



## **CALL TO ORDER**

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Senate Chair Williams called the meeting to order at 2:02 p.m.

## **REPORT OF THE CHAIR**

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### Plan of Organization Review Committee Update

Chair Williams stated that the slate for the Plan of Organization Review Committee (PORC) had been approved by the Senate at its December meeting. She noted that the formal charge for the committee had been finalized by the Senate leadership, and PORC would hold its first meeting soon where it would be charged and elect its Chair. The deadline for the committee's work is March 2023.

### Procedures

Chair Williams provided an overview of Senate meeting procedures related to participation, providing information for the record, audio recording, introduction of non-Senators, and the 2-minute speaker limit.

Chair Williams stated that the Special Senate Meeting was being held so that Senators could provide feedback about the University of Maryland (UMD) Strategic Plan before it is finalized. She asked if there were any objections to limiting speakers to 2 minutes each on each agenda item without the ability to speak again on an item until all others have had an opportunity to do so. Hearing no objections, she noted that a timer would be displayed on the screen to help speakers manage their time.

## **SPECIAL ORDER**

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### **Jennifer King Rice, Senior Vice President & Provost** ***UMD Strategic Plan Presentation***

Chair Williams invited Senior Vice President & Provost, Jennifer King Rice, to provide her presentation on the UMD Strategic Plan.

Provost Rice thanked Senators for the invitation and their investment in the University Senate and the University's system of shared governance. Provost Rice stated that her presentation would provide a preview of UMD's new Strategic Plan for Senators before it is finalized in the coming weeks. She noted that the Strategic Plan was a result of a tremendous investment of time and energy from campus community members with a diversity of perspectives, and thanked all faculty, staff, and students who had provided ideas and feedback.

Provost Rice provided an overview of the process taken to create the Strategic Plan. She stated that qualitative and quantitative data, such as internal data, peer comparison data, environmental scans, a summary of stakeholder themes from focus groups, and results of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis were considered. Provost Rice noted that over 500 individuals, including almost 1000 individuals who had attended open forums, had provided input for consideration by the Pillar Planning Committees, served on the Pillar Planning Committees and their

associated Catalyst Committee, through interviews with focus groups, questions of the week posted on the Strategic Plan website, special presentations, and two open forums with over 300 participants each. She also noted that a consultant group, Huron, had provided process-related support to assist committee members in completing the substantive work of creating the Strategic Plan by facilitating focus groups and interviews with stakeholders, gathering environmental data for the environmental scan, compiling materials, and organizing feedback from community members.

Provost Rice stated that the process described had yielded a set of strategic planning elements, from most foundational to the most specific as shared values/guiding principles, which remain stable over time and ground collective work; vision, which is the ideal future state of UMD; mission, which is the purpose of UMD; goals and priorities, which describe the organization's focus of energy for the duration of the Strategic Plan; objectives, which are tangible areas of emphasis that allow for significant annual progress on the Strategic Plan; and initiatives, which are bold and innovative programs or projects used to obtain an objective. Rice stated that the initiatives in the Strategic Plan were generated by the Pillar Planning Committees and would be implemented over time. She also noted that the Strategic Plan was a living document that would evolve with the needs of the University over time.

Provost Rice stated the guiding principles, present in all parts of the Strategic Plan as:

- Excellence - A commitment in all endeavors, to surpass the good and the great, and reach new levels of achievement;
- Diversity, equity, and inclusion - Working toward justice by embracing voices, ideas, perspectives, identities, and experiences across the diversity of UMD and its community;
- Impact - Envisioning and creating a better future for the state, nation, and world through research, teaching, and service;
- Innovation - Transcending the status quo by solving problems with creative thinking and actions;
- Collaboration - Accomplishing more through work with others for a common purpose; and
- Service to humanity - The loyalty and obligations of UMD to its faculty, staff, students, and alumni, as well as state, national, and international partners.

Provost Rice noted that while UMD had remained an institution of change and progress since its founding, it is currently evolving more quickly than at any time in its history. She stated UMD's mission and noted that the Strategic Plan would help to boldly reimagine what UMD must be so that it can uphold and expand its mission of service to humanity. She also stated that the Strategic Plan had 4 strategic commitments, each with 3 goals and several objectives associated with each goal as follows:

1. "We reimagine learning. We reimagine learning and teaching as inclusive, experiential, publicly engaged, creative, integrative, holistic, and empowering."
  - Goal #1: Lead in the development of innovative and inclusive approaches for teaching and learning.
    - o Rethink and reconfigure our learning environments to balance, integrate and leverage universal design, technology-rich education, and human connections.
    - o Expand access to educational programs through new, flexible, and inclusive approaches to instructional design and delivery.

