



UNIVERSITY SYSTEM  
*of* MARYLAND

Board of Regents  
Committee on Finance

September 7, 2023

Zoom Details to be Provided to Committee

Public Listen-Only Access: 301-715-8592; Conference ID: 999 0689 3709;  
Passcode: 661506

**MEETING ANNOUNCEMENT**

AGENDA FOR PUBLIC SESSION

Call to Order

Chair Fish

1. [University of Maryland, College Park: 2023 Campus Facilities Plan \(presentation and information\)](#)
2. [University System of Maryland: Debt Policy Discussion \(presentation and information\)](#)
3. [Review of the Finance Committee Charge, Role, and Responsibilities \(action\)](#)
4. [University of Maryland, Baltimore: School of Dentistry Ambulatory Surgery Center and Building Renovations \(action\)](#)
5. [University of Maryland, Baltimore: Replace Energy Recovery Units and Exhaust Fans in Bressler Research Building \(action\)](#)
6. [Towson University: Albert S. Cook Library HVAC Replacement \(action\)](#)
7. [University of Maryland, College Park and University of Maryland, Baltimore: Lease Request for the Institute for Health Computing \(action\)](#)
8. [University of Maryland Global Campus: Modification to Digital Advertising Media Buying Services Contracts \(action\)](#)
9. [University of Maryland Global Campus: Modification to Offline Advertising Media Buying Services Contracts \(action\)](#)
10. [Salisbury University: Disaffiliation of the Ward Foundation, Inc. \(action\)](#)
11. [Convening Closed Session \(action\)](#)

## OFFICE OF THE SENIOR VICE CHANCELLOR FOR ADMINISTRATION AND FINANCE

## MEMORANDUM

**TO:** Members of the Committee on Finance

Ellen Fish  
Steven Sibel  
Geoff J. Gonella  
Farah Halal  
Anwer Hasan

Douglas J.J. Peters  
Louis M. Pope  
Robert D. Rauch  
William T. Wood  
Linda R. Gooden, *ex officio*

**FROM:** Ellen Herbst, Senior Vice Chancellor

**DATE:** August 30, 2023

**RE:** Meeting of the Committee via Video Conference

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The Committee on Finance of the USM Board of Regents will meet in public session via video conference at 10:30 a.m. on Thursday, September 7. Upon the conclusion of the public session, the Committee will convene in closed session.

The agendas and supporting materials will be available on Nasdaq Boardvantage for members of the Board and the USM website at <https://www.usmd.edu/regents/agendas/>.

Zoom details will be provided to the Regents prior to the meeting.

Public listen-only access is provided at 301-715-8592; Conference ID: 999 0689 3709; Passcode: 661506.

**cc:** Other Members, Board of Regents  
Office of the Attorney General  
Chancellor's Council  
Vice Presidents for Administration and Finance  
Office of Communications  
VCAF Managers

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**TOPIC:** University of Maryland, College Park: 2023 Campus Facilities Plan

**COMMITTEE:** Finance

**DATE OF COMMITTEE MEETING:** September 7, 2023 (presentation and information)

**SUMMARY:** The University of Maryland, College Park requests approval of its 2023 Campus Facilities Plan.

The University, the flagship institution of the University System of Maryland, consists of approximately 14.1 million gross square feet in 254 buildings on 1,340 acres. The institution currently has 40,792 students and offers 104 undergraduate majors, 115 master programs, and 84 doctoral programs. As the largest institution in the State of Maryland and the Capital Region, the University has over 400,000 alumni, produces over \$677 million in research, and generates a \$3.7 billion annual economic impact on the State.

The 2023 Campus Facilities Plan (Plan) sets forth a vision and framework for the future development of campus and aligns the values and principles of the University's Mission and 2022 Strategic Plan with strategic placement of new buildings, investment in existing buildings, upgrades and resilient infrastructure systems, and enhanced connections within and to adjacent communities. The Campus Facilities Plan builds upon recommendations from prior planning efforts and provides responsive solutions to meet current and future campus needs and goals.

Guiding principles for the Plan were developed through campus and community stakeholder engagement. These principles, creating high-impact campus environments, holistic placemaking, people-first mobility, and sustainable stewardship and investment are key drivers of the Plan. The 2023 Campus Facilities Plan establishes the physical connected framework of vibrant districts and places that reflect University values, diverse community needs, and campus heritage. The Plan develops an accessible, people-first, and connected campus mobility network that is integrated with the greater College Park community. The planned future campus development is focused on the sustainable growth of campus and invests in the long-term resilience of the campus to take on the grand challenges of tomorrow.

**ALTERNATIVE(S):** The 2023 Campus Facilities Plan captures the long-term vision and the strategic priorities and incorporates the physical planning principals that are intended to guide efficient facilities development and campus placemaking at the University. There are no alternatives for implementation.

**FISCAL IMPACT:** The 2023 Campus Facilities Plan provides a framework for the efficient campus development and delivery of campus projects to meet campus needs. Individual projects will be reviewed through the normal procedures of the capital and operating budgets. Approval of the Campus Facilities Plan does not imply approval of capital projects or funding.

**CHANCELLOR'S RECOMMENDATION:** That the Finance Committee consider the University of Maryland, College Park's 2023 Campus Facilities Plan, 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.

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COMMITTEE RECOMMENDATION:

DATE:

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BOARD ACTION:

DATE:

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SUBMITTED BY: Ellen Herbst (301) 445-1923

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# UNIVERSITY OF MARYLAND

## CAMPUS FACILITIES PLAN







Chuck Keener - Garden





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# » INTRODUCTION

**The University of Maryland (UMD) is Maryland's flagship institution and is one of the nation's most prominent public research universities.**

Founded in 1856 as the Maryland Agricultural College, the university currently has 40,792 students and offers 104 undergraduate majors, 115 master programs and 84 doctoral programs. As the largest institution in state of Maryland and the Capital Region, UMD has over 400,000 alumni, produces over \$600M in research, and generates a \$3.7 billion annual economic impact on the state.

UMD finds itself approaching a transitional moment in the university's history – a new strategic plan (*Fearlessly Forward*), sustained development of the academic and research enterprise, a soon-to-be operational Purple Line, and momentum building toward meeting 2025 carbon-neutrality goals. At the same time, the physical campus is shaped by:

- » Limited land available to accommodate long-term academic and research needs
- » Aging facilities and infrastructure
- » Existing campus topography and legacy circulation / accessibility issues
- » The need to advance sustainability and resilience improvements

**The following Campus Facilities Plan outlines bold steps that UMD can take to advance the university *Fearlessly Forward*.**



40,792 headcount enrollment



15.3M gross square feet campus facilities



1,340-acre College Park campus



\$677M in sponsored research awards



11,513 degrees granted



14,505 faculty and staff members

UMD Highlights (2022)



# CAMPUS FACILITIES PLAN PURPOSE

**The Campus Facilities Plan sets forth a vision and framework for the future development of campus** and aligns the values and principles of the University Mission and 2022 strategic plan with strategic placement of new buildings, investment in existing buildings, upgrades and resilient infrastructure systems, and enhanced connections within and to adjacent communities. The Campus Facilities Plan will build upon recommendations from prior planning efforts and provide responsive solutions to meet current campus needs and goals.

The Campus Facilities Plan will advance UMD’s Mission, Vision, and strategic plan goals and objectives with key physical strategies including (but not limited to):

- » Guiding near- and long-term physical development for the flagship College Park campus
- » Identifying opportunities to strengthen connections with the greater College Park community
- » Supporting and advancing university sustainability and resiliency goals



# » UNIVERSITY MISSION, VALUES, AND STRATEGIC PLAN

**The Campus Facilities Plan embodies the aspirations and intent expressed by UMD's Mission, Values, and recently adopted strategic plan, *Fearlessly Forward: In Pursuit of Excellence and Impact for the Public Good*, each summarized below:**

## **UMD MISSION STATEMENT**

*Achieving excellence in teaching, research, and public service within a supportive, respectful, and inclusive environment is central to the mission and identity of the University of Maryland, College Park (UMD). As the flagship campus and a national leader in higher education, UMD strives to provide exceptional and affordable instruction for Maryland's most promising students, regardless of income. A pre-eminent locus of scholarship, the university builds and maintains a world-class capacity in the sciences, arts, and humanities to support ground-breaking discoveries that address the most pressing global challenges and inspire the human imagination. As one of the country's first land-grant institutions, UMD uses its research, educational, cultural, and technological strengths in partnership with state, federal, private, and non-profit sectors to promote economic development and improve quality of life in the state of Maryland. Diversity amongst our students, faculty, and staff is essential to this mission. Accordingly, ensuring equal educational opportunity; hiring and retaining a diverse and exceptional faculty and staff; recruiting and graduating talented students from traditionally underrepresented groups; and providing a supportive climate for their well-being are top institutional priorities.*

## **UMD VALUES STATEMENT**

*The University of Maryland (UMD) is a community of individuals living and working together to support and advance the educational and research mission of the institution. We aspire to become a community that is: United, Respectful, Secure and Safe, Inclusive, Accountable, and Empowered and Open to Growth.*



## FEARLESSLY FORWARD: IN PURSUIT OF EXCELLENCE AND IMPACT FOR THE PUBLIC GOOD

*Fearlessly Forward*, adopted in the spring of 2022, serves as the strategic plan to steward UMD's Mission and Vision into the future and includes the following elements:

Strategies from the strategic plan that inform the physical development of the campus include:

- » Promoting multidisciplinary collaboration and experiential learning
- » Engaged and impactful research and curricular innovations
- » Addressing "grand challenges" across local and global scales
- » Supporting civic engagement and lasting partnerships between students and the broader campus community
- » Developing strategic research partnerships
- » Strengthening social justice through relationship-building and community partnerships



Four Pillars of the Strategic Plan, Source: UMD 2022 Strategic Plan

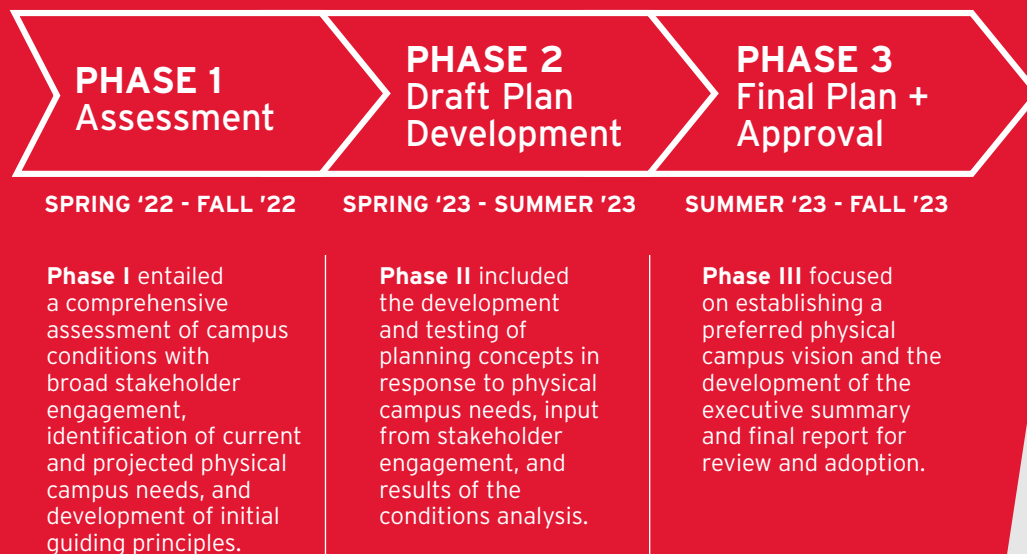


# » PLANNING PROCESS

**The Campus Facilities Plan is the result of visionary leadership and extensive collaboration with the campus community and its neighbors.**

Formal work on the Campus Facilities Plan took place over 18 months and followed the three-phase process (illustrated below). The planning effort was supported by the direct input from campus and community members and analysis and study from a multi-disciplinary planning team. Throughout the process, the planning team benefited from the guidance and support of the UMD community, including the project's Steering Committee, university President Darryll J. Pines, faculty, staff, students, as well as external stakeholders.

The result of this comprehensive process is an inspired and achievable plan for the campus that is rooted in both qualitative and quantitative assessments, supplemented by a robust outreach and engagement process.



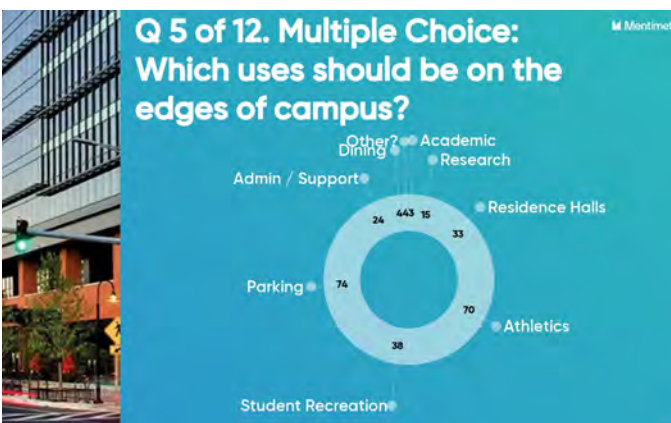


## OUTREACH AND ENGAGEMENT

The Campus Facilities Plan’s robust outreach and engagement process ensured that the final plan reflects the many unique aspirations and ambitions of UMD’s wide-ranging campus communities.

Students, faculty, staff, and external campus constituents were engaged, over 100 meetings were held, and over 6,000 survey/live polling responses were collected to inform the planning process.

Major themes of the input collected from the campus community are highlighted to the right:



**Top:** Faculty and staff from the School of Architecture, Planning and Preservation gather to support a Campus Facilities Plan visioning workshop. Results of the workshop served to inform campus organizing strategies.

**Bottom:** Responses from a live poll used during a University Senate meeting to gauge preferences on land use adjacencies to inform the development of the land use framework plan.



### Facilities and Programming

Enable a dynamic, innovative, and inclusive campus environment that supports cutting-edge academic programs, impactful research, vibrant residential life, and collaborative spaces for discovery and innovation.



### Placemaking

Enhance the campus environment to promote health and wellness, fostering collaboration while maintaining individual school/college identities, and creating visible spaces to showcase and encourage innovation throughout the institution.



### Circulation and Connectivity

Improve campus scale, accessibility, and connectivity to create a more cohesive and inclusive campus environment.



### Sustainability

Maintain commitment to infrastructure modernization, climate resilience, and sustainability integration into daily operations. This includes updating aging infrastructure, addressing flooding issues, and expanding sustainable practices throughout the campus to align with the university’s sustainability and carbon reduction goals.

## THE EVOLVING CAMPUS

Since its inception as the Maryland Agricultural College in 1856, UMD has transformed to become a leading public research institution with one of the most desirable and dynamic campuses in the country.

As the university expanded from a small college on the hill to a flagship university stretching across 1,340 acres, some of the most successful and defining elements of the campus layout have been altered, diminished, or faded from view – its clear organizational hierarchy, rich collection of signature open spaces, extensive network of pedestrian-focused walkways, and sympathetic relationship with adjacent natural areas were all hallmarks of the historic and iconic early campus eras.

