



**BOARD OF REGENTS**  
**University of Maryland, Baltimore**  
**Elm Rooms A & B**  
**SMC Student Center**

**February 11, 2022**

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**AGENDA FOR PUBLIC SESSION** **8:30 A.M.**

Call to Order Chair Gooden

Welcome from University of Maryland, Baltimore President Jarrell  
Claire Fraser, PhD  
*Director, Institute for Genome Sciences  
Past President of the AAAS*

Educational Forum: College Rankings Ben Wildavsky  
Wildavsky Education, LLC

Chancellor's Report Chancellor Perman

I. Report of Councils

- a. Council of University System Staff Dr. Shishineh
- b. Council of University System Presidents Dr. Breaux
- c. University System of Maryland Student Council Ms. Harper
- d. Council of University System Faculty Dr. Brunn

**PUBLIC COMMENT**

2. Consent Agenda Chair Gooden

- a. Committee of the Whole
  - i. [Approval of meeting minutes from December 10, 2021, Public and Closed Sessions \(action\)](#)
- b. Committee on Audit
  - i. [Approval of meeting minutes from December 13, 2021 Public and Closed Sessions \(action\)](#)
- c. Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare
  - i. [Approval of meeting minutes from November 22, 2021, Public Session \(action\)](#)

- d. Committee on Finance
  - i. Approval of meeting minutes from December 2, 2021, Public and Closed Sessions (action)
  - ii. Proposed Amendments to the Finance Committee Charge, Role, and Responsibilities and Article X. Section 5. of the Bylaws (action)
  - iii. University System of Maryland: Review of Capital Improvement Projects and Brief Update on the Construction Cost Management Task Force (information)
  - iv. Policing Collaboration between the University of Maryland, Baltimore and the University of Baltimore (information)
  
- e. Committee on Education Policy and Student Life
  - i. Approval of meeting minutes from January 11, 2022 Public and Closed Sessions (action)
  - ii. Proposed Amendments to EPSL Committee Bylaws and Charge and Role and Responsibilities (action)
  - iii. Winter/Spring 2022 Update (information)
  - iv. Results of Periodic (7-Year) Review of Academic Programs (information)
  - v. Report on Extramural Funding – FY 2021 (information)
  - vi. Notification of Awards: Regents Scholars – Academic Year 2021-2022 and Elkins Professorships – FY 2022 (information)

3. Review of Items Removed from Consent Agenda

4. Committee Reports

- a. Committee on Finance Regent Attman
  - i. University System of Maryland: FY 2022 & FY 2023 Operating Budget Update (information)
  - ii. University System of Maryland: FY 2023 Capital Budget Update (information)
  - iii. FY 2021 Audited Financial Statements and USM Financial Planning (information)
  
- b. Committee of the Whole Chair Gooden
  - i. UMCP Strategic Plan Update
  - ii. Universities at Shady Grove Strategic Plan Update

5. Reconvene to Closed Session (action) Chair Gooden

**PLEASE NOTE: Attendees must wear KN95 masks during the meeting.**



## Report to the USM Board of Regents

Chancellor Jay A. Perman

February 11, 2022

Thank you, Chair Gooden. Let me also thank Mr. Wildavsky for his presentation.

As always, it's wonderful to be with you this morning, and it's wonderful to be with you during Black History Month. It was regrettable that we had to begin this month not with celebration but with condemnation. Bomb threats at two of our HBCUs, and many more across the country, were intended to menace and intimidate.

But I'll say today what I said then: These threats will fail. If they were meant to restrict access to higher ed, they will fail. If they were meant to sow division, they will fail. If they were meant to terrorize students and communities of color, they will fail. Because you cannot suppress Black excellence, and you cannot snuff out the light of our HBCUs—not when they're getting the attention and acclaim and resources they deserve. We are a better System for our historically Black institutions—Bowie, Coppin, UMES—and we stand with you. Now and always.

Of course, I thank our hosts this morning, the University of Maryland, Baltimore (UMB) and President Bruce Jarrell. It's impossible to overstate how vital UMB has been to the System's pandemic response—and to the state's. The work of UMB, the work of its partner, the University of Maryland Medical System, has steered us through the eye of this storm. Their leadership of the Unified Command has guided our path and secured Maryland's success in managing this crisis. It's backbreaking work. It's heartbreaking work. And they've been doing it for two years. I can't thank them enough.

Returning to UMB is still a special homecoming for me. And as President Jarrell and Dr. Fraser showed us, these are exciting times here at the university. UMB made headlines around the world when surgeons from the School of Medicine performed the first-ever successful transplant of a pig's heart into a human patient. The feat is poised to revolutionize xenotransplantation, and gives hope to thousands of patients who die each year awaiting an organ transplant.

In its annual R&D survey released last month, the NSF ranked the combined research enterprise of UMB and the University of Maryland, College Park (UMCP) in the top 10 among U.S. public

universities—and in the top 20 among *all* U.S. universities. To keep this amazing momentum going, Dr. Gregory Ball was just named the next vice president for research at UMB and UMCP. In another research win for the UMB/College Park alliance, the Institute for Bioscience and Biotechnology Research announced a five-year, \$16.8 million investment from the National Institute of Standards and Technology.

The Maryland Poison Center, operated by UMB's School of Pharmacy, is turning 50 this year. The center has reached well over 100,000 people through its public education programs, addressed more than 1.5 million human exposure cases, and saved thousands of lives.

UMB's School of Nursing has twice been honored in recent weeks: For the fourth year in a row, the school won the Health Professions Higher Education Excellence in Diversity Award from *INSIGHT Into Diversity* magazine. And in the *U.S. News & World Report* rankings of Best Online Programs, the school's Master's in Nursing programs were listed among the nation's best. Its Master's in Nursing Administration and Master's in Nursing Education were both ranked fifth nationwide.

The CURE Scholars program here at UMB, which engages West Baltimore students in STEM discovery starting in middle school, just reached a milestone that's particularly touching to me. In 2015, nearly two dozen talented 6th graders comprised the very first CURE class. And now those 20 high school seniors have racked up 72 offers of admission to 44 colleges. I remember them in their very first lab coats, and I'm overwhelmed.

I thank UMB for its abiding excellence. Of course, there's no shortage of notable achievements across the System.

## PROGRAM RANKINGS

I'll continue with the *U.S. News* Best Online Programs for 2022, in which 1,700-plus online bachelor's and master's degrees were evaluated. Seven USM universities were recognized for a total of 11 programs:

- I've already mentioned UMB's Master's in Nursing programs.
- Frostburg State University (FSU) made the list for its bachelor's programs and MBA programs.
- Salisbury University (SU) got the nod for its MBA and Master's in Nursing.
- Towson University (TU) was listed for its Master's in Education and Master's in IT.
- The University of Baltimore (UBalt) was included for its MBA.
- The University of Maryland, Baltimore County (UMBC) was ranked for its Master's in IT.
- And at College Park, the Master's in Engineering and MBA programs were both ranked 12th.

In a separate ranking from *U.S. News*, the University of Maryland Global Campus (UMGC) tops their list of colleges that enroll the most transfer students. UMGC enrolled more than 9,500 new transfer students in fall 2020, significantly more than its nearest competitor. And while we're on the topic of UMGC, I hope you all got to see the great coverage late last year of two sisters—both in their 60s—completing their master's degrees at UMGC. It illustrates so well what the university makes possible, for all learners.

And staying with rankings, Towson University ranked No. 27 among public institutions nationwide in a list of best undergraduate business schools by the business ed magazine *Poets & Quants*. TU ranked 17th among public colleges in the career outcomes measure, which looks at student internships, employment, and salaries, and it ranked 4th in business schools with the highest percentage of minority and international students. Forty-nine percent of last year's incoming class identify as underrepresented minorities. As a former business school dean and business executive, President Kim Schatzel must be very, very proud.

## STUDENT EXCELLENCE

Let me talk about those learners for a minute. Since we last got together, several USM students have been recognized on the national stage.

Bowie State University (BSU) senior Sharone Townsend is one of three students whose artwork was chosen for Target's national "Black Beyond Measure" HBCU Design Challenge. His design, emphasizing unity, is featured on clothing sold by the retailer to mark Black History Month.

Two College Park seniors—Steven Jin and Naveen Raman—have won the prestigious Winston Churchill Scholarship, joining only 14 other STEM students nationwide. The two will receive full funding to pursue a one-year master's degree at the University of Cambridge in the UK.

Joshua Slaughter, a senior computer engineering major at UMBC, won the Marshall Scholarship. He'll pursue his PhD in informatics at the University of Edinburgh, with the goal of advancing equity in personalized medicine.

Six UMGC students have been named finalists for the esteemed Presidential Management Fellows Program, a leadership development program specifically for graduate students.

*The Baltimore Sun* ran a great feature on the first graduate of UBalt's Second Chance College Program. James Ruffin III earned his BA in Human Services Administration, which he'll use in pursuit of his goal: establishing a nonprofit to help those transitioning to life after prison.

And Jay Copeland, a recent SU alum who sang at the inauguration of President Chuck Wight, will compete on the 20th season of American Idol.

## INSTITUTIONAL LEADERSHIP

Let me broaden my scope from our students to the institutions they attend and the leaders who guide them.

On Wednesday came the news that UMBC President Freeman Hrabowski was elected to the National Academy of Engineering. It's exceedingly rare that someone who's *not* an engineer is offered membership in the academy. Freeman's nod came for his role in developing a national model for enrolling diverse students in engineering programs and nurturing their success.

University of Maryland Eastern Shore (UMES) President Heidi Anderson and Coppin State University (CSU) President Anthony Jenkins were named among the 10 Most Dominant HBCU leaders of 2022 by the HBCU Campaign Fund. The honor recognizes their influence in shaping policies that strengthen higher education.

President Jenkins and Regent Michelle Gourdine joined *The Baltimore Sun's* list of 25 Black Marylanders to Watch. In the same edition, the *Sun* named five Living Legends—leaders already responsible for transformative change, but still doing the work of equity, opportunity, and enrichment. UBalt President Kurt Schmoke is deservedly on that list. Kurt, congratulations.

In fact, President Schmoke has been getting a *lot* of love lately. He coauthored a piece in *USA Today*, reflecting on his early activism as a leader in Yale's Black Student Alliance. And the *Sun* penned a great piece on Kurt's return to the classroom as co-teacher of a course on Baltimore City's history. What a gift to those students to see behind the decisions that shape a city.

Kurt's fellow president, Chuck Wight, gave time to Salisbury's ABC affiliate to reflect on the incredible challenges, and important victories, he's experienced while navigating the COVID pandemic. He said he believes that this crisis, while testing students, has ultimately made them more resilient. I've talked with enough students over the past two years to earnestly agree.

Several members of Frostburg's leadership team—including President Ron Nowaczyk—were honored with Impact Leader Awards from the National Society of Leadership and Success. The award recognizes their commitment to developing student leaders. Joining Ron in the awards are Dr. Artie Travis, Frostburg's vice president of student affairs; Dr. Jeffrey Graham, senior associate vice president of student affairs; and Robert Cooper, director of student life.

The University of Maryland Center for Environmental Science (UMCES) has issued a first-of-its-kind report card on Maryland's coastal adaptation to climate change. With 72 percent of Maryland's population living and working along the state's 3,000 miles of shoreline, our communities are particularly threatened by a changing climate. UMCES's grade of B– highlights progress, outlines areas for improvement, and establishes a framework for resiliency in the face of climate crisis.

Towson is once again proving its commitment to positive community impact. In a partnership that benefits both the university and the city of Towson, TU has funded a grant to the Baltimore County Police Department to provide additional public safety resources in downtown Towson.

College Park is stepping up in a different way. A ceremony was held last year—attended by campus, state, and tribal leaders—to bless the ground and announce the name of a new dining hall—the first campus building whose name honors Indigenous peoples. The dining hall will be called Yahentamitsi, which means “a place to go to eat” in the Algonquian language spoken by the Piscataway. President Pines says this is part of an ongoing commitment to more fully acknowledge the university’s history and embrace its diversity.

Just a few days ago, the Universities at Shady Grove (USG) launched its 10-year strategic plan, USG 2.0. I’ve been so impressed with the planning process and with the ambitions that USG has laid out—ambitions to pioneer change in access and affordability, in equity and opportunity. USG gives the System a laboratory to be the innovators we promise to be—the innovators that our learners, our employers, and our communities deserve.

And let me just say that USG isn’t alone in this. All three of our regional centers—USG, the USM at Hagerstown, the USM at Southern Maryland—give us a structure to revolutionize how we meet and serve our learners, and how we prepare them for the careers that fulfill them personally, that enrich their families and invigorate our communities.

Now, I’ve saved some of the best institutional news for last: As you all know, UMBC has just reached the Carnegie Classification’s highest level of research performance, earning Research 1 status. President Hrabowski said reaching the R1 pinnacle took the hard work of many, many people. And while true, I think we can all look at this distinction as yet another fitting capstone to Freeman’s 30 years of extraordinary leadership at UMBC. Congratulations to Freeman and his team.

## **PARTNERSHIPS, GRANTS, ECONOMIC IMPACT**

Of course, *many* of our universities are proving their excellence with new partnerships, impressive grants, and transformational research.

Coppin State is one of six HBCUs nationwide selected by Complete College America to take part in a Digital Learning Infrastructure project. The \$2.5 million research and design initiative will build an integrated framework for digital learning at HBCUs. Participating colleges were selected for their track record of innovation, their commitment to student success, and their novel use of technology to deliver exceptional learning and campus experiences. Closer to home, Coppin’s College of Business has entered into a partnership with Montgomery College to create degree pathways for community college students transferring to CSU.

UMCES has launched a NOAA-funded study of microplastics moving through Maryland's waterways—tracking where the plastics come from and where they end up. With marine debris a significant ecological problem, UMCES's work will provide the science that lawmakers need to take meaningful action.

UMBC has won a Beckman Foundation Award to launch a Beckman Scholars Program for high-achieving students interested in graduate study in the biological or chemical sciences. Only 14 institutions across the country are new recipients of these three-year awards, totaling \$2.1 million. At UMBC, the program will support six students aspiring to the MD/PhD degree, and each will be paired with a mentor. Plus, with a \$900,000 grant from the National Institute for Innovation in Manufacturing Biopharmaceuticals, UMBC will develop a short-term biomanufacturing training program to meet critical workforce needs.

At College Park, Professor Emeritus Michael Brin, his wife Eugenia, and the Sergey Brin Family Foundation are establishing the Brin Mathematics Research Center. Their \$4.75 million gift will seed a center that expands math and statistics research and education programs, and supports visiting scholars, workshops, and symposia. The goal is to foster interactions between mathematicians at College Park and those around the world.

And in a well-deserved recognition of UMCP's pathbreaking leadership, Analytics Insight ranked College Park among the top 10 universities *worldwide* for quantum research. Maryland joins Harvard, Berkeley, the University of Tokyo, and China's University of Science and Technology on this best-of-the-best list.

Bowie State has entered into a partnership with the U.S. Census Bureau to support students studying data science and analytics, and help build a high-quality, diverse workforce in the growing field.

UBalt's School of Law is joining with the Maryland Volunteer Lawyers Service—the state's largest provider of pro bono civil legal services—in a \$600,000 grant from the U.S. Department of Justice to significantly expand their Human Trafficking Prevention Project. The project supports survivors of human trafficking and populations at high risk of exploitation.

## USM FY23 OPERATING BUDGET

I'll conclude my remarks by commenting on the governor's budget proposal for the USM. No one knows better than all of you here how enormously challenging the last two years have been in terms of budget cuts and revenue losses—how deeply they've affected the work we do.

And so the governor's FY23 proposal of \$1.67 billion in state support to the System is incredibly gratifying. It's an 11.5 percent increase over our FY22 appropriation. The proposal would fully



restore the \$93.8 million cut to the USM's base budget made by the Board of Public Works in July 2020, and allow us to moderate tuition increases next year for in-state students.

The budget includes \$22 million in new funding for our three HBCUs—the first installment of the \$577 million settlement that Maryland finalized last year. It includes \$14 million to support the MPower partnership between UMB and College Park; \$7 million to support UMB's critical care services—funding that's especially important in terms of strengthening rural health care in Maryland—and \$3.7 million to help offset operating expenses associated with some of our newly opened buildings, many housing STEM and health sciences programs.

I should note that Gov. Hogan's *state* budget proposal provides an additional \$198 million to cover cost-of-living and merit increases for USM employees. If that budget action, too, is approved by the legislature, then, all told, the USM is looking at a nearly 25 percent increase over our FY22 appropriation. After two years of watching our faculty and staff work so very hard to make sure our students kept learning and our scholarship kept making change—two years of keeping our people safe and our campuses operational—I'm deeply grateful to see their efforts acknowledged in this way.

Of course, I ask all of you to voice your own support for the governor's budget proposal as you talk with policymakers, colleagues, and constituents.

I should also note that I'll be leaving this meeting briefly today to testify before lawmakers on the USM *Office's* FY23 operating budget. I'm delighted that Chair Gooden will join me. It's an important opportunity to remind legislators just how much the System Office accomplishes on a very small budget. Less than one-half of 1 percent of the entire USM budget goes to administrative costs at the System Office, making us the third most efficient out of 29 such systems nationwide. I thank my entire team at the USMO for doing *so* much with the resources we have.

Madam Chair, this concludes my report.

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## COUNCIL OF UNIVERSITY SYSTEM STAFF



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### **Council of University System Staff (CUSS) Report** Board of Regents Meeting February 11, 2022

This report serves as an update on the activities of the Council of University System Staff (CUSS) since our last report in December 2021. The Council has hosted one meeting in this time, our January 2022 meeting and the group has been spending a lot of time preparing for our Annual Advocacy Day, which will be held virtually on Wednesday, February 16, 2022. Updates from the January meeting and a preview for Advocacy Day 2022 are below.

#### **January Meeting Recap**

CUSS met virtually on Tuesday, January 18, 2022. This meeting would have been held at UMGC if we were able to meet in person. As such, the Council was excited to hear from President Fowler to kick off the meeting and share some updates about his first full year and vision for the UMGC campus. We thank Dr. Fowler for joining us at our meeting. Additionally, based on feedback from our Council after our December meeting, we asked Vice Chancellor Herbst to join us again in January to share additional updates about the budget, particularly plans for the surplus and a forecast of what to expect across the campuses for 2022-2023. We thank Vice Chancellor Herbst for joining us as well.

#### **Advocacy Day Preparations**

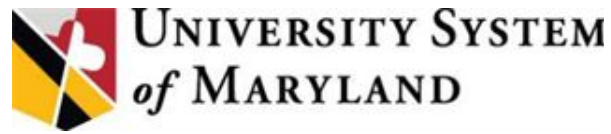
Each year, the three Councils, in partnership with the USM Women's Forum, host our annual Advocacy Day in February during the legislative session to advocate on behalf of the USM budget. For the second year – this event will be hosted virtually on Wednesday, February 16, 2022. The schedule for the day is robust and agenda items include a kick-off with Chancellor Perman, remarks from Patrick Hogan & Andy Clark, breakout sessions with legislators and delegates, open discussion time to review and discuss bills related to the USM, and some closing activities to reflect on the day. I look forward to sharing a recap of the day in my next report to the Board of Regents.

In addition to the above updates, the Council is preparing to send out our annual Shared Governance Survey to staff senates across the USM to gather data and input about the status of shared governance at each of the institutions. We look forward to sharing this data with the Chancellor, the Presidents, and the Board by or before the June Board of Regents meeting.

CUSS will not meet in February due to Advocacy Day plans. The next virtual meeting of the Council will be held on Tuesday, March 15, 2022 and will be hosted virtually by UMBC. As always, please do not hesitate to contact me directly ([lailams@umbc.edu](mailto:lailams@umbc.edu)) with concerns, questions, and/or suggestions.

Respectfully submitted,

Dr. Laila M. Shishineh  
Chair – Council of University System Staff



COUNCIL OF UNIVERSITY SYSTEM PRESIDENTS  
February 11, 2022

The Council of University System Presidents (CUSP) continues to convene regularly on matters related to COVID-19 and at the beginning of each month to address broader systemwide matters. Since its December report to the Board, CUSP met on December 15, January 5, January 10, January 12, January 19, January 26, and February 7.

In December and into January, CUSP focused primarily on the Omicron COVID-19 variant. The presidents discussed their plans for winter and spring semesters, including temporary telework and virtual learning options during the height of the surge. Other topics explored included vaccination, continued encouragement of vaccine boosters, use COVID-19 dashboards, and stress on the state's health care system.

The January 10<sup>th</sup> and February 7<sup>th</sup> CUSP meetings covered a wide variety of systemwide issues. Vice Chancellor Hogan provided legislative updates at both meetings, covering bills that may affect the system. Vice Chancellor Herbst also provided a budget update. Other topics discussed included shared governance, support for Afghan Refugees, required reporting, and BSU Climate Job Fair.



Date: February 11, 2022  
Meeting: February 2022 Board of Regents Meeting  
Organization: University System of Maryland Student Council  
Representation: **Yvonne Harper**, University of Baltimore  
Master of Public Administration Candidate  
University System of Maryland Student Council President

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Good morning, Chair Gooden and Board of Regents,

It is a pleasure to join you all this morning, it's the spring 2022 semester, and we are halfway through the academic school year; however, we are still impacted by covid. So, the question remains, "How are the students?" The students are exhausted.

### **Connection with students**

Throughout winter break, I had the opportunity to have one-on-one sessions with undergraduate and graduate student council student representatives. Student representatives have expressed various topics from covid, diversity and inclusion, financial literacy, mentorship programs, mental health, student fees, and transparency. Today I would like to focus on mental health as the students transition back into the classrooms and remote learning. As we go throughout this next semester, how will we as a system pay better attention to students' mental health?

*Mental health:* Students need more mental health services to deal with the effects of covid. Students are requesting more support from faculty and staff during this time. In an earlier report, we asked for faculty and staff to empathize with students and be more aware of students going through challenging times.

### **Executive Team and Board of Directors**

The University System of Maryland Student Council Board of Directors has begun planning the Mental Health wellness day for all system institutions and universities. Borrowing this idea from

Bowie State University, Bowie State engaged their students, faculty, and staff in a wellness day to relax the Monday before Thanksgiving break. Considering students' needs around mental health, a "System-wide" Mental health day is highly recommended for all Universities to implement into the calendar year.

**USM Advocacy Day 2022**

The University System of Maryland Student Council, Council of University System Faculty, and Council of University System Staff, in partnership with the USM Women's Forum, will host its annual Advocacy Day on February 16<sup>th</sup>, 2022, during the legislative session. We will advocate together on behalf of the USM budget on this day. This event will be virtual for the second year. Joining us this day will be Chancellor Perman, Patrick Hogan & Andy Clark. There will be breakout sessions with legislators and delegates throughout the day and discussion time to review and discuss bills related to the USM.

Sincerely,

Yvonne Harper

University System of Maryland Student Council President

2021-2022



## COUNCIL of UNIVERSITY SYSTEM FACULTY

### **Board of Regents Report February 11, 2022**

#### **Updates on Work in Progress**

#### **Ed Policy Committee**

**Academic Integrity Subcommittee-** has extended its deadline for responses until February 11<sup>th</sup>, 2022, due to poor distribution over the holiday/winter break. A summary of the results will be shared at the Chancellor's meeting in March and to the Regents in April. **A link to the survey questions is attached.**

#### **Faculty Affairs Committee**

**Technology Subcommittee-** has extended its deadline for responses until February 11<sup>th</sup>, 2022, due to poor distribution over the holiday/winter break. A summary of the results will be shared at the Chancellor's meeting in March and to the Regents in April. **A link to the survey questions is attached.**

**Structural Equity subcommittee-** has solidified the plans for the Faculty Town Hall featuring President's Wight and Hrabowski. The date is February 28, 2022. The Presidents will discuss their ideas on the challenges around the subject, a direction to go forward and experiences they have had in their careers. **The Flyer for the Town Hall is Attached. The meeting is open to Faculty, Staff and Students.**

**COVID 19 Subcommittee-** has extended its deadline for responses until February 11<sup>th</sup>, 2022, due to poor distribution over the holiday/winter break. A summary of the results will be shared at the Chancellor's meeting in March and to the Regents in April. **A link to the survey questions is attached.**

**Legislative Affairs Committee-** the committee is consulting on preparation with Staff on the **Virtual Annapolis Day.**

**Rules and Membership Committee-** General discussion at the January CUSF meeting focused on the Constitutional and Bylaws correction updates, codifying the informal understanding that CUSF Chair's term be for two years rather than one, and the need for new language in the Bylaws concerning the replacement of elected ExCom members who cannot fulfill their duties.

**Executive Committee/ Shared Governance** offered to the General Body of the Council a **Resolution on Mental Health which was passed unanimously with abstention. The resolution is attached.** The committee is distributing it to the Shared Governance groups of all the institutions as well as our sister councils.

Vice Chair Dr. Aerian Tatum is working President Breaux's assistant to set up a meeting with CUSF representatives **to discuss and come to a consensus on the role and responsibilities of faculty and administration in shared governance.**

Finally, ExCom sent to the Shared Governance groups of USM institutions **a letter joining in the Chancellor's support of our HBCU's.**

**Respectfully submitted,**

**Dr. Elizabeth Brunn**

**CUSF Chair**

CUSF Surveys

## Academic Integrity



COUNCIL of UNIVERSITY  
SYSTEM FACULTY

Dear Faculty,

The Council of University System Faculty (CUSF) needs YOUR help understanding what faculty perceive to be violations of academic integrity (AI) vs. what students perceive as misconduct. To build a culture of integrity, we must understand the impact of crowdsourcing on writing, problem-solving, study groups, sharing ideas, emerging technology shortcuts, and so on. The literature suggests students have a perspective on what constitutes cheating that's generational (Dimrod, 2020; Pew Research, 2015), rooted in situational and individual factors, and different from their instructors (Jurdi et al., 2012). If you have not done so yet or encountered difficulties using the link in our previous email, would you please still help CUSF identify faculty attitudes on academic integrity by jotting down your thoughts about the questions in CUSF's anonymous survey at this replacement link: <https://forms.office.com/Pages/ResponsePage.aspx?id=1uNMCL-kCU6FFtUoQMn3qQXIFND1pgtGi-yHiNhUJ41UNII0SEpCWUZGWTNBTUczT1BVNIJGVUM5My4u>. The survey should take you no more than 10 minutes to complete. We will be collecting responses through January 31, 2022. Thank you!



[Fill | USM Faculty  
Attitudes on  
Academic Integrity](https://forms.office.com/Pages/ResponsePage.aspx?id=1uNMCL-kCU6FFtUoQMn3qQXIFND1pgtGi-yHiNhUJ41UNII0SEpCWUZGWTNBTUczT1BVNIJGVUM5My4u)

The Council of University System Faculty (CUSF) needs YOUR help understanding what faculty perceive to be violations of academic integrity (AI) vs. what students perceive as misconduct. To build a culture of integrity, we must understand the



impact of crowdsourcing on writing, problem-solving, study groups, sharing ideas, emerging technology shortcuts, and so on. The literature suggests students have a perspective on what constitutes cheating that's very generational (Dimock, 2020; Pew Research, 2015), rooted in situational and individual factors, and different from their instructors (Jurdi et al., 2012). Please help CUSF identify faculty attitudes on academic integrity by jotting down your thoughts about the following questions. The survey should take you no more than 10 minutes to complete. We will be collecting survey responses through January 31, 2022. Thank you! - Education Policy Committee Council of University System Faculty References Dimock, M. (2020, January 17). Defining generations: Where Mille

forms.office.com

- Education Policy Committee  
Council of University System Faculty

#### References

Dimock, M. (2020, January 17). Defining generations: Where Millennials end and Generation Z begins. *Pew Research Center*. <https://www.pewresearch.org/fact-tank/2019/01/17/where-millennials-end-and-generation-z-begins/>

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Pew Research Center. (2015, September 3). The whys and hows of generations research. <https://www.pewresearch.org/politics/2015/09/03/the-whys-and-hows-of-generations-research/>

Mary E. Crowley (she, her, hers)  
Collegiate Associate Professor  
Communication, Journalism & Speech Program  
Department of Arts and Humanities  
School of Arts and Sciences  
University of Maryland Global Campus  
1616 McCormick Dr., Largo, MD 20774

[301-593-8238](tel:301-593-8238) (ofc. landline)

[mary.crowley-farrell@umgc.edu](mailto:mary.crowley-farrell@umgc.edu)

## Technology Survey



COUNCIL of UNIVERSITY  
SYSTEM FACULTY

Dear CUSF Members & USM Faculty Senate Chairs and USM Faculty,

The [Council of University System Faculty](#) (CUSF) would like your help in assessing the cybersecurity knowledge and needs of USM faculty. We have developed a short survey in which faculty can share their priorities and experiences in relation to cybersecurity when engaging in University business. The anonymous survey can be found at <https://forms.office.com/r/tFmCrBzgtX> and should take about 10 minutes to complete. Please circulate the survey to faculty at your institution. We will be collecting survey responses through February 1, 2022.

Thank you,

Marc Pound

for the Technology Subcommittee

Council of University System Faculty

Dr. Marc Pound  
Research Scientist  
Astronomy Department  
University of Maryland, College Park

<https://www.astro.umd.edu/~mpound>

[mpound@umd.edu](mailto:mpound@umd.edu) | 301.405.1520 | <https://umd.zoom.us/my/marc.pound>

## Covid Survey



COUNCIL of UNIVERSITY  
SYSTEM FACULTY

December 8, 2021

To Faculty Senate Chairs in all USM institutions:

Thank you for your help in late 2020 with CUSF's COVID questionnaire. We are hoping to get your help again in distributing the attached questionnaire to your faculty to get an idea about how COVID is affecting us and what best practices have been developed in response. If you do not have access to the faculty email roster at your institution, then can you please send this your provosts so they may disseminate?

The deadline for participation is on January 22<sup>nd</sup> so we hope you can send this out to faculty as soon as possible.

We appreciate your help particularly during this busy time!

Survey

link: [https://forms.office.com/Pages/ResponsePage.aspx?id=knP5y\\_ZJ3Umophn3EO\\_MNc7vnARaWldFjKSoSgwdl4tUMDZVWU1MSTIPR\\_kNPRUE2MENKUlpUUFzUS4u](https://forms.office.com/Pages/ResponsePage.aspx?id=knP5y_ZJ3Umophn3EO_MNc7vnARaWldFjKSoSgwdl4tUMDZVWU1MSTIPR_kNPRUE2MENKUlpUUFzUS4u)

CUSF Faculty Concerns committee, COVID subcommittee

Prof. Ellen Hondrogiannis, co-chair

Prof. Erica Kennedy, co-chair

Prof. James Manley

Prof. Kumudini Munasinghe



The Council of University System Faculty (CUSF) continues the Conversation on Diversity, Equity, and Inclusion

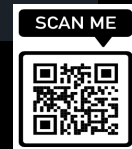
FACULTY, STAFF AND STUDENTS  
PLEASE JOIN US

Monday, February 28, 2022  
5:00 to 7:00 p.m. EST

**Virtual Town Hall:  
Insights on Diversity,  
Equity, and Inclusion in  
Higher Education**

Special Guests:  
President Freeman A. Hrabowski, III  
University of Maryland, Baltimore County  
and  
President Charles A. Wight  
Salisbury University

Click Here to Join Us on February 28th:  
<https://bit.ly/3oiUVEZ> Or Scan QRCode





## COUNCIL of UNIVERSITY SYSTEM FACULTY

The Council of University System Faculty (CUSF) is responsible for considering and making recommendations on matters of systemwide professional and educational concern to the faculty and matters to which faculty bring special expertise.

### Resolution for Faculty-Student Support on Campus Mental Health

Whereas CUSF recognizes the heavy burden the Pandemic and the related Transition has placed on students; and

Whereas the faculty-student relationship places faculty in a unique position to help their students with related mental health concerns during their matriculation be it Resolved, that Faculty and Researchers are encouraged to support students by taking one or more of the following actions as is reasonable:

1. Make yourself aware of the counseling support contacts for student referral and include them in the syllabus and or classroom announcements/resource areas.
2. To remain educated on campus mental health resources and issues.
3. Establish class conditions that promote well-being, social connectedness, and a growth mindset.
4. Recognize, respond, and refer students in distress to counseling options available at the university.
5. Engage in University activities designed to promote strong mental health
6. Participate in professional development to support campus community mental health.
7. Seek additional guidance with campus counseling centers found on the next page.

This resolution and addendum were passed unanimously with one abstention on January 24, 2022 by the CUSF General Council Body.

Resources are provided below and as an addendum.

