY 2031	
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Number	Percent
Total University FTE Students	4,900	5,084	5,216	5,349	5,420	5,492	5,563	5,634	5,705	5,776	5,843	943	19.2%

Table 4
UNIVERSITY SYSTEM OF MARYLAND
ENROLLMENT PROJECTIONS
Coppin State University

FALL SEMESTER													
Fall Student Data	Actual	Fall Headcount Projections										Change From	
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Number	Percent
Headcount Total	2,348	2,531	2,581	2,633	3,003	3,033	3,064	3,097	3,128	3,160	3,192	844	35.9%
Undergraduate Total	2,108	2,266	2,310	2,356	2,687	2,713	2,740	2,767	2,794	2,822	2,849	741	35.2%
Full-time	1,606	1,595	1,627	1,659	1,892	1,911	1,930	1,949	1,968	1,988	2,007	401	25.0%
Part-time	502	671	683	697	795	802	810	818	826	834	842	340	67.7%
Grad./First Prof. Total	240	265	271	277	316	320	324	330	334	338	343	103	42.9%
Full-time	74	88	90	92	105	107	109	112	114	116	118	44	59.5%
Part-time	166	177	181	185	211	213	215	218	220	222	225	59	35.5%
FTDE or FTNE Students	N/A	N/A	1,534	1,611	1,836	1,854	1,873	1,892	1,911	1,930	1,949	N/A	N/A

N/A - Not Applicable Due to COVID Restrictions

FISCAL YEAR Full-Time Equivalent (FTE)													
	Est.	Fiscal Year FTE Projections										Change From	
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Number	Percent
Total University FTE Students	1,918	2,067	2,108	2,151	2,453	2,478	2,503	2,530	2,555	2,581	2,607	689	35.9%

Table 5
UNIVERSITY SYSTEM OF MARYLAND
ENROLLMENT PROJECTIONS
Frostburg State University

FALL SEMESTER													
Fall Student Data	Actual	Fall Headcount Projections										Change From Fall 2020 - Fall 2030	
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Number	Percent
Headcount Total	4,857	4,872	4,886	4,901	4,916	4,930	4,945	4,960	4,975	4,990	5,005	148	3.0%
Undergraduate Total	4,119	4,131	4,144	4,156	4,169	4,181	4,194	4,206	4,219	4,232	4,244	125	3.0%
Full-time	3,221	3,231	3,240	3,250	3,260	3,270	3,279	3,289	3,299	3,309	3,319	98	3.0%
Part-time	898	901	903	906	909	912	914	917	920	923	925	27	3.0%
Grad./First Prof. Total	738	740	742	745	747	749	751	754	756	758	760	22	3.0%
Full-time	245	246	246	247	248	249	249	250	251	252	252	7	3.0%
Part-time	493	494	496	497	499	500	502	503	505	506	508	15	3.0%
FTDE or FTNE Students	N/A	N/A	3,434	3,441	3,448	3,455	3,461	3,468	3,475	3,482	3,489	N/A	N/A

N/A - Not Applicable Due to COVID Restrictions

FISCAL YEAR Full-Time Equivalent (FTE)													
	Est.	Fiscal Year FTE Projections										Change From FY 2021 - FY 2031	
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Number	Percent
Total University FTE Students	3,977	3,985	3,993	4,001	4,009	4,017	4,025	4,033	4,041	4,049	4,057	80	2.0%

Table 6
UNIVERSITY SYSTEM OF MARYLAND
ENROLLMENT PROJECTIONS
Salisbury University

FALL SEMESTER													
Fall Student Data	Actual	Fall Headcount Projections										Change From Fall 2020 - Fall 2030	
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Number	Percent
Headcount Total	8,124	7,880	7,959	8,039	8,119	8,200	8,282	8,365	8,449	8,533	8,619	495	6.1%
Undergraduate Total	7,150	6,905	6,969	7,034	7,099	7,165	7,232	7,295	7,359	7,423	7,489	339	4.7%
Full-time	6,621	6,380	6,439	6,499	6,559	6,621	6,682	6,740	6,799	6,859	6,919	298	4.5%
Part-time	529	525	530	535	540	544	550	555	560	564	570	41	7.7%
Grad./First Prof. Total	974	975	990	1,005	1,020	1,035	1,050	1,070	1,090	1,110	1,130	156	16.0%
Full-time	533	549	558	566	575	583	591	603	614	625	637	104	19.4%
Part-time	441	426	432	439	445	452	459	467	476	485	493	52	11.9%
FTDE or FTNE Students	N/A	N/A	6,384	6,447	6,512	6,577	6,643	6,709	6,776	6,844	6,913	N/A	N/A

N/A - Not Applicable Due to COVID Restrictions

FISCAL YEAR Full-Time Equivalent (FTE)													
Total University FTE Students	Est.	Fiscal Year FTE Projections										Change From FY 2021 - FY 2031	
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Number	Percent
Total University FTE Students	7,198	7,047	7,117	7,189	7,261	7,333	7,406	7,481	7,555	7,631	7,707	510	7.1%

Table 7
UNIVERSITY SYSTEM OF MARYLAND
ENROLLMENT PROJECTIONS
Towson University

FALL SEMESTER													
Fall Student Data	Actual	Fall Headcount Projections										Change From	
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Number	Percent
Headcount Total	21,917	21,265	21,585	21,917	22,021	22,126	22,231	22,337	22,443	22,549	22,657	740	3.4%
Undergraduate Total	18,730	18,075	18,350	18,640	18,733	18,827	18,921	19,016	19,111	19,206	19,302	572	3.1%
Full-time	16,238	15,700	15,925	16,190	16,271	16,352	16,434	16,516	16,599	16,682	16,765	527	3.2%
Part-time	2,492	2,375	2,425	2,450	2,462	2,475	2,487	2,499	2,512	2,524	2,537	45	1.8%
Grad./First Prof. Total	3,187	3,190	3,235	3,277	3,288	3,299	3,310	3,321	3,332	3,343	3,354	167	5.3%
Full-time	1,058	1,060	1,075	1,090	1,092	1,094	1,097	1,099	1,101	1,103	1,105	47	4.5%
Part-time	2,129	2,130	2,160	2,187	2,196	2,205	2,213	2,222	2,231	2,240	2,249	120	5.6%
FTDE or FTNE Students	N/A	N/A	13,536	13,762	13,830	13,899	13,969	14,039	14,109	14,180	14,250	N/A	N/A

N/A - Not Applicable Due to COVID Restrictions

FISCAL YEAR Full-Time Equivalent (FTE)													
	Est.	Fiscal Year FTE Projections										Change From	
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Number	Percent
Total University FTE Students	17,885	17,297	17,551	17,831	17,917	18,003	18,090	18,176	18,264	18,352	18,439	554	3.1%

Table 8
UNIVERSITY SYSTEM OF MARYLAND
ENROLLMENT PROJECTIONS
University of Baltimore

FALL SEMESTER													
Fall Student Data	Actual	Fall Headcount Projections										Change From Fall 2020 - Fall 2030	
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Number	Percent
Headcount Total	4,169	4,079	4,029	4,003	4,035	4,070	4,105	4,130	4,170	4,185	4,200	31	0.7%
Undergraduate Total	1,899	1,825	1,815	1,808	1,810	1,815	1,820	1,825	1,835	1,840	1,850	-49	-2.6%
Full-time	1,050	1,009	1,004	1,000	1,001	1,004	1,006	1,009	1,015	1,017	1,023	-27	-2.6%
Part-time	849	816	811	808	809	811	814	816	820	823	827	-22	-2.6%
Grad. Total	1,523	1,485	1,377	1,339	1,355	1,375	1,400	1,410	1,435	1,445	1,450	-73	-4.8%
Full-time	347	338	314	305	309	313	319	321	327	329	330	-17	-4.8%
Part-time	1,176	1,147	1,063	1,034	1,046	1,062	1,081	1,089	1,108	1,116	1,120	-56	-4.8%
First Prof. Total	747	769	837	856	870	880	885	895	900	900	900	153	20.5%
Full-time	702	723	787	804	818	827	832	841	846	846	846	144	20.5%
Part-time	45	46	50	52	52	53	53	54	54	54	54	9	20.5%
FTDE or FTNE Students	N/A	N/A	N/A	1,041	1,049	1,058	1,067	1,074	1,084	1,088	1,092	N/A	N/A

N/A - Not Applicable Due to COVID Restrictions

FISCAL YEAR Full-Time Equivalent (FTE)													
	Actual	Est.	Fiscal Year FTE Projections									Change From FY 2021 - FY 2031	
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Number	Percent
Total University FTE Students [AY]	2,931	2,695	2,708	2,726	2,748	2,763	2,782	2,782	2,815	2,835	2,835	140	5.2%

Table 9
 UNIVERSITY SYSTEM OF MARYLAND
 ENROLLMENT PROJECTIONS
 University of Maryland, Baltimore

FALL SEMESTER													
Fall Student Data	Actual	Fall Headcount Projections										Change From Fall 2020 to Fall 2030	
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Number	Percent
Headcount Total	7,137	7,154	7,390	7,373	7,266	7,256	7,250	7,242	7,219	7,215	7,213	76	1.1%
Undergraduate Total	898	906	960	996	1,010	1,010	1,012	1,012	1,012	1,012	1,012	114	12.7%
Full-time	707	738	789	825	838	838	839	839	839	839	839	132	18.7%
Part-time	191	168	171	171	172	172	173	173	173	173	173	-18	-9.4%
Grad./First Prof. Total	6,239	6,248	6,430	6,377	6,256	6,246	6,238	6,230	6,207	6,203	6,201	-38	-0.6%
Full-time	4,372	4,352	4,372	4,397	4,395	4,378	4,363	4,348	4,323	4,318	4,313	-59	-1.3%
Part-time	1,867	1,896	2,058	1,980	1,861	1,868	1,875	1,882	1,884	1,885	1,888	21	1.1%
FTDE or FTNE Students	N/A	N/A	7,162	7,178	7,125	7,106	7,093	7,078	7,053	7,048	7,044	N/A	N/A

N/A - Not Applicable Due to COVID Restrictions

FISCAL YEAR													
Fiscal Year Full-Time Equivalent Data	Est.										Change From FY 2021 to FY 2026		
	2021	2022	2023	2024	2025	Projections					2031	Number	Percent
Total University FTE Students	7,130	7,079	7,239	7,257	7,204	7,185	7,172	7,157	7,132	7,127	7,123	-7	-0.1%

Table 10
UNIVERSITY SYSTEM OF MARYLAND
ENROLLMENT PROJECTIONS
 University of Maryland, Baltimore County

FALL SEMESTER													Change From	
Fall Student Data	Actual	Fall Headcount Projections										Fall 2020 to Fall 2030		
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Number	Percent	
Headcount Total	13,497	13,586	14,125	14,729	15,187	15,541	15,784	16,033	16,287	16,546	16,812	3,315	24.6%	
Undergraduate Total	10,932	10,912	11,130	11,464	11,808	12,044	12,164	12,286	12,409	12,533	12,658	1,726	15.8%	
Full-time	9,220	9,216	9,401	9,683	9,973	10,172	10,274	10,377	10,481	10,586	10,691	1,471	16.0%	
Part-time	1,712	1,695	1,729	1,781	1,835	1,871	1,890	1,909	1,928	1,947	1,967	255	14.9%	
Grad./First Prof. Total	2,565	2,675	2,995	3,265	3,379	3,498	3,620	3,747	3,878	4,014	4,154	1,589	62.0%	
Full-time	1,216	1,318	1,321	1,324	1,327	1,329	1,331	1,333	1,335	1,336	1,337	121	10.0%	
Part-time	1,349	1,356	1,674	1,941	2,052	2,168	2,289	2,414	2,543	2,677	2,817	1,468	108.8%	
FTDE or FTNE Students	N/A	N/A	10,019	10,409	10,730	10,969	11,123	11,279	11,439	11,601	11,767	N/A	N/A	

N/A - Not Applicable Due to COVID Restrictions

FISCAL YEAR Full-Time Equivalent (FTE)