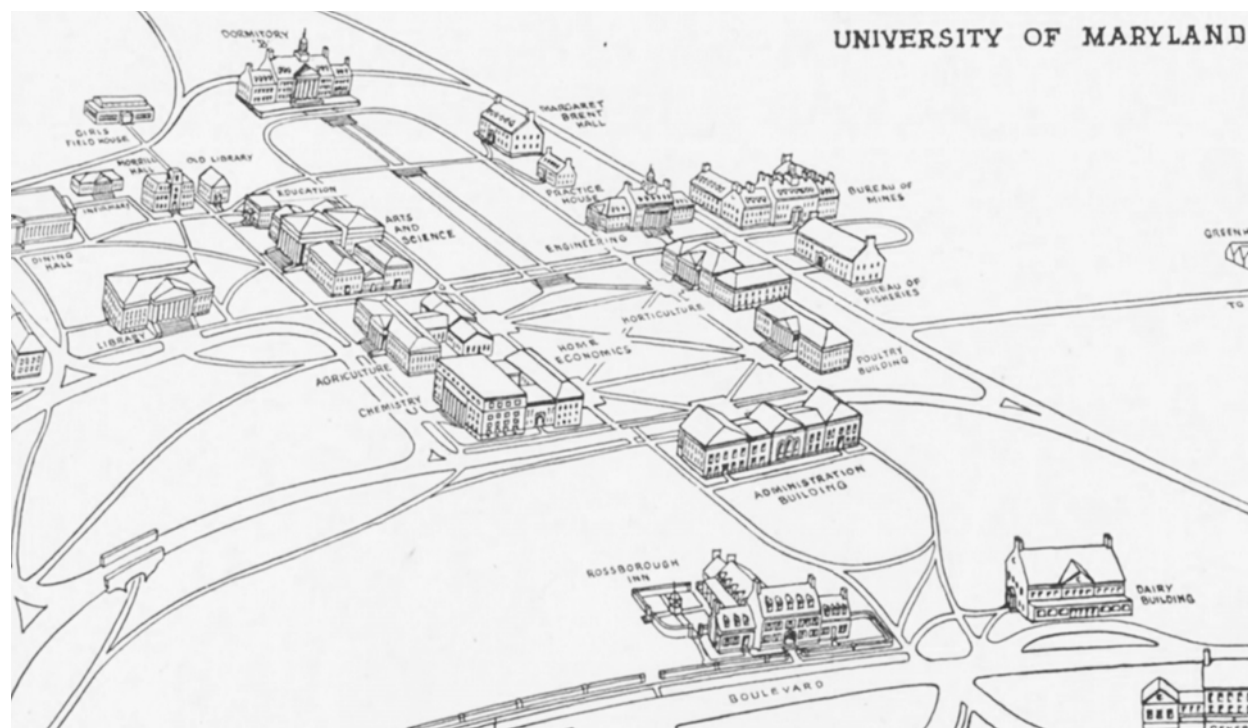
Recapturing the most successful elements of the historic campus, while managing continued development requires the university to commit

to the idea that each individual decision about where and how the university will grow, must be supportive of a singular, cohesive and comprehensive campus vision. The following observations on the evolution of campus are offered as lessons to inform future decision making.

### Key Observations

#### » Multiple early plans for the campus prioritize a compact academic core surrounded by lower intensity uses:

Throughout the first century of its existence, the campus was planned around a singular compact academic core. The core was surrounded by lower-intensity uses including housing and recreation – a planning model that, if reinstated, would support the university's goals of increasing collaboration between academic units and showcasing research and innovation.



Map of the University of Maryland campus, 1941, illustrating the development of McKeldin Mall flanked by academic and administrative uses

» **What was once on the edge, is now in the center:** As a result of many generations of development, uses that were once located on the campus edge are now constrained within the campus core. It reduces opportunities for academic collaboration, increases vehicular congestion, and lengthens the distance campus users travel between spaces.

» **Sprawling post-WWII development diminished the overall campus character, particularly north of Campus Drive:** The campus expanded north of Campus Drive to accommodate steep enrollment increases after World War II but followed a suburban model of development that prioritized vehicles and roadways and lessened the focus on pedestrian environments and open spaces, simultaneously expanding the academic core and psychologically-disconnecting from the historic core of campus.

» **Sustainable stewardship of university land relies on achieving the appropriate carrying capacity of the campus development sites:** Many areas of campus have clusters of undersized and outdated buildings that, as a result, are no longer the highest and best use of university land. New buildings and redevelopment projects maximize growth potential, while maintaining appropriate scale and contextual relationships.

**2017 - 2022: Campus Development**

Since the 2017 Facilities Master Plan update, projects have been completed or are in design/ construction to support campus growth and the University. New and renovated academic, research, housing, dining, and athletic projects on campus have been constructed to address campus deficiencies. The ongoing Purple Line and the State Highway Administration Baltimore Avenue improvements will better connect the campus to the surrounding communities and provide a vibrant corridor that integrates the campus with the surrounding community. The Discover District, UMD's research park, is home to university stakeholders, corporate partners, government researchers, and entrepreneurs, continues to transform the Greater College Park region. Provided to the right are highlights of the main campus development::

**Development Highlights (2017-2022)**



*A. James Clark Hall (2017)*



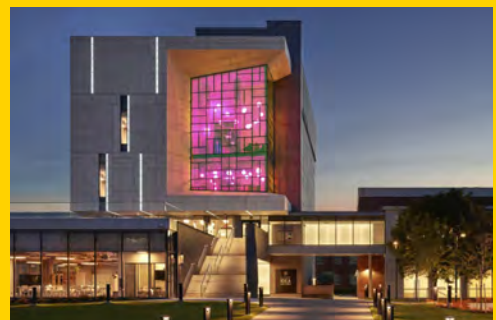
*Dorchester Hall Renovation (2018)*



*Brendan Iribe Center (2019)*



*Johnson-Whittle Hall (2021)*



*E.A. Fernandez IDEA Factory (2022)*



## CAMPUS CONDITIONS

The campus conditions analysis evaluates the quality of buildings and exterior spaces throughout the campus, encompassing land assets, campus building and academic support spaces, and campus open space areas and circulation. Findings from this analysis are then combined with the results of the campus needs assessment and input from engagement activities in order to achieve two objectives:

- » Identify areas that need improvement or redevelopment
- » Inform the draft guiding principles and initial planning concepts in Phase 2

Key findings on the following topics include:

### Buildings

- » **Physical/Function Condition:** A number of buildings may not support today's research and learning standards due to physical and functional shortfalls.
- » **Renovation/Redevelopment:** Select buildings may not best-serve the university's academic mission may be designated as candidates for potential renovation or redevelopment.
- » **Infill Focus:** New construction could focus on infill within the campus core with proximity to Purple Line stops.

### Land Assets

- » **Land Asset Deficiencies:** Several districts have deficient amounts of accessible open spaces, including rec fields, malls, quads, and courtyards.
- » **Physical Constraints:** There are limited land resources for infill and development.

- » **Infill Opportunities:** Other land assets may be considered underutilized, such as the area directly west of McKeldin Library, and may be potentially suited for infill development or open space enhancements.

- » **Legacy Sites:** McKeldin Mall, Chapel Lawn, and Hornbake Plaza represent spaces that support UMD's identity and may be candidates for preservation and/or enhancements.

### Mobility

- » **Purple Line:** The Purple Line should be leveraged as an opportunity to link the campus better, not further divide it, particularly in the campus core.

- » **Congestion:** Deemphasize vehicles on campus and emphasize pedestrian/wheeled mobility.

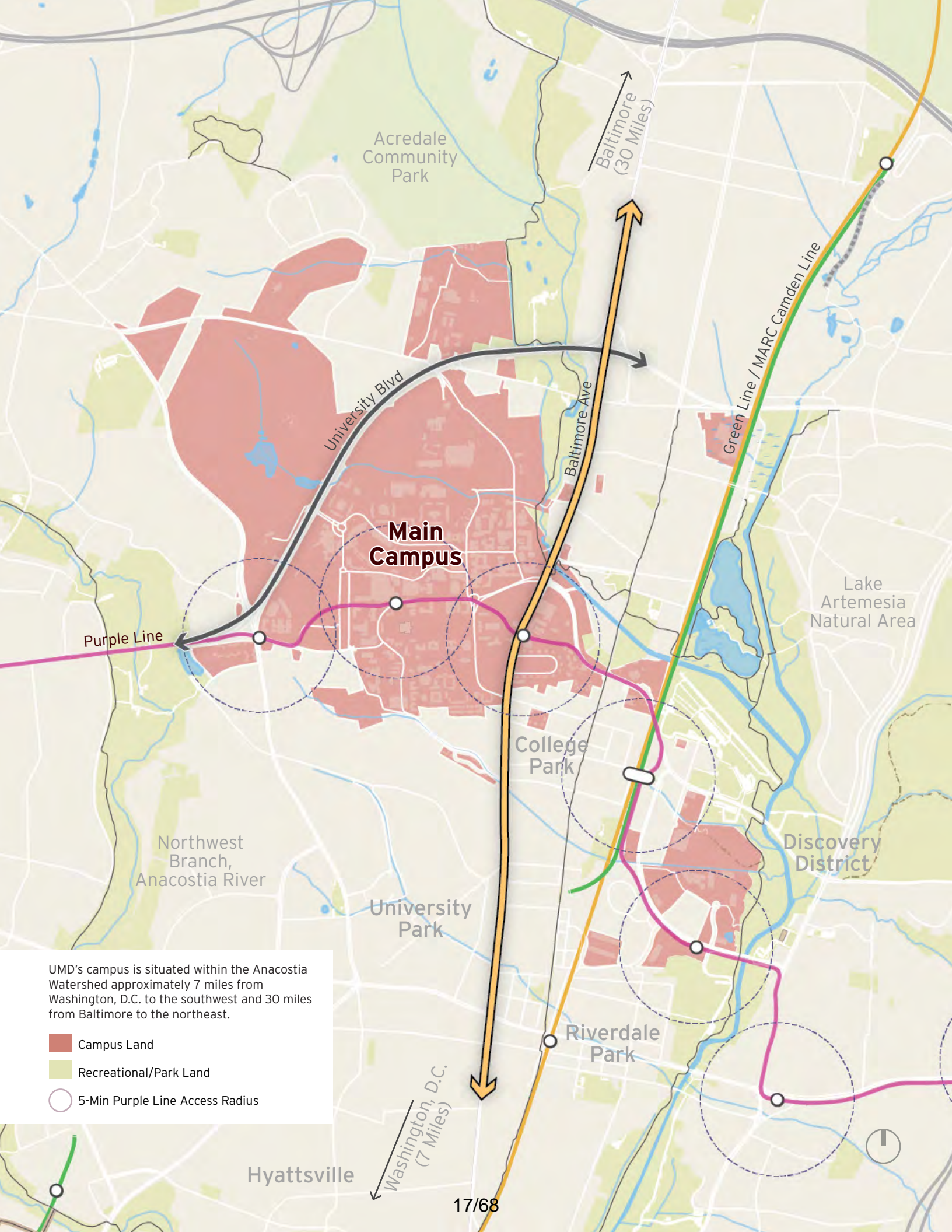
- » **Town-Gown/Regional Connectivity:** Expand multi-modal connectivity of pedestrian, wheeled, and bike networks throughout campus, to recently-completed improvements on Baltimore Ave, Downtown College Park, and greater trail networks.

### Strategic Development

- » **Town-Gown:** The construction of the Purple Line supports opportunities for transit-oriented development (TOD) around the five campus stops to the east and west of the campus core.

- » **Discovery District:** Connecting the Discovery District physically and academically to the rest of campus furthers the university's evolution as a center for multidisciplinary and innovative research.

Results of the campus conditions analysis are highlighted in the Campus Facilities Plan recommendations section and detailed in the full report.



UMD's campus is situated within the Anacostia Watershed approximately 7 miles from Washington, D.C. to the southwest and 30 miles from Baltimore to the northeast.

- Campus Land
- Recreational/Park Land
- 5-Min Purple Line Access Radius

# PROGRAM ASSESSMENT

A space needs assessment was conducted to inform existing potential deficiencies, anticipated near-term (10 years) allowances, and long-term (10+ years) planning scenarios. "Needs" vary in scale/type, and can be summarized into the following categories:

- » **Physical space allowances:** Academic and research, administrative and support, Intercollegiate Athletics (ICA), and Division of Student Affairs (DSA)
- » **Additional campus needs:** Mobility, land assets, and infrastructure

Physical space needs were examined in two ways:

- » **10-Year Plan:** Focused on addressing current deficiencies

» **Planning Scenario:** Focused on proactive planning to reflect evolving changes to enrollment, teaching, research, and student support-related practices

The space needs assessment process was based on the University System of Maryland and Department of Budget Management guidelines, peer institution benchmarking, and input from campus stakeholders. In addition, the program summary incorporated analysis from previous planning studies and divisional strategic planning efforts. The results of the space needs assessment are illustrated in the chart below.

Category	Current Conditions (2022)		Planning Scenario
Student Headcount	40,800		44,500
Student FTDE	28,300		31,000
FTE Faculty/Staff	9,500		10,500

Space (NASF)		Current Deficit	
Academic/Research/Academic Support	4.6M	1.1M	6.2M
ICA	780K	N/A	860K
Auxiliary (excludes Res)	600	110K	900K



Beds (CNT)	12,550		14,250
Sports Fields	5		9
Parking	17K (Supply);15K (Demand)		17K (Supply); 14K-16K (Demand)
Purple Line Ridership	0		2.7k

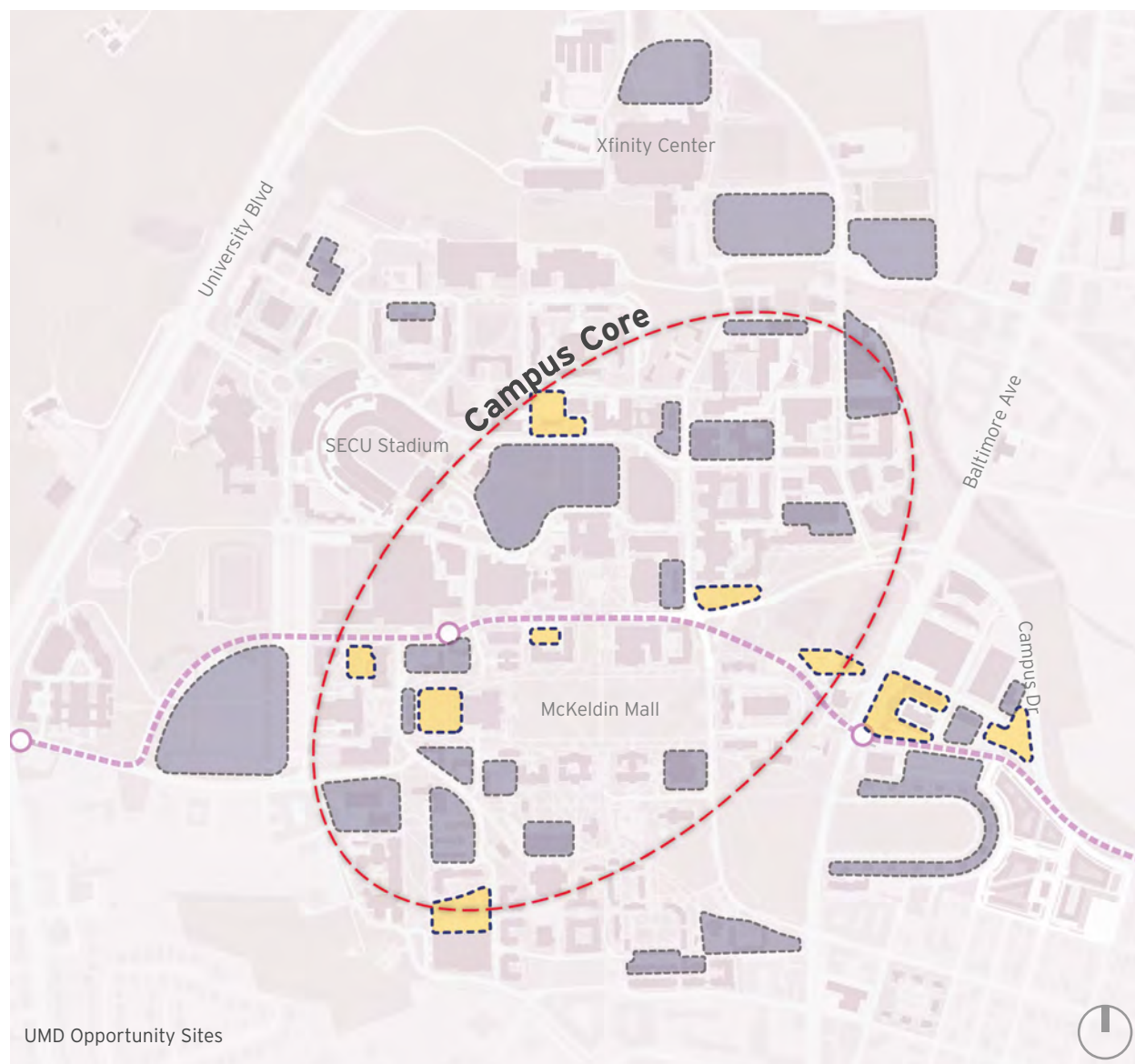
Source: University of Maryland Space Needs Assessment



## OPPORTUNITY SITES

With growth of over 1.4 million gross square feet (GSF) in the last ten years (excluding housing), mainly on surface parking lots and previously undeveloped areas, the university's ability to readily develop land with new buildings is quickly diminishing. To accommodate long-term growth on the main campus, UMD must critically assess opportunities to replace existing buildings with significant maintenance issues or poor programmatic fit to function.

