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 in public session on Tuesday, March 6, 2020 at the University of Maryland Global Campus. The meeting was convened at 9:38 a.m. Committee members present: Regents Johnson (vice chair; convener), Leggett, Malhotra, Needham, Schulz, and Wood. Chancellor Perman and Regent Gooden were also present.

The following were also in attendance: Ms. Bainbridge, Dr. Beise, Dr. Bishop, Dr. Boughman, Dr. Coleman, Ms. Herbst, Ms. Jackson, Ms. Jamison, Dr. Kauffman, Mr. Lurie, Mr. McDonough, Mr. Muntz, Ms. E. Murray, Dr. R. Murray, Dr. Olmstead, Dr. Perrault, Dr. Shapiro, Ms. Smith, Dr. Ward, Ms. Wilkerson, and others.

Regent Johnson welcomed all to the meeting and thanked President Miyares and his team for hosting. She shared that she is pleased to chair the meeting in Regent Gourdine's stead, as she had a work-related conflict.

Action Items

New Academic Program Proposal
University of Maryland, College Park: Bachelor of Science in Biocomputational Engineering

Dr. Betsy Beise, Associate Provost; Dr. Ken Kiger, Professor of Mechanical Engineering and Associate Dean; and Dr. Ian White, Associate Professor and Associate Chair for Undergraduate Studies, Fischell Department of Bioengineering, presented the proposal for UMD to offer a Bachelor of Science in Biocomputational Engineering. Biocomputational engineering brings together the field of bioengineering, a discipline grounded in the fundamentals of physics, chemistry, and biology, with computation and data science, which enhances the value of all fields. The objective of the Biocomputational Engineering program is to provide a breadth of fundamentals in biology and quantitative problem solving while developing skills in computation and data science. The proposed program will allow for the depth needed to produce graduates with a foundation in bioengineering and quantitative data science, either for employment or for pursuing advanced degree programs. This program will be offered at the Universities at Shady Grove and is mainly intended for students who have completed an associate's degree from a Maryland community college. The program will allow students to complete their baccalaureate degree in two years. Bioengineering is a growing field, and a need exists for graduates trained in the fundamentals of engineering and life sciences with strong skills in computational methods and data science. Additionally, in recent years, prior to graduation, nearly all of the students in related majors at UMD have been placed in graduate programs or the workforce. If approved, the program would begin in Fall 2021. The proposal has gone through the standard approval process with institutions having time to submit objections. There have been no objections, and there are no concerns about program duplication.

Regent Schulz noted the importance of this program, as the Department of Commerce is invested in this industry and wants to ensure the ability to hire in these and related fields. Regent Malhotra suggested that the University consider the program's title, as there are bioengineering and bioinformatics jobs, and we should consider how graduates will fare if the program title is not well aligned with the workforce language.

The Chancellor recommends that the Committee on Education Policy and Student Life recommend that the Board of Regents approve the proposal from the University of Maryland, College Park to establish a Bachelor of Science in Biocomputational Engineering. The motion was moved by Regent Schulz, seconded by Regent Needham, and passed unanimously.

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

University of Maryland, College Park: Master of Arts in International Relations
Dr. Betsy Beise, Associate Provost; Dr. Wayne McIntosh, Professor and Associate Dean, College of Behavioral and Social Sciences; and Dr. Paul Huth, Professor of Government and Politics and Director of the Center for International Development and Conflict Management, presented the proposal for the University of Maryland, College Park to offer a Master of Arts in International Relations. The proposed program would be associated with a large concentration in the Government and Politics degree, and the curriculum would include coursework in international political economy, international security, international law, and statistical methods of data analysis for international relations research. The program focuses on developing basic and applied research skills through coursework that emphasizes quantitative methods and datasets, as well as rigorous academic theory and empirical research. The proposed program will enhance the capabilities of international relations professionals and provide a strong empirical foundation for those who go on to doctoral studies in international relations. UMD faculty have learned from international relations experts that professionals need to have strong quantitative research and analysis skills to better inform policy decisions. Therefore, the program will require quantitative methods and analyses courses and infuse its course readings with substantial quantitative and research design material. Graduates of this program will become research analysts in government, journalism, law, non-governmental organizations, and international business. Some students may choose to pursue further study in a doctoral program. Research conducted by UMD's Government and Politics department demonstrates significant interest in graduate studies in international relations. The department plans to launch a combined bachelor's/master's program for international relations once the master's program is approved. If approved, the program would begin in Fall 2021. The proposal has gone through the standard approval process with institutions having time to submit objections. There have been no objections, and there are no concerns about program duplication.

Regent Schulz inquired about the University's outreach to other institutions in the United States and abroad. The presenters noted that they are exploring an admissions partnership with Jilin University in China. That is the only partnership in the queue right now, but they welcome other partnerships in the future. Regent Schulz shared that the Department of Commerce encourages such partnerships in order to expand to international audiences.

The Chancellor recommends that the Committee on Education Policy and Student Life recommend that the Board of Regents approve the proposal from the University of Maryland, College Park to establish a Master of Arts in International Relations. The motion was moved by Regent Wood, seconded by Regent Needham, and passed unanimously.