	Est.	Fiscal Year FTE Projections										Change From	
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Number	Percent
Total University FTE Students	10,875	10,972	11,358	11,810	12,174	12,449	12,628	12,810	12,996	13,186	13,380	2,477	22.7%

**Table 11
INTERNAL DRAFT OF
UNIVERSITY SYSTEM OF MARYLAND
ENROLLMENT PROJECTIONS
University of Maryland, College Park**

FALL SEMESTER													
Fall Student Data	Actual	Fall Headcount Projections										Change From Fall 2020 - Fall 2030	
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Number	Percent
Headcount Total	40,709	40,600	40,650	40,600	40,600	40,550	40,550	40,550	40,550	40,550	40,550	-159	-0.4%
Undergraduate Total	30,875	30,800	30,650	30,400	30,300	30,150	30,150	30,150	30,100	30,100	30,100	-775	-2.5%
Full-time	28,160	28,028	27,892	27,664	27,573	27,437	27,437	27,437	27,391	27,391	27,391	-769	-2.7%
Part-time	2,715	2,772	2,758	2,736	2,727	2,713	2,713	2,713	2,709	2,709	2,709	-6	-0.2%
Grad./First Prof. Total	9,834	9,800	10,000	10,200	10,300	10,400	10,400	10,400	10,450	10,450	10,450	616	6.3%
Full-time	7,334	7,357	7,509	7,661	7,737	7,813	7,813	7,813	7,851	7,851	7,851	517	7.0%
Part-time	2,374	2,323	2,371	2,419	2,443	2,467	2,467	2,467	2,479	2,479	2,479	105	4.4%
Vet Med	126	120	120	120	120	120	120	120	120	120	120	-6	-4.8%
FTDE or FTNE Students	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

N/A - Not Applicable Due to COVID Restrictions & Not Projected by UMCP

FISCAL YEAR Full-Time Equivalent (FTE)													
	Est.	Fiscal Year FTE Projections										Change From FY 2021 - FY 2031	
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Number	Percent
Total University FTE Students	33,700	33,700	33,700	33,600	33,600	33,500	33,500	33,500	33,500	33,500	33,500	-200	-0.6%

Table 12
UNIVERSITY SYSTEM OF MARYLAND
ENROLLMENT PROJECTIONS
 University of Maryland Eastern Shore

FALL SEMESTER													
Fall Student Data	Actual	Fall Headcount Projections										Change From	
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Number	Percent
Headcount Total	2,647	2,648	2,681	2,733	2,788	2,844	2,901	2,959	3,018	3,078	3,140	493	18.6%
Undergraduate Total	2,069	2,070	2,091	2,132	2,175	2,218	2,262	2,308	2,354	2,401	2,449	380	18.4%
Full-time	1,860	1,855	1,874	1,911	1,949	1,988	2,028	2,069	2,110	2,152	2,195	335	18.0%
Part-time	209	215	217	221	226	230	235	240	245	249	254	45	21.7%
Grad./First Prof. Total	578	578	590	601	613	626	638	651	664	677	691	113	19.5%
Full-time	349	349	356	363	370	378	385	393	401	409	417	68	19.5%
Part-time	228	229	234	238	243	248	253	258	263	268	274	46	20.0%
FTDE or FTNE Students	NA	NA	2,556	2,607	2,659	2,712	2,767	2,822	2,878	2,936	2,995	N/A	N/A

N/A - Not Applicable Due to COVID Restrictions

FISCAL YEAR Full-Time Equivalent (FTE)													
	Est.	Fiscal Year FTE Projections										Change From	
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Number	Percent
Total University FTE Students	2,471	2,520	2,571	2,622	2,675	2,728	2,783	2,838	2,895	2,953	3,012	541	21.9%

Table 13
UNIVERSITY SYSTEM OF MARYLAND
ENROLLMENT PROJECTIONS
 University of Maryland Global Campus

FALL SEMESTER													
Fall Student Data	Actual	Fall Headcount Projections										Change From	
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Number	Percent
Headcount Total	58,526	58,526	58,526	59,111	59,702	60,299	60,902	61,511	62,127	62,748	63,375	4,849	8.3%
Undergraduate Total	47,080	47,080	47,080	47,551	48,026	48,507	48,992	49,482	49,976	50,476	50,981	3,901	8.3%
Full-time	10,425	10,425	10,425	10,529	10,635	10,741	10,848	10,957	11,066	11,177	11,289	864	8.3%
Part-time	36,655	36,655	36,655	37,022	37,392	37,766	38,143	38,525	38,910	39,299	39,692	3,037	8.3%
Grad./First Prof. Total	11,446	11,446	11,446	11,560	11,676	11,793	11,911	12,030	12,150	12,272	12,394	948	8.3%
Full-time	136	136	136	137	139	140	142	143	144	146	147	11	8.3%
Part-time	11,310	11,310	11,310	11,423	11,537	11,653	11,769	11,887	12,006	12,126	12,247	937	8.3%
FTDE or FTNE Students	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

N/A - Not Applicable Due to COVID Restrictions & Not Projected by UMGC because of Distance Education Mission

FISCAL YEAR Full-Time Equivalent (FTE)													
	Est.	Fiscal Year FTE Projections										Change From	
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Number	Percent
Total University FTE Students	37,378	37,378	37,378	37,752	38,129	38,511	38,896	39,285	39,678	40,074	40,475	3,097	8.3%



TOPIC: University System of Maryland: Self-Support Charges and Fees for FY 2022

COMMITTEE: Finance Committee

DATE OF COMMITTEE MEETING: April 1, 2021

SUMMARY: The procedure for approving student-related tuition, fees, and charges is a two-part process. This item involves the approval of room, board, and parking rates.

Proposed increases in the typical annual dormitory charge are listed below:

\$7,755 to \$8,072	4.1%	University of Maryland, College Park
\$5,758 to \$5,931	3.0%	Bowie State University
\$7,446 to \$7,632	2.5%	Towson University
\$5,514 to \$5,514	0.0%	University of Maryland Eastern Shore
\$5,274 to \$5,382	2.0%	Frostburg State University
\$5,985 to \$6,284	5.0%	Coppin State University
\$6,950 to \$7,200	3.6%	Salisbury University
\$7,234 to \$7,310	1.1%	UMBC

To accommodate the variation in the beginning dates of its academic programs, University of Maryland, Baltimore charges a daily rate. Their FY 2022 rate for a one-bedroom apartment will be \$38.52 (no increase is proposed). Coppin's increase is due to a plan to provide elevators in both dorms and upgrades to the bathrooms. The percent increases for board range from no increase at University of Maryland Eastern Shore to an increase of 4.0% at Frostburg State University and Coppin State University.

In accordance with USM Policy VIII-2.50, institutions are required to meet with student groups, who have a formal role in the discussion and review of proposed fees and changes to existing fees. A brief summary of the student engagement process is attached, beginning on page 8.

ALTERNATIVE(S): The expenditures planned for each self-supported activity are based on the revenue produced from the schedule of charges. A decrease in the charge structure would require a corresponding decrease in planned expenditures.

FISCAL IMPACT: The proposed charges and fees are determined to be the amount required to produce the revenue for the individual activities to operate on a viable fiscal basis without accumulating a deficit or postponing required expenditures to a future year.

CHANCELLOR'S RECOMMENDATION: That the Finance Committee recommend that the Board of Regents approve the proposed self-support charges and fees for FY 2022 as set forth in the attachment.

COMMITTEE RECOMMENDATION:

DATE:

BOARD ACTION:

DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923

"NOTE: Notwithstanding any other provision of this or any other University System of Maryland publication, the University System of Maryland reserves the right to make changes in tuition, fees, and other charges at any time such changes are deemed necessary by the University System of Maryland institutions and the University System of Maryland Board of Regents."

**UNIVERSITY SYSTEM OF MARYLAND
ADJUSTMENTS TO SELF-SUPPORT CHARGES AND FEES FOR FY 2022**

	<u>FY 2021</u>	<u>FY 2022</u>	<u>Change</u> \$	<u>%</u>
<u>UMB</u>				
<u>ROOM AND BOARD</u>				
HOUSING PER APARTMENT*				
PASCAULT ROW (Daily - includes utilities & fully furnished)				
EFFICIENCY	32.22	32.22	0.00	0.0%
1 BEDROOM	38.52	38.52	0.00	0.0%
2 BEDROOM-TOTAL	54.69	54.69	0.00	0.0%
2 BEDROOM-per person	27.34	27.34	0.00	0.0%
NEW RENOVATED PASCAULT ROW (Daily - includes utilities & fully furnished)				
EFFICIENCY	33.80	33.80	0.00	0.0%
1 BEDROOM	40.10	40.10	0.00	0.0%
2 BEDROOM-TOTAL	56.27	56.27	0.00	0.0%
2 BEDROOM-per person	28.92	28.92	0.00	0.0%
SPOUSE/DOMESTIC PARTNER (Flat Monthly Rate - includes utilities & fully furnished)				
EFFICIENCY	200.00	200.00	0.00	0.0%
1 BEDROOM	200.00	200.00	0.00	0.0%
2 BEDROOM-TOTAL	200.00	200.00	0.00	0.0%
2 BEDROOM-per person	200.00	200.00	0.00	0.0%
DAILY STORAGE RATE	9.20	9.20	0.00	0.0%
<u>PARKING</u>				
STUDENTS				
DAILY LEXINGTON GARAGE	6.00	6.00	0.00	0.0%
LEXINGTON MARKET ROOF-MONTHLY	45.00	45.00	0.00	0.0%
MARKET CENTER PER SEMESTER	180.00	180.00	0.00	0.0%
MARKET CENTER - YEARLY	360.00	360.00	0.00	0.0%
*A daily-only rate is to accommodate the variation in the beginning dates of the academic programs. Resident contracts are still for the semester or the year.				
<u>UMCP</u>				
<u>ROOM AND BOARD</u>				
ROOM*	7,755	8,072	317	4.1%
BOARD (POINT PLAN)	4,760	4,916	156	3.3%
<u>PARKING FEE</u>				
STUDENT - RESIDENT	649	669	20	3.1%
STUDENT - COMMUTER	336	346	10	3.0%

*The rate for a standard double room is \$8,072. A surcharge may be applied for such items as a single room, a room with air conditioning, room with a private bath. A discount may apply for triple or quad rooms, double room without air conditioning or structural triple. See Appendix A for detail.