### **Maryland Hotlines**

- Suicide Hotlines in Maryland
- Crisis Intervention Resources

**National Hotlines**

- National Suicide Prevention Hotline: 800-273-TALK
- National Alliance on Mental Illness: 800-950-NAMI
- Boys Town Suicide and Crisis Line: 800-448-3000
- Post-Partum Depression Warmline: 800-773-6667

**USM Upcoming Training Opportunities:**

**Addendum:**

1. USM Campus Counseling Center attached separately.

February 11, 2022 Board of Regents Meeting - Public Session Agenda

University	Counseling Website	Contact Information	Resources/Additional Information
Bowie State University	<a href="https://www.bowiestate.edu/campus-life/health-and-wellness/counseling-services/">https://www.bowiestate.edu/campus-life/health-and-wellness/counseling-services/</a>	Phone: 301-860-4000 or 1-877-77-BOWIE 14000 Jericho Park Road Bowie, MD 20715-9465	
Coppin State University	<a href="https://www.coppin.edu/student-life/student-support/center-counseling-and-student-development-ccsd">https://www.coppin.edu/student-life/student-support/center-counseling-and-student-development-ccsd</a>	CENTER FOR COUNSELING AND STUDENT DEVELOPMENT Email us (410) 951-3939 Mon - Fri: 8:30 am - 5:00 pm Tawes Center, Room 160 (410) 951-3940	
Frostburg State University	<a href="https://www.frostburg.edu/student-life/campus-services/caps/">https://www.frostburg.edu/student-life/campus-services/caps/</a>	CAP is located 101 Braddock Road, Frostburg, MD 21532 Phone: 301-687-4234 Email: caps@frostburg.edu Business Hours: Monday-Friday from 8 a.m. to 4:30 p.m. Cumberland Location: 39 Cumberland Hall next to Annapolis Hall	Call University Police at 301-687-4223 for Crisis support available evenings, weekends, and holidays
Salisbury State University	<a href="https://www.salisbury.edu/administration/student-affairs/counseling-center/">https://www.salisbury.edu/administration/student-affairs/counseling-center/</a>	Counseling Center Guerrieri Student Union (GC) 263 P 410-543-6070 (phone) P 410-548-4052 (fax) Outreach Request Form <a href="https://twitter.com/SburyCounseling">https://twitter.com/SburyCounseling</a> <a href="https://www.instagram.com/salisburycounseling/">https://www.instagram.com/salisburycounseling/</a> <a href="https://www.facebook.com/Salisbury-University-Counseling-Center-103813607919864">https://www.facebook.com/Salisbury-University-Counseling-Center-103813607919864</a>	

February 11, 2022 Board of Regents Meeting - Public Session Agenda

The University of Baltimore	<a href="https://www.ubalt.edu/campus-life/counseling-services/">https://www.ubalt.edu/campus-life/counseling-services/</a>	To Contact the SAP: 1.800.327.2251 www.portal.bhsonline.com Username: UBALT Download the App by searching BHSAPP in the App Store or Google Play For more information visit www.ubalt.edu/StudentAssistance	The University of Baltimore is working with an external partner, BHS to provide a comprehensive Student Assistance Program (SAP). The SAP offers mental health and wellness services to students and provides students confidential access to a professional counselor anytime, any day, anywhere via phone or online. Professionals are available around the clock to provide information, resources, and referrals for a wide spectrum of matters, including personal counseling, family concerns, information regarding substance concerns, legal and financial consultation, as well as other resources that may be of interest to students. The service will provide access to all UBalt students – full time, part-time, online, evening and weekend and offer comprehensive services.
Towson University	<a href="https://www.towson.edu/counseling/">https://www.towson.edu/counseling/</a>	Counseling Center LOCATION Health and Counseling Centers (Ward & West), 2nd Floor HOURS Mon. - Fri., 8 a.m. - 5 p.m. PHONE 410-704-2512 EMAIL counseling@towson.edu	
Universities at Shady Grove - Center for Counseling and Consultation	<a href="https://shadygrove.umd.edu/student-services/center-for-counseling-and-consultation">https://shadygrove.umd.edu/student-services/center-for-counseling-and-consultation</a>	301-738-6273 LOCATION Building IV, Suite 3139 Biological Sciences and Engineering (BSE) map CENTER HOURS M-Th: 10:00am-7:00pm F: 10:00am-2:00pm (virtual) Center Suite closed Fridays Call to make an appt. or request an appt. online	



February 11, 2022 Board of Regents Meeting - Public Session Agenda

University of Maryland Baltimore	<a href="https://www.umaryland.edu/counseling/">https://www.umaryland.edu/counseling/</a>	Emilia Petrillo, Executive Director  Student Counseling Center 621 W. Lombard St. Suite 302 Baltimore, MD 21201  P 410-328-8404 F 410-328-5291	NEED HELP NOW? ARE YOU OR A FRIEND IN CRISIS? If you are experiencing higher levels of distress or a crisis, please call us and mention to the staff member that you are in crisis and need to speak with a counselor. If it is after hours, please call the Crisis Support Service at our number (410-328-8404) and select option 7 to be connected to a counselor for immediate support. If you are experiencing a life threatening mental health emergency, please call 911 or UMB police (410-706-3333).
University of Maryland Baltimore County	<a href="https://health.umbc.edu/">https://health.umbc.edu/</a>	The Center for Well-Being Hours Monday - Friday 8:30 a.m. - 5 p.m. Email: rih@umbc.edu Phone: 410-455-2542	<a href="#">Retriever Integrated Health onmyUMBC</a> <a href="#">Retriever Integrated Health onTwitter</a> <a href="#">Retriever Integrated Health onInstagram</a>
University of Maryland Center for Environmental Science		Facilities and Services for Mental Health and for Students with Disabilities	UMCES Mental Health Resources UMD Counseling UMD Accessibility and Disability Services Employee Assistance Program (see HR website for login information)
University of Maryland College Park	<a href="https://www.counseling.umd.edu/">https://www.counseling.umd.edu/</a>	1101 Shoemaker Building 4281 Chapel Lane College Park, MD 20742 Counseling Center Hours Monday - Friday 8:30 a.m. to 4:30 p.m.	Counseling Center Main Number (301) 314-7651 Fax: (301) 314-9206 After Hours Crisis Support (301) 314-7651 Accessibility & Disability Service Main Office: (301) 314-7682 ADS Testing: (301) 314-7217 Testing Office (301) 314-7688 Research Unit (301) 314-766
University of Maryland Eastern Shore	<a href="https://www.umes.edu/CounselingCenter/">https://www.umes.edu/CounselingCenter/</a>	410-651-6449 or you can use the SAMHSA referral and provider link to find mental health services near you: <a href="http://findtreatment.samhsa.gov/">http://findtreatment.samhsa.gov/</a> . After business hours, if you are in crisis or need immediate help please call Campus Police at (410) 651-3300, dial 911 or 1-800-273-TALK (8255), text "START" to 741-741, or go to the nearest Hospital Emergency Department.	We offer telehealth services in response to the COVID 19 pandemic. Telehealth services are available via phone or a secure video platform to currently enrolled UMES students. Please click here for more information.  The Counseling Services staff are trained, thinking, feeling, and caring individuals who have developed the capacity to share their knowledge and skills with those who need help.

University of Maryland Global Campus	<a href="https://www.umgc.edu/current-students/student-life-and-support/safety-and-security/response-emergency-assessment-crisis-team/emergency-resources.cfm">https://www.umgc.edu/current-students/student-life-and-support/safety-and-security/response-emergency-assessment-crisis-team/emergency-resources.cfm</a>		
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## Colleagues

### **USM Chancellor Jay A. Perman on Bomb Threats at Historically Black Institutions Nationwide**

**Baltimore, Md. (Feb. 1, 2022)** – It’s devastating and despicable that we begin Black History Month with bomb threats at our nation’s HBCUs, including the USM’s own Bowie State University and Coppin State University, as well as fellow Maryland HBCU Morgan State University.

We stand in solidarity with our historically Black institutions, knowing that their strength is *our* strength, and that their power—on display like never before—will not be diminished by cowardly acts meant to menace and harm and intimidate.

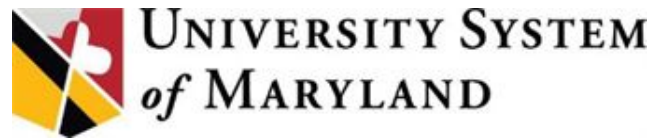
If the intent of these threats was to restrict access to our historically Black institutions—to restrict access to higher education itself—it will fail. If it was meant to sow division, it will fail. If it was meant to terrorize students and communities of color, it will fail. Because we will work even harder to make sure our HBCUs, and everyone they serve, feel the full weight of our protection and support.

The University System is what it is because of our historically Black institutions. Their prominence grows by the day. And no acts of craven bullying will stop their progress or dim their light. I thank Maryland’s HBCUs—Bowie, Coppin, UMES, Morgan—and historically Black institutions across the nation for being, still, a safe haven for our students, a wellspring of critical scholarship, and a source of such deep pride.

**The Council for University System Faculty joins with Chancellor Perman in expressing solidarity with our HBCUs. Our campuses will remain a “safe haven” for the pursuit of knowledge if we stand together and remain vigilant in the fight against acts of intolerance.**

**Acting On Behalf of CUSF,  
Executive Committee**

**Dr. Elizabeth Brunn, Dr. Aerian Tatum, Dr. Ellen Schafer-Salins, Dr. Diane Flint**



University System of Maryland Board of Regents  
Bowie State University  
December 10, 2021 Public Minutes

**Call to Order.** Chair Linda Gooden called the meeting of the University System of Maryland Board of Regents to order at 8:33 a.m. on Friday December 10, 2021 at Bowie State University. Those in attendance were: Chair Gooden; Regents Attman, Bartenfelder (virtual), Beams, Breslin, Fish, Gill, Gonella, Gourdine, Hur, Leggett, Neall, Peters, Pope, Rauch, Smarick, and Wood; Presidents Anderson, Breaux, Fowler, Goodwin, Hrabowski, Jarrell, Jenkins, Nowaczyk, Pines, Schatzel, Interim Provost Anderson for Schmoke, and Wight; Vice Chancellors Boughman, Herbst, Hogan, McDonough, and Raley; Ms. Mulqueen, Ms. Wilkerson, and AAG Langrill.

Chair Gooden began by noting how productive the last year has been for the USM. She cited our 8 new Regents, launching of the Intercollegiate Athletics and Student-Athlete Health and Welfare Committee, the installation of 3 presidents, opened 4 new buildings, and demonstrated safety for our campuses during the pandemic.

She also highlighted the focus on the future through the strategic plan and the launching of two presidential search committees. She closed out her remarks by thanking the employees of the USM, the Chancellor, Presidents, Regents, and our partners throughout the state.

**Welcome from Bowie State University.** President Breaux welcomed everyone to Bowie State University and provided some updates on the institution.

**Educational Forum: *USM Economic Impact on the State of Maryland.*** USM'S Venture Development Director, Lindsay Ryan, presented information on the USM's impact on workforce development and economic growth.

**Chancellor's Report.** Chancellor Perman presented his report. He started off by thanking Lindsay Ryan and Ellen Herbst and reiterating the huge economic impact the USM has on the state. He thanked President Breaux and BSU for hosting and discussed some recent accomplishments at the institution. He also highlighted recent university rankings, particularly those focused on engagement and inclusivity. He went more in depth about some community engagement initiatives at several campuses.

Chancellor Perman noted that we continue to advance our missions including education, discovery, and economic impact, and highlighted some accomplishments in those areas. He let everyone know that the USM 2022 Annual Report will be released soon. He indicated that

USM is closely following the Omicron variant and encourage everyone to get their booster shots.

Chancellor Perman ended by thanking everyone and voicing his hope for a bright new year.

#### I. Council Reports

- a. Council of University System Presidents (CUSP). President Breaux presented the report stating that CUSP continues to convene bi-weekly and the first Monday of every month to address systemwide matters. The December 1<sup>st</sup> meeting focused mainly on the Omicron variant and how each campus is handling the uptick in cases. During the December 6<sup>th</sup> CUSP meeting, the presidents discussed several other issues including academic integrity, the \$15 minimum wage increase, strategic planning, faculty annual leave carryover, and collective bargaining. USG Director Anne Khademian also provided an update on USG.
  - b. University System of Maryland Student Council (USMSC). Ms. Harper presented the USMSC report. She started with an overview of the joint council meeting in November. She noted that the Executive Council would like to have town halls modeled after the three breakout rooms from the joint meeting: Hybrid Learning & Work Environments, Diversity, Equity & Inclusion Work, and Mental Health Resource & Support. USMSC would also like to have a systemwide mental health day in the spring. The Council held Student Regent interviews on December 5, 2021 and sent four names to Chancellor Perman. Ms. Harper closed by saying that she hopes to have more one-on-one meetings with representatives of the undergraduate and graduate councils in the new year.
  - c. Council of University System Faculty (CUSF). Dr. Brunn presented the report. She discussed that the Academic Integrity Subcommittee has created a brief survey for Faculty Senate Chairs to determine views around academic integrity as a working norm. She noted that Presidents Wight and Hrabowski will participate in a Faculty Town Hall in February centered around structural equality. She highlighted other topics such as additional surveys for distribution to all faculty around cybersecurity and Covid, budget discussions, the CUSF constitution and bylaws, and the shared governance report.
  - d. Council of University System Staff (CUSS). Dr. Shishineh presented the report. She provided a recap of the Joint Council meeting held in November, noting that they heard from guest speakers and participated in breakout rooms. Each Council Chair/President also shared a "State of the Council".
2. Public Comment. Chair Gooden noted that four emails were received regarding the vaccine mandate. She read two of the emails and noted that responses would be sent to all who contacted the USM.

3. Consent Agenda. The Consent Agenda was presented to the regents by Chair Gooden. She asked if there were any items on the agenda that should be removed for further discussion. There were no requests to remove any items. Chair Gooden moved and Regent Pope seconded the motion to accept the consent agenda. The motion was unanimously approved. The items included were:

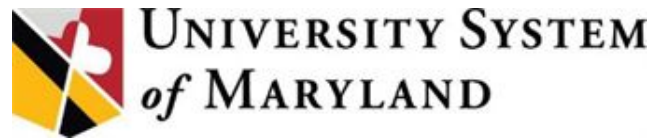
- a. Committee of the Whole
  - i. Approval of meeting minutes from November 12, 2021, Public and Closed Sessions (action)
- b. Committee on Finance
  - i. Approval of meeting minutes from November 4, 2021, Public and Closed Sessions (action)
  - ii. Towson University: Facilities Master Plan (action)
  - iii. University of Maryland, Baltimore: Increased Authorization for Bressler Research Building Exterior Upgrades (action)
  - iv. University of Maryland, Baltimore: Extension of Chilled Water Loop to Biomedical Research Facility and Pearl Street Garage (action)
  - v. University of Maryland, Baltimore: Voluntary Separation Program for Certain Faculty (action)
  - vi. Salisbury University: Ward Museum of Wildfowl Art Financial Sustainability Plan (information)
  - vii. University System of Maryland: Report on FY 2021 Procurement Contracts (information)
- c. Committee on Education Policy and Student Life
  - i. Approval of meeting minutes from November 8, 2021 (action)
  - ii. New Academic Program Proposal (action)
    - I. University of Maryland, College Park: Doctorate of Business Administration
  - iii. Fall 2021 Enrollment Update and FY 2022 Estimated FTE Report (information)
  - iv. PK-20 Pipeline Issues (information)
  - v. Articulation Efforts at USM Institutions (information)
  - vi. Report on the Instructional Workload of the USM Faculty - (AY 2020-2021) (information)
- d. Committee on Economic Development and Technology Commercialization
  - i. Approval of meeting minutes from December 2, 2021, Public Session (action)

4. Review of Items Removed from Consent Agenda

5. Committee Reports

- a. Committee of the Whole





University System of Maryland Board of Regents  
Bowie State University  
December 10, 2021

## **Closed Session Minutes**

Call to Order. Chair Linda Gooden called the meeting of the University System of Maryland Board of Regents to order at 11:45 a.m. on Friday December 10, 2021 at Bowie State University. Those in attendance were: Chair Gooden; Regents Attman, Beams, Breslin, Fish, Gill, Gonella, Gourdine, Leggett, Neall, Peters, Pope, Rauch, Smarick, and Wood; Vice Chancellors Boughman, Herbst, Hogan, McDonough, and Raley; Ms. Mulqueen, Ms. Wilkerson, and AAG Langrill. Presidents Nowaczyk, Anderson, and Breaux were present for a portion of the meeting.

### **1. Consent Agenda**

Chair Gooden asked if there were items the Regents wished to remove from the consent agenda. Seeing none, the Regents voted to approve the consent agenda (moved by Regent Pope; seconded by Regent Attman; unanimously approved) which included the items below.

- a. Committee on Finance
  - i. Towson University: Housekeeping Services Contract (§3-305(b)(14))

### **2. Meeting with the Presidents**

As part of their performance reviews, the Board met individually with Presidents Nowaczyk, Anderson, and Breaux. (§3-305(b)(1))

### **3. Collective Bargaining Update**

The Regents received an update on collective bargaining across the USM. (§3-305(b)(9))

### **4. Review of a USM President's Compensation**

The Regents voted to authorize the Chancellor to negotiate a president's compensation. (Regent Attman moved, Regent Fish seconded; 13 Regents approved; one opposed). (§3-305(b)(1))

### **5. Salisbury University Search Committee**

The Regents voted to approve the SU President Search and Screening Committee. (Regent moved Fish, Regent Wood seconded; unanimously approved). (§3-103(a)(1)(i))

### **6. University of Maryland, Baltimore County Search Committee Updates**

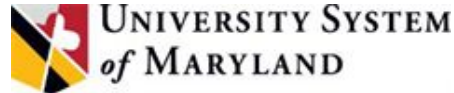
The Regents received an update on the UMBC President Search and Screening Committee (§3-103(a)(1)(i))



**7. University System of Maryland: FY 2023 Operating Budget Update**

The Regents received an update on the FY 2023 Operating Budget. (§3-305(b)(13))

The meeting adjourned at 3:34 p.m.



**BOARD OF REGENTS  
COMMITTEE ON AUDIT**  
DRAFT - Minutes from Open Session  
December 13, 2021

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Regent Fish called the meeting of the Committee on Audit of the University System of Maryland Board of Regents to order at approximately 10:00 a.m. This meeting was conducted via videoconference.

Regents in attendance included: Ms. Fish (Chair), Mr. Pope (Vice Chair), Mr. Gill, Ms. Gooden, Mr. Hur, and Mr. Wood. Also present were: USM Staff – Chancellor Perman, Mr. Brown, Ms. Denson, Mr. Eismeier, Mr. Hayes (phone), Ms. Herbst, Mr. McDonough, Mr. Mosca, Mr. Page, Ms. White, and Ms. Wilkerson; Office of the Attorney General -- Ms. Langrill; CliftonLarsonAllen LLP (USM’s Independent Auditor) – Ms. Bowman.

The following agenda items were discussed:

1. Information & Discussion – USM Audited Financial Statements

USM’s Controller presented USM’s Audited Financial Statements for year ended June 30, 2021. The report included a ‘Financial Snapshot’, which consisted of the key balance sheet strength ratios used by the bond rating agencies and a comparison of each institution’s performance to the prior year’s results. USM’s Controller also presented a set of indicators and ratios (financial dashboard) that summarize current and year-to-year financial health or performance against a set of benchmarks.

2. Information and Discussion – FY 2021 Independent Audit of USM’s Financial Statements

USM’s independent auditor (CliftonLarsonAllen, LLP) presented its audit results of USM’s FY 2021 & 2020 financial statements. CliftonLarsonAllen, LLP conveyed an unmodified (unqualified) opinion. The independent auditor also reported:

- No material weaknesses in internal controls were discovered;
- No instances of fraud were discovered as a result of their audit procedures; and
- The auditor received full cooperation from management.

The independent auditor had no management recommendations for the Audit Committee.

3. Information and Discussion – Update from Enterprise Risk and Crisis Management Work Group)

Regent Pope confirmed the Enterprise Risk Management and Crisis Management Workgroup has not met since the October Audit Committee meeting. As a result, there was no update from this workgroup.

4. Information – Completed Office of Legislative Audit Activity

USM's Director of Internal Audit presented an OLA findings dashboard which showed changes in the number of findings including repeat findings for each USM institution. The Committee also reviewed OLA's recently published audit of the University of Baltimore.

5. Information & Discussion – Internal Audit's Quality Assessment Report

USM's Director of Internal Audit presented the results from Internal Audit's September 2021 Quality Assessment Review. The results of the assessment affirmed that USM's Office of Internal Audit *Generally Conforms* to the IIA *Standards*.

6. Information & Discussion – Follow Up of Action Items from Prior Meetings

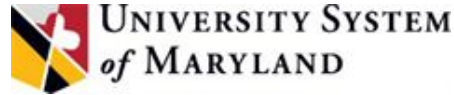
The committee reviewed the status of action items from prior meetings. USM's AVP of Finance provided an update on the development of policy revision for fundraising foundations.

7. Convene to Closed Session

Ms. Fish read aloud and referenced the Open Meetings Act Subtitle 5, §3-305(b) which permits public bodies to close their meetings to the public in special circumstances.

[Moved by Mr. Wood, seconded by Ms. Gooden; unanimously approved.]

The closed session convened at approximately 11:17 a.m.



**BOARD OF REGENTS  
COMMITTEE ON AUDIT**  
DRAFT Minutes from Closed Session  
December 13, 2021

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Ms. Fish read aloud and referenced the Open Meetings Act Subtitle 5, §3-305(b) which permits public bodies to close their meetings to the public in special circumstances. [Moved by Mr. Wood, seconded by Ms. Gooden; unanimously approved.] The closed session commenced at approximately 11:17 a.m. This meeting was conducted via videoconference.

Regents in attendance included: Ms. Fish (Chair), Mr. Gill, Ms. Gooden, Mr. Hur, and Mr. Wood. Also present were: USM Staff – Chancellor Perman, Mr. Brown, Ms. Denson, Mr. Eismeier, Ms. Herbst, Mr. McDonough, Mr. Mosca, Mr. Page, Ms. White, and Ms. Wilkerson; Office of the Attorney General -- Ms. Langrill; CliftonLarsonAllen LLP (USM’s Independent Auditor) – Ms. Bowman.

The following agenda items were discussed:

1. USM’s Vice Chancellor of Administration and Finance and USM Assistant Vice Chancellor for IT and Deputy CIO presented an update on the review of institutions' information technology security environments and details of a recent security breach. (§3-305(b)).
2. The Committee reviewed and approved the Office of Internal Audit’s Proposed Plan of Activity for Calendar year 2022. Ms. Fish moved to approve the plan, seconded by Ms. Gooden and unanimously approved (§3-103(a)(1)(i)).
3. The Committee reviewed the status of the Office of Internal Audit’s CY 2021 plan of activity. (§3-103(a)(1)(i)).
4. USM’s Director of Internal Audit provided a status update of reported criminal allegations received by the Office of Internal Audit. (§3-305(b)(12)).
5. The Committee members met separately with the Independent Auditor’s Engagement Partner and USM’s Director of Internal Audit. (§3-103(a)(1)(i)).

Closed session adjourned at 11:58 a.m.



UNIVERSITY SYSTEM  
*of* MARYLAND

**BOARD OF REGENTS**

**Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare**

November 22, 2021

Meeting via Video and Conference Call

**DRAFT**

Minutes of the Public Session

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Regent Gonella welcomed those on the video and teleconference and called the meeting of the Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare of the University System of Maryland Board of Regents to order in public session at 1:01 p.m.

Regents participating in the session included: Mr. Gonella (Chair), Mr. Gill (Vice Chair), Ms. Gooden, Mr. Attman, Mr. Breslin, Ms. Gourdine, Ms. Johnson, Mr. Peters, Mr. Pope, and Mr. Smarick. Also participating were: Chancellor Perman, Ms. Boughman, Ms. Herbst, Ms. Wilkerson, Ms. Langrill, Mr. Page, Ms. Skolnik, Mr. McDonough, Mr. Eismeier, Mr. Muntz, Ms. West, Ms. Denson, Mr. Mosca, Ms. Lee, Mr. Lurie, Ms. McMann, Mr. Barrio, Mr. Davidson, Mr. Franchak, Ms. Brandenburg, Mr. Evans, Ms. Sorem, Mr. Carter, Mr. DiBartolo and other members of the USM community and the public.

The following agenda items were discussed:

1. Committee Organization, Charge, Ongoing Issues, and Annual Meeting Plan (information)

Regent Gonella welcomed all the Committee members, Chancellor and staff, athletic directors and public and explained that this is an inaugural meeting of the committee. Ms. Boughman and Ms. Herbst reviewed the past focus of the regents through the workgroup, board policies we have in place, and highlighted the issues and focus the previous Board workgroup had on athletics as a means of ensuring continuity as we transition to a standing committee model.

2. Mid-year athletic directors updates – rotating – FSU, CSU, UMCP (information)

Regent Gonella informed the Committee members that there will be a rotating set of athletic directors sharing their perspectives on current issues. Troy Dell from FSU, Derek Carter from CSU, and Damon Evans from UMCP each spoke about their program and the issues and challenges they face.

3. Legislatively required annual report on institution and System policy changes impacting student-athletes - Jordan McNair Safe and Fair Play Act Report (information)

Regent Gonella explained that since the death of Jordan McNair, several legislators have taken great interest in ensuring that Maryland institutions have in place the appropriate health and welfare arrangements for student-athletes. Last year the Jordan McNair Fair Play Act was signed into law by the Governor. NCAA enacted a policy change allowing student-athletes to benefit from the use of their name, image, and likeness. This rule change and its impact will be continuously monitored by the Committee members.

Another requirement of the Jordan McNair Act is an annual requirement to disclose policy changes enacted or in place that relate to student-athletes. Ms. Lee collected information and compiled into a report which she shared with the Committee members.

Regent Gonella reminded the Committee that the next meeting is scheduled for March 14 and that we are currently planning for an in-person meeting in the Chancellor's conference room at the Elkins Building in Adelphi. He also explained that we will hear from 3 more athletic directors and consider the finances of our institutions' athletic departments. The public meeting was adjourned at 3:01 p.m.

Respectfully submitted,

Geoff J. Gonella  
Chair, Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare



UNIVERSITY SYSTEM  
of MARYLAND

BOARD OF REGENTS  
COMMITTEE ON FINANCE

December 2, 2021

Meeting via Video and Conference Call

DRAFT

Minutes of the Public Session

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Regent Fish welcomed those on the video and teleconference and called the meeting of the Finance Committee of the University System of Maryland Board of Regents to order in public session at 10:32 a.m.

Regents participating in the session included: Ms. Fish, Ms. Gooden, Mr. Gill, Mr. Gonella, Mr. Peters, Mr. Pope, Mr. Rauch, and Mr. Wood. Also participating were: Chancellor Perman, Ms. Herbst, Ms. Wilkerson, Assistant Attorney General Langrill, Ms. Mulqueen, Mr. McDonough, Dr. Schatzel, Ms. Amyot, Mr. Danik, Ms. Dettloff, Mr. Donoway, Mr. Lowenthal, Mr. Oler, Dr. Rhodes, Mr. Savia, Ms. Schaefer, Mr. Sergi, Dr. Wormack, Dr. Olmstead, Ms. Johnson, Mr. McCann, Mr. Beck, Ms. Denson, Mr. Eismeier, Mr. Hickey, Mr. Page, Ms. Skolnik, Ms. West, Mr. Lurie, Ms. McMann, and other members of the USM community and the public.

1. Towson University: Facilities Master Plan (action)

Regent Fish reminded everyone of President Schatzel's presentation at the previous meeting. The committee learned that for the first time, the creation of a campus development plan coincided with the concurrent development of the Towson Strategic Plan and the University's Middle States Re-Accreditation process. This provided a unique opportunity to blend ideas, principles, and several key goals across all three plans. In her presentation, the president outlined a number of proposed facilities that would help address the current and projected space deficits, based on State guidelines, in important academic areas. Among the highlights of the presentation, the plan supports the growth of the institution to a category "R2: Doctoral University" by expanding research capabilities; the plan has been developed in close coordination with a wide range of campus and off-campus interests, including student groups, faculty, staff, and local community organizations. Regent Fish noted that she was impressed that Towson had diligently followed its prior plans in terms of campus development, pointing out that a number of projects in the 2015 update had now been nearly or fully completed, among them a major new Science Building, two new residence hall complexes, and an addition to Burdick Hall. Regent Fish also expressed her appreciation for the intense focus Towson placed on renewing and replacing older buildings and specifically, the attention to energy efficiency, and the emphasis that the University placed on building strong relationships with their community. President Schatzel thanked the committee for its support.

**The Finance Committee recommended that the Board of Regents approve Towson University's 2020 Facilities Master Plan and materials as presented at the November meeting, 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.**

(Regent Wood moved recommendation, seconded by Regent Gill; unanimously approved)

Vote Count = YEAs: 8 NAYs: 0 Abstentions: 0

2. University of Maryland, Baltimore: Increased Authorization for Bressler Research Building Exterior Upgrades (action)

Regent Fish welcomed Dr. Rhodes, UMB Senior Vice President, and Ms. Graziano, Executive Director Construction & Facilities Procurement. Regent Fish described that UMB is requesting Board approval for an increase in authorization to the previously approved budget for a project to repair the façade of the Bressler Research Building. The Bressler Building was built in 1972 and the façade has been essentially untouched in the years since that time. Regent Fish noted from the photo in the package that repairing the exterior of the building would be a sizable and somewhat precarious job. The work includes repairing and restoring the masonry veneer, including the backing wall systems, replacing joints and seals at all joints—including the windows. She reminded the committee that UMB came to the Board in December of 2019 for authorization of the project. At that time, the project was approved for \$5.7 million. She explained that since that time, the institution had bid out the project twice; however, both attempts were unsuccessful. The current request is to approve a new budget of \$10.2 million and is based upon an acceptable bid which was received by the University in October. The project will be funded with institutional funds. Regent Fish stated that in addition to changing market conditions for both labor and materials, the institution attributed the increase in the project's total cost to a critical change to project's schedule whereby certain portions of the work would be completed off-hours to minimize disturbances to patients in an adjacent hospital. Dr. Rhodes added that UMB made the decision to place this project on hold for a period, in order to conserve cash during the pandemic, and price escalation had occurred since initial cost estimates.

**The Finance Committee recommended that the Board of Regents approve an increase in the project authorization for the University of Maryland, Baltimore for the Bressler Research Building Exterior Upgrades as described in the agenda item.**

(Regent Pope moved recommendation, seconded by Regent Gooden; unanimously approved)

Vote Count = YEAs: 8 NAYs: 0 Abstentions: 0

3. University of Maryland, Baltimore: Extension of Chilled Water Loop to Biomedical Research Facility and Pearl Street Garage (action)

Regent Fish reviewed the item. The University is seeking Board approval to extend an existing chilled water loop to two University owned buildings—the Biomedical Research Building and the Pearl Street Garage. Both of the buildings have systems that have aged beyond their useful life and instead of replacing them, the University has proposed extending an existing chilled water loop to provide service to these facilities. Regent Fish pointed out that the project will create redundancy within the campus' chilled water system and will improve overall energy efficiency, with UMB estimating a 30% energy savings. Completing this work will provide the two buildings with a new source of chilled water. It will also provide expansion capability for new buildings in the future—and importantly, this action will have no negative impact on existing facilities along the loop, given the available capacity within the system. The budget for this project is \$6.195 million, of which \$1.04 million will come from State Capital Facilities Renewal funds, with the remainder being funded with institutional funds. Regent Gooden commended UMB on the project, noting that it is consistent with the USM's climate change goals.



**The Finance Committee recommended that the Board of Regents approve for the University of Maryland, Baltimore, the Extension of Chilled Water Loop to Biomedical Research Facility and Pearl Street Garage as described in the agenda item.**

(Regent Gooden moved recommendation, seconded by Regent Pope; unanimously approved)

Vote Count = YEAs: 8 NAYs: 0 Abstentions: 0

4. University of Maryland, Baltimore: Voluntary Separation Program for Certain Faculty (action)

Regent Fish summarized the request from UMB. The University is seeking approval to offer a Voluntary Separation Program for a limited group of faculty in the School of Pharmacy. The plan was designed to provide the School of Pharmacy with the flexibility to hire faculty to assist in addressing mission critical needs with a continued focus on the School's vision. Regent Fish underscored that this is a voluntary program. She pointed out that faculty who elect to participate and whose application is approved, will receive an incentive payment as calculated under the plan and, must separate from the University no later than June 30, 2022 and release the University from any legal claims related to their separation under the program. The estimate cost of the total incentive payments ranges from \$500,000 to \$1,500,000, with the actual cost dependent on the number of participants and their respective salaries. Regent Fish stated that the Attorney General's Office has approved the plan for legal sufficiency.

**The Finance Committee recommended that the Board of Regents approve for the University of Maryland, Baltimore the Voluntary Separation Program for the University of Maryland School of Pharmacy faculty as presented.**

(Regent Pope moved recommendation, seconded by Regent Gooden; unanimously approved)

Vote Count = YEAs: 8 NAYs: 0 Abstentions: 0

5. Review of Finance Committee Charge (action)

Regent Fish stated that the Board's Governance and Compensation Committee has asked that each Board committee review and update its charge as appropriate on an annual basis. She noted that at the meeting last month there had been a discussion about the Finance Committee continuing to receive ICA-related financial data from the new Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare. As initially amended, the reporting language would have been removed. Regent Fish read the proposed language specific to letter "M." in the list, then opened the floor to discussion. Regent Wood indicated that a report was recently submitted to the legislature as required by the McNair Act and stated that it did not come to the Finance Committee. He inquired if the proposed language would cover the aforementioned reporting flowing through the Finance Committee. In response, Regent Gooden stated that such reporting was the responsibility of the new standing committee. She suggested that the chairs of the three committees—Finance, EPSL, and ICAS-AHW—work together to determine appropriate language for each of the charters and return for review during the next meeting cycle.

**There was no action taken on the item.**

6. University System of Maryland: Amendment of the Nonexempt Salary Structure (action)

Regent Fish provided an overview of the item. The Chancellor is recommending an adjustment to the USM Nonexempt Salary Structure in order to establish a minimum wage of \$15 per hour for all pay ranges. The beginning salary of ranges 2, 3, 4 and 5 will be increased to implement this change, as

detailed in the proposed Nonexempt Salary Structure in the material. The adjustment would be effective the first full pay period beginning in January. Pay adjustments will be provided to employees whose current pay falls below the new \$15 per hour minimum. She noted that the item stated that the exclusive representatives for employee bargaining units had been notified of this action and may request to engage in collective bargaining over this change. The fiscal impact of the action is estimated to be \$1.8 million, not including the cost of fringe benefits. Regent Fish indicated that existing practices would be followed to examine whether future structure adjustments are recommended to address any salary compression issues that may result from the new structure. In response to several questions, Ms. Skolnik, USMO HR Associate Vice Chancellor stated that this action applies to nonexempt regular status and hourly paid employees. Recognizing that this action to set a new minimum rate will cause compression, which will need to be addressed, the HR classification and compensation group will study and analyze the issue and return to the committee with a recommendation for an amendment to the structure. Regent Gooden added that this is an evolving process and a multi-step commitment.

