

CUSF General Meetings, 1998-1999

This file contains draft minutes of all meetings **except** those of **12/xx/98** and **3/16/99**.

DRAFT Minutes

CUSF meeting

September 15, 1998

Present: Alcott Arthur (Coppin), Ken Baldwin (UMBC), T.J. Bryant (USMH), Bill Chapin (UMES), John Collins (UMBI), Christopher C. Davis (UMCP), George C. Georgiou (Towson), Stephenie Gibson, (U of Baltimore), Larry Goldman (UMAB), Steve Havas (UMB), K. Peter Lade (SSU), Larry Lasher (UMBC), Joyce Currie Little (Towson), George Marx (USMH), Richard McKenzie (SSU), Dave Nicol Nicol (FSU), Stanley Onye (UC alternate), Steve Rebach (UMES), Lance Revenaugh (FSU), Carl Smith (UMCP), Nancy Struna (UMCP), Lois Vietri (UMCP), Jay Zimmerman (TSU alternate)

The meeting was called to order shortly after 10:00 by the Chair, Larry Lasher. After all members present introduced themselves, Denny Gulick, the UMCP Faculty Senate chair, brought greetings from the host Campus, the University of Maryland College Park.

The minutes of the June meeting were approved as presented.

Corrections to the roster, which currently includes no representatives from BSU and incomplete lists for several other institutions, are to be submitted to Larry Lasher. Similarly, corrections, if any, to the list of Senate chairs should also go to Larry. The distributed list of CUSF Meetings was amended to include the University of Baltimore as host for April 14 and tentatively SSU for May 20, leaving only the January 15th meeting without a host campus.

The chair reiterated the importance of regular attendance by all members and reminded us of the "three absences and we ask your senate for a new representative" rule.

During the Chair's/Executive Committee Meeting report the following topics arose.

a. There is a new version of the drug and alcohol policy, included among the materials distributed in the folder provided by Dr. Marx's office. This version has annotations from corresponding sections of the Executive Order, including (1) the replacement of the department chair by a (locally-determined) suitable campus administrator for dealing with the actual carrying out of the provisions of the policy, and (2) the restoration of the "participates successfully" language in reference to faculty rehabilitation programs. The Council recognized the good cooperation of USMH in these matters. George Marx indicated that there was a November target for getting this policy in good order. The chair assured Dr. Marx that the council would meet that deadline.

b. The Pathways document proceeds apace. The members of the

committees appointed by CUSF: Appointment Rank and Tenure (Steve Havas and Dave Nicol); Part-Time and Non-Tenure Track Appointments Lawrence Goldman and Lois Vietri); Faculty Workload and Collaboration (Chris Davis and Jack Fruchtman [Senate Chair at TSU]); Intellectual Property (Peter Lade and Carl Smith); Virtual University (Richard Swaim). Propositions Five and Six of this document, with which the first four committees above will be working, require preliminary reports to the Regents by November 8. The Virtual University material will probably reach the regents next June. George Marx also noted that acknowledgments to all contributors of commentary on the Pathways document are in process.

c. While commenting on the current status of K16 and on the materials distributed, George Marx noted that the current understanding is fourfold: (1)we will produce quality teachers; (2)the public schools will hire qualified teachers only; (3)students allowed to graduate from the high schools will have met the mutually agreed core learning goals; (4)we will admit these students to the University System of Maryland (without remediation except for the "bridge" courses needed in mathematics).

d. The legislative task force looking into the efficacy of the current system of administering the University of Maryland at the system level is working with the Association of Governing Boards with will be preparing a report comparing the USM to other systems in terms of structure and relative effectiveness and funding. Representatives of AGB will meet with council at its October meeting to discuss the work of this task force. All members need to prepare themselves to interact fully in this discussion.

e. Steve Rebach indicated that there were plans afoot to reorganize the Faculty Development grants to provide more dollars per grant (and so fewer grants) so as to make application for the grants more attractive process.

f. Concern for shared governance remains and will require our active participation this year.

g. The Executive Committee will have its meeting with the Senate Heads on October 9 from 9:00 - 3:00 at USMH.

