**Meeting: 6 December 2017   
Moot Courtroom – Law School  
12:00-2:00 Meeting**

**Attendees:** JC Weiss (UFS President and MSB), Stephen “Mike” Kiel (UFS Secretary and Libraries), Ben Wright (CPA), Jessica Sowa (CPA), Tara Richards (CPA), Jeffrey Ross (CPA), Irvin Brown (Adjunct), Rajesh Mirani (MSB), David Lingelbach (MSB), Julie Simon (CUSF and CAS), Greg Walsh (CAS), Michael Hayes (Law), Mortimer Sellers (Law), Kurt Schmoke

**Absent:** Eric Stull, Darlene Smith, Stephanie Gibson, Kathryn Summers

**Guests:** Catherine Andersen (Provost), Candace Caraco (Provost), Aaron Wallis (CPA), Barbara Aughenbaugh (A&F), Paul Moniodis (IR), Roger Hartley (CPA), Natalie Herring (Admissions), Chris Spencer (CAS), Ron Weich (Law), Lucy Holman (Libraries), Suanne Tabor (OGPA), Monique Clark (Libraries), Marilyn Oblak (MSB), Victoria Reid (EMM), Betsy Nix (CAS), Aaron Wachhaus (CPA), Ronald Weich (Law), Haitham Alkhateeb (CAS), Lorenda Naylor (CPA)

1. **Logistical items**
   1. Approval of minutes from November 2017. [Sakai]
      1. A few amendments were made to the previous month’s minutes reflecting the affiliation and attendance of certain representatives and typographical errors.
      2. Mike Kiel also explained the bolding in the draft minutes intended to aide in comprehension and that bullet points would be used subsequently.
   2. Approval of December 6, 2017 agenda [Sakai]
   3. Please announce your name and role when you speak (to help our new secretary)
2. **President’s** **report**Before addressing the agenda Kurt thanked JC and Catherine Andersen for budget and strategic planning committee leadership.
   1. New CFO intro  
      Marybeth could not be here today and is currently CFO at Xavier. She was an outstanding candidate and will start formally on Jan 17th, though she is already working on short and long term matters. JC added that she was the number one choice of the committee.
   2. Coalition decision update  
      The case is unfortunately still with us, Judge Blake has issued an order which has good news and bad news. Good news: No transferring or merging programs is ordered. Bad news: The judge felt the parties didn’t have a plan to remedy the constitutional violation of program duplication.   
        
      The system is instructed to develop high value unique programs at HBIs and the state should come up with some marketing money to help them develop diverse student bodies. The judge will have continuing oversight and a special master is to be appointed… for a term of 10 years.  
        
      To give a practical example of what this means… imagine if we wanted to develop a strategic alliance with Towson, the court would need to approve. We would have to prove there to be no negative impacts on HBIs. We are not a party directly and have little say… for example, the state is appealing which Kurt learned at a president’s retreat. This is going to stick around for a while no matter what.  
        
      JC- What about the plaintiffs seeking legal fees of 20 million? To Kurt that indicates a settlement could be had, but offers and resolution are, as noted, the state’s decision. They made a 10 million dollar offer which was rejected. Kurt has recommend James Milliken (sp?) from CUNY as special master.
   3. Budget update
      1. Budget plan for FY19  
         Kurt – A budget is to be developed by the end of January, at which time Marybeth will in position as CFO. There will be no furloughs. Deans and other executive committee members have been modeling 5, 10, and 15 percent cuts… but they don’t anticipate implementing the highest cuts for everyone.
      2. Is USM talking about a mid-year cut?  
         The state is **not** asking for midyear cuts.
      3. Long term plans for eliminating deficit  
         Kurt – I’ve been looking with the provost at every aspect of our operations, though I won’t speak to the program prioritization at this time. The status quo is not sustainable and I’m looking hard at the administrative side… there are opportunities to slim down. Again there will be no furloughs but there must be some downsizing.  
           
         The regents are taking a free market approach to higher education in the state, so there will be winners and losers. They will not try to affect that. Other states do things like cap enrollment at the flagship and then refer applicants out to other schools, which will not happen here. For example, there are 4 schools in the system that are enrollment challenged, including us… then there are UMCP and Towson that have applications through the roof. In this environment there is just no way to achieve the 8k enrollment goal of the previous strategic plan… we’ll probably be more like 6k with a strong retention strategy.  
           
         In addition… the BOR has encouraged strategic partnerships and alliances within the system. For us the most important one would be a relationship between us and UMUC. UMUC has been allowed to set up a separate non-profit to run its business side, UMUC ventures. They have been developing partnerships with schools outside the state… and we’re going to look at that kind of structure.