**The Finance Committee recommended that the Board of Regents approve the adjustment to the Nonexempt Salary Structure as reflected in Attachment A of the agenda item, which supersedes all previously approved structures.**

(Regent Gooden moved recommendation, seconded by Regent Peters; unanimously approved)

Vote Count = YEAS: 7 NAYS: 0 Abstentions: 0

7. Salisbury University: Ward Museum of Wildfowl Art Financial Sustainability Plan (information)

Regent Fish recognized Dr. Wormack, Vice President, and Dr. Olmstead, Provost and Senior Vice President for Salisbury University. Regent Fish provided background on the topic. In October 2019 the state's Office of Legislative Audits issued a report. Included in its findings was the point that Salisbury University did not obtain the Board's approval for advancing more than \$1.1 million of funds to the Ward Museum to construct an addition, with the advanced funds to be repaid from fundraising. The fundraising campaign did not generate enough to cover the costs of the improvements, and as a result approximately \$379,000 was left unpaid. Last April, the Board of Regents approved Salisbury's request to retroactively authorize a loan from the University to the Ward Foundation and forgive the amount of the loan that remained outstanding and unpaid. The University, which annually provides about \$400,000 of support to the Ward Museum, determined that the Museum was not in a financial position to repay the balance of the advance. As a condition of the Finance Committee's recommendation, the University was asked to take a hard look at the Ward Museum and see what steps could be taken to enhance the operation's long-term financial sustainability. Regent Fish noted that the financial sustainability plan was provided in the material. Before turning to Dr. Wormack and Dr. Olmstead, Regent Fish added that she had a very good conversation with them about the report, talking about selecting key areas to measure for success. Dr. Wormack thanked Regent Fish for her guidance and support. She explained that the Ward Museum has come back very strong, with an emphasis on community partnership. They started a virtual program—which expanded the Museum's reach during pandemic—and have seen improvement in the financials, including cost containment. Salisbury will advocate with the State for greater support of its facility, which houses the Ward Museum, as well. Dr. Olmstead reiterated the long-established relationship with the Museum, the community science opportunities it provides, particularly to underserved communities, and stressed its importance as an asset. As the HVAC system is very expensive to maintain, the campus is looking at a Plan B and prepared to move the collection elsewhere on campus if it were to come to that. Regent Fish lauded the efforts of adding virtual programming and extending the Museum's reach globally. In response to a question from Regent Gooden, Dr. Olmstead responded that is complicated to determine if and when the

Museum could be self-sustaining, as Salisbury University owns both the collection and facility, along with providing pass-through appropriation funding.

**The Finance Committee accepted the report for information purposes.**

8. University System of Maryland: Report on FY 2021 Procurement Contracts (information)

Regent Fish provided a summary of the report. The USM Policy on Approval of Procurement Contracts requires that a report on procurement contracts between \$1 and \$5 million—and emergency and expedited procurements—be submitted annually to the Finance Committee. During fiscal year 2021 there were 39 contracts that met these terms including 4 emergency contracts that were related to COVID-19. Forty-one percent of the contracts were awarded to Maryland firms and the Minority Business Enterprise participation on these contracts was 8%. Mr. Hickey, USM Director of Procurement and Real Property Initiatives, added that there were 3 institutions that did not have any data to report. In response to a question regarding an in-state preference for Maryland firms, he indicated that the State does not have an in-state preference and if it were to enact one, there is a good chance that other states would do so as well.

**The Finance Committee accepted the report for information purposes.**

9. Convening Closed Session

Regent Fish read the Convene to Close Statement.

“The Open Meetings Act permits public bodies to close their meetings to the public in circumstances outlined in §3-305 of the Act and to carry out administrative functions exempted by §3-103 of the Act. The Committee on Finance will now vote to reconvene in closed session. The agenda for the public meeting today includes a written statement with a citation of the legal authority and reasons for closing the meeting and a listing of the topics to be discussed. The statement has been provided to the regents and it is posted on the USM’s website.”

**The Chancellor recommended that the Committee on Finance vote to reconvene in closed session.**

(Regent Fish moved recommendation, seconded by Regent Pope; unanimously approved)

Vote Count = YEAs: 7 NAYs: 0 Abstentions: 0

Regent Fish thanked everyone for joining. The public meeting was adjourned at 11:25 p.m.

Respectfully submitted,

Ellen Fish  
Vice Chair, Committee on Finance



UNIVERSITY SYSTEM  
*of* MARYLAND

**BOARD OF REGENTS  
COMMITTEE ON FINANCE**

December 2, 2021  
Meeting via Video Conference

**DRAFT**

Minutes of the Closed Session

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Regent Fish called the meeting of the Finance Committee of the University System of Maryland Board of Regents to order in closed session at 11:27 p.m. via video conference.

Regents participating in the session included: Ms. Fish, Ms. Gooden, Mr. Gill, Mr. Gonella, Mr. Peters, Mr. Pope, and Mr. Wood. Also participating were: Chancellor Perman, Ms. Herbst, Ms. Wilkerson, Mr. McDonough, Assistant Attorney General Langrill, Mr. Hickey, Ms. West, and Ms. McMann. Mr. Lowenthal and Ms. Johnson also participated in part of the session.

1. The committee discussed the awarding of a contract for housekeeping services (§3-305(b)(14)). (Regent Fish moved recommendation, seconded by Regent Gooden; unanimously approved)  
Vote Count = YEAs: 7                      NAYs: 0                      Abstentions: 0
2. The committee discussed the proposed FY 2023 Operating Budget submission and potential adjustments to the submission (§3-305(b)(13)).  
This item was presented for information purposes; there were no votes on this item.

The session was adjourned at 12:10 p.m.

Respectfully submitted,

Ellen Fish  
Vice Chair, Committee on Finance



**BOARD OF REGENTS**

SUMMARY OF ITEM FOR ACTION,  
INFORMATION OR DISCUSSION

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**TOPIC:** Proposed Amendments to the Finance Committee Charge, Role, and Responsibilities and Article X. Section 5. of the Bylaws

**COMMITTEE:** Finance

**DATE OF COMMITTEE MEETING:** February 3, 2022

**SUMMARY:** The members of the Finance Committee will review and discuss any proposed updates to the Committee’s charge and Article X. Section 5. of the bylaws. In addition, with the establishment of the standing Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare, previously a Workgroup on Intercollegiate Athletics, the Finance Committee’s role regarding athletics must be updated.

**ALTERNATIVE(S):** Language could be amended based on the discussion.

**FISCAL IMPACT:** There is no anticipated fiscal impact.

**CHANCELLOR’S RECOMMENDATION:** That the Finance Committee recommend that the Board of Regents approve the charge and amendments to Article X. Section 5. of the bylaws for the Committee.

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**COMMITTEE RECOMMENDATION:** RECOMMEND APPROVAL WITH AMENDED LANGUAGE AS FOLLOWS:  
REPLACE “DIVISION I PROGRAMS” WITH “ATHLETICS PROGRAMS” ON PAGE 2, SECTION M., AND PAGE 5 SECTION H., IN THE ATTACHMENT.

Furthermore, regarding the requirement that “there shall be at least one member with financial expertise and experience [appointed to the committee],” the members, through discussion, confirmed for the record that requirement has been met.

DATE: 2/3/22

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BOARD ACTION:

DATE:

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SUBMITTED BY: Ellen Herbst (301) 445-1923

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**UNIVERSITY SYSTEM  
of MARYLAND**

**Board of Regents  
Committee on Finance  
Charge, Role, and Responsibilities**

**February 3, 2022**

Charge:

The Committee on Finance shall perform all necessary business and provide guidance to the Board to help ensure the long-term financial health and development of the University System, informed by strong fiscal and administrative policies.

Role and Responsibilities:

The Committee on Finance shall consider and report or recommend to the Board of Regents on matters concerning financial affairs; capital and operating budgets; facilities; student enrollment; investments; real property transactions; business entities; procurement contracts; human resources; tuition, fees, room and board charges; and the overall long-range financial planning for the University System.

Members of the Committee on Finance are appointed annually by the Chairperson of the Board. There shall be at least one member with financial expertise and experience. The Committee shall meet as needed, but no fewer than four times during the fiscal year. The members of the Committee may expect to receive information for review in order to consider, and/or act on any of the following matters:

- A. Establishment of the University System's five-year Capital Improvement Program (CIP) request prior to its submission to the Governor. The CIP is comprised of a prioritized list of academic projects (e.g., instruction, research), for which State bond or cash funding is requested.
- B. Establishment of the University System's five-year System Funded Construction Program (SFCP) prior to its implementation. The SFCP incorporates prioritized requests from institutions for auxiliary and self-support projects (e.g., residence halls, parking facilities).
- C. Authorization to issue debt to fund the capital program through the use of academic and auxiliary revenue bonds.
- D. Off-cycle construction or renovation projects that exceed expenditure thresholds established in Board policy and procedures.
- E. Facilities Master Plans are high level, strategic land-use and physical development plans, which help direct campus construction and improvements 10-20 years into the future. They also guide campus priorities for the annual capital budget request. Typically, a campus president will give a presentation where they describe the institution's goals on a wide range of topics related to

physical renewal and expansion, including: building location decisions, renovation and replacement options, utility expansion, real property acquisition, environmental concerns, and campus and community interaction.

- F. Capital projects status report which outlines the progress of all major design and construction projects underway System-wide. Data fields include, but are not limited to, overall cost, schedule, funding sources and prior approvals, as well as the name of the project architect and primary contractor.
- G. Aggregated energy and power purchase agreements; periodic reviews of progress by the System and individual institutions toward State sustainability goals pertaining to reduction of energy and greenhouse gas emissions.
- H. Acquisition and disposition of real property.
- I. Establishment of annual operating budget including state appropriation request to the Governor.
- J. Establishment of, or changes to tuition, mandatory student fees, and residential room and board rates.
- K. Student enrollment 10-year projection prior to its submission to the Maryland Higher Education Commission.
- L. Fall student enrollment attainment for each institution.
- M. The Finance Committee shall receive for information purposes, from the Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare, the annual report of the finances of intercollegiate athletics for those institutions with ~~Division I~~ ATHLETICS programs.
- N. Review on a regular basis certain of the University's System's material financial matters, including the annual audited financial statements, balance sheet management and debt strategy, review and endorsement of endowment spending rule.
- O. Reports and recommendations from the investment advisor(s) and investment manager(s) regarding the investment of the Common Trust Fund and asset performance.
- P. Establishment of business entities, public/private partnerships, and the initiatives covered under the Board's HIEDA policy.
- Q. Review dashboard metrics and monitor outcomes for organizational improvement and excellence.
- R. Establishment of, or changes to existing fiscal and administrative policies.
- S. Human resources policies for all staff employees including but not limited to recruitment, retention, administration of benefits and leave, compensation and classification, layoff, separation, and grievances. This Committee shall also consider and recommend any changes to the exempt and nonexempt staff salary structures.
- T. Consider and recommend institutional requests for Voluntary Separation Incentive Plans.
- ~~F.U.~~ Awarding of contracts and entering into cooperative agreements as specified in VIII-3.0 USM Procurement Policies and Procedures. This Committee shall approve all contracts that exceed \$5 million except contracts for capital projects, sponsored research, and real property.

U.V. Pursuant to Section 13-306 of the Education Article, the annual contract, and any amendments thereto, between University of Maryland, Baltimore (UMB) and University of Maryland Medical System Corporation which states all financial obligations, exchanges of services, and any other agreed relationships between them for the ensuing fiscal year concerning the University of Maryland Medical Center. Section 13-306 requires that the annual contract be submitted to the Board of Regents, upon recommendation of the UMB president, for consideration, any modification, and approval.

V.W. Continue as stewards of the USM Effectiveness and Efficiency efforts including:

- Supporting USM's strategic priorities of excellence, access and affordability, innovation, increased economic impact, and responsible fiscal stewardship.
- Emphasizing collaboration and inter-institutional activities.
- Fostering innovation and entrepreneurship to promote cultural changes and new operating models.
- Promoting the optimal use of technology in support of systemwide and campus operations.
- Reviewing and discussing periodic reporting on initiatives that promote effectiveness and efficiencies in the USM operating model, increase quality, serve more students, and optimize USM resources to reduce pressure on tuition, yield savings and cost avoidance.





UNIVERSITY SYSTEM  
*of* MARYLAND

**BYLAWS OF THE BOARD OF REGENTS**

**Article X. Section 5. Committee on Finance.**

- A. The Committee on Finance shall consider and report or recommend to the Board on all matters related to financial affairs including the issuance of debt, annual audited financial statements, establishment of business entities, public/private partnerships, and the initiatives covered under the Board's HIEDA policy.
- B. The Committee on Finance shall consider and recommend the annual operating budget and amendments thereto. The Committee shall also consider and recommend tuition, mandatory fees, and residential room and board rates.
- C. The Committee on Finance shall consider and recommend the annual capital budget and amendments thereto. This Committee shall consider and report or recommend to the Board on matters pertaining but not limited to the acquisition and disposition of real property, the need for capital improvements, facilities renewal, and site planning, and new construction. The Committee shall receive and recommend institutional facilities master plans. The Committee approves aggregated energy and power purchase agreements, and periodically reviews progress by the System and individual institutions toward State sustainability goals pertaining to reduction of energy and greenhouse gas emissions.
- D. The Committee on Finance shall consider and recommend human resources policies for staff employees including but not limited to recruitment, retention, administration of benefits and leave, compensation and classification, layoff, separation, and grievances. This Committee shall consider and recommend any changes to the exempt and nonexempt staff salary structures.
- E. This Committee shall receive reports and recommendations from the University System of Maryland investment advisor(s) and investment manager(s) and provide recommendations to the Board regarding the endowment investment and spending rule policies of the University System of Maryland.

- F. The Committee on Finance shall consider and recommend the annual student enrollment projection for a 10-year period. The Committee shall have responsibility for reviewing the “fall freeze” enrollment data as provided by each institution.
- G. The Committee on Finance shall consider and recommend entering into cooperative agreements and the awarding of contracts as specified in VIII-3.0 USM Procurement Policies and Procedures. The Committee shall approve all contracts that exceed \$5 million except contracts for capital projects, sponsored research and real property.
- H. The Finance Committee shall receive **for information purposes, from the Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare, the** annual report of the finances of intercollegiate athletics for those institutions with ~~Division I~~ **ATHLETICS** programs.
- I. This Committee shall have responsibility for reviewing the annual contract, and any amendments thereto, between the University System and the University of Maryland Medical System Corporation, as developed by the President of the University of Maryland, Baltimore, the Dean of the School of Medicine, the Chancellor of the University System of Maryland, and the President of UMMS and shall recommend appropriate action to the Board of Regents, which may include procedures for annual review and adoption of the contract.



**BOARD OF REGENTS**

SUMMARY OF ITEM FOR ACTION,  
INFORMATION OR DISCUSSION

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**TOPIC:** University System of Maryland: Review of Capital Improvement Projects and Brief Update on the Construction Cost Management Task Force

**COMMITTEE:** Finance

**DATE OF COMMITTEE MEETING:** February 3, 2022

**SUMMARY:** This report provides information on the status of capital improvement projects systemwide. Included are contract awards, completions, and detailed project schedules. The attached report reflects activity for the twelve-month period starting December 1, 2020 and ending November 30, 2021. The attached also includes a summary sheet highlighting key facilities milestones for the same time period.

This discussion of capital project issues also provides an opportunity for a brief update on the activities and future plans of the Board’s Construction Cost Management Task Force. The Task Force was established in April, 2021 and given the charge to review current practices, policies and procedures related to construction project delivery and related procurements—particularly those that impact project costs and schedules—and discuss recommendations for improvements to those processes where they make sense.

The group has met twice, once in late June and again in November. The members of the Task Force discussed in some detail the project management processes utilized by the two USM Project Service Centers. The next meeting of the Task Force will focus on project origination and programming. It is this early planning and budgeting stage—well before design begins—where the Task Force believes there may be important impacts made on project costs. The Task Force will discuss questions like: Who makes decisions regarding the size, scope and quality of buildings? Who scrutinizes these decisions and who approves them? What checks and balances are used to help mitigate the budgetary impacts of those decisions? The Task Force will provide updates at future Committee meetings as appropriate.

**ALTERNATIVE(S):** This is an information item.

**FISCAL IMPACT:** This is an information item.

**CHANCELLOR’S RECOMMENDATION:** This is an information item.

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COMMITTEE RECOMMENDATION: ACCEPTED FOR INFORMATION

DATE: 2/3/22

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BOARD ACTION:

DATE:

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SUBMITTED BY: Ellen Herbst (301) 445-1923

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**SUMMARY: USM PROJECT STATUS REPORT ON MAJOR CONSTRUCTION PROJECTS**  
AS OF NOVEMBER 30, 2021

This report provides information on major (\$1M or larger) capital projects System-wide, excluding maintenance and energy performance contracts. Projects are funded through a variety of sources: State capital and operating funds, including facilities renewal; internal funding through the System Funded Construction Program (SFCP); private funds; and federal grants. This report is a summary of contract awards, project completions and project schedules for the seven-month period beginning Dec 1, 2020 and ending November 30, 2021.

**CAMPUS FACILITIES HIGHLIGHTS:**

At any given time, there are as many as \$2-2.5 billion worth of projects in design or construction System-wide. The State estimates that represents nearly 4,500 full-time positions supported in the Maryland economy. From concept and budget through ribbon cutting, the goal of the USM Capital Program is to provide the most advanced, effective facilities and deliver them in the most efficient, cost-effective way.

It is important to add that, over the last decade or so, nearly 80 of these projects have been certified by the US Green Building Council as LEED "Silver" or "Gold" (or higher!). During the same timeframe, institutions have made significant progress toward reductions in energy use and have logged a 34% reduction in greenhouse gas emissions. Facilities highlights for 2021 include:

- Towson University opened its largest academic building so far, the new \$202M Science Building in early 2021.
- Towson also broke ground on its New College of Health Professions in October.
- Bowie State University opened a new Entrepreneurship Living Learning Community—a public/private partnership—that provides houses 557 students and provides space for faculty and students working on business start-ups.
- In April, at University of Maryland, College Park, the renovated facility formerly named the William P. Cole Jr. Student Activities Building or Cole Field House, was renamed in honor of Billy Jones and Darryl Hill, the first Black men to integrate basketball and football at Maryland, respectively.
- Over the summer, the College Park campus also wrapped up a major renovation of its Chemistry Building, and broke ground on a major new Chemistry Building Wing Replacement project.
- In October, the innovative "SMART" Building at the USM Southern Maryland Center opened with a robot-assisted ribbon cutting.
- UMBC opened its Center for Well-Being at UMBC—a building that's a "first" for the System. The following video underscores the unique nature of this facility: <https://youtu.be/JmEpaX6U-6I>

**ONGOING PROJECTS:**

As of November 30, 2021, there are a total of 74 major projects System-wide either pending design, or in design or construction, that are managed by the service centers or delegated to the institutions. The attached information includes schedules and project data for ongoing activities, including the following new projects. A list of completed or cancelled projects (from the last report) is also added below.

**NEW PROJECTS ADDED TO LIST (PRE-PLANNING AND DESIGN):**

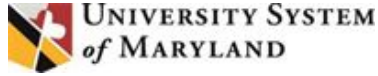
Campus	Project Name	Architect/Engineer or TBD Name (State Abbrev)	Project Cost Est Total Proj
UMB	Howard Hall 4 <sup>th</sup> Floor Lab Renovations	Design Collective (MD)	\$1,500,000
BSU	Robinson Hall	Jeffrey Brown Contracting (MD)	\$4,200,000
FSU	Challenger Center	TBD	\$6,000,000
SU	Guerrieri Center Renovation	TBD	\$39,500,000
UMCP	Campus Farm Upgrades Phases I, II, III	TBD	\$22,100,000
UMCP	Cole Head House Renovation	TBD	\$1,450,382
UMCP	ERC Natatorium Pump Room Renovation	TBD	\$2,000,000
UMCP	Field Hockey/Lacrosse Complex Renov	Jeffrey Brown Contracting (MD)	\$4,800,000
UMCP	Interdisciplinary Engineering Building	Whiting Turner (MD)	\$205,000,000
UMCP	Jimenez Hall, S Wing-2,3,4 Floor - HVAC	Henry Adams (MD)	\$3,000,000
UMCP	Toll Physics Bldg. - AHUs 13, 14, 15	Kibart (MD)	\$1,610,000
UMCP	Maryland Stadium Videoboard	Daktronics, Inc.	\$15,000,000
UMCP	Miller Building Ground Floor Renovation	Whitman Requardt Assoc (MD)	\$1,730,000
UMCP	Quantum Advanced Computing Infrastr	TBD	\$10,000,000
UMCP	School of Public Health Bldg Roof Repl	TBD	\$3,000,000
UMCP	Stadium Drive Garage Renovations	Rummel Klepper & Kahl (MD)	\$1,790,000
UMCP	Track & Field	A. Morton Thomas Assoc (MD)	\$6,400,000
UMCP	Woods Hall HVAC Renovation	Henry Adams LLC (MD)	\$5,000,000
UMES	Nuttle Hall Renovation	TBD	\$10,800,000
TU	Practice Field Improvements, Phase II	ASG Architects Phase 2	\$4,900,000
		<b>Total</b>	<b>\$349,780,382</b>

**PROJECTS COMPLETED\* [OR CANCELLED] AND REMOVED FROM LIST:**

Campus	Project Name	Construction Mgr/Contractor Name (State Abbrev)	Project Cost
UMB	Renovate 121 N. Greene St. (\$8M)	Project Cancelled	\$0
UMB	Emergency Exit Upgrades (\$2.3M)	Project Cancelled	\$0
UMB	HSFII Fire Alarm System Renewal	MC Dean (MD)	\$1,900,000
UMB	108 N. Greene Street Chiller Extension	Denver-Elek (MD)	\$1,800,000
UMB	School of Medicine Comp Air & Central Vac	Combined w/other	n/a
UMB	Howard Hall teaching pods	Brauner (MD)	\$1,300,000
UMB	School of Pharm HVAC Fan Coil Units/Piping	Emjay (MD)	\$1,200,000
UMBC	Hillside/Terrace Systems Upgrade	Brown, BoMark; Whiting Turner (MD)	\$9,706,998
UMBC	Center for Well Being (Health & Counseling Ctr)	Modlogiq (PA) and Whiting Turner (MD)	\$17,034,250
TU	New Science Building	Whiting Turner (MD)	\$202,000,000
BSU	Marshall Library HVAC Improvements, Ph 1	Rich Moe Ent (MD)	\$4,900,000
SU	Center for Entrepreneurship	Harper (MD)	\$4,600,000
SU	Maggs Natatorium Renovation	Whiting Turner (MD)	\$10,000,000
SU	New Residence Complex (\$86.5M)	Project Postponed	\$0
SU	New Student Recreation Ctr (\$66M)	Project Postponed	\$0
UMCP	Chemistry Renovation, Wings 2, 3, and 5	Kinsley (MD)	\$14,908,688
UMCP	John S. Toll Bldg Infrastructure Piping	WL Gary Co (DC)	\$4,000,000
UMCP	John S. Toll Physics Bldg. 2nd Floor Classrooms	Kalmia (MD)	\$3,618,362
UMCP	McKeldin Mall Landscape Renewal/Enhance	J Vinton Shafer (MD)	\$2,254,000
UMCP	Animal Sciences Wing 2 Bldg. Renovation	Jeffrey Brown (MD)	\$2,267,775
UMCP	Toll Physics Bldg. - Lab 1322 & AHU Repl	WL Gary Co (DC)	\$1,792,282
UMCP	Toll Physics Bldg. - 4 <sup>th</sup> Floor ACES	North Point (MD)	\$1,525,000
UMCP	Toll Bldg. 4th Floor Wing 3 West end Renov	WL Gary Co (DC)	\$1,523,278
UMCP	Tydings Hall - 2nd Fl Career Center For BSOS	Kalmia (MD)	\$1,100,196
UMCP	Mitchell Bldg. Third Floor Renovation	A.R. Marani (MD)	\$1,416,189
Total (completed)			\$288,847,018

\*Also opening in 2021 was a Public/Private Partnership development: The \$42M Bowie State University Entrepreneurship Living Learning Community (approved separately by the Board of Regents 12/20/19)

Data reported by institutions to the USM Office of Capital Planning, revised 1/13/22



### STATUS REPORT ON MAJOR CONSTRUCTION PROJECTS

Revised 1/13/2022  
Data as of 11/30/2021

KEY: STATE-FUNDED CIP PROJECTS  
SYSTEM-FUNDED NON-STATE/AUXILIARY OR FACILITIES RENEWAL PROJECTS

Institution	Project	Code	Estimated Total Project Cost	Design Start	Delivery Method	Construction Start	Substantial Completion	Total Appropriations To-Date	Funding Source	Architect (Location)	Contractor (Location)
BSU	Comm Arts & Humanities Bldg. (MLK Replacement)	1	\$152,939,000	04/20	D/B	03/22	05/24	\$146,939,000	GO Bonds	Whiting-Turner (MD)	Whiting Turner (MD)
BSU	Robinson Hall	5	\$4,200,000	10/21	D/B	09/22	06/23	\$1,400,000	GO Bonds, Cash	Jeffrey Brown Contracting, LLC (MD)	Jeffrey Brown Contracting, LLC (MD)
CSU	Percy Julian Bldg. Renovation for the College of Business	3	\$45,834,000	1/19	CM	07/20	04/23	\$43,334,000	GO Bonds	Quinn Evans & Goody Clancy	Barton Malow (MD)
FSU	Challenger Center	1	\$6,000,000	03/22	GC	03/23	01/24	\$3,000,000	Go Bonds, Cash	TBD	TBD
FSU	Education and Health Sciences Center	1	\$93,424,000	05/18	CM	04/20	12/22	\$93,424,000	GO Bonds, ARB, PAYGO	Ayers St. Gross (MD)	Barton Mallow (MD)
FSU	Five Dorm Renovation	3	\$14,400,000	07/20	TBD	07/21	08/22	\$12,100,000	USM Bonds, Cash	In-House (FSU)	TBD
FSU	New Residence Hall	1	\$42,895,000	05/17	D/B	06/18	07/20	\$42,895,000	USM Bonds, Cash	Perkins Eastman (DC)	PJ Dick (PA)
SU	Guerrieri Center Renovation (ON HOLD)	3	\$39,500,000	TBD	TBD	TBD	TBD	\$2,500,000	USM Bonds	TBD	TBD
TU	College of Health Professions Bldg.	1	\$174,659,000	9/17	CM	7/21	12/23	\$62,387,000	GO Bonds, NBF	Perkins Will (DC) JMT (MD)	Gilbane (MD)
TU	Union Addition/Renovation	2/3	\$120,770,000	12/16	CM	10/18	8/20-Add'n 8/21-Renov	\$108,770,000	USM Bonds, Cash	Design Collective (MD)	Barton Mallow (MD)
TU	Glen Towers and Plaza Renovation	3/5	\$58,160,000	8/18	TBD	5/20	7/21	\$24,417,000	Cash, Bonds	Design Collective (MD)	Barton Mallow (MD)
TU	Glen Dining Hall Renovation	3	\$12,500,000	1/18	GC	1/19	3/20	\$12,500,000	Cash	GWWO (MD)	Turner (MD)
TU	Practice Field Improvements	5	\$4,900,000	11/17	D/B	11/18	7/19	\$4,900,000	GO Bonds, NBF	Clark Company Phase 1, ASG Architects Phase 2	Field Turf USA (PA) Phase 1, AR Marani, Phase 2
UMB	Central Elec Substation and Elec Infrastructure Upgrades, Phased	5	\$74,920,000	3/17	GC/CM	5/19-ph1A	2/23-ph 1A-C	\$49,864,000	GO Bonds, NBF, FR Funds	RMF Engin'g (MD)	Highlander, JBC, Cianbro, Pipeway, etc.
UMB	Howard Hall/Bressler Research Bldg. Substation	5	\$13,000,000	8/17	GC	9/19	7/22	\$13,000,000	Cash	RMF Engin'g (MD)	Cianbro (MD)
UMB	Replacement of Sanitary Drain Piping and Assoc Systems in BRB	5	\$5,900,000	7/18	GC	10/19	3/22	\$5,900,000	Cash	In-House (UMB)	Emjay (MD)
UMB	Elev/Fire Alarm Improve in Various Garages (including Pearl St.)	5	\$4,130,000	7/13	GC, D/B	1/14	12/22	\$4,130,000	USM Bonds, Cash	In-House (UMB)	Maranto, QSS, Brawner, Emjay
UMB	Bressler Research Bldg. Electrical Substations 4 - 7 Renewal	5	\$5,900,000	2/19	GC	2/20	12/22	\$5,900,000	FR Funds, Cash	Marshall Craft (MD)	Cynergy (MD)

February 11, 2022 Board of Regents Meeting - Public Session Agenda

Institution	Project	Code	Estimated Total Project Cost	Design Start	Delivery Method	Construction Start	Substantial Completion	Total Appropriations To-Date	Funding Source	Architect (Location)	Contractor (Location)
UMB	IHV Façade Stabilization	4	\$6,100,000	6/13	GC	4/20	11/21	\$6,100,000	FR Funds, Cash	Hord Coplan Mact (MD)	Plano-Coudon (MD)
UMB	School of Pharmacy Bldg. Electrical System Renewal	5	\$4,000,000	5/19	GC	5/20	8/22	\$4,000,000	Cash	RMF Engin'g (MD)	Cynergy (MD)
UMB	Howard Hall Exhaust System	5	\$2,000,000	4/18	GC	5/19	2/23	\$2,000,000	Cash	BKM (MD)	TBD
UMB	School of Pharmacy Window Replacements	5	\$1,300,000	10/20	GC	4/22	12/22	\$1,300,000	FR Funds, Cash	Design Collective (MD)	Emjay (MD)
UMB	Howard Hall 4th Floor Lab Renovations	4	\$1,500,000	2/21	GC	9/21	7/22	\$1,500,000	Cash	Design Collective (MD)	Emjay (MD)
UMB	North Campus Chilled Water Loop	5	\$6,195,000	6/19	GC	4/22	10/23	\$6,195,000	FR Funds, Cash	RMF Engin'g (MD)	TBD
UMB	SON Student Services Renovation	4	\$8,800,000	3/19	CM	9/20	4/22	\$8,800,000	Cash	Marshall Craft (MD)	Kinsley (MD)
UMB	Assorted Roofs (HS/HSL, SSW)	5	\$1,400,000	6/19	DB	10/20	1/22	\$1,400,000	FR Funds, Cash	Tremco	Tremco (MD)
UMBC	Retriever Activities Center Renewal	3	\$28,200,000	10/18	CM	1/20	5/21	\$15,100,000	USM Bonds, Cash	Marshall Craft (MD)	J Vinton Shafer (MD)
UMBC	Utility Upgrades	5	\$19,379,000	7/19	GC	5/20	8/22	\$19,379,000	GO Bonds, ARB, NBF	RMF Engin'g (MD)	Whiting Turner (MD)
UMBC	Stadium Improvements	4	\$7,000,000	1/20	OCGC	5/21	8/22	\$7,000,000	GO Bonds, Cash	GWWO (MD)	Musco Sports Lighting (IA), Plano-Couldon (MD)
UMBC	Sherman Hall Renewal: Temporary Façade Repair only	3	\$1,089,190		OCGC	1/21	9/21	\$1,102,500	GO Bonds, Cash		Marshall Craft, Brawner (MD)
UMBC	Sherman Hall Renewal	3	\$97,033,000	3/22	CM	8/25	5/26	\$7,000,000	GO Bonds		
UMCES	Chesapeake Collaborative Building	1	\$18,798,000	10/21	D/B	05/23	11/24	\$1,448,000	GO Bonds	Barton Malow Co. (MI)	Barton Malow Co. (MI)
UMCP	Campus Farm Upgrades Phases I, II, III	1/3	\$22,100,000	TBD	TBD	TBD	TBD	\$613,000	Cash	TBD	TBD
UMCP	Chemistry Building Ph 3, Wing 1 Replacement	3	\$119,995,000	05/19	D/B	02/21	05/23	\$112,765,000	GO Bonds, NBF	Whiting-Turner (MD)	Whiting Turner (MD)
UMCP	Clark Hall - MRI First Floor	3	\$5,891,301	03/19	CM	07/20	02/21	\$5,891,301	GO Bonds, NBF	Ballinger (PA)	DPR Construction (CA)
UMCP	Cole Fieldhouse Conversion/ Expansion	2/3	\$210,000,000	06/15	CM	12/15	06/21	\$210,000,000	GO Bonds, NBF	Cannon Design (MD)	Gilbane (MD)
UMCP	Cole Head House Renovation	3	\$1,450,382	TBD	TBD	TBD	TBD	\$1,450,382	PAYGO	TBD	TBD
UMCP	Ellicott Residence Hall Renovation	3	\$49,770,000	TBD	TBD	TBD	TBD	\$1,000,000	USM Bonds	TBD	TBD
UMCP	ERC Natatorium Pump Room Renovation	3	\$2,000,000	11/21	OCMC	12/21	04/22	\$2,000,000	Cash	TBD	TBD