Much of the USMH report from Dr. Marx's office occurred during the discussion of the topics above. In addition, the following matters arose

a. The Regents Faculty Awards, for which we share in the responsibility of selecting the recipients, will continue this year

as last year, with nominations due in November and presentations to be made at the April Board of Regents meeting. It has been proposed that next year, there should be three additional awards, for mentoring, for which we shall need to set criteria. These awards arose from consideration of the representation of Minorities in the Life Sciences but need not be limited to work in any one field or with any one group. Beyond the usual \$500 award, there is likely to be some funding for the mentoring projects themselves.

b. The campus policies on the comprehensive review of faculty are mostly already approved, although a few are still incomplete.

c. The Chairpersons' Conference will take place on October 30 as scheduled. The distributed packet contains detailed descriptions of pre-conference and conference activities.

d. We are all reminded of the Chancellor's party on October 10, invitations for which should arrive shortly.

Bill Chapin was elected as secretary of the CUSF to replace Tom Erskine who has resigned for reasons of health.

The Executive Committee will construct CUSF committees on the basis of the committee forms submitted at this meeting and will assign matters as discussed above to the appropriate committees.

After discussion of the presentation of President Spikes of UMES (on the state of the campus) at the recent BOR meeting, as reported by Larry Lasher, the question of the state of the HBI's was referred to the Executive Committee for discussion, to be brought back to the council at its next meeting.

A document from the Chancellor concerning funding in higher education was distributed shortly before adjournment.

DRAFT Minutes
CUSF Meeting at UM,B
October13, 1998

Present: Alcott Arthur CSU, Ken Baldwin UMBC, Vincent Brannigan UMCP, T.J. Bryan USMH, William Chapin UMES, John Collins UMBI, Christopher Davis UMCP, George Georgiou TU, Stephanie Gibson UB, Lawrence Goldman UM,B, Stephen Havas UM,B, Robert Jerome UMUC, Peter Lade SSU, Lawrence Lasher UMBC, Joyce Currie Little TU, C. Richard McKenzie SSU, David Nicol FSU, Marlyn Oblak UB, Joseph Proulx UM,B, Steve Rebach UMES,

Martha Siegel TU, Carl Smith UMCP, Nancy Struna UMCP, Richard Swaim UB, Jay Zimmerman TU.

The meeting was called to order at 10:00. Joe McLaughlin, President of the UM,B Faculty Senate, brought greetings from the campus.

The minutes of the previous meeting were approved as distributed.

I. Larry Lasher reported that

i. Joe Vivona, the system Vice Chancellor for Administration, will be with us at our next meeting to explain the current budget and perhaps assist us in determining how faculty can become more proactive in the budgeting process;

ii. The faculty awards currently set at \$500 will be increased to the more respectable level of \$1000, with thanks to the effort of Denny Gulick from College Park and the contribution of the institutional presidents;

iii. Steve Havas' report on the meeting of the Senate Chairs and the CUSF Executive Committee with the Chancellor noted the Chancellor's expressed willingness to deal with campus shared-governance problems when we let him know where specific problems are, and his indication that we can help set a reasonable timetable for the completion of the work on "Pathways" (but that we ought not to proceed at the usual leisurely academic pace). There was general agreement that we should make more use of webpages and other electronic communications methods to keep faculty and other participants up to date on activities such as "Pathways" and K-i 8; and a desire was expressed by the Senate Chairs to have more frequent meetings of this type;

iv. The minutes of the previous Executive Committee meeting were distributed and discussed, with particular emphasis on the "Pathways" document. Membership of and charges to the Pathways committees were distributed. There was brief discussion of the early meetings of those committees. Several of the committee members argued that the work of the committees would be largely fine-tuning of policies, procedures and intentions already in place rather than the creation of major new policy initiatives.

v. T. J. Bryant reminded us that nominations for the Regent's Faculty Awards are due on November 13. Discussion centered on the division of the awards between the two categories of institutions and our role in creating this distinction. Jack Fruchtman at Towson has raised

a question about this division of the awards and the Education Policy committee will look into this matter. She also passed out information on the upcoming Chairs Conference and on the status of the Comprehensive Review policy on the campuses.

