Report from the Council of University System Faculty
Board of Regents
December 2014

From its deliberations on October 20, 2014, CUSF passed three resolutions. Two originated from the Senate Chairs joint meeting and one resolution originated from UMUC's Faculty Advisory Committee (See attachments).

The CUSF General Body met jointly with CUSS and the Student Council on Tuesday, November 11, 2014 at University of Maryland College Park and was welcomed to the campus by Carlo Colella, VP of Administration and Finance. Chief David Mitchell presented on Active Shooters and Threats to Campus Safety. The presentation examined the role of the Behavior Evaluation and Threat Assessment (BETA) programs in reducing or eliminating threats to safety. He encouraged campuses to share information, as these programs vary from one campus to another.

On behalf of Chancellor Kirwan, Senior Vice Chancellor Joann Boughman described the growing emphasis on shared governance in the USM, and the efforts being made on improving campus security and sexual misconduct policies. Collectively the councils honored Chancellor Kirwan by presenting a plaque for his years of dedicated service and leadership in postsecondary education.

P. J. Hogan, Vice Chancellor for Government Relations and Andy Clark, the Director of Legislative Affairs described some of the key areas of likely concern in the coming year.

- The U. S. Higher Education Act will need to be reauthorized.
- State level – funding concerns during a time of transition, with a new Governor; substantial change on the House side (committee chairs key to higher education were not re-elected); a new Chancellor to be hired; and new Board of Regents members to be appointed. Educating all new members of the General Assembly about the results USM has achieved and the need for continued investment in public higher education will be a central focus of this year's efforts.
- 2015 promises to bring numerous higher education related issues to Capitol Hill and Annapolis. Affordability, safety and security, and student debt levels are driving policy discussions and legislative demands for action. Having a USM Legislative Day this year will be critical.

Agenda items for CUSF's next meeting on December 10, 2014 will be developing a legislative agenda for 2014/2015 and reviewing COMAR regulations.

Dr. Virletta Bryant, Chair
Council of University System Faculty
Coppin State University
vbryant@coppin.edu

CUSF

Implementation of Shared Governance "in all sub-units"

White Paper – Proposal

OVERVIEW:

The shared governance policy (I-6.00) of the USM policy states in Section III-G that *"The Presidents shall assure that shared governance, based upon the principles and practices in this policy, is appropriately implemented in all sub-units, and are accountable for assuring that other administrators follow them in unit-level deliberations."* In most institutions, shared governance has been implemented successfully at the institutional level. However, there has been discussion and a concern raised whether shared governance has been "appropriately implemented in all sub-units,...."

Section III-G is limited by Section III-B of the policy which states that *"At least 75% of the voting members shall be elected by their constituencies. This percentage shall not apply to paragraph G. below. (Stated above)"* Essentially, this means that the election rules applied to the institution at the institutional level do not apply at the sub-unit levels. At the sub-unit level this rule may make sense. Changing this rule has been discussed by previous Councils and no action was taken. The question remains whether the presidents of the System institutions are implementing shared governance at the sub-unit level and if so how.

PURPOSE:

Consistent with the USM policy, the purpose of this proposal is to assess the implementation of shared governance at the sub-unit level within the System. Second, the purpose of this proposal is to make recommendations for implementing shared governance at the sub-unit level. These recommendations may be considered "best practices" which facilitate flexibility in meeting the individual circumstances of institutions within the system.

MOTION:

The Senate Chairs recommend that the CUSF Council pass the following motion.

> **MOTION:** *It is recommended that an ad hoc committee or a sub-committee of the faculty concerns committee review and research shared governance at the sub-unit and to make recommendations for implementing shared governance at the sub-unit level (e.g. best practices).*

SPECIFIC TASKS:

- Review and summarize the practices within the System. This may require a survey of the institutions and/or working with the Senate Chairs or their sub-committees to assess the current situation.

- Review and present any recommendations by the AAUP or other organizations on the topic.

- Review and summarize practices in other states

- If appropriate, create a series of best practices for implementing the recommendations within System institutions.

- In their effort to accomplish these tasks, the ad hoc committee or committee may modify these tasks with consent of Council.