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Institution	Project	Code	Estimated Total Project Cost	Design Start	Delivery Method	Construction Start	Substantial Completion	Total Appropriations To-Date	Funding Source	Architect (Location)	Contractor (Location)
UMCP	Field Hockey and Lacrosse Complex Renovation	3	\$4,800,000	05/21	D/B	06/22	12/23	\$4,800,000	Cash	Jeffrey Brown Contracting (MD)	Jeffrey Brown Contracting (MD)
UMCP	HJP Wing 2 Mech Rm. (Phase of Campuswide Infrastructure)	5	\$16,167,000	06/18	CM	05/19	12/20	\$8,513,864	GO Bonds, ARB, NBF	Design Collective (MD)	J Vinton Shafer (MD)
UMCP	ICA Basketball Practice Facility	1	\$36,000,000	01/21	D/B	TBD	TBD	\$5,000,000	NBF, GO Bonds	Clark Construction Group(MD)	Clark Construction Group(MD)
UMCP	IDEA Factory Building	1	\$63,641,000	09/18	D/B	12/19	11/21	\$63,641,000	Cash	Clark Construction Group(MD)	Clark Construction Group(MD)
UMCP	Interdisciplinary Engineering Building	1	\$205,000,000	12/21	D/B	12/22	12/25	\$15,000,000	Go Bond, NBF	Whiting Turner (MD)	Whiting Turner (MD)
UMCP	Jimenez Hall, South Wing - 2nd, 3rd, & 4th Floor - HVAC Renovation	5	\$3,000,000	07/21	CM	01/23	08/23	\$500,000	ARB, FR Funds	Henry Adams (MD)	DPR Construction (CA)
UMCP	John S. Toll Physics Bldg. - AHUs 13, 14, 15	5	\$1,610,000	10/17	OCMC	12/21	08/22	\$1,610,000	Cash, Deficiency Appropriation	Kibart (MD)	W.L. Gary Co. (DC)
UMCP	LPS Clean Room & Building Chillers	3	\$2,056,000	11/20	OCMC	11/21	08/22	\$2,056,000	Cash	Whiting Turner (MD) Requardt&Assoc. (MD)	W.L. Gary Co. (DC)
UMCP	LPS RTU 2, 3, 4, 5 REPLACEMENT	3	\$1,780,000	10/20	OCMC	02/22	07/22	\$1,780,000	Cash	In-House (UMCP)	TBD
UMCP	Maryland Stadium Videoboard	3	\$15,000,000	03/21	D/B	06/21	11/21	\$15,000,000	Cash	Daktronics, Inc.	Daktronics, Inc.
UMCP	MFRI Western Maryland Training Ctr Renovation	3/4	\$8,765,000	04/20	GC	10/21	12/22	\$8,765,000	GO Bonds, NBF	GWWO (MD)	Carl Belt, Inc.(MD)
UMCP	Miller Building Ground Floor Renovation	3	\$1,730,000	04/20	GC	02/22	11/22	\$1,730,000	Cash	Whiting Turner (MD) Requardt&Assoc. (MD)	TBD
UMCP	MS4 Permit Implementation	?	\$5,500,000		TBD			\$1,155,000	Cash	Whitney Bailey Cox & Magnani (MD)	TBD
UMCP	New Office Bldg. for Central MD Res/Educ. Ctr., Clarksville	1	\$9,000,000	08/20	GC	05/22	04/23	\$9,000,000	Cash	Johnson Mirmran Thompson (MD)	TBD
UMCP	New Residence Hall (900 beds)	1	\$119,300,000	02/18	D/B	08/19	11/21	\$119,300,000	USM Bonds, Cash	Holder (VA)	Holder (VA)
UMCP	North Dining Hall Replacement	1	\$56,750,000	02/18	D/B	08/19	02/22	\$56,750,000	USM Bonds, Cash	Holder (VA)	Holder (VA)
UMCP	Oakland Residence Hall SCUB Ph 2	5	\$5,145,000	TBD	TBD	TBD	TBD	\$500,000	USM Bonds	TBD	TBD
UMCP	Quantum and Advanced Computing Infrastructure	1	\$10,000,000	TBD	TBD	TBD	TBD	\$10,000,000	Go Bonds	TBD	TBD
UMCP	Regents Drive Street Lighting Upgrade	3	\$1,550,000	02/19	OCGC	12/20	08/21	\$1,550,000	ARB, Cash	JRS Architects	Electrico Inc (MD)
UMCP	RPB1: Renovation for GATR	3	\$2,160,000	01/20	OCGC	10/20	08/21	\$2,160,000	Cash	HDR (VA)	TBD
UMCP	School of Public Health Building Roof Replacement	5/3	\$3,000,000	TBD	DB	TBD	TBD	\$3,000,000	Deficiency Appropriation	TBD	TBD
UMCP	School of Public Policy Bldg.	1	\$63,734,190	07/17	CM	12/19	06/22	\$63,734,190	GO Bonds, NBF	Leo Daly (DC)	J Vinton Shafer (MD)

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Institution	Project	Code	Estimated Total Project Cost	Design Start	Delivery Method	Construction Start	Substantial Completion	Total Appropriations To-Date	Funding Source	Architect (Location)	Contractor (Location)
UMCP	SCUB 1 Renewal	3	\$1,000,000	09/19	OCGC	11/20	07/21	\$1,000,000	Cash	Kibart (MD)	Chappelle Mechanical (VA)
UMCP	SCUB 3 Heating Water Pipe Relocation	5	\$7,586,658	03/19	CM	10/22	09/23	\$7,586,658	ARB, FR Funds, Deficiency Appropriation	Rummel Klepper & Kahl (MD)	Gilbane (MD)
UMCP	Stadium Drive Garage Renovations	3	\$1,790,000	11/21	GC	06/22	10/22	\$40,000	Cash	Rummel Klepper & Kahl (MD)	
UMCP	Track & Field	2/4	\$6,400,000	10/21	GC	10/22	10/23	\$6,400,000	Cash	A. Morton Thomas and Associates (MD)	TBD
UMCP	Underground Utilities Project	3	\$6,805,000	08/21	D/B	11/22	09/23	\$6,805,000	GO Bonds, ARB, Cash	J Vinton Schafer & Sons Inc (MD)	J Vinton Schafer & Sons Inc (MD)
UMCP	Woods Hall HVAC Renovation	5	\$5,000,000	07/21	CM	06/22	12/22	\$5,000,000	Go Bond, FR Funds	Henry Adams LLC (MD)	DPR Construction (CA)
UMES	Agricultural Research and Education Center	1	\$19,024,744	07/20	D/B	TBD	TBD	\$15,187,783	Grants, Cash, Insurance Proceeds	TBD	TBD
UMES	Flood Mitigation	5	\$13,174,000	07/19	GC	01/22	04/23	\$11,008,000	ARB	Whitney Bailey Cox & Magnani (MD)	TBD
UMES	Natural Gas Pipeline/Retrofit	5	\$8,045,431	07/20	GC	06/21	04/22	\$6,200,000	Grants, Cash, FR Funds	Whitney Bailey Cox & Magnani (MD); MS Engineers (MD)	Parge Industrial Services, Inc.(MD); Chesapeake Turf, LLC (MD)
UMES	School of Pharmacy and Allied Health	1	\$99,359,864	12/17	CM	03/20	06/22	\$96,790,602	GO Bonds, USM Bond, Cash, PAYGO	Ayers St. Gross (MD)	Gilbane (MD)
UMES	Nuttle Residence Hall Renovation	3	\$10,800,000	11/22	TBD	10/23	10/24	\$800,000	USM Bonds	TBD	TBD
USM	USG Building 1 School of Nursing Expansion	4	\$9,000,000	05/21	GC	02/22	12/22	\$9,000,000	USM Bonds, Cash	Hord Coplan Mact (MD)	J. Vinton Schafer & Sons, Inc.(MD)
USM	USM Southern MD Engineering Acad and Research Bldg.	1	\$87,070,470	08/16	CM	09/19	10/21	\$86,995,000	GO Bonds, County Donation, Equipment Loan Program Funds	Cooper Carry (GA)	Whiting Turner (MD)
<b>Total Program (State and non-State/ Auxiliary)</b>			<b>\$2,398,776,230</b>				<b>4,498</b>	<b>Jobs supported by the capital program</b> per DBM formula of 7.5 FTE direct (construction-related) jobs per \$1M investment, divided by a rough average duration of construction from design award through construction completion of 4 years			

**Codes:**  
 1 New facility  
 2 Addition/Expansion/Extension  
 3 Renovation or Replacement  
 4 Alterations and Addition  
 5 Infrastructure

**\* Definitions:**  
 Total Project Cost: Total estimated project cost including planning, construction & equipment.  
 Design Start: Date of BPW approval of architect/engineer.  
 Construction Start: Date of BPW approval of contractor.  
 Completion: Date of substantial completion/beneficial occupancy.

**Abbrev.** CM = Construction Management  
 D/B = Design/Build  
 GC = General Contractor  
 JOC= Job Order Contractor

**Funding:** NBF = Non-budgeted funds (e.g., donor funds); GO Bonds = State General Obligation Bonds or Bond Premium funds;  
 ARB = Academic Revenue Bonds (approved by State); FR = Capital Facilities Renewal  
 USM Bonds = USM Auxiliary Revenue Bonds; CASH = Institutional funding, including cash, donor funding and plant funds



**BOARD OF REGENTS**

SUMMARY OF ITEM FOR ACTION,  
INFORMATION OR DISCUSSION

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**TOPIC:** Policing Collaboration between the University of Maryland, Baltimore (UMB) and the University of Baltimore (UBalt)

**COMMITTEE:** Finance

**DATE OF COMMITTEE MEETING:** February 3, 2022

**SUMMARY:** UMB and UBalt intend to execute a Memorandum of Understanding (MOU) in February 2022 that sets forth a collaborative arrangement between the universities for policing services to be implemented in March 2022.

The arrangement is expected to maintain or enhance campus safety at both UMB and UBalt with continued police presence, patrols, and response times. The proximity of the two campuses in historic Baltimore neighborhoods and similarities as non-residential universities delivering adult, professional education, are advantageous to a successful cooperative arrangement.

Highlights of the MOU, pending execution and implementation, include:

- UMB will provide the services of accredited armed police to UBalt; UBalt will discontinue its accredited police department.
- UBalt will maintain responsibility for services to be performed by unarmed, civilian security staff.
- Responsibilities of each university are clearly detailed in the MOU.
- UBalt will compensate UMB for the incremental costs of providing the policing services to UBalt.

Other information:

- Both campus communities were notified in Sept 2021 of this initiative. Detailed transition planning has been underway to enable implementation in March 2022.
- This collaboration is designed to keep the campuses safe for students, faculty, staff, and visitors and to make effective use of resources devoted to campus law enforcement and safety.
- While maintaining patrols, cost efficiencies will be gained by elimination of duplicative administrative functions such as accreditation and by reduction in duplicative senior/administrative positions at UBalt such as chiefs, lieutenants, and sergeants.
- All current UBalt police department and civilian safety employees will be offered either employment with UMB or continued employment with UBalt. Current UBalt officers who join the UMB police department will be assigned to the UBalt campus as their primary post.
- This initiative is aligned with the Board of Regents' interest in Effectiveness and Efficiency and with recommendations made in the Regents UBalt Task Force report.

The Office of the Attorney General, through AAG Julia Grio, has reviewed the MOU on behalf of UBalt. UMB's Office of University Counsel has reviewed the MOU on behalf of UMB. OAG will assign an AAG to review the MOU on behalf of UMB.

UBALT AND UMB POLICING COLLABORATION

**ALTERNATIVE(S)**: This item is presented for information purposes.

**FISCAL IMPACT**: This item is presented for information purposes. Policing services will be delivered in a more resource-efficient manner.

**CHANCELLOR’S RECOMMENDATION**: This item is presented for information purposes.

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COMMITTEE RECOMMENDATION: ACCEPTED FOR INFORMATION

DATE: 2/3/22

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BOARD ACTION:

DATE:

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SUBMITTED BY: Ellen Herbst (301) 445-1923

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**Board of Regents  
Committee on Education Policy and Student Life**

**Minutes  
Public Session**

The Committee on Education Policy and Student Life (EPSL) of the University System of Maryland (USM) Board of Regents (BOR) met virtually (via Zoom) in public session on Tuesday, January 11, 2022. The meeting was convened at 9:31 a.m. Committee members present were: Regents Gourdine (chair), Gooden, Johnson, Leggett, Oludayo, Smarick, and Wood. Chancellor Perman and Senior Vice Chancellor Joann Boughman were also present.

The following were also in attendance on Zoom: Dr. Andersen, Mr. Arnold, Ms. Bainbridge, Dr. Beise, Dr. Bergen-Aurand, Dr. Bishop, Dr. Bowden, Mr. Byrd, Dr. Coleman, Dr. Foust, Ms. Harper, Dr. Hurte, Ms. Jenkins, Dr. Lee, Dr. Lewis, Dr. Lilly, Ms. Marano, Dr. Mathias, Mr. McDonough, Dr. Murray, Dr. Niemi, Dr. Olmstead, Dr. Perreault, Ms. Pometto, Dr. Rous, Dr. Shapiro, Dr. Tatum, Dr. Travis, and Dr. Young.

Guests also participated via the public, listen-only line.

**Action Item**

**Proposed Amendments to EPSL Committee Bylaws and Charge and Role and Responsibilities**

Dr. Zakiya Lee presented this report to the committee. In September 2021, the committee conducted its annual review of the EPSL section of the Board of Regents Bylaws as well as the EPSL Charge, Role, and Responsibilities. At that time, the committee sought no amendments and reaffirmed those items. With the move from the Board of Regents Workgroup on Intercollegiate Athletics to the establishment of the standing Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare (ICA-HW), EPSL's responsibilities regarding athletics, as detailed in these guiding documents, must be reevaluated. A similar realigning of Bylaws as well as the Charge, Role, and Responsibilities is happening for the Committee on Finance, which also held responsibilities for athletics.

Proposed amendments to the EPSL section of the Bylaws remove athletics from the listing of matters for which EPSL should consider, report, or make recommendations to the Board of Regents. However, since EPSL is still responsible for the health and wellness of all students and academics at large, the committee may consider reports/issues brought to it by ICA-HW. New language reads, "This Committee shall also consider or report or recommend to the Board student-athlete health, wellness, and academic matters brought to it by the Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare, the Chancellor, or the Board". The Charge, Role, and Responsibilities document has corresponding changes with the removal of references to athletics as a responsibility of EPSL and the inclusion of language that notes that EPSL may receive, for information purposes from the Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare, reports on academic issues and health and wellness.

Committee Chair Gourdine reiterated the need for this transfer of power and that EPSL may still request reports from ICA-HW. Board Chair Gooden noted that this is not to deemphasize the support or the

importance of EPSL's role regarding the academic success and health and wellness of students, but direct responsibility for this particular subset of students shall now fall under the Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare. At the end of a year or so, the Board Chair and the chairs of the affected committees will analyze the status of this transfer of responsibilities to ensure the necessary work and coverage is in place. Regent Wood noted his initial thought that a regular, standard report from ICA-HW to EPSL was in order, but, with the amendments offered and the assurances provided by Regents Gooden and Gourdine, Regent Wood is satisfied that the work is in good shape.

The Chancellor recommends that the Education Policy and Student Life Committee recommend that the Board of Regents approve the proposed amendments to the EPSL Committee section of Bylaws and the EPSL Charge and Role and Responsibilities.

The motion was moved by Regent Gooden, seconded by Regent Smarick, and passed unanimously.

Vote Count: Yeas: 6    Nays: 0    Abstentions: 0

### **Information Items**

#### **Winter/Spring 2022 Update**

Chair Gourdine noted that since many of the campus issues that are affected by the pandemic fall under EPSL's purview, she asked Dr. Joann Boughman, Senior Vice Chancellor for Academic and Student Affairs, to give an update as to where we are at this point. Highlights of Dr. Boughman's presentation include:

- USM institutions' Presidents are meeting more frequently now, as the Omicron surge is serious and overwhelming
- With the exception of some clinical and lab rotations, most of our universities have gone remote/virtual for the academic winter session
- Telework was being encouraged by all presidents last week, and by many this week and next
- USM and the institutions are strongly recommending booster shots for all students and employees. Institutions have the authority to require boosters for all if they deem that necessary for health and safety, but the USM is only requiring boosters for all students who live in residence halls. Booster shots are being provided on campus.
- Institutions are making decisions about whether they will begin the Spring semester in-person or virtually. There is no USM-wide guidance or requirement, but all are connecting with local and state public health officials to get expert advice.

Chair Gourdine thanked all who have been in the trenches of this work since March 2020. Regent Wood also recognized the good and important work being done and noted that the USM Communications and Marketing team and local press is recognizing that work.

#### **Results of Periodic (7-Year) Reviews of Academic Programs**

Dr. Antionette Coleman, Assistant Vice Chancellor for Academic Affairs, presented this report to the committee. COMAR requires that existing academic programs are reviewed every seven years. A format for the reports is standardized and includes information on enrollments and degrees awarded, internal and external reviews, and institutional recommendations and actions. The periodic program review process includes an internal self-study that is conducted by the program at the departmental level and reviewed by external reviewers. The respective dean and the provost review the recommendations and draft full report prior to submission for additional review by staff in the USM Academic and Student Affairs. Comments are shared with the institutions for appropriate action prior to final submission. Institutional action plans are decided upon primarily by the provost or dean, both of whom are responsible to monitor academic quality and productive use of resources. Copies of the complete program review summaries are available from the USM Office of Academic and Student Affairs.

Dr. Coleman shared that 130 academic degree and certificate programs were reviewed in 2020-2021. This is a significant increase over last year's 72 programs. Specific programs at the following schools underwent program accreditation reviews: Bowie State University; University of Baltimore; University of Maryland, Baltimore; University of Maryland, Baltimore County; University of Maryland, College Park; and University of Maryland Eastern Shore. According to the Maryland Higher Education Commission (MHEC), the following thresholds designate programs as low productivity programs: Bachelor's: < 5 in most recent year or a total of 15 in last three years; Master's: < 2 in most recent year or a total of 6 in last three years; Doctorate: < 1 in most recent year or a total of 3 in last three years. Accordingly, 14 of the 130 reviewed programs are considered low degree producing programs. These 14 comprise 11%, which is a huge improvement over last year (although it should be noted that last year's review was of a different set of programs). The types of programs identified in this report as low productivity include six bachelor's degree programs, four master's degree programs, three postbaccalaureate certificates, and one post master's certificate. The report also includes two programs that have been suspended and discontinued since their last seven-year program review. These actions were taken by the institutions and are the result of low enrollments and low degree productivity.

Dr. Coleman noted that MHEC is reviewing low productivity definitions and guidelines and how programs are reviewed. Dr. Boughman hopes that such a review will lead to standards that account for programs with lower enrollments that are designed for other purposes and may not need to be highlighted as problematic. Regent Gooden asked what happens to programs that are low productivity and if suspension is a precursor for discontinuation. Dr. Coleman shared that institutions determine if one of their programs will be suspended, discontinued, or redesigned and, yes, a program can be suspended for three years before it is redesigned or all students have advanced through and the program is discontinued. Regent Gooden also asked how stackable credentials, which are not designed to lead to a degree, fare in this type of review. Dr. Boughman said they would not fare well, but that with changes afoot in higher education, we know we need to begin addressing how those innovations are seen in this light. Dr. MJ Bishop (Kirwan Center for Academic Innovation) concurred and shared that she and Dr. Coleman have already begun these conversations.

Regent Gourdine thanked Dr. Coleman and all who are making sure we adhere to regulatory standards and Board standards to review these programs for productivity, relevance, and more.

### **Report on Extramural Funding – FY 2021**

Dr. Zakiya Lee, Assistant Vice Chancellor for Academic and Student Affairs, presented this report to the committee. This annual report details extramural awards received by USM institutions in support of specific initiatives in research, education, or service in FY 2021. This report provides information on how many proposals each institution generated, how many rewards were received, and the total amount of funding. In addition to detailed information by institution and funding source for FY 2020 and FY 2021, the report also provides five years of summary data by institution for comparison purposes. In FY 2021, the System received a total of \$1,598,843,604.81 in extramural funding, a 3.6% increase from the FY 2020 total of \$1,542,951,565.87. UMB and UMCP garnered the largest extramural funding totals among System institutions. BSU, CSU, FSU, SU, TU, UMB, UMBC, UMCP, and UMES obtained higher levels of extramural funding than in FY 2020.

Dr. Lee cautioned against too much analysis on specific institutions in a given year, as big shifts up or down in funding can be caused by one or two large grants or other factors that aren't detailed in the data we gather. It's important to note that even with the fluctuations, no institution has steadily declined. Only three institutions are down from last year, and two of those decreases are nominal. It should also be noted that the 24% decrease at UMGC and the 119% increase at Towson are swings back closer to their

pre FY 2020 numbers. For both schools, FY 2020 was the standout year; their FY 2021 funding is more standard.

As has been the case for years, the federal government accounts for the majority (60.5% this year) of USM's grand total. However, without funding from the state government, corporations, foundations, and other sources, our faculty and institutions would not be as successful as they are. Institutions whose funding levels increased this year attribute those increases to the diversification of funding streams, intra-institutional partnerships and coordination, closer tracking of individual faculty federal awards, and growth in State partnerships.

**Notification of Awards: Regents Scholars – Academic Year 2021-2022 and Elkins Professorships – FY 2022**

Annually, the University System of Maryland Office of Academic and Student Affairs facilitates the distribution of scholarships to students and research funds in support of its faculty. Dr. Antoinette Coleman, Associate Vice Chancellor for Academic Affairs, shared information about the USM Regents Scholars Program, and Dr. Zakiya Lee, Assistant Vice Chancellor for Academic and Student Affairs, shared information about the Elkins Professorship.

The USM Regents Scholars Program was created to provide outstanding students with the financial freedom to pursue academic studies at USM institutions. Consideration is given to exceptional students, both first-year and transfer students, applying for admission to full-time undergraduate programs at one or more of the University System of Maryland institutions. Substantial endowments have been established by individuals and corporations in order to cover the estimated cost of attendance for tuition and fees, living expenses, and academic materials. Some Regents Scholarships have additional criteria relating to particular disciplines or to students' demonstration of financial need. Some scholarships have no qualifying factor other than merit. The awards are funded in part by endowments established by University System benefactors committed to academic excellence. A typical full scholarship for a first-year student or transfer student for 2021-22 would be \$24,772 (average) per year and includes the costs of in-state tuition, fees, room and board, and academic materials. Partial scholarships were also awarded. For academic year 2021-2022, 12 new and 12 continuing students were awarded approximately \$325,869. Dr. Coleman reminded the Committee that the entire Board was shown an example of how transformational these scholarships are when, during the November full BOR meeting, scholarship recipient and Salisbury student, Julia Mohr, spoke about her experiences at SU and as an active Army Airborne Reservist.

The Wilson H. Elkins Professorship is supported by endowed funds and designated to supplement an existing faculty line and/or to support faculty research. Special effort is made to bestow the award in those areas where the Elkins Professor will have an opportunity to make an important contribution to the teaching, research, and public service mission of the institution and the entire USM. The Professorship is an opportunity for the faculty member and institution to build on their strengths to be of greater service to its students and to society. For FY 2022, awards have been presented to:

Towson University to support the work of Dr. Paz Galupo, Professor of Psychology, who will use Professorship funds to understand the unique legal and cultural factors that impact the health care experiences of and lead to health disparities for transgender and nonbinary Marylanders. Year I of \$30,000 per year for two years

The University of Maryland, Baltimore to support the work of Dr. Radi Masri, Professor in the University of Maryland School of Dentistry and University of Maryland School of Medicine, who will use Professorship funds to conduct research to understand barriers that prevent adult minorities from improving their oral health in the local community and increase access to advanced dental care. \$58,000



The University of Maryland, Baltimore to support the work of Dr. Heather B. Congdon, PharmD, BCPS, CDE, FNAP, Co-Director of UMB's Center for Interprofessional Education, who will use Professorship funds to collaborate with the Kirwan Center for Academic Innovation to scale up targeted Interprofessional Education recommendations from the 2018 USM report "Strengthening Maryland's Health Care Workforce" through a digital badging initiative. \$40,000

The University of Maryland Center for Environmental Science to support the work of Dr. Lora A. Harris, Associate Professor, Chesapeake Biological Laboratory, who will use Professorship funds to integrate regional and national work into multiple institutions and underserved communities in Maryland to diversify STEM and improve learning outcomes and the engagement of underrepresented students in the environmental and ocean sciences. \$40,000

The University of Maryland, College Park to support the work of Dr. Don DeVoe, Professor and Associate Chair for Research and Administration in the Department of Mechanical Engineering, who will use Year 2 of his Professorship award to continue developing a novel platform enabling fully automated manipulation of individual cancer and immune cells from highly limited patient samples - technology aimed at enabling a new approach to personalized cancer immunotherapy. Year 2 of \$30,000 per year for two years

**Motion to Adjourn**

Regent Gourdine thanked all for a productive meeting. She called for a motion to adjourn and reconvene in closed session to address the BOR Faculty Awards and honorary degree nominations. The motion was moved by Regent Gooden, seconded by Regent Smarick, and unanimously approved. Regent Gourdine adjourned the meeting at 10:36 a.m.

Respectfully Submitted,  
Regent Michelle Gourdine  
Chair



**Board of Regents  
Committee on Education Policy and Student Life**

**Minutes  
Closed Session**

The Committee on Education Policy and Student Life (EPSL) of the University System of Maryland (USM) Board of Regents (BOR) met virtually (via Zoom) in public session on Tuesday, January 11, 2022. The meeting was convened at 10:40 a.m. Committee members present were: Regents Gourdine (chair), Gooden, Johnson, Leggett, Oludayo, Smarick, and Wood. Chancellor Perman and Senior Vice Chancellor Joann Boughman were also present.

The following were also in attendance on Zoom: Ms. Bainbridge, Dr. Lee, and Mr. McDonough.

**Action Items**

**Board of Regents Faculty Awards Recommendations**

Dr. Zakiya Lee, Assistant Vice Chancellor for Academic and Student Affairs, presented this item to the committee. The Council of University System Faculty's (CUSF) Regents Faculty Awards Committee reviewed 45 nominations from 11 institutions and recommends 17 awards to honor 17 individuals. The committee is recommending the maximum of 4 awards in each of the following categories – mentoring, public service, teaching, and research/scholarship/or creative activity. They are also recommending one award in the innovation category. Those approved will receive a \$2,000 award and a plaque. Summaries of the backgrounds of prospective award recipients were given to the regents, and nominees' full portfolios are available upon request. Dr. Lee served as USM liaison to the review process and affirms that all proper protocols, as outlined in CUSF-developed guidelines, were followed to ensure a fair and honest review and selection process.

The Chancellor recommends that the Committee on Education Policy and Student Life recommend that the Board of Regents approve the recommendations of the CUSF Regents Faculty Awards Committee and present the awards to the faculty members during the April 2022 BOR meeting. The motion was moved by Regent Gooden, seconded by Regent Smarick, and unanimously approved.

Vote Count: Yeas: 6    Nays: 0    Abstentions: 0

**Honorary Degree Nominations**

Dr. Zakiya Lee, Assistant Vice Chancellor for Academic and Student Affairs, presented this item to the committee. In accordance with the Board of Regents Policy on the Awarding of Honorary Degrees (III-3.00), institutions have submitted nominations for honorary degrees. As the policy stipulates, the full Board will act on the nominations at its February meeting based upon EPSL's recommendations. After the final approval of the nominations, presidents may begin to arrange for the awarding of the honorary degrees. The degrees may be conferred at any time within five years of approval unless withdrawn by the Board for cause. Institutions and USM staff have vetted the nominees and there are no reputational concerns. Additionally, as required by the policy, institutions

have identified the internal processes used to obtain these nominations from the faculty, college or department, or a sanctioned Honorary Degree Committee, which includes faculty.

The Committee was presented with 28 nominations from six institutions. The names of the nominees and the degrees being recommended, as well as nomination letters and supporting documentation, were made available to the regents prior to the meeting. There was discussion about the extent to which public perception of nominees is weighed into decisions to nominate someone for an honorary degree, especially when nominees are leaders of one side of national debates. Dr. Lee noted that although we are not made aware of the institutional deliberations, we have been informed that institutions have followed internal development and vetting processes as described in the policy. Chancellor Perman agreed that we do need to consider how these decisions affect our reputation, but that since degrees are the purview of the faculty, we should give most weight to those decisions while still engaging in such conversations to ensure we are doing our due diligence to maintain the status and reputation of the USM and its institutions. No nominees were highlighted as problematic based on this discussion.

Dr. Lee highlighted UMES's inclusion of two nominees who are current political office holders. Section 6 of the Board of Regents Policy on the Awarding of Honorary Degrees (III-3.00) states, "Normally, honorary degrees may not be conferred on currently serving faculty, staff, members of the Board of Regents, or current holders of political office (elected or appointed). Exceptions for compelling reasons can be made only by two-thirds majority vote of the Board of Regents." Finding no compelling reason to exempt those two nominees from this requirement, the committee agreed that UMES should be asked to rescind the nominations of the two current office holders.

The Chancellor recommends that the Committee on Education Policy and Student Life recommend that the Board of Regents approve institutional nominations for honorary degrees as listed on the slate from Frostburg State University; Towson University; University of Maryland, Baltimore; University of Maryland, Baltimore County; University of Maryland, College Park; and University of Maryland Eastern Shore (not including the two exceptions noted above).

The motion was moved by Regent Leggett, seconded by Regent Gooden, and unanimously approved.

Vote Count: Yeas: 6    Nays: 0    Abstentions: 0

**Motion to Adjourn**

Regent Gourdine called for a motion to adjourn. The motion was moved by Regent Johnson, seconded by Regent Wood, and unanimously approved. Regent Gourdine adjourned the meeting at 10:55 a.m.

Respectfully,

Regent Michelle Gourdine  
Chair



**BOARD OF REGENTS**  
SUMMARY OF ITEM FOR ACTION,  
INFORMATION, OR DISCUSSION

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**TOPIC:** Proposed Amendments to EPSL Committee Bylaws and Charge and Role and Responsibilities

**COMMITTEE:** Education Policy and Student Life

**DATE OF COMMITTEE MEETING:** Tuesday, January 11, 2022

**SUMMARY:** In September, the committee conducted its annual review of the Education Policy and Student Life (EPSL) section of the Board of Regents Bylaws as well as the EPSL Charge, Role, and Responsibilities. At that time, the committee sought no amendments and reaffirmed those items.

With the move from the Board of Regents Workgroup on Intercollegiate Athletics to the establishment of the standing Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare, EPSL's responsibilities regarding athletics as detailed in these guiding documents must be reevaluated.

Proposed amendments are attached.

**ALTERNATIVE(S):** Regents can offer recommendations that can be agreed upon during the meeting or taken back for further exploration and consideration.

**FISCAL IMPACT:** There is no fiscal impact.

**CHANCELLOR'S RECOMMENDATION:** The Chancellor recommends that the Committee on Education Policy and Student Life recommend that the Board of Regents amend (1) the EPSL section of the Board of Regent Bylaws and (2) the EPSL Committee Charge, Role, and Responsibilities guidance to reflect the changes in responsibilities for intercollegiate athletics.

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COMMITTEE RECOMMENDATION: Approval	DATE: January 11, 2022
BOARD ACTION:	DATE:
SUBMITTED BY: Joann A. Boughman      301-445-1992	jboughman@usmd.edu

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BYLAWS OF THE BOARD OF REGENTS  
OF THE UNIVERSITY SYSTEM OF MARYLAND

(Adopted by the Board of Regents, April 5, 1989; Amended, September 27, 1990; Amended February 27, 1991; Amended June 9, 1995; Amended August 25, 1995; Amended December 1, 1995; Amended April 12, 1996; Amended April 4, 1997, Amended December 8, 2000, Amended August 23, 2002; Amended September 12, 2003; Amended December 12, 2003, Amended October 21, 2005, Amended September, 2008, Amended April 15, 2011, Amended December 7, 2012, Amended April 11, 2014, Amended June 10, 2016, Amended December 9, 2016, Amended February 22, 2019; Amended April 6, 2020 to be effective immediately, amended April 16, 2021 to be effective July 1, 2021)

Article X

Section 4. Committee on Education Policy and Student Life. – [1.11.22 Review](#)

Deleted: 9.14.21

A. The Committee on Education Policy and Student Life shall consider and report or recommend to the Board on all matters relating to institutional mission statements and education policies and programs for all institutions and major units, and all issues relating to academic programs such as curriculum development, adequacy of instructional facilities and specialized centers and institutes, and institutional support for student academic services.

- a. This Committee shall consider and report or recommend to the Board proposals for new academic programs and review and report to the board on the review of existing academic programs that align with the institution's mission, strategic plan, and priorities.
- b. This Committee shall also consider and report or recommend to the Board on matters and policies relating to faculty, including but not limited to conditions affecting recruitment, appointment, rank, tenure, and retention, and issues brought to the Advisory Councils and USM Office of Academic and Student Affairs.

B. This Committee shall also consider and report or recommend to the Board matters and policies related to students and student support services including, but not limited to, student enrollment, recruitment, retention, transfer, and articulation; financial aid; campus safety and security; student health and wellness; student government; and student organizations.

Commented [ZL1]: Moving reference to athletics to the end. With the creation of the Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare, EPSL's role with athletics changes.

C. This Committee shall also consider and report or recommend to the Board matters and policies on inter-institutional cooperation, System-wide activities to include, but not limited to, research, training and public service, collaboration with affiliated organizations, and alumni engagement.

Deleted: athletics;

D. This Committee shall also consider or report or recommend to the Board student-athlete health, wellness, and academic matters brought to it by the Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare, the Chancellor, or the Board.

**Commented [ZL2]:** The Primary responsibility for athletics now sits with the Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare. However, since EPSL is responsible for the health and wellness of all students and academics at large, EPSL may consider reports/issues brought to it from the Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare.



UNIVERSITY SYSTEM  
of MARYLAND

**Board of Regents  
Committee on Education Policy and Student Life  
Charge, Role, and Responsibilities**

Charge:

The Committee on Education Policy and Student Life shall perform all necessary business and provide guidance to the Board of Regents on issues that pertain to academic affairs and student affairs functions at the institutions within the University System of Maryland.

Role and Responsibilities:

The Committee on Education Policy and Student Life shall consider and report or recommend to the Board of Regents on matters concerning academic and student affairs-related policies and programs for all institutions and major units including, but not limited to, all issues relating to academic programs such as curriculum development, adequacy of instructional facilities and specialized centers and institutes, and institutional support for student academic services; matters and policies relating to faculty; student enrollment, recruitment, retention, transfer, and articulation; financial aid; campus safety and security; student health and wellness; student government; and student organizations; and the overall intellectual, social, and emotional climate of the university.

Members of the Committee on Education Policy and Student Life are appointed annually by the Chairperson of the Board. The Committee holds at least five regularly-scheduled meetings during the fiscal year. The members of the Committee may expect to receive information for review in order to consider and report or recommend to the Board of Regents on any of the following matters:

- A. Institutional mission statements and goals
- B. Establishment and disestablishment of schools and colleges
- C. Proposals for new academic programs
- D. Review of existing academic programs and enrollments within those programs
- E. P-20 partnerships and initiatives
- F. Academic transformation and innovation
- G. Academic integrity
- H. Civic education and civic engagement
- I. Student life and student services
- J. Diversity and inclusion
- K. Student enrollment, recruitment, and retention
- L. Transfer and articulation
- M. Access and affordability
- N. Student health and wellness
- O. Campus safety and security
- P. Title IX and sexual misconduct
- Q. Faculty life and faculty conduct

Approved by EPSL on November 23, 2020

Reviewed by EPSL on [January 11, 2022](#)

Commented [ZL1]: Removing "athletics" because with the creation of the Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare, it is no longer EPSL's responsibility to "report or recommend to the Board of Regents on" athletics.

Deleted: athletics;

Commented [ZL2]: Moving reference to athletics to the end. With the creation of the Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare, EPSL's role with athletics changes.