Rajesh - I was expecting an academic partnership with UMUC… Kurt, yes that is something we can explore as well in terms of looking at using UMUC as an online platform. Kurt will be meeting with UMUC next Monday and report back to faculty and staff about it.

Jessica Sowa – CPA – Who are the people in UMUCventures being employed by? Kurt- Not the state, this new nonprofit. Greg Walsh – Who do the fulltime faculty at UMUC work for? Kurt answer, UMUC itself.

Kurt notes that Victoria’s group has identified UMUC as a chief competitor, and that this will get more intense. They offer a $10k in total grad degree for example.

Roger Hartley – Would a USM school pay another school for services? Kurt answers – Yes. The regents have asked for creative responses to changes in the marketplace, such as Perdue acquiring Kaplan

Jeffrey Ross – UMUC is very dominant in DC advertising, but many degrees from there are not viable in the marketplace. We should be careful about diluting our brand. Kurt agrees.

David Lingelbach – Will we look at other platforms? Kurt – Yes, the regents encourage that.

Sowa – Is there discussion of phasing out UMUC academics? Kurt notes there is an analytics corporation, they too have roles outside of contracts… but no, not at this time.

Kurt – It’s clear we need a two phase approach to financial stability, this coming year… no furloughs, but we have to do some downsizing and use of reserves. The system will allow this. We’d like a town hall on Feb 2 from 10-12 to lay out the long term plan. This should explain in greater detail, though some things will be undecided… we want your reaction to some potential changes before finalizing. Overall stability can’t be achieved in a single year, it will take at least two.

Rajesh – On the academic side, we are between research and teaching universities. If we are looking to collaborate with UMUC, pure teaching, are we looking at collaboration with the research universities say UMBC. Kurt – There’s nothing that prevents this, but such collaboration is generally generated by individual professors. Kurt has approached the president of UMBC about more formal relationships, but they are not interested. Towson is the most interested… but that is what causes alarm in the coalition case. We are however looking beyond this, for example making more 3 +3s with the law school Notre Dame/Shepherd in WVA.

* 1. Capital campaign update

We have a goal to grow to 100 million endowment by 2025. Currently we are in the quiet phase, focused on identifying donors that haven’t been active or engaged. Once we are about half way to the goal, we’ll go public. The hope is to go public in 2019 with a 6 year campaign. It was also noted that the foundation board will be reorganizing to include more major donors.

* 1. Active shooter recommendations  
     Kurt asks that we **please** look at the memo from Sam Tress. The goal is not to alarm anyone, but being proactive in the event of the unpredictable.   
       
     Julie Simon – Could we potentially lock buildings? Kurt- For now that is not being done, but moving forward we might we’ll potentially decrease the number of entrances, and the ID policy should be helpful as well.

Ron Weich – The campus policy is still open for comment. JC notes that doors are not locked, but there are guards in several buildings. Also he added that many other institutions in cities have more restrictive ID policies than we have had to this point without issue.

Julie, noted that she and others are concerned about harassment and a number of previous incidents.

Mort Sellers – Follow up on JC’s comment, UMB ask all who enter to present identification and have a sign in policy as well.

David Lingelbach - Do we keep statistics on incidents involving students? Do Sam or students get numbers on this somehow? Kurt – Information on these kind of incidents are collected only if there are formal complaints. Other incidents won’t make it into CLEARY(sp?) act reports. David notes that there are anecdotal concerns and safety from students.

Jessica Sowa – Suggests that administration should send a “know your rights” sort of email, here’s where to go to report etc. as this could allay concerns. This seemed to have general support in conjunction with the new ID policy.

Kurt – We will also be trying to avoid classes scheduled to end near 11 as an additional way to increase safety.

* 1. Hosting USM BOR meeting in February 8-9

Lastly… typically this involves faculty staff and students. So you may be asked!

Graduation – Fall graduation is on the 18th. Kurt has been asked about faculty attendance expectations. Clearly you are not mandated, but Kurt encourages it as commencement is about the students, not the speaker. Kurt is told that DeVoss **will** come to lunch and is willing to meet with people. We are potentially setting aside a table.

Julie – Do we know the content of her speech? Kurt is having a call tomorrow, but he had asked for general congratulations, and suggested it was an opportunity to explain her broader views on higher education. Julie – Students are very concerned about the secretary attacking public education generally.

