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**CALL TO ORDER**

Senate Chair Falvey called the meeting to order at 3:20 p.m.

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**APPROVAL OF THE FEBRUARY 7, 2018 SENATE MINUTES (ACTION)**

Chair Falvey asked for additions or corrections to the minutes of the February 7, 2018, meeting; hearing none, he declared the minutes approved as distributed.

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**REPORT OF THE CHAIR**

Chair Falvey noted that the results from the elections for the 2018-2019 academic year can be found on the Senate website. He congratulated all of the newly elected Senators.

Chair Falvey noted that the Nominations Committee is in the process of generating slates of candidates to run for open positions on Senate-elected committees and councils, including next year's Senate Executive Committee, Senate Committee on Committees, University Athletic Council, Council of University System Faculty (CUSF), and Campus Transportation Advisory Committee (CTAC). The committee is looking for candidates to run for these prestigious positions. Falvey stated that not all positions require Senate membership, so he suggested that Senators consider encouraging colleagues to run, in particular for CTAC and CUSF. Additionally, all newly elected Senators from this year's elections are also eligible to nominate themselves. The Nominations Committee will consider candidates for placement on the slates for election. All candidates will submit a short candidacy statement for the ballot after spring break. Elections will be held in-person at our Transition Meeting on May 9<sup>th</sup>. Falvey encouraged Senators to visit the Senate website for more information.

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**PROHIBITION OF SYMBOLS OF HATE AND INTIMIDATION IN CAMPUS FACILITIES (SENATE DOCUMENT #17-18-11) (INFORMATION)**

Chair Falvey presented the Prohibition of Symbols of Hate and Intimidation in Campus Facilities (Senate Document 17-18-11) report and provided background information.

Falvey noted that in Spring of 2017, the Athletic Council banned symbols that incite, intimidate, or threaten members of the UMD community from athletic competitions and events. The Senate Campus Affairs Committee was asked to consider whether a similar ban should and could be broadly applied to the entire campus.

Falvey stated that the Campus Affairs Committee conducted a detailed review to determine whether a broad, campus-wide symbol ban was feasible. Members of the committee attended open forums to learn how these incidents affect members of the campus community; the committee had discussions with representatives from various offices on campus, including the Office of Diversity &

Inclusion (ODI), University of Maryland Police Department (UMPD), Office of Civil Rights and Sexual Misconduct (OCRSM); reviewed recent incidents involving hate symbols on our campus; studied the University's existing policies as well as similar policies at peer and Big 10 institutions; and undertook extensive deliberations on the legal considerations that would impact any potential policy.

Falvey stated that the Campus Affairs Committee ultimately concluded that it could NOT recommend a campus-wide prohibition of symbols. However, he noted that the Joint Inclusion & Respect Task Force would bring its more comprehensive set of recommendations on prevention and education programming, campus climate assessments, the University's response to hate/bias incidents, and how to address free/hate speech on our campus to the April 24<sup>th</sup> Senate Meeting.

Falvey stated that one Task Force activity that is relevant to the Campus Affairs Committee's report are efforts aimed at developing a conduct-focused policy that addresses intimidating or threatening behaviors motivated by hate or bias. While the Campus Affairs Committee could not recommend a blanket ban of specific symbols and objects on our campus, it recognizes the broader problems associated with these incidents and endorses the Task Force's work.

Falvey noted that because the committee had not made a recommendation, the report would not be an action item that the Senate would vote on. Therefore, there would be no formal presentation or discussion of the report but Senators could make comments or ask questions during New Business.

## **SPECIAL ORDER OF THE DAY**

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### **Mary Ann Rankin, Senior Vice President & Provost** ***Report on the 2016 Strategic Plan Update***

Mary Ann Rankin, Senior Vice President & Provost, provided a report on the actions taken since the approval of the 2016 Strategic Plan Update.

Provost Rankin provided an overview of major projects, opportunities for fundraising, educational initiatives, research & scholarship activities, MPower initiatives, new facilities, enhancing diversity, and administrative improvement efforts.

#### Revenue Generation

Rankin provided an overview of the strategies being considered to generate revenue in order to continue to transform the University. This includes increasing student enrollment, which means increasing capacity. New programs have been developed based on campus initiatives and input from deans, chairs, faculty, staff, and students, which has resulted in new resources from the state. The MPower initiative with UMB has created a strong strategic partnership and additional appropriations. The University of Maryland Center for Economic and Entrepreneurship Development (UMCEED) is a center created by the State that provides support to create academic and certificate programs in cyber security, data analytics, augmented and virtual reality, neuroscience, and general entrepreneurship. The State will provide \$6 Million in hard budget money over the next 3 years to support these programs. Another State program will provide \$8 million a year or up to \$2.2 million per institution, for endowments or money that could match endowment gifts in job relevant areas, which will allow expansion in faculty support through chairs and professorships. UMD leadership is also working with the University System of Maryland (USM) and the State to facilitate fund balance

utilization. The University also has an ongoing capital campaign goal, which has been increased from \$1.4 to \$1.5B.