vi. In the report of our committee working on the faculty drug/alcohol abuse document, we learned that there are still problems in defining what a sensitive position is, problems linking specific violations and corresponding penalties, problems in determining just what the workplace is, problems with the rules requiring participation in rehabilitation programs, problems concerning the burden of proof, etc. In accepting the committee report, we agreed to an additional statement that "CUSF believes that the policy should not apply to activities which do not affect the performance of a faculty member on University premises except that the University may limit the ability of any person to drive university vehicles who has a record of drug or alcohol convictions." Other attempts by the Council to formulate more precise wording in the midst of the discussion failed. In the end, we agreed to have a small CUSF group (current committee members) meet with a small USMH group to try to iron out the disagreements and come back with a perfected version of the document for the next meeting.

vii. Before lunch, the sheets with our own committee assignments were passed out and the charges to the committees discussed, so that each committee could start its work during lunch. After lunch the committees chairs reported on their planned emphases:

a. Struna for Administrative Affairs: webpage, budget process, bylaws review, increasing CUSF representatives participation levels;

b. Havas for Faculty Affairs: shared governance, faculty salary levels, faculty development dollars;

c. Davis for Education Policy: "Pathways" committee oversight, Regents' Awards, K-I 6, official workload policy.

The other two standing committees are Legislative Affairs, chaired by Rich McKenzie of SSU, and Nominations chaired by Alcott Arthur of CSU.

There was no other old or new business.

viii. After lunch representatives of the Association of Governing Boards assisting in the legislative evaluation of USM in its tenth year looked to

us for faculty input. The advantages and disadvantages for various campuses in staying in the system or going it alone were central to the discussion; there was general agreement that, however the financial pie was to be cut, the pie itself was too small to allow for a well-working system of well-working institutions. Extra difficulties caused by the public funding of private institutions, double oversight by USMH and MHEC, the great diversity of missions of institutions within the system (and the constraints coming from adherence to mission statements no longer relevant to growing institutions) all were discussed. The system-linked advantages of elements such as library sharing, the provision of internet services, avoidance of divide and conquer attacks on the budget by the legislature, the possibility of central moral suasion in areas such as shared governance, the possibility of supporting specialized institutions such as UMBI, etc., all were reported, although it was clear that one institution's advantage could be another's disadvantage in some of these areas. After the completion of this discussion, the meeting was adjourned. After about one hour, the meeting was adjourned.

BILL CHAPIN

**DRAFT MINUTES
CUSF MEETING
11/18/98**

PRESENT: Alcott Arthur - CSC, Kenneth Baldwin - UMBC, Vincent Brannigan - UMCP, Bill Chapin - UMES, John Collins - UMBI, Chris Davis - UMCP, George C. Georgiou - TU, Larry Goldman - UMB, Steve Havas-UMB, K.-Peter Lade - SSU, Larry Lasher - UMBC, Joyce Currie Little - TU, George Marx -USMH, Richard McKenzie - SSU, Dave Nicol - FSU, Stanley Onye - UMUC, Thaddaus Phillips - CSC. Steve Rebach-UMES, Lance Revenaugh - FSU, Frank Schmidtleih -UMCP, Martha Siegel - TU, Nancy Struna - UMCP, Richard Swaim - UB, Eleanor Walker - BSU. Jay Zimmerman - TU

The meeting was called to order at 10:00 a.m. Joyce Little introduced Towson's president Hoke Smith and Senate President Jack Fruchtman. President Smith brought us greetings from the campus and briefly discussed distance education, the revision of governance on his own campus, and the work of the commission looking into the structure of USM. Chairman Lasher greeted new members, reported briefly on the last Regents' meeting and distributed the "Miles to Go" material on the state of the HBI's, after which the minutes of the last meeting were approved as amended (replacing "agreed" by "was moved and passed that").

Dr. Marx indicated that searches were going on for presidents at UMUC and at UMBI, as well as for his own position. Concerning "Miles to Go", he indicated that response would come, not directed to the document in general but to the Maryland version of the issues in question. He also

indicated that the deadline for applications for the Regents' Faculty Awards had been extended through December 11; this led to some discussion of the question of the appropriateness of our involvement in the selection process for these awards. Dr. Marx indicated that there would likely be some response to the stakeholders in the study of USM before the end of December., that much of the Pathways-related reporting would likely be concluded by late spring, and that the workshop for Chairpersons had received good evaluations. We commended Marci McClive for her constant inspired work in this area.