- o Unlock the potential of our campus as a green, connected-living learning environment that is open and accessible to the global community.
  - o Imagine new possibilities for advancing lifelong learning with technology and new forms of engagement for learners of all ages.
  - Goal #2: Expand the use of high-impact experiential learning to ensure that every undergraduate and graduate student has the opportunity to learn through public service and civic engagement.
    - o Provide opportunities throughout the educational journey for internships, research experiences and other applied learning experiences.
    - o Develop and coordinate volunteer and civic engagement opportunities and encourage undergraduate and graduate students to engage in work that supports the public good.
    - o Grow events and programs that enable students to connect with local community members organizations and businesses for civic development, employment, and other forms of learning.
  - Goal #3: Create opportunities for interdisciplinary collaboration that fosters creative expression discovery and critical thinking.
    - o Build partnerships among the arts, humanities, science, technology, and other disciplines to develop new curricular and experiential offerings that nurture different ways of thinking to spark dialogue, understanding, problem-solving, and action.
    - o Support indoor and outdoor spaces on campus that advance learning, inspire discovery, and activate creativity.
2. “We take on humanity's grand challenges. Our education, scholarship, and service are designed to accelerate solutions to humanity's grand challenges within our communities and around the globe.” She identified the related goals and associated objectives as follows:
- Goal #1: Invest in faculty, students, staff, alumni, and partner capacity to take on grand challenges through multidisciplinary and engaged research and curricular innovations.
    - o Inspire multidisciplinary collaboration to address grand challenges such as climate change, social injustice, global health, education disparities, poverty, and threats to our democracy.
    - o Place interdisciplinary grand challenges at the center of our curriculum, further integrating education and research missions.
    - o Prepare and energize the next generation of critical thinkers and change agents through integrated, experiential, and high-impact learning experiences focused on grand challenges in and outside the classroom.
  - Goal #2: Leverage our location near the state and nation's capitals to advance and support evidence-based policy that addresses grand challenges at the community, state, national, and global levels.
    - o Expand partnerships with government agencies policymakers and community leaders that allow faculty, staff, and students to contribute meaningfully to our democracy and our society.

- Provide internships fellows programs and other place-based experiential learning opportunities for students to directly engage in local, state, national, and global grand challenges.
  - Goal #3: Amplify impactful research, scholarship, creative activities, teaching, and service through communication, visibility, and translation.
    - Recognize and reward work that is visionary, translational, and powerful.
    - Highlight the accomplishments of our graduates.
    - Communicate the real-world impact of our research, scholarship, and creative activities.
3. “We invest in people and communities. We invest in people, their well-being and advancement, and the conditions that support their ability to fully participate and thrive in our community, state, and world.” She identified the related goals and associated objectives as follows:
- Goal #1: Lead the nation in living a commitment to equity, diversity, and inclusion in all that we do.
    - Ensure that every member of our community has access to safe and inclusive campus communities.
    - Introduce every new student, faculty, and staff member to our Terrapin history, traditions, values of diversity and equity, and ongoing efforts to create a more inclusive campus where every member feels they matter and belong.
    - Invest in the capacity of students, faculty, and staff to learn, teach, work, lead, and engage in dialogue across difference, leveraging diversity and inclusion as strategic assets in all that we do.
    - Create an actionable and sustainable plan to tackle issues of social justice, equity, and antiracism, both locally and globally, through our research, education, and outreach.
  - Goal #2: Become a connected, coordinated, and effective community of care that supports the success and well-being of students, faculty, and staff.
    - Ensure the financial health of students, faculty, and staff through fundraising, advocacy for better wages and benefits, and investments in career readiness and workforce development.
    - Provide innovative and excellent services in areas critical to staff, faculty, and student well-being such as mental and physical health, financial planning, skill development, work-life support, language development, and housing.
    - Connect all Terps locally and globally through enhanced technology, coordinated networks, and accessible communications.
  - Goal #3: Align evaluations, rewards, and incentives with our goals and our values.
    - Reform faculty promotion systems to promote and reward inclusive excellence; impactful research, service and civic engagement; and innovative activities that advanced the common good.
    - Act together to create a workplace where staff thrive through new opportunities to learn, lead, and advance and are appreciated for their many talents and contributions.

