



**Report by the
Council of University System Faculty (CUSF)
to the USM BOR Meeting at
Frostburg State University**

Friday, June 16, 2017

Since the last report submitted on April 9th for the April 21th BOR meeting, CUSF has had one ExCom and two Council meetings. The April Council meeting was at Towson University and CUSF thanks President Kim Schatzel and TU for their hospitality. The May Council meeting was at UMBC. We thank President Freeman Hrabowski and UMBC for their hospitality.

MEETINGS AND ACTIVITIES: The following are the meetings and other activities recently conducted by CUSF since the last report. Several of the items are continuations and updates of items mentioned on previous reports.

- **April 20th Meeting** – CUSF held their April meeting at Towson University. Originally, Kim Schatzel, President, was not planning to attend and Maggie Reitz, Assistant Provost, planned to attend in her place. However, both were able to attend and both welcomed CUSF to the Towson campus. As part of the Changing Professoriate Series, Chad Muntz, Director of Institutional Research, presented a good number-crunching presentation on *The Changing Student*.
- **Survey of Senate Chairs on the State of Shared Governance (Update)** – The Senate Chair at UMCP submitted his report after the completion of the published report. The survey was forwarded to the Chancellor. The published report was amended accordingly.
- **May 15th Meeting** – CUSF held its May meeting at UMBC. We thank President Freeman Hrabowski for their hospitality. As part of the Changing Professoriate Series, MJ Bishop, Kirwan Center of Academic Innovation presented on the changing professoriate series: *The Changing Classroom*. In addition, Don Spicer, Associate Vice Chancellor & CIO, Administration & Finance/Academic Affairs, briefed the Council on the draft USM Accessible Technology and Information Guidelines.
- **Elections** – Nominations were made at the April CUSF meeting. The same members were nominated for the same ExCom positions again this year. Since one nomination was made per category, the May election became a mere formality. A motion was made and passed at the May meeting to accept the nominations. The officers are listed below.
Chair: Robert Kauffman
Vice Chair: Nagaraj
Secretary: Trish Westerman
At-Large: Chris Brittan-Powell

At-Large: Beth Clifford

- **Newsletter** – This year two newsletters were published, one at the end of fall semester and the other at the end of spring semester. A copy of the spring newsletter is provided. Special thanks to Beth Clifford from Towson for compiling both newsletters this year.
- **CUSS** – Sherrye Larkins, Chair, is my counterpart at CUSS. Since this is her last meeting, I think that it is appropriate to acknowledge her contribution this year as Chair. This year people may have noticed the increased collaboration between Councils. Although this includes the efforts of many, she went the extra mile to work with the other Councils to be collaborative. This was the first time that the Chair of the BOR attended the joint meeting in November. Then he attended individual Council meetings also. She helped spearhead these historic events. In addition, she saw the need for Ombudsman on campuses to address morale issues. Again, in a collaborative effort, she spearhead a joint resolution among the Councils that is currently working its way through System. Also, it includes little things too. When CUSS met at FSU, I spoke to their Council and when CUSF met at Coppin, Sherrye spoke to our group. On behalf of CUSF, I wanted to acknowledge her contribution and service to the Chancellor's Council and to her President, Maria Thompson. Her collaborative efforts have not gone unnoticed.

COMMENTARIES: One of the tasks at the April meeting of CUSF was to begin working on the action items for next year. My first April commentary provides an update on the State of Shared Governance Report submitted to the Chancellor at the end of March. The Presidents have previously received the report, so it is not attached here. The second April commentary focused on the joint ombudsman resolution. As an update, the student, staff and faculty are developing a joint resolution. The three Councils have approached the President's Council for their support also. As noted above under the CUSS rubric, CUSS and Sherrye have picked up on the need for the ombudsman service on campuses. The current resolution less the preamble is provided after the 1705.1 commentary.

The academic year goes quickly. CUSF has been very active this year. There has been an emphasis on infrastructure with the mission, vision, goals, strategic plan and logo. Also, there have been some historic firsts with the visit of the BOR Chairman Brady at two of the Council's meetings. The third May commentary provides a summary of CUSF's activities this year. The first May commentary provides an update on the ombudsman resolution and the second May commentary provides an update on reapportionment at UMUC.