1. **Provost’s report** – The provost was ill and not present
   1. Online task force   
      Catherine Andersen – When Paul Walsh, the CELTT director, left the unit merged with e-learning and was moved under the provost. At present we will not be replacing the CELTT director, instead hiring an online learning director.  
        
      At the same time an online advisory board is being created to assist the new director position and CELTT, and Catherine will send a membership list. The board has faculty members and will advise on our online strategy and platform decisions… for example, when and how to move on from Sakai. This board should come together in January. At present we plan to extend Sakai for now as it is free.  
        
      David Lingelbach – Why do we need two groups? Catherine – To clarify this began with a little group of people, led by Natalie Malm to gauge needs in the area of online learning. We are now expanding this dedicated Advisory Board and may have subgroups but an Advisory Board member will always be part of these subgroups  
        
      Greg Walsh – Sakai is free like a puppy, also to clarify where does CELTT live now? Catherine – In the provost office, particularly because of the need for a coordinated strategy around online learning.  
        
      Marilyn Oblack – What is the status of the search for the online learning director? Catherine – the plan is for the advisory board to be the search committee, but obviously this is complicated by the hiring freeze. Catherine is working with Dave Bobart and others on a job description to get to Kurt. Marilyn noted that we need faculty input in a job description.
   2. Shared service taskforce – composition

Barb Aughenbaugh –There are 8 workgroups on different topics or areas of service. These groups first reported on Monday, and their recommendations are due on the 15th. The group will meet on the 18th to review these. Some recommendations will likely be actionable in the short term, others not.

Roger Hartley – There has been some conversation about the makeup of the groups, there is a worry about colleges and faculty not being informed correctly. Barb – Almost every workgroup is doing an interview of constituents. For example in the group examining communication, Victoria is interviewing communications staff in all the schools as well as their supervisors.

Roger – As the colleges aren’t directly involved in the decision making process some faculty are concerned. Barb – There should be a report out in January, but only 1 or 2 groups might have a recommendation that could be acted on quickly. This taskforce and its initial ideas should be viewed as a starting point not the end of the conversation.

David Lingelbach– How much will this contribute to budgetary concerns? Barb – I don’t think it can contribute meaningfully, but it’s the right long term step.

* 1. Creating Ombuds process (spring initiative)  
     JC – General comment
  2. Commencement update – This was covered earlier by Kurt, but a reminder that all who attend will need their ID as the speaker is a Cabinet Secretary.

1. **UFS President’s report** **& discussion**
   1. Faculty concerns  
      JC – Many have been addressed already previously including the budget and coalition lawsuit. JC also noted that the UFS executive committee has brought the matter of morale and how minutes and communication are helpful. Please do your best to communicate with your constituent faculty.
   2. SPBC budget – reconfigure/repopulate committee  
      JC – The planning work is more or less completed and so we would like to repopulate it to get people with more expertise in budgetary matters. JC has talked with James Hale, staff senate President about this and further asks everyone, who is well equipped to work with the new CFO to staff this?   
        
      Catherine – Adds that another focus is now implementation of the strategic plan. The committee is identifying goal leaders for the strategic plan as well as developing indicators and metrics. There will inevitably be prioritization. There is copious documentation online, and we will be working to marry the strategic plan with other plans like those for student success and enrollment.  
        
      Greg – Can we see the comments the strategic plan received and the categorization comments were given? Catherine – Yes. Also, after program prioritization the plan is to revisit the categories of excellence and see where programs fit best.
   3. Commencement advisory committee process   
      The new advisory group consists of the President and VP of student government and faculty governance. They are developing a bank of names with additional input from the president. They have 18 or so names so far… some of which are aspirational. The staff are taking a pass on this effort for the moment. If faculty have suggestions they can send names to JC.
   4. Campus ID policy (Draft Policy can be found [here](https://www.ubalt.edu/secure/policy_review/))  
        
      Susan Tabor – This was addressed earlier but if there are additional comments they should be directed to [OGPA@ubalt.edu](mailto:OGPA@ubalt.edu) ASAP
   5. Faculty Appeals committee update  
        
      It has been convened and is meeting. That is all the can be said for reasons of confidentiality.
2. **Committee reports/actions**
   1. Work Life committee matter –  
      JC- We’ll be asking the group to address concerns of faculty bullying that have reached the UFS. Candace Caracao – This might be something to be examined with the Ombuds process.
   2. APC -  
      Aaron Wachhaus, announcement – Policy and Compliance Committee. In the interest of transparency, this is the formal means through which Candance and Suzanne Tabor can work together. For example in ensuring our compliance with federal guidelines.

