**Report by the
Council of University System Faculty (CUSF)
to the USM BOR Meeting
at the Universities at Shady Grove**

Friday November 22, 2019

This report reports the activities of CUSF since the submission of the last report in September. The next Council meeting is scheduled for November 14th at UMCP. It is a joint meeting with the other Councils. and will occur after the submission of this report.

MEETINGS AND ACTIVITIES: The following are the meetings and other activities conducted by CUSF since the last report.

- **October Council Meeting at the UMGC**: The Council had its October 24th meeting at the University of Maryland Global Campus in Largo. We thank President Miyares and his staff for their hospitality. Several resolutions were passed including approval of the Regent's Awards committee, support for sharing the technical support in academic integrity with System campuses (see attachment), and approval of the Action Plan for 2019-2010 (see attachment). In addition, there was a discussion regarding the development of an Emeritus Faculty BOR member. The Chair was instructed to draft a resolution to initiate the process and to facilitate discussion (see commentary).

- **Open Educational Resources (OERs)**: This year CUSF has expressed an interest in the OER issue. It is in the exploratory phases. As part of this process, MJ Bishop discussed the issue and how CUSF can assist in the movement at the October ExCom meeting.

- **Chancellor's Search Committee** – The Chancellor's Search Committee has completed its task and the BOR has publically announced the new Chancellor, Dr. Jay Perman. CUSF expresses congratulations to Dr. Perman on his new appointment. As Chair of the President's Council, Dr. Perman has worked with and been supportive of CUSF's initiatives.

- **Academic Integrity Initiative:** CUSF has been working closely with the Kirwan Center for Academic Innovation. Activities include a teleconference meeting with the campuses regarding campus progress to date.

- **Faculty Salary Initiative**: The primary action at this time is occurring on the campuses with those campuses affected by the policy developing plans to raise the percentile of faculty salaries and to maintain them over time.

COMMENTARIES: Attached with this report there is one resolution, two commentaries, and the Action Plan for 2019-2020.

Respectfully Submitted: November 9, 2019
Robert B. Kauffman, Ph.D.
Chair, Council of University System Faculty

Resolution: 1920-02: Academic Integrity

> **Resolution:** In partnership with the Kirwan Center for Innovation, CUSF has been working with Maryland's 12 system institutions (USM) to foster the development of ethical learning across universities. CUSF strongly support the principle that all USM universities must procure, maintain, and manage the resources, both human and physical, which offer the greatest likelihood of success in achieving a System-wide environment of academic integrity on our campuses.
>
> As representatives of all USM faculty, be it resolved that CUSF urges System presidents to give consideration to the proposal of University of Maryland Global Campus President Javier Miyares. The ability to share resources and costs associated with deploying the technologies necessary to protect academic integrity on all our campuses will ensure that all institutions might have the opportunity to develop a contemporary ethical learning environment.

Commentary 1911.1: Emeritus Faculty BOR Member

At the November Council Meeting of CUSF at UMGC at Largo, the Council discussed and instructed the Chair to develop a resolution that proposes an emeritus faculty BOR member. The following commentary is taken from the background section of that resolution. Its purpose is to begin the discussion and to test its feasibility.

Last year the Legislature passed changes to the USM BOR. In an effort to increase transparency and responsiveness, one of those changes was to increase the student representatives on the BOR from one to two representatives. Along with the students, faculty are the backbone of higher education and they can provide valuable input in the decision making process. Because of transparency and their valuable contribution in higher education, CUSF recommends that the Governor strongly consider dedicating one of the Regent appointments to an emeritus faculty member.

Suggested criteria for the emeritus faculty would include but not be limited to the following:
1) Emeritus faculty are retired faculty. This reduces or eliminates the potential conflict of interest that arises from when a state employee is appointed to the BOR.
2) Emeritus faculty represent the quality and longevity of the faculty. Normally, emeritus faculty have a minimum of ten years of experience as a full-time tenure-track faculty member. They have achieved the rank of associate or full-professor status, and they have demonstrated excellence in their field.
3) Although it is suggested that preference be given to USM emeritus faculty, out-of-state emeritus faculty or emeritus faculty from non-USM instate institutions may be considered also.

A process similar to the selection of the student regents can be used. A call-out to the campuses and CUSF for nominations would initiate the process. Nominees would be reviewed by a committee composed of CUSF members and USM staff. The nominee would be interviewed by representatives of the Governor's office regarding suitability. The nominee would be advanced to the Governor's Office by the Chancellor on behalf of USM.