The current version of the Drug/Alcohol Policy, created through the cooperation of our subcommittee (Rebach, Gibson, Goldman) and USMH representatives (Marx, Bryan), required considerable consideration. Changes in wording, to replace "job performance" by "workplace performance", were accepted as friendly amendments. The motion for approval passed by a ten to nine vote, the chair voting. Following the suggestion of Martha Siegel, the report of this approval will be sent forward with an accompanying letter indicating our great concern in the matter of the constitution legality of the self-reporting mandated by the governor's order, and requesting a ruling on this matter (Lasher to compose the letter). Our guest, Vice President Joe Vivona, brought us up to date on the budget process, closely following the paper copy of his slides (distributed to everyone). Beyond the material in the slides, he indicated that this was a special time in the budgetary process after the reelection of the governor, the good financial times for the state and the possibility of funds from the tobacco settlement. He clearly delineated the positions of the individual institutions in deciding how much of budgetary increases went to such things as faculty salaries, thus making attempts to reach parity with 'comparable' or 'aspirational' institutions even more complex a time when the salary levels of these institutions is also a moving target. He also indicated how decisions not to fund on the basis of enrollment strongly affected fast-growing institutions like some of the HBI's who were left playing catch-up at a time when they needed funding to get facilities, etc., up to a standard level. After lunch, we proceeded with reports from the committees. Chris Davis, for Educational Policy, indicated that they were working on the question of revised workload policy, and questions of the methodology (division of campuses into two groups, size of awards, who judges, etc.) for the Regent's Faculty Awards, already mentioned above. Nancy Struna, for Educational Affairs, reported work on the question of responsibilities and attendance of members (and the by-laws in general), the web page (under the able assistance of Peter Lade) and reflector (cusf-adm@umail.umd.edu), and the necessity for moving the annual review of the proportionality formula used to determine the number of representatives from each campus to January in view of our current turn-over date in administration in the early summer. [This review is mandated in the by-laws to be done in August, so we shall need to go through the formal process of motions and votes over several meetings to change it, but agreed that the appropriate work determining the new numbers could begin now.]

Steve Rebach indicated that work was underway concerning shared governance (document for the next meetings) and presented a handout on possible revisions to the faculty development grants for which we have been having too few applicants. He also expressed concerns about salaries: dollars as a percentage of budget, how merit and other increases are dispersed among faculty, etc. Rich, McKenzie, for Legislative Affairs, indicated that his committee was in contact with Frank Commenda and ready for the January legislative season. The "Pathways" committees

have been meeting and will continue to do so except the ART committee, which has recommended the avoidance of major modifications and currently does not plan another meeting. The motion for adjournment passed.

BILL CHAPIN

**DRAFT MINUTES
CUSF MEETING
JANUARY 15,1999**

Present were Alcott Arthur, Coppin- Lillian Blackman, Bill Chapin, UMES- John Collins UMBI; Pat Glibert, CES- Larry Goldman, UMB; Steve Havas, UMB; Bob Jerome UMUC; Alan Keeizenbeck, UMBC; Larry Lasher, C; George Marx, USMH; Rich McKenzie, SSU; Dave Nicol, FSU; Stanley Onye, UMUC; Steve Rebach, UMES; Lance Revenaugh, FSU; Frank Schmidlein, UMCP; Carl Smith, UMCP; Eleanor Walker, BSU; Amos White IV, BSU.

The meeting was called to order shortly after 10:00 a.m. The minutes of the December meeting were approved as corrected.

Chair's report, report of the executive committee and related matters

Chair Lasher distributed the approved minutes of the Executive Committee Meeting of November 30 as well as a copy of Chancellor Langenburg's statement responding to the report of the Legislative Task Force on the USM administration. He also distributed the proposed text of a letter to Provost Ron Legon (UB), chair of the Pathways Workload Committee, in the matter of the relationship between contact hours and credit hours as determining instructional units in workload computations. After considerable discussion the text of the memorandum was approved and a copy is appended to these minutes. The motion to send the memorandum to Dr. Legon was approved.