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

University of Maryland, College Park: Master of Science in Applied Political Analytics
Dr. Betsy Beise, Associate Provost; Dr. Wayne McIntosh, Professor and Associate Dean, College of Behavioral and Social Sciences; and Dr. Margaret Pearson, Professor, Government and Politics presented the proposal for the University of Maryland, College Park to offer a Master of Science in Applied Political Analytics. This program will prepare students for careers at the intersection of political science and data science. Empirical analysis in political science is entering a new era of Big Data, in which a broad range of data sources have become available to researchers. Examples include network data from political campaigns, data from social media generated by individuals, campaign contributions and lobbying expenditures made by firms and individuals, and international trade flows data. The program will be jointly offered by UMD's Department of Government and Politics (GVPT) and its Joint Program in Survey Methodology (JPSM). GVPT will provide coursework in the foundations of political science, while JPSM will provide coursework in the technical aspects of data collection, survey methods, and statistical modeling. Graduates will understand the core questions of political science and have a sophisticated understanding of empirical research techniques to answer those questions. The program will prepare students for careers in the private sector; research centers; NGOs; and federal, state, and local government agencies at the intersection of political science and data science. People planning to work in the area of applied political analytics must have (1) the technical background to work with data sets of an order of magnitude unimaginable to previous generations and (2) a rich background in political science, so that they can meaningfully apply these analytical skills to important policy questions and issues. The proposed program will give students these marketable skills that will give them a significant competitive advantage. Moreover, the U.S. Bureau of Labor Statistics and the Maryland Department of Labor predict job growth for political scientists, and there is expected to be a significant rise in

data science positions. The proposal has gone through the standard approval process with institutions having time to submit objections. There have been no objections, and there are no concerns about program duplication.

Regent Needham shared that he thought it would be beneficial if the program addressed the ethics of data analysis. The presenters agreed and noted that it will be included. Regent Malhotra asked if anyone is charged with examining failed programs or program proposals to apply lessons for success in the future. The presenters shared that the Office of Extended Studies looks carefully and provides such advice early in the development of program proposals.

The Chancellor recommends that the Committee on Education Policy and Student Life recommend that the Board of Regents approve the proposal from the University of Maryland, College Park to establish a Master of Science in Applied Political Analytics. The motion was moved by Regent Needham, seconded by Regent Malhotra, and passed unanimously.

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

Information Items

Update: P-20 Initiatives

Dr. Nancy Shapiro, USM Associate Vice Chancellor for Education and Outreach, presented this update to the committee. The P-20 work in the Office of Academic and Student Affairs encompasses partnerships between USM, USM institutions, community colleges, independent universities, and the Maryland Public Schools (P-12). The USM P-20 Office serves as a central point of contact for those education segments to collaborate on shared objectives of building seamless educational experiences for students from pre-kindergarten through college and career. Dr. Shapiro shared updates on:

- The Maryland Center for Computing Education, which is tasked with providing support for computer science education in P-12, including outreach to the school districts, and creating summer professional development programs for teachers;
- Multiple state-wide initiatives to reduce students' time in developmental and remedial math courses and accelerate their time to degree;
- Civic Education and Civic Engagement initiatives;
- B-Power, which is a dual enrollment program in Baltimore City that began in 2016 and now has expanded to include almost every eligible public high school in Baltimore; and
- Teacher Education.

Dr. Shapiro also shared a summary of the recommendations of the Kirwan Commission that are directly relevant to higher education, a report from the Governor's P-20 Leadership Council, and information on USM's participation in the National Association of System Heads.

Update on the USM New Student Enrollment Pipeline and Aggregate Student Success; USM-Wide Student Success Initiatives

Mr. Chad Muntz, Assistant Vice Chancellor of Institutional Research, Data & Analytics; and Dr. MJ Bishop, Associate Vice Chancellor and Director of the Kirwan Center for Academic Innovation, presented this report to the committee. The report provides an update on the level of success achieved by new students entering the enrollment pipeline at USM institutions. Highlights from the report include:

- USM institutions enrolled about 43,000 new degree-seeking undergraduate students FY 2017- FY 2019
    - First-time, Full-time stable
    - MDCC Transfers are decreasing
    - New Other Transfers increasing

- Graduation rates improved with more students – most recent 61%
    - Highest rates for well-prepared and full-time students
    - Achievement gaps remain for underrepresented minorities
- Future enrollment and degrees
    - Depend on volume of new students and retention
- In recent years, new student enrollment was increased by New Other Transfers, who have lower retention and graduation rates

Mr. Muntz's report notes:

> USM institutions have increased new student enrollment and increased student success. This success has come despite an increased mix in the sources and types of new students enrolling at USM institutions. That mix, in combination with the attendance status of these students, ultimately influences retention and graduation rates. It will be difficult for USM to maintain this level of success or to increase without 1) continued efforts to improve student success among part-time, nontraditional students, 2) further narrowing of achievement gaps, and 3) engaging in more outreach to former students and near completers. The pipeline of future high school graduates will continue to decrease nationwide. This has the potential to negatively impact future new student enrollment and the number of new transfers coming from community colleges. In summary, to sustain enrollment and provide the graduates that Maryland's workforce needs, the USM and its institutions must continue to improve on the already high-level of student success they have achieved.

