University Senate

September 10, 2015

Members Present

Members present at the meeting: 109

Call to Order

Senate Chair Brown called the meeting to order at 3:21 p.m. and welcomed senators to the upcoming year.

Special Order of the Day
Wallace D. Loh
President of the University of Maryland
Welcoming Remarks

President Loh welcomed senators to the 2015-2016 academic year. He commented on the value of the advice from the University Senate and the importance of being a University citizen. He noted that our inclusive University Senate provides input from all of the constituents of the campus. He also stated that shared governance is a primary reason for the success of American colleges and universities over foreign institutions. Shared governance provides a bottom-up process that allows us to find common ground without sacrificing the higher ground. President Loh thanked the Senate leadership for its commitment to work with the administration to move the University forward. He also commented on his plans to be more engaged with the University Senate. President Loh called for the active participation of the Senate to provide advice and inform his decisions.

Chair Brown thanked President Loh and asked him to comment on some potential issues on the horizon that will need Senate involvement.

President Loh stressed the importance of working with the Senate on broad issues. He commented on our collective vision for a University that is equal to the best in the world. He noted that we must expand basic knowledge, creative work, and the performing arts in order to make an impact on the quality of life and economic vitality, and we must improve the human condition by transforming education, research and scholarship, and innovation. President Loh also stressed the importance of transforming the surrounding community and improving the infrastructure of the University. In order to achieve these goals and move to the top 10, we need $2B. We need $100M a year or a total of $1B for capital projects to build top facilities to attract top faculty and students. We need another $1B for operations ($100M/year). That is the biggest challenge that we have to work on together. We need to consider ways to be more efficient, which

could provide $20M in savings to be used in other areas such as endowed chairs and scholarships. President Loh invited the Senate to provide feedback on whether we should take on some of the proposed efficiency measures. Working together to make difficult decisions, we can become a top 10 institution.

Approval of the Minutes

Chair Brown asked for additions or corrections to the minutes of the May 6, 2015, meeting; hearing none, he declared the minutes approved as distributed.

Report of the Chair

Board of Regents Awards
Brown announced that the Board of Regents' Faculty and Staff Awards were developed by the Council of University System Faculty (CUSF) and the Council of University System Staff (CUSS) in order to publically recognize exceptional performance on the part of faculty and staff members at all system institutions. Each year, faculty and staff are nominated by their colleagues in a number of areas and are sent forward to CUSF and CUSS by the institutions' presidents for consideration. Final recipients receive $1,000 awards and their achievements are made public to the USM community.
Last year, five University of Maryland faculty and three staff were selected as award recipients. He noted that we received a total of eight out of the potential 25 possible awards.

Faculty
• Mikhail Anisimov for Excellence in Scholarship and Research
• Abhijit Dasgupta also for Excellence in Scholarship and Research
• Randy Ontiveros for Excellence in Teaching
• Mike Raupp for Excellence in Public Service
• Jennifer Golbeck for Excellence in Mentoring

Staff
• Colleen Wright-Riva for Exceptional Contribution to the Institution and/or Unit
• Julia Heng for Extraordinary Public Service to the University or Greater Community
• Uche Enwesi for Effectiveness and Efficiency, Administrative Transformation

Brown asked the awardees to stand for recognition by the Senate.

Brown provided an overview of the importance of shared governance at the University. He stated the roles and responsibilities of faculty, staff, students, and administrators in shared governance as noted in the Plan of Organization of Shared Governance. Brown outlined his own efforts to collect feedback from top administrators and campus constituents throughout his year as Chair-Elect. He noted that the feedback collected from those interactions served as the impetus

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for the creation of 5 working groups over the summer to address several areas: Process, Communication, Administration, ERG, and Protocol. The recommendations from these working groups lead to specific, actionable procedures and/or actionable recommendations. He noted several highlights from these as follows:

1. The President shall have a standing agenda item at each Senate meeting to provide perspective on relevant campus issues. There has been a tool developed for all senators to make recommendations for the President's presentation, and to provide feedback on a presentation. As is to be expected, there will be times when the President cannot attend.