-  **Readily Developable:** Sites with no existing construction and/or vacant/to-be-demolished buildings
-  **Additional Opportunities:** Sites with poor condition ratings and existing use that could be re-accommodated elsewhere



UMD Opportunity Sites

# » THE CAMPUS FACILITIES PLAN

The following Campus Facilities Plan strategies are the result of concepts developed throughout the planning process.

These strategies satisfy needs identified in the campus conditions analysis, outreach and engagement process, and the space needs assessment. The strategies are categorized under the four guiding principles that incorporate the university's strategic plan, current and projected campus needs, and broader state-wide initiatives, including *Plan Maryland* and the *Climate Solutions Now Act*.



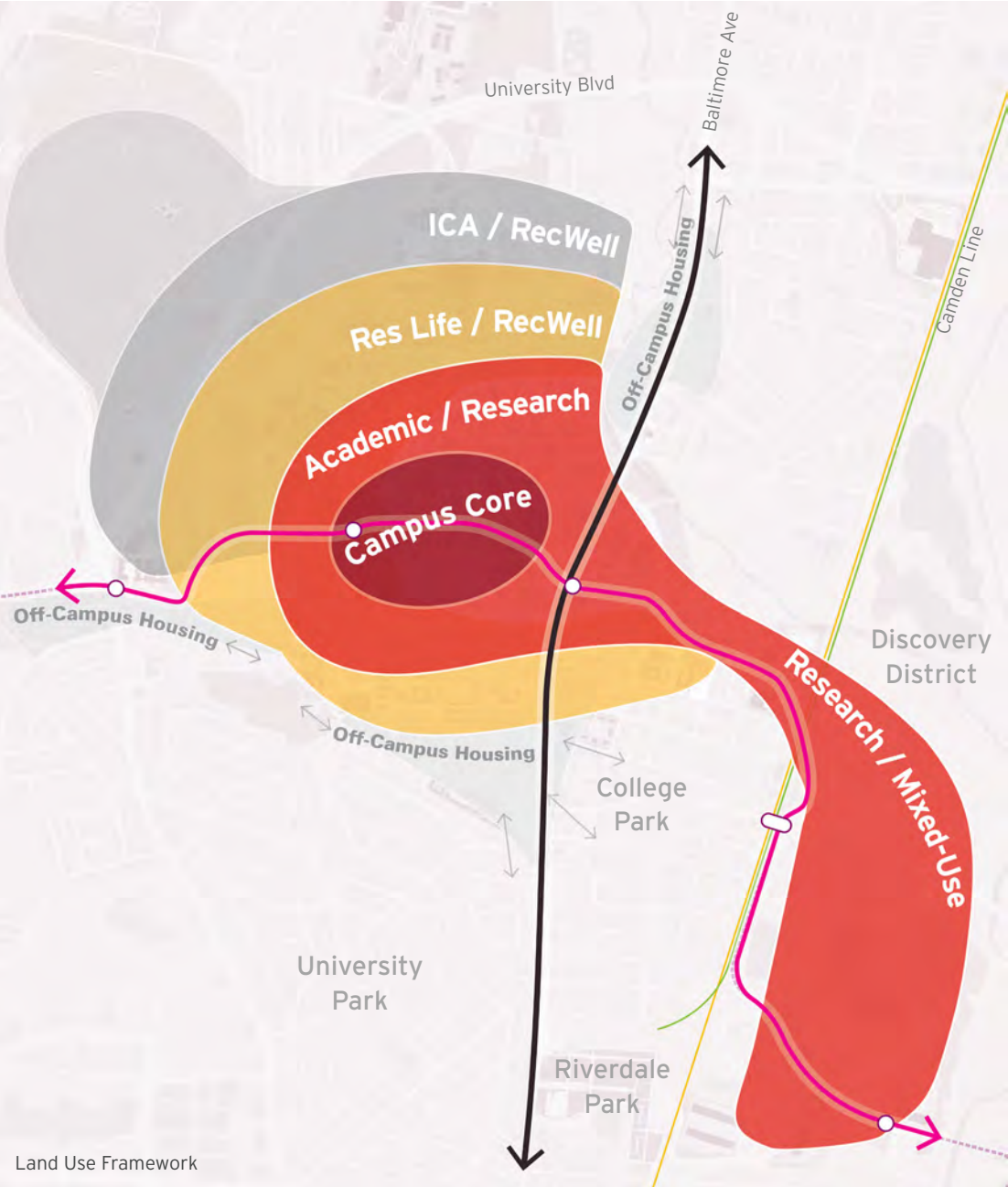
Guiding principles



# LAND USE FRAMEWORK

The Campus Facilities Plan framework approach reinstates a hierarchy of uses by prioritizing the campus core for academics and research uses. The core would be bounded by lower-intensity uses and more land-consumptive uses, such as sports venues, recreational fields, and large parking areas.

The academic and research uses extend east toward the Discovery District and further strengthen the relationship between the university and the City of College Park with a rich mix of uses that benefit both UMD and promote economic development for the greater College Park community.



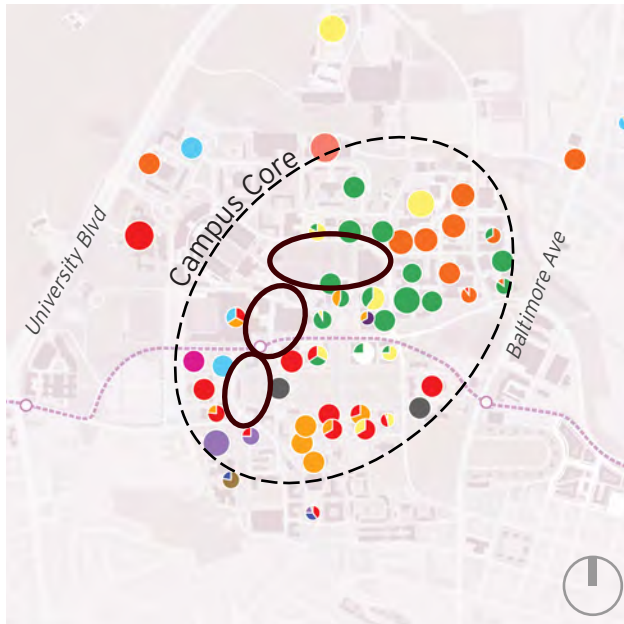
Land Use Framework



## HIGH-IMPACT CAMPUS ENVIRONMENTS

Supporting the continued development of high-impact campus environments requires a higher level of clarity around the organization of campus uses. The university's desire to have innovative and cross-cutting academic and research programs suggests the prioritization of a compact and dynamic academic core, where physical adjacencies spur collaboration and innovative partnerships. To achieve that goal, some "gaps" in the current academic core should be bridged over time with future academic uses, and non-academic uses should be relocated to adjacent areas and supporting spaces. Student residential communities thrive with a rich collection of amenities and access to health and wellness resources, which suggests that the perimeter residential community model should be strengthened and expanded.

Additionally, Intercollegiate Athletics seeks to shift to an "athletics village" model where facilities can be co-located to the northeast and west areas of campus, taking advantage of shared-use facilities and ease of access for large events.



An analysis of existing academic units scaled by the amount of space highlights "gaps" in the academic core that can be filled over time with strategic redevelopment opportunities.

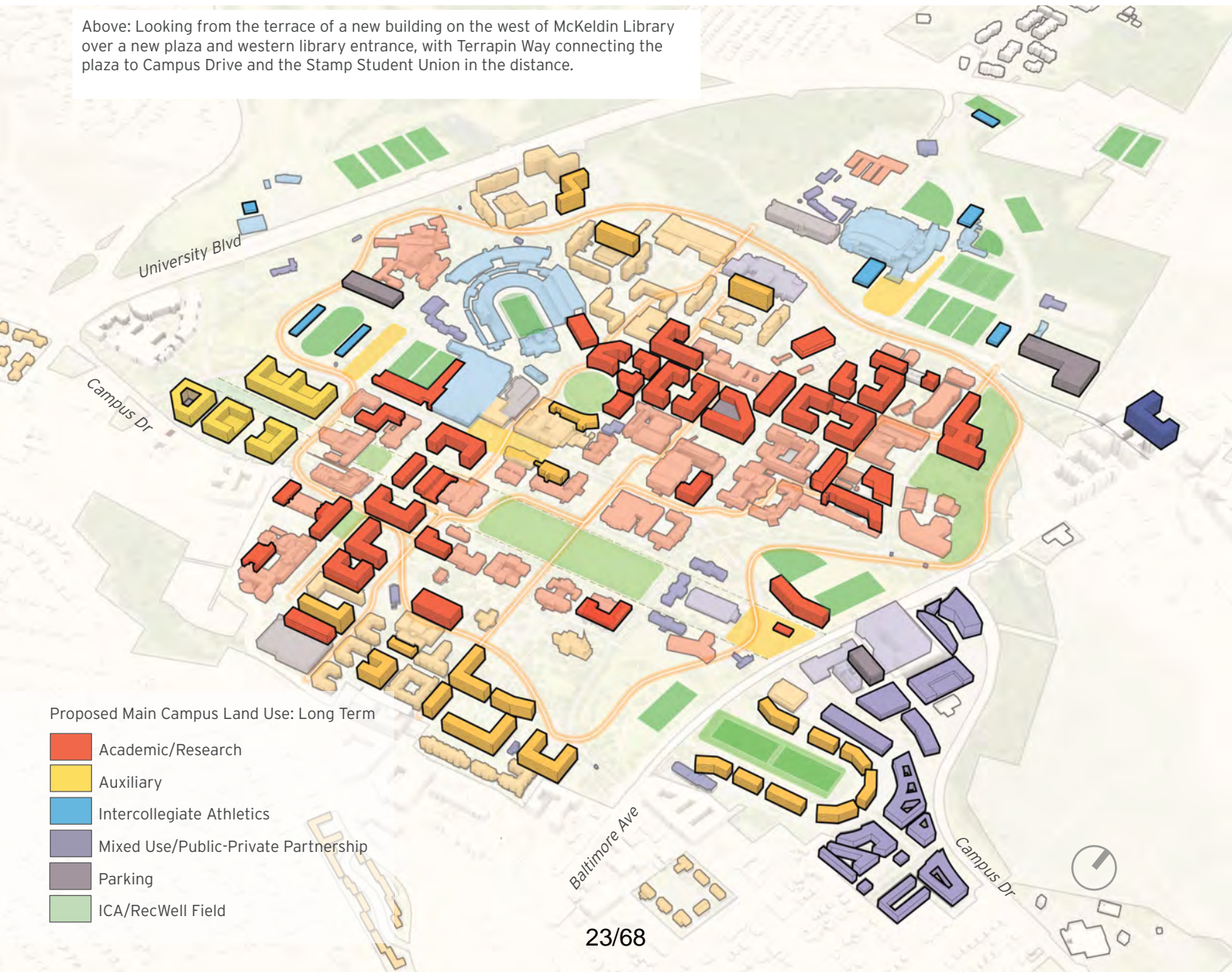
### KEY PROJECTS AND INITIATIVES

- » **Strengthen the Academic Core:** Promote higher-density infill development and redevelopment within the campus core.
- » **Renew North and South Student Life Villages:** Revitalize Resident Life communities to the north and south with new and updated residential, dining, and RecWell facilities.
- » **Develop Terrapin Athletics Districts:** Focus RecWell and Intercollegiate Athletics facilities to the campus perimeter.
- » **Activate the Discovery District Innovation Corridor:** Activate this corridor with mixed-use development that supports growing the university research enterprise and strategic partnerships.
- » **Bolster Student Support Spaces in the Campus Core:** Renovate and expand Stamp Student Union, the Health Center, and McKeldin to support the student experience.
- » **Expand Programming at the UMD Golf Course:** Consider long-term needs to incorporate potential student and athletics-focused uses along the University Boulevard frontage.





Above: Looking from the terrace of a new building on the west of McKeldin Library over a new plaza and western library entrance, with Terrapin Way connecting the plaza to Campus Drive and the Stamp Student Union in the distance.



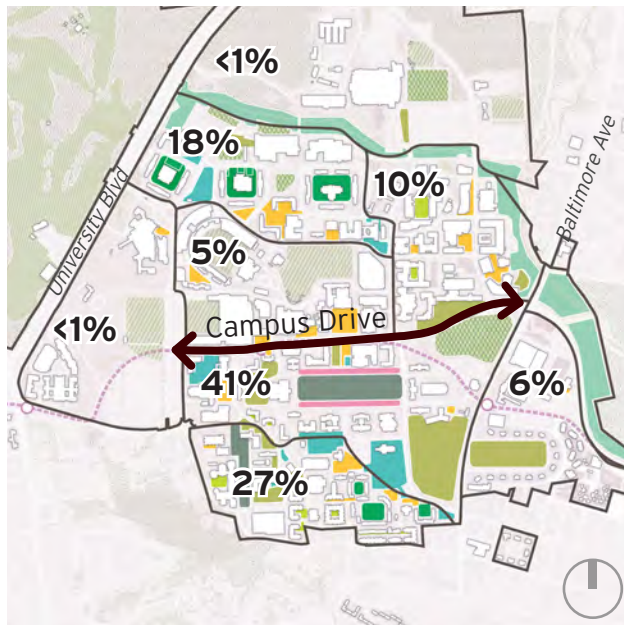




## HOLISTIC PLACEMAKING

The campus landscape and setting play a critical role in improving the campus ecosystem, fostering community, connecting to adjacent communities, and reflecting campus heritage - but as the campus exists today, the landscape quality and quantity vary greatly across campus. As the campus developed rapidly after WWII, the traditional pattern of buildings surrounding quads, malls, and courtyards gave way to more sprawling and urban districts north of Campus Drive.

The analysis of usable open spaces (including open lawns, recreational fields used for informal gatherings, formal open spaces, plazas, and courtyards) shown below illustrates the relative lack of usable open space north of Campus Drive. It highlights the need to balance the mix of land uses in those areas to provide a campus setting with more community and environmentally-focused landscape spaces. These needs were further reinforced by heat mapping of the Washington, D.C. metro region, highlighting increased heat levels in areas on and around campus, where development is significantly more dense than surrounding areas. Additionally, expanding the existing open space network will play a critical role in addressing severe flooding and make vital connections to the larger environmental network, which extends into College Park and beyond.



### KEY PROJECTS AND INITIATIVES

- » **Extend McKeldin:** Extend the presence and pathway from McKeldin Mall to the west into Lot 1 and to the east into a new Armory Plaza, both of which serve as entries and arrival points to the campus.
- » **Develop a Grand Armory Gateway:** Establish a new gateway plaza at the foot of the iconic Armory Building that greets visitors from the new Purple Line station across Baltimore Avenue.
- » **Create a New Stamp Union Lawn:** Relocate Shipley Field and create new open space that allows for students and events to flow out from the Union into the adjacent lawn space.
- » **Better Integrate the Paint Branch Creek:** Develop a new signature open space extending from Paint Branch Creek that provides critically needed outdoor gathering space in the northeast area of campus, mitigates the area's flood risk and reduces the district's heat island effect with resilient planting and landscape design.
- » **Complete Development of Mayer Mall:** Use redevelopment and infill to fulfill the original vision of Mayer Mall as a dense and active node at the southwest end of the campus academic spine.
- » **Develop a Central Campus Hub:** Create a new transit plaza that boldly welcomes visitors to campus with an iconic new space that unites the street with adjacent frontages of Cole Fieldhouse, Stamp Student Union and a new academic building.
- » **Create a Champions Plaza:** A signature new plaza space that anchors the future northwest athletics village and provides space for gameday events and programming.

