

## **University Senate**

November 1, 2012

### **Members Present**

Members present at the meeting: 90

### **Call to Order**

Senate Chair Smith called the meeting to order at 3:22 p.m.

### **Approval of the Minutes**

Chair Smith asked for additions or corrections to the minutes of the October 10, 2012 meeting. Hearing none she declared the minutes approved as distributed.

### **Report of the Chair**

#### Board of Regents Staff Awards

Smith reminded the Senate that the deadline for submitting nominations for the Board of Regents Staff Awards is Friday, November 9, 2012. This is an excellent opportunity for our staff to be recognized for the amazing work they do. Information about the nomination process and criteria are listed on the Senate website at <http://www.senate.umd.edu>. She encouraged senators to nominate a staff member.

### **Special Order of the Day**

**Wallace D. Loh**

**President of the University of Maryland, College Park**  
***2012 State of the Campus Address***

Chair Smith welcomed President Loh to present his address, and he thanked Smith and the Senate for the opportunity.

President Loh noted that the University emerged well from Hurricane Sandy due to the dedication and commitment of our staff, including those in Resident Life, Public Safety, Facilities, and Dining Services. We owe them a debt of gratitude. He also thanked the University Senate for being vibrant and collegial. The University progresses because of the strong system of shared governance on our campus.

President Loh introduced the new members of his administration including Mary Ann Rankin, Senior Vice President and Provost, and Peter Weiler, Vice President for University Relations. He also introduced all of the deans and thanked them for their service.

#### Progress

The University is strong because of the commitment and support of our elected officials in Annapolis. They protected our budget and brought down tuition increases. We have had cuts but nowhere near the cuts to other State agencies and to other public institutions of higher learning in other states. We are now turning a corner from the recession and our deficit. As a result, we will receive a 2% COLA in January 2013. There is also a proposal to the Department of Budget and Management for a 3% COLA in January 2014 and a merit increase of 2.5% in July 2014. We will advocate for this proposal. However, we are facing a fiscal cliff if discretionary cuts go into effect when the "Bush Tax Cuts" expire. There will be massive cuts if something is not done by January 1, 2013, and we are planning and preparing for this possibility.

We have to look at alternative sources of revenue. Loh credited the work of Brodie Remington, past Vice President for University Relations, with the extensive fundraising efforts during the \$1B campaign. We have received \$320M for student financial aid, \$230M for faculty professorships and chairs, \$220M for academic and research programs (i.e. \$1M from Northrop Grumman for the country's first honors cyber-security program for undergraduates), and \$200M for bricks and mortar. Every private dollar provided for bricks and mortar can be leveraged for \$4 of State capital budget funding. Thus that \$200M generates another \$800M of state funding. As a result, we will have the St. Johns Teaching and Learning Center (\$50M facility) and a \$125M state-of-the-art Bioengineering building made possible by significant private gifts leveraged for state funding. Philanthropy and the work of University Relations are what make continued progress possible.

President Loh commented on the excellence of our students. He noted that the entering class of students has a GPA over 4.0 and an average SAT score of 1300. Those credentials put us in the top 10 of public institutions in our country. Our students have also been successful in earning national fellowships and scholarships. However, he noted that our graduation rate has stagnated at 82%. He has issued a challenge to the faculty, deans, and the Provost to reach the goal of 87% by 2017. We do not want students to leave here without a degree. In order to achieve this goal, we must increase access and expand enrollment.

Loh commented on the achievements of the faculty including various awards. He also noted the faculty contributions with research to generate over \$5B in federal funding. Regarding technology commercialization, we have already created five new companies this year. He thanked the faculty for their contributions to the University.

He also commented on the work of the staff, specifically noting the six staff members honored at the faculty staff convocation. He commended the staff for their dedication to the university.

### Challenges & Opportunities

### **Challenge 1: How do we reimagine education in the face of online and blended education?**

President Loh noted that the University agreed to offer four online courses through Coursera, a massive open online course (MOOC) program. Other leading Universities are already engaged in this program. From the point of view of public higher education, the major challenge in the 21<sup>st</sup> century is the following:

1. How do you educate more students? – Greater access
2. How do you educate them better? – Greater quality
3. How do you drive down the cost? – Greater affordability

The days of abundant State funding are probably over. Many universities have dramatically increased tuition. Is educational technology a way to drive down cost? He would like the University to help transform the landscape for public higher education for the 21<sup>st</sup> century. Practically, we must develop new ways of learning and teaching to keep up with these changes.

President Loh illustrated the design specifications for the new St. Johns Teaching and Learning Center. He further explained that today's youth communicate and learn in a virtual world. We need to design classrooms for this generation that are more collaborative than our current lecture-style constructs in hybrid education. This new way of teaching and learning signals a cultural change, and we need the engagement of the faculty to make it happen. He also commented on working with a University in India to provide modular content and mused that such outreach might result in potentially educating the next genius.

MOOCs are not just for emerging nations but that technology can be applied here to enhance residential teaching and learning. He challenged the Provost and the campus to discuss how best to progress in the MOOC model.

1. Do we need a centralized office to coordinate this effort?
2. How might it improve the quality of our courses?
3. How do we generate revenue?
4. How do we change the culture over time?