Respectfully Submitted: June 5, 2017
Robert B. Kauffman, Ph.D.
Chair, Council of University System Faculty

Chair's Commentary 1704.1: State of Shared Governance in USM during 2017

CUSF completed its survey and report of senate chairs on the state of shared governance in USM institutions. This year 11 of the 12 institutions participated. Overall, the state of shared governance on campuses is good. In the survey, Question #1 served as an overall measure of the state of shared governance on the individual campuses. Seven of the senate chairs agreed with the statement that "*Shared governance was alive and healthy on their campus.*" Four of the senate chairs strongly agreed with the statement. Two campuses neither agreed or disagreed. For these two schools, there was usually a mitigating circumstance such as hesitancy to evaluate a new president. Two schools disagreed with the statement reflecting shared governance issues or some potential problems on campus. In general, these schools suggested that their president may be bypassing them or not including them in the decision making process.

The survey and report will have a significant impact. This is the first year that the survey has been completed on schedule. Along with the survey data, the report is sent to the Chancellor in the beginning of April for use in his annual evaluation of the presidents during April. In addition, the information will be used in the five year review of institutions for the BOR.

In terms of shared governance across the country, this survey and its use in the evaluative process is highly significant. It helps make CUSF and USM leaders in the field. David Maxwell, President Emeritus of Drake University and Senior Fellow of the Association of Governing Boards (AGB) conducted for the Association a study of ten case studies on shared governance in university systems across the country. USM was one of the ten case studies. In my interview with David and if I remember correctly, he indicated that the only other system doing anything similar to what we are doing is SUNY. Also, at the beginning of fall semester 2016, the Chancellor sent copies of the survey instrument to his counterparts indicating what we are doing in Maryland. Shared governance is always a work in progress. However, the survey and its use by the Chancellor in his evaluation is highly significant and helps make USM one of the premier systems in the country.

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Chair's Commentary 1704.2: Ombudsman

In 2013 under the tutelage of Richard Manski at UMB, CUSF passed a resolution requesting USM to provide an ombudsman for the campuses. Understandably, at the time it was noted that System did not have the positions or resources available to hire an ombudsman. An internal solution was sought where one of the staff at System would take on this role if needed. Since 2013, three institutions (UMCP, UMB, and FSU) have created ombudsman positions on their campus.

Separate from the CUSF action, the staff (CUSS) have recognized a need for an ombudsman on the campuses. Also, the students and student Council have recognized the need. The three Councils are working together to advance a joint resolution paralleling the original resolution passed by CUSF. The CUSF resolution is provided below.

Initiative 2 - Establishment and placement of a system wide ombudsman. Standardized reporting can be an effective mechanism for faculty to participate in the evaluation on the state of shared governance for each campus and campus sub-unit. When effective shared governance is in place, reporting can be quite effective as a tool to optimize and further

improve campus governance. However, when shared governance is not working or if elements are systematically ignored it is possible that even a standardized report will not be able to detect any problem. In a setting where shared governance is ineffective an alternate mechanism and pathway for reporting may be needed to fulfill the USM governance policy mandate that shared governance is necessary and important for the well-being of the USM and its institutions and the Presidents shall assure that shared governance is appropriately implemented in all sub-units. An ombudsman would provide an effective and appropriate mechanism to remedy a condition where reporting is insufficient. An ombudsman service can establish and provide a process that ensures confidentiality of individual and group communications, organizational neutrality and independence. (Source AHRQ RFP06R000099) An ombudsman service can provide mechanisms that encourage faculty to voice concerns and provide constructive dissent early and to assist faculty on how to address issues of concern constructively. An ombudsman would promote appropriate shared governance by maintaining a culture that welcomes good faith dissent, and encourages resolution of conflict at an appropriate level through direct and confidential negotiations. (Source AHRQ RFP06R000099) An ombudsman though training and experience would be positioned to provide advice and guidance to faculty and when appropriate provide faculty with the needed information to better understand the issue and when appropriate provide a path for resolution. If the matter is of a personal concern an Ombudsman would also be trained to provide general advice or trained to refer the case to an appropriate Employee Assistance Program (EAP) consultant. An ombudsman has the capacity to protect both faculty and the system. For instance, if a concern appears frivolous an Ombudsman could provide advice to the faculty and provide strategies about how best to approach and cope with the perceived problem or refer the case to EAP. If the matter of concern is general in nature and relates to governance an Ombudsman would be positioned and trained to provide mediation or escalate the concern to a Dean, President or Chancellor as needed and appropriate. **CUSF Motion 1212**