A comparison of usable open spaces across campus illustrates a disparity between the relative proportion of open space in each campus district. The area north of Campus Drive falls short of the target 25-50% ratio that exists south of Campus Drive.





Above: The Gateway Plaza is a new signature entry into campus, prominently located across from a new Purple Line station and fronted by the iconic Armory facade and a new flagship academic building.



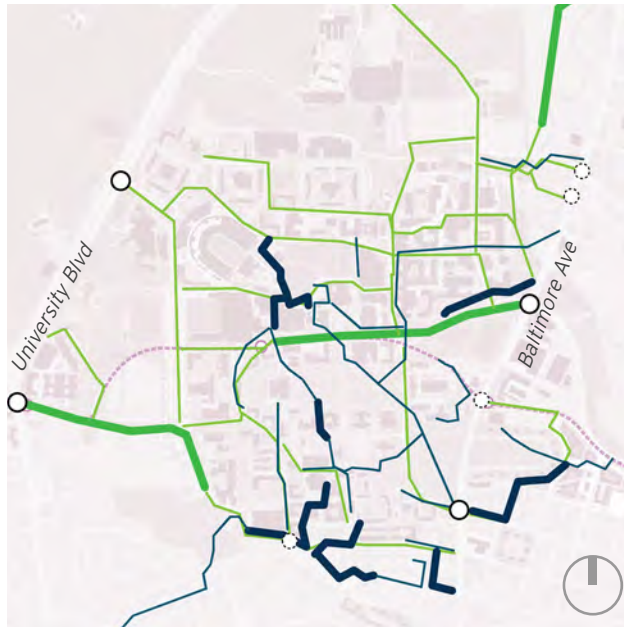




## PEOPLE-FIRST MOBILITY

The campus's size and urban context, transit access, and largely orthogonal organization of buildings presents tremendous opportunities to enhance the existing circulation system to promote a people-first approach to mobility. Major campus streets can be reimagined as generously landscaped, multimodal corridors that bind the campus core and safely provide access from conveniently-located parking areas. New campus-wide pathways can resolve existing north-south circulation constraints and provide safe access to the campus core for bikes and scooters.

A hierarchy of streets and pathways will be connected to the university's existing and new transit gateways, providing ease of travel and effective last-mile solutions. Lastly, new and renewed campus entries along the perimeter will be part of a more natural and intuitive wayfinding and arrival experience that directs users more efficiently to their final destination and reduces congestion in the campus core.



An analysis of pedestrian and bike movement across campus (scaled by volume. Ped: Bold blue = >285 daily trips, thin blue = 100-285 daily trips, Bike: Bold Green = >55-100 daily trips, thin green = 25-55 daily trips) highlights both the fragmented campus circulation network and the volume of pedestrian activity into campus from multiple southern entries

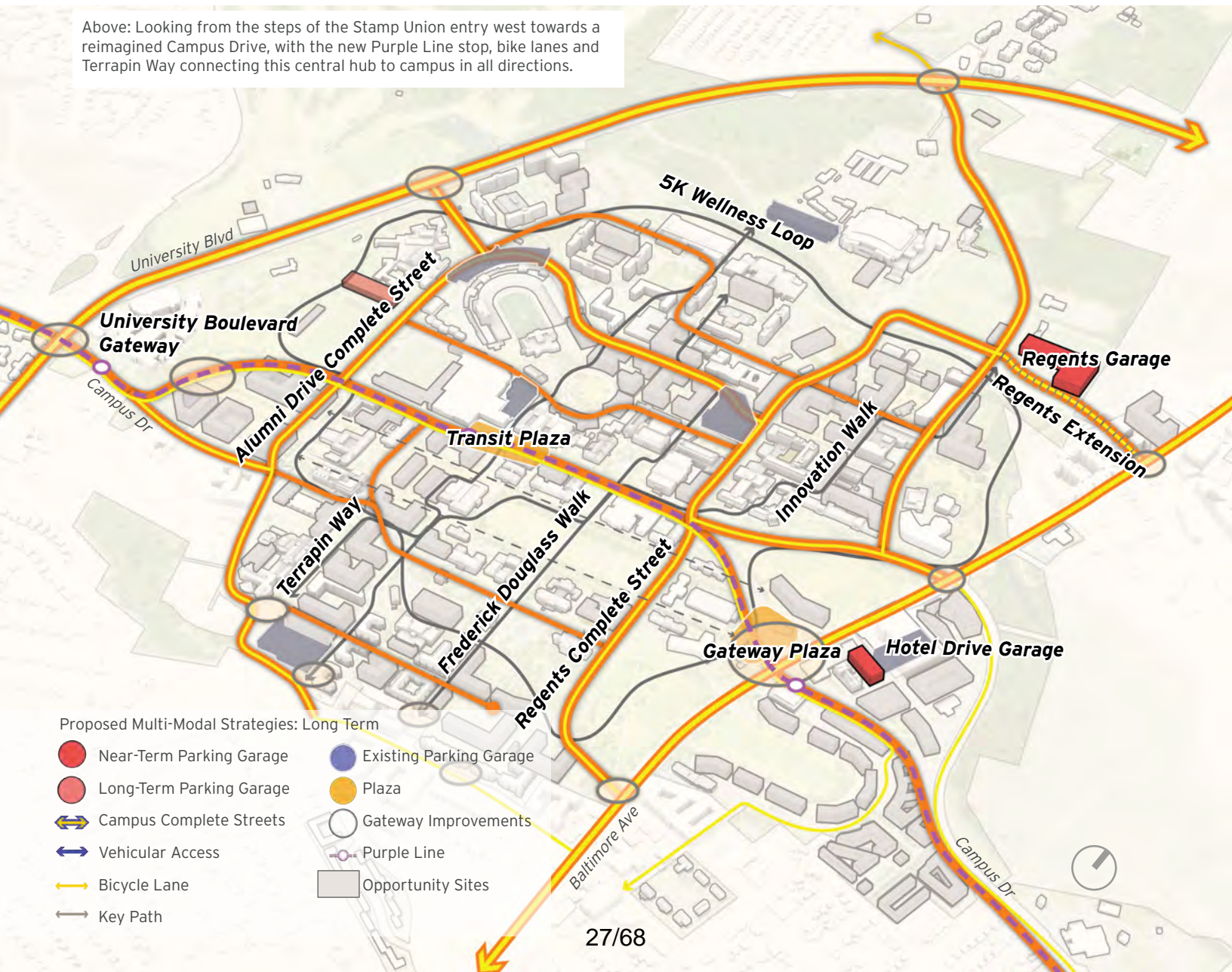
### KEY PROJECTS AND INITIATIVES

- » **Develop a Wellness Loop:** A unique 5K multi-purpose loop that connects the campus core with perimeter natural areas and pathways to regional amenities.
- » **Create Signature Campus Walks:**
  - » **Terrapin Way:** Develop a new signature north-south at-grade/fully-accessible connector, Terrapin Way, that connects pedestrians and wheeled vehicles from student communities to the academic core.
  - » Develop a new, branded **Innovation Walk** to showcase special initiatives along the primary pedestrian route that connects the academic core from the southwest to northeast areas of campus.
  - » Define a new **Frederick Douglass Walk**, a secondary north-south walk that further connects southern and northern residential communities to the campus core along a fully accessible and bike-friendly pathway.
- » **Streets for All:** "Complete Street" improvements that improve safety and the overall experience of campus circulation while providing for efficient sharing of roadway space between pedestrians, bikes/scooters, vehicles and landscape areas.
- » **Strengthen Campus Gateways:** New and renewed campus entries that clearly reflect the identity of the university and initiate the wayfinding process for campus visitors.
- » **Optimize Parking:** Maintain available parking, including preserving accessible and service vehicle-focused parking within the campus core, while consolidating large parking areas to the campus perimeter and connecting visitors to their final destinations with more pleasant and enjoyable pathways and last-mile solutions.





Above: Looking from the steps of the Stamp Union entry west towards a reimagined Campus Drive, with the new Purple Line stop, bike lanes and Terrapin Way connecting this central hub to campus in all directions.



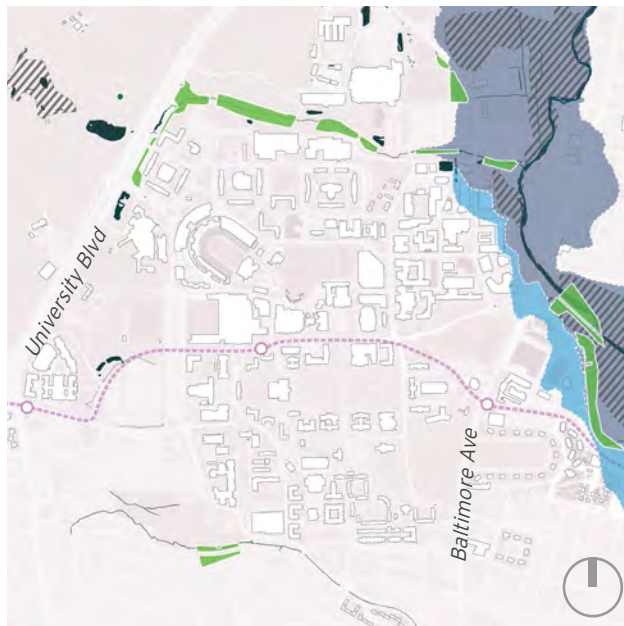




## SUSTAINABLE STEWARDSHIP AND INVESTMENT

UMD has established bold and visionary goals for bolstering sustainability and responsible land stewardship on campus and throughout the state. The resulting strategies for campus support a clear path toward carbon neutrality and the highest level of environmental stewardship.

Among the strategies represented in the plan are shifting away from the aging central steam system to more efficient “energy districts,” continued and targeted building upgrades, significant increases to the university’s electrical vehicle fleet, and innovative landscape and stormwater infrastructure improvements to minimize the impacts of flooding events.



The illustration above highlights sensitive areas of campus given the location along the Anacostia Watershed, including easements (green), wetlands (hatch), and both 100 and 500-year floodplains (highlighted in light/dark blue)

### KEY PROJECTS AND INITIATIVES

#### » Establish Sustainable Energy Districts

» Transition from a centrally focused and steam-based energy network to a distributed low-temperature hot water-based district system to support the university’s future energy program. This program will replace, renew and modernize the campus energy system to meet its future sustainability goals – including decarbonization of the campus energy system by 2035.

#### » Integrated and Innovative Stormwater Solutions

» Reduce environmental impacts of heavy rain events by employing low-impact development strategies and Environmental Site Design (ESD) elements in lower-density campus areas and robust stormwater facilities, such as underground detention, rain gardens, and green roofs in higher-density areas.

» Limit on-campus development in flood-prone areas and take proactive measures to address the impact of campus development on off-campus areas.

#### » 21st-Century Campus Facilities and Infrastructure

» Align university development practices with statewide policies from the new Climate Solutions Now Act and other climate-related plans and programs.

» Ensure that building construction and renovation standards are supportive of the state of Maryland’s Green Building Program.

» Prioritize the renewal of buildings that have high functional value and fit for future programs.

» Target the redevelopment of aging buildings with low functional adequacy and performance.

» Pair roadway and open space improvements with upgrades to underground utility corridors.

» Assess electrical capacity to support further electrification of campus buildings, vehicles, and infrastructure.





Above: Looking west at the E.A. Fernandez IDEA Factory and Jeong H. Kim Building at the Paint Branch Green, a new resilient and multi-purpose open space lined with science and technology programs that can use the area to showcase academic innovations and engage in outdoor learning, as envisioned in this view of an engineering student demonstration fair.

Below: Four sustainable strategies being pioneered on the UMD campus that can serve as models for future development.



Rainwater Harvesting (Example: Physical Sciences Complex Green Roof)



Integration of AgroEcology Corridor Strategies



Use of Photovoltaics (Example: Regents Garage PV Panels)



Zupnik Hall Measures to Achieve Net Carbon Zero Operations



# SUMMARY OF CAMPUS FACILITIES PLAN FRAMEWORK

The campus framework accommodates up to 3.9M GSF of net-new construction of Academic, Research, Auxiliary, and ICA (not including housing, parking, and public-private partnership development). Key campus framework strategies and organizing elements align with the key recommendations illustrated under the guiding principles, and they include:

## Strengthening the Academic Core

Foster collaborative and adaptable academic and research facilities to support cutting-edge innovation and partnerships across the campus core.

## Placing Research at the Forefront

Showcase high-impact research and elevate the visibility and accessibility of the research enterprise.

## Investing in Sustainable Infrastructure

Advance UMD's sustainability goals through comprehensive modernizations of campus infrastructure paired with compact development and multi-modal improvements.

## Capitalizing on Transit Opportunities

Promote an accessible and compact transit-oriented campus experience through strategic infill development along the Purple Line

## Promoting Health and Wellness

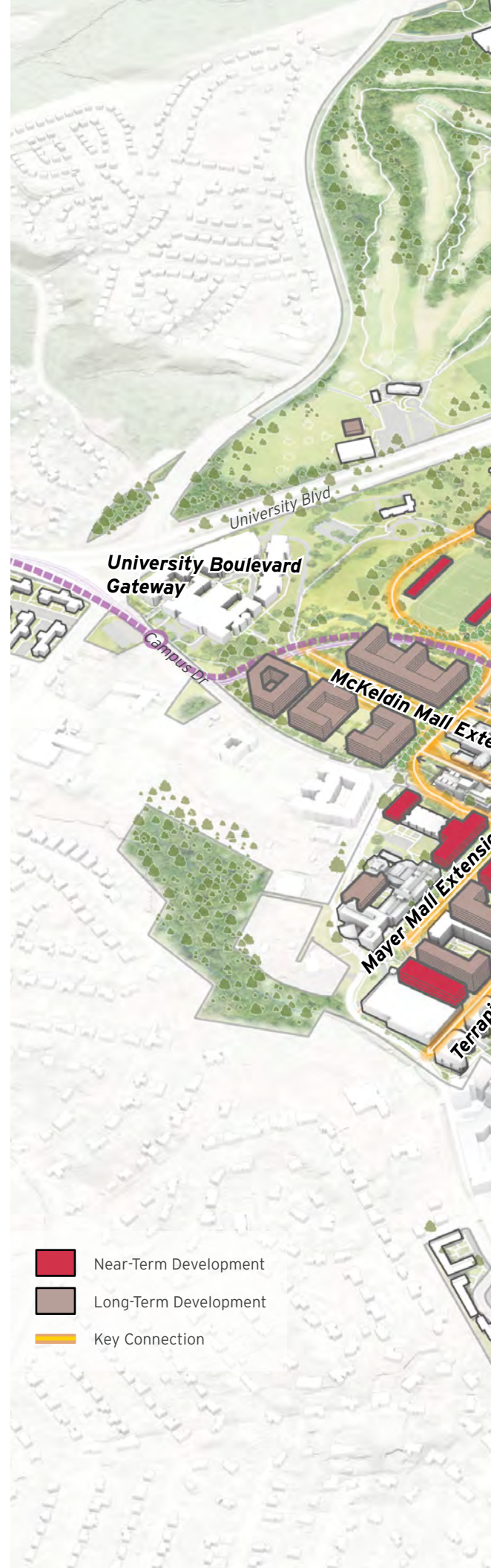
Create new and iconic campus-wide connections and spaces that integrate wellness across the campus.

## Supporting Building Champions

Improve and expand Intercollegiate Athletics facilities to advance Big Ten goals and support the Terps continued success.