### **Challenge 2: Increase UMD innovation and entrepreneurship**

President Loh stated that we should emphasize innovation and entrepreneurship in addition to research and teaching. 'Ideas to Impact' is the expression of the land grant mission of putting knowledge into practice. How do we take the knowledge that we create/discover/transmit and apply it to address the pressing issues of the day? How do we help create new jobs, new processes, new products, new services that are better, cheaper or both? How do we create a more sustainable environment and increase the quality of life. This involves the entire university including the humanities, the social sciences, and the arts. The goal is to expose all of our students to education in innovation and entrepreneurship as a way of thinking, not only to create ventures that generate revenue but also (and even more importantly) to develop ventures that make a

social difference. He provided an example of how a university in India is dividing students into common themes (abolish poverty, improve transportation, etc.) in order to come up with a plan to solve a specific problem. By centralizing leadership and resources, we have a fantastic start with the education component through MTech, Dingman, living and learning communities, and others, and are committed to raising \$20M to support this initiative. We are also leading a new initiative to bring together tech commercialization between the University of Maryland Baltimore (UMB) and our campus to create UM Ventures, which will jointly engage in commercialization of research and are currently searching for an Associate Vice President to lead this initiative.

### **Challenge 3: Creating a truly comprehensive research university**

President Loh stated that a comprehensive research university must be truly comprehensive and so must include health sciences and the law school. We advocated for a merger with UMB, which resulted in MPowering the State, more than just collaboration but less than a merger. We are creating a collaborative School of Public Health, establishing a new Institute for Bioinformatics, and expanding seed funding to put together our engineers and scientists to work jointly with the physicians in Baltimore. The future of medicine is medicine as an information science, and we bringing our assets together with the biomedical sciences and law. We are also expanding resources at Shady Grove, including in the health sciences. The law school is offering courses in College Park for the JD degree. The challenge, then, is how we continue this path of building very good collaboration with Baltimore to create a more comprehensive university, one that together will generate more than \$1 billion a year in research funding.

### **Challenge 4: Economic development and community revitalization of College Park**

How does the flagship university catalyze the economic development and community revitalization of College Park? The primary hurdles to our continued rise as a preeminent research university do not lie within the institution itself. We have the talent, the enterprise, and the resources. The hurdles lie in the surrounding community. We will flourish to the extent that College Park flourishes.

The Facilities Master Plan identifies the university as an academic park in the city. However, it does not address the surrounding community. There are issues of safety, the decrease of faculty and staff residing in College Park, the quality of the surrounding schools. We need to focus on the boundaries including transforming Route 1, Knox Rd., and College Ave. etc. We make these vibrant pedestrian areas with mixed use, nice retail, upscale restaurants etc., and we will provide incentives for faculty and staff to live in College Park. We are building a charter school by 2014. We are increasing safety by expanding the jurisdiction of the University Police. If we can transform College Park, we will transform the University by making it easier to attract top faculty and students.

These are the challenges I set before you for the next five to 10 years—challenges that can transform the University of Maryland:

- Embed online and blended learning in our classrooms, with faculty engagement;
- Make this an innovation and entrepreneurship university;
- Strengthen and expand our ties with Baltimore;
- Revitalize our surrounding community.

Each represents a vital step that prepares us to compete in a challenging 21<sup>st</sup> century and will move us forward and upward.

### Q & A

Tim Lynch, Undergraduate, thanked President Loh and commended his example about the New Delhi University, which is trying to get students to fight poverty through their education. However, he would also like the University of Maryland to do that. We need to focus on ensuring that workers earn a living wage and that they do not have to face racial, sexual, and verbal abuse.

Loh responded that there have been two task forces that have come up with specific recommendations regarding these issues. He and Vice President Specter have met with facilities staff. We are providing transportation from parking to work areas, handheld devices, communicating in Spanish, providing free English language instruction, providing promotional opportunities. We pay prevailing wage, which is above market rate. We have investigated specific cases and have gone through due process. We address them appropriately and have fired some individuals. We have held mandatory training for all facilities and resident life employees. President Loh gave his commitment to creating a respectful and collegial environment for all the people at this University.

Senator Lieb, Undergraduate, College of Computer, Mathematical, and Natural Sciences, introduced Yakov Kronrod, Graduate Student, Department of Linguistics. Kronrad stated that we have major interdisciplinary initiatives, which require unprecedented amounts of collaboration. There are a lot of barriers (tenure policies for faculty) and graduate student requirements. Have the deans been urged to encourage and enable interdisciplinary research?

Loh responded that the Provost's Office and the deans are working on this. We recognize that there are barriers between departments. How do we preserve the building blocks and still build bridges. Last year, we set aside \$1M, which was matched by each college, to do cluster hires in different colleges on the same subject. We had a competition headed by a faculty committee that identified four clusters: planetary origins, migration studies, sustainability of the built environment, and quantitative biology. They were required to hire four people in each area from different departments and had to work out bureaucracy in advance. We need to foster cross-disciplinary collaborations in our research

efforts and with our efforts with Baltimore. Last year, we hired 109 tenured/tenure-track faculty.

An Unidentified Student inquired about what the University will do to end poverty. He raised concerns about jobs being outsourced to international workers. Local members of the community and students should be able to get these jobs to help prevent poverty locally.

President Loh responded that our dining and custodial services are done in-house. There are some areas where it is more efficient to contract with an outside vendor to provide services. We cannot do everything in-house but things that are central to our core mission are handled internally. He further explained that at times, we hire outside professional planning services related to construction and design work that we outsource because we do not have the appropriate expertise (i.e. East Campus). We are not outsourcing unskilled labor.

**Activation of the USM "[Institution] Professor" Title as "University of Maryland Professor" (Senate Doc. No. 12-13-16) (Action)**

Ellin Scholnick, Chair of the Faculty Affairs Committee, presented the proposal to activate the University of Maryland Professor title and provided background information.

Smith opened the floor to discussion of the Activation of the USM "[Institution] Professor" Title as "University of Maryland Professor"; hearing none, she called for a vote on the proposal. The result was 61 in favor, 1 opposed, and 3 abstentions. **The motion to approve the proposal passed.**

**New Business**

There was no new business.

**Adjournment**

Senate Chair Smith adjourned the meeting at 4:37 p.m.