



**UNIVERSITY SYSTEM
of MARYLAND**

Board of Regents
Committee on Finance

September 7, 2022

Zoom Details to be Provided to Committee

Public Listen-Only Access: 3017158592; Conference ID: 997 5906 2694;
Passcode: 260170

AGENDA FOR PUBLIC SESSION

Call to Order and Welcome

Chairman Attman

1. [Coppin State University: 2022-2033 Facilities Master Plan \(presentation and information\)](#)
2. [Review of the Finance Committee Charge, Role, and Responsibilities \(action\) and Tentative Committee Workplan](#)
3. [University System of Maryland: Proposed Amendment to USM Policy II-2.30—Policy on Sick and Safe Leave for Faculty Members \(action\)](#)
4. [Convening Closed Session \(action\)](#)

**BOARD OF REGENTS**SUMMARY OF ITEM FOR ACTION,
INFORMATION OR DISCUSSION

TOPIC: Coppin State University: 2022-2033 Facilities Master Plan

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: September 7, 2022

SUMMARY: Coppin State University (CSU) requests approval of its 2022 Facilities Master Plan (FMP).

Coppin State University is located in West Baltimore along the North Avenue corridor. The University is a comprehensive, urban institution offering programs in liberal arts, sciences, and professional disciplines, and it is committed to excellence in teaching, research, and continuing service to its community. The campus is comprised of 56 acres, consisting of 13 buildings with over 1.2 million gross square feet (GSF) of academic and auxiliary space.

The University has followed the roadmap outlined in the 2015 FMP. Since the last FMP approval, the 150,443 GSF Science and Technology Center was completed. It is located on the southern end of campus, at the intersection of North Avenue and Warwick Avenue, directly across North Avenue from the Percy Julian Science Building. Percy Julian is currently being renovated for the College of Business and is slated for completion in the Spring of 2023.

An elevated pedestrian bridge connecting south campus to north campus was completed in 2017 and has improved student safety as they traverse over North Avenue. Recent developments on the central and northern end of campus include improvements to campus lighting and the construction of exterior restrooms to service the university's athletic fields. In addition, Coppin State is awaiting final program approval, from DBM, to begin the process of constructing a new Residence Hall located adjacent to the two existing residential halls.

Coppin State utilized a comprehensive plan based on inclusion, data gathering, and stakeholder engagement to develop a new Facilities Master Plan. The plan includes groundbreaking strategies and recommendations that will reinforce the strengths of the campus, take advantage of opportunities, and address challenges that the University may face over time. As an anchor institution in West Baltimore, Coppin State University seeks to foster connections within, and outside of its campus community, revitalize the neighborhoods surrounding the institution, and amplify the groundbreaking, innovative work of its students, faculty, and staff. The Facilities Master Plan is a living document, which will assist in decision making and inform changes that will complement and support Coppin State's institutional goals and reputation.

The 2022 FMP supports the University mission and Strategic Plan. The plan builds upon the framework established in the 2015-2025 FMP and addresses physical planning aspects associated with the institution's planned enrollment growth and strategic initiatives. Through new construction and renovation, the 2022 FMP addresses the existing space deficit and provides additional academic and auxiliary space to support future enrollment growth. The plan develops the campus to the responsible capacity of the land, strengthens pedestrian connections, and provides a functional alignment of schools and departments. The plan defines the campus edges, entrances, and destination centers through both natural and designed landscapes.

The plan also sets forth a comprehensive strategy for renewal and reinvestment in existing facilities to address the existing deferred maintenance backlog and improve the functionality and energy efficiency of the existing physical plant.

The 2022 FMP builds upon Coppin’s commitment to develop a more sustainable campus, and it continues to preserve and protect existing green spaces as well as adding more with future developments. All new and major renovation construction projects will incorporate LEED standards, seek to limit net gain of impervious surface, and preserve the existence of green space. Extending the central utility loop to new and existing buildings will improve energy efficiency, and parking and transportation projects along with policy recommendations are designed to reduce the institution’s carbon footprint and traffic on local and state roads.

ALTERNATIVE(S): The 2022 FMP documents institutional long-term planning objectives and is consistent with the framework of the 2015 FMP, the institution’s mission, strategic plan, and the current enrollment growth projections. Unanticipated enrollment growth, the development of detailed facility programs, and a desire to meet unexpected State of Maryland workforce and societal needs may require additional master plan studies in the future.

FISCAL IMPACT: The Facilities Master Plan 2022 will present a challenge to the capital and operating budgets to secure funding to support the 2022 FMP. Approval of the 2022 Plan does not imply approval of capital projects or funding. These items will be reviewed through the normal procedures of the capital and operating budget processes.

CHANCELLOR’S RECOMMENDATION: That the Finance Committee consider the Coppin State University Facilities Master Plan 2022, as presented today, for formal action at the Committee’s next meeting; subsequently recommending approval to the full Board of Regents, in accordance with the Board’s two-step approval process. Approval of the Plan does not imply approval of capital projects or funding. These items will be reviewed through the normal procedures of the capital and operating budget processes.

COMMITTEE RECOMMENDATION:

DATE:

BOARD ACTION:

DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923



COPPIN
STATE UNIVERSITY
EST. 1900

2022-2033

FACILITIES MASTER PLAN

Executive Summary





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I.

Introduction, Process, and Engagement

Coppin State University is a preeminent anchor in West Baltimore. Serving multi-generational students as one of Baltimore's two Historically Black Institutions, Coppin promotes lifelong learning and continues to transform the lives of students. The University fosters leadership, social responsibility, civic and community engagement, cultural diversity and inclusion, and economic development. As a leader in urban higher education, Coppin transforms the lives of students from all socio-economic backgrounds through excellence in teaching and the promotion of life-long learning. A key part of supporting these goals and celebrating the identity and traditions of the University is the physical campus.



The 2022-2033 Coppin State University Facilities Master Plan ties the physical campus facilities and grounds with the mission of the institution. Building upon a rich history of planning, the plan addresses the key issues and opportunities facing the campus today with a forward-looking vision to respond to the

competitive higher education climate. It uses future program and enrollment growth to identify development opportunities for the physical campus that support the institution's strategic goals. The Facilities Master Plan is intended to be a framework for physical planning over the next decade and beyond with the purpose to:

- 1**
Develop a long-term road map for the development of the physical campus
- 2**
Ensure short-term investments in the campus are aligned with the long-term vision
- 3**
Prioritize projects and campus improvements
- 4**
Organize a collaborative process to gather broad input and feedback from diverse voices across the entire Coppin community

The 2022-2033 Facilities Master Plan is meant to be a living and flexible document that guides decision-making for the future of the physical campus.

The year-long master planning process began during summer of 2021 which was at the height of the COVID-19 pandemic. The team carefully crafted an engagement strategy that sought broad stakeholder feedback and input without compromising the health of participants. Virtual listening sessions, focus group meetings, open houses, walking tours, and leadership briefings punctuated a robust process.

Engagement with the campus community and key leadership was critical to guiding the development of the plan. At the onset of the planning process, a series of governance committees were established that included an

Executive Committee comprised of the President and Cabinet, an Advisory Committee that included a cross-section of key institutional leaders across the University, and a Working Group of key leadership from the facilities department with deep knowledge of the campus buildings, grounds, and systems. In addition to these committees, the larger campus community was invited to participate in a campus-wide survey and various listening sessions, focus groups, and open houses at key points during the process. Smaller meetings and interviews held with representatives from each college and administrative unit helped guide the development of the space needs assessment as well.

2021

2022



The Design Team was led by Ayers Saint Gross, a national design firm with expertise in planning and design for higher education, and included Moody Nolan, an architecture firm specializing in HBCUs and athletic and recreational facilities; Kittelson & Associates, a transportation engineering firm with deep experience in Baltimore; WFT Engineering, a systems engineering firm specializing in mechanical, electrical, and plumbing; Site Resources, a civil engineering firm that provided stormwater, sewer, and water systems analysis; and Forella Group, a cost estimating firm with recent experience on campus.



Campus tour in summer 2021

RECOMMENDATIONS

FEB-MAR
Workshop 5



- Refined Design Scenarios
- Future Space Needs Projections

Engagement:

- Working Group
- Space Needs Committee
- Community

APR
Workshop 6



- Draft Plan
- Prioritization and Phasing

Engagement:

- Executive Committee
- Advisory Committee
- Working Group

MAY
Final Plan



- Final Plan
- Cost Estimation

Engagement:

- Master Plan Roll-Out
- Community Presentations/Open House

JUN-JUL
Final Deliverables



- Prep for the Board of Regents
- Final Report Documentation

Engagement:

- Board of Regents September 2022



II.

Institutional Profile

During the first phase of the facilities master planning process, the Design Team conducted a campus assessment that helped generate a portrait of strengths, challenges, and opportunities on campus. The goal of the master plan is to build on existing strengths and identify challenges and opportunities on which to improve the physical campus. These elements were determined through feedback from the campus community, observational analysis by the Design Team, and current and historical assessments of the physical campus.

DISTINGUISHING STRENGTHS

Campus is an Oasis in West Baltimore

Coppin's campus is nestled in the heart of West Baltimore and is truly an oasis within the urban fabric. Surrounded by contiguous blocks of rowhomes and limited park and amenity space, the campus provides a safe, clean, green place for people to walk and enjoy. Coppin builds

on this experience by providing programming that is open to all, such as the summer concert series in the Campus Square and performances at Johnson Auditorium. Nearby community members view campus as a tremendous asset and anchor for the neighborhood.

*Campus Square / Main Quad
Image Credit: Core Studio Design*





Health and Human Services Building (HHSB)

World-class New Facilities

The three newest facilities on campus are tremendous assets to Coppin: the Physical Education Complex (PEC), the Health and Human Services Building (HHSB), and the Science and Technology Center (STC). The new College of Business (COB) is currently under construction and will add another high-quality teaching and learning facility to campus. These four new facilities have bolstered Coppin's

competitiveness and ability to continue their programmatic goals in teaching, research, and serving students. In addition to meeting programmatic needs, these facilities are well designed, maintained, and help elevate the Coppin University brand, presenting a forward-thinking image of campus and reflecting the direction the institution is headed.