Respectfully Submitted, November 11, 2019
Robert B. Kauffman, Ph.D.
Chair, Council of University System Faculty

Chair's Commentary 1911.2: CUSF's Involvement in Shared Governance.

Dr. Boughman, Senior Vice Chancellor of Academic and Student Affairs asked the Council Chairs for a statement regarding the things that they do. I dusted off my May 2018 commentary and sent it to her. It did the trick. In that commentary, I presented a diagram that identified nine areas of CUSF's involvement in shared governance (Figure 1). Over the past several years we have emphasized the theme of communications. The diagram depicts those avenues of communications for CUSF. I thought it might be a good idea to revisit the diagram, its significance and CUSF's multi-faceted involvement in shared governance. What follows is a slightly updated version.

The involvement of the Council of University System Faculty (CUSF) is defined by the Board of Regents I-6.00 Policy on shared governance. Since 2016, the emphasis of CUSF has been on increasing communications and developing infrastructure. As part of this process, CUSF has developed a mission, vision statement and action plan along with several other initiatives. During this period, we have accomplished several significant initiatives (e.g. Omnibudsperson, academic integrity, faculty salaries, and course evaluations). As depicted in the diagram, CUSF's involvement in shared governance and its avenues of communications directly relate to its mission of strengthening higher education in the State of Maryland through shared governance.

Figure 1:

Each of the bubbles diagramed in Figure 1 is discussed below in terms of CUSF's activities and action items listed in the action plan for the year. Attending the Chancellor's Council or BOR meeting are examples of activities.
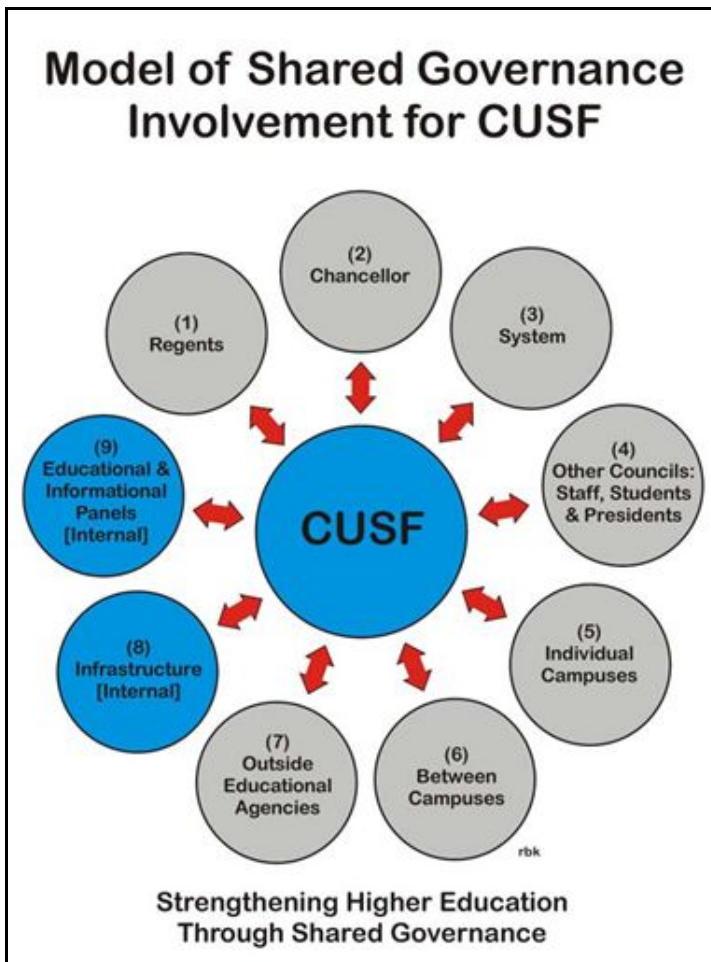
1.0 Regents

One of CUSF's primary roles is to advise the Regent's on matters involving the faculty. The Chair provides a written and oral report to the BOR. In addition, the CUSF Chair or a representative of CUSF normally attends the Education Policy Committee meeting of the BOR. In an effort to increase transparency, an open invitation for the Regents to attend CUSF Council meetings has been extended. It is expected that the Regent associated with university

where the Council is holding its monthly meeting will be in attendance at the meeting. Attending the Council meetings provides an excellent opportunity to obtain a better understanding of the faculty and faculty issues.