The Chair noted that he had sent an e-mail memorandum to the chairs of the institutional senates regarding the on-going process of revising **campus mission statements**. He provided the context of the recent discussion in the Chancellor's Council which contemplated the possibility of broader, briefer and less restrictive documents which would help to release the entrepreneurial potential of the institutions and take into account new circumstances arising from new technologies and new societal pressures. The Chair emphasized **the importance of faculty involvement in the discussion on the campuses** and urged delegates to be sure that the chairs of their faculty bodies are aware of the on-going process. The expectation is that new drafts will be submitted to the system by the end of the spring semester. A copy of the chair's memorandum on this topic is appended to these minutes.

The Chair noted that Dr. Marx has sent the new drug and alcohol document on to Mr. Anderson in the Attorney General's office along with the Council's reservations about requirements that non work-place convictions be reported. [Later Dr. Marx indicated that there is some positive

possibility of adjustment in that area of the document.] As a related matter, Dr. Lasher indicated that because twice in the recent past important matters were settled by a tie-breaking vote by the chair, (including the vote on the substance abuse policy) **the executive committee has asked the Administrative Affairs committee to consider some change in the by-laws to require a larger majority to pass major motions.**

Vice Chair Dr. Havas announced that **the agenda of the scheduled meeting with the senate chairs on February 12** will include a continuing discussion of shared governance on the campuses, faculty salaries, faculty involvement in budgeting, and possible changes in the form of representation on CUSF intended to make the connection with the institutional senates tighter and more effective. The possibility of the immediate past chairs of the senates serving as members of CUSF is one idea which has emerged.

Dr. Havas also reported that in a discussion among the members of the Executive Committee and Drs. Marx and Bryan it was decided that the specific standards for **shared governance** previously developed by the Faculty Affairs Committee and referred back to the committee at the December meeting would be used as the basis for **a new survey instrument to be developed with the help of Dr. Bryan and distributed to the campuses.** The intention is to develop specific information about the practices of shared governance on the campuses in order to determine what further policies and actions might be required.

Professor Steve Rebach indicated that the **Faculty Development Grants** information forms have been distributed by Dr. Bryan to all the campuses. He encouraged us to help assure that this information reaches all potentially interested faculty. Copies were distributed along with the cover letter and list of recipients. **Anyone with questions about this program is urged to get in touch with Dr. Rebach. Delegates to CUSF should check to see if the information is propagated on the individual's campus.**

System Report

Substance Abuse Policy

Dr. Marx indicated that we may get some movement in the matter of the reporting of non-workplace drug and alcohol incidents and that we were still awaiting a response from the AG's office to our statement of concern in this area. He also indicated that UMB was concerned that the specific correlation of violations and sanctions introduced into the most recent draft were "too detailed and overly specific."

Professor Larry Goldman informed us that the issue could become more complex given in that the question of including licensure incidents (in the case of the professional schools) has been raised and is under discussion.

Pathways

Dr. Marx also informed us that the Pathways material is now up on the web, that the Pathways

Workload group will meet next on January 29 and that there was some interest in using the University of Illinois document on intellectual property as a model for the USM (copies of the Illinois document were distributed).

Task Force on Governance

Dr. Marx also distributed copies of the Executive Summary of the Task Force report on Governance; Hard copies of the full document are in short supply and the length of the report is such that it may not be posted on the website. In general, the document suggests that all current members remain within the system that there be more local autonomy and perhaps a smaller role for MHEC: MHEC would review budgets only for consistency with statewide plans; would not be involved in the approval of mission statements, and would not be involved --it is currently--in the process of program approval. The document also calls for considerably expanded state support for USM and perhaps more independent control of personnel and procurement matters through the setting up of a public corporation (an entity whose exact definition is unclear, as Dr. Langenburg indicated later).

Discussion with Chancellor Langenburg

Task Force Report and related matters

Chancellor Don Langenburg (just returned from a trip to the University of Wisconsin system) indicated that there was some possibility of the creation of a public corporation of USM by the Legislature (perhaps in the style of the one for St. Mary's). He also indicated that everyone in the USM needs to work to get the public to understand that education is the economic key, that the USM is (or can become) a positive force in the life of each citizen, etc. [Surveys in Wisconsin indicates that 80% of the public see increasing faculty salaries as a top state priority, a result not currently likely to be obtained in Maryland.]