Athletic and Recreation Programs and Facilities

The strength of Coppin's athletic and recreation programs is a distinguishing factor for the institution and many of the facilities, including the Physical Education Complex (PEC), are well designed to support these great programs. Both athletics and recreation use the PEC facility in addition to Coppin Academy and the surrounding community for aquatics programs. The multi-functional nature of PEC, however, puts a tremendous amount of pressure on the space, which often comes at the expense of the recreation needs for existing Coppin students, faculty, and staff. Additionally, baseball is in need of a stadium as they currently do not have one on or near campus.



Above: Physical Education Complex (PEC), Below: Tennis Courts



Commitment to Coppin Academy and Serving Baltimore

Coppin is not only invested in the success of its students, staff, and faculty, the University is also strongly invested in the surrounding Baltimore communities. Providing outdoor spaces, facilities, and avenues for partnerships that are accessible to and support community needs is foundational to Coppin's mission and therefore an important consideration for this master plan. Future campus development should maintain these benefits and ensure the community feels welcome on campus and at PEC events and programs, is served by the community health center, and has access to Coppin Academy.



Coppin Academy

Proximity to Transit

Several types of transit currently serve the Coppin State University community of students, faculty, and staff. The Maryland Transit Administration (MTA) offers regional bus services along campus streets, with a major transfer center at the Mondawmin Metro SubwayLink station. MTA offers three frequent CityLink bus routes: Gold on North Avenue, the Green and the Yellow lines from Mondawmin and seven local routes, making Coppin State University one of the most regionally connected transit areas in MTA's system. A regional MARC Commuter Train between Perryville, Maryland and Washington, D.C., is about 1.5 miles from campus at the West Baltimore MARC station.



Mondawmin Station

CHALLENGES & OPPORTUNITIES

Imageability of Campus Approach and Arrival

Woven into the fabric of West Baltimore, campus gently nestles into the urban context. However, there is an inconsistency in the visibility and accessibility of the existing campus edges and gateways. There is also inconsistency in the signage in and around campus, which dilutes the branding and challenges navigation into campus.

Peripheral surface parking, while well-suited to areas backing the train tracks on Loop Road, does a disservice to edges along Warwick and North Avenue. Despite relatively good transit access, 75 percent of the participants in the campus survey drive to campus.

Approach to campus from North Avenue



Campus Organization, Connections, and Access

There is a tremendous amount of clarity to the structure of Coppin's campus, which is anchored by green spaces and pedestrian circulation through the heart of campus. However, this structure is interrupted at three key points where the pedestrian connections are the most challenging. These are the east/west section of Loop Road that runs between the Physical Education Complex and Coppin Academy, the area east of the Miles Connor Administration building, and where North Avenue bisects campus. These three areas experience physical separation from roadway alignments, large parking areas, and challenging topography and access, as well as less programmed facilities immediately adjacent to walkways.

BARRIERS BETWEEN ZONES

- Academic
- Library
- Administrative
- Student Life / Services
- Residence Life
- Athletics / Recreation
- Coppin Academy / Daycare
- Administrative & Student Life / Services
- Challenged Connectivity Zones



Range of Facility Condition

With the exception of the three newest facilities (HHSB, PEC, STC) and the under-construction College of Business, many of Coppin's facilities are in need of updates and renovation. During the first phase of the Facilities Master Plan, the Design Team received the recently completed facility conditions assessments of the existing buildings on campus. The condition reports were generally aligned with the age of the buildings, showing older facilities identified as "high risk." This is largely due to the fact that large-scale renovations have not been undertaken for many of these facilities, so systems and finishes are outdated.

BUILDING AGE

- 1960-1969
- 1970-1979
- 1980-1989
- 1990-1999
- 2000-2009
- 2010-2022
- Partial Renovation
- Renovation since 2000



Student Center, Student Services, and Residence Life

One of the most prominent themes from the listening sessions was the need to invest in the student experience. The need for a student center or a series of centers was a common theme shared by many participants throughout the process, especially students. Recent renovations seek to improve some of the spaces, but the original design of Tawes Center does not foster a collaborative, bright, open, and fun environment.



Tawes Center

Recreation and Wellness

While the PEC is a state-of-the-art facility for Coppin's athletic and recreation needs, the demands on that building to serve nearly all athletic, recreation, and community needs puts many pressures on some of the University's programs. Recreation programs are especially vulnerable as athletics and events often take priority and displace recreation users. As a result, there is a strong desire for more dedicated student recreation space despite space benchmarking metrics indicating there is sufficient space on campus.



Physical Education Complex

Landholdings, Partnerships, and the Lutheran Site

Coppin has a strong, positive relationship with its surrounding communities. This is largely due to both the community-facing programming that invites the community onto campus and the desire for positive change and development in West Baltimore. The Lutheran Site is a 5.8-acre lot located approximately 1.2 miles south of campus by car in the largely residential Mosher neighborhood of Baltimore. It was purchased by the University in 2003 and is the only outparcel Coppin owns that is not directly connected to its main campus. Determining opportunities for the University to leverage this site to support its mission was an important part of the planning process.



CAMPUS LANDHOLDINGS AND ADJACENCIES

- Coppin Landholdings
- Opportunity Areas
- Connection to Lutheran Site

Sustainability

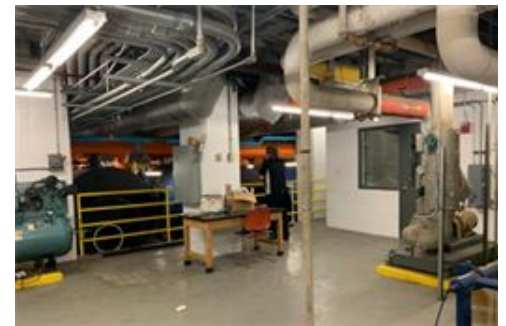
Ever-evolving technologies and changing requirements are continuing to advance sustainable design in an effort to reduce carbon footprints. The Facilities Master Plan reaffirms Coppin's commitment to achieve a minimum of LEED Silver certification on all new buildings with focus on lowering energy consumption and carbon impacts. Careful consideration and integration of photovoltaics, stormwater management, water storage, and green roofs are all significant opportunities for future campus development.

Utility Capacity

Coppin's utility capacity is limited and will require expansion in order to accommodate future development on campus. Utilities such as water, sanitary, and storm drain tie into the city's infrastructure. BGE has indicated that the electrical distribution system in the areas of the campus is approaching maximum capacity, so future growth that exceeds this capacity will require the construction of additional substation and/or feeder capacity at Coppin's expense. MEP to the rest of campus comes from three main SCUPs, all of which are currently operating close to capacity.



Solar Panels on top of PEC. Photo by Bithenergy



Utility SCUP in Grace Hill Jacobs

Impacts of COVID-19 Moving Forward

The pandemic, paired with increased awareness to systemic inequities, highlighted disparities in our communities. These combined events brought to light campus-wide reconfigurations and operational shifts needed to meet the unaddressed needs of today's students. The physical campus is more important than ever in how it fosters serendipitous encounters between students and scholars to spur creativity, ideas, and learning.

As institutions like Coppin reinvest in their facilities to strategically align their existing building stock with emerging values, there needs to be a new emphasis placed on high-touch experiences that cannot be recreated virtually.

While higher education institutions were being asked to do more with less before the pandemic's disruption, the realities presented by COVID-19 have accelerated

this trend. Coppin State University is no different. To leverage the distinguishing strengths and address the current opportunities and challenges, the Facilities Master Plan needs to provide a clear vision but reinforce flexibility and affordability to ensure success and support of the strategic goals.

SPACE NEEDS ASSESSMENT AND ENROLLMENT GROWTH

The space needs assessment determined how much space is needed to support current activities and future goals and is used to guide proposed development and programmatic needs. The assessment used Fall 2021 institutional data and space metrics based on Maryland Higher Education Commission (MHEC) space guidelines. With Coppin forecasting an 88 percent increase in full-time day equivalency (FTDE) enrollment over the 10-year horizon, infill and growth are important to plan for.

The analysis suggests that the existing space inventory contains more than enough space to

support existing populations and programs. However, space in one space category cannot necessarily meet the needs for a different space type and the current mix of types of spaces is somewhat out of alignment with the campus's needs. In addition, many of the facilities need modernization and updates. The 10-year projection scenario predicts that the future planned inventory will be relatively in balance with the total quantity of space needed to support the anticipated future enrollments. The misalignment of space types is further exacerbated in the future scenario, with a 25 percent surplus of workplace space and a need for 34 percent more student space.

TABLE 1. AREAS OF NEED SUMMARY

	Academic & Research		Workplace	Student Space		
	Research	Other Academic Space	Workplace	Lounge	Study & Collaboration	Campus Life
Fall 2021	10,200 ASF Needed	2,600 ASF Surplus	1,500 ASF Needed for CBSS	In Balance	6,000 ASF Surplus	8,700 ASF Surplus
10 Year Projection	25,600 ASF Needed	5,700 ASF Needed	8,100 ASF Needed for CBSS	12,200 ASF Needed	5,500 ASF Needed	7,200 ASF Needed
	Which academic programs require dedicated research space? Which are expected to grow their research endeavors?	Demonstration, clinical, greenhouse, animal quarters space to support growing science & health programs	College of Behavioral & Social Science is the only major division with office space need	Informal gathering space will be needed across campus as the student body grows and becomes more residential	Decentralized spaces will be needed as the student body grows and becomes more residential	Additional dining & recreation opportunities will be needed as the student body grows and becomes more residential

STUDENT ENROLLMENT IN FTDE

Enrollment provided January 2022 by CSU IR and displayed in full-time day equivalency (FTDE)

The space needs assessment was completed using a draft projection provided by CSU IR for annual growth. The final projection for total headcount in 2031 is 2,214 (30.4% annual growth).