CUSF's Report to USM BOR – Structurally, one of the responsibilities of the Chair is to provide a report of activity to the Board of Regents. Normally, my reports to the BOR contained two parts: activities and commentaries. Activities tell us "what" happened. It tells who met when. The commentaries address the "why." They indicate our thoughts, were we are going, and comment on the issues being addressed. They are written as part of my Chair's Report to the CUSF Council.

2.0 Chancellor

In its advisory capacity, CUSF has good communications with the Chancellor. This involves both the State of Shared Governance Report and his attendance at Council and Senate Chair's meetings. Usually, this occurs at the joint Council meetings in November, the January meeting at Adelphi, and the Senate Chairs meeting in fall and spring. Regarding the State of Shared Governance Report, it closes the loop and provides the Chancellor with an important evaluation of shared governance on the campuses by the senate chairs. The Chancellor uses it in the yearly evaluations of the presidents.

3.0 System

The primary contact with System is through the Senior Vice Chancellor of Academic and Student Affairs, Joann Boughman. She attends the ExCom and Council meetings. When feedback is needed on policy statements and other business, she is the liaison person. Although this is a short paragraph on these communications, her involvement with Council is significant and helpful.

Report from System – Traditionally, the 10:30 a.m. program slot at the Council meetings is reserved for the report from USM. Normally, the report is given by Joann Boughman, Senior Vice Chancellor for Academic and Student Affairs. When the Chancellor is in attendance, he may provide the report.

4.0 Other Councils (i.e. Staff, Students and Presidents)

In their advisory capacity, the three Councils have worked together for common goals. The joint ombudsperson is an example of a joint resolution and collaboration between the Councils. In addition, the November meeting is traditionally a joint meeting between the three Councils at UMCP. The meeting provides the Chancellor and Regents with the opportunity to communicate with the three Councils. Each of the Councils had a breakout session in the afternoon. Although not a formal Council, the Chair of CUSF attends the monthly meetings of the provosts (AAAC) and reports to the CUSF Council on their activities.

5.0 Individual Campuses

One of the chains of communication passes from System through CUSF to the campuses. Some communication channels are traditional like the newsletter. Some are innovative like the Quick Notes and some utilize existing resources like the hotline or Mediascan from Mike Lurie.

Senate Chair's Report – The monthly meetings of the Council are rotated between the campuses. As part of determining the state of shared governance on the campuses, the senate chairs of the respective campuses are invited to the meeting to provide a report on the state of shared governance on their respective campus.

6.0 Between Campuses

Communication between campuses is an area that deserves additional development. Shared practices are an idea that needs further development. The panel discussions by the CUSF committees are another method of sharing between campuses. The Senate Chair's meeting provides needed interaction and discussion between the Senate Chairs. This occurs twice a year. As noted, more needs to be done in this area.

Senate Chair's Meeting – CUSF sponsors a fall and spring meeting of the Senate Chairs at USM, Adelphi. The purpose of these meetings is to share information between campuses and to share information from System. The meetings provide the Chancellor with the opportunity to communicate directly with the campuses.

7.0 Outside Educational Agencies

In the past, CUSF's primary involvement with outside agencies was in its advisory capacity with the Faculty Advisory Committee (FAC) of the Maryland Higher Education Committee (MHEC). MHEC has changed the selection process and CUSF is no longer involved. Regardless, there may be a need to increase communications with outside educational agencies in the future.

8.0 Infrastructure (Internal)

Infrastructure focuses on improving the internal operations of CUSF. Examples include amending the bylaws and constitution, developing an orientation session and other initiatives.

9.0 Educational and Informational Panels (Internal)

At its monthly meetings, there are generally two programming time slots. One is at the 11:00 a.m. and the second one is at 1:00 p.m. The 11:00 a.m. is the primary program slot. Traditionally, the sessions include the Chancellor and System personnel. System personnel discuss everything from workload, to inclusion and diversity.

In summary, the mission of CUSF is to "*strengthen higher education through shared governance*." The diagram demonstrates the primary channels of communication used by CUSF to represent faculty issues and to advise the Chancellor and BOR on these issues. Each channel helps to strengthen higher education.

Respectfully Submitted, (May 2018 Chair's Report; resubmitted November 9, 2019)
Robert B. Kauffman, Ph.D.
Chair, Council of University System Faculty

COUNCIL *of* UNIVERSITY
SYSTEM FACULTY

CUSF Action Plan
Academic Year 2019-2020

Approved October 24, 2019

The following is the Action Plan for CUSF for 2019-20. The purpose of the Action Plan is to determine the tasks projected for completion during the academic year of 2019-2020. The Action Plan is derived from CUSF's mission and vision statement.