Deleted: <#>Academic issues related to intercollegiate athletics

Deleted: September 14, 2021

- R. Faculty policies and procedures including, but not limited to, appointments in rank and promotion to tenure
- S. Faculty workload
- T. Faculty awards nominations
- U. Honorary degree nominations
- V. Extramural funding
- W. Relevant issues, reports, or requests as brought to the USM by the Maryland Higher Education Commission and other state agencies
- X. Additional pertinent issues as raised by the student, staff, and faculty advisory councils; university administrators; USM officials; and regents

The Committee on Education Policy and Student Life may receive, for information purposes from the Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare, reports on academic issues (including but not limited to Academic Progress Rate and mid-year academic indicators) for and the health and wellness of student athletes and/or athletics teams.

Commented [ZL3]: The Primary responsibility for athletics now sits with the Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare. However, since EPSL is responsible for the health and wellness of all students and academics at large, the Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare may report to EPSL on those issues.

Deleted: September 14, 2021

Approved by EPSL on November 23, 2020

Reviewed by EPSL on January 11, 2022





**BOARD OF REGENTS**  
SUMMARY OF ITEM FOR ACTION,  
INFORMATION, OR DISCUSSION

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**TOPIC:** Results of Periodic Reviews of Academic Programs, 2020-2021

**COMMITTEE:** Education Policy and Student Life

**DATE OF COMMITTEE MEETING:** Tuesday, January 11, 2022

**SUMMARY:** At its meeting in June 2003, the Board of Regents delegated to the Chancellor the authority to approve institutional reports on the review of existing academic programs. Existing academic programs are required to submit a report every seven years. Each USM institution follows a review process that was approved previously by the Regents. A format for the reports are standardized and includes information on enrollments and degrees awarded, internal and external reviews, and institutional recommendations and actions.

The periodic program review process includes an internal self-study that is conducted by the program at the departmental level. The self-study is reviewed by external reviewers who then submit a report that becomes a part of the draft full periodic program review report. The respective dean for the program and the provost review the draft full report prior to submission to USM.

Drafts of each report are reviewed by staff in the USM Office of the Senior Vice Chancellor for Academic and Student Affairs and comments are shared with the institutions for appropriate action prior to final submission to the Chancellor. Comments may include requests for additional information or the need for additional action following program accreditation reviews.

The reports demonstrate the seriousness with which the reviews are taken. Institutional action plans are decided upon primarily by the provost or dean, both of whom are responsible to monitor academic quality and productive use of resources. The following narratives and data tables provide information on enrollment and degrees awarded during the five years prior to the submission of the report.

Copies of the complete program review summaries are available from the USM Office of Academic and Student Affairs.

**ALTERNATIVE(S):** This is an information item.

**FISCAL IMPACT:** This is an information item.

**CHANCELLOR'S RECOMMENDATION:** This is an information item.

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**COMMITTEE RECOMMENDATION:** Information Only      **DATE:** January 11, 2022

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**BOARD ACTION:**      **DATE:**

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**SUBMITTED BY:** Joann A. Boughman      301-445-1992      **EMAIL:** jboughman@usmd.edu

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## 2020-2021 Periodic Review of Academic Programs Summary

Existing academic programs are required to submit a report every seven years. A format for the reports is standardized and includes information on enrollments and degrees awarded, internal and external reviews, and institutional recommendations and actions. Drafts of each report are reviewed by staff in the USM Office of the Senior Vice Chancellor for Academic and Student Affairs and comments are shared with the institutions for appropriate action prior to final submission to the Chancellor.

A total of one hundred thirty (130) academic programs were reviewed during the 2020-2021 period. The 2020-2021 reports represent an eight-one (81) percent increase in programs reviewed compared to the 2019-2020 period of seventy-two (72) programs reviewed. The increase in reviews represent the seven-year schedule when programs come due, adjustments to align programs with reaccreditation /accreditation self-studies, and the number of new programs approved seven years prior to address the growing workforce demands. All enrollments and degrees awarded for the programs reviewed in this report are found in the “2020-2021 Periodic Review of Academic Program Enrollments and Degrees Awarded by Institution” section.

### Number of Programs Reviewed

Associate’s<sup>[1]</sup>: 0  
Bachelor’s: 52  
Master’s: 48  
Doctorate: 10  
Certificates: 16

[1] The University of Maryland Global Campus is the single USM institution approved by the Maryland Higher Education Commission (MHEC) to offer the Associate’s degree.

### Results of Program Accreditation Reviews

During this reporting period, 35 percent (n=46) of the programs underwent reaccreditation reviews. The programs reviewed by their discipline-specific accrediting organizations are as follows.

#### *Bowie State University*

The *Master (MPA) in Public Administration*, and *Post-Baccalaureate Certificate (PBC) in Public Administration* in the Department of Management, Marketing, and Public Administration completed reaccreditation reviews by the National Association of Schools of Public Affairs and Administration (NASPAA) in 2020.

The *Bachelor of Science (BS) in Early Childhood/Special Education*, *Bachelor of Science (BS) in Elementary Education*, *Master of Arts (MAT) in Teaching*, *Master of Education (M.Ed.) in Reading Education*, and *Master of Education (M.Ed.) in Special Education* in the Department of Teaching, Learning, and Professional Development, the *Master of Education (M.Ed.) in Elementary and Secondary*, *Master of Education (M.Ed.) in Elementary and Secondary School Administration*, and *Doctor of Education in Educational Leadership (Ed.D.)* in the Department of Educational Leadership, and the *Master of Arts (MA) in School Psychology*, and *Certificate of Advanced Studies (CAS) in School Psychology* in the Department of Counseling completed reaccreditation reviews by the Council for the Accreditation of Educator Preparation (CAEP) in 2021.

The *Master (MSN) in Nursing, Post-Master Certificate (PMC) in Nurse Educator, and Post-Master Certificate (PMC)-Certificate of Advanced Study (CAS) in Family Nurse Practitioner* in the Department of Nursing completed reaccreditation reviews by the Accreditation Commission for Education in Nursing (ACEN) in 2020.

*The University of Baltimore*

The *Master of Science (MS) in Applied Psychology, and Post Baccalaureate Certificate (PBC) in Professional Counseling Studies* in the Department of Applied Behavioral Science completed reaccreditation reviews by the Master's in Psychology and Counseling Accreditation Council (MPCAC) in 2021.

*University of Maryland, Baltimore*

The *Doctor of Pharmacy (PharmD)* in School of Pharmacy completed the reaccreditation review by the Accreditation Council for Pharmacy Education (ACPE) in 2021.

*University of Maryland, Baltimore County*

The *Bachelor of Science (BS) in Middle Grades STEM, Master of Arts in Teaching (MAT), and Master of Art (MA) in Teaching ESOL* in the Department of Education completed reaccreditation reviews by the Council of the Accreditation of Educator Preparation (CAEP) in 2020. In addition, *Early Childhood (ECE), Elementary (ELEM) and Secondary Education (SEC)* are initial teacher certification programs approved by Maryland Department of Education (MSDE).

*University of Maryland, College Park*

The bachelor's degrees in *Accounting, Finance, Management, International Business, Marketing, Operations Management and Business Analytics, Supply Chain Management, Business-Undecided, and Information Systems-Business*, and the master's, combined master's/doctoral, and doctoral degrees in *Accounting(M), Finance (M), Quantitative Finance (M), Business Analytics(M), Business & Management (M/D), Information Systems (M), Marketing Analytics (M), MBA, Executive MBA, Executive MBA (China), Supply Chain Management (M) and Business & Management (PhD)* in the Robert H. Smith School of Business completed reaccreditation reviews by the Association to Advance Collegiate Schools of Business (AACSB) in 2021.

The *Master of Community Planning (MCP)* in the School of Architecture, Planning and Preservation completed the reaccreditation review by the Planning Accreditation Board in 2021.

*University of Maryland Eastern Shore*

The *Bachelor of Science (BS) in Biochemistry, Bachelor of Science (BS) in Chemistry, and Master of Science (MS) in Chemistry* in the Department of Natural Sciences completed reaccreditation review by the American Chemical Society (ACS) in 2021.

## **Low Degree Productivity**

### *MHEC Definition*

Bachelor's: < 5 in most recent year or a total of 15 in last three years

Master's: < 2 in most recent year or a total of 6 in last three years

Doctorate: < 1 in most recent year or a total of 3 in last three years

Currently MHEC is examining the Code of Maryland regulations on “Low Degree Productivity.” MHEC hopes to consider separate low degree productivity definitions for academic programs that support general education programs and serve as pathways to other academic degree programs at an institution.

### *2020-2021 Low Degree Productivity*

In accordance with the above MHEC definition, of the one hundred thirty (130) academic programs reviewed in 2020-2021 eleven (11) percent (n=14) are very much considered “low degree producing programs.” The types of programs identified as low productivity include six (6) bachelor's degree (B), four (4) master's degree (M), three (3) post-baccalaureate certificates (PBC), and one (1) post-master certificate (PMC). Low productivity for the PBC and PMC programs follow the same definition as a master's degree program. Also, there are several programs reported that did not warrant being considered low degree producing as they are only one-degree below the three-year definition threshold.

The report also includes two (2) programs that are suspended and discontinued since their last seven-year periodic program review. The actions taken by the institutions are a result of low enrollments and low degree productivity as determined by program performance evaluations.

The following brief summaries highlight the strategies being undertaken by the institutions for the identified programs to address low enrollment and the low number of degrees awarded.

### *Bowie State University*

The *Post-Baccalaureate Certificate (PBC) in Applied Computational Mathematics* in the Department of Mathematics reports an action plans to address absence of enrollments and degree productivity that includes 1) extending outreach efforts to surrounding governmental and private organizations, particularly NASA/Goddard Flight Center, to recruit students, 2) informing students applying for the master's degree in Applied and Computational Mathematics about the opportunity to receive the PBC as a stackable credential as they progress to the master's degree, and 3) creating a committee to explore offering graduate students in other departments, particularly in the Department of Computer Science, the PBC in Applied Computational Mathematic as a stackable credential.

The *Post-Master Certificate (PMC) in Nursing Educator* under the auspices of the Master in Nursing (MSN) program in the Department of Nursing (DON) report an action plan to address low enrollment and low degrees awarded to include 1) developing academic coaching programs to lower attrition rates, 2) recruiting students from the adjunct/part-time faculty, and 3) establishing doctoral nursing and specialty nurse practitioner programs.

The *Post-Baccalaureate Certificate (PBC) in Public Administration* in the Department of Management, Marketing, and Public Administration reports an action plan to address low to zero enrollments and degree productivity to include 1) utilizing the BSU Leadership Academy to enroll existing students, alumni, and federal, state, and local government professionals, 2) the submission of a proposal for a HBCU Center of Excellence in Housing to support enrollment of next generation of Housing Policy Leaders, 3) participation in the HBCU MPA Consortium to afford students with opportunities to engage in regional and national public service and public administration scholars and professionals, and 4) re-evaluating existing programs to develop a new Philanthropy and Nonprofit Management program.

*Frostburg State University*

The *Master of Science (MS) in Wildlife/Fisheries Biology* in the Department of Biology reports an action plan to address low enrollments and low degree productivity to include 1) during Fall 2020 to Fall 2021 to merge the Applied Ecology and Conservation Biology and Wildlife and Fisheries Biology graduate programs into a single program, 2) developing realistic levels of stipends to support teaching assistants in Fall 2020 to Spring 2021, 3) enhancing access to existing courses at the Appalachian Laboratory and in other Departments related to GIS and statistics in Fall 2020 to Spring 2021, and 4) increasing professional development opportunities.

*The University of Baltimore*

The *Post-Baccalaureate Certificate (PBC) in Health Administration* in the School of Health and Human Services reports an action plan to address low enrollments and low degree productivity to include 1) marketing PBC as a stackable credential, 2) providing joint advising with faculty and advisors to assure that students efficiently progress to completion, 3) increasing retention by assigning all students to a faculty mentor, 4) increasing alumni engagement in recruitment of prospective students, 5) pursuing full accreditation from the Commission on Accreditation of Healthcare Management Education (CAHME), 6) engaging in fundraising activities to increase scholarship opportunities, and 7) increasing the program's footprint and visibility.

*University of Maryland, College Park*

The *Bachelor of Arts (BA) of Jewish Studies* and *Master of Science (MS) of Jewish Studies* in the Meyerhoff Program and Center for Jewish Studies report launching a strategic planning effort during this PPR to address low enrollments and low degree productivity that prioritizes 1) continuing to attract students, 2) engaging more faculty across the campus, and 3) fundraising.

The *Bachelor of Arts (BA) in Central European, Russian Eurasian Studies*, *Bachelor of Arts (BA) in Persian Studies*, *Bachelor of Arts (BA) in Italian Studies*, *Bachelor of Arts (BA) in Romance Languages*, and *Master of Arts (MA) in French Language and Literature* in the School of Languages, Literatures and Cultures report an action plan to address low enrollments and low degree productivity that include 1) continued integration among the staff, 2) strategic planning to create a coherent vision for the diverse programs and faculty, 3) more funding and structured mentoring for graduate students, and 4) the creation of a graduate student handbook.

*University of Maryland Eastern Shore*

The *Bachelor of Science (BS) in Chemistry* and *Master of Science (MS) in Chemistry* report an action plan to address low enrollments and low degree productivity that include 1) new research projects for undergraduates and graduates with the disciplines of biochemistry, physics, and

environmental sciences, 2) opening a new admissions masters track for students in any scientific field, 3) subsuming the M.S. in Chemistry into a new School of Agricultural and Natural Sciences school-wide graduate program structure, and 4) hiring faculty to fill current vacancies.

The following section “*2020-2021 Periodic Review of Academic Program Enrollments and Degrees Awarded by Institution*” includes data tables that illustrate enrollments and degrees awarded and brief outlines of actions by institution for all programs reviewed this period.

2020-2021 Periodic Review of Academic Program  
Enrollments and Degrees Awarded by Institution

Bowie State University										
Program Title (Degree)	2016		2017		2018		2019		2020	
	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees
Applied and Computational Mathematics (M)	13	8	7	3	6	3	7	2	5	3
Applied and Computational Mathematics (PBC)	0	0	0	0	0	0	0	0	0	0
Early Childhood/Special Education (B)	104	17	103	12	108	16	109	10	128	13
Educational Leadership (D)	48	8	58	6	67	4	59	5	56	12
Elementary Education (B)	101	17	112	4	106	15	125	12	174	17
Elementary and Secondary School Administration (M)	16	4	15	5	13	3	11	3	19	2
Mathematics (B)*	48	9	39	5	25	6	17	2	30	6
Nursing - Family Nurse Practitioner (PMC-CAS)	2	0	1	0	6	1	4	2	0	4
Nursing -Nurse Educator (PMC)	0	0	0	0	0	0	1	0	0	1
Nursing (M)	16	41	32	26	37	22	12	18	10	20
School Psychology (M)	11	6	17	5	18	7	18	9	21	7
School Psychology (CAS)	6	5	10	1	8	3	9	11	6	1
Public Administration (M)	101	27	98	38	92	26	88	27	73	30
Public Administration (PBC)	0	2	1	0	0	1	0	0	0	0
Reading Education (M)	18	6	12	3	21	7	26	3	26	12
Special Education (M)	11	5	20	3	21	6	27	8	21	12
Teaching (MAT)	14	5	16	2	14	4	6	1	31	5
<p>Notes:</p> <p>1. The PBC in Applied and Computational Mathematics plan to address the absence of enrollment and degree productivity is to 1) increase recruitment relationships to enroll employees at NASA/Goddard Flight Center and other governmental / private mathematics and science industries that surround BSU, 2) promote the certificate to graduate students in other departments, and 3) increase stackable credential opportunities by restructuring the MS in Applied and Computational Mathematics during the next academic year.</p>										

Degree Productivity and Enrollment Reporting Codes:


Below degree productivity

Degree Codes: (B) Bachelor; (M) Master; (D) Doctorate; (BFA) Bachelor of Fine Arts; (BTS) Bachelor of Technical Studies; (BPS) Bachelor of Professional Studies; (UDC) Upper Division Certificate; (PBC) Post-Baccalaureate Certificate; (MAT) Master of Arts in Teaching; Master of Professional Studies (MPS); (PMC) Post-Master Certificate; (CAS) Certificate of Advanced Study.

2020-2021 Periodic Review of Academic Program  
Enrollments and Degrees Awarded by Institution

2. The MS in Applied and Computational Mathematics shows trending enrollments and meets degree productivity. The MS in Applied and Computational Mathematics program plans to 1) hire two tenure-track faculty members who will be able to teach graduate level courses and lead research in the area of Applied Mathematics, 2) submit a proposal to extend the financial support for full time graduate students, 3) seek funds to cover expenses for graduate students to travel to scientific conferences, 4) collaborate with other departments, create a working group to explore the feasibility of developing new interdisciplinary graduate programs, 5) reinstate the Math Seminar, 6) create a committee to explore the possibility of establishing an accelerated BS/MS program in Applied and Computational Mathematics, and 7) Establish a research component for the program so that graduate students are engaged in the research process.
3. \*The BS in Mathematics program demonstrates steady enrollment and one-degree awarded below the MHEC threshold for degree productivity. The plan to strengthen degree productivity is to increase recruitment and intensified retention by 1) hiring two tenure-track faculty members, a full time Online Course Coordinator and a full time Tutoring Lab Coordinator, 2) developing a statistics minor, 3) collaborating with other departments to explore the feasibility of new programs in Financial Mathematics and/or Actuarial Sciences, 4) reviewing current math minor curriculum, 5) initiating outreach to community colleges to sign articulation agreements, and 6) extending options for internships for math majors, to name a few.
4. The initiatives to increase low degrees productivity in the PMC in Nurse Educator are to 1) develop academic coaching programs to lower attrition rates, 2) recruit students from the adjunct/part-time faculty, and 3) establish doctoral nursing and specialty nurse practitioner programs and will include initiatives identified for the MSN and PMC-CAS in Family Nurse Practitioner programs enumerated in #6.
5. The MSN program reports good enrollment and meets degree productivity and the PMC-CAS in Family Nurse Practitioner reflect progressive enrollment and meets degree productivity.
6. The PMC-CAS in Family Nurse Practitioner programs under the auspices of the Master in Nursing (MSN) program plan to 1) have the Advisory Board working with the program and students to demonstrate a strong commitment to social justice issues, 2) demonstrate a strong commitment to diversity throughout the curriculum, particularly in practicum experiences and service activities, 3) align with established standards for graduate programs, 4) evidence that the end-of-program student learning outcomes are used to organize the curriculum, conduct ongoing assessments, support role-specific professional competencies, and the sharing of data with communities of interest, 5) regularly monitor and evaluate preceptors and full and part-time faculty based on the policies and procedures of the governing organization, 6) ensure student total credit/clock hours requirements as defined comply with the policies of the governing organization, 7) utilization data from graduate and employer satisfaction assessment for program decision-making, and 8) revise the certification examination pass rate outcome statement to reflect an appropriate 12 month period congruent with the Accreditation Commission for Education in Nursing (ACEN) Criterion.
7. Strong enrollments and meets degree productivity are reported for the bachelor's degree programs in Early Childhood/Special Education, and Elementary Education, and the doctorate in Education Leadership. The master's program in Elementary and Secondary School

Degree Productivity and Enrollment Reporting Codes:

 Below degree productivity


Degree Codes: (B) Bachelor; (M) Master; (D) Doctorate; (BFA) Bachelor of Fine Arts; (BTS) Bachelor of Technical Studies; (BPS) Bachelor of Professional Studies; (UDC) Upper Division Certificate; (PBC) Post-Baccalaureate Certificate; (MAT) Master of Arts in Teaching; Master of Professional Studies (MPS); (PMC) Post-Master Certificate; (CAS) Certificate of Advanced Study.



2020-2021 Periodic Review of Academic Program  
Enrollments and Degrees Awarded by Institution

- Administration shows consistent performance, while steady enrollment and meet degree productivity are reported for the master's programs in Reading, Special Education, and Teaching.
8. The BS in Early Childhood/Special Education program plans to 1) revise current assessment to represent one assessment or to replace with another single assessment, 2) encourage faculty to re-examine the alignment of assessments, rubrics, and data to assure performance levels are aligned correctly with the respective elements, 3) increase focus on planning categories to address the understanding and application of students' knowledge of assessment, diverse learners and environments will be conducted, and 4) increase focus on planning categories to address the topic of family and community and how it relates to professionalism will be conducted.
  9. The BS in Elementary Education program plans to 1) review the clinical practice three-way conference assessment (Phase I and Phase II) to clearly separate the learning outcomes at each stage of the student matriculation through the Elementary Education program, and 2) consider changing the portfolio assessment to another substantive assessment to measure the students' knowledge, skills, abilities, and outcomes with a set of six to eight unique assessments to represent the total program assessment.
  10. The Master of Art in Teaching (MAT) plans to 1) revise the lesson and unit plan assignment and rubric to address the vague content terms to better align to rubric evaluation areas and add a rubric component that measures pedagogical content knowledge, and 2) revise the pre and post and summative evaluation assignment, and 3) develop and complete annual action plans that review and address continued program improvements to increase student knowledge, skills and abilities.
  11. The M.Ed. programs in Elementary and Secondary School Administration and in Reading Education plan to 1) evidence that the programs have developed and are maintaining close collaborations with local P-12 school or community partners for clinical preparation of candidates and the continuous improvement of the programs, 2) evidence that the programs work with partners to design varied and developmental clinical placements that allow candidates to practice applications of specialized knowledge and skills, and 3) develop and complete annual action plans that review and address continued program improvements to increase student knowledge, skills and abilities.
  12. The M.Ed. in Special Education program coordinator and faculty will develop and complete annual action plans to review, address, and complete an action plan to continue program improvements to increase student knowledge, skills, and abilities.
  13. The Ed.D. in Educational Leadership program plans to 1) provide evidence to develop and maintain a) close collaborations with local P-12 school or community partners for clinical preparation of candidates, b) work with P-12 partners to design varied and developmental clinical placements, and c) provide continuous program improvement, 2) examine the program content and data of the content in the research, statistics, and law areas more closely to determine what specific areas should be changed to impact positively student performance, and 3) develop and complete annual action plans that review and address continued program improvements to increase student knowledge, skills and abilities.
  14. The MA in School Psychology and the Certificate of Advanced Studies in School Psychology demonstrate solid enrollment and meets degree productivity.

Degree Productivity and Enrollment Reporting Codes:

 Below degree productivity

Degree Codes: (B) Bachelor; (M) Master; (D) Doctorate; (BFA) Bachelor of Fine Arts; (BTS) Bachelor of Technical Studies; (BPS) Bachelor of Professional Studies; (UDC) Upper Division Certificate; (PBC) Post-Baccalaureate Certificate; (MAT) Master of Arts in Teaching; Master of Professional Studies (MPS); (PMC) Post-Master Certificate; (CAS) Certificate of Advanced Study.

2020-2021 Periodic Review of Academic Program  
Enrollments and Degrees Awarded by Institution

15. The MA in School Psychology and Certificate of Advanced Studies in School Psychology programs plan to 1) review the need to develop an additional course to broaden the candidate's knowledge of school-wide program evaluation techniques, 2) explore additional strategies to increase school psychology practice pedagogy and skill development, 3) investigate ways to improve documenting candidates' participation in activities that promote preventive and responsive services, 4) develop a more formalized approach to rate students on their abilities, skills, and dispositions by formalizing the process using an evaluation measure and/or a review of portfolio documents, 5) continue to explore strategies to evaluate student impact, 6) refine survey and review data from the unit as well as the program specific employer and employee surveys, and 7) provide more in-depth training regarding diversity, cultural issues, and disabilities in a few courses or explore creative ways to embed these critical issues across the curriculum.
16. The plan for the PBC in Public Administration to address the low to absence of enrollment and degrees awarded is to 1) utilize the BSU Leadership Academy to enroll existing students, alumni, and federal, state, and local government professionals, 2) submit proposal for a HBCU Center of Excellence in Housing to support enrollment of next generation of Housing Policy Leaders, 3) participate in the HBCU MPA Consortium to afford students with opportunities to engage in regional and national public service and public administration scholars and professionals, and 4) re-evaluate existing programs to develop a new program in Philanthropy and Nonprofit Management.
17. The MPA program reports good enrollment and meets degree productivity, it is also participating in the same initiative delineate in #16 for the PBC in Public Administration.

Coppin State University										
Program Title (Degree)	2016		2017		2018		2019		2020	
	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees
Human Services Administration (M) (CSU) (Joint CSU/UBALT Program)	84	42	87	45	74	29	66	37	55	18
Human Services Administration (M) (UBALT) (Joint CSU/UBALT Program)	81	42	66	23	57	29	66	16	33	20
Notes:										
1. Human Services Administration (Joint CSU/UBALT Program) report solid enrollments and meets degrees productivity for CSU and UBALT>										
2. To further strengthen the joint Human Services Administration program, CSU and UBALT plan to 1) increase and improve campus coordination, 2) add faculty specifically assigned to the human services program, 3) engage in more aggressive program marketing, 4) pursue additional financial assistance for students, and 5) seek national accreditation.										

Degree Productivity and Enrollment Reporting Codes:

Below degree productivity

Degree Codes: (B) Bachelor; (M) Master; (D) Doctorate; (BFA) Bachelor of Fine Arts; (BTS) Bachelor of Technical Studies; (BPS) Bachelor of Professional Studies; (UDC) Upper Division Certificate; (PBC) Post-Baccalaureate Certificate; (MAT) Master of Arts in Teaching; Master of Professional Studies (MPS); (PMC) Post-Master Certificate; (CAS) Certificate of Advanced Study.

2020-2021 Periodic Review of Academic Program  
Enrollments and Degrees Awarded by Institution

Frostburg State University										
Program Title (Degree)	2016		2017		2018		2019		2020	
	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees
Art and Design (B)	27	27	20	30	20	21	17	16	76	17
Communication Studies (B)	48	8	49	9	36	14	29	12	25	9
Earth Sciences (B)	35	7	36	6	30	10	25	6	23	9
Environmental Analysis and Planning (B)- <b>SUSPENDED</b>	16	4	22	3	24	1	22	5	17	6
Geography (B)	35	13	28	9	30	15	25	11	35	11
Social Science (B)	36	12	47	12	45	11	39	10	31	8
Wildlife and Fisheries (B)	108	15	111	24	118	16	116	20	88	40
Wildlife/Fisheries Biology (M)	5	1	5	0	6	1	6	1	6	0

Notes:

- The MS in Wildlife/Fisheries Biology report low degree productivity and plans to 1) during Fall 2020 to Fall 2021 to merge the Applied Ecology and Conservation Biology and Wildlife and Fisheries Biology graduate programs into a single program, 2) develop realistic levels of stipends to support teaching assistants in Fall 2020 to Spring 2021, 3) enhance access to existing courses at the Appalachian Laboratory and in other Departments related to GIS and statistics in Fall 2020 to Spring 2021, and 4) increase professional development opportunities.
- The BS in Environmental Analysis and Planning degree is suspended with USM and MHEC and during the three-year suspension period the faculty will determine if the departments of Biology and Chemistry will revise or develop a new program in Environmental Analysis/Sciences/Studies by June 2024, and 2) complete by June 2022 student surveys and/or focus groups to examine students' perceptions and experiences with environmental science and field-based studies.
- The bachelor's degree programs in Art and Design, Communication Studies, Earth Sciences, Geography, Social Science, and Wildlife and Fisheries report good to strong performance in enrollment and meet degree productivity.
- The BFA in Art and Design program plans to 1) advocate for improvements to the Fine Arts Building and studio facilities, 2) review curriculum to update and streamline course offerings in line with current enrollments and creative trends, 3) develop and encourage more high impact practices for Art and Design students, such as internships and field work placements, 4) enhance opportunities for Art and Design students to explore career options and readiness through extracurricular programming, 5) redesign Visual Art's marketing

Degree Productivity and Enrollment Reporting Codes:


Below degree productivity

Degree Codes: (B) Bachelor; (M) Master; (D) Doctorate; (BFA) Bachelor of Fine Arts; (BTS) Bachelor of Technical Studies; (BPS) Bachelor of Professional Studies; (UDC) Upper Division Certificate; (PBC) Post-Baccalaureate Certificate; (MAT) Master of Arts in Teaching; Master of Professional Studies (MPS); (PMC) Post-Master Certificate; (CAS) Certificate of Advanced Study.

2020-2021 Periodic Review of Academic Program  
Enrollments and Degrees Awarded by Institution

- materials in keeping with current aesthetics and prospective curriculum changes, and 6) pursue opportunities to enhance program regarding developments in new media, interdisciplinary practices, and game design.
5. The BS in Communication Studies program plans to 1) identify characteristics of and positions needed to support new programs, 2) continue new and transfer student recruitment, 3) determine what laboratory space is needed in consideration of updated Communication Studies (CMST) major, 4) revise assessment plan for the new curriculum, and 5) finalize CMST course size limitations.
  6. The BS in Earth Sciences and Geography program plans to 1) strengthen the Geographic Information Systems/Science (GIS) curriculum in the Earth Sciences (EASC) program by June 2024, 2) review and streamlining Earth Sciences curriculum annually, 3) integrate student professional development and career preparation into the program annually, and 4) promote and develop more high impact learning experiences in the program.
  7. The BS in Geography program plans to 1) strengthen the Geographic Information Systems/Science (GIS) curriculum in the Geography program by June 2023, 2) review and streamlining Geography curriculum annually, 3) integrate student professional development and career preparation into the program annually, and 4) promote and develop more high impact learning experiences in the program annually.
  8. The BS in Social Science program plans to 1) explore the feasibility of creating two separate tracks: one for students who want to be social studies teachers and another for those pursuing other careers in the social sciences by AY 2021-2022, 2) form a partnership for professional learning for Allegany County social studies teachers and FSU social science faculty to complete by the next midpoint review, 3) consult with faculty from the FSU social science departments to determine what connections and partnerships already exist with community agencies, 4) explore the development of a consistent rubric score for writing throughout the Social Science program by AY 2021-2022, 5) monitor data for the capstone project to determine if additional writing support within the program is needed, beginning in summer 2021, 6) organize group advising and information sessions for social science majors to be ongoing, beginning in fall 2021, and 7) add the following to the Social Science Advisory Group: a) two students (one who intends to be a social studies teacher and one pursuing a career in a field outside of education), b) a representative from the local public school system with experience in social studies, and c) a person from an organization/institution associated with another Social Science career field by AY 2021-2022.
  9. The BS in Wildlife and Fisheries plan to 1) develop a plan to recruit and retain faculty by Fall 2022, 2) support and encourage research among faculty, especially involving undergraduate students is ongoing, 3) review current tracks and course offerings by fall 2023, 4) work to develop or strengthen articulation agreements with local colleges by fall 2024, 5) reduce course scheduling conflicts and the need for course substitutions is ongoing, 6) increase recruitment, especially of minority and underrepresented students is ongoing, and 7) strengthen the collaborations between the graduate and undergraduate programs is ongoing.

Degree Productivity and Enrollment Reporting Codes:

 Below degree productivity

Degree Codes: (B) Bachelor; (M) Master; (D) Doctorate; (BFA) Bachelor of Fine Arts; (BTS) Bachelor of Technical Studies; (BPS) Bachelor of Professional Studies; (UDC) Upper Division Certificate; (PBC) Post-Baccalaureate Certificate; (MAT) Master of Arts in Teaching; Master of Professional Studies (MPS); (PMC) Post-Master Certificate; (CAS) Certificate of Advanced Study.

2020-2021 Periodic Review of Academic Program  
Enrollments and Degrees Awarded by Institution

Salisbury University										
Program Title (Degree)	2016		2017		2018		2019		2020	
	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees
Curriculum & Instruction - includes Post-Secondary Track (M)	97	27	101	36	94	27	80	29	68	25
Physics (B)	117	18	114	30	84	12	80	20	60	14
<p>Notes:</p> <ol style="list-style-type: none"> <li>1. The M.Ed. in Curriculum and Instruction and BS in Physics demonstrate good enrollments and meet degree productivity.</li> <li>2. The M.Ed. in Curriculum and Instruction program plans to 1) review the course catalog and program requirements to eliminate obsolete or outdated courses, to identify areas of curricular focus, and to develop coursework to address present gaps in our course offerings, 2) implement steps to develop an accelerated, online M.Ed. program, 3) implement steps to clarify faculty expectations and to provide professional development, 4) develop and implement innovative recruitment and marketing resources for sustaining and diversifying enrollment (e.g., higher education faculty and staff, students of color, linguistic backgrounds, and male students), and 5) collect, analyze, and respond to stakeholder and student feedback when assessing M.Ed. programs and curricula.</li> <li>3. The BS in Physics program plans to 1) better support students interested in careers in Engineering, 2) use innovative methods of instruction, including 3-D and other instructional technologies, and continue efforts to improve student access, 3) improve enrollment by promoting the new Astronomy and Astrophysics track, 4) increase students' familiarity with scientific computing and utilization of high-performance computing resources, 5) create an Industry Advisory Board , and 6) strengthen program-wide assessment efforts.</li> </ol>										

Degree Productivity and Enrollment Reporting Codes:

Below degree productivity

Degree Codes: (B) Bachelor; (M) Master; (D) Doctorate; (BFA) Bachelor of Fine Arts; (BTS) Bachelor of Technical Studies; (BPS) Bachelor of Professional Studies; (UDC) Upper Division Certificate; (PBC) Post-Baccalaureate Certificate; (MAT) Master of Arts in Teaching; Master of Professional Studies (MPS); (PMC) Post-Master Certificate; (CAS) Certificate of Advanced Study.