**UNIVERSITY SYSTEM OF MARYLAND
ADJUSTMENTS TO SELF-SUPPORT CHARGES AND FEES FOR FY 2022**

	<u>FY 2021</u>	<u>FY 2022</u>	<u>Change</u> \$	%
<u>Bowie</u>				
<u>ROOM AND BOARD</u>				
ROOM				
TOWERS				
DOUBLE	5,758	5,931	173	3.0%
SINGLE	6,195	6,381	186	3.0%
ALEX HALEY				
DOUBLE	6,775	6,978	203	3.0%
SINGLE	7,617	7,846	229	3.0%
QUAD	6,034	6,215	181	3.0%
TUBMAN & HOLMES				
DOUBLE	5,510	5,675	165	3.0%
SINGLE	5,981	6,160	179	3.0%
TRIPLE	4,945	5,093	148	3.0%
KENNARD				
DOUBLE	5,595	5,763	168	3.0%
SINGLE	6,065	6,247	182	3.0%
TRIPLE	5,016	5,166	150	3.0%
GOODLOE				
DOUBLE	6,535	6,731	196	3.0%
SINGLE	7,049	7,260	211	3.0%
ENCLAVE Apartments (Temporary)*	11,445	0	N/A	N/A
ENTREPRENEURSHIP LIVING LEARNING COMPLEX (new)**				
DOUBLE SEMI-SUITE (Two double occupancy bdrms; 4 beds)	0	7,550	N/A	N/A
DOUBLE SEMI-SUITE (Two rooms; single occupancy; 2 beds)	0	9,450	N/A	N/A
DOUBLE SUITE (Two double occupancy bdrms; 4 beds)	0	9,350	N/A	N/A
DOUBLE SEMI-SUITE (Shared suite; double occupancy; 2 beds)	0	9,300	N/A	N/A
SINGLE SUITE (Two bdrm suites; single occupancy; 2 beds)	0	10,850	N/A	N/A
SINGLE SEMI-SUITE	0	11,100	N/A	N/A
SINGLE SUITE	0	11,500	N/A	N/A
BOARD				
GOLD 19 MEAL PLAN W/\$200 FLEX	4,700	4,841	141	3.0%
GOLD 14 MEAL PLAN W/\$225 FLEX	4,700	4,841	141	3.0%
GOLD 10 MEAL PLAN W/\$275 FLEX	3,850	3,966	116	3.0%
CMRC 5 MEAL PLAN W/NO FLEX (CMRC Only)	1,680	1,730	50	3.0%
CMRC 5 MEAL PLAN W/\$100 FLEX (CMRC Only)	1,880	1,931	51	2.7%
CMRC 7 MEAL PLAN W/NO FLEX (CMRC Only)	2,300	2,399	99	4.3%
CMRC 7 MEAL PLAN W/\$150 FLEX (CMRC Only)	2,600	2,699	99	3.8%
COMMUTER 100 PLAN W/\$200 FLEX	2,380	2,451	71	3.0%
COMMUTER 50 PLAN W/\$175 FLEX	1,360	1,401	41	3.0%
COMMUTER 25 PLAN W/\$140 FLEX	790	814	24	3.0%
SUMMER BLOCK 60 W/NO FLEX	535	551	16	3.0%
SUMMER BLOCK 30 W/NO FLEX	283	291	8	2.8%
<u>PARKING FEE</u>				
RESIDENT STUDENT	80	80	0	0.0%
COMMUTER	73	73	0	0.0%
COMMUTER SEMESTER ONLY	50	50	0	0.0%
MONTHLY	35	35	0	0.0%

*No longer provided by institution as a housing option

**New Residential Complex beginning Fall 2021

Note: CMRC stands for the Christa McAuliffe Residential Community

**UNIVERSITY SYSTEM OF MARYLAND
ADJUSTMENTS TO SELF-SUPPORT CHARGES AND FEES FOR FY 2022**

	<u>FY 2021</u>	<u>FY 2022</u>	<u>Change</u> \$	<u>%</u>
<u>Towson</u>				
<u>ROOM AND BOARD</u>				
ROOM				
DOUBLE	7,446	7,632	186	2.5%
SINGLE	8,756	8,974	218	2.5%
TOWER C 3 person room	5,956	6,106	150	2.5%
9 month HOUSING MULTIPLE	7,910	8,108	198	2.5%
9 month HOUSING SINGLE	9,302	9,534	232	2.5%
PREMIUM HOUSING - BARTON & DOUGLASS	8,652	8,868	216	2.5%
TOWSON RUN				
EFFICIENCIES - 1 BEDROOM	9,212	9,442	230	2.5%
EFFICIENCIES - 2 BEDROOM	8,708	8,926	218	2.5%
EFFICIENCIES - 4 BEDROOM	7,336	7,520	184	2.5%
APARTMENT - CARROLL & MARSHALL				
2 BEDROOM	10,610	10,876	266	2.5%
4 BEDROOM	10,402	10,662	260	2.5%
APARTMENT - MARRIOTT CONVERSION to 10 WEST				
Tier One, Floors 2 - 5, convenience kitchen, meal plan required	8,708	8,926	218	2.5%
Tier Two, Floors 6 - 15 with full kitchen	9,706	9,948	242	2.5%
Tier Three (apartments 1409 & 1509)	9,886	10,134	248	2.5%
BOARD				
FLEXIBLE 5 MEAL PLAN WITH \$400 ANNUAL FOOD POINTS	2,650	2,700	50	1.9%
FLEXIBLE 10 MEAL PLAN WITH \$100 ANNUAL FOOD POINTS	4,900	4,900	0	0.0%
FLEXIBLE 14 MEAL PLAN WITH \$100 ANNUAL FOOD POINTS	5,400	5,600	200	3.7%
FLEXIBLE 19 MEAL PLAN WITH \$100 ANNUAL FOOD POINTS	6,000	6,240	240	4.0%
FLEXIBLE 21 MEAL PLAN WITH \$100 ANNUAL FOOD POINTS	6,500	6,650	150	2.3%
FLEXIBLE UNLIMITED MEAL PLAN WITH \$100 ANNUAL FOOD POINTS	6,400	6,650	250	3.9%
BOARD				
BLOCK 25 MEAL PACKAGE WITH \$75 IN FOOD POINTS	395	395	0	0.0%
BLOCK 50 MEAL PACKAGE WITH \$75 IN FOOD POINTS	650	660	10	1.5%
BLOCK 75 MEAL PACKAGE WITH \$75 IN FOOD POINTS	885	915	30	3.4%
BLOCK 100 MEAL PACKAGE WITH \$75 IN FOOD POINTS	1,100	1,140	40	3.6%
<u>PARKING FEE</u>				
STUDENTS	370	384	14	3.8%
SEMESTER/STUDENT	212	220	8	3.8%
<u>UMES</u>				
<u>ROOM AND BOARD</u>				
ROOM				
TRADITIONAL DOUBLE	5,514	5,514	0	0.0%
TRADITIONAL SINGLE	6,422	6,422	0	0.0%
APARTMENT SINGLE (Student Apartments - Non-Efficiency)	6,482	6,482	0	0.0%
TRADITIONAL DOUBLE (Student Apartments - Semi-Private Bath)	5,670	5,670	0	0.0%
APARTMENT SINGLE (Clusters - Efficiency)	6,695	6,695	0	0.0%
APARTMENT SINGLE PRIVATE BATH (Clusters - Efficiency)	6,883	6,883	0	0.0%
APARTMENT EFFICIENCY SINGLE LEASE (Hawks Landing)	7,071	7,071	0	0.0%
APARTMENT EFFICIENCY SINGLE (Hawks Plaza)	7,260	7,260	0	0.0%
APARTMENT EFFICIENCY SINGLE (Hawks Run)*	6,695	6,695	0	0.0%

*Previously included in Apartment Single (Clusters - Efficiency)

**UNIVERSITY SYSTEM OF MARYLAND
ADJUSTMENTS TO SELF-SUPPORT CHARGES AND FEES FOR FY 2022**

	<u>FY 2021</u>	<u>FY 2022</u>	<u>Change</u> \$	%
<u>UMES (cont.)</u>				
BOARD				
19 MEAL PLAN WITH \$150 ANNUAL FOOD POINTS	4,571	4,571	0	0.0%
14 MEAL PLAN WITH \$150 ANNUAL FOOD POINTS	4,341	4,341	0	0.0%
10 MEAL PLAN WITH \$150 ANNUAL FOOD POINTS	3,542	3,542	0	0.0%
5 MEAL PLAN (COMMUTERS ONLY)	1,805	1,805	0	0.0%
<u>PARKING FEE</u>				
STUDENTS	60	62	2	3.3%
<u>Frostburg</u>				
<u>ROOM AND BOARD</u>				
ROOM				
DOUBLE				
PLAN 1 (Allen, Diehl, Gray, Simpson, Sowers)	5,274	5,382	108	2.0%
PLAN 2a (Frederick, Westminster, Annapolis)	5,404	5,514	110	2.0%
PLAN 2b (Converted Triples to Doubles - Larger Rooms)		6,530	n/a	n/a
SINGLE				
PLAN 1 (OLDER DORMS)*	6,978	0	N/A	N/A
PLAN 3 Non-Brownsville Singles	7,574	7,728	154	2.0%
BROWNSVILLE (<i>formerly titled New Residence Hall</i>)				
Suite with 2 single occupancy rooms	9,350	9,540	190	2.0%
Suite with 4 single occupancy rooms	8,650	8,824	174	2.0%
Suite with 1 single occupancy room + 1 double occupancy room - Single room rate	8,350	8,520	170	2.0%
Suite with 1 single occupancy room + 1 double occupancy room - Double room rate	6,400	6,530	130	2.0%
BOARD				
15 MEALS WITH \$50 FLEX	5,384	5,598	214	4.0%
GOLD PLAN UNLIMITED WITH \$200 BONUS BUCKS	5,018	5,218	200	4.0%
SILVER 19 PLAN WITH \$100 BONUS BUCKS	4,676	4,862	186	4.0%
14 MEALS WITH \$125 FLEX	5,384	5,598	214	4.0%
14 MEALS PER WEEK, \$100 BONUS BUCKS	4,482	4,660	178	4.0%
12 MEALS PER WEEK, \$250 BONUS BUCKS	4,652	4,838	186	4.0%
<u>PARKING FEE</u>				
STUDENTS - COMMUTER	40	40	0	0.0%
*This housing option is no longer available.				
<u>Coppin</u>				
<u>ROOM AND BOARD</u>				
ROOM				
TRIPLE	4,596	4,826	230	5.0%
DOUBLE	5,985	6,284	299	5.0%
SINGLE	6,274	6,588	314	5.0%
BOARD				
BRONZE ANYTIME DINING PLAN (\$75 DINING \$s)	4,364	4,539	175	4.0%
SILVER ANYTIME DINING PLAN (\$150 DINING \$s)	4,546	4,728	182	4.0%
GOLD ANYTIME DINING PLAN (\$200 DINING \$s)	4,670	4,857	187	4.0%
<u>PARKING FEE</u>				
STUDENTS	68	70	2	2.9%
<u>University of Baltimore</u>				
<u>PARKING FEE</u>				
STUDENTS - semester - unlimited parking	299	299	0	0.0%

**UNIVERSITY SYSTEM OF MARYLAND
ADJUSTMENTS TO SELF-SUPPORT CHARGES AND FEES FOR FY 2022**

	<u>FY 2021</u>	<u>FY 2022</u>	<u>Change</u> \$	<u>%</u>
Salisbury				
<u>ROOM AND BOARD</u>				
ROOM (9 month)				
SINGLE				
APARTMENT STYLE (CP) ¹	7,420	8,000	580	7.8%
APARTMENT STYLE (DV)	7,420	7,420	0	0.0%
APARTMENT STYLE (SG 4x2)	8,100	8,340	240	3.0%
SUITE (NA, MK, PO, WI, Cr, CK, SV)	8,020	8,200	180	2.2%
SUITE (St. Martin) ²	7,200	7,500	300	4.2%
DOUBLE				
APARTMENT STYLE (CP)	6,950	7,200	250	3.6%
SUITE (NA, MK, PO, WI, CR, CK. SV)	7,160	7,300	140	2.0%
SUITE (St. Martin)	6,500	6,600	100	1.5%
ROOM (9 month)				
TRIPLE				
SUITE (CR, CK, SV) ³	5,800	6,200	400	6.9%
ROOM (12 month)				
1 BEDROOMS & 1 BATHROOMS	9,020	9,200	180	2.0%
2 BEDROOMS & 2 BATHROOMS	8,970	9,200	230	2.6%
4 BEDROOMS & 4 BATHROOMS	8,910	9,200	290	3.3%
4 BEDROOMS & 2 BATHROOMS	8,530	8,700	170	2.0%
2 BEDROOMS & 1 BATHROOMS	8,580	8,750	170	2.0%
BOARD				
ALL ACCESS (Unlimited meals in the Commons, \$250 dining dollars, 4 guest passes per semester)	5,100	5,200	100	2.0%
200 MEALS PLUS (200 meals+\$400 dining dollars, 4 guest passes per semester) ⁴	0	5,000	N/A	N/A
125 MEALS Block (125 meals+\$300 dining dollars, 2 guest passes per semester)	3,400	3,500	100	2.9%
75 MEALS Block (75 meals+\$250 dining dollars, 2 guest passes per semester)	2,300	2,300	0	0.0%
45 MEALS Block (45 meals+\$100 dining dollars, 2 guest passes per semester)	1,250	1,300	50	4.0%
<u>PARKING FEE</u>				
STUDENTS	75-110	75-110	0	0.0%

¹ Balancing single-occupancy room rate based on room size and available amenities in relation to other single-occupancy room rates.