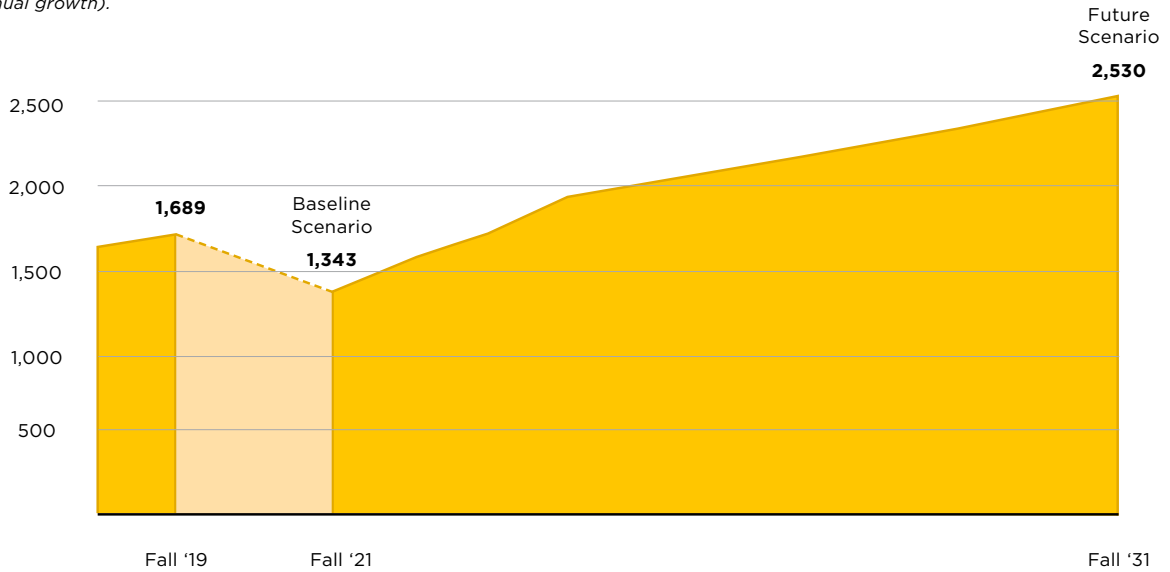


TABLE 1. AREAS OF NEED SUMMARY (CONT.)

	Campus Support				
	Assembly	Exhibit	Healthcare	Media Production	Haz Mat
Fall 2021	7,400 ASF Needed	1,600 ASF Surplus	2,000 ASF Needed	2,700 ASF Needed	500 ASF Needed
10 Year Projection	7,300 ASF Needed	1,800 ASF Needed	3,700 ASF Needed	5,000 ASF Needed	500 ASF Needed
	The amount of assembly space in Grace Jacobs increases with the renovation, offsetting the need	Which types of materials should be on display at CSU? Where? The COB project adds 600 ASF	1,000 ASF was added to the SGAP metric in recognition of the clinic's community mission	Which programs or services might benefit from media production space?	To support facilities maintenance & research



III.

A Vision for the Future

The Facilities Master Plan provides a vision for the future of campus and identifies projects and interventions over the next couple decades to achieve that vision. This plan provides recommendations that work towards an overarching long-range vision while also meeting the 10-year projected space needs for campus. This plan is both visionary and realistic, building on the success of recent investments on campus to continue the momentum of good design on campus. Recommendations for this Facilities Master Plan range in scale from large-scale new construction to specific paving patterns for different scales of campus pathways. The entire Facilities Master Plan is structured around the planning principles of connect, invigorate, amplify, and grow and the recommendations strategically align to reinforce these principles moving forward.

INSTITUTIONAL VISION

“Coppin State University seeks to become a leader in urban higher education, recognized nationally for transforming the lives of students from all socio-economic backgrounds.”

The 2022-2033 Facilities Master Plan supports and aligns with the 2018-2020 Strategic Plan goals for Coppin State University. These goals directly influenced the creation of the Master Plan principles which reflect Coppin’s shared values and provide both visionary and practical ideas to guide future decision-making related to the physical campus.



STRATEGIC PLAN GOALS

The 2018-2020 strategic plan goals for Coppin State University identify nine core focuses for the institution and align with the University of Maryland System's 2020 strategic plan goals.

Increase Enrollment

Academic Innovation

Student Experience

External Relationships

**Resource Development &
Stewardship**

Information Technology

Assessment

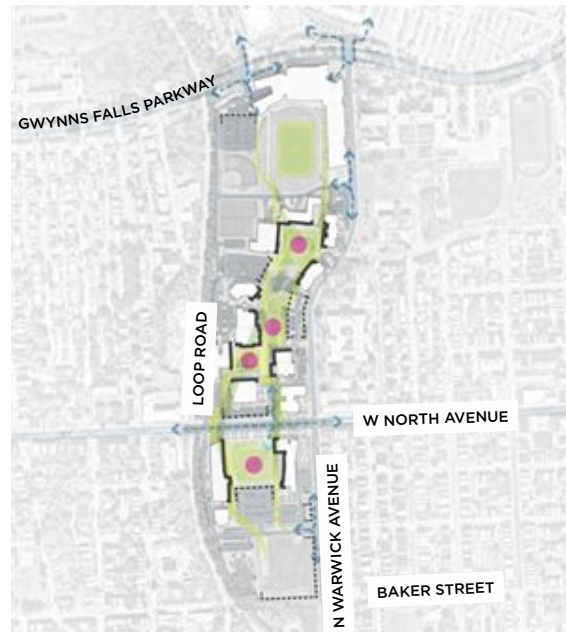
Data-Supported Decision Making

Marketing & Communications



CAMPUS FACILITIES PLAN PRINCIPLES

Four planning principles shape and guide the vision for Coppin's campus and how it will continue to support its students, faculty, staff, and the surrounding Baltimore community.



CONNECT

Provide greater connectivity within campus and to the larger city of Baltimore.

Despite a clearly defined core of campus, there are parts of this core where connectivity deteriorates and certain edges become frayed. Bolstering these gaps in connectivity both within the campus and to the surrounding community is a critical component to this Facilities Master Plan.

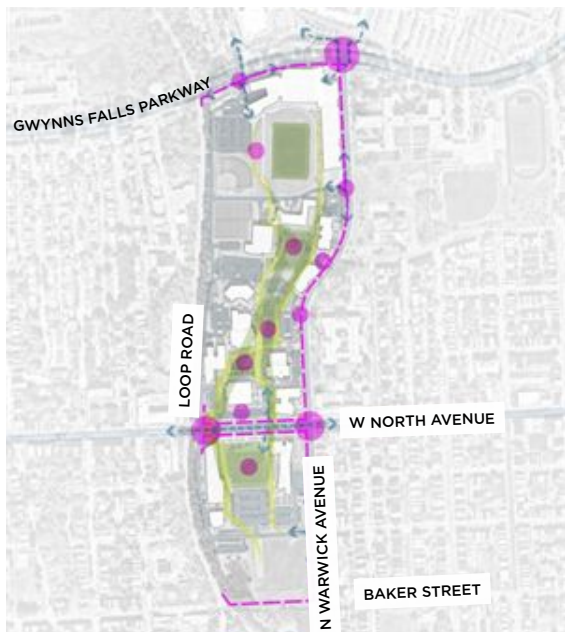


INVIGORATE

Enhance the experience for all students.

Investing in the student experience is fundamental to Coppin's success. Creation of more student-centered hubs, renovations to academic facilities and outdoor spaces, enhanced collaboration spaces and additional housing, recreation, wellness, and student support spaces are key to recruiting talented students and ensuring student success.

They reflect the priorities, strengths, and opportunities on campus and seek to inform the intent, direction, and recommendations for future development.



AMPLIFY

Elevate the campus identity and sense of pride.

Coppin has made investments on key signage, branding, and cultural markers in recent years that have helped communicate to the campus community, visitors, and surrounding neighborhoods when you are on campus. This should continue to be an important part of the campus experience into the future.