CUSF

Shared Governance in a Future Educational Environment Trending Toward the Use of Adjunct and Non-tenure Track Faculty

White Paper – Proposal

OVERVIEW:

The shared governance policy (I-6.00) of the USM policy states in Section III-G that *"Institutional structures and procedures for shared governance shall address the role of non-tenured and non-tenure track, part-time, adjunct, and other faculty ranks as established by Regents' policy, as well as other employees on long-term contracts."* Within higher education, there is a trend toward using more non-tenure track, part-time, adjuncts and other faculty who are not tenured or tenure-track. It is simple economics and the law of substitution. The result is that the percentage of tenure-track faculty is expected to become a smaller percentage of the whole and at some point the full-time tenure track faculty may not really represent the Faculty in terms of shared governance. It should be noted that there are forces in opposition to this trend such as accreditation, and USM policies that emphasize the use of full-time faculty in the delivery of programs. In this respect, the issues facing UMUC in terms of shared governance may be a prelude to the rest of institution in the System. Metaphorically, UMUC may be the "canary in coal mine."

CUSF has a mandate as part of the USM policy to embrace non-tenure track, part-time, adjuncts and other faculty who are not tenured or tenure-track within the shared governance process. For example, Table 1 of the 2012-2013 Workload Report indicates that almost sixty percent (58%) of the faculty composition in the comprehensives and research institutions in the System are part-time (45%) and full-time non-tenure track faculty (13%). *In terms of representation, it could be said that a minor of the faculty represents the shared governance interests of a majority.* With the current pressures in higher education to reduce costs and to meet changing educational needs in a changing marketplace, this trend can be expected to increase.

This proposal does not seek to solve the issues associate with the changing educational marketplace. However, it dovetails with these issues. Nor is its purpose to solve the shared governance issues at UMUC. However, it dovetails with the UMUC issues. The purpose of this proposal is to lay the ground work to insure CUSF speaks for and represents the shared governance interest of the entire faculty within the System. In addition, this is consistent with the USM policy on shared governance.

MOTION:

The Senate Chairs recommend that CUSF Council pass the following motion.

> **MOTION:** *It is recommended that an ad hoc committee or a sub-committee of the faculty concerns committee develop a white paper that strengthens shared governance within the System by addressing approaches that include part-time and full-time non-tenure track faculty.*

SPECIFIC TASKS:

- Review and summarize the current practices within the System institutions regarding the representation of part-time and non-tenure track full-time faculty within shared governance.

- Review the AAUP or other association literature on this topic.

- Review and summarize practices in other states.

- Review and present different models of shared governance and their advantages and disadvantages. For example, UMUC utilizes a different model of shared governance than the comprehensives.

- If appropriate, create a series of recommendations for implementing the recommendations within System institutions and/or making recommendations for future study.

CUSF Motion 1402:

The UMUC Faculty Advisory Council is concerned that shared governance, as mandated by USM Policy is not a reality at UMUC.

I. Broad curriculum changes have been made without prior consultation with FAC, and FAC had had no input into the revision of all courses in the UMUC curriculum, and the reduction of all terms to 8 weeks.

II. Substantial redefinition of faculty responsibilities, terms and conditions of employment in the European and Asian Divisions, has occurred without prior consultation with FAC.

III. Administration has mandated the abandonment of all peer-reviewed written textbooks, substituting a host of online articles, open source texts and other free digital material, which all faculty are required to use, without FAC consultation of input in this decision.

IV. Administration has begun developing what they tentatively call "Competency Based Education" models in the graduate and undergraduate schools, which would effectively redesign and reconfigure courses and programs converted, and this has been undertaken without consultation with FAC. This change feasibly presents the real possibility that the conditions and responsibilities of faculty will be "unbundled" so as to redefine, deskill the traditional roles of faculty as faculty.

V. FAC has been essentially defunded; In January 2014 $250,000 was allocated for meetings of the three shared governance bodies, and the payment of modest stipends to about half of FAC. The summer face to face meeting was cancelled, and minimal efforts were made to hold "virtual meetings" which were wholly inadequate to the tasks before us. The January 2015 face to face meeting, and all future face to face meetings were cancelled, with the direction to meet virtually. Our membership is across 5 time zones, from Japan, Hawaii, California, D.C., and Europe. We were told that the funds had been "repurposed" to other matters.

VI. We have been told that amendments to our Constitution, properly enacted, will not be published on our website unless we accede to demands to add provisions proposed by the President.

VII. FAC has repeatedly objected to the manner in which administration conducts shared governance, but have been rebuffed by the President who insists that as President, all decisions are his, and that he may by pass shared governance processes when he decides that circumstances warrant this.

VIII. This fundamental difference of "interpretation" is effectively resolved by one party to the debate, and the situation at UMUC has gone unexamined by System officials.

Be it resolved that the Council of University System Faculty (CUSF), in its advisory role to the Chancellor of the System, will convene a workgroup to review the state of shared governance at UMUC. This group will be tasked with reporting its findings to CUSF by the February, 2015 CUSF meeting.