### Clark Foundation Investment

The Clark Family Charitable Foundation Investment, which is primarily focused in engineering, also provides support for the general campus as well. The investment includes scholarships to select undergraduate students from underserved populations, tuition and substantive programming for transfer students \$30M in support for first-year graduate fellowships in Engineering. The investment also includes funds for faculty endowments in order to recruit and retain distinguished faculty members in the field of engineering from academia, government, or industry. Funding was also provided for an addition to the Jeong H. Kim Engineering Building and \$55M towards the construction of a new engineering building, which will be matched by the State. This fund frees up money for the University to renovate and update existing buildings and open up new facilities across the entire campus. The Clark Leadership Chairs Program will provide five \$2M endowed chairs to promote interdisciplinary research and learning in UMCEED fields. This will allow UMD to leverage the State for money from the innovation fund to match this program and would result in a total of 10 new endowed faculty chairs for the campus as a whole in areas of data analytics, cybersecurity, and virtual reality. The Clark Challenge for the Maryland Promise Program is a \$25M matching fund to establish an endowment targeted to be approximately \$100M, to provide need-based scholarships to undergraduate students from underserved populations.

The University's enhancement request to the State will result in additional job creation for teachers, nurses, computer science, engineering, and STEM fields. This 3-year deal will initiate new money in the upcoming years based on the input received from deans including requests for additional faculty, teaching assistants, and advisors in high demand areas on campus.

### Education

Provost Rankin stated that the University would continue to transform its educational environment through new approaches to teaching, course design, learning environment, early and continued career advising, and new experiential opportunities. The new Edward St. John Teaching and Learning Center (TLTC) has been a transformative new building that will facilitate new ways of teaching. The TLTC offered 90-minute workshops for over 820 people to learn how to use the new facilities and start designing the learning and teaching environment. The redesign fellows have redesigned their classes, increased orientations and retreats, and increased workshops for faculty on how to talk about diversity and inclusion in the classroom and how to act on these new initiatives. The MOOC program currently has 700,000 worldwide participants and will continue to expand. Eighty percent (80%) of the resident students take at least one online class so the University's delivery of education needs to incorporate more systematic methods. The new program for undergraduate peer mentoring includes 450 peer mentors and has impacted 8,200 students.

Rankin highlighted several educational initiatives including new minors and majors in areas of public policy, neuroscience, immersive media, real estate, and journalism. There will be new faculty hires in high demand areas of computer science and public health. In addition, a new classroom planning process will be implemented over the next several years and a new dorm will create a new space for the Honors College.

### Research & Scholarship

Rankin stated that for UMD to be "equal to the best" we must attract and retain the best faculty by creating environments that support world-class research. This requires state-of-the-art research buildings and core facilities. She highlighted several new facilities including the bioengineering

building, the Iribe Computer Science Building, the Cole research complex, and the new engineering facilities. The new Clark Hall for Engineering will enhance facilities for the entire campus. This building includes a vivarium floor, which will make animal research more effective and efficient and expand UMD's capabilities. The new public policy building will be placed next to the Lee Building and will enhance the public policy program and free up space in Van Munching Hall for the business school. The new Cole Field House will house a research clinic that enhances the University's core facilities in brain imaging and allows expansion for neuroscience studies. There is also current construction to rebuild the chemistry wing. The Division of Information Technology will be moving off campus, which will allow for available space at numerous locations on campus that can be used by academic programs. There has been a total of 120,000 square feet of additions or renovations on campus.

### Partnerships & Initiatives

Rankin noted that the partnership between UMD and UMB has allowed for expansion of collaborative opportunities across both campuses. There has been a \$9M deal to fund new initiatives and programs, which includes \$3M in seed grants and workshops to spur these collaborations. An additional \$3M will be split between both universities' new MPower projects, which will fund areas of virtual and augmented reality, shock trauma, opioid research, cochlear implants, police training, medical data analytics, and cryo-electron microscopy. Proposals from deans from all of the colleges were collected and reviewed by the Academic Planning Advisory Committee (APAC), which considered what areas are in high demand; if there was available UMCEED money; if this was an area of importance for the University; and did it result as an economic driver for the state. This panel review resulted in \$1.5M in base funding from the Provost's Office and \$1.8M in one-time funds with \$1.2M in base budget and \$750,000 in soft money from the deans. This money will fund 15 new faculty hires and a number of new programs, centers, and institutes in areas of neuroscience, artificial intelligence, data science, transportation, quantum science, cyber security, biomedical devices, and new undergraduate majors in neuroscience, real estate, immersive media, and media and public policy. Another MPower initiative considering the development of one Vice President of Research position and one tech transfer office between the two universities. The University also has a partnership with the Phillips Collection, which includes transportation, classes, and projects in Washington D.C. and musical evenings to create a positive and growing learning relationship. The University is also considering adding a gallery on Baltimore Ave to allow Prince George's county students to interact with first class modern art and a world-class museum.