² Balancing single-occupancy room rate based on room size and available amenities in relation to other single-occupancy room rates.

³ The triple room is significantly larger than the double room and has a private bathroom. The rate for these rooms is increasing to recognize the added benefits this living arrangement provides relative to the price of a double occupancy room.

⁴ The 200 MEAL PLUS dining option will be reinstated for FY22 giving residential students without kitchen facilities a second dining option.

**UNIVERSITY SYSTEM OF MARYLAND
ADJUSTMENTS TO SELF-SUPPORT CHARGES AND FEES FOR FY 2022**

	<u>FY 2021</u>	<u>FY 2022</u>	<u>Change</u> \$	<u>%</u>
<u>UMBC</u>				
<u>ROOM AND BOARD</u>				
ROOM				
RESIDENCE HALLS	7,234	7,310	76	1.1%
RESIDENCE APARTMENTS AND SUITES (9 MONTH)	7,500	7,650	150	2.0%
RESIDENCE HALLS (9 MONTH)	7,500	7,650	150	2.0%
RESIDENCE HALLS TRIPLE/QUAD	5,092	5,146	54	1.1%
RESIDENCE APTS/SUITES/HALLS SINGLE RATE*	0	7,614	N/A	N/A
BOARD				
UNLIMITED MEAL PLAN	4,766	4,940	174	3.7%
SAVVY 16	4,766	4,940	174	3.7%
TERRIFIC 12	4,116	4,262	146	3.5%
SUPER 225	4,310	4,470	160	3.7%
FLEXIBLE 14 MEAL PLAN	5,208	5,396	188	3.6%
FLEXIBLE 10 MEAL PLAN	4,370	4,506	136	3.1%
<u>OTHER AUXILIARY FEES</u>				
NETWORK AND COMMUNICATION FEE				
ALL COMMUNITIES	350	350	0	0.0%
* New residence hall rate				
<u>USM THE UNIVERSITIES AT SHADY GROVE</u>				
<u>PARKING FEE</u>				
STUDENTS:				
Annual student rate	240.00	252.00	12.00	5.0%
Winter only	60.50	63.52	3.02	5.0%
Spring/Summer	120.00	126.00	6.00	5.0%
Summer only	60.50	63.52	3.02	5.0%

**UMCP
Room Fee Structure Detail**
(in \$ unless noted)

	Traditional w/out AC		Traditional with AC		New Traditional		Semi-Suite		Suite		Apartment	
	<u>FY 21</u>	<u>FY 22</u>	<u>FY 21</u>	<u>FY 22</u>	<u>FY 21</u>	<u>FY 22</u>	<u>FY 21</u>	<u>FY 22</u>	<u>FY 21</u>	<u>FY 22</u>	<u>FY 21</u>	<u>FY 22</u>
Singe w/Bath			10,055	10,466	10,404	10,830			10,520	10,950	11,063	11,515
Double As Single	8,653	9,138										
Single	8,653	9,007	8,905	9,269	9,254	9,632			9,370	9,753	9,913	10,318
Double w/Bath			8,905	9,269	9,254	9,632	8,337	8,678	9,370	9,753	9,913	10,318
Double	7,503	7,810	7,755	8,072	8,104	8,435			8,220	8,556	8,763	9,121
Double requires Bunked Beds	6,565	6,834	6,786	7,064					7,193	7,487	7,668	7,982
Structural Triple/Quad w/Bath	7,903	8,226	8,130	8,463								
Structural Triple/Quad	6,753	7,029	6,980	7,265					7,398	7,701	7,887	8,210
Flex Triple/Quad	6,378	6,639	6,592	6,862	7,163	7,170			6,987	7,273	7,449	7,754

Notes:

Standard Room Rate = **\$ 8,072**

Red print indicates the proposed FY 22 room fee is less than the FY 20 standard room fee (\$7,755 traditional double with air conditioning)

For the upcoming academic year (Fall 2021 and Spring 2022), UMCP will limit occupancy in structural triples and quads in traditional residence halls to DOUBLE occu

AC = air conditioning



UNIVERSITY SYSTEM
of MARYLAND

**Student Involvement Process
FY 2022 Self-Support Fees and Charges**

University of Maryland, College Park

Room Rates

The Directors of Resident Life and Residential Facilities engage the Residence Hall Association (RHA) and their respective advisory groups (ReLATE and ReFAB) in a review of the student fee proposal annually. The Directors present the fee request to the 54-member RHA Senate in the month of January and respond to any questions or concerns at that meeting. The Directors will then meet with ReLATE and ReFAB to further discuss the fee request and gain feedback. The advisory groups will develop a resolution for the RHA Senate meeting in the month of February. The two advisory groups, ReLATE and ReFAB, develop a resolution for RHA regarding the proposed fee increase. The RHA Senate then votes on whether they endorse the fee request. Adjustments to the fees can be made at any time during the process.

Board Rates

The first step of the budget vetting process begins with the Dining Services Advisory Board (DSAB). DSAB is the Resident Hall Association's (RHA) standing committee on dining issues. During one of the regularly scheduled fall semester meetings, observations about general market conditions are shared by Dining Services and there is a review of the general trends in revenue and expenses for the department. During this meeting, Dining Services shares its preliminary estimate of the expected increase in the board rate. The second step of the budget vetting process occurs when the Director of Dining Services presents the proposed budget to the 54-member RHA Senate and responds to the questions and concerns raised. The third and final step in the process is for the Director to meet with DSAB again in the spring semester to answer any additional questions about the proposal. The advisory board then develops a resolution for RHA regarding the fee increase and the RHA Senate then votes on whether they endorse the fee request or not. Adjustments to the fees can be made at any time during this process.

Parking Fees

The first step of the Department of Transportation Services (DOTS) budget vetting process is an ad hoc student leadership information session in order for DOTS and the student leaders to begin a dialog of concerns and issues related to the DOTS budget. These student leaders include members of the Student Government Association, Graduate Student Government and the Residence Hall Association. The next step is to bring a draft of the proposed budget to the Campus Transportation Advisory Committee (CTAC). This is a Campus Senate appointed committee with representation from all members of the campus community. CTAC reviews the budget and ultimately makes their final recommendations to DOTS and the Vice President for Administration and Finance.

Bowie State University

On December 11, 2020, the Vice President for Administration and Finance, Assistant Vice President, Vice President for Student Affairs, Assistant Budget Director and representatives from various divisions met with the executive board members of Student Government Association (SGA) and Graduate Student Association (GSA) to discuss the proposed FY 2022 Tuition, Mandatory and Self-Supporting fee increases. During the meeting, students were able to review, pose questions and comment on the proposed fees prior to the upcoming University Council meeting.

On February 9, 2021, the FY 2022 proposed Tuition, Mandatory and Self-Supporting fees were shared and discussed in detail with University Council, a shared-governance advisory board to the President. This group is comprised of membership from students, faculty, and staff. The student leaders included on the University Council are the presidents and vice presidents of SGA, GSA and/or his/her designee. The University Council considered the input from each of the shared-governance groups and submitted the proposed fees along with any revisions to the President for final review and approval, prior to submission to USM for BOR approval.

Towson University

The Vice President for Administration and Finance, Vice President for Student Affairs, Athletic Director, Associate Vice President for Administration and Finance, Associate Vice President for Auxiliary Services and Financial Affairs, Assistant Vice President for Housing and Residence Life, Undergraduate SGA President and Director of Information Technology Support Center for the Office of Technology Services presented to the Student Government Association, Graduate Student Government Association and campus community the existing rates, proposed FY22 rate increases and justification for or services provided by the requested fee increase. The students asked questions about the rates and further questions about what their payments covered.

University of Maryland Eastern Shore

Mr. Lester Primus, Vice President for Administration and Finance met with the Student Government Association President, Michael Amo, and several other students on February 12, 2021 to discuss self-support fees. At this current time, the university has decided there will be no increase to the Room and Board fees.

The students were advised that there would be an increase to the parking fee. It was explained that this increase will cover the cost of parking lot renovations to include developing an energy efficient plan of changing parking light structures to operate by solar panels. The students were in support of not increasing Room and Board fees at this time as well as the increase in the Parking fees.

Attendees: Mr. Lester Primus, Dr. Robert Mock, James Lunnerton, II, Beatrice Wright, Michael Amo, James Webb, Semaj Fielding, Heaven Daniel, Dante Turner, Jordan White

Frostburg State University

The President, Vice President for Student Affairs, Vice President for Administration & Finance, and the Assistant Vice President for Administration & Finance met with representatives from FSU's Student Government Association in Spring 2021 to discuss the room & board rates for FY2022. Students were informed of the justifications for the increases (increased personnel costs due to cola/fringes, increased utilities, normal inflation, and food service vendor costs).

Coppin State University

The Office of Student Activities and Leadership met on February 11, 2021 to discuss student fees. At this meeting the group discussed the reason for the room increase (updating elevators, bathroom improvements, upgrading furniture); the reason for the board increase (equipment upgrade, Einstein Bagels will be renovated to become full service); and the parking increase (reconstructing the parking lot to increase parking, maintenance, and overflow for residential students next to Talon). The Student Government Association approved the fee increases. These increases are said to occur under the conditions the economy is completely out of the current COVID-19 pandemic. The Student Government Association approves of the increases stated above with a unanimous vote under the conditions that we are completely out of the COVID-19 crisis.

Attendees include: President Essence Bennett, Vice President Da’Nai Bennett, Secretary Tamia Johnson, Chief Justice Lashawna Wright, Sherita Jordan, Reginald Love, Thomas Dawson, Dr. Freeman

Salisbury University

On February 16th, the Vice President of Administration and Finance, Dr. Janet Wormack, attended and presented to the full SGA the proposed FY22 rate schedule. The Vice President of Student Affairs, Dane Foust, was also in attendance. The students were presented with a detailed overview of the entire proposed schedule, which included a 2% increase in both undergraduate in-state and out-of-state tuition and no increase in mandatory fees. The overview also covered other self-support fees, such as parking, room, and board rates.

In addition to the rate schedule, SGA members were provided an overview of university revenue trends and an analysis of mandatory fee revenue and related expenses. The students were also provided with a proposal to re-allocate and condense the number of mandatory fees. There was an opportunity for questions and comments on the overall budget and rate proposals for next year. No specific concerns were expressed by the members in attendance regarding the proposed rates for tuition, mandatory fees, and self-support fees.

University of Maryland Baltimore County

On February 11, 2021, leadership from Residential Life met with the Resident Student Association (RSA) to present the proposed increases in room and board rates. Students were advised that the proposed room rates were based on wage and fringe increases, anticipated utility rate increases, and capital construction projects. The proposed board rates are tied to an increase in the Consumer Price Index for "food away from home." The students offered comments, asked questions, and provided feedback. Feedback was shared with stakeholders. Overall, students sought to understand the rationale for the proposed increase but did not express objections.

The Universities at Shady Grove

USG had a zoom meeting with the Undergraduate Student Council on Tuesday, February 16, 2021 to review and discuss the use of fees at USG and the proposed rate for the coming year. The students expressed their concerns for the 5% increase and asked for a follow-up on the final decision with the Student Council advisor on the subject.



TOPIC: University of Maryland Eastern Shore: Proposal to Increase Tuition for Physician Assistant Program

COMMITTEE: Finance Committee

DATE OF COMMITTEE MEETING: April 1, 2021

SUMMARY: The University of Maryland Eastern Shore (UMES) is proposing to increase the tuition rates over a three-year period for its Physician Assistant (PA) Program. UMES is seeking authorization to implement a 15% increase in resident tuition rates and a 10% increase in non-resident tuition rates, starting in each of the academic terms of Fall 2021, Fall 2022 and Fall 2023. **The current PA cohort (Fall 2020) will not be impacted by the proposed tuition increases.**

UMES PA Program accepted its inaugural cohort in Fall 2020, with 17 students. PAs are highly trained healthcare professionals licensed to provide medical care services with the supervision of a Doctor of Medicine (MD) or Doctor of Osteopathic Medicine (DO). PAs are educated to provide services in primary health care and specialty medicine. PAs are trained to provide comprehensive care in various specialties including pediatrics, emergency medicine, surgery and more. This health profession program is expected to confer 102 degrees by 2025, which will increase the number of health professionals and improve access to quality health care in the State of Maryland.