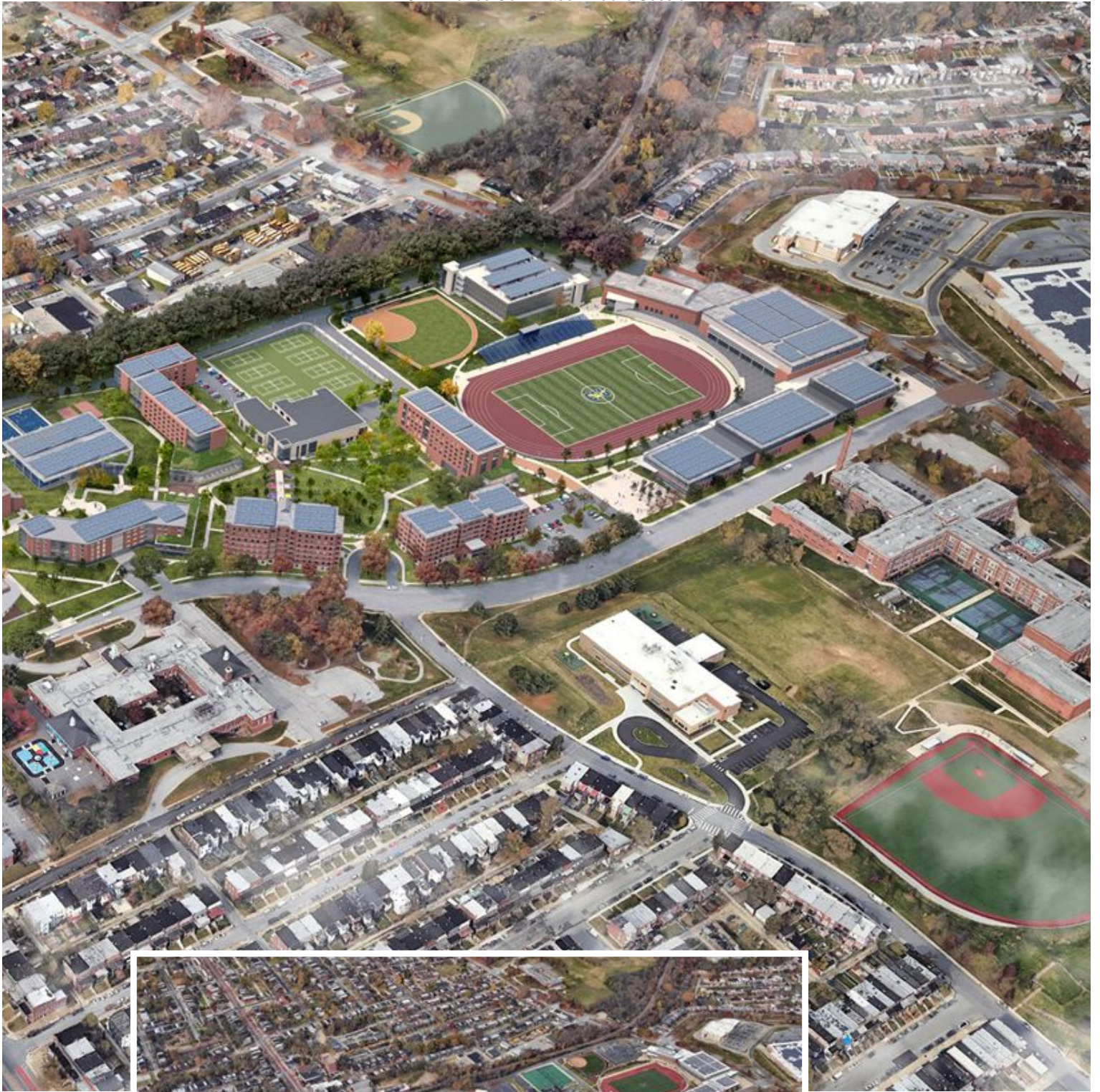
GROW

Sustainably support campus-wide growth and academic innovation.

Growth is critical to the continued success of Coppin. The Facilities Master Plan strategically plans for enrollment, programmatic, and physical growth to ensure the present and future institutional needs are met.



Aerial rendering of proposed master plan vision



Existing Campus Aerial



CONNECT

Provide greater connectivity within campus and to the larger City of Baltimore



Johnson Auditorium replacement will transform the image of campus and pedestrian experience along North Avenue

Physical Campus Connections

Coppin's campus has a strong pedestrian core and a clear spine connecting three major open spaces on campus. A hierarchy of pathways can help clarify campus connections and the extents of campus. A clear primary, secondary, and tertiary pathway system intuitively helps visitors and the campus community navigate campus. Using the existing pathways as an influence, a standard for future pathways is a key recommendation for the master plan.

Visual Continuity of Campus

Unifying campus through consistent site furnishings and plantings will aid in connecting the campus. Establishing a consistent family of site furnishings helps create a visual connection across campus grounds. In an effort to continue to build upon landscape as part of the campus identity, a planting palette that is resilient and maintainable is recommended.



PROPOSED SUSTAINABILITY INITIATIVES ON CAMPUS

Universal Design and Sustainability

The Facilities Master Plan proposes significant investments in reducing the carbon footprint of campus by integrating multiple sustainable strategies that address energy, stormwater management, and social sustainability. Elements such as solar panels, site-specific stormwater management plans, and improved accessibility and wayfinding to foster inclusion and promote equal access are critical to the success of Coppin.

Connecting Off Campus

Intersection safety improvements can be made by installing mitigation treatments that prioritize pedestrians and increase their comfort and visibility to motorists. All intersections should have enhanced crossing treatments to ensure motorists anticipate and give right-of-way to all people crossing on foot, by bicycle, or by using electric personal vehicles.

Transit and Access

The Facilities Master Plan recommends continued improvements to transit, vehicular, bike, and pedestrian access. Ultimately, the master plan recommends consolidating a number of parking lots into either one or two structures to free-up land for better uses, activate campus, and clarify parking organization and wayfinding. Continuing to participate in MTA's All Access College Transit Pass and clarifying locations on campus for bike and scooter parking will help promote alternate modes of transportation to campus.



INVIGORATE

Enhance the experience for all students.

Social Interaction and Fun

Investment in the student experience is a fundamental objective of this Facilities Master Plan. Infusing a variety of interactive outdoor elements encourage not just students, but also faculty, staff, and visitors to stop and enjoy exterior spaces. They add vibrancy to the campus experience. Activators in the form of movable furnishings provide spaces for outdoor learning. With the addition of light, color, and shade, activators create memorable places that promote activity throughout the day and into the evening.



Outdoor chalkboard, Grinnell College

Well-being and Expression

Spaces on campus should not just embody fun and activity, they should also incorporate areas for more meditative and academic-centered uses. Open space provides opportunities to escape and recharge as an individual. It invites opportunities to connect with nature. Complimentary to that, open space, particularly on a collegiate campus, also provides places for gathering and establishing community, spanning the scale of small groups to large protests.



Outdoor spaces and natural settings can provide spaces for meditation for the Coppin and Baltimore community. Image Credit: janiecbros on GettyImages.



Rendering of Student Life Quad Improvements

[View the full 360-degree, virtual reality enabled rendering by clicking here.](#)

Dining Opportunities

Food draws activity. Due to limited dining options on campus, Coppin has already begun to organize food truck locations on campus. Reinforcing these additional food options and investing in temporary pop-up tables, chairs, lighting, and shading will make a big impact on underutilized parts of campus. Organizing a seasonal solution for food truck dining at Parking Lot C on South Campus will bring a vibrancy and new meeting place on the South Quad.

Student Life Quad Improvements

The Student Life Quad currently houses the Greek Life plots and feels unwelcoming to some students who do not participate in Greek Life. Re-orienting the plots along a singular Greek Life Walk will both elevate and reinforce the organizations while providing more opportunities for the adjacent open lawns to meet the needs of both students who belong to Greek organizations and those who do not.



AMPLIFY

Elevate the campus identity and sense of pride.



Rendering of new campus entry off Warwick Ave. framed by a new residence hall and library addition

Campus Entries and Thresholds

Investments in campus entries and thresholds create a welcoming environment and positive first impression. They promote a sense of place and identity through the consistent use of materials. Gateways also help distinguish the campus from local surroundings and establish a clear sense of arrival. Varying scales of gateways into campus require different design and scale approaches, but they should maintain a shared language of materials and expression.

Campus Identity

Coppin's over 100-year long history is full of legacy, academic excellence, colorful traditions, and deep community roots. There is a tremendous amount of pride amongst students, faculty, and staff that should continue to translate and manifest in the physical campus. The Facilities Master Plan proposes using a variety of strategically and comprehensively placed signage and art across campus to reinforce this brand both to the existing campus community as well as the external community and campus visitors.



Fanny Jackson Coppin Monument Campaign

Stewardship and Inclusion

Coppin's mission is to transform the lives of students from all socio-economic backgrounds and in doing so, foster responsible citizens. The design of physical spaces on campus should reinforce these efforts and Coppin's diversity and inclusion initiatives. While there are core components to

designing diverse and inclusive spaces, each institution has its own culture, identity, and history made up of many voices. Elements of space design such as transparency, flexibility, and scale can determine if a space feels welcoming or inclusive.



GROW

Sustainably support campus-wide growth and academic innovation.

Opportunity Sites on Campus

Through the campus analysis and careful evaluation of campus open spaces and circulation networks, the Design Team identified potential sites for new development that reinforce and build upon the strong framework of campus. When possible, renovations are prioritized over demolition and new construction. Renovation allows for the reuse of existing materials and structures, ultimately reducing carbon emissions and promoting sustainable development. However, renovation potential should be carefully weighed against the quality of the building and the highest and best use of the site.

Use Distribution

In addition to reinforcing the open space network and overall form of campus, the Facilities Master Plan also reinforces the existing use structure. The Facilities Master Plan reinforces the student life core of campus, proposing new student housing and student-facing functions to promote more vibrancy and synergies around the student experience.