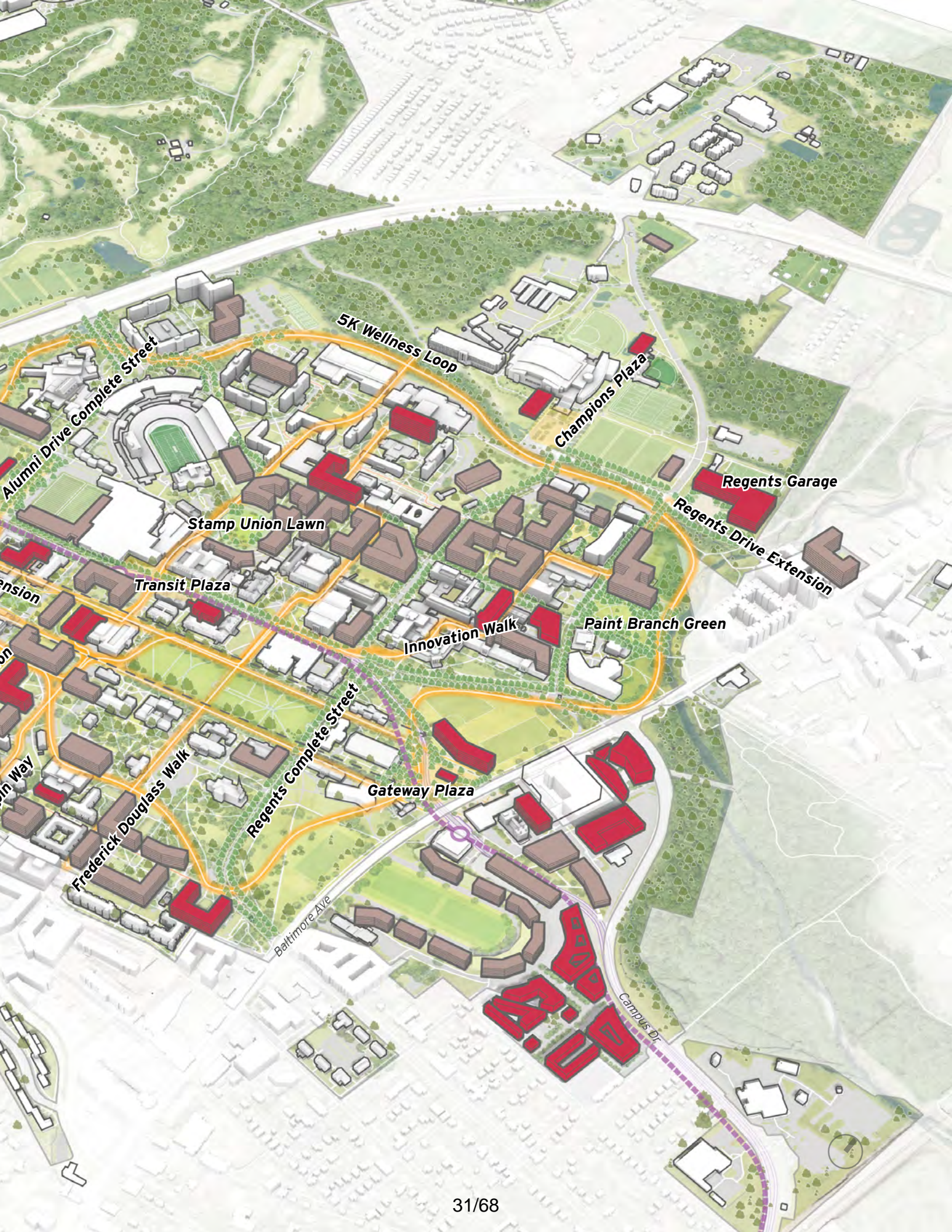
## Enriching the Campus Experience

Create nurturing and engaging environments for a wide range of student services, including updated residence halls, health and wellness facilities, dining services, and recreation facilities.



- Near-Term Development
- Long-Term Development
- Key Connection





Alumni Drive Complete Street

5K Wellness Loop

Champions Plaza

Stamp Union Lawn

Regents Garage

Transit Plaza

Regents Drive Extension

Innovation Walk

Paint Branch Green

Gateway Plaza

Extension

on

in Way

Frederick Douglass Walk

Regents Complete Street

Baltimore Ave

Campus Dr

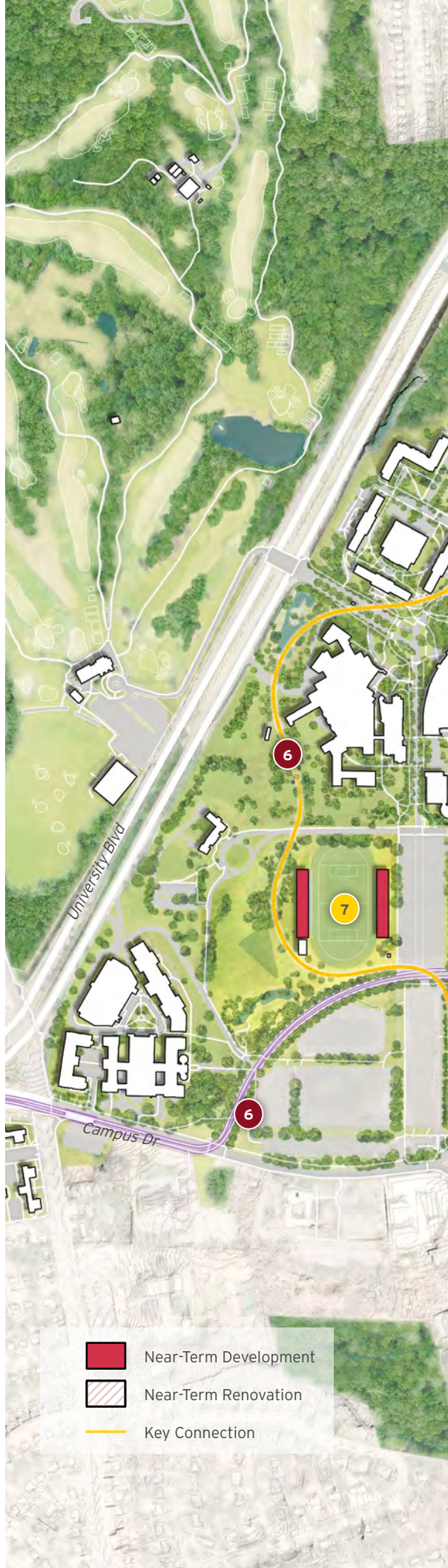


# NEAR-TERM (10-YEAR) PLAN

The Near-Term Plan and projects (highlighted below) are guided by the land use framework and reflects State- and System-Funded 10-year projects. While projects are subject to change, the Near-Term Plan represents a preferred strategy for physical campus organization and reflects 1.2M GSF in net-new development (not including housing, public-private partnerships, or parking).

State-Supported 10-Year Projects	
1	Chemistry Building Wing 1
2	Stanley R. Zupnik Hall
3	College of Information Studies Renovation
4	Health & Human Sciences Building
5	Earth & Climate Science Building
6	Campus Site & Safety Project
7	AI & Machine Learning Building / A.V. Williams & Armory Plaza
8	Regents Drive Extension
9	McKeldin Library Addition & Renovation
10	Architecture Building Addition & Renovation
11	Benjamin Building Addition & Renovation
12	Francis Scott Key Hall Renovation
13	New BSOS Building & LeFrak Demolition
14	Turner Hall Renovation

System-Funded 10-Year Projects	
1	Field Hockey Renovation & Addition
2	Basketball Performance Center
3	Ellicott Hall Renovation
4	Hagerstown Hall Renovation
5	Leonardtown Graduate Housing (Public-Private Partnership)
6	Discovery Point (Public-Private Partnership)
7	Soccer Field & Track Renovation
8	LaPlata Hall Renovation
9	Hotel Drive Parking Garage
10	Construct 2 New Recreation Fields
11	Health Center Addition & Renovation
12	South Campus Dining Hall Renovation
13	South Campus Recreation Center
14	Cumberland Hall Renovation
15	Centreville Hall Renovation
16	Bel Air & Chestertown Demolition & New Housing
17	New Baseball Stadium / Development Center & Union Lawn
18	Montgomery Hall Demolition & New Housing
19	Paint Branch Garage & Mobility Hub
20	Relocate Athletic Practice Fields (3)
21	Campus Farm Improvements
22	Parcel C Mixed-Use (Public-Private Partnership)



- Near-Term Development
- Near-Term Renovation
- Key Connection











# UNIVERSITY OF MARYLAND CAMPUS FACILITIES PLAN



-  Near-Term Development
-  Near-Term Renovation
-  Long-Term Development
-  Long-Term Renovation
-  Key Connection





Paint Branch Dr

Baltimore Ave

Campus Dr



## ACKNOWLEDGMENTS

### Steering Committee

#### Executive Sponsors

**Jennifer King Rice**, Senior Vice President and Provost, University of Maryland, (Co-Chair)

**Carlo Colella**, Vice President and Chief Administrative Officer, University of Maryland, (Co-Chair)

#### Members

**Georgina Dodge**, Vice President for Diversity and Inclusion, University of Maryland

**Damon Evans**, Athletic Director

**Jim Harris**, Interim Vice President, University Relations, University of Maryland

**Jeffery Hollingsworth**, VP and Chief Information Officer

**Patty Perillo**, Vice President for Student Affairs, University of Maryland

**Bob Reuning**, Associate Vice President and Chief Facilities Officer, University of Maryland

**Ken Ulman**, Chief Strategy Officer for Economic Development, Terrapin Development

**Ellen D. Williams**, Past Chair, The University Senate, Distinguished University Professor and Director, University of Maryland

**Kenneth Young**, City Manager, City of College Park

### Planning Team

The planning team was led by **Cooper Robertson** working with University of Maryland Facilities Planning Department alongside expert consultants:

**Ballinger**, Energy Engineering & Architecture

**Delon Hampton**, Environmental Engineering

**Kimley-Horn**, Civil Engineering & Transportation Planning

**Moody Nolan**, Athletic & Recreation Planning

**Reed Hilderbrand**, Landscape Architecture

**Rickes Associates**, Academic Planning

**Toscano Clements Taylor**, Cost Estimating

**TwoTwelve**, Wayfinding Design

Looking west along a new roadway entrance into campus from Baltimore Avenue into the Paint Branch Athletics District. This new campus gateway crosses Paint Branch creek with a new bridge, flanked by native landscapes, leading visitors to the Xfinity Center and other Terp athletic venues.





GAME DAY  
M

UNIVERSITY OF MARYLAND



**TOPIC:** University System of Maryland: Debt Policy Discussion

**COMMITTEE:** Finance

**DATE OF COMMITTEE MEETING:** September 7, 2023

**SUMMARY:** On April 20, 2018, the Board of Regents approved updates to USM BOR Policy VIII-12.00—Policy on Debt Management. Over the last five years the environment has changed significantly, causing the policy to become outdated.

Today's presentation was prepared by Kathy Zang, senior analyst, and Jeremy Bass, managing director and head of the Higher Education Group with PFM Financial Advisor LLC (PFM). As the System's financial advisor, PFM provides support for the System's debt management program and on significant capital projects. This presentation will cover the current debt policy, the rating agency environment, and the USM's financial position as both a stand-alone entity and compared to peers. We will also highlight examples of areas we would like to update.

As our financial team begins to update the policy, receiving Regent feedback is an important step in the process. We will return to the Finance Committee, following internal systemwide reviews and approvals, to present a revised Policy on Debt Management for review, consideration, and action.

The existing policy can be found online at:

<https://www.usmd.edu/regents/bylaws/SectionVIII/VIII1200.pdf>

**ALTERNATIVE(S):** This item is presented for information purposes.

**FISCAL IMPACT:** This item is presented for information purposes.

**CHANCELLOR'S RECOMMENDATION:** This item is presented for information purposes.

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COMMITTEE RECOMMENDATION:

DATE:

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BOARD ACTION:

DATE:

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SUBMITTED BY: Ellen Herbst (301) 445-1923

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

**COMMITTEE:** Finance

**DATE OF COMMITTEE MEETING:** September 7, 2023

**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 of the Committee.

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COMMITTEE RECOMMENDATION:

DATE:

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BOARD ACTION:

DATE:

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SUBMITTED BY: Ellen Herbst (301) 445-1923

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UNIVERSITY SYSTEM  
*of* MARYLAND

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

**September 7, 2023**

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



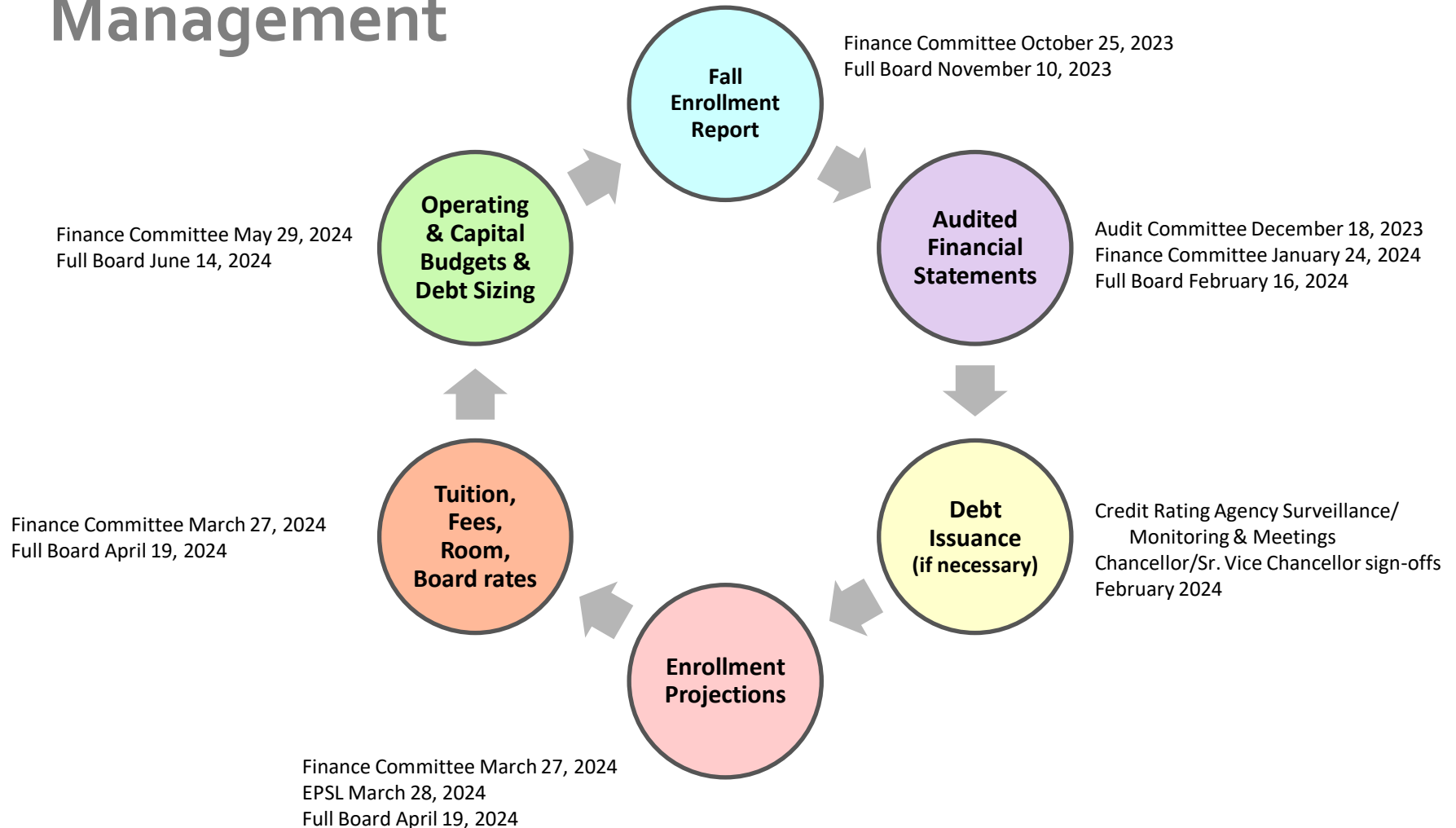
physical renewal and expansion, including: building location decisions, renovation and replacement options, utility expansion, real property acquisition, environmental concerns, and campus and community interaction.