The current Fall 2020 resident tuition rate is the lowest in the country and the non-resident rate is the second lowest. Based on the market, UMES will still be well below the PA current market averages once the final rate increases are implemented in Fall 2023.

Approving the proposed rate increases for multiple years—together at this point—allows for financial planning for potential UMES students and their families. Knowing that their tuition will not increase beyond the published rates at the start of their first semester and combined with the knowledge that the proposed tuition rates are still well below other regional and national programs, should not limit or deter student enrollment in the UMES program.

It is anticipated that once fully implemented in Fall 2023, the rate increases will yield an additional \$314,345 in tuition revenue per cohort. For UMES, this new revenue will:

- Permit the program to maintain adequate full-time faculty and staff. Ensure the program will have adjunct faculty with expertise in specialty areas that are required to meet the needs of the curriculum. Confirm that the students have access to clinical resources to help with clinical rotation preparedness and future job placement for students in the local area.
- Allow ten percent of the funds generated from the increase in tuition to be allocated for PA Program Scholarships. UMES will reserve half of the funds for students with socio-economic hardships and the remaining half of the funds will be reserved for students with outstanding academic achievement.
- Secure clinical rotation sites for students. In particular, the program will focus on women's health and emergency medicine rotations which are the most difficult to obtain.
- Provide housing and travel stipends to students who are completing rotations beyond the Eastern Shore.

UMES PA PRGM

The primary objectives of the tuition increase are to ensure the PA Program, its operations, and facilities continue to operate and are maintained at the standards established at the onset of the program and above all, continue educating and graduating students to be medical professionals for the State of Maryland.

ALTERNATIVE(S): The Committee may elect to adjust the recommended tuition proposal.

FISCAL IMPACT: It is anticipated that once fully implemented in Fall 2023, the rate increases will yield an additional \$314,345 in tuition revenue per cohort. This reflects a 60% resident and a 40% non-resident cohort demographic.

CHANCELLOR'S RECOMMENDATION: That the Finance Committee recommend that the Board of Regents approve for the University of Eastern Shore the three-year tuition rate increase proposal for the Physician Assistant Program, as described above.

Furthermore, the University shall provide an annual report to the Board of Regents that reflects the benefits and challenges of implementing this tuition proposal.

COMMITTEE RECOMMENDATION:

DATE:

BOARD ACTION:

DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923

University of Maryland Eastern Shore

Proposal to Increase Tuition for: Physician Assistant Program

Overview

The University of Maryland Eastern Shore (UMES) Physician Assistant (PA) Program accepted its inaugural cohort in fall 2020. Physician Assistants (PAs) are highly trained healthcare professionals licensed to provide medical care services with the supervision of a doctor of medicine (MD) or doctor of osteopathic medicine (DO). PAs are educated to provide services in primary health care and specialty medicine. PAs are trained to provide comprehensive care in various specialties including pediatrics, emergency medicine, surgery and more.

UMES began planning in November 2018 for the accreditation of a new PA program. The program development, implementation and its current operations have been very successful. Provisional accreditation was received in March 2019 and the program accepted 17 students in fall 2020. This health profession program is expected to confer 102 degrees by 2025, which will increase the number of health professionals and improve access to quality health care in the State of Maryland.

The most important aspect of the planning and development of the program, included a careful review of the Accreditation Review Commission on Education for the Physician Assistant, Inc. (ARC-PA) standards. The standards are divided into three categories to include administration, curriculum and instruction, and evaluation. The program’s faculty reviews all related standards at the end of each semester to ensure compliance with ARC-PA.

Program instruction and planning are done in a proactive manner. It is important that there are sufficient resources to prevent the delay or deferment of budgeted operational expenditures that will improve the PA student experience and ensure upholding of the accreditation standards.

Request

To proactively improve the program’s fiscal viability and maintain the commitment to a constant assessment of the curriculum, based on the program accreditation standards, UMES is requesting that the USM Board of Regents approve 15% increases in resident tuition rates and 10% increases in non-resident tuition rates, starting in each of the academic terms of Fall 2021, Fall 2022 and Fall 2023.

The “FIRST YEAR PA Student” table represents the successive 15% and 10% increases and the total dollar amount of tuition for the respective academic years, by residency status.

UMES First Year PA Student	Fall 20 FY 2021	% Incr	Fall 21 FY 2022	% Incr	Fall 22 FY 2023	% Incr	Fall 23 FY 2024
In-State Tuition	22,506	15%	25,882	15%	29,764	15%	34,229
Eastern Shore - Regional	31,086	10%	34,195	10%	37,614	10%	41,375
Out-of-State Tuition	41,844	10%	46,028	10%	50,631	10%	55,694

Approving rate increases for multiple years, all together, allows for the providing of full program costs, for prospective cohorts to do program comparisons and financial planning.

The “Credit Hour Cohort” table, details resident student per credit hour rate for each incoming cohort, during the specific rate increase period. A cohort completion term is two years or 9 semesters (which includes winter and summer intersessions). Under the proposed request, the current PA cohort (Fall 20) is not impacted by the tuition increases. Future cohorts will have gradual increases until Fall 23, the last term of the 15% and 10% respective rate increases.

Credit Hour Cohort	Fall 20	Fall 21	Fall 22	Fall 23	Fall 24	Fall 25	PCT Increase
Cohort Fall 20	341	341	341	-	-	-	0%
Cohort Fall 21	-	392	451	519	-	-	32%
Cohort Fall 22	-	-	451	519	519	-	15%
Cohort Fall 23	-	-	-	519	519	519	0%

The impact of the increase rates to current and future cohorts is none to minimal. The Cohort Fall 21, in which a 32% increase will occur during their matriculation, would have the full fixed program tuition cost for their financial planning, before their admittance. The understanding of knowing their tuition will not increase beyond the published rates at the start of their first semester and knowledge that the proposed tuition rates are still far below other regional and national programs, should not restrict or prevent enrollment in the UMES program.

Rationale

UMES Fall 20 resident tuition rate is the lowest in the country and the non-resident rate is the second lowest.

UMES in-state first year rate is \$22,506 (for the first 66 credits). The average for public programs is \$50,289 and the average for private programs is \$88,677. UMES out of state first year rate is \$41,844, the average for non-resident programs is \$91,639. There is significant capacity for UMES to increase the rates due to the market. In fact, UMES will still be far below the PA current market averages when the final rate increases are implemented in Fall 23. This compares the Fall 23 UMES tuition rate with Fall 20 averages, which are not likely to remain at the current rates through Fall 23. The gold highlighted amounts are UMES Fall 20 rates. The green highlighted amounts are UMES Fall 23 rates with the respective 15% and 10% three-year increases. The blue highlighted amounts are the nationwide averages.

Data from <https://www.thepalife.com/>

Lowest tuition rates - nationwide Academic Year 2020/2021		Lowest tuition rates nationwide - Academic Year 2020/2021	
UNIVERSITY	Resident	UNIVERSITY	Non-Resident
University of Maryland Eastern Shore	\$ 22,506	University of North Dakota	\$ 38,095
University of Texas Rio Grande Valley	\$ 25,500	University of Maryland Eastern Shore	\$ 41,844
Towson University CCBC - Essex	\$ 31,325	Miami-Dade College	\$ 45,000
Miami-Dade College	\$ 32,000	Frostburg State University	\$ 49,500
University of Wisconsin - Madison	\$ 32,594	Towson University CCBC - Essex	\$ 52,026
Frostburg State University	\$ 34,056	University of Maryland Eastern Shore	\$ 55,694
University of Maryland Eastern Shore	\$ 34,229	Marywood University	\$ 57,275
University of Texas - HS Center at San Antonio	\$ 36,000	University of Texas Rio Grande Valley	\$ 60,500
University of Texas - Medical Branch at Galveston	\$ 36,000	CUNY Sophie Davis School of Biomedical Education	\$ 63,364
Wayne State University	\$ 36,000	UMB	\$ 64,020
University of Texas - SW School of Health Professions	\$ 36,882	Red Rocks Community College	\$ 65,256
University of North Dakota	\$ 38,095	Carroll University	\$ 66,469
Texas Tech University Health Sciences Center	\$ 38,710	Hardin-Simmons University	\$ 68,000
UMB	\$ 46,860	Des Moines University	\$ 68,840
Average Public Resident All	\$ 50,289	Average Private Non- Resident All	\$ 91,639
Average Private Resident All	\$ 88,677		

The PA program dynamics are as such that reactionary planning is a step toward jeopardizing program accreditation. Poor planning and funding concerns threatened and ultimately terminated the PA program some years ago. The program has had a successful beginning and this start includes constant review and assessment. It is important to minimize risks related to fiscal concerns. If there are University budget shortfalls, new mandated standards, personnel compensation market rate adjustments and inflationary program costs, such must be addressed timely to maintain the quality of the program and fulfill accrediting and authorizing body directives.

Factor	Grad Student	PA Student	%
Rate	\$332	\$341	3%
Cost	\$78,254	\$116,146	48%

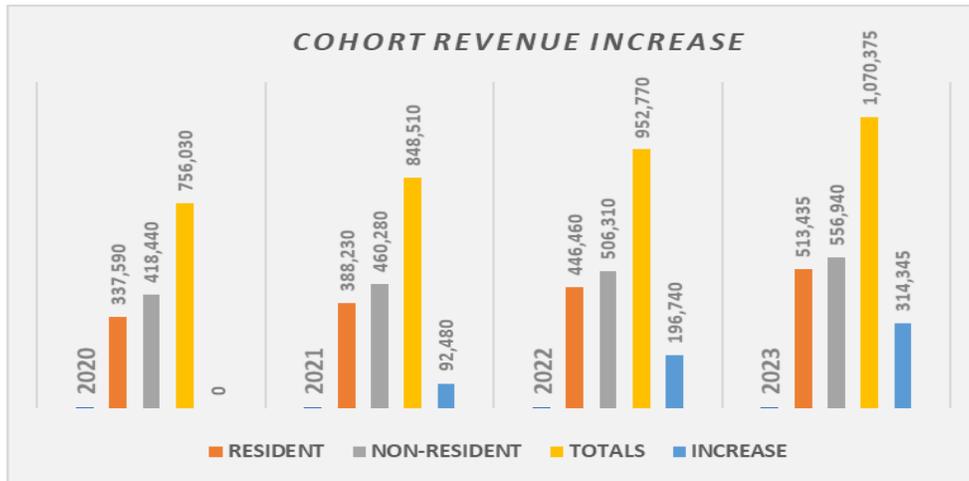
The table to the left, in the second column, displays the credit hour rate for a typical graduate student. In the same column, the cost row, shows the average cost of instructional personnel for graduate programs. The PA rate per credit hour is 3% higher than the graduate rate, however; the average cost for instructors is almost 50% more.



The PA program is an intense program with high academic standards. Recruiting instructional personnel in the PA program is extremely competitive and the compensation costs for PA faculty are higher. UMES must be slightly above the wage market rates, in order to employ and retain those faculty who have the knowledge, skill and ability to meet the ARC-PA standards.

Financial Benefits

The UMES PA cohort, beginning Fall 21, is 25 students. The rate increases fully implemented in Fall 23 will yield an additional \$314,345 in tuition revenues per cohort. This reflects a 60% resident and a 40% non-resident cohort demographic.



The additional funding will allow the program to maintain adequate full-time faculty and staff. It will also ensure the program will have adjunct faculty with expertise in specialty areas that are required to meet the needs of the curriculum. Lastly, it will ensure that the students have access to clinical resources to help with clinical rotation preparedness and future job placement for students in the local area.