2. Owing to the academic and procedural actions that the Senate undertakes, and because the Provost is the chief academic officer and many important issues fall under the purview of the office, the Provost will strive to attend most meetings of the senate, and will have a special order of the day as needed to provide for mediated discussions.

3. A protocol has been put in place to facilitate contact with the Senate Chair and Senate Leadership regarding any issue the President and/or Provost may wish to discuss or receive advice upon.

4. For important matters that are not emergencies, the Chair will work with the President/Provost or their assigned representative and the Director of the Senate to arrange for a meeting and/or conference call with the senate leadership and/or the SEC.

5. The Senate Chair shall provide a brief update of the major issues discussed when giving the Chair's Report at the subsequent SEC and Senate meetings.

6. The Senate Chair will periodically be invited to attend meetings of the Council of Deans to provide information about the shared governance process and structure, to offer Senate input regarding current issues, and to gain information from the deans on issues that they see as important or developing. This information shall be provided to the SEC and Senate as appropriate.

7. The senate office shall provide summary slides following each Senate Meeting. These slides shall be posted on the Senate website for download by senators and the campus community.

8. Senators are tasked with serving as a conduit between the campus community and the Senate by engaging their constituents and collecting feedback on issues within the Senate. This can be accomplished by consulting directly with constituents on matters of concern, sharing

constituent concerns during the discussion of specific recommendations, and by communicating summary slides following each Senate Meeting.

9. Deans are voting members of the Senate. Many Senate discussions could be enhanced through increased active participation. All college/school assemblies are encouraged to add an ex-officio seat of some kind for an elected senator from their college and school in order to bolster opportunities for information sharing between governance bodies (which would also help faculty know who their Senators are). The assemblies are encouraged to make time available in their agendas for updates from a senate representative.

10. The SEC will partner more with deans to ensure that there is information sharing taking place through a special President's Breakfast meeting once a year.

11. The Senate leadership should have an annual fall semester meeting with the leaders of the SGA and GSG to share information and ideas about the year ahead and to encourage effective interaction between groups.

12. The SGA and GSG are encouraged to add an ex-officio seat for a senator; the SGA and GSG are also encouraged to make time available in their agendas for updates from a Senate representative.

13. We are creating a training session for new ERG Committee members that focuses on the principles of shared governance and the tools and documents the committee will refer to throughout the year.

14. On the ERG committee, we will use subcommittees on Plan reviews that will carry over between years and allowing members of the subcommittee to continue to serve on the subcommittee after their term on the full committee expires. This will minimize restarting a review because of new members of the committee.

15. New senator and new committee member PowerPoints will be easily accessible and available on the homepage of the Senate website for interested members and for those who are considering participating in the Senate and its subcommittees.

16. The Senate leadership will spread a greater general awareness of what the Senate is doing via direct email messages from the Senate Chair to the campus community. For these emails, the Senate Chair will identify a current major topic of discussion and inform the campus about the pending action (the email shall attempt to weave in specific messages about how participation in the Senate directly affects the campus in meaningful ways, how active participation is necessary and important, and how commitment to

shared governance betters the campus community); this may be a good time to also re-cap what is on the agenda for upcoming meetings

17. While most of us have access to computers, there are some of us that do not. With that in mind the senate office will identify annual events/opportunities that would be of interest to staff who do not have regular access to computers; the senate office will create engaging flyers and share them directly with FM Human Resources for outreach to staff in Facilities Management and Residential Facilities, and with Student Affairs for outreach to staff in Dining Services and Transportation Services.

Brown noted that these recommendations are intended to improve not only communication and relationships between the Senate, SEC, and the administration, but also to improve our working efficiencies and enhance the awareness of the campus community on the impact that our activities have on their daily lives and the importance of shared governance. Brown noted the engagement of the Senate leadership and senate staff to institutionalize these procedures.

Brown noted that shared governance does not equate to shared management. As senators, we have profound influence to help advise the administration. He encouraged senators to embrace these positive, specific steps that embody the principles of shared governance to help us shape our future. Brown stated that today was a new day for the re-emergence of effective shared governance at the University of Maryland.