- 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 2024 Cycle

September 7, 2023

- FY 2025 Operating Budget Update
- UMCP Facilities Master Plan—president’s presentation and discussion
- Committee Charge Review
- Educational discussion and presentation on USM Debt Management

October 25, 2023

- UMCP Facilities Master Plan—action
- Fall 2023 Enrollment Update and FY 2024 FTE Estimate
- Common Trust Fund Investment Performance Review; Overview of the CTF and Investment Manager role of USM Foundation

November 30, 2023

- FY 2025 Operating Budget Update
- Report on FY 2023 USM Procurement Contracts
- Dashboard Indicators
- Review results of Committee members’ annual Self-Assessment

January 24, 2024

- FY 2023 Audited Financial Statements and USM Financial Planning
- FY 2025 Operating Budget Update
- FY 2025 Capital Budget Update
- FY 2023 Effectiveness and Efficiency Results
- Status of Capital Improvement Projects

March 27, 2024

- Fiscal Year 2025 Schedule of Tuition and Mandatory Fees
- Self-Support Charges and Fees for FY 2025
- Enrollment Projections: FY 2025-2034
- Financial Condition and Financial Results of Intercollegiate Athletic Programs

May 29, 2024

- FY 2026 Capital Budget Request; and FY 2026-2030 Five-Year Capital Improvement Program
- FY 2025 System Funded Construction Program Request
- 46th Bond Resolution—Auxiliary Facility and Tuition Revenue Bonds and Official Intent Resolution on Reimbursement of System Cash Balances Spent on Revenue Bond-Authorized Projects
- FY 2025 Operating Budget
- Adjustment to the Biennial Exempt Salary Structures
- Proposed FY 2025 Contract between the University of Maryland, Baltimore and UMMS

Ongoing: acquisitions and dispositions of real property; modifications to leases; procurements and awarding/renewing contracts; capital project and P3 authorizations; creation of business entities; and development of/amendments to financial and administrative policies



**TOPIC:** University of Maryland, Baltimore: School of Dentistry Ambulatory Surgery Center and Building Renovations

**COMMITTEE:** Finance

**DATE OF COMMITTEE MEETING:** September 7, 2023

**SUMMARY:** The University is seeking Board approval to complete selective renovations to the School of Dentistry Building (SOD) located at 650 West Baltimore Street. This project includes the renovation of the heavily used clinic and simulation suites, building circulation enhancements, and the creation of a state-of-the-art ambulatory surgery center. The budget for this project is \$29,516,000.

The UMB SOD is a leading institution for graduate and professional education and a thriving health center combining cutting-edge research and exceptional clinical care. In FY 2022, SOD clinics provided for the dental needs of nearly 5,000 Medicaid-eligible patients addressing oral health disparities and inequities in Maryland.

The building includes approximately 105,000 gross square feet of clinic and simulation training suites which are used for both education and patient care. The building is 17 years old, and the interior finishes and equipment are original. Years of rigorous sanitation protocols have taken a toll on the finishes within the clinical and simulation spaces.

This project includes new flooring, painting, and cabinetry. The existing equipment within the 320 clinical stations has reached the end of its useful life, and the technologies have become dated. In particular, the dental chairs and attached equipment, which represent about \$13 million of the project total, now require consistent repairs, reducing the total availability of stations. Selective modifications are also needed to improve building circulation and address ongoing security concerns. This work will be phased over 3 years to keep disruption to a minimum in this continually occupied building. SOD aims to complete the renovation of these spaces prior to their accreditation process in 2026.

Another portion of the scope is for the creation of a new ambulatory surgery center. In Maryland and across the country, access to operating rooms for dental care for patients who are compromised due to age, behavior/cognitive impairment, complexity of care, and/or compromising medical conditions has become a growing problem. The current wait time to get an appointment for oral treatment in a hospital operating room is nearly a year. The creation of a state-of-the-art ambulatory surgery center at the School of Dentistry will work toward alleviating these issues. An existing office suite will be relocated enabling the renovation of approximately 3,500 square feet into operating rooms, pre-op rooms, recovery rooms, and support spaces. This effort will also require modifications to the exterior of the building for the creation of a dedicated patient drop-off/pick-up area along Fayette Street.

Any resulting procurement contracts will require the approval of the Board of Public Works due to the source of funds.

**ALTERNATIVE(S)**: The various components of the SOD clinic and simulation areas have aged beyond their useful life. As a result, treatment spaces are taken off-line while waiting for piecemeal repair. In turn, the existing services that SOD provides to the community continue to be reduced. As the stations continue to age these issues will become more common until a full replacement is completed. If an ambulatory surgery center is not completed, the growing oral care needs of Maryland’s compromised population will continue to be under-addressed.

**FISCAL IMPACT**: The budget for this project is \$29,516,000. The project will be funded with \$700,000 from the Legislature with the remainder coming from the School of Dentistry. The General Assembly also pre-authorized a \$2,000,000 GO Bond appropriation for the 2024 session. These funds, if appropriated as anticipated, will be used to reimburse, or replace planned institutional fund spending.

**CHANCELLOR’S RECOMMENDATION**: That the Finance Committee recommend that the Board of Regents approve the \$29,516,000 project for renovations to the School of Dentistry Building and the creation of an ambulatory surgery center, as described above.

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COMMITTEE RECOMMENDATION:

DATE:

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BOARD ACTION:

DATE:

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SUBMITTED BY: Ellen Herbst (301) 445-1923

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## Project Cost Summary

UMB: School of Dentistry Ambulatory Surgery Center and  
Building Renovations

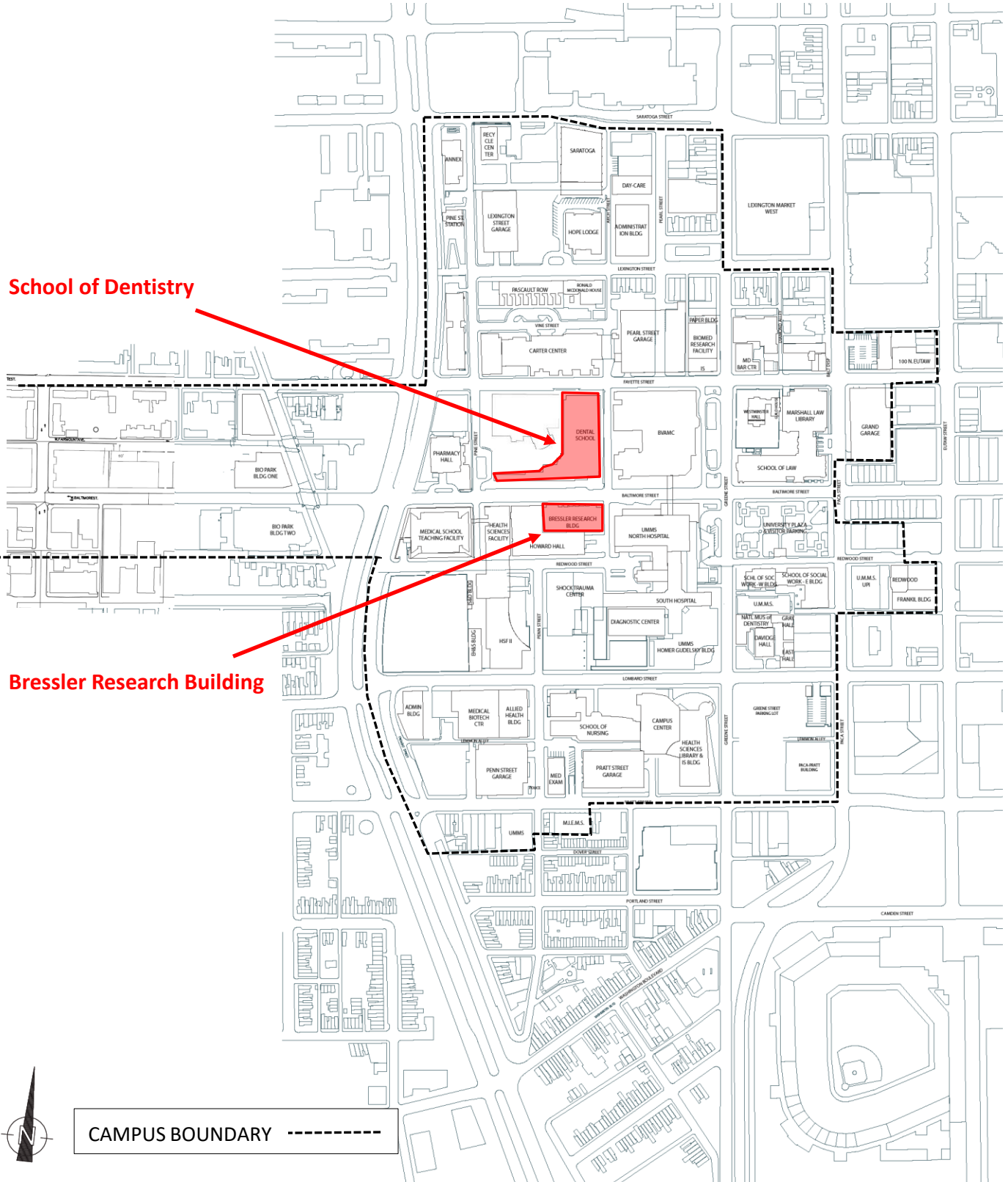
Date	8/10/2023
<b>Stage of Estimate</b>	<b>Budget/Planning</b>
Design/Fees	\$2,654,000
Construction Cost	\$23,012,000
Contingency (6.5%)	\$3,850,000
<b>Project Total</b>	<b>\$29,516,000</b>
Notes:	This is a budget-level estimate derived internally (by UMB professional A/E staff) for this project that includes replacement of existing equipment. The equipment costs are well understood by the school based on prior experience and the cost estimating for the architecture is straight forward.



# University of Maryland, Baltimore

School of Dentistry

Bressler Research Building



CAMPUS BOUNDARY - - - - -



**TOPIC:** University of Maryland, Baltimore: Replace Energy Recovery Units and Exhaust Fans in Bressler Research Building

**COMMITTEE:** Finance

**DATE OF COMMITTEE MEETING:** September 7, 2023

**SUMMARY:** The University is seeking Board approval to complete the lifecycle replacement of the heat recovery system for the Bressler Research Building (BRB) located at 655 West Baltimore Street. BRB is the second largest medical research building at UMB and includes approximately 130,000 assignable square feet of medical research space. The budget for this project is \$14,769,000.

The heat recovery system is a critical component of the building's HVAC as it recovers heat from conditioned air to reduce total energy expenditures. The existing system suffers from energy inefficiencies as older components are no longer functioning at their designed capacities.

The project includes the removal and replacement of the existing glycol heat recovery system including the heat exchangers, energy recovery coils, and associated hydronic, steam and condensate piping systems. The project also calls for the lifecycle replacement of the building's exhaust fans, discharge plenums and coils, and upgraded controls. Additional structural improvements will be needed at the roof level to reinforce the new locations for the exhaust fans.

As a fully occupied and highly productive research building, it is important that no part of the building go offline during construction. As a result, the project includes several phases in which system redundancy is added before the decommissioning of existing infrastructure. This project represents a significant step in UMB's plans to address the campus' deferred maintenance backlog and improve overall energy efficiency.

Any resulting procurement contracts will require the approval of the Board of Public Works due to the source of funds.

**ALTERNATIVE(S):** The various components of the building's heat recovery system have aged beyond their useful life. As a result, they are less energy efficient and more likely to fail. In particular, the failure of the exhaust fans could compromise the building's exhaust capabilities causing harm to medical research projects. If UMB is unable to complete this project now, then the existing system will need to be repaired piecemeal until the project is approved.

**FISCAL IMPACT:** The \$14,769,000 project will be funded with \$1,574,000 in Capital Facilities Renewal funding from a FY 2020 State GO Bond Appropriation, with the remainder coming from institutional funds.

**CHANCELLOR'S RECOMMENDATION:** That the Finance Committee recommend that the Board of Regents approve the \$14,769,000 project to replace the energy recovery units and exhaust fans in the Bressler Research Building, as described above.

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COMMITTEE RECOMMENDATION:

DATE:

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BOARD ACTION:

DATE:

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SUBMITTED BY: Ellen Herbst (301) 445-1923

UMB BRESSLER - R

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## Project Cost Summary

UMB: Replace Energy Recovery Units and Exhaust Fans in  
Bressler Research Building

Date	9/5/2023
<b>Stage of Estimate</b>	<b>Budget/Planning</b>
Design/Fees	\$659,000
Construction Cost	\$12,435,000
Contingency	\$1,675,000
<b>Project Total</b>	<b>\$14,769,000</b>
Notes:	This budget is based upon a bid received for the work.

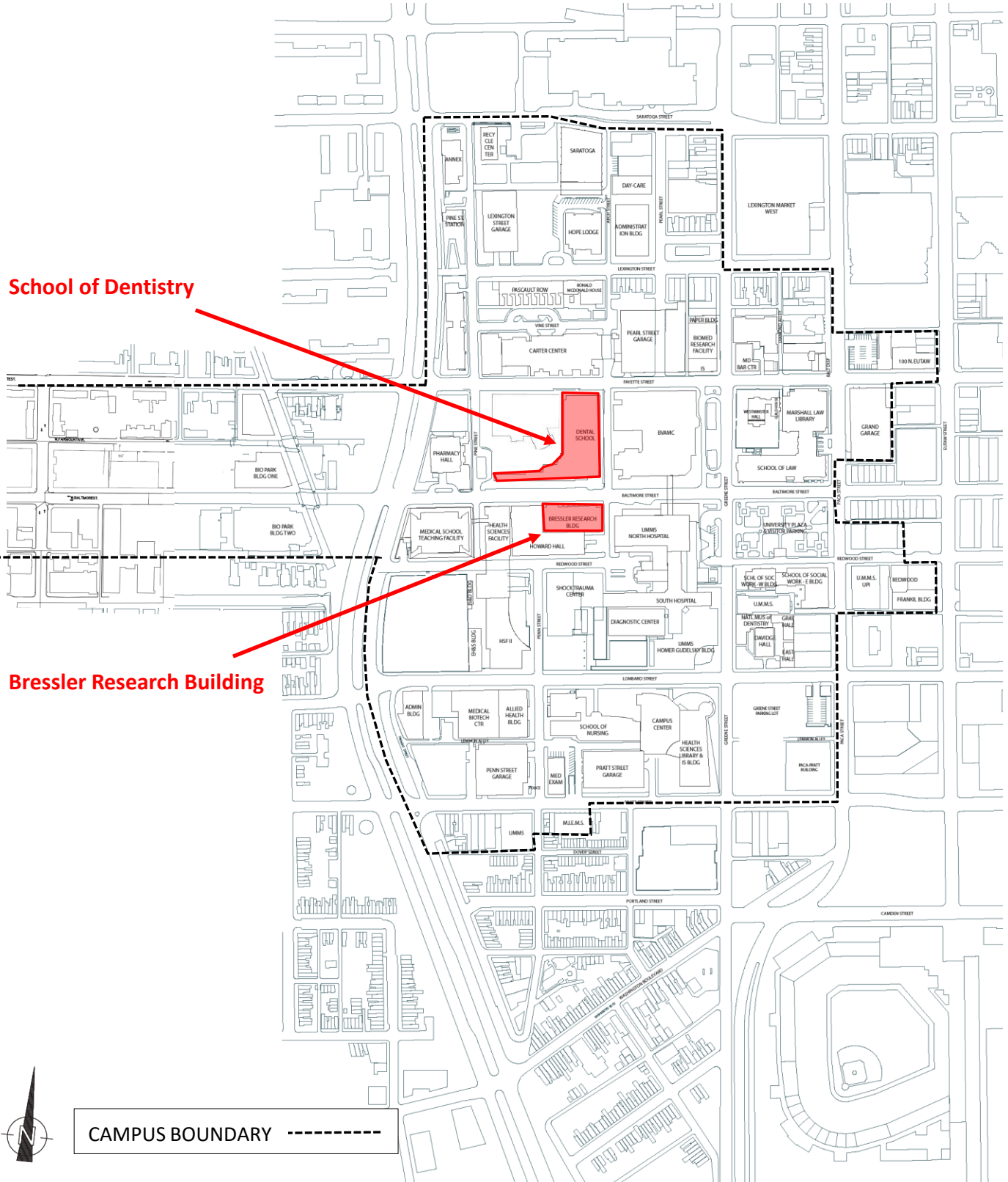




# University of Maryland, Baltimore

School of Dentistry

Bressler Research Building



**TOPIC:** Towson University: Albert S. Cook Library HVAC Replacement

**COMMITTEE:** Finance

**DATE OF COMMITTEE MEETING:** September 7, 2023

**SUMMARY:** Towson University is seeking authorization of \$16.5 million to upgrade/replace the HVAC within the Cook Library and Campus Data Center. The facility's HVAC system is outdated and can no longer support the current services the library provides to the campus community. This project will replace the existing HVAC system with minor interior modifications to accommodate the HVAC system and library. The University will use Capital Facilities Renewal and Institutional cash to fund the project.