UMES will ensure direct support for students with tuition and fees. Students who demonstrate a financial need and meet the academic requirements will be eligible for funding. In rural communities such as the Eastern Shore, PA’s continue to play a critical role in health care access and providing primary care to rural and underserved populations. There is evidence that providers who receive training in community-based, rural, and underserved settings are more likely to practice in similar settingsⁱ.

The University will allocate ten percent of the funds generated from the increase in tuition for UMES PA Program Scholarships. UMES will reserve half of the funds for students with socio-economic hardships and the remaining half of the funds will be reserved for students with outstanding academic achievement. To qualify for the funds, applicants must be a UMES PA student in good academic standing. Additional criteria will be developed in collaboration with the School of Graduate Studies and the Office of Student Financial Aid.

Also, due to the recent approval of NDMU’s Physician Assistant program and regional competition, the funding will be used to secure clinical rotation sites for students. In particular, the program will focus on women’s health and emergency medicine rotations which are the most difficult to obtain.

Housing and travel stipends will be provided to students who are completing rotations beyond the Eastern Shore.

Conclusion

This formal request to increase UMES PA tuition rates, if approved, will bolster the revenue base, support and mitigate budgetary reductions and actively prevent or immediately address potential financial challenges to the program.

The PA program at UMES is in high demand. Since the program's inception over 500 applications were received in each of the two recruiting years. Applications come from all over the country and prospective candidate's submission material receive careful consideration for admittance in this UMES prestigious program.

The program's quality curriculum and low tuition is a major draw for application into the program. Increasing the tuition amount closer to the average PA tuition for public universities will not impact the recruitment pool due to the fact UMES rates will still be among the lowest, particularly in the mid-Atlantic area.

The program is a high cost academic discipline. This is primarily due to ensuring the highest quality of instruction in educating future professionals in the medical fields and continuously maintaining the strict accreditation standards for a PA program. UMES location does factor, in part, a premium within costs in recruiting qualified faculty, goods and services. It is important that budgetary concerns are moderated with this program operations. Pricing this program closer to the PA tuition market average will mitigate fiscal impacts that create budgetary shortfalls.

The additional revenues from the increases will provide supplemental scholarship dollars. The primary objectives of the tuition increase are to ensure the PA program, its operations and facilities continue to operate and are maintained at the standards established at the onset of the program and above all, continue educating and graduating students to be medical professionals for the State of Maryland.

ⁱ HRSA. Projecting the supply and demand for primary care practitioners through 2020. HRSA. 2013. Available at: <https://bhw.hrsa.gov/sites/default/files/bhw/nchwa/projectingprimarycare.pdf> .



BOARD OF REGENTS

SUMMARY OF ITEM FOR ACTION,
INFORMATION OR DISCUSSION

TOPIC: Biennial Nonexempt Market Salary Survey Report - Nonexempt Salary Structure Adjustment for FY 2022-2023

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: April 1, 2021

SUMMARY: Pursuant to Board Policy VII-9.10, the USM is committed to conducting a Biennial Nonexempt Market Salary Survey to maintain salary competitiveness with the market. Attached is a summary of the FY 2020-21 market analysis prepared by compensation specialists from the USM Office and institutions. This report indicates that, with two adjustments to the nonexempt salary structure, the USM can achieve reasonable market competitiveness and meet the requirements of Maryland's new minimum wage laws.

Under Board policy, the guiding principle of the Nonexempt Pay Program is to "maintain the midpoint of salary ranges...equal to the current average salary paid for comparable job classes within the appropriate job market." This year's recommendation is based on labor market trends that indicate annual salary structure increases of approximately 1.9% in 2020.

This recommendation is also influenced by Maryland's minimum wage schedule. The lowest wage in the current nonexempt salary structure will remain above the State's minimum wage until January 1, 2023, but an adjustment will be required on or before that date to those employees whose pay is below the new minimum. Maryland law will require additional increases to the minimum wage during subsequent years, which will have significant impact on staff, particularly those at the lower end of the pay scale. The committee will study and address those changes during the coming years, as necessary.

The committee recommends a 1.9% overall salary structure adjustment on the first pay period following June 30, 2021, which would meet the market increases. A second adjustment of 3.6% is recommended on January 1, 2023 to meet the requirements of Maryland's minimum wage law. It would increase the minimum, midpoint, and maximum salaries listed in the USM nonexempt pay ranges by these percentages, and would require an increase to the salaries of approximately 2,131 staff members whose FY 20 salaries fall below the new minimum salary for each pay range. The cost to implement this option across the USM is estimated at \$959,685, not including the cost of benefits.

Upon review of the analysis, **it was the consensus of the USM vice presidents for administration and the institution presidents to recommend adoption of the proposed structure adjustments.**

ALTERNATIVE(S): The Board could modify the recommendation or retain the current Nonexempt Salary Structure.

FISCAL IMPACT: Implementation is estimated to cost \$959,685 for the FY22-FY23 fiscal period.

CHANCELLOR'S RECOMMENDATION: That the Finance Committee recommend that the Board of Regents approve the proposed Nonexempt Salary Structure Adjustments, effective for FY 2022 and FY 2023.

COMMITTEE RECOMMENDATION:

DATE:

BOARD ACTION:

DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923

NONEXEMPT SALARY STRUCTURE

Biennial Nonexempt Market Salary Survey Report

Nonexempt Salary Structure Adjustments for July 1, 2021 to June 30, 2023



Classification & Compensation Committee

Overview

Each year, the Compensation & Classification Committee (CCC), a subcommittee of the Systemwide Human Resources Committee (SHRC), conducts a biennial review of either the nonexempt or exempt staff salary structure, to review the relationship of the USM structure to the external job market. The commitment to review the nonexempt and exempt salary structures was made by the Board of Regents when the Staff Pay Program was established in 1996.

Pursuant to the requirements of USM Policy VII-9.10 "Policy on the Pay Program for Nonexempt Staff Employees," the CCC has conducted its biennial market review of the Nonexempt salary structure and reports the following findings and recommendation to the USM Board of Regents for consideration. The nonexempt salary structure is reviewed in odd years (such as 2021), the exempt structure in even. The salary structure recommended in this report would cover two fiscal years; in this case, the nonexempt salary structure will be effective on July 1, 2021 and expire two years later on June 30, 2023. (The exact dates may differ to accommodate the start of a pay period.)

The Nonexempt Staff Pay Program

It is the goal of the USM to maintain the midpoint of the salary ranges within the applicable salary structure equal to the current average salary paid for comparable job classes within the appropriate job market. See BOR policy VII-9.10 "Policy on the Pay Program for Nonexempt Staff Employees." During the last few months, the CCC focused their work on adjusting the structure to fulfill this policy directive.

Below is a list of recent biennial structure adjustments:

Exempt - No increase (FY21-22)

Nonexempt - 4.0% (FY20-21)

Exempt - No increase (FY19-20)*

Nonexempt - 5.6% (FY18-19)

Exempt - 7.625% (FY17-18)

Nonexempt - 4.0% (FY16-17)

* Structures were increased 2.0% and 0.5% for COLA's

The compensation philosophy adopted by the BOR for the nonexempt salary structure included a practice known as "lead/meet/lag." The structure should lead the market at the beginning of the cycle, meet the market in the middle, and lag the market by the end of the cycle (before new structure adjustments are made).

USM Nonexempt Salary Structure Currently in Use

The 2019 Biennial Review of the nonexempt salary structure resulted in a 4.0% overall adjustment approved by the Board of Regents that was effective July 1, 2019 and will expire on June 30, 2021. It is shown below:

USM Nonexempt Salary Structure
July 1, 2019 – June 30, 2021
Annual and Hourly Rates

Pay Range	Minimum	Midpoint	Maximum
1	\$25,932 \$12.43	\$27,476 \$13.17	\$29,019 \$13.91
2	\$26,166 \$12.55	\$30,785 \$14.76	\$35,403 \$16.97
3	\$27,388 \$13.13	\$32,919 \$15.78	\$38,450 \$18.43
4	\$28,689 \$13.76	\$35,202 \$16.88	\$41,713 \$20.00
5	\$30,114 \$14.44	\$37,641 \$18.05	\$45,168 \$21.66
6	\$32,200 \$15.44	\$40,250 \$19.30	\$48,301 \$23.16
7	\$33,142 \$15.89	\$43,041 \$20.64	\$52,939 \$25.38
8	\$35,438 \$16.99	\$46,024 \$22.07	\$56,610 \$27.14
9	\$37,157 \$17.82	\$49,214 \$23.60	\$61,272 \$29.38
10	\$39,732 \$19.05	\$52,626 \$25.23	\$65,520 \$31.41
11	\$42,486 \$20.37	\$56,274 \$26.98	\$70,063 \$33.59
12	\$45,432 \$21.78	\$60,174 \$28.85	\$74,917 \$35.92
13	\$48,580 \$23.29	\$64,346 \$30.85	\$80,111 \$38.41
14	\$51,949 \$24.91	\$68,807 \$32.99	\$85,665 \$41.07
15	\$55,551 \$26.63	\$73,577 \$35.28	\$91,603 \$43.92
16	\$59,401 \$28.48	\$78,677 \$37.72	\$97,952 \$46.96
17	\$63,500 \$30.45	84,106 \$40.32	104,711 50.20

There are no USM nonexempt jobs graded at Pay Range 1. The lowest entry point on USM’s Nonexempt Salary Structure is at the minimum of Pay Range 2.

The nonexempt structure was not automatically adjusted for the 1.0% COLA that occurred on January 1, 2020 and the 2.0% COLA on occurred on January 1, 2021.

Major Issues Considered by the CCC

Maryland’s Minimum Wage

The minimum wage schedule from the [Annotated Code, Labor and Employment , Title 3, Subtitle 4 provides:](#)

Eff Date	Min Wage	% Increase
1-1-2021	\$11.75	6.8%
1-1-2022	\$12.50	6.4%
1-1-2023	\$13.25	6.0%
1-1-2024	\$14.00	5.7%
1-1-2025	\$15.00	7.1%

The lowest active pay grade in the nonexempt salary structure is Pay Range 2, which has a minimum hourly pay of \$12.55. **An employee at this pay rate must receive a 5.6% pay increase to meet the \$13.25 minimum wage rate that will be effective on January 1, 2023.** Employees at the minimum of **Pay Range 3** (\$13.13) must receive a 0.9% increase to meet the new minimum wage rate.

Maryland’s minimum wage law will also require relatively large adjustments to the pay of employees at the minimum of the lowest active pay grade (Pay Range 2) during the next nonexempt salary review cycle, with adjustments effective during the July 1, 2023 to June 30, 2025 period. (See chart above.) The CCC will research and determine a suitable recommendation to address these prospective increases during the next review cycle.

Job Market Competitiveness

The CCC’s approach to this biennial review, like past reviews, was to evaluate average salary structure adjustments for various nonexempt employee cohorts. The CCC agreed on four surveys that appeared to be best suited to this biennial review of the nonexempt salary structure. Their survey data are from organizations of all sizes and types, both public and private.

The survey titles and data are listed below.

Salary Source	Calendar Yr 2020 (Actual)	Calendar Yr 2021 (Estimated)
Economic Research Institute 2020 Salary Study - Salary Structure Increases	2.5	2.2
SHRM - Human Resources Association of the National Capital Area 2020 Salary Increase Survey - Salary Structure Movement	2.4	2.3
WorldatWork 2020 Salary Increase Survey - Salary Structure Movement (All Industries)	1.9	1.9
WorldatWork 2020 Salary Increase Survey - Salary Structure Movement (Education)	0.8	1.2
Average	1.9	1.9

These surveys reported an actual average salary structure adjustment of 1.9% in calendar year 2020, and a projected adjustment of 1.9% in calendar year 2021.

The Committee noted that the effects of the Covid-19 pandemic on the salary market may not appear yet in salary survey data. Survey data typically lags by months or years. Data collected for surveys prior to March 2020, which was the start of the Covid-19 pandemic, is now being reported and is shown above. Surveys conducted since March 2020 have generally not been reported yet. The effects of the pandemic on salaries are unknown and may be substantial.