Procedurally, not all the tasks for the year have been identified. Some tasks evolve during the year from CUSF committees or System. For example, Goal 3.0 will grow quickly as System identifies policies to review.

Goal 1.0: Increase communications and advocacy with its constituents.

Communications is one of the cornerstones of providing an effective organizational structure for CUSF. Within CUSF, the main lines of communication exist upward with the Chancellor and the BOR. It exists downward to the individual campus, and it exists laterally between campuses. In addition, there are lines of communication between the Councils, with external organizations such as the AAUP, with other State agencies, and with the Legislature. This goal focuses on strengthening these lines of communication and advocating for strengthening higher education within the State of Maryland. Creating a newsletter or participating in Annapolis Day with the Legislature are examples of tasks addressing this goal.

Task 1.1 (AI-101): Annapolis Day – During the legislative session, Annapolis Day is a day where USM and its Councils spend the day advocating for USM with the Legislature. It is an important function where future efforts build upon the success of previous efforts. Traditionally, this task has been tasked to the **Legislative Committee** and is one of their primary responsibilities for the year.
    Group/Persons Tasked: Legislative Committee Chair;
    Product: Annapolis Day
    Projected Completion Date: February 2020

Task 1.2/1.3 (AI-102/AI-103): Newsletter – In 2015, CUSF developed a newsletter. Traditionally, two issues are published, one fall and one spring semester. The newsletter is considered the responsibility of one of the at-large ExCom members. This practice will be continued. The value of the newsletter is that it provides a summary of the activities of CUSF.
    Group/Persons Tasked: At-large position
    Product: Two newsletters, one in December (AL102) and one in April (AL103)
    Projected Completion Date: December/April

Task 1.4 (AI-104): <u>Clipping Service</u> – System's Media Scan is a clipping service that is provided by System. In addition during the legislative session, the Legislative Newsletter is published by USM by Andy Clark at USM. The clipping service can service faculty two ways. The first is that any individual faculty member can subscribe to and receive the daily service. It is informative regarding what is going on in higher education. Second, Media Scan and the Legislative Newsletter can be disseminated by the liaison Council members to the faculty. At FSU, this is a simple task of using the faculty email list. Other schools do not have universal email access and may need to develop other avenues of dissemination. At FSU, I select those articles in Media Scan that I believe would be of interest to faculty and pass them on to faculty. All Legislative Newsletters are passed onto faculty. A side benefit of this service is that it gives visibility to CUSF on campus. The process for signing up for Media Scan is a task included as part of the orientation session.

> *Group/Persons Tasked*: September Orientation Session
> *Product*: Procedure for signing up for Media Scan
> *Projected Completion Date*: September 2019

Task 1.5 (AI-105): <u>Faculty Voice</u> – An Independent Faculty Newspaper edited at College Park by and for all faculty members in the University System of Maryland. It is committed to creating programming that responds to voices in its surrounding community. In its current configuration, it reads like a blog. A review of the Faculty Voice suggests that it is more issue and specific topic oriented than informational (e.g. CUSF newsletter). The Chair's commentaries or reedited versions of the evaluation or academic integrity reports would seem to be suitable. One or possibly two articles might be appropriate.

> *Group/Persons Tasked*: Chair and/or committee chair
> *Product*: Minimum of one submission per year
> *Projected Completion Date*: May 2020

Task 1.6 (AI-106): <u>Social Media Platform</u> – This past year Rajeswari implement SLACK. Through no fault of hers, there has been a slow uptake on its use. Its use needs to be reexamined and developed further.

> *Group/Persons Tasked*: TBD
> *Product*: Active use of SLACK
> *Projected Completion Date*: May 2020

Goal 2.0: Strengthen shared governance within the USM institutions.

Under the Shared Governance Policy [I-6.00], shared governance is also implemented at the institutional level. This goal focuses on implementing and strengthening shared governance at the institutional level. First, it advises the Chancellor. Second, CUSF is a resource to System institutions. Third, the other institutions in the System are a resource to each other where CUSF can become the link between them. In a very real sense, it is sharing shared governance between campuses. The creation of the Senate chair's report on the State of Share Governance within the System is an example of a task designed to help fulfill this goal.