The facility is five stories tall and contains 180,356 gross square feet. The current HVAC system is original to the 1960's building and is failing. In addition, there have been numerous modifications to the library over the last twenty years, and it is no longer full of open space and stacks. In general, the existing HVAC system in the library is obsolete and does not accommodate a *modern academic commons*.

A study was completed in 2022 evaluating various options for the replacement of the existing Cook Library system. This study included cost estimates as well as a Life Cycle Cost Analysis. The building will remain occupied throughout construction. The project will be phased to complete the HVAC upgrade on a floor-by-floor basis, starting on the 5th floor. This will allow for roof work to occur in phase 1.

The Campus Data Center is located on the southwest corner of the first floor. The existing equipment within the Data Center has long exceeded its life expectancy and the elevated floor systems constructed in 1983 are also degrading. The scope of work for this space (7,410 GSF) will consist of expanding the Data Center into adjacent space and replacing the existing cooling system. The reconfiguring of spaces will serve the operations of the Data Center better. The work will also move the computer servers and server racks around in the room to prevent potential water damage from the restroom above.

Any resulting procurement contracts will require the approval of the Board of Public Works due to the source of funds.

**ALTERNATIVE(S):** The institution could continue to perform maintenance on the current inadequate and unreliable system; however, there will be an increased risk of failure.

**FISCAL IMPACT:** The University will use Capital Facilities Renewal and Institutional cash as follows: \$3.16M Academic Revenue Bonds; \$6.16M State PAYGO renewal funding; and \$7.18M Towson Institutional cash. \$3,650,000 in future Capital Facilities Renewal/ARB appropriations, if appropriated as anticipated, will be used to reimburse, or replace planned institutional fund spending.

**CHANCELLOR'S RECOMMENDATION:** That the Finance Committee recommend that the Board of Regents approve the \$16.5 million project to upgrade/replace the HVAC within the Albert S. Cook Library and Campus Data Center, including the reconfiguration of space, as described above.

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COMMITTEE RECOMMENDATION:

DATE:

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BOARD ACTION:

DATE:

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SUBMITTED BY: Ellen Herbst (301) 445-1923

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TU COOK LIBRARY HVAC

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## Project Cost Summary

Towson University - Albert S. Cook Library HVAC Replacement

	<b>Current Request</b>
<b>Date</b>	8/1/2023
<b>Stage of Estimate</b>	<b>Feasibility/ Concept</b>
Design/Fees	\$1,800,000
Construction Cost	\$13,350,000
Equipment	\$250,000
Contingency	\$1,100,000
<b>Project Total</b>	<b>\$16,500,000</b>
<b>Notes:</b>	Project management delegated to TU by the UMB Service Center.
<b>Submitted by:</b>	Construction Cost estimate provided KUMI Construction Management Corporation





COOK LIBRARY



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**TOPIC:** University of Maryland, College Park and University of Maryland, Baltimore: Lease Request for the Institute for Health Computing

**COMMITTEE:** Finance

**DATE OF COMMITTEE MEETING:** September 7, 2023

**SUMMARY:** The University of Maryland, College Park and the University of Maryland, Baltimore seek Board approval to execute a sublease agreement for approximately 27,491 rentable square feet of office space located at 6116 Executive Boulevard in Rockville. This space will be occupied by the University of Maryland Institute for Health Computing (UM-IHC), which will sublease the space from the American Occupational Therapy Association (“Sublandlord”). Assuming no early terminations, aggregate base rent over the full 134-month term will be \$10.9 million.

In November 2022, the strategic partnership between the two universities, known as MPower, announced a transformative partnership with the University of Maryland Medical System, Montgomery County, and collaborators from the Universities at Shady Grove and the University of Maryland, Baltimore County creating the University of Maryland Institute for Health Computing. UM-IHC will leverage recent advances in artificial intelligence and computing to create a premier learning health care system. This system will evaluate both de-identified and secure digitized medical data to diagnose, prevent, and treat diseases in patients across Maryland. UM-IHC will be based in North Bethesda, a location that allows UM-IHC to tap into industry and federal partners like the National Institute of Standards and Technology, the National Institutes of Health, the Food and Drug Administration, Walter Reed National Military Medical Center, and the Naval Medical Research Center.

A key advantage to this office space is that it will be provided to UM-IHC in turnkey condition; that is, UM-IHC will be able to begin operations immediately in the existing office configuration and will be given the right to use substantially all of the existing furniture and fixtures. UM-IHC will incur some costs for separate tenant improvement work for on-site improvements to computing and data facilities, but the ability to start immediate business operations at this location, without the expense of a full tenant improvement build-out, plus the cost of new furniture, provides both operational and economic advantages to this office space.

The sublease agreement commencement date is anticipated to be October 1, 2023 and the sublease term will end on December 31, 2034, unless UM-IHC terminates earlier under terms described below.

UM-IHC has two early termination rights. First, it may terminate, with at least 24 months’ notice, effective any time between July, 2030 and July, 2033 if a new permanent headquarters is built for UM-IHC. Second, it may terminate in December, 2028 (and each December thereafter), with at least 13 months’ notice, subject to an event where annual appropriations are not sufficient and cause UM-IHC’s assets to fall below a certain amount. Annual appropriations shall specifically include anticipated on-going grant funding from Montgomery County, Maryland. In either event of early termination, UM-IHC will pay a termination fee of \$500,000.

Cushman and Wakefield represents UM-IHC in this transaction. Its brokerage commission (and all other commissions) will be paid for by Sublandlord.

**SUBLANDLORD:** American Occupational Therapy Association, North Bethesda, MD; Sherry Keramidas, Executive Director

For purposes of conflict-of-interest review, Sublandlord has no “owners” or “principals.” Sublandlord is a 501(c)(6) tax exempt organization, which is a member-based association of persons having some common business interest of occupational therapy, the purpose of which is to promote that common interest and not to engage in a regular business of a kind ordinarily carried on for profit. It has a volunteer leadership group, including a Board of Directors and Representative Assembly.

This lease agreement will not require the approval of the Board of Public Works.

**ALTERNATIVE(S):** The Board of Regents could reject this sublease agreement request. The UM-IHC principals, working with Cushman and Wakefield, have already explored, and toured, four other lease opportunities located close to the North Bethesda Metro station, the location prescribed by Montgomery County (and the anticipated future location of the UM-IHC permanent headquarters). The selected office space and its location is a strong consensus choice, taking into consideration rent, its fully furnished condition, the building’s location and amenities, and its convenience and attractiveness to faculty, staff, and student workers.

**FISCAL IMPACT:** Base rent for the first lease year is \$32.00 per rentable square foot, on a full-service basis, totaling \$714,475. Base rent is escalated 2.75% annually. Assuming no early termination, by the eleventh lease year base rent will be \$1,153,875. Aggregate base rent over the full 134 months (again assuming no early termination) will be \$10,904,663.

UM-IHC will pay its proportionate share of increases to building operating expenses and real estate taxes over a 2023 base year. There is a one-month security deposit. UM-IHC gets one free month of rent in each of January 2029, 2030, 2031, and 2032. In addition, the building charges for parking. Sublandlord will provide UM-IHC with an aggregate \$150,000 rent credit that may be applied against parking charges during the lease term.

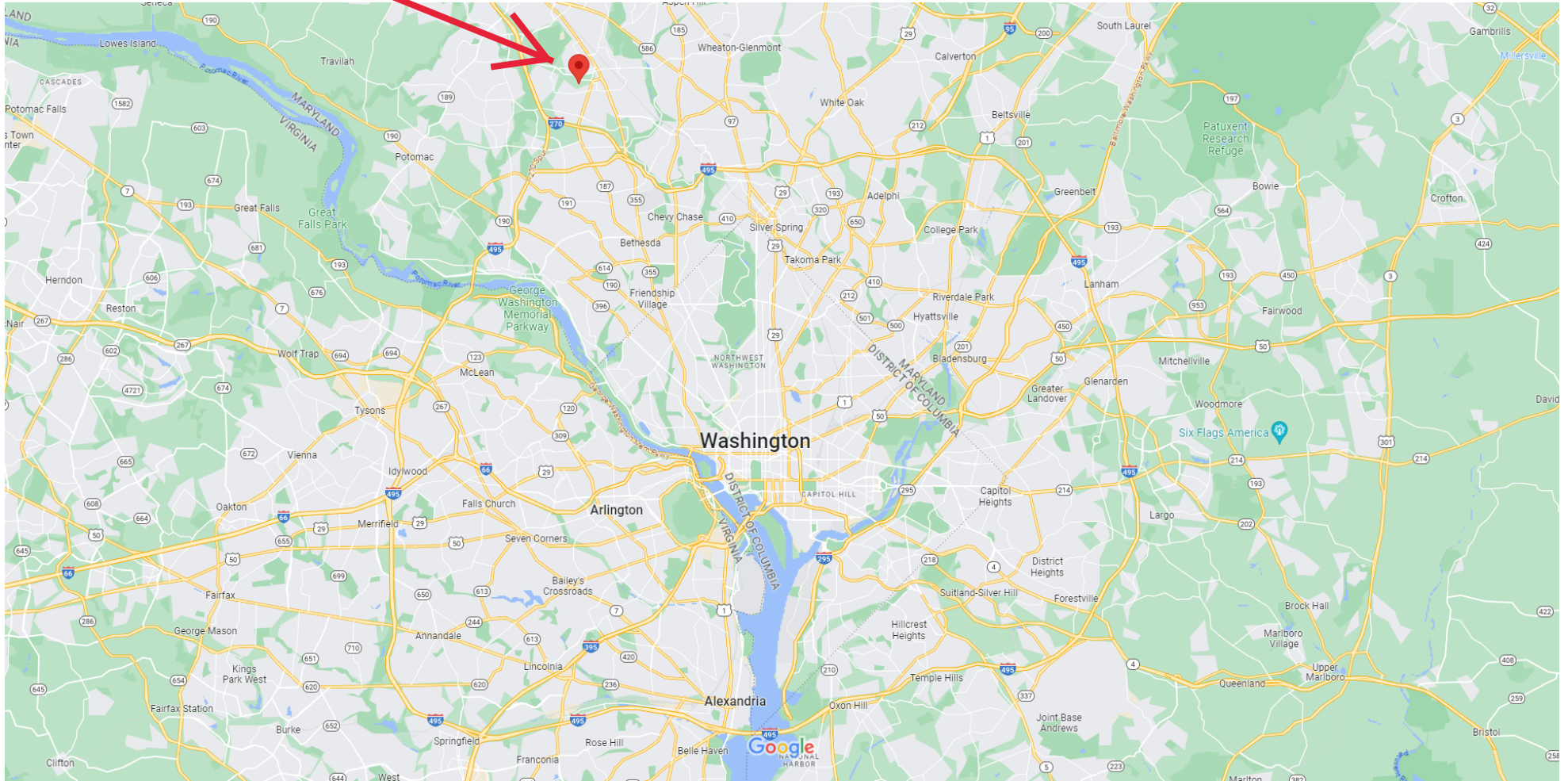
**CHANCELLOR’S RECOMMENDATION:** That the Finance Committee recommend that the Board of Regents approve for the University of Maryland, College Park and the University of Maryland, Baltimore a lease for UM-IHC as described above, consistent with the University System of Maryland Procedures on Acquisition, Disposition and Leasing of Real Property.

COMMITTEE RECOMMENDATION: \_\_\_\_\_ DATE: \_\_\_\_\_

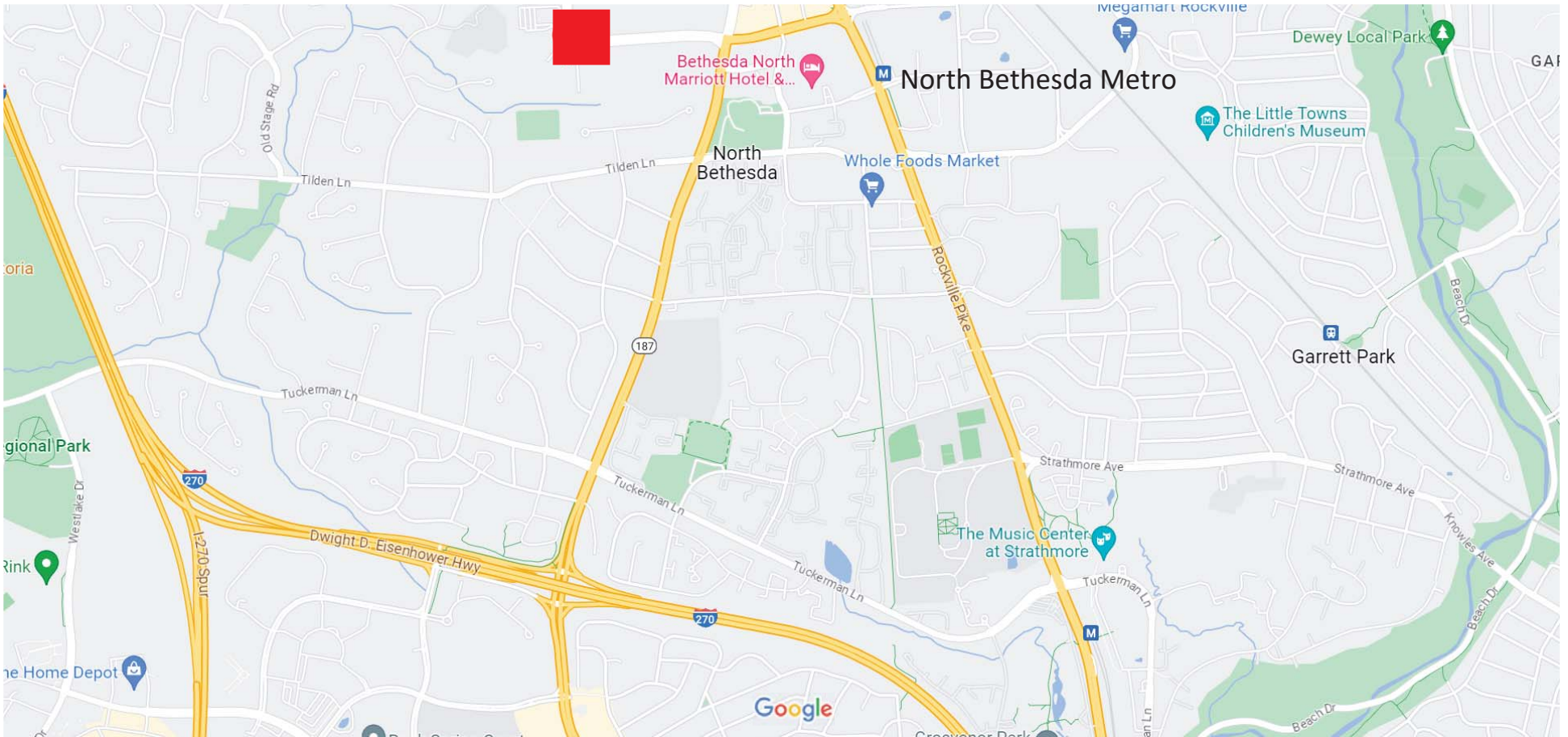
BOARD ACTION: \_\_\_\_\_ DATE: \_\_\_\_\_

SUBMITTED BY: Ellen Herbst (301) 445-1923  
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6116 Executive Blvd.