**Special Order of the Day
Reka Montfort
Executive Secretary & Director
University Senate**
Orientation: Senators, Senate Meetings, and Shared Governance

Reka Montfort, Executive Secretary & Director, provided an overview of the role of senators, the operations of Senate meetings, and the University's principles of shared governance. She noted that shared governance at the University means governance shared by faculty, staff, students, and administrators and the importance of the collective advice provided through this process. She also provided an overview of the Senate structure and how the senate committees and Senate Executive Committee interact with the Senate. Montfort provided information on the role of the Senate including advising the President on policy matters, guiding documents, and academic programs. She also provided information on the structure of the Senate and its leadership and the transition to the new structure following the revisions to the Plan of Organization for Shared Governance approved in May 2015. Montfort gave an overview of the Senate standing committees and their role. She noted that Senate legislation can be

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tracked on the Senate website at http://www.senate.umd.edu/senateBills/. There anyone can search for past bills, review current bills, and review the stages of review as well as any related documents. Montfort provided an overview of Senate meetings including scheduling, accessing materials, protocol for speaking, voting, and senator responsibility. She stressed the importance of active participations of senators by coming to meetings prepared having reviewed all of the materials in advance and engaging constituents before and after Senate meetings. Montfort concluded her presentation by giving an overview of the issues that the Senate will consider this upcoming year.

Chair Brown thanked Montfort and opened the floor to any questions.

Senator Locke, exempt staff, inquired about how staff senators can engage their constituents and suggested that we consider institutionalizing a process for that. Montfort replied that the staff categories have changed and are now broken down as exempt or non-exempt staff in either colleges or divisions so that it is easier to identify and interact with constituents.
Brown stated that senators should engage their constituents by reaching out through their colleges and divisions.

Senator Soltan, faculty, College of Behavioral & Social Sciences, stated that the Senate overwhelmingly supports the work of committees. He cautioned the Senate from being a body that approves what others decide. He suggested that senators work collectively to discuss potential amendments before meetings. He suggested that the Senate avoid being a rubber stamp.
Montfort thanked Soltan for the comment. She noted that senators do have the opportunity to propose amendments. She also commented on the thorough work of the senate staff and their ability to present a comprehensive assessment of an issue. She encouraged senators to discuss issues on the Senate floor and propose amendments to create a final recommendation that the entire Senate is comfortable with forwarding to the President.
Brown noted that active participation by the senators is important. Senators are expected to review the materials in advance so that we can have informed discussion, questions, and debate on the content and substance of the issues before the Senate. We are not a rubber stamp organization. If we want to improve our value to the administration, we have to ensure that the advice that we provide is informed advice.

Brown thanked Montfort for the presentation.

2014-2015 Senate Legislation Log (Senate Doc. No. 15-16-01) (Information)

Brown explained that the log had been provided to the Senate as an informational item. It gives an overview of all of the work completed last year and the pending legislation that will continue this year.

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Approval of the Standing Committee & Council Slates 2015-2016 (Senate Doc. No. 15-16-02) (Action)

Jordan Goodman, Chair of the Committee on Committees, provided background on the selection process and made a motion to approve the standing committee and council slates as presented. He also noted a few vacancies that remained and encouraged senators to contact the senate office if they were interested in filling those seats. Brown asked whether there was discussion on the slates; hearing none, he called for a vote of the Senate. The result was 86 in favor, 2 opposed, and 2 abstentions. **The motion to approve the slates as presented passed.**

**Special Order of the Day
Mary Ann Rankin
Senior Vice President & Provost
*Engaging our Community: Campus Involvement in Strategic Planning***

Brown welcomed Provost Rankin to provide an overview of the strategic plan update process.

<u>Background</u>
Provost Rankin provided an overview of the major elements of the current Strategic Plan developed in 2008. She noted that most of it is still relevant but just needs to be updated. She stated that we should consider areas in which our world has changed, our opportunities have expanded, how we take advantage of our new situations in the best possible way, and funding. Rankin noted that the current Strategic Plan had been completed before the 2008 national recession. She also commented on the dynamic nature of the current plan, which provides annual updates of progress on specific initiatives.