Recommendation

The CCC recommends that the nonexempt salary structure be adjusted twice in the next two years, as follows:

First, adjust the structure by 1.9% at the beginning of the first full pay period after June 30, 2021. A 1.9% structure adjustment is supported by the review of other salary structure increases in the external job market.

Second, adjust the structure by 3.6% on January 1, 2023, to meet the effective date of the next Maryland minimum wage increase. The minimum of Pay Range 2 (the lowest active pay grade) will be adjusted to \$13.25 hourly or \$27,623 annually, and all other grades will be adjusted by the same percentage amount (3.6%).

Rationale

The 1.9% structure adjustment improves USM pay competitiveness and is in line with the data that is currently available. In most years, the CCC recommends a single structure increase that covers the two-year period. The CCC agreed that providing two separate increases from FY 2022 through FY 2023 is a conservative and reasonable approach. The members were not willing to recommend a more aggressive adjustment at the beginning of the two-year period, given the still unknown economic effect

of the COVID-19 pandemic and the legally required larger adjustment on January 1, 2023. Increasing the entire structure by the 3.6% necessary to meet the minimum wage at the lower pay ranges reduces the otherwise negative effect of structure compression.

The proposed structures are below:

**USM Nonexempt Salary Structure
July 1, 2021 – December 31, 2022***
Annual and Hourly Rates

**USM Nonexempt Salary Structure
January 1, 2023 – June 30, 2023***
Annual and Hourly Rates

Pay Range	Minimum	Midpoint	Maximum
2	\$26,663 \$12.79	\$31,370 \$15.04	\$36,076 \$17.29
3	\$27,908 \$13.38	\$33,544 \$16.08	\$39,181 \$18.78
4	\$29,234 \$14.02	\$35,870 \$17.20	\$42,506 \$20.38
5	\$30,686 \$14.71	\$38,356 \$18.39	\$46,026 \$22.07
6	\$32,812 \$15.73	\$41,016 \$19.67	\$49,219 \$23.60
7	\$33,772 \$16.19	\$43,859 \$21.03	\$53,945 \$25.86
8	\$36,111 \$17.31	\$46,898 \$22.49	\$57,686 \$27.66
9	\$37,863 \$18.16	\$50,150 \$24.05	\$62,436 \$29.94
10	\$40,487 \$19.41	\$53,626 \$25.71	\$66,765 \$32.01
11	\$43,293 \$20.76	\$57,344 \$27.49	\$71,394 \$34.23
12	\$46,295 \$22.19	\$61,318 \$29.40	\$76,340 \$36.60
13	\$49,503 \$23.73	\$65,569 \$31.44	\$81,633 \$39.14
14	\$52,936 \$25.38	\$70,114 \$33.62	\$87,293 \$41.85
15	\$56,606 \$27.14	\$74,975 \$35.95	\$93,343 \$44.75
16	\$60,530 \$29.02	\$80,172 \$38.44	\$99,813 \$47.85
17	\$64,707 \$31.03	\$85,704 \$41.09	\$106,701 \$51.15

Pay Range	Minimum	Midpoint	Maximum
2	\$27,623 \$13.25	\$32,499 \$15.58	\$37,374 \$17.91
3	\$28,913 \$13.86	\$34,752 \$16.66	\$40,591 \$19.46
4	\$30,287 \$14.53	\$37,161 \$17.82	\$44,036 \$21.11
5	\$31,791 \$15.24	\$39,737 \$19.06	\$47,683 \$22.87
6	\$33,993 \$16.30	\$42,492 \$20.37	\$50,991 \$24.45
7	\$34,987 \$16.77	\$45,438 \$21.79	\$55,887 \$26.79
8	\$37,411 \$17.94	\$48,587 \$23.30	\$59,762 \$28.65
9	\$39,226 \$18.81	\$51,955 \$24.91	\$64,684 \$31.02
10	\$41,944 \$20.11	\$55,556 \$26.63	\$69,168 \$33.16
11	\$44,852 \$21.50	\$59,409 \$28.48	\$73,964 \$35.46
12	\$47,962 \$22.99	\$63,526 \$30.46	\$79,089 \$37.92
13	\$51,285 \$24.59	\$67,929 \$32.57	\$84,572 \$40.55
14	\$54,842 \$26.30	\$72,638 \$34.83	\$90,435 \$43.36
15	\$58,644 \$28.11	\$77,674 \$37.24	\$96,704 \$46.37
16	\$62,709 \$30.07	\$83,058 \$39.82	\$103,406 \$49.57
17	\$67,036 \$32.15	\$88,789 \$42.57	\$110,542 \$53.00

* Exact dates may differ slightly to accommodate the start of a pay period.

Projected Costs of the Adjustments to the Nonexempt Salary Structure:

Institution		Regular		Contingent II		Contingent I		Total	
		# EE's	Cost	# EE's	Cost	# EE's	Cost	# EE's	Cost
BSU	FY22	0	\$0	0	\$0	7	\$13,329	7	\$13,329
	FY23	2	\$1,388	1	\$93	7	\$19,613	10	\$21,094
CSU	FY22	0	\$0	1	\$666	8	\$2,485	9	\$3,151
	FY23	11	\$3,616	10	\$3,677	15	\$8,480	36	\$15,773
FSU	FY22	0	\$0	0	\$0	11	\$2,751	11	\$2,751
	FY23	69	\$16,894	9	\$4,330	13	\$2,892	91	\$24,117
SU	FY22	0	\$0	2	\$876	41	\$14,691	43	\$15,567
	FY23	61	\$15,557	18	\$8,457	41	\$20,142	120	\$44,156
TU	FY22	0	\$0	1	\$62	17	\$6,707	18	\$6,769
	FY23	14	\$3,193	16	\$5,868	23	\$9,343	53	\$18,404
UB	FY22	0	\$0	0	\$0	8	\$3,454	8	\$3,454
	FY23	22	\$4,236	0	\$0	11	\$5,709	33	\$9,945
UMB	FY22	26	\$16,717	16	\$8,146	65	\$27,143	107	\$52,006
	FY23	153	\$125,094	40	\$44,489	110	\$63,553	303	\$233,136
UMBC	FY22	0	\$0	0	\$0	1	\$267	1	\$267
	FY23	44	\$19,829	1	\$1,153	29	\$16,046	74	\$37,029
UMCES	FY22	1	\$104	0	\$0	4	\$2,080	5	\$2,184
	FY23	3	\$1,965	0	\$0	15	\$3,422	18	\$5,387
UMES	FY22	0	\$0	13	\$3,990	3	\$1,010	16	\$5,000
	FY23	8	\$2,027	12	\$7,650	44	\$25,522	64	\$35,199
UMCP	FY22	2	\$2,127	7	\$3,609	345	\$78,163	354	\$83,899
	FY23	262	\$181,619	56	\$31,632	696	\$94,129	714	\$307,380
UMGC	FY22	2	\$1,461	1	\$706	0	\$0	3	\$2,167
	FY23	20	\$6,522	21	\$11,000	0	\$0	41	\$17,522
USMO	FY22	0	\$0	0	\$0	0	\$0	0	\$0
	FY23	0	\$0	0	\$0	0	\$0	0	\$0
Total for 2 yrs		700	\$402,349	225	\$136,405	1,214	\$420,930	2,131	\$959,685

Total Projected Implementation Cost: \$959,685

These are the costs of increasing the wages of only those nonexempt employees whose salaries are below the minimums of the adjusted ranges to the new range minimums. They exclude the cost of benefits.

The cost of the first structure increase of 1.9% on July 1, 2021 is mitigated by the 2.0% COLA granted on January 1, 2021.

Alternatives

The CCC considered several options and determined that the 1.9% structure adjustment on July 1, 2021 and the 3.6% adjustment on January 1, 2023 was the best approach. A less expensive option was considered that did not rely on any salary survey data generated prior to the beginning of the COVID-19 pandemic. That option would have recommended adjusting the salary structure only once, by 5.6%, on January 1, 2023, to meet the new minimum wage effective on that date. The projected cost of this approach would be \$684,303 in FY 2023, not including benefits costs.

Future Consideration

The most recent update to the nonexempt pay administration program was more than twenty years ago. The CCC recommends that the USM-wide nonexempt job class benchmarks be reviewed and validated in the external market, the job specifications be updated, the salary structure be revised, pay compression issues be addressed, and regional wage differentials be researched. Such an undertaking would require some dedicated effort of institutional Compensation and Classification staff, and dedicated funds for an external consultant, depending on the scope of the project.

The nonexempt benchmarks are particularly important since the Maryland General Assembly has passed the \$15.00 minimum wage legislation. Future years' adjustments required to bring the USM's lowest nonexempt earners to higher minimum wage thresholds will compound the already significant salary compression issues that exist at many USM institutions. This requires attention after the nonexempt job benchmarks are established and validated.

USM Compensation & Classification Committee
February 12, 2021



BOARD OF REGENTS

SUMMARY OF ITEM FOR ACTION,
INFORMATION OR DISCUSSION

TOPIC: Salisbury University: Retroactive Approval of Bridge Loan to Ward Foundation and Forgiveness of Remaining Unpaid Balance

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: April 1, 2021

SUMMARY: In accordance with Board Policy IX-2.00—Policy on Affiliated Foundations, paragraph 17, USM institutions are not to provide cash funds to affiliated foundations, except with the approval of the Board of Regents and the Office of the Attorney General. The Office of Legislative Audits (OLA), during the conduct of its routine and periodic review of Salisbury University (SU), noted that Salisbury University had not pursued Board of Regents approval for an arrangement where the University agreed to provide funding for a capital improvement to one of its affiliated foundations. As a recommended remediation step, OLA suggested that Salisbury University seek retroactive approval for the arrangement.

Background: In October 2014, with approval from the University System of Maryland, SU entered into a Donation and Right of Entry Agreement (“Agreement”) with The Ward Foundation, Inc. (“Foundation”). The Ward Foundation is an affiliated foundation of Salisbury University dedicated to promoting wildfowl art and preserving the legacy of Eastern Shore decoy carvers, and operates the Ward Museum. Salisbury University owns the Ward Museum of Wildfowl Art, a voluntary, not-for-profit organization dedicated to perpetuating and promoting wildfowl carving and art (“Museum”). The Museum is operated by the Foundation for the benefit of SU. The University is the owner of the land on which the Museum is located and is also the owner of the Museum buildings and the art collection. The Foundation planned a capital campaign to raise the funds needed to build an addition and make such other improvements to the Museum that, once completed, would become the property of SU. The addition is known as the Legacy Center. Pursuant to the Agreement, Salisbury University granted the Foundation a right of entry to construct the Legacy Center in exchange for which the completed Legacy Center would be donated to SU.

In August 2016, the Foundation requested temporary funding from SU in the form of a loan (“Loan Agreement”) to complete the construction in a timely manner. Although the Foundation had conducted fundraising for Legacy Center, much of the funding was to be received through multi-year pledges. The Loan Agreement was meant to provide more immediate funding to the Foundation. Salisbury University entered into the Loan Agreement with the Foundation in an amount not to exceed \$600,000 at any time, and to be reimbursed in full to SU by December 31, 2018. However, as of December 31, 2018, the Foundation had an outstanding balance owed to SU of \$379,043, which has not been repaid.

On December 20, 2017, the Foundation signed a Certificate of Final Completion and Acceptance of the Legacy Center and transferred the property to SU. The Legacy Center is valued at approximately \$1.7 million. Given the lack of resources and inability of the Ward Foundation to repay the loan, and the value of the asset received by Salisbury University, the University desires to forgive the \$379,043 due from the Foundation.

As of March 5, 2021, the loan balance remains at \$379,043. In the Foundation's recent financial statements for June 30, 2020, the audit firm included a going concern comment in the Notes to Financial Statements. Specifically, the auditor mentioned the current ratio, net assets, and cash flows. The Foundation has cut expenses and received grants to improve cash flows. Their first Personal Paycheck Protection loan has been forgiven which has improved the current ratio and net assets.