In summary, there is an identified need for an ombudsman on USM campuses. CUSF recognized and acted upon the need in 2013. The students and staff have also recognized the need and are acting upon the need. Three campuses have recognized the need and have acted upon the need. At the recent Senate Chairs meeting, the attending senate chairs confirmed the need for an ombudsman on the other campuses. The need has been established. A suitable means to make ombudsmen available on the other campuses is needed also.

Chair's Commentary 1705.1: Joint Ombudsperson Resolution

The commentary last month (1704.2) provided the background and history of CUSF's and its original Ombudsperson Motion. Sherrye Larkins, my counterpart with CUSS, has rejuvenated interest in the Ombudsperson resolution. Things have been moving steadily forward in a good way. It can best be summarized that many people think an ombudsperson is a good idea, but they need more information about what an ombudsperson does and how do they fit into the campus community. It takes a little time for people to familiarize themselves with the concept. It is part of the process.

The three Councils have formulated a joint resolution. It is attached elsewhere as part of the May agenda. It correctly positions the ombudsperson service with the individual campuses and the Presidents. It provides a recommended standard of practice, and a review process as part of the Chancellor's yearly evaluation of the Presidents. It offers the Presidents considerable latitude in providing the service.

Currently, CUSS has approved the joint resolution at their April 25th meeting. USMSC is expected to approve the resolution at their May meeting. CUSP (Council of Presidents) has been approached regarding the motion at the May 1st Chancellor's Council. They were very supportive of the joint resolution. The Provosts (AAAC) met and reviewed the resolution. They were generally supportive of the concept but wanted to know more about what an ombudsperson actually does and how they mesh with other services on campus. It is planned that ombudsperson from UMCP and UMB will meet with the Provosts this summer. CUSF needs to approve the resolution. We are planning to invite the UMCP and UMB ombudsperson for the September program. With the support of the Provosts and the other three Councils, the resolution will be revisited by the President's Council.

The resolution is in a review and refinement phase. It is gaining momentum. CUSF recognized and passed

a resolution addressing the need for an ombudsperson in 2013. This joint resolution brings the resolution full-circle. It creates a process that emphasizes its implementation. I ask your support for the joint resolution.

rbk

Update: The current joint resolution less the preamble reads – Be it resolved that:

- 1) Each USM institutions will make available to the students, staff and faculty ombudsperson services.
- 2) Where possible these services will be consistent with the recommended policies and practices of the International Ombudsman Association or a similar association.
- 3) Each USM institution will develop an implementation plan. The development of the implementation plan should be done in consultation with constituent groups including shared governance. The plan will be reviewed by the Chancellor or his designated appointee. The Chancellor will review the ombudsperson services provided as part of his yearly evaluation of the Presidents as specified under Section III of BOR policy: VII - 5.00.

Chair’s Commentary 1705.2: Reapportionment Update at UMUC

The following is more of a house cleaning item than a commentary. Reapportionment occurred this past year. This is probably one of the few times that a university lost representation and had to downsize representation. At the April meeting, the CUSF Counsel passed a motion stating that the downsizing at UMUC would be effective September 2017 and determination of the process to accomplish this downsizing was an internal matter.

Beginning September 2017, UMUC will have two delegates and one alternative. To this effect, Theo Stone, Senate Chair at UMUC, forwarded their plan to reduce their representatives to two members. That plan is included below.

I wanted to share with you the recent results of the Academic Advisory Board vote on the downsizing of the UMUC CUSF delegation. For next term, the two CUSF representatives will be Elizabeth Brunn and Sabrina Fu. Elizabeth's term will be three years, while Sabrina's will be two years.