2020-2021 Periodic Review of Academic Program  
Enrollments and Degrees Awarded by Institution

Towson University										
Program Title (Degree)	2016		2017		2018		2019		2020	
	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees
Athletic Training (B)	128	21	116	16	117	16	107	13	76	18
Exercise Science (B)	730	199	743	170	713	201	745	180	710	166
Kinesiology (M) - <b>DISCONTINUED</b>	6	18	6	2	0	5	0	1	0	0
Physical Education / Teacher Education (B)	85	24	88	15	104	13	94	12	94	12
Sports Management (B)	451	133	452	124	462	127	440	119	421	114
Notes:										
<ol style="list-style-type: none"> <li>The bachelor's degree programs in Athletics Training, Exercise Science, Physical Education teaching Education, and Sports Management reports good enrollment and meet degree productivity.</li> <li>The Athletic Training, Exercise Science, Physical Education / Teacher Education, and Sports Management programs plan to 1) enhance faculty diversity, 2) develop an accelerated BS-MS program to support enrollment in the MS in Athletic Training, 3) explore efficiencies across programs, particularly within athletic training and exercise science, 4) focus on program marketing through targeted efforts as well as from a curricular standpoint, 5) explore productive collaborations across teaching and research efforts, 6) incentivize research, service, and leadership roles, 7) engage in diversity, equity, and inclusion training, 8) develop a Health and Physical Education program, 9) explore graduate programming, and 10) collect meaningful Sports Management program outcome data and develop consistent assessment measures.</li> <li>The MS in Kinesiology was officially discontinued effective spring 2019 with teach out for student completed.</li> </ol>										

The University of Baltimore										
Program Title (Degree)	2016		2017		2018		2019		2020	
	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees
Forensic Science – Cyber Investigations (M)	98	48	105	44	85	37	79	45	59	24
Health Administration (M)	145	19	120	40	81	33	55	36	46	32
Health Administration (PBC)	0	1	1	0	1	2	4	0	3	1

Degree Productivity and Enrollment Reporting Codes:

  Below degree productivity

Degree Codes: (B) Bachelor; (M) Master; (D) Doctorate; (BFA) Bachelor of Fine Arts; (BTS) Bachelor of Technical Studies; (BPS) Bachelor of Professional Studies; (UDC) Upper Division Certificate; (PBC) Post-Baccalaureate Certificate; (MAT) Master of Arts in Teaching; Master of Professional Studies (MPS); (PMC) Post-Master Certificate; (CAS) Certificate of Advanced Study.


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Applied Psychology Counseling Concentration (M)	83	21	80	28	70	23	76	19	93	13
Applied Psychology - Industrial Organizational Psychology Concentration (M)	51	12	47	18	47	15	45	24	51	9
Counseling Psychology (PBC)	20	5	15	2	18	3	13	6	21	0
Taxation (M)	32	5	24	8	24	4	22	9	20	7
Taxation (L.L.M)	25	10	23	8	22	6	17	8	10	8
Estate Planning (PBC)	5	3	4	5	8	2	9	2	9	3

Notes:

1. The PBC in Health Administration demonstrates low degree productivity and is a stackable credential for the MS in Health Administration. The plan to improve the certificate awarded is to 1) market PBC as a stackable credential, 2) provide joint advising with faculty and advisors to assure that students' progress efficiently to completion, 3) increase retention by assigning all students to a faculty mentor, 4) increase alumni engagement in recruitment of prospective students, 5) pursue full accreditation from the Commission on Accreditation of Healthcare Management Education (CAHME), 6) engage in fundraising activities to increase scholarship opportunities, and 7) increase footprint and visibility.
2. The master's degree program in Forensic Science – Cyber Investigations, Health Administration, Applied Psychology Counseling Concentration, and Applied Psychology – Industrial Organizational Psychology Concentration report solid enrollments and meet degree productivity.
3. The MS in Health Administration program plans to engage in the initiatives delineated above for the PBC in Health Administration
4. The MS in Forensic Science – Cyber Investigations plans to 1) attain National Certification for the Program through the National Center of Academic Excellence in Cyber Defense (CAE-CDE) Education Program, National Security Agency (NSA), 2) increase collaborative partnerships with federal, state, and local law enforcement, and private cyber forensics agencies to expand opportunities for students in the areas of internships, fellowships, real time analysis of crimes, professional development, and employment, 3) continue to develop curriculum to keep current with changes in the field to ensure graduates are prepared with the skills and technology expertise, 4) evaluate resource needs for the program, 5) develop a stronger marketing strategy, and 6) Increase the affordability of the program for students through additional scholarships.
5. The PBC in Counseling Psychology demonstrates stable enrollment and meets degree productivity based on a three-year period but reflects zero-degree productivity for 2020.

Degree Productivity and Enrollment Reporting Codes:


 Below degree productivity

Degree Codes: (B) Bachelor; (M) Master; (D) Doctorate; (BFA) Bachelor of Fine Arts; (BTS) Bachelor of Technical Studies; (BPS) Bachelor of Professional Studies; (UDC) Upper Division Certificate; (PBC) Post-Baccalaureate Certificate; (MAT) Master of Arts in Teaching; Master of Professional Studies (MPS); (PMC) Post-Master Certificate; (CAS) Certificate of Advanced Study.

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6. The MS in Applied Psychology Counseling Concentration, MS in Applied Psychology – Industrial Organizational Psychology (IOP) Concentration, and PBC in Counseling Psychology programs plan to, but not limited to, 1) reduce enrollment capacity for some courses, 2) establish and assess self-care learning objective in appropriate syllabi, 3) hire and maintain field placement coordinator, 4) implement a tracking system for student progress, 5) employ strategies to increase stakeholders' participation in survey for program advancement, 5) develop clear policies and documentation in students' files regarding move from conditional to regular admission status, 6) implement and promoting clear graduate school polices for student performance, 7) obtain MPCAC accreditation for Practitioner Specialization of M.S. Applied Psychology - Counseling program, 8) coordinate a long-term, on-going plan for the Office of Diversity and International Students, the Career and Internship Center, and Schaefer Center to continue hiring at least one IOP graduate student per year as a GA, 9) consider revision to IOP curriculum to enable greater agility for students, 10) continue offering Diversity, Equity, and Inclusion course, 11) explore dual degree with MBA program and partner institutes in Europe, including gateway opportunities for doctoral studies at our European partner institutions, 12) accelerated IOP program, 13) review student success in program, and 14) coordination with alumni relations, communicate with alumni at least yearly with updates on program, people, and opportunities to get involve and donate.
7. The MS in Taxation, LLM in Taxation, and PBC in Estate Planning report stable enrollments and meet degree productivity.
8. The MS in Taxation, LLM in Taxation, and PBC in Estate Planning plan to 1) explore reducing the total number of credits and required courses for the LL.M. in Taxation degree, 2) do a better job of promoting the Graduate Tax Program as a high-quality, more flexible, and more affordable option than more nationally-known programs, 3) do a better job of engaging students who attend a significant portion of classes asynchronously, 4) consider certain measures to improve the academic support provided to students who are in their first or second semester in the program, 5) consider creating a "plan of work" form that students would file with the program director that would provide the student's plans for taking required courses and electives, 6) do a better job of promoting to Graduate Tax Program students the services provided by the Law Career Development Office and the Career and Internship Center, 7) explore developing a process for surveying graduates at exit and at 5 years from degree completion, and 8) explore establishing a Graduate Tax Program Tax Forum that invites local tax practitioners and academics once or twice annually to a presentation of a paper with commentary.

Degree Productivity and Enrollment Reporting Codes:

 Below degree productivity

Degree Codes: (B) Bachelor; (M) Master; (D) Doctorate; (BFA) Bachelor of Fine Arts; (BTS) Bachelor of Technical Studies; (BPS) Bachelor of Professional Studies; (UDC) Upper Division Certificate; (PBC) Post-Baccalaureate Certificate; (MAT) Master of Arts in Teaching; Master of Professional Studies (MPS); (PMC) Post-Master Certificate; (CAS) Certificate of Advanced Study.



2020-2021 Periodic Review of Academic Program  
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University of Maryland, Baltimore										
Program Title (Degree)	2016		2017		2018		2019		2020	
	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees
Molecular Medicine (D)	68	13	64	13	67	11	67	9	67	12
PharmD (D)	637	159	626	149	595	156	536	151	479	135
Oral Pathology (M)*	0	0	0	0	1	0	1	0	0	1
Oral Pathology (D)*	4	0	5	2	4	1	3	1	4	0
Research Ethics (PBC)	13	4	12	3	26	4	8	7	14	6

Notes:

- \*The degree productivity of the PhD in Oral Pathology program is only one-degree awarded below the MHEC three-year threshold. The M.S. in Oral Pathology reflects low degrees awarded as only a few students seek to independently obtain the M.S. degree while pursuing the PhD. The plan to improve the PhD program includes 1) doctoral students will be offered the opportunity for a faculty-mentored experience teaching small group sessions, 2) graduate students will be offered teaching experience in graduate oral pathology course work and mentoring junior students in the research lab, and 3) a new graduate teaching assistance (GTA) initiative organized by the graduate school to place the experience of Ph.D. students in a more formal pedagogical structure.
- The doctoral programs in Molecular Medicine, Pharmacy, and the PBC in Research Ethics report good enrollments and meet degree productivity.
- The doctoral program in Molecular Medicine plans to 1) to identify a space that is centrally located to student labs and administrative staff with partners, 2) seek professional advice to develop and implement strategies and outlets to attract the most talented prospective students, 3) utilize the “Entering Mentoring” training program, 4) use new funds for programmatic activities to enhance student and faculty adhesion, identity and promotion interdisciplinary research, and 5) engage the leadership in conjunction with others to develop a formal process for evaluating candidates for leadership positions to participate in track-level mentorship.
- The PharmD plans to 1) enhance communication between the Office of Academic Affairs and PharmD course managers through recurring meeting, 2) increase monitoring of curriculum mapping, and 3) sustain ongoing efforts to improve aggregate scores on national standardized examinations (NAPLEX, MPJE, AND PCOA).
- The PBC in Research Ethics plans to 1) engage international, alumni, and other faculty to serve as guest lecturers and course instructors, 2) create synchronous virtual opportunities for students and alumni to network throughout the semester at disciplinary

Degree Productivity and Enrollment Reporting Codes:

Below degree productivity

Degree Codes: (B) Bachelor; (M) Master; (D) Doctorate; (BFA) Bachelor of Fine Arts; (BTS) Bachelor of Technical Studies; (BPS) Bachelor of Professional Studies; (UDC) Upper Division Certificate; (PBC) Post-Baccalaureate Certificate; (MAT) Master of Arts in Teaching; Master of Professional Studies (MPS); (PMC) Post-Master Certificate; (CAS) Certificate of Advanced Study.

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conferences, 3) explore marketing opportunities domestically and internationally, and 4) clarify course and program expectations and learning objective.

University of Maryland, Baltimore County										
Program Title (Degree)	2016		2017		2018		2019		2020	
	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees
Africana Studies (B)	8	7	7	9	6	6	7	7	14	4
Early Childhood (ECE) (Certification Program)	26	4	30	6	22	6	16	5	17	3
Elementary (ELEM) (Certification Program )	52	14	60	10	43	7	32	7	33	9
Secondary Education (SEC) (Certification Program )	84	14	97	16	70	21	51	14	54	11
Philosophy (B)	56	11	60	22	59	12	56	16	66	18
Teaching (MAT)	69	35	41	39	42	26	40	23	68	23
Teaching ESOL (M)	36	9	43	7	43	10	20	6	24	10

Notes:

1. Early Childhood (ECE)\*, Elementary (ELEM)\* and Secondary Education (SEC)\* are initial teacher certification programs approved by MSDE. UMBC does not offer an undergraduate major in education. Students in these MSDE-approved certification programs complete a separate major at UMBC.
2. The bachelor’s degree program in Africana Studies reflect steady enrollment and degree productivity. The program plans to 1) elevate the Community Involvement track, 2) propose two certificate programs in African Studies and Race and Social Justice Studies, 3) advance study abroad, 4) expand adjunct instructor’s roles, 5) increase the 30 student class enrollment cap, 6) strengthen the relationship between the department and students, acquire adequate departmental facilities and 7) enhance linkages between the department and the broader community in Baltimore.
3. The bachelor’s degree program in Philosophy demonstrates good enrollment and degree productivity. The program plans to further improve by 1) developing interdisciplinary certificate in philosophy, politics, economics, and law, 2) developing proposals for re-activating master’s in applied and professional ethics program, 3) coordinating ethics teaching at UMBC with philosophy department, 4) supporting

Degree Productivity and Enrollment Reporting Codes:

Below degree productivity

Degree Codes: (B) Bachelor; (M) Master; (D) Doctorate; (BFA) Bachelor of Fine Arts; (BTS) Bachelor of Technical Studies; (BPS) Bachelor of Professional Studies; (UDC) Upper Division Certificate; (PBC) Post-Baccalaureate Certificate; (MAT) Master of Arts in Teaching; Master of Professional Studies (MPS); (PMC) Post-Master Certificate; (CAS) Certificate of Advanced Study.

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writing intensive courses, 5) reviewing and revising the roles of Lecturers in department governance, and 6) developing outreach/recruiting of Philosophy majors and involvement of majors in faculty research.

4. The Master of Arts in Teaching reflects solid enrollment and degree productivity and the master’s degree in Teaching ESOL reflects steady enrollment and degree productivity. The program plans to further improve by 1) maintaining an active departmental assessment committee led by a full time coordinator, 2) monitoring the Maryland Longitudinal Database system for enrollment to track teachers who have been teaching greater than 3 years, 3) continuing to identify potential schools within the institution’s Professional Development Schools (PDS) network to ascertain impact of completers on classroom instruction, and 4) continuing to conduct a series of post-graduation surveys related to completers' satisfaction with the program, employment history and other pertinent measures.

University of Maryland, College Park										
Program Title (Degree)	2016		2017		2018		2019		2020	
	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees
Accounting (B)	750	314	662	286	623	231	547	252	501	215
Finance (B)	1022	348	1011	443	1082	314	1094	322	1117	352
Management (B)	247	64	254	66	324	62	319	89	320	78
International Business (B)	191	48	185	31	172	47	144	33	136	20
Marketing (B)	505	174	513	162	544	148	591	175	617	185
Operations Management and Business Analytics (B)	115	24	177	27	261	24	314	43	340	60
Supply Chain Management (B)	257	82	257	74	256	59	224	76	226	60
Business-Undecided (B)	417	-----	413	-----	312	-----	265	-----	239	-----
Information Systems-Business (B)	344	102	408	90	465	11	497	122	493	126
MBA (M)	957	377	959	386	990	391	865	385	969	340
Executive MBA (M)	46	38	37	43	33	46	41	32	39	32
Executive MBA (China) (M)	51	16	60	28	66	20	67	29	33	29
Accounting (M)	332	143	302	177	196	190	118	126	99	91
Finance (M)	345	192	227	140	126	150	93	75	83	70

Degree Productivity and Enrollment Reporting Codes:

Below degree productivity

Degree Codes: (B) Bachelor; (M) Master; (D) Doctorate; (BFA) Bachelor of Fine Arts; (BTS) Bachelor of Technical Studies; (BPS) Bachelor of Professional Studies; (UDC) Upper Division Certificate; (PBC) Post-Baccalaureate Certificate; (MAT) Master of Arts in Teaching; Master of Professional Studies (MPS); (PMC) Post-Master Certificate; (CAS) Certificate of Advanced Study.

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Quantitative Finance (M)	0	0	148	0	142	71	130	86	90	77
Business Analytics (M)	0	0	79	0	165	0	209	73	201	89
Business & Management (M, D)	87	16	104	19	102	17	87	27	97	24
Information Systems (M)	229	94	240	104	247	130	226	129	134	116
Marketing Analytics (M)	48	34	47	47	53	46	111	7	104	54
Supply Chain Management (M)	86	55	75	36	57	46	63	27	69	33
Atmospheric & Oceanic Sciences (B)	62	10	60	13	55	15	58	5	53	12
Atmospheric & Oceanic Sciences (Combined M/D)	76	16	70	16	60	14	56	21	40	17
Atmospheric & Ocean Science & Tech. (MPS)*	4	5	3	0	2	0	2	0	3	1
Geographical Sciences (B)	199	79	140	86	129	78	104	65	94	52
Geospatial Information Sciences (Prof. MS -Domestic) (M)	0	0	0	0	0	0	30	0	73	33
Geospatial Information Sciences (Prof. MS – China) (M)	0	0	0	0	0	0	16	0	0	16
Geospatial Intelligence (Prof. MS) (M)	0	0	2	0	13	0	18	3	24	5
Geospatial Information Sciences (PBC)	0	-----	0	-----	0	-----	0	-----	5	-----
Geospatial Intelligence (PBC)	0	-----	2	-----	1	-----	2	-----	2	-----
Geographical Sciences– Research (M, D)	77	15	61	21	64	14	63	13	53	14
Geology (B)	45	13	54	11	54	17	47	13	34	21
Geology (M, D)	33	6	33	9	35	9	34	4	33	7
Early Childhood & Early Childhood Special Ed (B)	108	23*	115	25	93	32	85	24	92	21
Human Development (M, D)	70	19	55	28	59	21	52	18	36	18
Measurement, Statistics and Evaluation (M, D)	37	6	43	1	40	12	36	12	28	12
Jewish Studies (B)	8	11	3	7	5	1	4	2	8	0
Jewish Studies (M)	2	1	2	1	2	0	4	2	1	1

Degree Productivity and Enrollment Reporting Codes:

Below degree productivity

Degree Codes: (B) Bachelor; (M) Master; (D) Doctorate; (BFA) Bachelor of Fine Arts; (BTS) Bachelor of Technical Studies; (BPS) Bachelor of Professional Studies; (UDC) Upper Division Certificate; (PBC) Post-Baccalaureate Certificate; (MAT) Master of Arts in Teaching; Master of Professional Studies (MPS); (PMC) Post-Master Certificate; (CAS) Certificate of Advanced Study.

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Community Planning (M)	49	24	45	27	44	25	39	19	35	21
Central European, Russian Eurasian Studies (B)	7	3	4	1	9	2	7	1	6	2
Persian Studies (B)	15	3	12	4	9	6	7	2	9	3
French Language & Literature (B)	58	17	39	18	53	11	41	11	43	12
Germanic Studies (B)	38	6	37	6	44	7	36	5	22	11
Italian Studies (B)	4	4	3	0	1	3	4	1	3	2
Spanish Language, Literatures, and Cultures (B)	108	41	107	33	117	25	116	24	109	26
Russian Language and Literature (B)	24	7	19	8	23	7	24	5	19	7
Chinese (B)	38	12	40	12	31	18	42	7	40	11
Japanese (B)	43	9	49	8	50	10	47	11	40	13
Arabic Studies (B)	47	20	40	18	29	12	20	12	39	15
Romance Languages (B)	14	2	14	2	10	3	9	3	6	2
Cinema and Media Studies (joint w/English) (B)	52	15	47	21	45	16	45	9	54	10
French Language and Literature (M)	7	3	2	5	1	1	4	0	3	1
Modern French Studies (D)	9	1	14	1	9	2	9	4	10	2
Germanic Language and Literature (M, D) ( <b>SUSPENDED</b> )	8	4	7	2	6	3	2	4	3	0
Second Language Acquisition (M, D)	38	7	41	8	37	9	35	6	28	11
Spanish Language & Literature (M, D)	31	6	22	0	21	12	21	3	18	5
East Asian Studies (UDC)	-----	12	-----	10	-----	4	-----	4	-----	7

## Notes:

1. Degrees awarded are not reported for the bachelor's for Business-Undecided, PBC in Geospatial Information Sciences, and Geospatial Intelligence (PBC). The bachelor's for Business-Undecided shows very strong enrollment, programs demonstrate are not reported.
2. \*The Master of Professional Studies (MPS) in Atmospheric & Ocean Science & Technology is only one-degree awarded below the MHEC three-year period threshold and the department agrees strategic planning is needed and is convening the faculty to develop a shared vision and actional plan for he prioritized replacement of retiring faculty expertise.

Degree Productivity and Enrollment Reporting Codes:


Below degree productivity

Degree Codes: (B) Bachelor; (M) Master; (D) Doctorate; (BFA) Bachelor of Fine Arts; (BTS) Bachelor of Technical Studies; (BPS) Bachelor of Professional Studies; (UDC) Upper Division Certificate; (PBC) Post-Baccalaureate Certificate; (MAT) Master of Arts in Teaching; Master of Professional Studies (MPS); (PMC) Post-Master Certificate; (CAS) Certificate of Advanced Study.

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3. The master's degree programs in Geospatial Information Sciences and Geospatial Intelligence were approved by the full Board of Regents on April 19, 2019. The Geospatial Information Sciences program reflect very strong degree productivity for the one reported year of 2020, and the Geospatial Intelligence program demonstrates good progressive degree productivity for reported years of 2019 and 2020. Enrollment for years 2016, 2017, and 2018 for Geospatial Information Sciences and 2016 and 2017 for the Geospatial Intelligence are unavailable. The programs continue to be in the USM cycles for the New Program 5-Year Enrollment Review until Fall 2023-Fall 2024, and in accordance with the seven-year periodic program review as required by MHEC the programs are scheduled for review in 2026, the seven years after approval.
4. The PBCs in Geospatial Information Sciences and in Geospatial Intelligence reflect no degree productivity. For the PBC in Geospatial Information Sciences enrollment is reported only for the one year of 2020 and PBC in Geospatial Intelligence enrollments are for the years of 2017, 2018, 2019, and 2020.
5. The bachelor's and master's programs in Jewish Studies demonstrate low degree productivity and the Center for Jewish Studies launched a strategic planning effort as this PPR review began. The priorities are to continue with attracting students, engage more faculty across the campus, and fundraising.
6. The bachelor's degree program in Central European, Russian Eurasian Studies, Persian Studies Italian Studies, and Romance Languages, and master's degree in French Language and Literature reflect low enrollments and low degree productivity. From this review the recommendations are 1) continued integration among the staff, 2) strategic planning to create a coherent vision for the diverse programs and faculty, 3) more funding and structured mentoring for graduate students, and 4) the creation of a graduate student handbook.
7. The graduate Germanic Language and Literature suspended admissions. The master's and doctoral program combined produce in years 2018 and 20219 the threshold for degree awarded but individually the master and doctoral programs were below the yearly and three year thresholds.
8. The enrollment and degree productivity for the Early Childhood and Early Childhood Special Education comprise the prior Early Childhood Special Education program.
9. The UDC in East Asian Studies Upper Division Certification program does not have a means of tracking enrollments. The reason is students can identify that they have met the requirements of the certificate and request the credential at the time of graduation. Students often do not sign up for the UDC in advance and there is no admissions process. Students who complete the certificate come from a variety of undergraduate majors within and outside the School of Languages, Literatures, and Cultures, and there is no particular correlation with the undergraduate major to determine enrollment in the UDC.
10. The remaining UMD programs demonstrate good to strong enrollments and degree productivity and plans to further strengthen the programs.

Degree Productivity and Enrollment Reporting Codes:

 Below degree productivity

Degree Codes: (B) Bachelor; (M) Master; (D) Doctorate; (BFA) Bachelor of Fine Arts; (BTS) Bachelor of Technical Studies; (BPS) Bachelor of Professional Studies; (UDC) Upper Division Certificate; (PBC) Post-Baccalaureate Certificate; (MAT) Master of Arts in Teaching; Master of Professional Studies (MPS); (PMC) Post-Master Certificate; (CAS) Certificate of Advanced Study.

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Enrollments and Degrees Awarded by Institution

University of Maryland, Eastern Shore										
Program Title (Degree)	2016		2017		2018		2019		2020	
	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees
Biochemistry (B)*	32	4	36	4	35	5	38	8	41	1
Chemistry (B)	45	4	26	3	21	3	21	4	16	2
Chemistry (M)	2	1	0	0	0	0	2	0	2	0

Notes:

- \*The bachelor's degree in Biochemistry reflects solid enrollment and slightly below productivity with only one-degree awarded below the MHEC three-year period threshold. The program is entering into a period of strategic planning to improve enrollment and degree productivity that includes 1) offering capstone opportunities, 2) integrating ethical training across the curriculum, and 3) hiring faculty for vacant position.
- The bachelor's and master's programs in Chemistry reflect low degree productivity. The enrollment for the bachelor's program is greater than that of the master's program. At the time of this review the bachelor's and master's programs is entering into a period of strategic planning to improve enrollment and degree productivity that include 1) new research projects for undergraduates and graduates with the disciplines of biochemistry, physics, and environmental sciences, 2) open new admissions masters track for students in any scientific field, 3) subsuming the M.S. in Chemistry into a new School of Agricultural and Natural Sciences school-wide graduate program structure, and 4) hiring faculty to fill current vacancies.

University of Maryland, Global Campus										
Program Title (Degree)	2016		2017		2018		2019		2020	
	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees	Enrolled	Degrees
Accounting (B)	1487	282	1476	301	1468	258	1342	239	1288	224
Biotechnology (BS, BTS)	142	16	159	19	173	27	163	22	167	21
Communication Studies (B)	879	152	829	165	825	138	765	154	811	152
Computer Science (B)	1840	176	1998	189	2048	299	1993	305	2106	256
Software Development and Security (B)	473	5	580	39	572	72	575	106	605	97

Notes:

Degree Productivity and Enrollment Reporting Codes:


Below degree productivity

Degree Codes: (B) Bachelor; (M) Master; (D) Doctorate; (BFA) Bachelor of Fine Arts; (BTS) Bachelor of Technical Studies; (BPS) Bachelor of Professional Studies; (UDC) Upper Division Certificate; (PBC) Post-Baccalaureate Certificate; (MAT) Master of Arts in Teaching; Master of Professional Studies (MPS); (PMC) Post-Master Certificate; (CAS) Certificate of Advanced Study.

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Enrollments and Degrees Awarded by Institution

1. The bachelor's degree programs in Accounting, Biotechnology, Communication Studies, Computer Science, and Software Development and Security reflect good to strong enrollments and degree productivity.
2. The bachelor's in Accounting plans to further strengthen the program by 1) improving collection and utilization of graduate placement data for program planning and development, Spring 2022 - Fall 2023, 2) continuing to focusing on certifications, giving students the opportunity to prepare for any of the accounting certifications, Spring 2022 - end Fall 2024, 3) considering the use of non-OER resources for some Accounting courses, since the availability of high quality OERs varies across Accounting sub-fields, Fall 2022 - end Spring 2024, 4) creating a plan to improve faculty diversity, Fall 2021 - end Fall 2022, and 5) providing additional guidance for students as they select electives from Accounting and related fields, Fall 2021- Fall 2023.
3. The bachelor's in Biotechnology plans to further strengthen the program by 1) establishing an Advisory Board, 2022, 2) focusing on Bachelor of Science Degree to determine if prudent to develop teach out process to eliminate the BTS program 2026, 3) creating program specializations or pathways, 2022- 2024, and 4) developing additional upper-level courses and virtual 'wet' lab courses, 2024 - 2026.
4. The bachelor's in Communication Studies plans to further strengthen the program by 1) establishing an industry advisory board, 2021 – 2026, 2) reviewing academic data to identify additional credential opportunities and develop a multi-year continuous quality improvement plan, 2021 – 2026, and 3) recruiting and training high quality faculty, 2021 – 2026.
5. The bachelor's in Computer Science plans to further strengthen the program by continuously advance curriculum align with industry standards, Fall 2021 - Summer 2022.
6. The bachelor's in Software Development and Security plans to further strengthen the program by 1) enhancing curriculum to better align with current industry and government recommended best practices, Fall 2021 - Summer 2022, 2) preparing students to work in secure coding roles, Fall 2021- Summer 2022, and 3) enabling students to store and share their work with potential employers, Summer 2022 - Fall 2022.

Degree Productivity and Enrollment Reporting Codes:

 Below degree productivity

Degree Codes: (B) Bachelor; (M) Master; (D) Doctorate; (BFA) Bachelor of Fine Arts; (BTS) Bachelor of Technical Studies; (BPS) Bachelor of Professional Studies; (UDC) Upper Division Certificate; (PBC) Post-Baccalaureate Certificate; (MAT) Master of Arts in Teaching; Master of Professional Studies (MPS); (PMC) Post-Master Certificate; (CAS) Certificate of Advanced Study.





**BOARD OF REGENTS**

SUMMARY OF ITEM FOR ACTION,  
INFORMATION, OR DISCUSSION

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**TOPIC:** Report on Extramural Funding – FY 2021

**COMMITTEE:** Education Policy and Student Life

**DATE OF COMMITTEE MEETING:** Tuesday, January 11, 2022

**SUMMARY:** This report provides information on extramural awards received by USM institutions in support of specific initiatives in research, education, or service for FY 2021. In addition to detailed information by institution and funding source for FY 2020 and FY 2021, the report also provides five years of summary data by institution for comparison purposes. It is important to note that while the report on extramural awards is consistent within the USM, it is not directly comparable with NSF accounting-based reports nor with expenditure data in System budget documents.

In FY 2021, the System received a total of \$1,598,843,604.81 in extramural funding, a 3.6% increase from the FY 2020 total of \$1,542,951,565.87. UMB and UMCP garnered the largest extramural funding totals among System institutions. BSU, CSU, FSU, SU, TU, UMB, UMBC, UMCP, and UMES obtained higher levels of extramural funding than in FY 2020.

**ALTERNATIVE(S):** This is an information item.

**FISCAL IMPACT:** This is an information item.

**CHANCELLOR'S RECOMMENDATION:** This is an information item.

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COMMITTEE ACTION: Information Only

DATE: January 11, 2022

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BOARD ACTION:

DATE:

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SUBMITTED BY: Joann A. Boughman 301-445-1992

[jboughman@usmd.edu](mailto:jboughman@usmd.edu)

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## **USM Report on Extramural Funding FY 2021**

Major sources of support for the activities on the campuses of the USM institutions come from extramural sources, including grants and contracts. The faculty and staff of USM institutions obtain funding for research, education, and public service activities from many sources. This report shows how many proposals each institution generated, how many awards were received, and the total amount of funding received from external sources.

In FY 2021, the System received a total of \$1,598,843,604.81 in extramural funding, a 3.6% increase from the FY 2020 total of \$1,542,951,565.87.

Table 1 shows how much income each institution generated in each of the past two years from grants and contracts from the federal government, Maryland state agencies, non-profit foundations, corporations, and other sources, such as non-governmental organizations. Table 1 also shows the number of proposals submitted to each type of funding source and the number of grants received. Awards are counted in the year they are received. It should also be noted that in this report, the number of awards represents not only new awards but also amendments to existing awards that provide additional funding not previously accounted for. Institutions that receive a high percentage of awards funded in increments will have a higher number of awards than proposals, since one initial proposal could result in multiple funding actions. It should also be noted that some awards received were the result of proposals submitted in a prior fiscal year and that notification regarding the funding of some proposals submitted in FY 2020 were still pending as the fiscal year closed.

Table 2 shows how the overall external funding to the USM and the funding to most USM institutions have been steadily increasing since FY 2017. These increases are promising. Only three institutions are down from last year, and two of those decreases are nominal. It should be noted that the 24% decrease at UMGC and the 119% increase at Towson are swings back to their pre FY 2020 numbers. For both schools, FY 2020 was the standout year; their FY 2021 are more standard.

The degree to which institution secured funding from the various sources differs by institution. The federal government is the largest funding source for the System as a whole (60.5% of the USM total) and the majority of our institutions (ten of twelve). However, the state government, corporations and foundations, and other sources also provide critical support for all of our institutions. There was a system-wide increase in the number of proposals and awards over FY 2020. Institutions whose funding levels increased this year attribute those increases to the diversification of funding streams, more efficient tracking of faculty awards, a few key renewals of awards, and, in some cases, and growth in State and other partnerships.