In accordance with the USM BOR Policy on Affiliated Foundations, the University is requesting that the Board of Regents approve the Loan Agreement as it was made in 2016 and approve the termination of the Loan Agreement and forgiveness of the outstanding balance of \$379,043. This item will not be presented to the BPW.

ALTERNATIVE(S): No credible alternative has been identified for the collection on the unpaid loan amount.

FISCAL IMPACT: There is no fiscal impact beyond the write-off of \$379,043 of the loan amount, as the funds have been transferred, disbursed, and work has been completed.

CHANCELLOR'S RECOMMENDATION: That the Finance Committee recommend that the Board of Regents approve the loan given to the Ward Foundation and the termination of that loan and forgiveness of the outstanding balance of \$379,043.

COMMITTEE RECOMMENDATION:	DATE:
BOARD ACTION:	DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923



BOARD OF REGENTS

SUMMARY OF ITEM FOR ACTION,
INFORMATION OR DISCUSSION

TOPIC: University of Maryland, Baltimore: Dental Student Clinics Management Contract Renewal

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: April 1, 2021

SUMMARY: The University of Maryland, Baltimore (UMB) requests approval to exercise the fifth of five one-year renewal options with U.M. FDSP Associates, P.A. for the day-to-day operations of the Student Dental Clinics at the Dental School at UMB. Daily operations include activities such as providing non-faculty support, scheduling patient visits and collecting fees charged to patients for clinical services and operations materials provided by the clinics.

The request for approval is made pursuant to University System of Maryland Procurement Policies and Procedures: Section VII.C.2 for procurements exceeding \$5 million.

The term of the renewal is June 1, 2021 to May 31, 2022. The estimated value of the renewal is \$12,693,360. This renewal option will require the approval of the Board of Public Works and is expected to be presented in the spring of 2021.

VENDOR(S): U.M. FDSP Associates, P.A. (FDSP)
FDSP is a non-profit affiliate of the University of Maryland School of Dentistry.

ALTERNATIVE(S): FDSP was organized as a tax-exempt Maryland Corporation in order to implement a Faculty Dental Service Plan approved by the USM Board of Regents in August of 1985. The University studied private sector dental clinics and practices to determine if the costs for management and operation of the dental clinics by FDSP were competitive. The University found that a for-profit commercial entity could not perform the required services more economically since FDSP receives no compensation other than transfer funds from the University to support FDSP’s direct costs. The contract renewal will not exceed generated revenues.

FISCAL IMPACT: The contract renewal provides a positive fiscal impact in that FDSP receives no compensation other than reimbursement for personnel expenses and reasonable out-of-pocket expenses that are documented in periodic statements of income and expense to the Dental School. The value of the renewal of this contract is \$12.7 million.

CHANCELLOR’S RECOMMENDATION: That the Finance Committee recommend that the Board of Regents approve this request to exercise the fifth one-year renewal option with U.M. FDSP Associates, P.A. as described above.

COMMITTEE RECOMMENDATION: _____ DATE: _____

BOARD ACTION: _____ DATE: _____

SUBMITTED BY: Ellen Herbst (301) 445-1923



TOPIC: University of Maryland, College Park: NextGen Energy Program P3 Solicitation—Request for a Waiver of Board Policy VIII-17.00—Policy on Public-Private Partnerships, Section IV, State-Supported Public-Private Partnerships, Subsection D

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: April 1, 2021

SUMMARY: On November 3, 2020, the University of Maryland, College Park (UMCP) announced its shortlist of five potential partners for the NextGen Energy Program (NextGen), a public-private partnership (P3) to renew and operate the campus energy systems as approved by the Board of Regents December 20, 2019. UMCP expects these firms to submit initial proposals in late 2021 after which UMCP will select finalists to submit Best and Final Offers (BAFOs). UMCP will choose the NextGen awardee based on its BAFO evaluations.

Achieving substantial reductions in the Energy Systems' carbon emissions is a key NextGen objective. Consequently, NextGen's Request for Proposals (RFP) will invite proposers to submit two Initial Proposals, either of which could substantially reduce the Energy Systems' carbon footprint. In their Base Case Proposals, proposers will focus on designing and pricing a scope of work that UMCP's preliminary analysis shows would substantially enhance the reliability, efficiency, sustainability, and resiliency of its energy systems, advance the University toward its climate goals, and remain within its available funding. In their Alternate Proposals, proposers will be invited to start with the Base Case's scope of work and make the changes necessary to achieve the lowest possible carbon emissions and other sustainability targets at the earliest feasible date while maintaining service reliability, resilience, and affordability.

This is a substantially higher level of effort than would normally be required during a solicitation process. This effort, however, will confer a valuable benefit: the opportunity to draw on the expertise of global leaders in energy, sustainability, and finance to identify not just the most affordable approach to renewing UMCP's energy infrastructure, but the approach that best achieves its reliability, efficiency, sustainability, and resiliency objectives within its current financial resources, and sets UMCP on a path of continuous improvement in these areas over the long-term.

UMCP recognizes that preparing two proposals adds a significant amount to each proposer's development costs at the Initial Proposal stage. More costs will be added at the BAFO stage by requiring the finalists to design their BAFO Proposals to a higher-than-normal level so that UMCP fully understands the direction each finalist expects to take, the feasibility of its technical proposal, and reduces the risk of construction-related delays, disputes, and change orders. The increased certainty will permit more accurate, and potentially lower, pricing by reducing the number and extent of unknowns.

UMCP requests a waiver to broaden the scope of reimbursements under USM Board of Regents Policy VIII-17.00, Policy on Public-Private Partnerships, Section IV. State-supported public-private partnerships, subsection D, which limits proposer stipends in P3 procurements to payments for an unsuccessful proposer's intellectual property:

In situations where innovative and unique approaches to delivering a state-supported public-private partnership are identified by private entities responding to requests for proposals, and are subsequently used as a basis for engaging other private entities in their proposals, reimbursement of documented proposal costs, or agreed-upon fair-value compensation for proprietary knowledge of the proposers who originally provided the approach can be agreed-upon up to a limit of 3% of the total project cost, or \$500,000, whichever is lower.

The waiver would authorize UMCP to compensate unsuccessful proposers for costs associated with extra work required by the NextGen procurement. This waiver is within the scope of the State's P3 statute (Annotated Code of Maryland, State Finance and Procurement Article 10A-202(f)), which authorizes a reporting agency to "reimburse a private entity for the portion of the entity's costs incurred in response to the solicitation of a public-private partnership." It is also consistent with P3 regulations adopted by the Department of Transportation and the Department of General Services (COMAR 11.01.17.08 (D) and 04.01.05.08 (D), respectively).

The requested waiver will grant UMCP:

- The ability to reimburse each proposer who is not selected as a finalist up to \$200,000 for documented expenses directly incurred in the preparation and submission of their Alternate Proposal.
- The ability to reimburse each non-selected finalist up to \$500,000 for documented expenses directly incurred to design their Initial Proposals to the level defined in UMCP's NextGen BAFO design requirements.

Please see attachment for calculation scenarios.

The limits of the requested stipends are supported with data from recent major infrastructure projects in the U.S. and Canada ranging in value from \$120 million (for which each unsuccessful shortlisted proposer received up to \$200,000) to \$1.6 billion (for which each unsuccessful shortlisted proposer received up to \$2 million). With five shortlisted firms, the total potential cost for the proposed stipend ranges from \$1.1 million to \$1.4 million, depending on whether UMCP requests BAFO Proposals from two or three finalists.

The recently released RFP for Phase 1 of Maryland's I-495/I-270 P3 Program authorizes a reimbursement of up to \$500,000 to each unsuccessful shortlisted proposer that executes a stipend agreement under which all documents and intellectual property submitted by the proposer become the State's property. The agreement further requires the proposer to grant the State a royalty-free, perpetual, and irrevocable license to use any proprietary intellectual property contained in its submittals.

If this waiver is approved, UMCP will describe the specific terms, conditions, method, and timing for reimbursing the unsuccessful proposers in the RFP and will require each unsuccessful proposer to execute a stipend agreement and to transfer the rights to use the work product it developed during the NextGen procurement to UMCP as a condition to receiving reimbursement.

This request for a waiver from a USM Policy will not require the approval of the Board of Public Works; however, the contract award resulting from the competitive solicitation will require BPW approval. We expect the contract award to go to the BPW during the third quarter of calendar year 2022.

ALTERNATIVE(S): UMCP has considered the alternative of not reimbursing proposers during the Initial Proposal and BAFO Proposal stages, thus treating the activity as a cost of doing business. However, UMCP believes this could result in a) one or more prospective proposers withdrawing from the procurement; b) more uncertainty in pricing, potentially leading to disputes, delays, and change orders; and c) a lower level of effort being put forth by proposers due to the financial burden imposed, which could result in adding risk to the decision-making process.

FISCAL IMPACT: The maximum fiscal impact associated with this request for a waiver is \$1.4 million, which UMCP has budgeted as part of the NextGen Program. The value of foregone opportunities and the risk of higher future costs associated by not obtaining a full range of Alternate Proposals at the Initial Proposal stage and not requiring extra design work at the BAFO Proposal stage are much greater than the total amount that may be reimbursed to proposers, though this impact may not be immediately evident.

CHANCELLOR'S RECOMMENDATION: That the Finance Committee recommend that the Board of Regents approve for the University of Maryland, College Park a waiver from the Board Policy VIII–17.00 Section IV.D., as described above.

COMMITTEE RECOMMENDATION:	DATE:
BOARD ACTION:	DATE:
SUBMITTED BY: Ellen Herbst (301) 445-1923	

NextGen RFP Non-Selected Proposer Stipend Reimbursements

Description	Highest level of Reimbursement
Two Finalist Scenario	
Initial RFP	
Non-Selected Proposer #1	\$200,000
Non-Selected Proposer #2	\$200,000
Non-Selected Proposer #3	\$200,000
Total for RFP Stage Reimbursements	\$600,000
BAFO Stage	
Non-Selected Finalist	\$500,000
Selected Finalist	\$0
TOTAL for BAFO Stage	\$500,000
Grand Total for All Reimbursements	\$1,100,000

Description	Highest level of Reimbursement
Three Finalist Scenario	
Initial RFP	
Non-Selected Proposer #1	\$200,000
Non-Selected Proposer #2	\$200,000
Total for RFP Stage Reimbursements	\$400,000
BAFO Stage	
Non-Selected Finalist #1	\$500,000
Non-Selected Finalist #2	\$500,000
Selected Finalist	\$0
TOTAL for BAFO Stage	\$1,000,000
Grand Total for All Reimbursements	\$1,400,000

The requested waiver will grant UMCP:

- The ability to reimburse each proposer who is not selected as a finalist up to \$200,000 for documented expenses directly incurred in the preparation and submission of their Alternate Proposal.
- The ability to reimburse each non-selected finalist up to \$500,000 for documented expenses directly incurred to design their Initial Proposals to the level defined in UMCP’s NextGen BAFO design requirements.



BOARD OF REGENTS

SUMMARY OF ITEM FOR ACTION,
INFORMATION OR DISCUSSION

TOPIC: Convening Closed Session

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: April 1, 2021

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 Finance Committee 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 Committee determines should be discussed in open session or added to the closed session agenda for discussion. In that event, the Committee 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 Board of Regents Committee on Finance vote to reconvene in closed session.

COMMITTEE RECOMMENDATION:

DATE:

BOARD ACTION:

DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923



UNIVERSITY SYSTEM
of MARYLAND

STATEMENT REGARDING CLOSING A MEETING
OF THE COMMITTEE ON FINANCE
OF THE USM BOARD OF REGENTS

Date: April 1, 2021
Time: 10:30 a.m.
Location: Video Conference

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.

CONVENING CLOSED SESSION

- (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:

The acquisition of real property in Queen Anne's County.

REASON FOR CLOSING:

To maintain confidentiality of discussions of potential property acquisitions prior to BOR approval (§3-305(b)(3)).