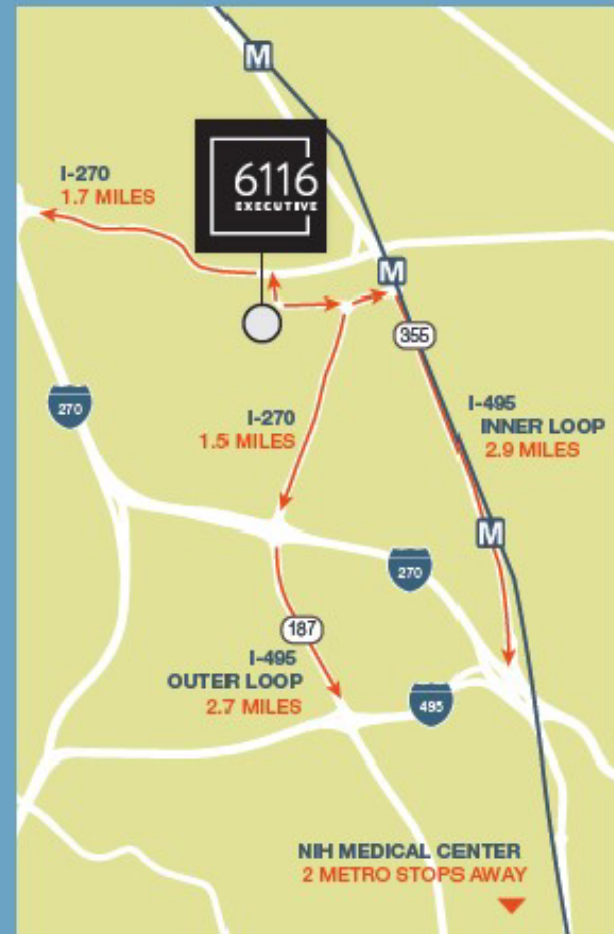
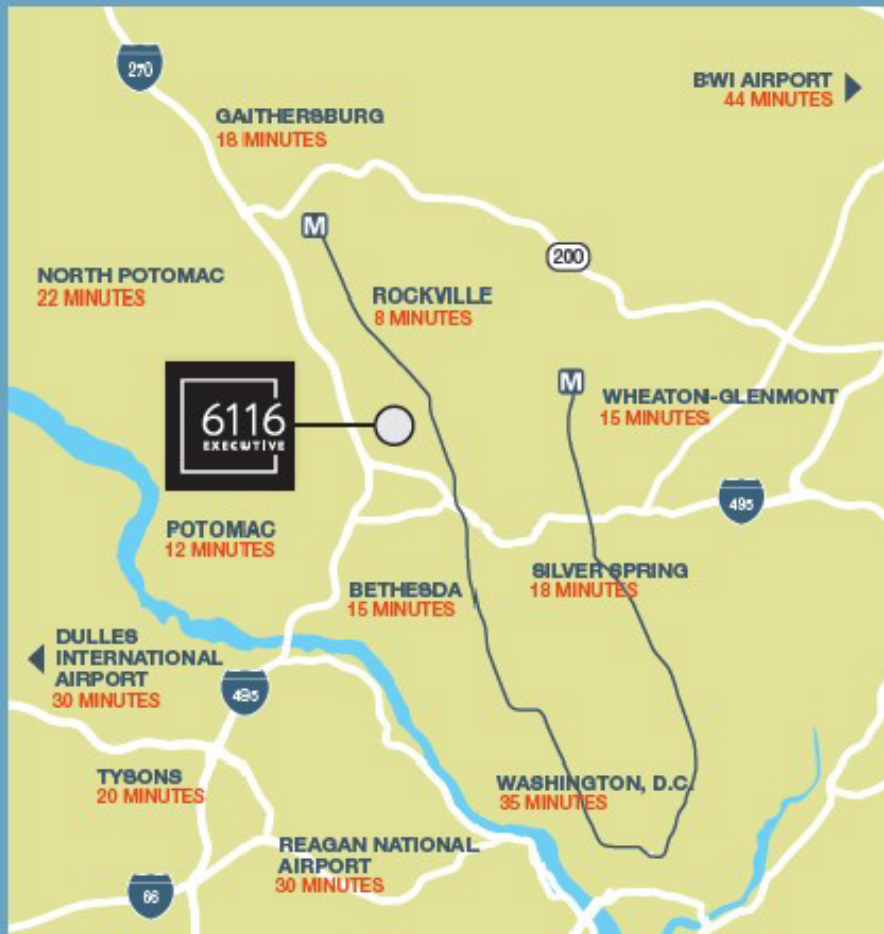




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I-495 Inner Loop via Rockville Pike .....	2.9 Mi.	Downtown Washington, DC .....	13 Mi.



CLOSE - CONVENIENT - C

**TOPIC:** University of Maryland Global Campus: Modification to Digital Advertising Media Buying Services Contracts

**COMMITTEE:** Finance

**DATE OF COMMITTEE MEETING:** September 7, 2023

**SUMMARY:** The University of Maryland Global Campus (UMGC) seeks Board approval to modify its digital advertising media buying services contracts for the purpose of continuing to grow UMGC’s student base in local, regional, and national markets. UMGC is changing the spending allocation among vendors; there is no change to the \$250 million total contract spending limit that was originally approved. As of June 30, 2023, \$118.6 million has been spent.

In June 2018, UMGC received the Board’s approval to enter into four, Indefinite Delivery, Indefinite Quantity (IDIQ) contracts to provide digital advertising media buying services. These contracts were subsequently approved by the Board of Public Works in January 2019, with a six-year term ending January, 2025. One of the originally awarded firms, Converge Direct, voluntarily dissolved its status with the Maryland Department of Assessments and Taxation as an approved business entity in the State.

Over the past four years, UMGC has been able to better determine which vendors have the right expertise for the marketing strategy for the remainder of the contract term. As such, the University requests approval for the reallocation of the original contract funds as shown below.

<b>Vendor</b>	<b>Original Allocation</b>	<b>Spent as of June 30</b>	<b>Remaining + Re-Allocation</b>
Trafficbuyer.com d/b/a Blacklight, NY, NY Andrew Wagner, CEO	\$83,000,000	\$58,980,472	\$77,019,528
Kepler Group, NY, NY Robin Bender, Partner	\$67,000,000	\$59,646,620	\$32,353,380
Adobe Systems, San Jose, CA Shantanu Narayen, CEO	\$67,000,000	\$0	\$22,000,000
Converge Direct, Mt. Kisco, NY (voluntarily dissolved) Matthew Lowenbraun, SVP, Business Ops	\$33,000,000	\$0	\$0
<b>TOTAL</b>	<b>\$250,000,000</b>	<b>\$118,627,092</b>	<b>\$131,372,908</b>

This request is made pursuant to USM Procurement Policies and Procedures—Section VII.C.2, to award a contract exceeding \$5 million. This contract modification will require the approval of the Board of Public Works.

**ALTERNATIVE(S):** Reallocation of these funds is the only way to ensure spending levels will support UMGC’s growth goals. If the original contract funds are not reallocated, UMGC’s contract amounts will not be in line with its digital advertising strategy.



**FISCAL IMPACT:** The source of funds for these contracts will be UMGC’s unrestricted operating budget. UMGC is seeking approval to modify two contracts with two vendors for a total of \$250 million over the six-year contract term. These contracts remain IDIQ with no purchase guarantee or obligation or spend or order volume commitment.

**CHANCELLOR’S RECOMMENDATION:** That the Finance Committee recommend that the Board of Regents approve for the University of Maryland Global Campus a modification to the digital advertising media buying services contracts to reallocate the funds for the remainder of the 6-year contract term. The cumulative amount shall remain as not to exceed \$250 million.

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COMMITTEE RECOMMENDATION:

DATE:

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BOARD ACTION:

DATE:

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SUBMITTED BY: Ellen Herbst (301) 445-1923

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SUMMARY OF ITEM FOR ACTION,  
INFORMATION OR DISCUSSION

**TOPIC:** University of Maryland Global Campus: Modification to Offline Advertising Media Buying Services Contracts

**COMMITTEE:** Finance

**DATE OF COMMITTEE MEETING:** September 7, 2023

**SUMMARY:** The University of Maryland Global Campus (UMGC) seeks Board approval to modify its offline advertising media buying services contracts for the purpose of continuing to grow UMGC’s student base in local, regional, and national markets. UMGC is changing the spending allocation among vendors; there is no change to the \$250 million total contract spending limit that was originally approved. As of June 30, 2023, \$90.2 million has been spent.

In June 2018, UMGC received the Board’s approval to enter into five, Indefinite Delivery, Indefinite Quantity (IDIQ) contracts to provide offline advertising media buying services. These contracts were subsequently approved by the Board of Public Works in January 2019, with a six-year term ending January, 2025. One of the originally awarded firms, U.S. International Media, LLC, voluntarily dissolved its status with the Maryland Department of Assessments and Taxation as an approved business entity in the State.

Over the past four years, UMGC has been able to better determine which vendors have the right expertise for the marketing strategy for the remainder of the contract term. As such, the University requests approval for the reallocation of the original contract funds as shown below.

<b>Vendor</b>	<b>Original Allocation</b>	<b>Spent as of June 30</b>	<b>Remaining + Re-Allocation</b>
Lockard & Wechsler Direct, Irvington, NY Richard Wechsler	\$71,000,000	\$55,589,139	\$60,410,861
U.S. International Media, LLC Los Angeles, CA (voluntarily dissolved) Douglas Livingston	\$58,000,000	\$0	\$0
BCW, LLC d/b/a HZ, Rockville, MD Jerry Zuckerman	\$42,000,000	\$1,897,162	\$40,102,838
TBC, Inc., Baltimore, MD Howe Burch	\$42,000,000	\$19,692,331	\$22,307,669
Harmelin & Associates Inc. d/b/a Harmelin Media, Bala Cynwyd, PA Joanne Harmelin	\$37,000,000	\$13,043,419	\$36,956,581
<b>TOTAL</b>	<b>\$250,000,000</b>	<b>\$90,222,051</b>	<b>\$159,777,949</b>



This request is made pursuant to USM Procurement Policies and Procedures—Section VII.C.2, to award a contract exceeding \$5 million. This contract modification will require the approval of the Board of Public Works.

**ALTERNATIVE(S):** Reallocation of these funds is the only way to ensure spending levels will support UMGC’s growth goals. If the original contract funds are not reallocated, UMGC’s contract amounts will not be in line with its offline advertising strategy.

**FISCAL IMPACT:** The source of funds for these contracts will be UMGC’s unrestricted operating budget. UMGC is seeking approval to modify two contracts with two of the five vendors. These contracts remain Indefinite Delivery, Indefinite Quantity with no purchase guarantee or obligation or spend or order volume commitment.

**CHANCELLOR’S RECOMMENDATION:** That the Finance Committee recommend that the Board of Regents approve for the University of Maryland Global Campus a modification to the offline advertising media buying services contracts to reallocate the funds for the remainder of the 6-year contract term. The cumulative amount shall remain as not to exceed \$250 million.

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COMMITTEE RECOMMENDATION:

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BOARD ACTION:

DATE:

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SUBMITTED BY: Ellen Herbst (301) 445-1923

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**TOPIC:** Salisbury University: Disaffiliation of the Ward Foundation, Inc.

**COMMITTEE:** Finance

**DATE OF COMMITTEE MEETING:** September 7, 2023

**SUMMARY:** Last spring, Salisbury University informed the Ward Foundation, Inc. (“Ward Foundation”) that it would be dissolving its status as an affiliated foundation. The University is seeking the Board’s approval to formally disaffiliate from the Ward Foundation and revoke its recognition as an affiliated foundation.

The Ward Foundation is a 501(c)(3) non-profit organization that independently staffed and operated the Ward Museum of Wildfowl Art (“Museum”). Salisbury University owns the Museum.

The Ward Foundation became an affiliated foundation of Salisbury University in February 2000 (as defined by USM BOR Policy IX-2.00 at the time). As an affiliated foundation, the Ward Foundation was responsible for managing and operating the Museum with the support of an annual budget allocation from the University. Most recently, the University’s annual allocation to the Ward Foundation was \$400,000.

There are several factors supporting this request:

1. **Financial History:** As previously reported to the Finance Committee, the Ward Foundation has been in a poor financial position for years. In 2020, the Ward Foundation received an audit which indicated substantial doubt about the Foundation’s ability to continue as a going concern.
2. **Condition of the Ward Museum Building:** In July 2022, the building that housed the Ward Museum suffered a catastrophic HVAC failure. Following an extensive review of the building’s systems and physical infrastructure, the University determined that it could not support continued operations at this site.
3. **Viability of the Ward Museum:** Over the last four years, the Museum averaged fewer than 300 visitors per month. During this period of time, revenue generated independently by the Ward Foundation through admission fees, gift shop sales, venue rentals, and items sold or auctioned was significantly below the amount needed by the Ward Foundation to cover its annual operating budget and remain financially viable.
4. **Policy and Relationship Changes:** In 2023, the USM BOR Policy on Affiliated Philanthropic Support Foundations (USM BOR Policy IX-2.0) was significantly amended. After reviewing the revised policy, the status of the Ward Foundation finances and the needs of the University, the University has determined that it is no longer feasible to continue to fund the Ward Foundation’s efforts to operate the Museum and has terminated its operating agreement with the Ward Foundation.

Since the Ward Foundation is no longer engaged in philanthropic fundraising on behalf of the University, it no longer fits within the standards of Policy IX-2.0.



The University values the Museum collection and has determined that a fiscally viable operational model is needed to engage the public and broaden the Museum’s mission. Moving forward, the University plans to display the current collection with other forms of folk art and regional heritage in a new location that will appeal to a larger audience and also meet budgetary goals.

**ALTERNATIVE(S):** There is not a fiscally viable alternative. The University cannot continue to support the Ward Foundation at the level needed to operate the Museum located on the University’s property, nor can it continue to provide funding to the Ward Foundation to operate a Salisbury University facility.

**FISCAL IMPACT:** The University will no longer provide support in the amount of \$400,000 annually to the Ward Foundation. To date, the Ward Foundation currently owes an estimated \$225,000 to the University consisting of non-staff resources for which the Ward Foundation annually reimburses the University, an accumulated facilities renewal balance, and the unearned portion of the FY 2023 annual allocation.

**CHANCELLOR’S RECOMMENDATION:** That the Finance Committee recommend that the Board of Regents approve Salisbury University’s request to formally disaffiliate from the Ward Foundation and revoke its recognition as an affiliated foundation. Furthermore, the Committee recommends the removal of “The Ward Foundation, Inc.” (Item 14) from Attachment 1 of USM BOR Policy IX-2.01 – Recognition of Affiliated Foundations.

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COMMITTEE RECOMMENDATION:	DATE:
BOARD ACTION:	DATE:

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SUBMITTED BY: Ellen Herbst (301) 445-1923

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**TOPIC:** Convening Closed Session

**COMMITTEE:** Finance

**DATE OF COMMITTEE MEETING:** September 7, 2023

**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.

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COMMITTEE RECOMMENDATION:

DATE:

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BOARD ACTION:

DATE:

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SUBMITTED BY: Ellen Herbst (301) 445-1923

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UNIVERSITY SYSTEM  
*of* MARYLAND

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

Date: September 7, 2023

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)  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 development of the proposed FY 2025 Operating Budget submission and potential adjustments to the submission.

REASON FOR CLOSING:

To maintain confidentiality (pursuant to executive privilege) of the proposed operating budget prior to the Governor's submission to legislature (§3-305(b)(13)).