Task 2.1 (AI-201): <u>**Revise SCSSSG Procedures and Survey Instrument**</u> – The Senate Chair's Survey of the State of Shared Governance closes the loop. It provides the Chancellor with feedback regarding the effectiveness of shared governance on the campuses. ... With the survey being utilized, it is necessary to take the next step and revise the procedures to make the survey more representative of the faculty. This will increase its impact and usability in the evaluation process. It may be a situation of tweaking and emphasis rather than making major changes. The Chair will work with the Vice Chair and the senate chairs to strengthen the data collection and make the survey more representative of the faculty.

> *Group/Persons Tasked*: Ad Hoc committee and Senate Chairs
> *Product*: Revise survey instrument and procedures
> *Projected Completion Date*: November 2019

Task 2.2 (AI-202): <u>**Committee Outreach Strategy**</u> – At the invitation of the Senate Chair or equivalent position, a group of two to three members would attend the on campus Senate or equivalent meeting. The purpose of attending would be two-fold. First, the group would be emissaries of CUSF explaining what CUSF is and what it has done. The September orientation materials can serve as a starting point. Second, they would focus on issues facing the campus and on how CUSF might address them. The group would report back to the CUSF Council as a committee report. It would be a good task for the at-large positions and/or Council members interested in becoming active.

> *Group/Persons Tasked*: At-large members and council members
> *Product*: Visit minimum of three campuses and file a minimum of three reports
> *Projected Completion Date*: May 2020

Task 2.3 (AI-203): <u>**Interprofessional/Interdisciplinary Actions**</u> – The objective is to expand the concept of educating with interprofessional/interdisciplinary engagement. Actions for this year include an interactive presentation at the September CUSF meeting. Additional actions can include the endorsement of the concept by one of the standing committees, the development of a report or white paper on the concept.

> *Group/Persons Tasked*: Karen Clark
> *Product*: CUSF meeting session, white paper or report
> *Projected Completion Date*: May 2020

Goal #3.0: Advise and work with USM on major policy initiatives.

This goal addresses a major role of CUSF under the Shared Governance Policy [I-6.00] to advise the Chancellor and USM on policy matters affecting the System. Although these initiatives can be initiated by CUSF, they are generally initiated by System.

Task 3.1 (AI-301): <u>**ART**</u>

> *Group/Persons Tasked*: Three CUSF members as part of the workgroup
> *Product*: Joann Boughman
> *Projected Completion Date*: To be determined

Goal #4.0: Advocate for faculty welfare.

This goal relates to issues and concerns that strengthen the faculty in delivering their institutional functions and that contributes to their general welfare. Normally, tasks under this goal are addressed by the Faculty Concerns standing committee.

Task 4.1 (AI-401): Regent's Awards – The Regent's Award is a yearly function of CUSF. The Awards Committee review nominations from campuses and makes recommendations for the award (AI401).
> *Group/Persons Tasked*: Benjamin Arah
> *Product*: Nominations
> *Projected Completion Date*: December 2019

Task 4.2 (AI-402): Changing Scope of the Faculty – Education and the faculty are changing. Normally, this topic is addressed in the 11:00 a.m. time slot during Council meetings. For example, this year the September meeting is at Shady Grove. There are no faculty senates at Shady Grove or Hagerstown. At this stage, the objective is informational and to have at least one panel discussion addressing the issue other than the welcome at the Shady Grove meeting.
> *Group/Persons Tasked*: Joann Boughman, rbk
> *Product*: At least one panel discussion
> *Projected Completion Date*: TBD

Task 4.3 (AI-403): Academic Integrity Initiative – Since 2017, the Education Policy Committee has championed the academic integrity initiative. It has included a panel discussion for the BOR and a Convene in spring 2019. The Committee has been working closely with Kirwan Center for Academic Innovation on follow up activities. The tasks for this year are outlined in the committee's report to the BOR approved in May 2019.
> *Group/Persons Tasked*: Education Policy Committee
> *Product*: Review the two BOR policies and develop guidelines
> *Projected Completion Date*: April 2020

Task 4.4 (AI-404): Faculty Evaluation Initiative – Since 2018, the Faculty Concerns Committee has addressed faculty evaluations with an emphasis on the over emphasis and reliance on student evaluations. In May 2019, the Council passed a report on the status of the committee. This year the committee will continue its efforts.
> *Group/Persons Tasked*: Faculty Concerns Committee
> *Product*: TBD
> *Projected Completion Date*: April 2020

Task 4.5 (AI-405): Faculty Salary Initiative – On January 19, 2019, CUSF approved a report to the BOR titled: A Report on BOR Policy II-1.21 and Maintaining Faculty Salaries at the 85th Percentile of the Institution's Classification Group. The 85th percentile is a goal. The action at this time is to monitor the data and action plans developed by the Chancellor, BOR and presidents to address this issue.
> *Group/Persons Tasked*: Chair
> *Product*: TBD
> *Projected Completion Date*: April 2020

Task 4.6 (AI-406): <u>OERs Initiative</u> – Open Educational Resources (OERs) is an issue initiative that CUSF members have expressed an interest in addressing. This initiative is a work in progress and will be developed as time progresses.