We are grateful to Albert Nekimen for his service on CUSF and we wish him well in his future endeavors. [email: Theo Stone, May 1, 2017]

We thank Theo in handling this downsizing efficiently and equitably. I too wanted to thank Albert for his service.

rbk

Chair's Commentary 1705.3: CUSF Year in Review

The academic year goes quickly. CUSF has been very active this year. There has been an emphasis on infrastructure with the mission, vision, goals, strategic plan and logo. Also, there have been some historic firsts with the visit of the BOR Chairman Brady at two of the Council's meetings. The following are a summary of the highlights and accomplishments made this year.

- **Mission, Vision and Goals** (AI-1601) – CUSF developed and approved a mission, statement, vision statement and goals. The abbreviated mission is “*strengthening higher education through shared governance.*”
- **Strategic Plan** (AI-1601) – CUSF developed a strategic plan with action items for the year.
- **Logo** (AI-1602) – It may seem like a simple task, but for a host of reasons, it became a year long ordeal. Now, CUSF has a smart looking logo.
- **Reapportionment** (AI-1603) – Consistent with the Constitution and bylaws, CUSF went through its reapportionment process this year. It does so every three years. This is the first year that an institution lost a delegate. UMUC went from three to two delegates.
- **Regent's Awards** (AI-1604) – Jay Zimmerman chaired the committee. This year there were sixteen recipients from six institutions.
- **Newsletters** (AI-1606) – This year it was decided to complete two newsletters, one in fall and one in spring semester. Beth Clifford did an excellent job completing the two newsletters this year.
- **Advocacy Day** (AI-1608) – As part of its legislative strategy, System sponsors Advocacy Day. It is a collaborative effort between System and the student, staff, and faculty Councils. Working with Patrick Hogan and Andy Clark at System, Chris Brittan-Powell did an excellent job coordinating CUSF's involvement in Advocacy Day.
- **Joint Meeting** – As in most previous years, CUSF participated in a joint meeting with the student and staff Councils at the November meeting at UMCP. Emphasizing the theme of communications, this year was historic with the attendance of Chairman Brady and several of the Regents.
- **Chairman Brady's Visit** – Emphasizing the theme of communications, Chairman Brady returned for a visit with the Council at its February meeting at the University of Baltimore (UB). It was a good dialogue.
- **Inter-Council Attendance** – This may seem like a small thing, but it is indicative of the communications and collaborative efforts between Councils. When CUSF met at Coppin, Sherrye Larkins, Chair of CUSS, briefly spoke to our Council. When CUSS had its meeting at Frostburg, I spoke to their group.
- **State of Shared Governance Report** – The State of Shared Governance Report within USM is a survey of Senate Chairs regarding the state of shared governance on their campuses. The report is completed prior to April 1st in order for the Chancellor to use the data in his yearly evaluation of the Presidents. Two reports are generated. The first is a generic document for the public. The second document includes the survey data also. CUSS is in the process of generating a parallel survey for staff.
- **Joint Ombudsperson Resolution** – In 2013 CUSF passed a motion requesting an ombudsperson. CUSS expressed renewed interest in an ombudsperson concept and the student, staff and faculty Councils are developing a joint resolution. In addition, they are seeking the support of the President's Council. Passage of this resolution would provide needed ombudsperson services on all the campuses. Currently, this resolution is a work in progress.

- **The Changing Professoriate Series** – Part of good communications is being current and up-to-date on the changes occurring in higher education. This year the Council had presentations on the changing classroom, the changing student and the changing professoriate. These presentations were most informative.
- **AGB Case Study** – The Association of Governing Board sponsored a series of case studies on shared governance. Two Systems were examined by David Maxwell, USM and SUNY. As part of the process I was interviewed and contributed to the case studies. My “takeaway” was that in terms of shared governance, USM is comparatively ahead of most other states. The State of Shared Governance Report is one example of this.

There is still work to be done. There needs to be increased communications with and between the campuses. An orientation session and manual for incoming members is a high priority. Active committees are another priority. In summary, it has been a productive year. Congratulations to everyone for helping to make the accomplishments this year happen.