He agreed that the reporting burden of faculty and others on the campuses is troublesome and sometime repetitive, but also observed that much of it comes from external sources, e.g., legislators, thinking that "it would be nice to know".

Concerning matters of mission and program approval, he posited a continuum from close legal approval (e.g. "No duplication of programs from one campus to another") through a complete free market (perhaps imposed on us by the entry of out-of-state institutions into the Maryland market). We might well take advantage of current ambiguities and write short (one page at most) new mission statements based on what we see ourselves doing for the next ten years. We still face the continuing conflicts of D.C. vs. Baltimore, white vs. black, public vs. private, and undergraduate education vs. research, etc. While budget increases could reach the 10% level this year, local autonomy in initiating new programs will come at the cost of local reallocation of funds for these programs, with MHEC holding some dollars for new-direction incentives.

Continued state support at high level will be more likely if we can increase general citizen recognition of the importance of USM to Maryland, something that will require us to integrate

service-- particularly in areas related to teacher training and retraining-- as a more significant item in the reward structure.

Administrative-Affairs Committee

Dates for reapportionment /revision of by-laws

The motion, presented at the December meeting, to change the bylaws so that we can carry out the triennial reapportionment of CUSF members at a time appropriate for the spring election of new members by the campuses, was approved (with slightly changed wording).

Nominations Committee

Reapportionment

The full-time faculty census data from USMH would indicate that the only change this time will be a increase by one in the representation from SSU.

Elections

In order to carry out timely election of CUSF officers for next year, the Nominations Committee needs to have choices for President available by the February meeting and those for other offices by the March meeting. Those desiring to make nominations (or willing to serve) should contact either Bill Chapin or Alcott Arthur. A third member of the nominations committee would also be welcome. Financial support for some release time is available to each of the officers. Nominations from the floor for Chair will be in order at the February meeting; nominations will be closed at that time. Nominations from the floor for other offices will be in order at the February meeting and the March meeting.

Pathways Committee on part-time and adjunct faculty

Professor Goldman reported that policy issues regarding part-time and adjunct faculty are many, varied and complex and not likely to be amenable to short-term resolution. He reported that the committee had decided to exclude the Baltimore Campus from whatever policy was to be developed by the committee on the grounds that adjunct appointments in the professional schools are different in kind from those on the other campuses. Vigorous discussion ensued-, members of the Council indicated that they disagreed with this decision and urged that the question be re-opened in the committee. No formal action was taken.

New Business

It was moved and seconded that "CUSF recommend to the Chancellor that all search committees for presidents (permanent or acting) of institutions in the USM include elected faculty members" The motion was adopted.

The Chair announced that the next general CUSF meeting would take place at Shady Grove on Monday, February 15.

The meeting was adjourned at about 2:00

[Minutes recorded and submitted by Bill Chapin, Secretary to the Council]

DRAFT MINUTES
CUSF Meeting at CARB
February 15, 1999

Present: Alcott Arthur, Coppin/ Ken Baldwin, UMBC/ Lillian R. Blackmon, UNM/ Vincent Brannigan, UMCP/ Bill Chapin, UMES/ Dennis Coates, UMBC/ John Collins, UMBI/ Tom Erskine, SSU/ Bob Frome, UMUC/ George C. Georgiou, TU/ Steve Havas, UMB/ Alan Kriezenbeck, UMBC/ K. Peter Lade, SSU/ Joyce Currie Little, TU/ George Marx, USMH/ Richard McKenzie, SSU/ Dave Nichol, FSU/ Marilyn Oblak, UB/ Stanley Onye, UMUC/ Steve Rebach, UMES/ Lance Revennaugh, FSU/ Frank Schmidlein, UMCP/ Martha Siegel, TU/ Carl Smith, UMCP/ Sidney J. Walker, BSU/ Jay Zimmerman, TU

In the absence of Chair Larry Lasher (because of illness), Vice-Chair Steve Havas conducted the meeting. The Council was cordially greeted by UMBI Acting President Peter McCann and VPAA Gaylen Bradley.

The minutes of the previous meeting were approved.