    Group/Persons Tasked: Chair
    Product: TBD
    Projected Completion Date: April 2020

Goal #5.0: Strengthen CUSF's organizational structure and increase its visibility.

A strong organizational structure enhances the organization's ability to deliver its services. This goal focuses on improving CUSF's organizational structure and on enhancing its ability to advocate for CUSF as a Council. The focus of this goal is on strengthening CUSF itself as a Council defined under the Shared Governance Policy [I-6.00]. The creation of a strategic plan is an example of a task fulfilling this goal. It is suggested that a periodic review of the Practices (Section III) in the Shared Governance Policy be reviewed for issues and practices to be examined and developed by CUSF.

Task 5.1 (AI-501): <u>Action Items for 2019-20</u> – Based on the goals of the organization, the purpose of a action plan is to provide an implementation plan of the tasks the organization seeks to fulfill its goals. Think of it as a formalized "do list." The process began at the April and May meetings where the items were reviewed and new items identified. The new Council will revisit the new plan at the September meeting with the new incoming Council and approve it at either the September or October meeting.

    Group/Persons Tasked: Chair, ExCom, Council Committees, Members
    Product: Action Item Plan
    Projected Completion Date: September or October Council meeting

Task 5.2 (AI-502): <u>Orientation Session</u> – ExCom recommended the development of an orientation session for new Council members prior to the beginning of the September meeting. The session will help new members to "*hit the ground running*." This task would be tasked to the Chair and ExecCom

    Group/Persons Tasked: ExecCom, Chair
    Product: Orientation session prior to the September CUSF meeting
    Projected Completion Date: September 2019

Task 5.3 (AI-503): <u>Operations Manual</u> – Developing an operations manual serves two purposes. Since it contains important information, it helps facilitate new members taking on new roles to "*hit the ground running*." Second, job duties and tasks is largely by word of mouth. The operations manual helps to provide continuity between different administrations and if a member in a leadership falters. Among its contents, the operation manual would contain the following: 1) job description, 2) tasks to complete, 3) schedule of activities. This task would be tasked to the Chair and ExecCom

    Group/Persons Tasked: Committee Chairs, ExecCom
    Product: CUSF officers involved would review the draft document through the year, revise their document, and the manual would be the assemble collection of documents.
    Projected Completion Date: February 2017

Task 5.4 (AI-504): <u>**Mentoring**</u> – Because the duties and responsibilities of the Chair are quite different from those of Council members and other ExCom positions, there is a need to mentor members to become future Chairs of CUSF. Mentoring will include attendance at select meeting (e.g. Chancellor's Council, BOR EdPolicy, and BOR meetings) and discussions thereafter.

      Group/Persons Tasked: Chair, ExCom and Council members
      Product: At least two members attending at least three meetings
      Projected Completion Date: June 2020

Task 5.5 (AI-505): <u>**Membership Apportionment**</u> – Section 2.8 of the by-laws indicates that reapportionment be performed every three years using the University System of Maryland's Employee Data System (EDS) report which indicates the number of full-time faculty. The last apportionment occurred in 2016-2017.This task would be tasked to the membership and rules committee.

      Group/Persons Tasked: Membership and Rules Committee, Bill Chapin
      Product: Report to CUSF Council
      Projected Completion Date: December

Task 5.6 (AI-506): <u>**Council Membership**</u> – Last year a bylaw change was suggested that would change the apportionment of the Council membership based on the number of full-time faculty to a Senate type model where each institution would receive four representatives (Article II - CUSF Bylaws). The Council needs to determine the implications of this proposal and whether it wants to implement this change.

      Group/Persons Tasked: Membership and Rules Committee
      Product: Proposed change/no change
      Projected Completion Date: December 2019

Task 5.7 (AI-507): <u>**Elections**</u> – The Membership and Rules Committee will review the election procedures to determine if modifications need to be made in light of the situation that occurred this year.

      Group/Persons Tasked: Membership and Rules Committee
      Product: Proposed changes/no change
      Projected Completion Date: December 2019