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COUNCIL of UNIVERSITY SYSTEM FACULTY

MAY 2017 NEWSLETTER

CUSF GOALS 2016-2017

1. Increase communications and advocacy with CUSF's constituents.
2. Strengthen shared governance within the USM institutions.
3. Advise and work with USM on major policy initiatives.
4. Advocate for faculty concerns.
5. Strengthen CUSF's organizational structure and increase its visibility.

MESSAGE FROM THE CHAIR

The Year in Review

This year we focused on increasing communications. We extended an outreach effort to the USM student and staff councils and we had a close working relationship with them. Board of Regents Chairman Brady visited CUSF at the February meeting at UB. We had a good dialogue. The Chancellor visited the Council at its May meeting at UMBC. We developed a mission statement, vision statement, goals, and strategic plan. In addition, CUSF has a smart looking new logo.

This year we completed several of what have become annual events. As part of the legislative session, CUSF participated in Advocacy Day in Annapolis on February 28th with the other Councils and System. It was a truly collaborative effort. Chris Brittan-Powell did a great job coordinating our efforts. Jay Zimmerman chaired the Regents' Awards Committee again this year. This year the State of Shared Governance Report was completed and submitted on time prior to the Chancellor's yearly evaluations of the Presidents beginning in April. A shared governance survey of senate chairs was conducted. This year eleven of the twelve campuses participated, and the results show that the state of shared governance is good in the System.

Next year we will again emphasize the theme of communications. One of the objectives this year was to visit the campuses and advocate on behalf of CUSF and shared governance. Unfortunately, time and scheduling issues inhibited the completion of this action item. In 2013, CUSF passed a resolution requesting a System Ombudsman. In a collaborative effort among the student, staff and faculty councils, CUSF is once again advocating for and advancing the implementation of this valuable service.

Robert B. Kauffman, Ph.D.
Chair, Council of University System Faculty



CUSF Chair Robert Kauffman

Our mission is "to strengthen higher education through shared governance."



2016-2017 Members of the Council of University System Faculty

ROLE OF FACULTY IN USM GOVERNANCE

“It is the faculty, whose careers are dedicated to the advancement of learning, who provide the thrust and direction of any academic institution. Therefore, the faculty shall have wide powers in determining professional and academic matters, an informed advisory role in areas of administrative responsibility, and a voice in basic decisions which affect the welfare of the system as a whole.”

– Preamble of the University System Faculty Constitution

PURPOSE OF CUSF

Article I, section 1 of the CUSF Constitution states that CUSF "advises the Chancellor and reports regularly to the Board of Regents. Its responsibility will be to consider and make recommendations on matters of system wide professional and educational concerns to the faculty and matters to which faculty bring special expertise."

CUSF CONVENES CAMPUS FACULTY SENATE LEADERSHIP MEETING

CUSF’s Executive Committee convened the second meeting for the year of all chairs/presidents of USM campus governance bodies on April 7, 2017, at System headquarters in Adelphi, MD. The overall objective of these semi-annual meetings is to facilitate the sharing of best practices as well as to educate each other on the uniqueness of each campus.

The group heard from Vice Chancellor for Academic Affairs Joann Baughman, who gave the report from the USM. Director of Institutional Research for the system Chad Muntz discussed the USM Enrollment Report.

Shared governance is central to CUSF’s mission. As part of that commitment, CUSF surveys all of the campus faculty senate bodies as to their assessment of shared governance on their campuses. Senate chairs discussed and approved the report, “Survey on State of Shared Governance in the USM.” In addition, they were presented with the system’s “New Program 5-Year Enrollment Review,” which consists of actual enrollment numbers for new programs approved and in operation throughout the system.

These meetings have proved popular with Senate Chairs, who benefit from discussing system-wide matters and networking with their counterparts on other campuses. They will meet again in October of 2017.

CUSF LEGISLATIVE AFFAIRS COMMITTEE

The CUSF Legislative Affairs (LA) Committee seeks to facilitate effective interactions on relevant legislative matters on behalf of USM Faculty. These efforts include the monitoring and evaluation of proposed legislation and advocacy of particular legislative actions. We have had the pleasure of working collegially with the USM Chancellor's Office in these efforts.