### Enhancing Faculty Diversity

Rankin stated that there have been three initiatives that were launched in fall 2017 to enhance faculty diversity and enhance the use of evidence-based practices in faculty hiring. The Presidential Postdoctoral Fellowship Program (PPFP) is focused on faculty whose research, teaching, and service will contribute to diversity, inclusion, and equal opportunity in higher education at UMD. There were 54 eligible applicants for FY2018, which resulted in six successful appointments across four colleges. For 2019, there have been 75 eligible applicants, which will lead to six new fellows this fall. The Senior Targeted Hire Program focuses on attracting senior faculty who enhance the diversity of our faculty and are committed to diversity and inclusion at the University. In the first year of the program there were six proposals, which resulted in two successful hires in ARHU and CMNS. In the second year, there have been five proposals and three of those are being reviewed. The Inclusive Hiring Pilot Program focuses on enhancing the diversity of faculty applicant pools and hiring through evidence-based best practices. There are search committees that are working with various departments that should result in better practices of faculty hires and improve diversity in those hires.

### Administrative Improvements

Rankin stated that the University is working to modernize administrative processes. The Flagship 2020 working groups have made recommendations that are aimed at resolving structural issues with the campus budgeting process and develop broad-based efficiencies and enhancements that will generate savings and revenues and increase transparency. Over the last two years the University has developed implementation plans and teams based on some of the Flagship 2020 recommendations. This effort will continue for an additional 2-3 years to generate resources to help support the goals of the Strategic Plan Update. Areas that are being considered and addressed are travel, human resources, procurement, and the budget process. Travel enhancements will provide discounts for University as well as personal travel, and fleet management by using a rental car agency instead of maintaining our own cars. There is a plan to improve the University's information technology base with the use of Salesforce. The University is also looking to replace its enterprise software, which includes an upgraded system for human resources, the financial system, and student registration. The University is working on a budget model that is an ongoing collaborative and transparent planning process that is available to everyone. The cost of education analysis with Grant Thornton Consulting Firm is assessing how much it costs to teach various programs on campus, which will provide important data that can be taken to the State when asking for additional funds.

Provost Rankin stated that she is proud of the steps that the University has taken to find money, use money, continue to build programs on campus, change the University's processes, and build a greater College Park together.

Falvey thanked Provost Rankin and opened the floor to any questions or comments on the presentation.

### Q&A

Senator Joyce, faculty, College of Arts & Humanities emphasized the importance of maintaining the excellence of the faculty, graduate students, and undergraduates. He stated that although there is money coming in from capital campaigns, we see a budget crunch each year. He questioned whether the University should be adding new things without addressing of internal issues such as salary compression, graduate students living in poverty, and classroom sizes.

Rankin stated that graduate student salaries are a big concern so the administration is working on what can be done for the campus. She also stated that professional track faculty salaries and salary compression needs to be addressed. The Deans have been asked for proposals to address these issues. Rankin stated that there would be no merit this year but just a Cost of Living Adjustment (COLA). She emphasized that the University needs to identify specific faculty that need to be addressed and noted that the Academic Program Advisory Committee (APAC) has been asked to make salary compression a high priority. Rankin stated that the administration is considering some ideas about grad student housing. She also noted that the University needs to add faculty to address classroom sizes and use enhancement money to bring class size down in high demand areas.

Senator Joyce questioned when to stop doing new things and focus on the existing things.

Rankin stated that the University cannot stagnate and stop new things but that it needs to prioritize in order to be at the forefront of things.

Senator Seraj, graduate student, College of Computer, Mathematical, and Natural Sciences stated that the University is trying to find money by increasing enrollment but that raises concerns about decreasing quality or capacity for expanded class size.

Rankin stated that quality has not diminished and diversity and applicants has increased.

Senator Seraj questioned how class sizes could be limited when you cannot limit the majors that are chosen.

Rankin stated that classrooms limit class size but the University could add sections and faculty to teach additional students. She noted that the University is looking to hire more faculty.

Chair Falvey inquired about the cost of education analysis and whether the University would have programs locked into a particular level.

Rankin responded that the analysis would be updated every year. She stated that the analysis should not drive major budget decisions but noted that we need to be aware of the information.

Seeing no additional comments, Falvey thanked Provost Rankin for her presentation.

## **NEW BUSINESS**

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There was no new business.

## **ADJOURNMENT**

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The meeting was adjourned at 4:45 p.m.