**Table 1**  
**Extramural Funding for the USM – Fiscal Years 2020 and 2021**

**FY 2020**

**USM**

Source	Award Amount	Awards	Proposals
Federal	\$1,004,627,346.76	2,626	3,375
State	\$189,294,558.73	1,889	829
Corporate	\$105,873,344.00	1,414	1,074
Foundations	\$124,123,789.64	921	980
Other	\$138,683,001.79	2,492	2,187
<b>TOTAL</b>	<b>\$1,562,602,040.92</b>	<b>9,342</b>	<b>8,445</b>
Total Less Other USM	\$1,542,951,565.87		

**FY 2021**

**USM**

Source	Award Amount	Awards	Proposals
Federal	\$981,463,488.56	2,700	3,316
State	\$211,406,619.37	1,967	862
Corporate	\$93,801,776.00	1,503	1,175
Foundations	\$118,499,225.08	848	927
Other	\$216,154,025.75	2,727	2,343
<b>TOTAL</b>	<b>\$1,621,325,134.76</b>	<b>9,745</b>	<b>8,623</b>
Total Less Other USM	\$1,598,843,604.81		

**BSU**

Source	Award Amount	Awards	Proposals
Federal	\$11,700,669.12	30	37
State	\$389,153.00	7	9
Corporate	\$86,000.00	3	0
Foundations	\$0.00	0	0
Other	\$20,000.00	1	2
<b>TOTAL</b>	<b>\$12,195,822.12</b>	<b>41</b>	<b>48</b>
Total Less Other USM	\$12,195,822.12		

**BSU**

Source	Award Amount	Awards	Proposals
Federal	\$14,214,128.20	33	33
State	\$2,537,204.00	16	10
Corporate	\$12,400.00	2	0
Foundations	\$20,000.00	1	0
Other	\$5,000.00	7	4
<b>TOTAL</b>	<b>\$16,788,732.20</b>	<b>59</b>	<b>47</b>
Total Less Other USM	\$16,783,732.00		

**CSU**

Source	Award Amount	Awards	Proposals
Federal	\$7,293,268.00	9	25
State	\$537,689.41	14	22
Corporate	\$718,572.15	11	17
Foundations	\$1,125,200.00	16	23
Other	\$27,000.00	1	6
<b>TOTAL</b>	<b>\$9,701,729.56</b>	<b>51</b>	<b>93</b>
Total Less Other USM	\$9,674,729.56		

**CSU**

Source	Award Amount	Awards	Proposals
Federal	\$7,665,680.36	18	22
State	\$1,637,036.37	34	41
Corporate	\$298,349.00	7	26
Foundations	\$225,190.00	6	9
Other	\$117,538.75	22	22
<b>TOTAL</b>	<b>\$9,943,794.48</b>	<b>87</b>	<b>120</b>
Total Less Other USM	\$9,826,255.73		

**FSU**

Source	Award Amount	Awards	Proposals
Federal	\$1,363,977.00	8	12
State	\$1,743,554.00	16	20
Corporate	\$0.00	0	0
Foundations	\$36,605.00	7	11
Other	\$474,952.00	15	20
<b>TOTAL</b>	<b>\$3,619,088.00</b>	<b>46</b>	<b>63</b>
Total Less Other USM	\$3,185,636.00		

**FSU**

Source	Award Amount	Awards	Proposals
Federal	\$2,140,867.00	6	11
State	\$1,153,865.00	17	15
Corporate	\$0.00	0	0
Foundations	\$21,500.00	3	4
Other	\$513,210.00	12	19
<b>TOTAL</b>	<b>\$3,829,442.00</b>	<b>38</b>	<b>49</b>
Total Less Other USM	\$3,351,082.00		

**SU**

Source	Award Amount	Awards	Proposals
Federal	\$2,268,939.00	9	17
State	\$3,786,917.00	45	44
Corporate	\$8,700.00	4	4
Foundations	\$65,023.00	17	24
Other	\$566,194.00	42	46
<b>TOTAL</b>	<b>\$6,695,773.00</b>	<b>117</b>	<b>135</b>
Total Less Other USM	\$5,791,637.00		

**SU**

Source	Award Amount	Awards	Proposals
Federal	\$1,267,788.00	3	12
State	\$4,721,019.00	49	50
Corporate	\$0.00	0	1
Foundations	\$39,735.00	8	12
Other	\$908,401.00	30	44
<b>TOTAL</b>	<b>\$6,936,943.00</b>	<b>90</b>	<b>119</b>
Total Less Other USM	\$5,135,529.00		

FY 2020

Source	Award Amount	Awards	Proposals
Federal	\$2,854,764.00	18	48
State	\$2,930,321.00	40	36
Corporate	\$268,892.00	5	16
Foundations	\$2,000.00	2	15
Other	\$671,790.00	31	58
<b>TOTAL</b>	<b>\$6,727,767.00</b>	<b>96</b>	<b>173</b>
Total Less Other USM	\$6,707,767.00		

TU

FY 2021

Source	Award Amount	Awards	Proposals
Federal	\$4,896,080.00	25	44
State	\$8,676,894.00	56	32
Corporate	\$360,167.00	9	12
Foundations	\$84,500.00	3	22
Other	\$721,841.00	25	36
<b>TOTAL</b>	<b>\$14,739,482.00</b>	<b>118</b>	<b>146</b>
Total Less Other USM	\$14,364,535.00		

TU

UB

Source	Award Amount	Awards	Proposals
Federal	\$6,727,767.00	6	14
State	\$4,558,917.00	24	24
Corporate	\$1,508,029.00	4	5
Foundations	\$877,220.00	22	19
Other	\$1,023,383.00	9	12
<b>TOTAL</b>	<b>\$17,311,342.00</b>	<b>65</b>	<b>74</b>
Total Less Other USM	\$16,972,599.00		

UB

Source	Award Amount	Awards	Proposals
Federal	\$8,921,453.00	7	12
State	\$5,090,115.00	33	31
Corporate	\$0.00	0	2
Foundations	\$537,986.08	16	28
Other	\$1,899,919.00	12	16
<b>TOTAL</b>	<b>\$16,449,473.08</b>	<b>68</b>	<b>89</b>
Total Less Other USM	\$15,962,335.08		

UMB

Source	Award Amount	Awards	Proposals
Federal	\$391,617,436.92	784	1,046
State	\$99,868,862.75	307	297
Corporate	\$62,538,594.35	514	433
Foundations	\$98,087,014.64	355	598
Other	\$34,763,578.55	389	743
<b>TOTAL</b>	<b>\$686,875,487.21</b>	<b>2,349</b>	<b>3,117</b>
Total Less Other USM	\$684,752,810.33		

UMB

Source	Award Amount	Awards	Proposals
Federal	\$365,003,989.00	765	1,049
State	\$92,682,859.00	328	307
Corporate	\$63,343,336.00	605	492
Foundations	\$93,474,990.00	360	560
Other	\$77,705,951.00	449	839
<b>TOTAL</b>	<b>\$692,211,125.00</b>	<b>2,507</b>	<b>3,247</b>
Total Less Other USM	\$690,112,744.00		

UMBC

Source	Award Amount	Awards	Proposals
Federal	\$45,960,058.00	185	279
State	\$14,369,927.00	34	44
Corporate	\$3,372,335.00	37	70
Foundations	\$3,379,813.00	44	88
Other	\$13,923,155.00	93	165
<b>TOTAL</b>	<b>\$81,005,288.00</b>	<b>393</b>	<b>646</b>
Total Less Other USM	\$72,517,690.00		

UMBC

Source	Award Amount	Awards	Proposals
Federal	\$40,084,209.00	209	307
State	\$20,545,578.00	43	62
Corporate	\$3,744,283.00	68	101
Foundations	\$3,240,208.00	49	85
Other	\$16,259,685.00	106	182
<b>TOTAL</b>	<b>\$83,873,963.00</b>	<b>475</b>	<b>737</b>
Total Less Other USM	\$72,825,769.00		

UMCES

Source	Award Amount	Awards	Proposals
Federal	\$14,788,050.72	145	151
State	\$6,135,214.57	76	47
Corporate	\$680,496.50	17	5
Foundations	\$1,220,996.00	24	13
Other	\$1,270,498.24	8	33
<b>TOTAL</b>	<b>\$24,095,256.03</b>	<b>270</b>	<b>249</b>
Total Less Other USM	\$23,184,556.86		

UMCES

Source	Award Amount	Awards	Proposals
Federal	\$13,428,869.00	115	141
State	\$5,521,399.00	44	33
Corporate	\$624,414.00	6	6
Foundations	\$1,566,265.00	28	28
Other	\$2,782,234.00	31	29
<b>TOTAL</b>	<b>\$23,923,181.00</b>	<b>224</b>	<b>237</b>
Total Less Other USM	\$23,461,321.00		

**FY 2020**

**UMCP**

Source	Award Amount	Awards	Proposals
Federal	\$442,217,540.00	1,397	1,695
State	\$53,036,961.00	1,303	266
Corporate	\$20,425,534.00	812	520
Foundations	\$18,993,168.00	427	184
Other	\$85,235,716.00	1,895	1,092
<b>TOTAL</b>	<b>\$619,908,919.00</b>	<b>5,834</b>	<b>3,757</b>
Total Less Other USM	\$613,620,510.00		

**UMES**

Source	Award Amount	Awards	Proposals
Federal	\$18,772,791.00	30	51
State	\$1,572,780.00	21	19
Corporate	\$226,191.00	2	2
Foundations	\$65,000.00	1	2
Other	\$623,735.00	6	9
<b>TOTAL</b>	<b>\$18,890,552.00</b>	<b>60</b>	<b>83</b>
Total Less Other USM	\$18,772,791.00		

**UMGC**

Source	Award Amount	Awards	Proposals
Federal	\$58,816,005.00	5	0
State	\$364,262.00	2	1
Corporate	\$16,040,000.00	5	2
Foundations	\$271,750.00	6	3
Other	\$83,000.00	2	1
<b>TOTAL</b>	<b>\$75,575,017.00</b>	<b>20</b>	<b>7</b>
Total Less Other USM	\$75,575,017.00		

**FY 2021**

**UMCP**

Source	Award Amount	Awards	Proposals
Federal	\$443,488,526.00	1,477	1,622
State	\$66,216,973.00	1,317	245
Corporate	\$25,012,552.00	798	529
Foundations	\$19,194,091.00	367	170
Other	\$114,614,730.00	2,021	1,133
<b>TOTAL</b>	<b>\$668,526,872.00</b>	<b>5,980</b>	<b>3,699</b>
Total Less Other USM	\$663,211,652.00		

**UMES**

Source	Award Amount	Awards	Proposals
Federal	\$24,435,803.00	37	58
State	\$2,253,519.00	29	34
Corporate	\$100,000.00	1	3
Foundations	\$25,760.00	2	6
Other	\$514,766.00	10	15
<b>TOTAL</b>	<b>\$27,329,848.00</b>	<b>79</b>	<b>116</b>
Total Less Other USM	\$27,036,371.00		

**UMGC**

Source	Award Amount	Awards	Proposals
Federal	\$55,916,096.00	5	5
State	\$370,158.00	1	2
Corporate	\$306,275.00	7	3
Foundations	\$69,000.00	5	3
Other	\$110,750.00	2	4
<b>TOTAL</b>	<b>\$56,772,279.00</b>	<b>20</b>	<b>17</b>
Total Less Other USM	\$56,772,279.00		

**Table 2**  
**Extramural Funding Summary**  
**Fiscal Years 2017-2021**

<b>Institution</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>% Change FY20- FY21</b>
<b>BSU</b>	\$8,750,022.86	\$10,054,156.20	\$9,877,588.50	\$12,195,822.12	\$16,788,732.20	+37.6%
<b>CSU</b>	\$7,935,863.80	\$7,254,220.22	\$8,455,960.85	\$9,701,729.56	\$9,943,794.48	+2.49%
<b>FSU</b>	\$8,166,104.00	\$2,436,317.00	\$3,950,208.00	\$3,619,088.00	\$3,829,442.00	+5.81%
<b>SU</b>	\$6,418,587.00	\$5,514,543.00	\$8,705,449.00	\$6,695,773.00	\$6,936,943.00	+3.60%
<b>TU</b>	\$10,849,942.00	\$14,966,768.00	\$12,069,844.00	\$6,727,767.00	\$14,739,482.00	+119.08%
<b>UB</b>	\$10,869,373.00	\$13,963,210.00	\$15,026,162.00	\$17,311,342.00	\$16,449,473.08	-4.97%
<b>UMB</b>	\$556,071,212.60	\$667,402,728.00	\$664,650,088.00	\$686,875,487.21	\$692,211,125.00	+0.77%
<b>UMBC</b>	\$99,184,619.00	\$86,214,206.00	\$90,474,514.00	\$81,005,288.00	\$83,873,963.00	+3.54%
<b>UMCES</b>	\$25,301,524.91	\$27,140,666.81	\$21,741,883.36	\$24,095,256.03	\$23,923,181.00	-0.71%
<b>UMCP</b>	\$514,747,496.55	\$545,314,107.00	\$569,462,970.00	\$619,908,919.00	\$668,526,872.00	+7.84%
<b>UMES</b>	\$19,969,078.79	\$16,098,480.91	\$17,194,525.54	\$18,890,552.00	\$27,329,848.00	+44.67%
<b>UMGC</b>	\$42,081,131.00	\$54,782,797.00	\$57,041,537.00	\$75,575,017.00	\$56,772,279.00	-24.87%
<b>Institutional Total</b>	<b>\$1,310,344,955.51</b>	<b>\$1,451,142,200.14</b>	<b>\$1,478,650,730.25</b>	<b>\$1,562,602,040.92</b>	<b>\$1,621,325,134.76</b>	<b>+3.75%</b>
<b>USM Total (LESS OTHER USM)</b>	<b>\$1,292,254,826.32</b>	<b>\$1,429,166,242.14</b>	<b>\$1,460,932,947.34</b>	<b>\$1,542,951,565.87</b>	<b>\$1,598,843,604.81</b>	<b>+3.62%</b>



**BOARD OF REGENTS**  
SUMMARY OF ITEM FOR ACTION,  
INFORMATION, OR DISCUSSION

**TOPIC:** Notification of Awards:

USM Regents Scholars Program, AY 2021-2022 and the Wilson H. Elkins Professorships, FY22

**COMMITTEE:** Education Policy and Student Life

**DATE OF COMMITTEE MEETING:** Tuesday, January 11, 2022

**SUMMARY:** Annually, the University System of Maryland (USM) Office of Academic and Student Affairs facilitates the distribution of scholarships to students and research funds in support of its faculty. The prestigious *USM Regents Scholars Program* awards scholarships to exceptional students to pursue their education at one of the USM institutions. Full and partial scholarships are awarded to first-year and transfer students to attend an undergraduate program on a full-time basis.

The *Wilson H. Elkins Professorship* is designated to supplement an existing faculty line and/or to support faculty research. Special effort is made to bestow the award in those areas where the Elkins Professor will have an opportunity to make an important contribution to the teaching, research, and public service mission of the institution and the entire University System of Maryland. The Professorship is an opportunity for the faculty member and institution to build on their strengths to be of greater service to its students and to society.

These awards are supported by endowed funds, which are managed by USM officials.

The following report on the *Regents Scholars Program* delineates the two types of scholarships and the projected spending for AY 2021-2022. The *Elkins Professorship* summary reveals the names, institutions, and project descriptions of the FY22 awardees.

**ALTERNATIVE(S):** This is an information item.

**FISCAL IMPACT:** This is an information item.

**CHANCELLOR'S RECOMMENDATION:** This is an information item.

COMMITTEE RECOMMENDATION: Information Only

DATE: January 11, 2022

BOARD ACTION:

DATE:

SUBMITTED BY: Joann A. Boughman 301-445-1992

jboughman@usmd.edu

## University System of Maryland Regents Scholars Program

2021 - 2022

The prestigious Regents Scholars Program has been created to provide outstanding students with the financial freedom to pursue academic studies within one of the nation's finest university systems. Consideration is given to exceptional students, both first-year and transfer students, applying for admission to full-time undergraduate programs at one or more of the University System of Maryland institutions. Substantial endowments have been established by individuals and corporations in order to cover the estimated cost of attendance for tuition and fees, living expenses, and academic materials.

Two types of scholarships are available:

- full scholarships - cover the entire estimated costs of in-state tuition, fees, room, board, books and academic materials
- partial scholarships - range from \$4,000- \$7,465 per year for educational expenses, such as tuition, books, room & board

**A typical full scholarship for a first-year student or transfer student for 2021-2022 is approximately \$24,772 (average) per year.**

Some Regents Scholarships have additional criteria relating to particular disciplines or to students' demonstration of financial need. Some scholarships have no qualifying factor other than merit. The awards are funded in part by endowments established by University System benefactors committed to academic excellence.

A quote from one of the faculty letters of recommendation may provide emphasis for the importance of these scholarships in recognizing truly talented students:

"I can attest to the student's academic excellence and leadership, after witnessing their exceptional scholastic and group interaction skills here at the college. In all my classes, the student outperformed their peers, and was an effective leader, mentor, and communicator. ....Most importantly, the student has demonstrated an innate ability **to listen deeply** to other people's opinions and experiences, while also cultivating a supportive group where deeper knowledge can be cultivated. From my own observations, I can confirm that they will be, without a doubt, an outstanding student and community leader who promotes and cultivates a sense of compassion and interest in helping others succeed."



## Projected Spending for the University System of Maryland Regents Scholarships

**2021-2022**

Type of Scholarship	New Awards	Continuing Awards	Average Award Amount	Aggregate Amount	Note
Regents – Full	3-First-year students	3-Students originally awarded as first-year students	\$25,000	\$149,998	The typical award and aggregate amounts for full Regents Scholarships include the value of the remission of tuition provided by the USM institutions.
	2-Transfer students	3-Students originally awarded as transfer students	\$24,500	\$122,498	The typical award and aggregate amounts for full Regents Scholarships include the value of the remission of tuition provided by the USM institutions.
Regents – Partial	3-First-year students	1-Student originally awarded as first-year student	\$4,500	\$18,000	
	4-Transfer students	5-Student originally awarded as transfer student	\$4,785	\$35,373	
Total	12-New students	12-Continuing students	Approximately \$4,714 (Partial) or \$24,772 (Full)	Approximately \$325,869	

### **Wilson H. Elkins Professorship**

The Elkins Professorship, which began in 1978 at the University of Maryland, College Park, was established to perpetuate the name and contributions of Wilson H. Elkins, a former Rhodes Scholar who led the University of Maryland to new levels of distinction as its president from 1954 to 1978. When the new University System of Maryland began in 1988, Dr. Elkins agreed that the professorship bearing his name should extend to the entire USM family. The Professorship may be used to recruit an outstanding individual to an institution to fill a vacancy or to provide special recognition and support to retain a current outstanding member of the faculty. An internal USM committee evaluates nominations and makes special effort to bestow the award in those areas where the Elkins Professor will have an opportunity to make an important contribution to the teaching, research, and public service mission of their institution and the entire University System of Maryland. Direct involvement with undergraduate and/or graduate students and outreach to other institutions within the System are hallmarks of the Elkins Professors. The Professorship is an opportunity for institutions to build on their strengths and to be of greater service to their students and to society.

### **Elkins Professorship Awardees**

For FY 2022, awards have been presented to:

**Towson University** to support the work of Dr. Paz Galupo, Professor of Psychology, who will use Professorship funds to understand the unique legal and cultural factors that impact the health care experiences of and lead to health disparities for transgender and nonbinary Marylanders. Year 1 of \$30,000 per year for two years

The **University of Maryland, Baltimore** to support the work of Dr. Radi Masri, Professor in the University of Maryland School of Dentistry and University of Maryland School of Medicine, who will use Professorship funds to conduct research to understand barriers that prevent adult minorities from improving their oral health in the local community and increase access to advanced dental care. \$58,000

The **University of Maryland, Baltimore** to support the work of Dr. Heather B. Congdon, PharmD, BCPS, CDE, FNAP, Co-Director of UMB's Center for Interprofessional Education, who will use Professorship funds to collaborate with the Kirwan Center for Academic Innovation to scale up targeted Interprofessional Education (IPE) recommendations from the 2018 USM report "Strengthening Maryland's Health Care Workforce" through a digital badging initiative. \$40,000

The **University of Maryland Center for Environmental Science** to support the work of Dr. Lora A. Harris, Associate Professor, Chesapeake Biological Laboratory, who will use Professorship funds to integrate regional and national work into multiple institutions and under-served communities in Maryland to diversify STEM and improve learning outcomes and the engagement of underrepresented students in the environmental and ocean sciences. \$40,000

The **University of Maryland, College Park** to support the work of Dr. Don DeVoe, Professor and Associate Chair for Research and Administration in the Department of Mechanical Engineering, who will use Year 2 of his Professorship award to continue developing a novel platform enabling fully automated manipulation of individual cancer and immune cells from highly limited patient samples - technology aimed at enabling a new approach to personalized cancer immunotherapy. Year 2 of \$30,000 per year for two years



**BOARD OF REGENTS**

SUMMARY OF ITEM FOR ACTION,  
INFORMATION OR DISCUSSION

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**TOPIC:** University System of Maryland: FY 2022 & FY 2023 Operating Budget Update

**COMMITTEE:** Finance Committee

**DATE OF COMMITTEE MEETING:** February 3, 2022

**SUMMARY:** A brief update will be provided on the current status of the USM operating budget as presented in the FY 2023 Governor’s Allowance.

The USM budget includes revenues from state appropriations, tuition and fees, auxiliary services, federal and other contract and grants, and other revenues for a total budget of \$6.2 billion.

- Governor’s Proposal:
  - \$1.67 billion—combination of the General Fund, Higher Education Investment Fund and Cigarette Restitution Fund
  - Represents a net increase of \$172 million or 11.5 percent over the FY 2022 appropriation
  - An additional \$198 million for Cost of Living (COLA) and merit salary adjustments is included in the DBM Personnel Budget (until such time the state budget is finalized and approved by the Legislature)
- Projected Tuition Increase:
  - Tuition is assumed at 2% for resident undergraduate students; 5% for nonresident undergraduates
- Highlights of USM’s Budget:
  - \$93.8 million reinstatement of full Board of Public Works cut from FY21
  - \$26.7 million funding for legislative mandates and other initiatives
  - \$25.3 million increase related to fringe benefit rate adjustments
  - \$22.3 million increase for HBCU required under HB 1
  - \$3.7 million increase to fund operating expenses for new USM facilities

**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.

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COMMITTEE RECOMMENDATION: ACCEPTED FOR INFORMATION      DATE: 2/3/22

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BOARD ACTION:      DATE:

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SUBMITTED BY: Ellen Herbst (301) 445-1923

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**UNIVERSITY SYSTEM  
of MARYLAND**

The Governor has proposed state support for the USM totaling \$1.67 billion, coming from the General Fund, the Higher Education Investment Fund and the Cigarette Restitution Fund. This represents an increase of \$172 million—or 11.5%—over the FY 2022 appropriation.

Included in the DBM Personnel Budget are statewide Cost of Living and merit salary adjustments for all state employees of which USM is estimated to receive an additional \$198 million (if approved by the General Assembly).

This budget is based on a planning assumption of tuition increases of 2% resident and 5% nonresident undergraduates; we recognize the universities will come forward with proposals and the Board will vote on any tuition increases in the spring.

- **\$93.8 million full restoration of the Board of Public Works reduction**
- **\$26.7 million funding for legislative mandates and other initiatives**
  - \$12 million increase for SB 943 MD Strategic Partnership Act
  - \$7 million increase for HB 173 Clinical Care funding at UMB
  - \$2.5 million in one-time funding for the UMB Miller Center
  - \$2.4 million increase to honor commitment to SB 897 for MPower Joint Steering Council
  - \$1.5 million increase for HB 940 Center for Data Analytics & Sports Gaming at BSU
  - \$500 thousand increase for UMBC MD Institute for Innovative Computing
  - \$400 thousand for UBalt Schaefer Center for Public Policy
  - \$250 thousand to fund SB 526 Legal Education Success Collaborative with UMB and UBalt
  - \$200 thousand increase for the UMCP Small Business Development Center
- **\$25.3 million increase related to statewide fringe benefit rates and other adjustments**
- **\$22.3 million required under HB 1 for HBCU legal settlement**
- **\$3.7 million to fund operating expenses for new USM facilities**
  - \$1.2 million to support UMES Pharmacy & Health Professions building
  - \$890,000 to support FSU Education and Health Sciences Center
  - \$670,000 to support CSU Percy Julian Science building
  - \$650,000 to support UMCP School of Public Policy
  - \$240,000 to support the USM Southern Maryland Regional Higher Education Center

During the course of the legislative session, adjustments are recommended to the Governor’s budget in order to fund other/additional legislative priorities. The USM community works together to minimize any recommended reductions or reallocations of the proposed USM budget in the Governor’s Allowance.

Following the legislative session, the final USM operating budget and recommended tuition action items will be submitted to the Board for its consideration in April/May.

University System of Maryland  
 FY 2023 State Funding Control Totals -Governor's Allowance

Table 1

	<u>FY22</u>	<u>FY23 Budget Request</u>			<u>Allowance Increases</u>				<u>FY23</u>	<u>FY23</u> State Funding in DBM Personnel Budget for Salary Increments	<u>Estimated Increase including Salary Increments</u>	
		New Facilities Operating	Legislative Mandates and Other Initiatives	Total State Funds	Full Reinstatement of BPW cut	HBCU Legal Settlement	Fringes & Controlled Subobjects	Other Initiatives			Gov Allowance State Funds	Dollars
UMB	\$247,751,378		\$10,625,000	\$258,376,378	\$14,159,389		\$3,562,421	\$2,500,000	\$278,598,188	\$33,985,638	\$64,832,448	26.2%
UMCP	564,124,077	650,139	3,700,000	568,474,216	41,017,666		10,116,957	-	619,608,839	84,111,066	139,595,828	24.7%
BSU	47,974,032		1,500,000	49,474,032	2,239,252	10,572,037	774,561	-	63,059,882	5,882,584	20,968,434	43.7%
TU	138,396,191		2,155,735	140,551,926	6,536,532		3,616,950	-	150,705,408	20,037,892	32,347,109	23.4%
UMES	45,487,454	1,221,581		46,709,035	2,852,502	6,103,444	693,812	-	56,358,793	4,649,199	15,520,538	34.1%
FSU	43,536,609	890,313		44,426,922	2,842,479		456,456	-	47,725,857	4,353,470	8,542,718	19.6%
CSU	46,635,106	669,874		47,304,980	2,692,806	5,666,728	760,928	-	56,425,442	4,054,720	13,845,056	29.7%
UBalt	42,184,136		125,000	42,309,136	3,369,866		893,463	400,000	46,972,465	6,306,689	11,095,018	26.3%
SU	59,537,145		974,537	60,511,682	3,343,256		1,787,968	-	65,642,906	8,300,404	14,406,165	24.2%
UMGC	42,717,428			42,717,428	3,610,405		601,506	-	46,929,339	6,064,504	10,276,415	24.1%
UMBC	153,369,986		4,269,728	157,639,714	6,113,934		2,130,588	500,000	166,384,236	16,340,068	29,354,318	19.1%
UMCES	22,181,223			22,181,223	1,793,565		119,216	-	24,094,004	1,602,517	3,515,298	15.8%
USMO	19,738,590	239,229		19,977,819	1,466,485		109,216	-	21,553,520	1,737,745	3,552,675	18.0%
USG	22,146,317			22,146,317	1,803,939		(275,303)	-	23,674,953	828,099	2,356,735	10.6%
<b>USM total</b>	<b>\$1,495,779,672</b>	<b>\$3,671,136</b>	<b>\$23,350,000</b>	<b>\$1,522,800,808</b>	<b>\$93,842,076</b>	<b>\$22,342,209</b>	<b>\$25,348,739</b>	<b>\$3,400,000</b>	<b>\$1,667,733,832</b>	<b>\$198,254,595</b>	<b>\$370,208,755</b>	<b>24.8%</b>

<b>Legislative Mandates and other Initiatives:</b>	
12,000,000	SB943 MD Strategic Partnership
7,000,000	HB173 UMB Clinical Care Funding
2,500,000	UMB Miller Center for Democracy and the Law
2,400,000	SB897 MPower Steering Committee
1,500,000	HB940 Center for Data Analytics and Sports Gaming
500,000	UMBC MD Institute for Innovative Computing
250,000	SB526 Legal Education Success Collaborative
200,000	UMCP Small Business Development Center



**BOARD OF REGENTS**

SUMMARY OF ITEM FOR ACTION,  
INFORMATION OR DISCUSSION

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**TOPIC:** University System of Maryland: FY 2023 Capital Budget Update

**COMMITTEE:** Finance Committee

**DATE OF COMMITTEE MEETING:** February 3, 2022

**SUMMARY:** A brief update will be provided on the current status of the USM capital budget as presented in the FY 2023 Governor’s Budget. The Governor’s FY 2023-27 Capital Improvement Program and the resulting State CIP include a number of added project funds with no reductions or deferrals.

- Governor’s Proposal:
  - The five-year total is \$1.24 billion—combination of General Obligation Bonds, Academic Revenue Bonds (\$150 million), and General Fund Paygo (\$65 million)
  - The total increase (when compared with the Board’s request) over the five years of the plan is \$217.7 million
  - Some projects include “non-budgeted funds” (NBF) contributions from sources such as donors and institutions funds
  - The attached summary spreadsheet details the Board’s request and the Governor’s proposal
- Projects advanced by the Governor this cycle:
  - UMCP Interdisciplinary Engineering Building (1 year)
  - UMBC Sherman Hall Renovation (2 years)
- Projects added by the Governor:
  - UMB Social Work Replacement Bldg (total \$122M in GO Bonds)
  - CSU Residence Hall (\$18M total State portion)
  - FSU Facilities Renewal (\$10M in GO Bonds)
  - USM System-wide Capital Facilities Renewal Program (\$65M in Paygo General Funds)
  - Construction cost adjustments on some projects based on market impacts on cash flow

**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.

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COMMITTEE RECOMMENDATION: ACCEPTED FOR INFORMATION

DATE: 2/3/22

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BOARD ACTION:

DATE:

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SUBMITTED BY: Ellen Herbst (301) 445-1923

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**UNIVERSITY SYSTEM OF MARYLAND CIP REQUEST**  
**USM FIVE-YEAR FY2023-2027 CAPITAL IMPROVEMENT PROGRAM - \$'000'S**  
 Revised 1/20/22

STATE FUNDING ONLY (GO Bonds, GF Paygo, and ARBs) EXCEPT AS SHOWN

INSTN	PROJECTS	BOARD REQUEST (PER CBIS), JUNE 2021					Project Total (if fully funded, incl. NBF)	GOVERNOR'S CIP, JANUARY 2022					Project Total (if fully funded, incl. NBF)	NOTES					
		NBF/Cash	Prior State Funding	FY2023	FY2024	FY2025		FY2026	FY2027	NBF/Cash	Prior State Funding	FY2023			FY2024	FY2025	FY2026	FY2027	
UMB	Central Elec Substation and Redund	3,000	49,864	15,048 CE	8,797 CE	6,259 CE		82,968	3,000	49,864	16,138 CE	10,429 CE	3,537 CE			82,968			
UMB	Replace School of Social Work Bldg		2,500	SUPPLEMENTAL REQUEST							2,500	2,500 P	2,985 P	38,344 PC	60,113 CE	15,220 CE	121,662	1	
UMCP	Chemistry Building Wing 1 Repl	16,500	57,553	53,817 CE	7,030 CE			134,900	16,500	57,553	57,817 CE	9,430 CE				141,300			
UMCP	Campuswide Bldg Syst and Infr Imprv		65,000	2,500 PCE	12,500 PCE	12,500 PCE	12,500 PCE	Ongoing		65,000	5,000 PCE	12,500 PCE	12,500 PCE	12,500 PCE	12,500 PCE	120,000	2		
UMCP	Interdisciplinary Engineering Bldg	55,000	4,000	ACCEL REQ	11,000 P	48,000 PC	48,150 C	45,000 CE	211,150	55,000	4,000	7,000 PC	29,515 PC	64,485 CE	45,000 CE	205,000	3		
BSU	Replace MLK Comm Arts & Hum Bldg		14,800	44,703 CE	77,094 CE	18,061 C		154,658	3,000	14,800	73,247 CE	63,598 CE	7,272 CO			161,917	4		
TU	Health Professions Building	272	62,387	80,530 PC	41,470 CE	(FY23 figure includes NBF)		184,659	272	62,387	88,695 PC	33,305 CE				184,659			
TU	Visual & ComTech (Smith Hall Renov)		0	3,894 P	4,895 P	63,187 PCE	61,055 CE	133,031		0	6,066 P	2,970 P	61,162 PCE	62,833 CE		133,031			
UMES	Pharmacy and Health Professions		96,566	8,173 E				104,739		96,566	8,173 E					104,739			
UMES	Flood Mitigation (USM ARBs)		11,008	2,192 CE				13,200		11,008	2,192 C					13,200			
FSU	Facilities Renewal			NO REQUEST								10,000 PC				10,000	5		
CSU	Percy Julian Renovation for Coll Bus			NO REQUEST							43,333	2,500 C					45,833	6	
CSU	Student Housing (State Funds Shown)		3,000	SUPPLEMENTAL REQUEST						38,441	3,000	864 P		14,136 PC			56,441	9	
SU	Blackwell Hall Renovation		0	1,800 P	2,424 P	19,500 PC	24,129 CE	47,853		0	1,940 P	2,371 P	19,406 PC	24,267 CE		47,984			
UMBC	Sherman Hall Renovation		7,000				42,739 PC	47,294 CE	97,033	7,000	1,866 P	23,839 C	20,841 CE	34,850 CE		88,416	7		
UMCES	Chesapeake Analytics Collab Bldg		1,448	10,491 PC	7,201 CE	ACCELERATION REQUESTED		19,140		1,448	9,389 PC	8,303 CE				19,140			
USM	Systemwide Fac Renewal Program*	TBD		22,808 PCE	25,000 PCE	40,000 PCE	40,000 PCE	40,000 PCE	167,808	TBD		90,308 PCE	25,000 PCE	40,000 PCE	40,000 PCE	45,000 PCE	240,308	8	
<b>INCL ANNUAL \$30M ARB CONTRIBUTION</b>			<b>TOTALS</b>	<b>245,956</b>	<b>197,411</b>	<b>207,507</b>	<b>228,573</b>	<b>144,794</b>			<b>TOTALS</b>	<b>383,715</b>	<b>224,245</b>	<b>281,683</b>	<b>279,563</b>	<b>72,720</b>			
								<b>FIVE YEAR TOTAL (BASE ONLY)</b>	<b>1,024,241</b>									<b>FIVE YEAR TOTAL (BASE ONLY)</b>	<b>1,241,926</b>
								*FR funds: All USM ARBs except \$15M GO Bonds each in FY25-27										*FR funds: All USM ARBs except \$65M Paygo in FY23; \$15M GO Bonds each in FY25 & 26; \$20M in FY27	

**PROJECT NOTES**

- 1 UMB Social Work Replacement Bldg ADDED to CIP
- 2 UMCP Campuswide Infrastructure: ARB funds applied: \$2.5M in FY23; \$5M in FY24-27
- 3 UMCP Interdisciplinary Engineering Building ADVANCED 1 year
- 4 BSU Humanities (MLK Replacement): \$3M of FY25 State appropriation repays a bridge loan of \$3M in non-budgeted (institutional) funding
- 5 FSU Facilities Renewal ADDED to CIP
- 6 CSU Percy Julian Renovation for College of Business: \$2.5M added for construction costs
- 7 UMBC Sherman Hall Renovation ADVANCED 2 years
- 8 USM Systemwide Capital Facilities Renewal Program: \$65M in Paygo General Funds in the Dedicated Purpose Account that will be available as institutions are ready to spend them
- 9 CSU Residence Hall: \$15M new State Funds provided for project for \$18M total State contribution (balance is USM Auxiliary Bonds)



**BOARD OF REGENTS**

SUMMARY OF ITEM FOR ACTION,  
INFORMATION OR DISCUSSION

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**TOPIC:** FY 2021 Audited Financial Statements and USM Financial Planning

**COMMITTEE:** Finance

**DATE OF COMMITTEE MEETING:** February 3, 2022

**SUMMARY:** This item is a brief review of the audited University System of Maryland basic financial statements for the year ended June 30, 2021, for which CliftonLarsonAllen LLP (CLA)—the USM’s independent accountants—provided an unqualified opinion.

A set of key points to be taken from the System’s financial statements appears on page one and two of the attached materials. The balance sheet, along with the statement of revenues, expenses, and changes in net position follows on pages three and four.

The fifth page, titled “Financial Snapshot,” summarizes the System’s key financial health ratio used by rating agencies—available resources to debt outstanding—using the figures reflected in the financial statements, to provide a comparison between June 30, 2020 and 2021. The lower part of the Financial Snapshot displays adjustments to the publicly reported balances for Board-approved claims and authorizations not yet expended or reflected in the financial statements to arrive at a “true” financial health ratio for internal management and decision-making purposes.

A discussion, aided by a set of presentation slides, about the System’s approach to financial planning will be used to complement the review of the audited financial statements.