Every year the faculty of the University System of Maryland (USM) dedicate a day to meet with the Maryland State Legislature. This past March we took a slightly different tack by joining with our sister USM councils for staff (CUSS) and students (SGA) to create a collective USM event in order to have a bigger impact with the state government. In addition to this joint function, USM faculty joined with staff and students to hold numerous meetings with individual lawmakers to address both common/joint USM constituent issues and also matters of particular import to faculty.

We received feedback from several sources informing us that our efforts this year were effective. Problematic legislation was largely thwarted and desirable measures generally advanced. It is our hope moving forward to enhance our efforts in coming years. Faculty legislative efforts have generally been more reactive. Given the challenging times higher education is facing, we feel that it is important for us to be more proactive in our approach. Toward that end, we ask faculty across the USM to feel free to share with us issues of concern they might feel we should possibly pursue. Further, if USM faculty members have an interest in engaging in such activities, please let us know. (Contact Chris Brittan-Powell at CBrittan-powell@coppin.edu).



Delegate Adrienne Jones addresses USM attendees of Annapolis Day. She is Speaker Pro Tem and Chair of the Education and Capital Budget subcommittees in the Appropriations committee. (Photo credit: Robert Kauffman).

CUSF EDUCATION POLICY COMMITTEE

Increasingly, universities are turning to the Internet and new technologies to deliver their programs. With the use of these new technologies, the issue of academic dishonesty and plagiarism may be on the rise also. For example there are websites where students pay for the services of a "tutor" who will enter the online classes for the students and perform their work (e.g. Paymetodoyourhomework.com). The tutors are people located all over the world. There is a need to determine the extent of the problem associated with these new technologies. Topics for further investigation include identity fraud, copyright enforcement, cheating as opposed to plagiarism, faculty reporting of these problems and the lack of continuity on these issues within the USM.

At its April meeting, the Educational Policy Committee decided that it would, in the coming year, pursue an investigation into the problems surrounding the serious increase in cases of academic dishonesty. Currently, the intent of the committee is to write a white paper on the issue as a preliminary step towards policy recommendations. At its May meeting and during fall semester 2017, the committee will decide on the specific topics addressed. If you wish to give the committee input on this issue, please contact the committee chair, Elizabeth Brunn, at Elizabeth.brunn@umuc.edu.

MEET DR. JOANN BOUGHMAN, USM SENIOR VICE CHANCELLOR FOR ACADEMIC AFFAIRS

Dr. Boughman's bachelor's and Ph.D. degrees are from Indiana University, and she is a widely-published Board-certified medical geneticist. Her areas of research include the genetics of deafness, blindness, congenital heart disease, and periodontal disease. Prior to her current position, she served as a professor, vice president for research and development, graduate school dean, and vice president for academic affairs at the University of Maryland, Baltimore. She has also served as executive vice president, chief executive officer, and chief policy officer of the American Society of Human Genetics (ASHG).



As USM Senior Vice Chancellor for Academic Affairs, Dr. Boughman's responsibilities include academic policy, academic planning and accountability, faculty affairs, program evaluation, transfer and articulation issues, academic innovation, research, cultural diversity, and student affairs. She also serves as a liaison between CUSF and the USM administration, and as such, helps forward CUSF's mission of enhancing shared governance at the system level.

CUSF greatly appreciates the extraordinary service that Dr. Boughman provides through her excellent reporting and insights on many matters of import to us.

2017-2018 CUSF EXECUTIVE COMMITTEE

The following incumbents were elected to continue in their current Executive Committee positions for the 2017-2018 academic year.

Chair: Robert Kauffman Vice Chair: Nagaraj Neerchal

Secretary: Patricia Westerman

At-Large Members: Chris Brittan-Powell and Elizabeth Clifford

The Executive Committee would like to thank the 2016-2017 CUSF representatives for their hard work this year. For those cycling off at the end of their terms, we wish you well. For those coming back next year, we look forward to continuing to work with you, and we look forward to welcoming new representatives in Fall 2017.



COUNCIL *of* UNIVERSITY
SYSTEM FACULTY