Aerial rendering of campus looking south

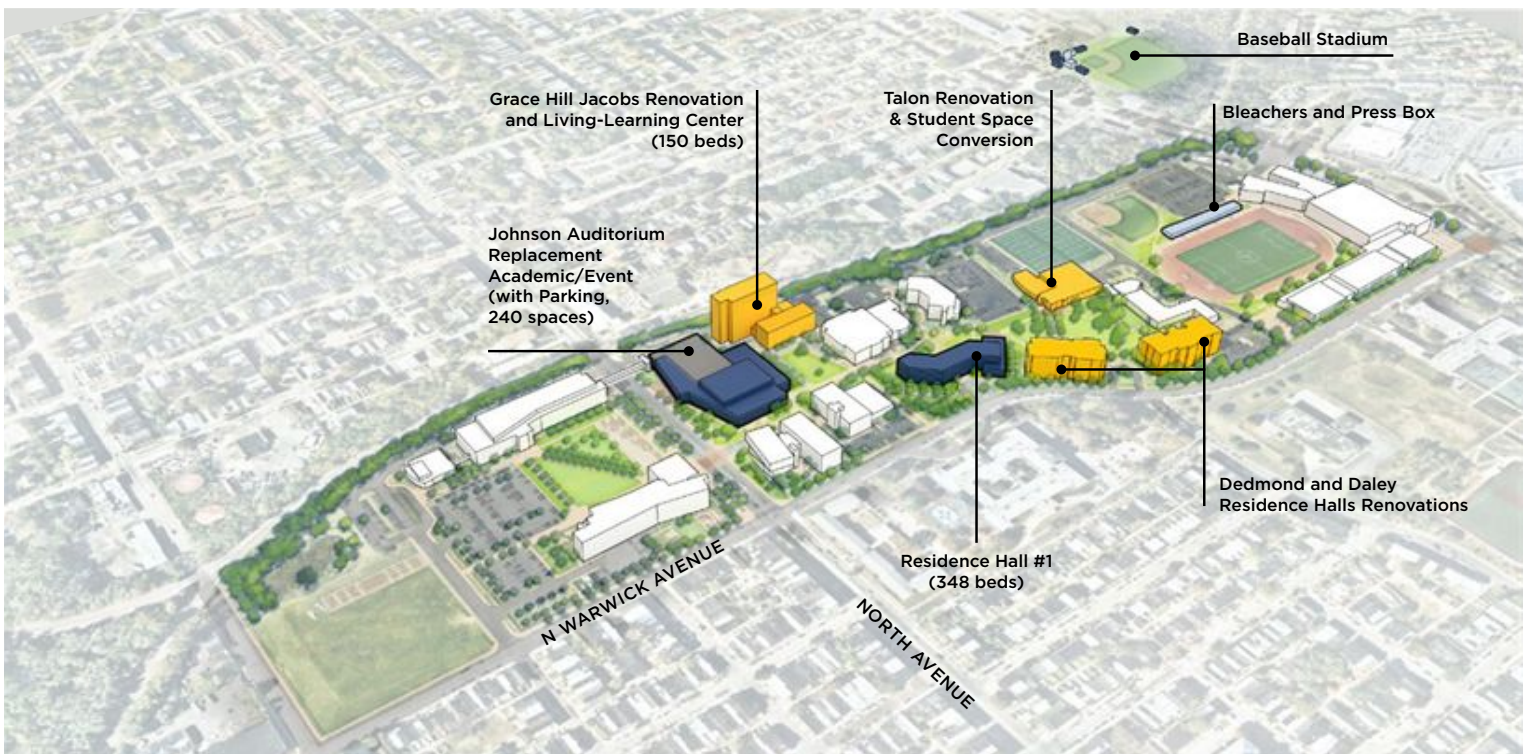
Existing Campus Aerial



Priority Projects to Meet 10-year Growth Projection

Every facilities master plan should depict a long-range vision and align near-term projects that meet immediate institutional needs to this vision. The space needs assessment component of the Facilities Master Plan identified critical needs for Coppin over the next 10 years. The following proposed priority projects meet the projected 10-year space needs while also optimizing investment

on campus. The projects identified address key campus edges with two new facilities, one proposed along North Avenue and the other along Warwick Avenue. These are two of the most prominent sites on campus and both have the ability to transform the image of Coppin and the relationship between the campus and the surrounding community.



NEAR-TERM PLAN

- Existing Building
- Renovation
- New Construction
- Structured Parking

RESIDENCE HALL #1

A new, five-story residence hall along Warwick Avenue will transform the Warwick edge of campus and provide approximately 350 much needed beds.

GRACE HILL JACOBS RENOVATION AND LIVING-LEARNING CENTER

Upon completion of the College of Business, space will become available in Grace Hill Jacobs creating a prime opportunity for the renovation and transformation of this facility into a living-learning center.

JOHNSON AUDITORIUM REPLACEMENT

The Johnson Auditorium Replacement is a tremendous opportunity to completely transform Coppin’s image and identity along North Avenue.

TALON CENTER RENOVATION & STUDENT SPACE CONVERSION

The Talon Center will be renovated and the second floor will be converted into a student hub to centralize student-focused amenities, leveraging the proximity of the main campus dining hall and residential facilities.

DEDMOND AND DALEY RESIDENCE HALLS RENOVATIONS

As they reach 30 years in age, both Dedmond and Daley Residence Halls require the renovation and replacement of aging finishes throughout the rooms and shared spaces.

BLEACHERS AND PRESS BOX

Approximately 3,000 seats and a press box will be added to the stadium in order to increase the use and function of this asset on campus.

BASEBALL STADIUM

In 2021 there was a baseball field study for Coppin that tested the south campus site and Lutheran site for a new baseball stadium. This plan maintains both of those as a potential option; however, it was desired to keep the baseball stadium near the existing athletic and recreation core at the north end of campus.

ATHLETIC AND RECREATION IMPROVEMENTS

Since PEC is relatively new and in good condition, whole-scale renovation is not on the horizon of this plan. However, specific investments and upgrades to existing courts and locker room space to better utilize the PEC and updates to the softball facilities, tennis courts, and track will allow for continued use into the future.

OPEN SPACE IMPROVEMENTS

There are two main open space investment opportunities as part of this phase that would transform outdoor spaces on campus. These are the Student Life Quad and the new entry open space created by Residence Hall #1. Additional open spaces associated with new construction such as streetscaping along North Avenue in conjunction with the Johnson Auditorium Replacement and improvements to the core of campus with the addition of Residence Hall #1 should be affiliated with those construction projects to unite new buildings with the landscape.

Medium-Term Growth Opportunities

As Coppin continues to grow and thrive beyond the 10-year horizon, the Facilities Master Plan identifies medium-term growth opportunities that continue to support the campus framework and institutional mission. These medium-term projects provide some flexibility as goals and programs change and expand.

RESIDENCE HALL #2

Approximately 330 new beds to meet student housing demand.

MOORE LIBRARY ADDITION & RENOVATION

A modest addition and comprehensive renovation of Moore Library will help transform this anchor of campus into a resource and study hub with an entrance on Warwick Avenue.

SOUTH QUAD ACADEMIC/ ADMINISTRATIVE BUILDING

Replacement of Miles W. Connor Administration Building and consolidation of resources across campus.

PEC PARKING GARAGE

400 parking spaces in a 4-story garage. This second parking garage is identified in the medium-term to accommodate displaced parking from proposed development in the medium- and long-term.



MEDIUM-TERM PLAN

- Existing Building
- Renovation
- New Construction
- Structured Parking

Long-Term Opportunities

The long-term vision for campus includes long-term growth opportunities that further the campus framework and institutional mission. The long-term projects provide the programmatic alignments desired for campus and enhancements to the student experience to support growth.

RECREATION AND WELLNESS CENTER

A dedicated student recreation and wellness hub facility adjacent to Talon Center to meet the needs of students on campus.

COPPIN ACADEMY

Modernized Coppin Academy building relocated to South Campus to help resolve some of the high-school and university student conflicts and congestion at the Student Life Quad.

RESIDENCE HALL #3

New Hall with 245 new beds designed as a unifier, connecting the athletic and recreational heart of campus with the student life core following the demolition of Frances Murphy (Coppin Academy).

TAWES CENTER PARTIAL DEMOLITION AND RENOVATION

Continued renovations to Tawes Center will be needed in the long-term along with the demolition of the poorly designed northern addition.



LONG-TERM PLAN

- Existing Building
- Renovation
- New Construction
- Structured Parking

Cost Estimates

Project	Project Type	Space Type	Priority (Near, Mid, Long)	Footprint SF	# of Floors	
Residence Hall #1	New Construction	Housing	Near	25,975	2 to 5	
Grace Hill Jacobs Living-Learning Center *	Renovation	Residential, Student Space	Near		10	
Johnson Auditorium	Demolition	Academic/Event	Near		2	
Johnson Auditorium Replacement with Parking	New Construction	Academic/Event, Parking	Near	76,150	3	
Talon Center *	Renovation	Student Space	Near		2	
Dedmond Residence Hall	Renovation	Housing	Near		6	
Daley Residence Hall	Renovation	Housing	Near		7	
Bleachers and Press Box *	New Construction	Athletics and Recreation	Near	N/A	N/A	
Baseball Stadium *	New Construction	Athletics and Recreation	Near		Ground	
Residence Hall #1 Landscaping	New Construction	Open Space	Near		Ground	
Student Life Quad	New Construction	Open Space	Near		Ground	
W North Ave Landscaping	New Construction	Open Space	Near		Ground	
Residence Hall #2 Landscaping	New Construction	Open Space	Near		Ground	
Electrical Feeder Upgrade Project *	New Construction	Utilities	Near			
Mechanical Loop Project *	New Construction	Utilities	Near			
Residence Hall #2	New Construction	Housing	Mid	27,074	2 to 5	
Moore Library	Renovation	Library/Admin	Mid		5	
Moore Library Addition	New Construction	Library/Admin	Mid	3,900	2	
South Quad Academic/Administrative Building	New Construction	Academic, Administration	Mid	24,870	4	
PEC Parking Garage	New Construction	Parking	Mid	36,000	5	
Recreation and Wellness Center	New Construction	Recreation, Student Space	Long	22,720	2 to 3	
Coppin Academy	New Construction	Academic	Long	21,400	2 to 3	
Residence Hall #3	New Construction	Housing	Long	18,800	6	
Tawes Center Partial Demolition	Demolition	Student Space	Long		2	
Miles Connor	Demolition	Administration	Long		4	
Frances Murphy	Demolition	Academic	Long		2	
TOTAL						

ASSUMPTIONS

1. Five years of escalation is assumed to be 30%; 10% for 1st year, 5% thereafter
2. Sustainability enhancement cost is assumed to cover potential PV scope
3. Large renovation and new construction costs are assumed to be CMR procurement
4. Costs above represent hard construction costs only

*Project details and cost estimates developed through prior studies

	Parking	# of Beds	Total GSF	Est. Cost Current Dollars	Est. Cost Including 5 years of Escalation	Sustainability Enhancement PV	Total Cost Incl Escalation + PV	Cost/Bed
		348	110,670	\$56,441,000	\$73,373,300	\$2,201,199	\$75,574,499	\$162,389
		150	140,855	\$45,637,020	\$59,328,126		\$59,328,126	
			36,265	\$671,990	\$873,588		\$873,588	
			221,600	\$103,785,600	\$134,921,280	\$4,047,638	\$138,968,918	
			42,965	\$11,815,375	\$15,359,988		\$15,359,988	
		300	89,371	\$17,874,200	\$23,236,460	\$536,226	\$23,772,686	\$59,581
		350	108,360	\$21,672,000	\$28,173,600	\$650,160	\$28,823,760	\$61,920
			N/A	\$2,074,800	\$2,697,240		\$2,697,240	
			166,420	\$5,170,825	\$6,722,073		\$6,722,073	
			47,630	\$2,381,500	\$3,095,950		\$3,095,950	
			24,000	\$1,920,000	\$2,496,000		\$2,496,000	
			13,640	\$682,000	\$886,600		\$886,600	
			30,570	\$1,528,500	\$1,987,050		\$1,987,050	
				\$6,300,000			\$6,300,000	
				\$8,400,000			\$8,400,000	
		336	94,100	\$47,990,405		\$1,439,712	\$49,430,117	\$142,623
			85,521	\$27,708,804			\$27,708,804	
			7,800	\$6,240,000			\$6,240,000	
	93,800		99,480	\$69,855,851		\$2,095,676	\$71,951,526	
	160,000		160,000	\$24,000,000		\$480,000	\$24,480,000	
			55,110	\$31,302,480		\$939,074	\$32,241,554	
			55,290	\$38,825,191		\$1,164,756	\$39,989,947	
		245	100,560	\$51,284,964		\$1,538,549	\$52,823,513	\$209,042
			22,506	\$427,614			\$427,614	
			44,394	\$822,621			\$822,621	
			36,270	\$672,083			\$672,083	
1,633,377								

CONCLUSION

The 2022-2033 Facilities Master Plan is intended to be a living and flexible document that guides decision-making for the future of the physical campus. It builds upon Coppin's mission and strategic goals and emphasizes the core principles of connect, invigorate, amplify, and grow.