NOTE: The University System of Maryland Financial Statements and Supplemental Schedules for FY2021 can be viewed online at <http://www.usmd.edu/usm/adminfinance/finafair/fsssch.html>

**ALTERNATIVE(S):** This item is presented for information and discussion.

**FISCAL IMPACT:** This item is presented for information and discussion.

**CHANCELLOR’S RECOMMENDATION:** This item is presented for information and discussion.

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COMMITTEE RECOMMENDATION: ACCEPTED FOR INFORMATION

DATE: 2/3/22

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BOARD ACTION:

DATE:

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SUBMITTED BY: Ellen Herbst (301) 445-1923

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**UNIVERSITY SYSTEM  
of MARYLAND**

**Audited Financial Statements  
Years ended June 30, 2021 and 2020**

**Key points associated with FY 2021 audited financial statements:**

1. The total net position increase of \$111M (**A on Statements of Net Position**) is comprised of a decrease of \$24M in unrestricted net position (**B on Statements of Net Position**), \$149M increase in net invested in capital assets (**C on Statements of Net Position**) and \$14M decrease in restricted net position.
2. The change in unrestricted net position includes the following significant transactions outside normal operations:

<b>Operating Margins (in millions)</b>	<b>FY20</b>	<b>FY21</b>
Change in unrestricted net position	(\$77.7)	(\$24.3)
Cash funded capital projects	124.3	110.7
Allocated expense associated with State pension liability	96.2	104.9
COVID-19 refunds and revenue losses	239.0	169.6
CARES Act revenue recognized	(89.3)	(196.8)
Change in unrestricted balances attributable to operations	\$292.5	\$164.2

3. The FY20 financials reflect the impact of COVID-19 on the System with the return of a little more than \$115M in student fees and \$124M in forgone revenue related to other auxiliary activities (athletics, conferences, and other activities). The FY21 Covid related losses of \$169M is largely attributed to the decrease in operating revenue (tuition and fees and auxiliary revenue).
4. Institutions were awarded the \$620M in HEERF/CARES Act Funds from the Department of Education and the State in FY20 and FY21: (**D on Statements of Revenues, Expenses, and Changes in Net Position**)

<b>HEERF/CARES Act Funds (in millions)</b>	<b>Total</b>	<b>FY20</b>	<b>FY21</b>	<b>Balance</b>
Student Aid	\$209	\$29	\$61	\$119
Institutional	251	29	94	128
HBCUs/Minority Serving Institutions/Other	114	5	21	88
COVID/Public Safety (State)	46	26	20	
Total	\$620	\$89	\$196	\$335

5. The net pension liability and related deferred balances at June 30, 2021 and 2020 is \$1,100M and \$995M, respectively (**E on Statement of Net Position**). The net impact of pension related adjustments not including required contributions is an additional expense of \$104M in FY21, compared to \$96M in FY20.

6. The audited financial statements includes the basic financial statements of the University System of Maryland, but also affiliated, separately governed organizations that are recognized as affiliated entities. Unrestricted net position of position attributable to the affiliated foundations is \$204M at June 30, 2021 compared to \$139M as of June 30, 2020.
7. As shown on the 'Financial Snapshot', the financial statements report the key Balance Sheet strength ratio used by the rating agencies. Balance Sheet strength, defined as the ratio of 'available resources' (USM unrestricted net position **B** + unfunded pension amounts **E**+ accrued leave liability **F** + affiliated foundation unrestricted net assets) to debt outstanding **G**, is 206% at June 30, 2021 compared to 218% at June 30, 2020 (**H on the Snapshot**).

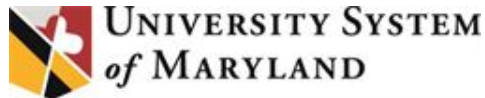
Adjusting for Board-approved commitments and authorizations to spend not yet reflected in the financial statements, FY21 resulted in a slight increase in overall in 'true' financial standing, with the ratio of available resources to debt outstanding on an adjusted basis, changing from 127% in FY20 to 136% in FY21 (**I on the Snapshot**).

**UNIVERSITY SYSTEM OF MARYLAND  
STATEMENTS OF NET POSITION  
JUNE 30, 2021 AND 2020**

	<u>2021</u>	<u>2020</u>	
<b>ASSETS</b>			
<b>Current assets:</b>			
Cash and cash equivalents	\$ 2,681,608,525	\$ 2,633,496,005	
Accounts receivable, net	333,521,863	343,251,636	
Notes receivable, current portion, net	3,870,228	3,874,699	
Inventories	9,015,105	9,954,651	
Prepaid expenses and other	<u>22,589,607</u>	<u>20,886,577</u>	
<b>Total current assets</b>	<u>3,050,605,328</u>	<u>3,011,463,568</u>	
<b>Noncurrent assets:</b>			
Restricted cash and cash equivalents	104,319,389	62,133,802	
Endowment investments	436,809,838	354,554,440	
Other investments	40,508,406	34,999,509	
Notes receivable, net	19,075,445	23,860,209	
Capital assets, net	<u>7,089,300,818</u>	<u>6,826,034,004</u>	
<b>Total noncurrent assets</b>	<u>7,690,013,896</u>	<u>7,301,581,964</u>	
<b>Total assets</b>	<u>10,740,619,224</u>	<u>10,313,045,532</u>	
<b>DEFERRED OUTFLOWS OF RESOURCES</b>			
Unamortized loss on refundings of debt	9,376,625	12,109,985	
Asset retirement obligations	12,276,398	12,801,865	
Deferred changes, pension expense	<u>373,714,162</u>	<u>390,016,497</u>	E
<b>Total assets and deferred outflows of resources</b>	<u>\$ 11,135,986,409</u>	<u>\$ 10,727,973,879</u>	
<b>LIABILITIES</b>			
<b>Current liabilities:</b>			
Accounts payable and accrued liabilities	\$ 364,305,655	\$ 348,633,745	
Accrued workers' compensation, current portion	4,794,150	4,885,800	
Accrued vacation costs, current portion	129,718,324	123,461,419	
Revenue bonds and notes payable, current portion	92,180,951	99,295,675	G
Obligations under capital lease agreements, current portion	2,768,159	1,846,129	G
Unearned revenues	<u>376,540,915</u>	<u>351,060,005</u>	
<b>Total current liabilities</b>	<u>970,308,154</u>	<u>929,182,773</u>	
<b>Noncurrent liabilities:</b>			
Accrued workers' compensation	27,166,850	27,686,200	
Accrued vacation costs	176,068,088	151,666,808	
Revenue bonds and notes payable	1,226,264,284	1,088,171,129	G
Obligations under capital lease agreements	35,892,193	12,336,835	G
Net pension liability	<u>1,395,144,942</u>	<u>1,275,563,402</u>	E
<b>Total noncurrent liabilities</b>	<u>2,860,536,357</u>	<u>2,555,424,374</u>	
<b>Total liabilities</b>	<u>3,830,844,511</u>	<u>3,484,607,147</u>	
<b>DEFERRED INFLOWS OF RESOURCES</b>			
Deferred service concession arrangement receipts	233,863,349	252,219,390	
Deferred changes, pension expense	<u>78,780,716</u>	<u>109,755,858</u>	E
<b>Total deferred inflows of resources</b>	<u>312,644,065</u>	<u>361,975,248</u>	
<b>NET POSITION</b>			
Unrestricted	1,187,863,054	1,212,195,784	B
Net investment in capital assets	5,580,081,931	5,430,985,410	C
Restricted:			
Nonexpendable:			
Scholarships and fellowships	18,367,468	17,585,035	
Research	7,636,277	7,210,176	
Other	16,927,705	16,923,030	
Expendable			
Scholarships and fellowships	46,303,581	36,878,144	
Research	62,227,723	80,563,068	
Loans	34,623,545	40,243,558	
Capital projects	3,659,537	9,023,201	
Other	<u>34,807,012</u>	<u>29,784,078</u>	
<b>Total net position</b>	<u>6,992,497,833</u>	<u>6,881,391,484</u>	A
<b>Total liabilities, deferred inflows of resources and net position</b>	<u>\$ 11,135,986,409</u>	<u>\$ 10,727,973,879</u>	

**UNIVERSITY OF SYSTEM OF MARYLAND  
STATEMENTS OF REVENUES, EXPENSES AND CHANGES IN NET POSITION  
YEARS ENDED JUNE 30, 2021 AND 2020**

	<b>2021</b>		<b>2020</b>	
<b>OPERATING REVENUES:</b>				
Tuition and fees	\$ 1,737,544,199		\$ 1,764,678,052	
Less: scholarship allowances	<u>(374,251,026)</u>		<u>(356,385,268)</u>	
Federal grants and contracts		\$ 1,363,293,173		\$ 1,408,292,784
State and local grants and contracts		774,627,139		783,778,541
Nongovernmental grants and contracts		228,853,058		218,485,078
Sales and services of educational departments		280,670,286		243,414,129
Auxiliary enterprises:		362,668,277		335,932,342
Residential facilities	108,811,825		166,289,368	
Less: scholarship allowances	<u>(6,506,601)</u>	102,305,224	<u>(9,619,728)</u>	156,669,640
Dining facilities	50,868,506		105,895,827	
Less: scholarship allowances	<u>(3,155,203)</u>	47,713,303	<u>(4,905,838)</u>	100,989,989
Intercollegiate athletics	86,556,363		124,374,286	
Less: scholarship allowances	<u>(6,166,541)</u>	80,389,822	<u>(6,267,635)</u>	118,106,651
Bookstore	11,706,188		13,692,645	
Less: scholarship allowances	<u>(1,393,925)</u>	10,312,263	<u>(1,531,320)</u>	12,161,325
Parking facilities	23,998,707		36,825,497	
Less: scholarship allowances	<u>(149,932)</u>	23,848,775	<u>(136,669)</u>	36,688,828
Other auxiliary enterprises revenues	128,285,524		132,783,243	
Less: scholarship allowances	<u>(58,014)</u>	128,227,510	<u>(37,181)</u>	132,746,062
Other operating revenues		<u>51,515,174</u>		<u>69,486,420</u>
<b>Total operating revenues</b>		<u><b>3,454,424,004</b></u>		<u><b>3,616,751,789</b></u>
<b>OPERATING EXPENSES:</b>				
Instruction		1,420,144,490		1,402,071,908
Research		1,050,765,878		1,039,622,121
Public service		575,995,384		521,599,010
Academic support		520,704,936		527,330,418
Student services		326,370,905		321,421,560
Institutional support		578,360,851		543,979,557
Operation and maintenance of plant		401,520,485		402,000,372
Scholarships and fellowships		173,157,118		137,307,078
Auxiliary enterprises:				
Residential facilities		156,860,896		184,119,860
Dining facilities		70,506,748		115,170,982
Intercollegiate athletics		108,209,011		138,171,000
Bookstore		13,706,606		14,773,008
Parking facilities		25,233,098		34,280,720
Other auxiliary enterprises expenses		<u>123,268,514</u>		<u>138,835,403</u>
<b>Total operating expenses</b>		<u><b>5,544,804,920</b></u>		<u><b>5,520,682,997</b></u>
<b>Operating loss</b>		<u><b>(2,090,380,916)</b></u>		<u><b>(1,903,931,208)</b></u>
<b>NONOPERATING REVENUES (EXPENSES)</b>				
State appropriations		1,505,429,509		1,493,671,878
Pell grants		163,278,977		167,411,653
Other nonoperating grants		196,776,455		89,316,876
Gifts		45,136,501		53,210,506
Investment Income	108,712,589		87,461,092	
Less: investment expense	<u>(1,465,896)</u>	107,246,693	<u>(1,323,876)</u>	86,137,216
Interest on indebtedness		(35,369,712)		(40,580,627)
Other revenues, (expenses), gains and (losses)		<u>4,994,458</u>		<u>(14,638,982)</u>
<b>Total nonoperating revenues</b>		<u><b>1,987,492,881</b></u>		<u><b>1,834,528,520</b></u>
<b>Income (loss) before other revenues</b>		<u><b>(102,888,035)</b></u>		<u><b>(69,402,688)</b></u>
<b>OTHER REVENUES:</b>				
Capital appropriations		160,457,476		172,302,652
Capital gifts and grants		52,323,700		23,039,106
Additions to permanent endowments		<u>1,213,208</u>		<u>2,568,951</u>
<b>Total other revenues</b>		<u><b>213,994,384</b></u>		<u><b>197,910,709</b></u>
<b>Increase in net position</b>		111,106,349		128,508,021
<b>Net position - beginning of year</b>		<u><b>6,881,391,484</b></u>		<u><b>6,752,883,463</b></u>
<b>Net position - end of year</b>		<u><u><b>\$ 6,992,497,833</b></u></u>		<u><u><b>\$ 6,881,391,484</b></u></u>



**Financial Snapshot**  
**As of June 30, 2021 Compared with 2020**

	<b>June 30, 2021</b>	<b>June 30, 2020</b>
<b>From the June 30, 2021 and 2020 audited financial statements</b>		
USM unrestricted net position	\$ 1,187,863,054	\$ 1,212,195,784 <b>B</b>
Net pension liability and deferred balances	1,100,211,496	995,302,763 <b>E</b>
USM accrued leave	305,786,412	275,128,227 <b>F</b>
Affiliated foundations unrestricted net assets	203,823,948	139,171,213
<b>Available funds</b>	<b>\$ 2,797,684,910</b>	<b>\$ 2,621,797,987</b>
<b>Debt outstanding</b>	<b>\$ 1,357,226,192</b>	<b>\$ 1,201,649,768</b>
<b>Ratio of available resources to debt outstanding per financial statements</b>	<b>206%</b>	<b>218% <b>H</b></b>
 <b>Claims against the June 30 available resources not reflected in financial statements:</b>		
Available funds per financial statements	\$ 2,797,684,910	\$ 2,621,797,987
Cash-funded capital projects not fully spent at June 30,	(215,994,358)	(242,236,277)
Future years cash-funded capital projects committed but not yet authorized	(275,836,258)	(358,621,000)
Noncapital cash-funded projects not yet authorized	(88,618,761)	(44,474,515)
<b>Adjusted available funds</b>	<b>\$ 2,217,235,533</b>	<b>\$ 1,976,466,195</b>
Debt outstanding per financial statements	\$ 1,357,226,192	\$ 1,201,649,768
Revenue bond-funded projects authorized but debt not yet issued	276,532,257	352,751,640
<b>Adjusted total debt outstanding</b>	<b>\$ 1,633,758,449</b>	<b>\$ 1,554,401,408</b>
<b>Ratio of available resources to debt outstanding, adjusted</b>	<b>136%</b>	<b>127% <b>I</b></b>

While rating agencies base their assessments based on financial statement balances, the System manages the ratio of available funds to debt outstanding to not fall below 1:1 ratio to ensure that financial health does not fall below medians for Aa1 rating category.

# How are System finances managed?

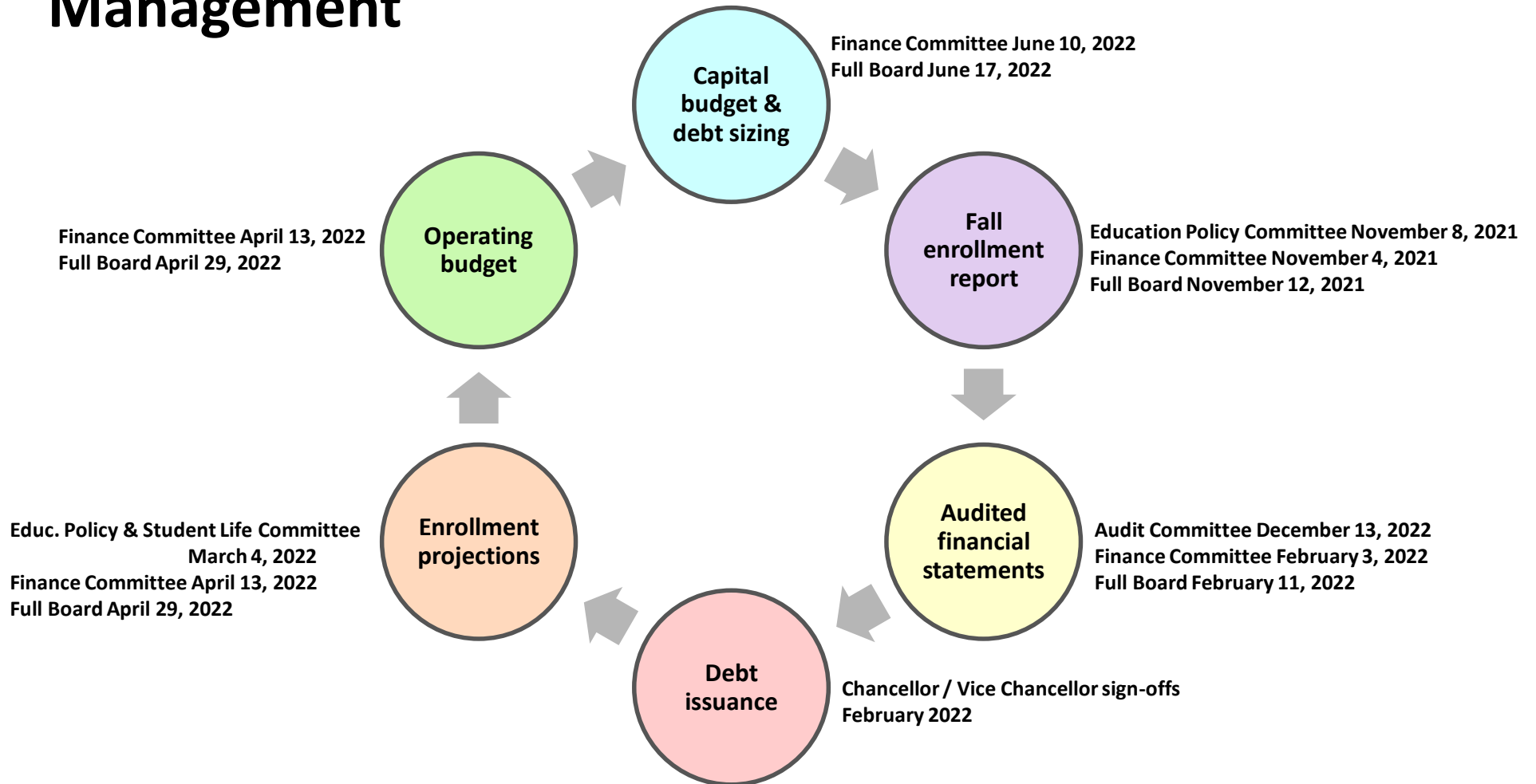
## Institutional leadership:

- Operating budget and capital spending under \$1M – *institution fund balance goal requires saving \$1 out of every \$100 spent*

## Chancellor and Board of Regents discipline:

- Capital spending over \$1M – *spending progress tracked, considered outside of institution fund balance goals*
- Bond authorizations approvals based on institution and USM affordability
- The fund balance goal is set annually to maintain ratio of reserves to debt

# Annual Cycle for Inputs into Financial Management



# USM-wide Financial Planning Metrics

## ***Board of Regents Policy on Debt Management (VIII-12.00)***

- Minimum 'Available Funds to Debt' of 90% on an 'adjusted' basis  
*(internally managed to 100% to provide cushion)*
- Maximum debt service ratio of 4%  
*(the ratio of principal and interest as a percentage of total operating revenues – 3.2% for FY 22)*
- Standards are designed to ensure institutions have reserves for:
  - Opportunistic initiatives
  - Crisis like the pandemic where revenues temporarily decline
  - To satisfy obligations when due

***Institution fund balances are not a 'rainy day fund' – fund balances are the result of hundreds of business managers across the System making prudent decisions to meet long-term needs – when an unanticipated challenge arises requiring use of fund balances, institution presidents need to make difficult choices***



# **FEARLESSLY FORWARD:**

## **In Pursuit of Excellence and Impact for the Public Good**

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### **The University of Maryland Strategic Plan**



**“This is our time to reinvent our University. We must re-envision our campus and community as a modern flagship research university for the common good.”**

**– PRESIDENT DARRYLL J. PINES**



# Strategic Planning Process



# Our Guiding Principles

**Excellence**

**Diversity, Equity  
and Inclusion**

**Impact**

**Innovation**

**Collaboration**

**Service to  
Humanity**

**Our vision is at once  
ambitious and fearless:**



To improve the lives of every person on earth, we will reimagine teaching and learning, accelerate solutions to the grand challenges of our time through research and discovery, and forge a diverse and inclusive community where our differences are celebrated and equity is relentlessly pursued. Together, we will dedicate ourselves to advancing the public good because our individual well-being is enduringly bound to our collective well-being.

# **Our Four Strategic Commitments**



# We reimagine learning

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We reimagine learning and teaching as inclusive, experiential, publicly engaged, creative, integrative, holistic, and empowering.



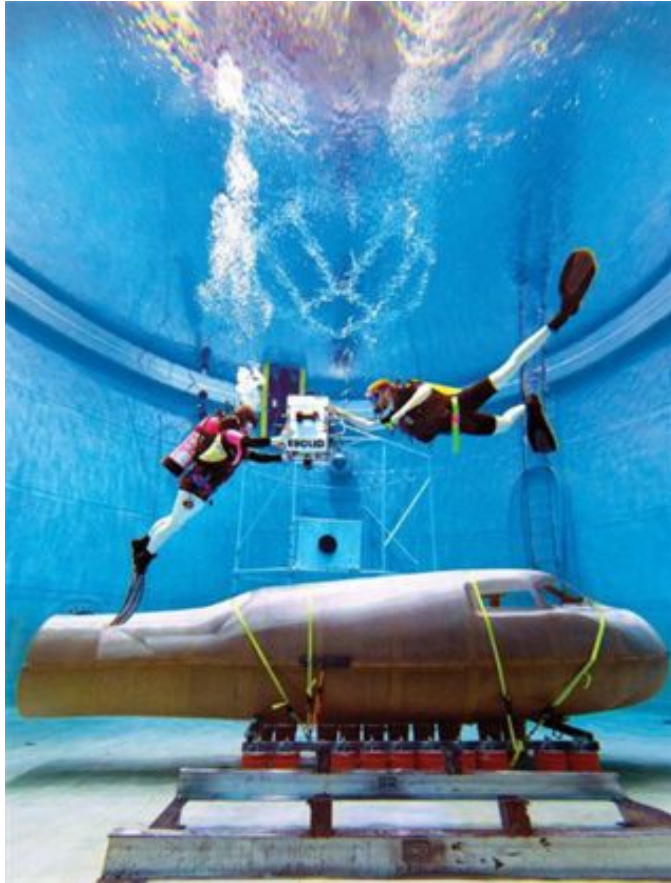


- Lead in the **development of innovative and inclusive approaches** for teaching and learning.
- Expand the use of **high-impact experiential learning** to ensure every undergraduate and graduate student has the opportunity to learn through public service and civic engagement.
- Create opportunities for **multidisciplinary collaboration** that fosters creative expression, discovery, and critical thinking.

# We take on humanity's grand challenges

---

Our education, scholarship, and service are designed to accelerate solutions to humanity's grand challenges—within our communities and around the globe.



- Invest in faculty, student, staff, alumni, and partner capacity to take on grand challenges through **multidisciplinary and engaged research and curricular innovations**.
- **Leverage our location** near the state and nation's capitals to advance and support evidence-based policy that addresses grand challenges at community, state, national, and global levels.
- **Amplify** impactful research, scholarship, creative activities, teaching, and service work through communication, visibility, and translation.

# We invest in people and communities

---

We invest in people, their well-being and advancement, and the conditions that support their ability to fully participate and thrive in our community, state, and world.



- Lead the nation in **living a commitment to equity, diversity, and inclusion** in all we do.
- Become a connected, coordinated, and effective **community of care** that supports the success and well-being of students, faculty, and staff.
- **Align evaluations, rewards, and incentives** with our goals and values.

# We partner to advance the common good

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Our future is tied to and interconnected with our local, state, national, international, and USM partners. We build bridges that allow our research to have impact locally and globally, our education to prepare students for civic engagement and work, and our service to create solutions for a more equitable, sustainable, and resilient world.



- **Expand our impact through strategic research partnerships** with local, state, national, and global stakeholders.
- **Catalyze innovation and entrepreneurship** for inclusive economic development.
- Enhance the economy, educational outcomes, social justice, quality of life, and civic engagement of our neighbors and neighborhoods through **relationship-building and ongoing commitment to partnerships.**





# **Our Implementation Process**



# Thank You



**The Universities**  
AT SHADY GROVE

**A 10-YEAR VISION**

**USG 2.0**

**STRATEGIC PLAN**

*Issued February 2022*



## WHY A NEED FOR USG 2.0?

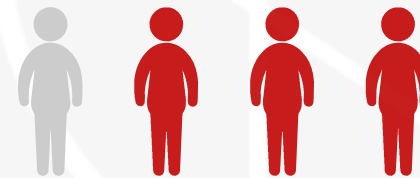
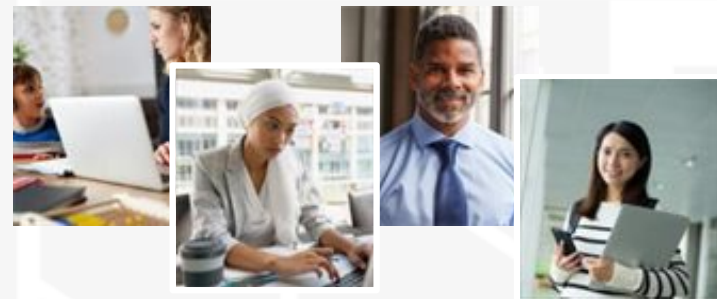
# RAPIDLY CHANGING HIGHER ED AND ECONOMIC LANDSCAPE

- ▶ More careers require 4-year degree
- ▶ Yet currently, enrollment in higher education is on the decline
- ▶ Strong need for data to drive future success
- ▶ Post COVID-19 economy, opportunities and challenges in Montgomery County



# BUILDING ON OUR SUCCESS AS AN INNOVATIVE HIGHER ED MODEL

- ▶ **A champion for non-traditional students**
  - ▶ Now comprising 74% of all students nationally
  - ▶ Focus on the needs of “the future student”
- ▶ **Unique asset to university system and partners**
  - ▶ Opportunity to expand pool of degree-earning students
  - ▶ Meeting students where they are – literally.



**74%**  
of higher  
education  
students are  
*nontraditional* \*

# DEEP COMMITMENT TO EQUITY, DIVERSITY AND INCLUSION

- ▶ **Serving first-generation college students and first-generation Americans**
- ▶ **Access to high quality degree and/or certificate programs**
- ▶ **Centering efforts around an “equity promise”**







**FOUR NEW STRATEGIC  
IMPERATIVES OF USG 2.0**

# 1. THE PROMISE

- ▶ **Historically, we have been driven by enrollments and degree completion, although this is and appropriately should be the purview of our university partners.**
- ▶ ***Under USG 2.0, we will hold ourselves accountable for ensuring students are able to secure meaningful employment and career opportunities upon completion of their studies.***

## 2. PATHWAYS TO CAREERS

- ▶ **Historically, we have worked with our university partners to develop individual degree programs.**
- ▶ ***Under USG 2.0, together with our university partners and educational partners in the county, we will plan for and build career pathways that ensure students succeed.***

## 3. CAREER-READY STUDENTS

- ▶ **Historically, we have provided traditional student services.**
- ▶ ***Under USG 2.0, we will sharpen our focus on career competencies and career readiness.***

## 4. FISCAL SUSTAINABILITY

- ▶ **Historically, our educational and fiscal model has been built around our hosting of various degree programs and the use of our “real estate.”**
- ▶ ***Under USG 2.0, we will work to build a model that supports growth, innovation and collaboration, with a focus on return on investment (ROI) for students and other stakeholders.***

# HEDGEHOG/VISION

## BUILDING A ROADMAP

This plan provides the foundational roadmap USG will use as a tool to further enrich and support learning, workforce development, and economic growth within and beyond Montgomery County, in sustainable, innovative and equitable ways. The strategic planning process involved stakeholders from across the USG community meeting regularly, analyzing background data and reports, learning from a Strategic Planning Workshop Series, and engaging in enlightening discussions about the vision of USG 2.0.

The planning team distilled two concepts, guided by the work of Jim Collins' *Good to Great*, to create the Hedgehog/Vision and the Flywheel.

The "Hedgehog," or the Vision, is derived as the overlap of the main core passion that USG should pursue based on what USG does well, what USG is passionate about, and what USG has the economic means to do. The Hedgehog/Vision is the overlap of those ideas, reflecting the one big thing that USG can do best.



# ACTIVATING THE FLYWHEEL

*“Each turn of the flywheel builds upon work done earlier, compounding your investment of effort.”*

- **Jim Collins**  
Author, *Good to Great*



# STRATEGIC IMPERATIVES > GOALS > DIRECTIONAL SHIFTS

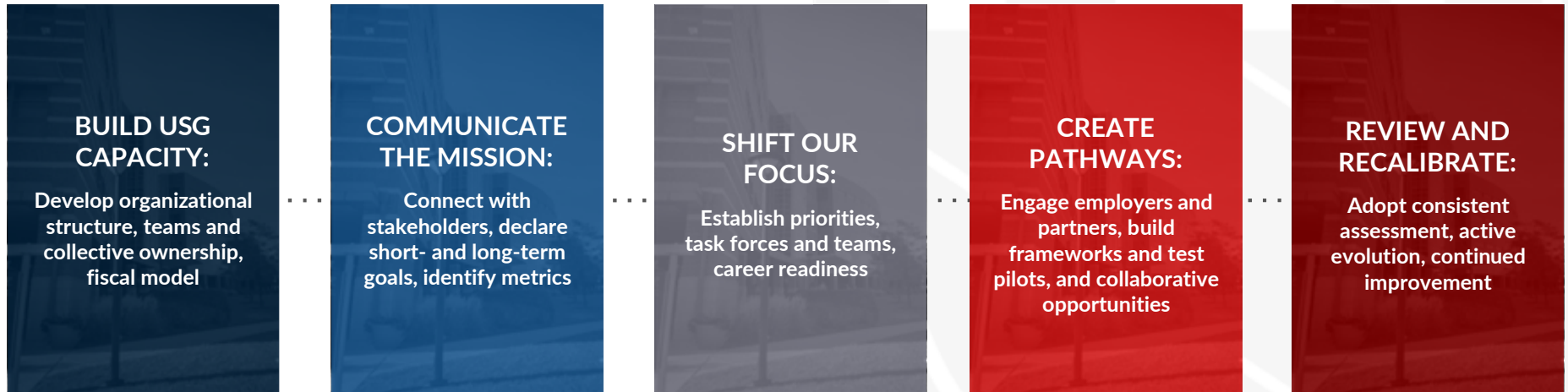
1. Make a **compelling case for USG 2.0** and transformational change.
2. Forge a culture that values **diversity, equity, and inclusion** as foundational to USG.
3. Develop an unparalleled **innovative framework for a fiscal model** that is diversified, scalable, and sustainable.
4. Collaborate to create equity-centered, evidence-informed, lifelong learning **pathways across Montgomery County**.
5. Create an innovative, comprehensive, **pathway-focused method for academic planning**/informed by evidence to meet the needs of the workforce and future learners.
6. Develop, support and implement **resilient infrastructure, facilities, services and operational practices** that fosters long term planning, renewal and growth; adjusts to meet regulatory compliances; and enhances safety and security.
7. Build a collaborative, **equity-centered learner experience** at USG centered on **career competencies**, experiential learning, and cutting-edge mentorship.
8. Establish **long-term data excellence and thought leadership** as the heartbeat of the educational ecosystem for innovating pathways and leading comprehensive planning for learners of the future.
9. Lead a **system-changing approach** to shared economic prosperity, equity, and ecological sustainability .



# OUR VALUES AND COMMITMENTS

- ▶ **Deliver an Exceptional Educational Experience**
- ▶ **Champion Equity**
- ▶ **Practice Empathy**
- ▶ **Dream Together and Reimagine What We Know**
- ▶ **Always Learn**
- ▶ **Collaborate to Reach New Heights**
- ▶ **Deploy Evidence**
- ▶ **Act with Ownership**
- ▶ **Practice Sustainability**
- ▶ **Just Jump**

# ACTIVATING USG 2.0: YEARS 1 AND 2 (2022 AND 2023)



# NINE UNIVERSITIES. ONE CAMPUS.



- ★ Bowie State University
- ★ Salisbury University
- ★ Towson University
- ★ UMBC
- ★ University of Baltimore
- ★ University of Maryland, College Park
- ★ University of Maryland, Baltimore
- ★ University of Maryland Eastern Shore
- ★ University of Maryland Global Campus

# USG 2.0: A 10-YEAR STRATEGIC PLAN

*Thank You!*



**BOARD OF REGENTS**

SUMMARY OF ITEM FOR ACTION,  
INFORMATION OR DISCUSSION

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**TOPIC:** Convening Closed Session

**COMMITTEE:** Committee of the Whole

**DATE OF MEETING:** February 11, 2022

**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 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 Board determines should be discussed in open session or added to the closed session agenda for discussion. In that event, the Board 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 BOR vote to reconvene in closed session.

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COMMITTEE ACTION:

DATE:

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BOARD ACTION:

DATE:

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SUBMITTED BY: Denise Wilkerson, [dwilkerson@usmd.edu](mailto:dwilkerson@usmd.edu), 301-445-1906

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Revised



STATEMENT REGARDING CLOSING A MEETING  
OF THE USM BOARD OF REGENTS

Date: February 11, 2022  
Time: Approximately 11:30 a.m.  
Location: Elm Rooms A & B, SMC Student Center, University of Maryland,  
Baltimore

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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.

- (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):

- [X] Administrative Matters

TOPICS TO BE DISCUSSED:

1. Meeting with Presidents Fowler and Schmoke as part of their performance reviews;
2. Discussion of recommendations for Regents' Faculty Awards;
3. Nominations for honorary degrees;
4. An administrative matter regarding USM president searches;
5. Discussion of Chancellor and President compensation;
6. Ratification of a collective bargaining MOU at a USM institution; and
7. A USM president's transition agreement.

REASON FOR CLOSING:

1. To maintain confidentiality of personnel information regarding specific employees' performance evaluations, employment agreements, and compensation (§3-305(b)(1));
2. To maintain confidentiality of personnel-related and personal information of candidates for faculty awards and honorary degrees. (§3-305(b)(1) and (2));
3. To handle an administrative matter regarding USM president searches (§3-103(a)(1)(i)) and (§3-305(b)(1)); and
4. To maintain confidentiality regarding collective bargaining negotiations (§3-305(b)(9)).