The regents discussed various reasons MD high school graduates leave the state. Chancellor Perman noted the big opportunity the USM has to educate and attract adult learners by adjusting our models to address that population. Vice Chancellor Ellen Herbst noted that USM is examining working adults from the standpoint of their employers and how we can access additional educational needs via the employers. Regents noted that it would be interesting to see where graduates from each local (MD) K-12 school jurisdiction go to college. Mr. Muntz indicated that those data should be available soon.

Dr. MJ Bishop summarized student success outcomes and offered an update about system-level and campus initiatives. Based on a Student Completion JCR USM submitted to the Maryland General in Fall 2019, we know that retention programs to address access include, but are not limited to:

- Online programs and courses.
- Near-completer programs.
- Flexible course scheduling.

Retention programs to address affordability include, but are not limited to:

- Need-based financial aid.
- Dual degree and accelerated degree programs.
- Reducing textbook costs.
- Targeted resources to support first-generation, lower-income and underserved students.

Retention programs to address achievement include, but are not limited to:

- Summer bridge programs
- Improved academic and career advising
- Living learning/residential learning communities
- Course redesign initiatives

Chair Gooden was pleased to hear that all of our institutions are engaging in one or more of the aforementioned strategies. Dr. Bishop also noted major, forthcoming improvements to the electronic articulation and transfer system (ARTSYS) that helps ensure smooth transitions for students wishing to transfer into the USM.

Additional Agenda Item
Vice Chair Johnson offered Chancellor Perman the floor to share late-breaking updates pertaining to the COVID-19 public health crisis. Chancellor Perman noted that prior to today's EPSL meeting, he talked to the USM presidents about the quickly changing COVID-19 situation. Chancellor Perman read from a statement that was released later that day. The statement reaffirmed USM's support and asked institutions to identify their needs. He asked institutions to inventory and test their capacity to have employees telework and to carry out instructional activities virtually. He recommended dry runs of systems to ensure high volume doesn't impede functions. Chancellor Perman also asked institutions to, where possible, reduce gatherings of substantial numbers of people and emphasize social distancing. He stressed that he was not asking presidents to cancel classes or shut down operations. Chancellor Perman will stay in touch with presidents as the health emergency progresses.

Crisis Management and Enterprise Risk Management in the USM
Vice Chancellor Ellen Herbst presented this report to the committee on behalf of Regent Louis Pope and herself. Regent Pope led, and Ms. Herbst supported, a workgroup whose objective was to fully understand the enterprise risk management (ERM) and crisis management (CM) needs of our System and institutions. It was shown that best practice in effective governance, at both an institution and System-wide level, requires that management have a process for responding to events considered to be crises and that management periodically assesses potential risks and exposures, evaluates the probability and the impact of each, and, where appropriate, adopts risk mitigation strategies. On November 22, 2019, the Board of Regents passed the USM Policy on Enterprise Risk Management (VIII-20.00), which formalizes the expectation that each institution, regional higher education center (RHEC), and the System Office develop processes to periodically identify, review, and assess significant strategic, financial, operational, and reputational risks. Also, on November 22, 2019, the Board passed the USM Policy on Crisis Management (VIII-21.00), which formalizes the expectation that each institution, RHEC, and the System Office develop processes and protocols for responding to negative unanticipated events and ensure organization-wide understanding of the response protocol. Institution presidents have until Spring 2020 to establish a crisis management process and will begin the required reporting under this policy during the performance appraisal process in the Spring of 2021. Additionally, starting in Spring 2021, institution presidents will have to report institutional risks and mitigation or prevention strategies during their performance appraisal process.

The workgroup included representatives from five USM institutions who surveyed national best practices to develop policies as umbrella policies that are broad enough to give flexibility for colleges and universities to implement their own policy and procedures while maintaining minimum standards. Within the USM, UMB was the only institution that had an ERM policy. UMB's work was invaluable in the workgroup's thinking. Even after the development of the policies, the workgroup's work continues. Regents Needham, Gonella, and Johnson are now part of the workgroup, and the team's focus will shift to implementation. The workgroup reports to the Audit Committee of the Board. Several institutions asked USM to get outside help for them as they work towards their campus-level processes and policies. USM will do that in addition to identifying and sharing resources and lessons learned from over 10 years of this type of planning at state and federal agencies. Chair Gooden noted that this is critical work, as it builds a risk-aware culture, and these shifts will only happen and maintain once they become engrained in our institutions' cultures.

Motion to Adjourn
Regent Johnson called for a motion to adjourn. The motion was moved by Regent Malhotra, seconded by Regent Needham, and unanimously approved. Regent Johnson adjourned the meeting at 11:40 a.m.

Respectfully Submitted,
Regent D'Ana Johnson
Vice-Chair