This vision for the future includes strategies and recommendations that reinforce the strengths of campus and address challenges and opportunities to create a better physical environment for the entire campus community.

As an anchor, the campus seeks opportunities to continue to welcome the surrounding community and promote its institutional brand and image. Continued investment in sound planning, sustainable buildings, and flexible campus infrastructure will help Coppin adapt and thrive through unexpected change. While unanticipated development opportunities and needs may inevitably arise, the 2022-2033 Facilities Master Plan's four planning principles and associated strategies provide the flexibility to ensure new projects align with Coppin's strategic mission and vision.



Aerial rendering looking north





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BOARD OF REGENTS

SUMMARY OF ITEM FOR ACTION,
INFORMATION OR DISCUSSION

TOPIC: Review of the Finance Committee Charge, Role, and Responsibilities

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: September 7, 2022

SUMMARY: The members of the Finance Committee will review and discuss any proposed updates to the Committee’s charge, role, and responsibilities.

The members, through discussion, shall confirm for the record that the requirement, “there shall be at least one member with financial expertise and experience [appointed to the committee],” has been met.

ALTERNATIVE(S): Language could be amended based on the discussion.

FISCAL IMPACT: There is no anticipated fiscal impact.

CHANCELLOR’S RECOMMENDATION: That the Finance Committee recommend that the Board of Regents approve the charge the Committee.

COMMITTEE RECOMMENDATION:

DATE:

BOARD ACTION:

DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923



**UNIVERSITY SYSTEM
of MARYLAND**

**Board of Regents
Committee on Finance
Charge, Role, and Responsibilities**

September 7, 2022

Charge:

The Committee on Finance shall perform all necessary business and provide guidance to the Board to help ensure the long-term financial health and development of the University System, informed by strong fiscal and administrative policies.

Role and Responsibilities:

The Committee on Finance shall consider and report or recommend to the Board of Regents on matters concerning financial affairs; capital and operating budgets; facilities; student enrollment; investments; real property transactions; business entities; procurement contracts; human resources; tuition, fees, room and board charges; and the overall long-range financial planning for the University System.

Members of the Committee on Finance are appointed annually by the Chairperson of the Board. There shall be at least one member with financial expertise and experience. The Committee shall meet as needed, but no fewer than four times during the fiscal year. The members of the Committee may expect to receive information for review in order to consider, and/or act on any of the following matters:

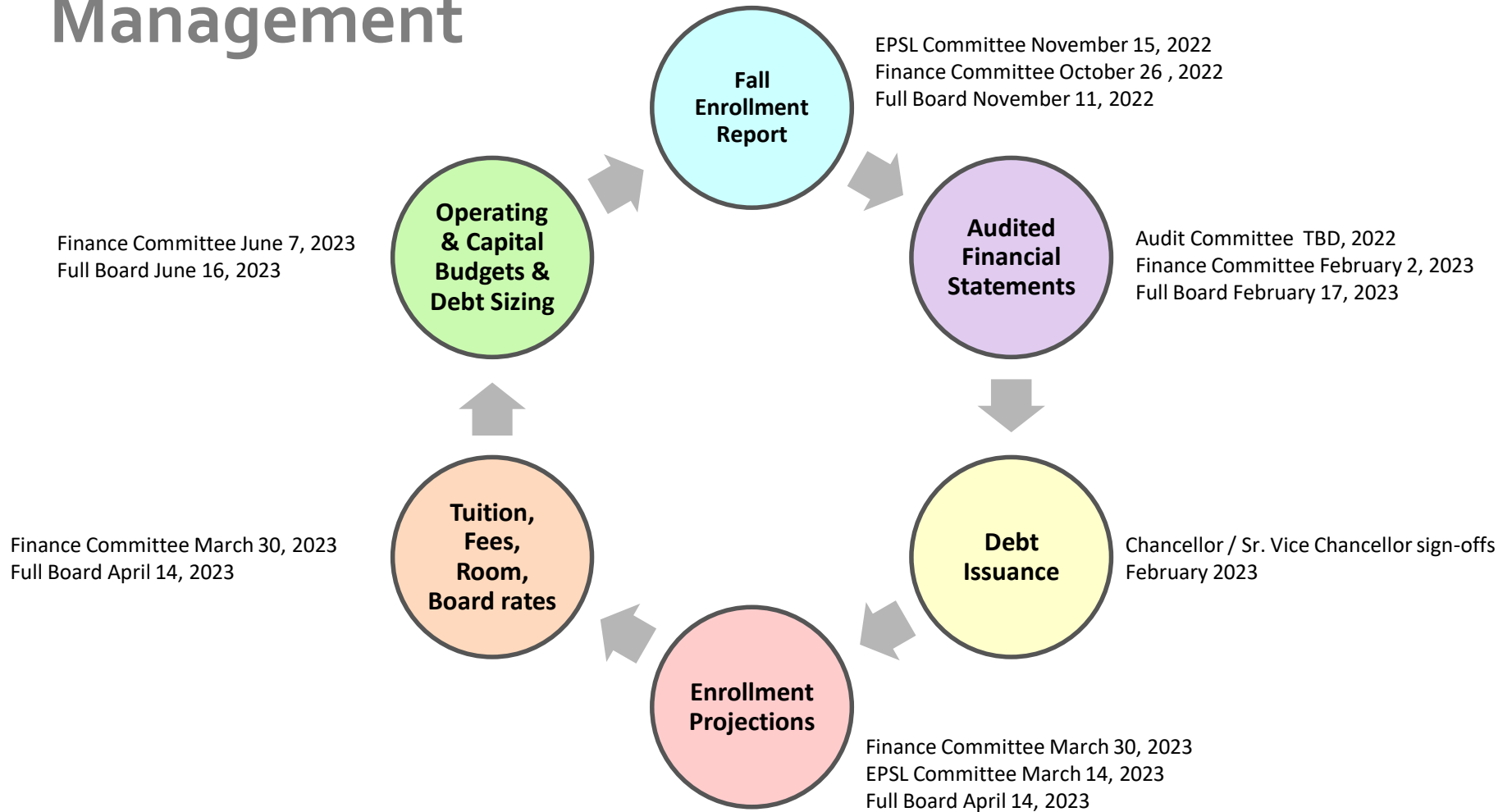
- A. Establishment of the University System's five-year Capital Improvement Program (CIP) request prior to its submission to the Governor. The CIP is comprised of a prioritized list of academic projects (e.g., instruction, research), for which State bond or cash funding is requested.
- B. Establishment of the University System's five-year System Funded Construction Program (SFCP) prior to its implementation. The SFCP incorporates prioritized requests from institutions for auxiliary and self-support projects (e.g., residence halls, parking facilities).
- C. Authorization to issue debt to fund the capital program through the use of academic and auxiliary revenue bonds.
- D. Off-cycle construction or renovation projects that exceed expenditure thresholds established in Board policy and procedures.
- E. Facilities Master Plans are high level, strategic land-use, and physical development plans, which help direct campus construction and improvements 10-20 years into the future. They also guide campus priorities for the annual capital budget request. Typically, a campus president will give a presentation where they describe the institution's goals on a wide range of topics related to

physical renewal and expansion, including: building location decisions, renovation and replacement options, utility expansion, real property acquisition, environmental concerns, and campus and community interaction.

- F. Capital projects status report which outlines the progress of all major design and construction projects underway System-wide. Data fields include, but are not limited to, overall cost, schedule, funding sources and prior approvals, as well as the name of the project architect and primary contractor.
- G. Aggregated energy and power purchase agreements; periodic reviews of progress by the System and individual institutions toward State sustainability goals pertaining to reduction of energy and greenhouse gas emissions.
- H. Acquisition and disposition of real property.
- I. Establishment of annual operating budget including state appropriation request to the Governor.
- J. Establishment of, or changes to tuition, mandatory student fees, and residential room and board rates.
- K. Student enrollment 10-year projection prior to its submission to the Maryland Higher Education Commission.
- L. Fall student enrollment attainment for each institution.
- M. The Finance Committee shall receive for information purposes, from the Committee on Intercollegiate Athletics and Student-Athlete Health and Welfare, the annual report of the finances of intercollegiate athletics for those institutions with athletics programs.
- N. Review on a regular basis certain of the System's material financial matters, including the annual audited financial statements, balance sheet management and debt strategy, review and endorsement of endowment spending rule.
- O. Reports and recommendations from the investment advisor(s) and investment manager(s) regarding the investment of the Common Trust Fund and asset performance.
- P. Establishment of business entities, public/private partnerships, and the initiatives covered under the Board's HIEDA policy.
- Q. Review dashboard metrics and monitor outcomes for organizational improvement and excellence.
- R. Establishment of, or changes to existing fiscal and administrative policies.
- S. Human resources policies for all staff employees including but not limited to recruitment, retention, administration of benefits and leave, compensation and classification, layoff, separation, and grievances. This Committee shall also consider and recommend any changes to the exempt and nonexempt staff salary structures.
- T. Consider and recommend institutional requests for Voluntary Separation Incentive Plans.
- U. Awarding of contracts and entering into cooperative agreements as specified in VIII-3.0 USM Procurement Policies and Procedures. This Committee shall approve all contracts that exceed \$5 million except contracts for capital projects, sponsored research, and real property.