4. “We partner to advance the common good. Our future is tied to and interconnected with our local, state, national, international, and USM partners. We build bridges that allow our research to have impact locally and globally, our education to prepare students for civic engagement and work, and our service to create solutions for a more equitable, sustainable, and resilient state.” She identified the related goals and associated objectives as follows:
- Goal #1: Expand our impact through strategic research partnerships with local state national and global stakeholders
    - Create more flexible structures for collaborative, multidisciplinary research that is responsive to grand challenges and state priorities.
    - Accelerate collaboration within the Capital Region to ensure our scholarship has an immediate and meaningful impact on policy and practice.
    - Realize the possibilities of “MPowering the State” in partnership with the University of Maryland, Baltimore to strengthen and serve the state of Maryland through collaborative and transformative research and instruction.
  - Goal #2: Catalyze innovation and entrepreneurship for inclusive economic development.
    - Improve the vitality of the state of Maryland by growing and supporting the next generation of diverse innovators, creators, entrepreneurs, and small businesses.
    - Facilitate the transfer of technology and commercialization of our greatest discoveries.
    - Coordinate and grow our innovation and entrepreneurship ecosystem on campus and in the Discovery District.
  - Goal #3: Enhance the economy, educational outcomes, social justice, quality of life, and civic engagement of our neighbors and neighborhoods through relationship-building and ongoing commitment to partnerships.
    - Ensure our university is an engaged and responsive partner with the city of College Park, Prince George's County, and the state of Maryland as together we seek to improve the quality of life and full participation of our citizenry.
    - Grow and strengthen our partnerships to enhance the PK-20 educational ecosystem for the state.
    - Create opportunities for students, faculty, staff, and alumni to become involved in state and local civic engagement.

Critical enablers in the implementation of the Strategic Plan are as follows:

- Diverse and Engaged Community- Engaging the diverse voices across campus and the larger community to inspire collaboration and creativity and accelerate solutions to grand challenges;
- Shared Governance- Engaging students, faculty, and staff to shape UMD’s future and advance its common purpose;
- Strategic Location- Leveraging UMD’s location in the capital region to promote civic engagement, address state, and federal priorities, and expand partnerships with government agencies, policymakers, research organizations, and private partners;
- Infrastructure- Investing in state-of-the-art facilities and leading technologies to enable campus community members to tackle grand challenges, support world-class learning and research, and promote innovation and excellence in ways that are responsible and sustainable;

- Communications and External Engagement- Sparking dialogue and engagement with local, national, and international partners to accelerate and amplify UMD's real-world impact;
- Rewards Systems and Incentives- Rewarding and incentivizing behaviors and actions that align with UMD's values, commitments, and goals;
- Resources- Attracting new resources and promoting effective stewardship of existing resources to allow for investment in high-priority areas that advance UMD's mission and vision; and
- Coordination and Agility- Coordinating to position UMD to further integrate its education and research missions, pursue interdisciplinary collaboration, and expand partnerships.

Provost Rice stated that the Strategic Plan would be implemented over the next decade, and noted that community members would have the opportunity to engage in an ongoing process involving assessments, progress reports, and priority setting, in turn enabling the Strategic Plan to grow and evolve with the UMD.

Chair Williams thanked Provost Rice for her presentation and opened the floor to questions and comments, noting the two-minute speaker limit.

Senators asked questions about how the social sciences were valued at UMD, the reputation of higher education amid growing anti-science ideology in America, the rising costs of higher education, the loss of tenured/tenure-track (TTK) faculty on campus, loss of funding for the UMD Libraries, the contributions of Professional Track (PTK) Faculty and Postdoctoral Scholars, what growing edges the Pillar Planning and Catalyst Committees had identified, how UMD would work to attract and support international students, how UMD's work could be made more accessible to the larger off-campus community, admissions criteria, the costs of implementing the Strategic Plan, the mechanisms of change necessary for the implementation of the Strategic Plan, merit pay increases, potential layoffs or program closures, and providing a living wage for all PTK Faculty, staff, and graduate students. Senators also asked questions about infrastructure, noting that the condition and placement of some offices and classrooms presented barriers to safe and effective teaching, learning, working, and collaboration.

Provost Rice stated that all disciplines had a place in the Strategic Plan, noting the various grand challenges that social sciences had a role in helping to address. She noted that the notion of demonstrating the impact of UMD's work was a significant aspect of the Strategic Plan. Rice stated that the public is not always aware of how higher education contributes to solutions, such as its contributions in helping communities and the nation move forward during Covid-19. She also noted that she and President Pines would continue fundraising and advocating for more resources to support financial aid efforts both for students and for those who would be students at UMD, absent the barrier of cost of attendance. Provost Rice stated that a comprehensive review of policies concerning PTK Faculty would begin the following year to ensure that the policies were supportive of PTK Faculty. Rice noted that the decrease in TTK Faculty is a result of long-term modest trends and a recent hiring freeze. She stated that the imbalance between PTK and TTK Faculty members was more pronounced in some departments than others and that while the need to reinvest in TTK Faculty after relying on contractual faculty was recognized centrally, the hiring to address the situation fell under the power of individual colleges and departments. Provost Rice noted that she had been discussing the need for having a facilities plan specifically for the Libraries and thanked Dean Lim from the Libraries for her forward-thinking regarding the role of the modern library in serving the community.