Policies - 1) UFS to vote on recording policy. This is developed in concert with access services, to allow recording with a waiver that it’s only for student use with no reproduction. In effect this a note taker policy for the electronic era. ADOPTED with minor changes by unanimous vote

2) Course substitution – A policy specifying ways to deal with a substitution through disability support in order to substitute. Greg – Is there an example? Candace – The easiest example is in math, logic was used as a substitution for a student. Haitham – Seconded Candace’s example. It’s determined on a case by case basis what should be done. ADOPTED by unanimous vote

3) Emeritus Policy – Small changes have been made to this policy arising from the question, what counted as service? Previously, the policy included only full time teaching… so how do we deal with faculty who have taken on administrative roles. The committee changed the language to “those holding a faculty rank,” with emeritus status determined now based on how long one held a rank and expanding the definition of meritorious service. Lucy Holman – Could we add the library as library faculty are also eligible? Aaron will amend to include this. ADOPTED by unanimous vote

Time in Rank - After a lot of discussion, the committee doesn’t feel they can make a recommendation to separate time and rank. The schools vary greatly on this issue: Law has detailed time requirements, CAS and CPA have nothing, MSB is a combination or time and rank. The overall feedback to the committee was that time is quantifiable… but faculty don’t want it to be perceived as the only determinant. They recommend a larger group examine this issue. Candace notes this issue was examined by a request from the chancellor… Provost office will consult on next steps.

Candace – Next the committee will be looking at cleaning up documentation and procedures around some financial aid issues

* 1. Course evaluation committee update  
     Catherine Anderson – The group has discussed methods of increasing response rates and gathering information that could be used better both for CELTT and others. Dan Gerlowski looked at all of the colleges’ evaluations and the group collectively looked at research. The recommendation is 5 universal questions… with a plan to pilot over the summer. Associate deans will take the lead in facilitating this. As a next step, all senates should consider this.

Ben Wright– All schools should try to keep evaluations short when adding additional questions. A one pager is ideal

* 1. Graduate council  
     Catherine Anderson – The group met in October, and Catherine is the convener. The next meeting will take place in December. There is concern about overlap with other initiatives… a graduate student survey is being considered, as well as efforts for increased student success and retention. They also are discussing GA recruiting.
  2. Academic Support charge

Monique Clark – In light of some issues that have been raised about overlapping responsibilities the committee asks that this discussion be postponed till January. JC agreed.

1. **Undergraduate** **admission standards** – SAT Scores  
   Natalie Herring– First, Natalie would like to add membership to the admission committee. On the matter at hand there are three pathways to admission, as outlined in slides that were distributed. We would like to add a floor to SAT scores in order to improve student success.  
     
   Paul Moniodis – Our positioning in terms of SAT scores has recently fallen compared to other institutions. Right now to put us in the middle of the USM schools we would need to change our 25th and 75th percentiles. We have a wider spread in student testing scores and we should attempt to bring that down. SAT scores have a moderate relationship with student success, and positioning ourselves in the middle state wide should not have a significant change in enrollment but a bigger impact on success. The goals will be adjusted annually.
2. **A&F** **update** – Barb Aughenbaugh – No additional update, this was sufficiently covered earlier in the meeting
3. **Marketing and enrollment**Victoria Reed –The overview of the plan which was distributed is accompanied by an overall detailed plan with metrics and responsibilities. The overview document explains some overall background.

JC **–** Accreditation differences between us and UMUC should be a selling point for us. Victoria – At present the document explains a mapping to the strategic plan and outlines 5 overarching goals. One discusses authentic brand… we are doing that currently with Ologie. Other goals and specifics will be addressed subsequently.

David Lingelbach - Could you include additional information as to where we are and where we plan to go? Specifically in terms of conversion rates and other metrics. Victoria – This was left off because of the public nature of the document but could be shared privately.

1. **Items for CUSF** **/ CUSF update**Julie – The last meeting was a joint one including between faculty, staff and student from the system. Inclusion and diversity, as well as opioids were the main topic the groups were asked to examine by the chancellor. The coalition lawsuit was mentioned as well. The next meeting is here at UB.
2. **College/School** updates   
   Lucy Holman – In late Jan there should be a grand opening for the library, though the faculty and staff will move over the summer. Faculty, please consider submitting an idea for the third annual RED talks, Feb 6th.

The meeting was adjourned at 1:59

**Important upcoming dates**

* Fall Commencement: December 18, 2017
* UFS 2017-18 meeting dates:
  + 1/17/18
  + 2/7/18
  + 3/7/18
  + 4/4/18
  + 5/2/18