Provost Rankin suggested that this is a good time to evaluate how far we have come and reassess where we need to go. She noted that the mission focused on education, research, and creative activity as well as our land grant mission for economic development of the State, engagement with the surrounding world and the population of Maryland. The action principles are still relevant today. The enabling measures that were deemed necessary are still very similar: recruitment and retention of the best faculty, staff, and students, excellent infrastructure and academic support, external relations, resource allocation and administrative efficiency, strengths, location, flagship status etc. Rankin noted that some of our weaknesses have been addressed, but the ones that remain are chronic underfunding and resource allocation in the budget process. She noted that some of the other Flagship 2020 work groups were working on the efficiency aspect and would bring their recommendations to the Senate. We have done a great job with one of our major objectives, the general education program, as well as with the graduate program. Rankin noted that our surrounding community is an issue because it makes it difficult to attract the best people, but the recent

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development efforts will improve this issue. Aging infrastructure is also a threat because it challenges our ability to meet our goals or maintain what we already have.

Achievements & New Initiatives
Rankin highlighted some of the major accomplishments, including the new general education program, the honors college, right-sizing graduate programs, new professional graduate degrees, major new facilities (Physical Sciences Complex, Edward St. John Learning & Teaching Center), a new collaborative School of Public health, improved graduation rates and decreasing achievement gap, and increased research funding (up 15% last year). She also noted the University's entry into the Big10 and the Committee on Institutional Cooperation (CIC). This is an incredible asset that provides leverage, community connections, benchmarks, and expanded opportunities in many directions. We also have undergone a significant change in strategy with regards to the surround community. We also have greater specificity with regards to how to improve the arts and connect them with the rest of the University. The MPower partnership has developed into a strong partnership that allows us to do more and leverage increased funding with the legislature. We now have 71 joint appointments between the campuses. There is also increased emphasis on entrepreneurship and innovation. We are getting a lot of national attention that provides our students with new dimensions for experience and learning. There is a real emphasis on new models for teaching: flipped classrooms, blended learning, experiential learning, and new curriculums.

We still want to be at top University. Partnerships are still a big part of our strategy for making progress and taking advantage of our location. We are still building diversity and improving the State economy.

Review Process
Provost Rankin provided an overview of the work of the Strategic Plan Update working group including the engagement of the Center for Leadership and Organizational Change (CLOC), which held focus groups with key stakeholder groups including the Senate Executive Committee. There have also been four open sessions for the campus on different aspects of the Plan. CLOC has developed a report on its findings, which can be found on the Provost's website. A pre-first draft has been developed and is being vetted by the Deans, the Cabinet, and the 2020 Commission, and we are working on incorporating those suggestions.

Next Steps
The first draft will be ready for posting by next week and would be up for about a month for comments from the campus community. Provost Rankin encouraged senators to provide feedback. She noted that there is also an online survey of five questions used in the CLOC focus group process. She encouraged senators to complete that survey as well. Rankin noted that a second draft would

incorporate any feedback. The Senate will consider the final update in February 2016. She noted that we could have additional focus groups if necessary and asked senators to provide input on whether that would be helpful. Rankin stated that the Senate approved version of the Plan would then go to the President for final approval. She invited the Senate to make suggestions of how to make the process inclusive of the campus community.

<u>Strategic Goals</u>
Provost Rankin provided an overview of strategic goals including: becoming a magnet for the most promising students, a world-leader in the research and creative endeavors, and a convener and creator of partnerships in arts, athletics, and academics. We need to focus on our land grant mission, on becoming a model of diversity and inclusiveness, an economic driver for State and Nation, and an efficient organization.

Brown thanked Provost Rankin for her presentation. He noted that her presentation would be linked to the materials for the meeting. He also asked senators to submit questions and recommendations to the Senate Office.

New Business

There was no time for new business.

Adjournment

Senate Chair Brown declared the meeting adjourned at 5:00 p.m.