Provost Rice stated that the objective regarding reforming faculty promotion systems also applied to PTK Faculty so that faculty would be positioned to be as effective and successful as possible. She noted that the process would provide opportunities for the contributions of PTK Faculty in innovative teaching, civic engagement, and other areas to be recognized and rewarded in meaningful ways following a period during which those contributions were not always embraced in academic settings. She stated that she was also working with Associate Provost for Faculty Affairs, John Bertot, to reform faculty workload policies. Provost Rice noted that Postdoctoral Scholars should be centered in the conversations about investing in people. She stated that the Pillar Planning and Catalyst Committees had identified UMD's siloed nature as a growing edge, noting that work done on campus is often not visible to the people not involved in it, and that work is often replicated as a result. Rice noted that establishing coordination and incentivizing work between different departments would be important. She stated that the Pillar Planning and Catalyst Committees had also identified diversity and inclusion as a growing edge, noting that until marginalized individuals, groups, and fields of study have an opportunity to fully participate and succeed, UMD would not reach its full potential. Provost Rice stated that Associate Vice President for International Affairs, Ross Lewin, had developed a common agenda around international education with opportunities for international education using both physical travel and technology to address grand challenges in a global context. Rice noted that work to attract top international students and faculty would need to be discussed at local levels partly because different academic programs have varying levels of international focus. She stated that the Strategic Plan intentionally reflected investment in and service to people, including those who are not a part of the immediate UMD community. Rice noted that if the work coming from UMD is not accessible, it cannot have an impact. She stated that to help units revise their promotion criteria to include valuing work that has a real-world impact and is accessible, Bertot was organizing a series of Provost dialogues around the impact of work. Provost Rice noted that UMD was a national leader in holistic admissions processes, and stated that the Executive Director of Undergraduate Admissions, Shannon Gundy travels the country discussing how holistic admissions can be done thoughtfully and comprehensively.

Provost Rice stated that there was no budget for the whole Strategic Plan, but its initiatives would be funded through a variety of sources including the state and grants. She noted that since the Strategic Plan was a living document, existing resources would be leveraged against UMD's most pressing needs at any moment in time and that she and President Pines were working to establish the amount of money that UMD would be investing in buildings and other capital investments over the next decade. Provost Rice stated that the Strategic Plan had the assumption that all community members would be able to change, but that change could only happen after a commitment to the vision established in the Strategic Plan. She noted that community members would have to be ready to give up some things and work together and that systems that did not encourage or penalized collaboration for faculty, staff, and students would need to be updated. She stated that investments in time, space, resources, and facilities would also need to be made. Provost Rice noted that President Pines and Executive Director of Government Relations, Ross Stern, were advocating to legislators for funds to restore UMD's budget and implement both merit and cost of living adjustment (COLA) pay. She stated that the Strategic Plan would not involve layoffs or program closures, noting that it was focused on investing and securing additional money to build a stronger university, rather than saving money. Rice stated that UMD was committed to providing not only a living wage, but a wage commensurate with the work and contributions of campus community members, as shown through recent increases to the graduate student stipend, as well as increased compensation for faculty and staff through merit and COLA.

Provost Rice stated that infrastructure was listed as a critical enabler for the Strategic Plan because of its importance and noted that Facilities Master Planning would begin in the Fall to support the operations of all essential disciplines across campus. She also noted that UMD was anticipating being able to secure funding from the state to support infrastructure updates. Rice stated that significant changes to operations and facility use would need to be implemented to support interdisciplinary collaboration and address the impacts of telework.

Senators suggested that UMD create and distribute a survey to assess the public's view of the institution to address misinformation, highlight work that is helpful to the community, and improve operations where possible. Senators also suggested requiring Title IX training for all students and faculty, reducing parking fees for student commuters, noting the amount of necessary new staffing support needed to support new initiatives in the Strategic Plan, and thinking about how to incentivize faculty to be interdisciplinary when the approach can mean that faculty are not top specialists in a single field by nature.

Provost Rice thanked Senators for their questions, comments, suggestions, and commitment to moving the Strategic Plan forward and the Pillar Planning and Catalyst Committee members for their work. Provost Rice noted the use of affirmative statements in the Strategic Plan and noted that they reflected excellent work already underway at UMD.

Senate Chair Williams thanked Provost Rice for her presentation.

## **NEW BUSINESS**

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There was no new business.

## **ADJOURNMENT**

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The meeting was adjourned at 3:32 p.m.