Vice-Chair Havas reported on the February 12 meeting of the Chancellor, the CUSF Executive Committee and the Campus Senate Chairs at USMH. At that meeting, a recommendation was made to send the survey on shared governance not only to the Presidents of the campuses, but also to the Senate Chairs in order to provide two sets of responses for comparison. Dr. Havas indicated that the perception on the campuses is that there is little involvement of faculty in budget preparation at a campus policy level or even at the departmental level.

The Senate Chairs approved the intention to schedule a third meeting in May with the Chancellor and the Executive Committee, agenda to be determined.

Dr. Havas described a discussion with the senate chairs of possible changes in the structure of CUSF with the intention of tightening the relationship between the senates and the council. The Chairs did not agree that this was a particular problem and were not enthusiastic about having either senate chairs, vice-chairs or past-chairs serve as members of a modified CUSF. There was further discussion of the possibility that, at a minimum, we might provide for at least one member of each delegation being a member of his or her campus senate. The issue was left unresolved.

Dr. Havas briefly characterized the Chancellor's comments on the task force report and the upcoming budget as indicated the budgetary increase for the coming year would probably be

relatively large, that the campuses might well end up with considerably more autonomy in the creation of new programs within current resources (at least for three years). He cautioned that the Legislature would be expecting reports of positive results arising from the increased financial assistance and relaxed control.

After the report on the Chairs meeting, the Council's guest, Frank Komenda, Associate Vice-Chancellor for State Relations, characterized the present legislative session. He reported that the proposed 10% budgetary increase for this year is the best since 1990 (although there is some danger of cutback to make the entire budget fit within the legislative "spending affordability guidelines". There is some possibility of more funding to meet the goals of the Larsen report in the supplementary budget request. Senator Komenda went on to observe that if the Legislature decides to make the USM into a public corporation, (as recommended in the Larsen report) the system would have a good deal more flexibility in purchasing and personnel matters. He further noted that if the omnibus bill arising from the Task Force were to be adopted in its present form, MHEC would have decision-making power, particularly in areas of program approval. Given the large increase proposed in the USM budget, Senator Komenda suggested that the Council take an active role in supporting the budget in the Legislature.

Dr. Marx reported for System and

(1) indicated that the Workload Committees draft now under consideration by the AAAC includes questions of credits versus contact hours, a move in the direction of departmental (rather than individual) reporting of workload, and concern over the part-time/full-time ratio in some departments.

(2) observed that it is not now clear whether legislation this year will limit mission statement approval responsibility to the Regents--essentially taking MHEC out of the loop. Dr. Marx suggested that it would be wise to prepare mission statements both ways with both possibilities in mind, making sure that there is enough specification to allow for the evaluation of new programs (particularly in matters of degree level, focus, and clientele).

(3) suggested that presidents are likely to have more autonomy (and responsibility for success) under the new legislation; matters such as use of available budgets to reach salary levels at the 85th percentile of peer institutions will remain on the campuses, not with the system.

(4) announced that the Drug and Alcohol policy, on which we had substantial influence, will go to the Education Policy Committee of the Regents in March.

The next order of business was the report of the Nominations Committee which announced nominees for next year's Executive Committee:

Steve Havas of UMB and Carl Smith of UMCP were nominated for Chair.

Martha Siegel of TU was nominated for Vice-Chair.

Bill Chapin of UMES was nominated for Secretary

John Collins of UMBI and Tom Erskine of SSU were nominated for the two at-large

committee seats.

After discussions, the nominations for Chair were conditionally closed pending the resolution of a question about support candidates from home institutions. Nominations for other places on the executive committee remain open until the election on March 16 at UMES. They will be opened again if Steve Havas is unable to run. All other nominations will remain open until the election on March 16 at UMES.

Committee reports followed:

The Legislative Affairs Committee will draft a letter soliciting faculty attention to the budget hearings in Annapolis for distribution through Senate Chairs.

The Faculty Affairs Committee is in process of putting the shared governance survey document up on our website. The Committee also reports about ten inquiries in response to the RFP on faculty development grants.

Members of the Education Policy Committee are working with this year's prize award Committee under the coordination of T.J. Bryan to modify the language of the Regent's Award Program. The Education Policy Committee reminds us to remain alert about K-16 initiative in light of the community colleges aggressive work in this area. It was also announced that the Bridge Goals for mathematics are now in circulation.