- V. Pursuant to Section 13-306 of the Education Article, the annual contract, and any amendments thereto, between University of Maryland, Baltimore (UMB) and University of Maryland Medical System Corporation which states all financial obligations, exchanges of services, and any other agreed relationships between them for the ensuing fiscal year concerning the University of Maryland Medical Center. Section 13-306 requires that the annual contract be submitted to the Board of Regents, upon recommendation of the UMB president, for consideration, any modification, and approval.
- W. Continue as stewards of the USM Effectiveness and Efficiency efforts including:
- Supporting USM's strategic priorities of excellence, access and affordability, innovation, increased economic impact, and responsible fiscal stewardship.
 - Emphasizing collaboration and inter-institutional activities.
 - Fostering innovation and entrepreneurship to promote cultural changes and new operating models.
 - Promoting the optimal use of technology in support of systemwide and campus operations.
 - Reviewing and discussing periodic reporting on initiatives that promote effectiveness and efficiencies in the USM operating model, increase quality, serve more students, and optimize USM resources to reduce pressure on tuition, yield savings and cost avoidance.

Annual Cycle for Inputs into Financial Management





UNIVERSITY SYSTEM
of MARYLAND

BOR Finance Committee
Tentative Plan for FY 2023 Cycle

September (meeting #1)

- University System of Maryland: FY 2024 Operating Budget Update
- Coppin Facilities Master Plan—president’s presentation and discussion
- Committee charge review

October (meeting #2)

- Coppin Facilities Master Plan—action
- Fall 2022 Enrollment Update and FY 2023 FTE Estimate
- Review of Dashboard Indicators
- USM Common Trust Fund Investment Performance—University System of Maryland Foundation

December (meeting #3)

- University System of Maryland: FY 2024 Operating Budget Update
- University System of Maryland: Report on FY 2022 Procurement Contracts

February (meeting #4)

- FY 2022 Audited Financial Statements and USM Financial Planning (information and presentation)
- University System of Maryland: FY 2024 Operating Budget Update
- University System of Maryland: FY 2024 Capital Budget Update
- FY 2022 Effectiveness and Efficiency Results

March (meeting #5)

- University System of Maryland: Fiscal Year 2024 Schedule of Tuition and Mandatory Fees
- University System of Maryland: Self-Support Charges and Fees for FY 2024
- USM Enrollment Projections: FY 2024-2033
- Financial Condition and Financial Results of Intercollegiate Athletic Programs
- Frostburg Facilities Master Plan—president’s presentation and discussion

June (meeting #6)

- FY 2025 Capital Budget Request; and FY 2025-2029 Five-Year Capital Improvement Program
- FY 2024 System Funded Construction Program Request
- University System of Maryland: 45th Bond Resolution—Auxiliary Facility and Tuition Revenue Bonds
- University System of Maryland: Official Intent Resolution on Reimbursement of System Cash Balances Spent on Revenue Bond-Authorized Projects
- University System of Maryland: FY 2024 Operating Budget
- Adjustment to the Biennial Nonexempt Salary Structures for FY 2024 and FY 2025
- Frostburg Facilities Master Plan—action
- Proposed FY 2024 Contract between the University of Maryland, Baltimore and UMMS

Ongoing: acquisitions and dispositions of real property; modifications to leases; procurements and awarding/renewing contracts; project authorizations; and development of/amendments to financial and administrative policies



TOPIC: University System of Maryland: Proposed Amendment to USM Policy II-2.30—Policy on Sick and Safe Leave for Faculty Members

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: September 7, 2022

SUMMARY: The proposed amendment to the faculty sick and safe leave policy would provide USM institutions the option to implement an exception-based sick and safe leave reporting method for faculty, on par with the reporting requirement options established for Exempt staff in [VII-6.10 USM Policy on Work Schedules for Nonexempt and Exempt Staff](#). The current policy requires faculty to report leave using the positive method, which is the same as the requirement for USM nonexempt (hourly) staff.

The University of Maryland, College Park’s Elevate Team requested this amendment to support critical design decisions about the Workday Human Capital Management module prior to implementation in July 2023. This amendment also reflects an update needed to better align with current timekeeping best practices. Importantly, those institutions that prefer to require positive leave reporting may continue to do so under the amended policy.

The proposed amendment also includes a requirement that each institution implement procedures to ensure that accurate leave records are maintained, including leave balances.

These proposed changes have been discussed and reviewed by the presidents, AAAC (provosts and academic affairs vice presidents), and the vice presidents for administration and finance.

ALTERNATIVE(S): The Committee could decline to recommend this policy change and the current policy will remain in effect.

FISCAL IMPACT: The impact is anticipated to be minimal.

CHANCELLOR’S RECOMMENDATION: That the Finance Committee recommend that the Board of Regents approve the proposed amendment to USM Policy II-2.30—Policy on Sick and Safe Leave for Faculty Members, as presented.

COMMITTEE RECOMMENDATION:

DATE:

BOARD ACTION:

DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923

USM Bylaws, Policies and Procedures of the Board of Regents

DRAFT**II-2.30 – POLICY ON SICK AND SAFE LEAVE FOR FACULTY MEMBERS**

(Approved by the Board of Regents November 30, 1989; Amended on June 21, 2013; Amended on February 14, 2014; Amended June 21, 2019; Amended _____, 2022)

I. PURPOSE AND APPLICABILITY

A. The purpose of this policy is to:

1. Provide an informal system of colleague substitution for short-term incapacity of instructional faculty. This practice protects the interests of students by preventing disruptions to students' instructional programs during periods when the instructor must be on leave for illness or other reasons covered by this policy.
2. Provide a regularized and equitable basis for determining the eligibility of faculty members to be compensated when unable to work for reasons of mental or physical illness, injury, or condition, childbirth, the need to care for a newborn or adopted child or an ill family member, or bereavement; or when an absence is due to domestic violence, sexual assault, or stalking, pursuant to the Maryland Healthy Working Families Act.
3. Address the State law standards for the application of accrued sick leave to a faculty member's service credits for retirement.

- B. Except as otherwise provided in III.B., this policy applies to **full-time** tenured and tenure-track ~~full-time~~ faculty, **and** non-tenure track instructional faculty, as defined by USM BOR Policies II-1.05 and II-1.06, and other faculty whose letters of appointment expressly provide that the faculty member is eligible for sick leave.

II. COLLEGIAL SICK LEAVE

A. Underlying Principle

It is the responsibility of the institution to have an agreed-upon procedure for continuing instruction when faculty members are absent for any reason, including illness, injury, or childbirth. Once instruction is underway, it is important to have it continued with minimal interruption to protect the interests of students. Thus, when a faculty member is absent for brief periods because of illness, injury, or childbirth, the "collegial" method of accommodating faculty absence is preferred.

B. Definition

"Collegial" leave is a form of collegially supported leave in which the colleagues of the faculty member, on a voluntary basis, assume responsibilities for an absent member's classes and other essential functions, in addition to carrying on their regular work.

USM Bylaws, Policies and Procedures of the Board of Regents

C. Non-Creditable Leave

Collegial leave is not credited toward retirement and cannot be carried over to a subsequent fiscal year.

D. Availability

Collegial leave is available to a faculty member as follows:

1. When practicable, it is available up to a maximum of twenty-five (25) work days for each faculty member in one fiscal year. After that time, creditable Sick and Safe Leave (“SSL”) shall be charged.
2. The maximum collegially supported leave available to a faculty member during the summer is one-seventh (1/7) of the contract period. This will be included as part of the faculty member’s yearly limit.
3. An eligible faculty member, appointed for at least a semester but less than an academic year, may receive no more than half of the collegial protection awarded persons who are appointed for an academic year. Faculty appointed for periods of less than one semester may not receive collegial benefits.
4. Collegially supported leaves for an individual faculty member in two fiscal years must be separated by active service of at least twenty-five (25) work days.

E. Relationship to SSL

If an absence occurs after a faculty member has utilized all available collegial leave, the faculty member’s SSL or other accrued leave shall be charged.

III. SICK AND SAFE LEAVE (“SSL”)

A. Definition

SSL is leave that is accrued during ~~the course of~~ the faculty member’s service and, subject to Maryland law, may be credited toward the faculty member’s service for retirement benefit purposes. SSL does not include Collegial leave.

B. Accrual

1. SSL is accrued at the rate of 1.25 work days per month at full salary. Accrual of SSL for summer employment by academic-year faculty is determined by the institution. In no case may an individual accrue more than fifteen (15) days of SSL during any fiscal year.
2. Part-time faculty members who are employed at least 50-percent-time are eligible for SSL proportionate to the percentage of their employment.

USM Bylaws, Policies and Procedures of the Board of Regents

3. Individuals eligible to earn SSL will accrue such leave each calendar month in which they are on paid status for fifteen (15) or more days within that month. No SSL will be accrued for any month during which the individual is on paid status for less than fifteen (15) days.
4. SSL is accrued while the individual is on sabbatical leave, but not while on leave without pay.
5. When all accrued SSL has been expended, and as authorized by the Family Medical Leave Act and related USM policies and consistent with the requirements of the Americans with Disabilities Act, the individual will be removed from salaried status, except in unusual circumstances as approved by the President. The institution will assist the faculty member in evaluating the options of modified duty, disability retirement, regular retirement, or disability insurance as appropriate.
6. If there is a break in an individual's employment with the State of Maryland of less than three (3) years, any unused SSL balance will be restored.¹ A leave of absence without pay is considered a break in employment. SSL balances may be brought to the University System from another State agency.

C. SSL Creditable as a Retirement Benefit

Unused SSL may be credited toward a faculty member's service for retirement benefit calculation purposes under conditions specified in Maryland law at Md. Code Ann., State Personnel and Pensions Article § 20-206 and related statutes. Unused SSL may not be credited toward retirement for those faculty members who participate in the Optional Retirement Plan. There is no cash payment for accrued, unused SSL at the termination of employment, regardless of whether the SSL may be creditable toward retirement.

D. Use of SSL

Subject to the use limitation in Section III.D.5, in addition to using "collegial" leave, a faculty member may use accrued SSL as provided in this section.

1. Employee's Health

SSL may be used:

- a) To care for or treat the faculty member's mental or physical illness, injury, or condition; or

¹ Any SSL that was used to provide creditable service for any employee pursuant to Maryland Annotated Code (Md. Code Ann.), State Personnel and Pensions Article, Section 20-206 shall be treated as leave that has been used and is not eligible for restoration.

USM Bylaws, Policies and Procedures of the Board of Regents

- b) To obtain preventative medical care for the faculty member that cannot be scheduled during non-work hours.

2. Care of Ill Family Members

SSL may be used to care for a family member with a mental or physical illness, injury, or condition, or to obtain preventive medical care for a family member that cannot be scheduled during non-work hours.

“Family member” as used in this policy means:

a) The faculty member’s:

- i. Child, adopted child, foster child, or stepchild; a child for whom the employee has legal or physical custody or guardianship; or a child for whom the employee stands *in loco parentis*, regardless of the child’s age;
- ii. Legal guardian;
- iii. Grandparent, adopted grandparent, foster grandparent, or step grandparent;
- iv. Grandchild, adopted grandchild, foster grandchild, or step grandchild;
- v. Sibling, adopted sibling, foster sibling, or step sibling; or
- vi. Spouse; and

b) The faculty member’s or spouse’s:

- i. Parent, adoptive parent, foster parent, stepparent; or
- ii. An individual who acted as the parent, or who stood *in loco parentis*, when the faculty member or spouse was a minor.

3. Bereavement

For the death of a close relative, a faculty member may use up to three (3) days of accrued SSL, or five (5) days if the death of a close relative requires a faculty member to travel and stay away from home overnight.

- a) “Close relative” as used in this section of the policy means: a spouse, child, ~~step-child~~stepchild, parent (or someone who took the place of a parent), mother-in-law, father-in-law, brother, sister, brother-in-law, sister-in-law, or other relative who permanently resided in the faculty member’s household.
- b) A faculty member may use one (1) day of SSL for reasons related to the death of an aunt, uncle, niece, or nephew of the faculty member or his or her spouse.

4. Childbirth and Parental Leave

USM Bylaws, Policies and Procedures of the Board of Regents

- a) Accrued SSL may be used for medical conditions related to pregnancy or childbirth and its immediate physical recovery.
- b) Accrued SSL may be used to care for a child within six months following the birth of a child or placement of a child with the faculty member for adoption.
- c) Accrued SSL may be used for Parental Leave, subject to the provisions of USM BOR II-2.25, Policy on Parental Leave and Other Family Supports for Faculty.

5. Safe Leave

Up to eight work days per year of SSL may be used for the following purposes: domestic violence, sexual assault, or stalking committed against the faculty member or the faculty member's family member, if the leave is being used:

- a) To obtain for the faculty member or the faculty member's family member:
 - i. Medical or mental health attention that is related to the domestic violence, sexual assault, or stalking;
 - ii. Services from a victim services organization related to the domestic violence, sexual assault, or stalking; or
 - iii. Legal services or proceedings related to or resulting from the domestic violence, sexual assault, or stalking; or
- b) During the time that the faculty member has temporarily relocated due to the domestic violence, sexual assault, or stalking.

6. Verification

A faculty member may be required to provide verification that the SSL was used for purposes provided in Section III.D (except for bereavement) if:

- a) The faculty member uses SSL for more than two consecutive work days; or
- b) The faculty member uses SSL during the period between the first 120 calendar days of employment and the employment agreement, contract, or appointment letter stipulates that such verification shall be required.

IV. REPORTING

- A. Work days and leave hours used shall be recorded by all faculty members who are employed on at least a 50%-time basis, via their institution's positive or exception-based reporting method that supports the accurate accounting of leave balances, regardless of the faculty member's source of funding or retirement system in which they

USM Bylaws, Policies and Procedures of the Board of Regents

are enrolled. Institution policy may require faculty members who are employed on less than a 50%-time basis to record work days and leave hours.

1. Faculty members subject to this section ~~Each faculty member, regardless of the source of funding or retirement system in which he or she is enrolled, who is employed at least 50 percent time, shall must~~ complete monthly leave positive time reports and sign the fiscal year summary record unless an exemption has been requested by the individual faculty member and approved by the institution's President. When an exemption is approved, the faculty member thereby waives all claims from that date forward to credit any unused sick leave toward retirement benefits. ~~With the approval of the President, T~~the faculty member may revoke his or her exemption with the approval of the President, and unused sick leave earned from the time of revocation forward may be credited toward retirement.~~.~~

V. IMPLEMENTATION PROCEDURES

1. Each institution shall ~~implement-establish~~ procedures approved by their President or designee on the ~~exception-based-or~~ positive or exception-based reporting method that faculty members shall use to report their monthly sick leave usage, and to review and attest to the accuracy of athe year-end sick leave usage summary prepared by the institution.
2. ~~procedures for positive time reporting~~The institution shall retain the monthly sick leave usage reports for each individual while they are employed by the USM, and for a period of time following their separation, as required ~~for five (5) and shall retain summary records of these reports until the individual leaves employment by the USM's~~ Records Retention policy and applicable laws and regulations.



BOARD OF REGENTS

SUMMARY OF ITEM FOR ACTION,
INFORMATION OR DISCUSSION

TOPIC: Convening Closed Session

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: September 7, 2022

SUMMARY: The Open Meetings Act permits public bodies to close their meetings to the public in special circumstances outlined in §3-305 of the Act and to carry out administrative functions exempted by §3-103 of the Act. The Board of Regents Finance Committee will now vote to reconvene in closed session. As required by law, the vote on the closing of the session will be recorded. A written statement of the reason(s) for closing the meeting, including a citation of the authority under §3-305 and a listing of the topics to be discussed, is available for public review.

It is possible that an issue could arise during a closed session that the Committee determines should be discussed in open session or added to the closed session agenda for discussion. In that event, the Committee would reconvene in open session to discuss the open session topic or to vote to reconvene in closed session to discuss the additional closed session topic.

ALTERNATIVE(S): No alternative is suggested.

FISCAL IMPACT: There is no fiscal impact.

CHANCELLOR’S RECOMMENDATION: The Chancellor recommends that the Board of Regents Committee on Finance vote to reconvene in closed session.

COMMITTEE RECOMMENDATION:

DATE:

BOARD ACTION:

DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923



UNIVERSITY SYSTEM
of MARYLAND

STATEMENT REGARDING CLOSING A MEETING
OF THE COMMITTEE ON FINANCE
OF THE USM BOARD OF REGENTS

Date: September 7, 2022

Time: 10:30 a.m.

Location: Video Conference

STATUTORY AUTHORITY TO CLOSE A SESSION

Md. Code, General Provisions Article §3-305(b):

- (1) To discuss:
 - [] (i) The appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom it has jurisdiction; or
 - [] (ii) Any other personnel matter that affects one or more specific individuals.
- (2) [] To protect the privacy or reputation of individuals with respect to a matter that is not related to public business.
- (3) [x] To consider the acquisition of real property for a public purpose and matters directly related thereto.
- (4) [] To consider a preliminary matter that concerns the proposal for a business or industrial organization to locate, expand, or remain in the State.
- (5) [] To consider the investment of public funds.
- (6) [] To consider the marketing of public securities.
- (7) [] To consult with counsel to obtain legal advice on a legal matter.
- (8) [] To consult with staff, consultants, or other individuals about pending or potential litigation.
- (9) [] To conduct collective bargaining negotiations or consider matters that relate to the negotiations.

- (10) To discuss public security, if the public body determines that public discussions would constitute a risk to the public or public security, including:
- (i) the deployment of fire and police services and staff; and
 - (ii) the development and implementation of emergency plans.
- (11) To prepare, administer or grade a scholastic, licensing, or qualifying examination.
- (12) To conduct or discuss an investigative proceeding on actual or possible criminal conduct.
- (13) To comply with a specific constitutional, statutory, or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter.
- (14) Before a contract is awarded or bids are opened, to discuss a matter directly related to a negotiation strategy or the contents of a bid or proposal, if public discussion or disclosure would adversely impact the ability of the public body to participate in the competitive bidding or proposal process.
- (15) To discuss cybersecurity, if the public body determines that public discussion would constitute a risk to:
- (i) security assessments or deployments relating to information resources technology;
 - (ii) network security information, including information that is:
 1. related to passwords, personal identification numbers, access codes, encryption, or other components of the security system of a governmental entity;
 2. collected, assembled, or maintained by or for a governmental entity to prevent, detect, or investigate criminal activity; or
 3. related to an assessment, made by or for a governmental entity or maintained by a governmental entity, of the vulnerability of a network to criminal activity; or
 - (iii) deployments or implementation of security personnel, critical infrastructure, or security devices.

Md. Code, General Provisions Article §3-103(a)(1)(i):

- Administrative Matters

TOPICS TO BE DISCUSSED:

To consider the acquisition of real property in Towson; and the development of the proposed FY 2024 Operating Budget submission and potential adjustments to the submission.

REASON FOR CLOSING:

To maintain confidentiality of discussions of a potential property acquisition prior to BOR approval (§3-305(b)(3)); and to maintain the confidentiality (pursuant to executive privilege) of the proposed operating budget prior to the Governor's submission to legislature (§3-305(b)(13)).