The Administrative Affairs committee reported a discussion of the CUSF attendance problem. Perhaps we should simply enforce the current bylaws, and adopt a policy of warning non-attendees and then informing their institutions if non-attendance continues. The question of supermajority voting was briefly discussed but no conclusion was reached; criteria for defining major motions was the sticking point.

Representatives to the Pathways IEP committee indicated that intellectual property questions, copyright and patent policy are being discussed in the context of current policy and the current policy in effect at the University of Illinois.

The meeting was adjourned at about two o'clock.

BILL CHAPIN

**DRAFT MINUTES
MEETING OF THE CUSF
APRIL 14, 1999
UNIVERSITY OF BALTIMORE**

The Council convened at the University of Baltimore shortly after 10:00 and received greetings from Ron Legon, the UB President, and from Bruce Brolier, the UB University Faculty Assembly

President.

The minutes of the previous CUSF general meeting at UMES on March 16 were approved as distributed.

BOR Faculty Awards

The report of the chair and the Executive Committee began with Chair Lasher's report that the presentation of the nine faculty awards at the recent Board of regents meeting was well done, although, the circumstances surrounding the ceremony probably needs some reconsideration. The Chair expressed his concern that despite his efforts to stimulate more activity, it would appear that more work is still required to publicize these awards beyond the USM campuses. T. J. Bryan distributed data summarizing the number of nominations, awards per institution, etc. She also distributed the original text and the proposed revision of the instructions for nominations. The membership was asked to react to the proposed changes promptly by e-mail in order that a new version can be presented at the next Board of Regents Educational Policy Committee meeting. The issue of the distribution of these awards by category and by campus, raised earlier by Professor Jack Fruchtman of TU, will need our further consideration next year.

Meeting Calendar

Discussion of our own meeting schedule for next year led to several motions. A motion to limit meeting days to two days of the week (instead of the current system of rotating the meeting days over all five days) failed. A motion to create a calendar with four general meetings only in the spring (reserving the current January and June meetings to an "as needed" category passed by a narrow margin.

Thanks to George Marx

A resolution of thanks and good wishes to George Marx was unanimously approved as this meeting will be his last CUSF meeting before his retirement. A copy of the resolution is appended to these minutes.

Thanks to Peter Lade

Copies of a letter of thanks to Peter Lade for his work on the web page were also distributed; a similar letter acknowledging Peter's good work had been previously sent by the Chancellor.

Meeting with Senate Chairs on May 7

The May 7 meeting of the CUSF Executive Committee and the system Faculty Senate Chairs will have shared governance on the agenda. There will be discussion after today's meeting with Nancy Shapiro concerning the inclusion of suitable discussion of K- 16 issues at the Faculty Chairs' meeting. Since it now seems quite possible that the data from the shared governance survey of presidents, Senate Chairs, and sample faculty members may not be fairly tallied by May 7, it may

be necessary to survey the Senate Chairs to determine an alternate meeting date later in the month so that discussion of the survey results may take place at that meeting. The survey will be available on the web page, and in two slightly differing versions for paper distribution (the version for sample faculty having more "don't know" alternative answers).

System-Wide Academic Calendar

In the matter of the system-wide academic calendar, George Marx explained the history of difficult negotiations setting up the calendar and indicated that what we have is probably the best that we can do for meeting all the required limitations and boundary conditions. The question remains whether a system-wide calendar is a good idea. This is a potential discussion item for the Council next year.

Shady Grove Undergraduate Center

The Chair distributed information about the proposed creation of a "Joint Montgomery College-USM Full Service Undergraduate Education Center at Shady Grove" that would offer four-year degree programs. While USM departments would be responsible for the degree programs, the present proposal envisions broad cooperation between Montgomery College and USM institutions. There was agreement that the Council will need to consider both the political and academic aspects of this matter expeditiously since toward implementation of this unit appears to be on a very fast track. The matter was referred to the Executive Committee for early action.

Faculty Development at UMBC

Ken Baldwin of UMBC reported to us on the creation of a Faculty Development unit there (of which he is now Acting Director). The fact that a faculty-initiated movement on campus could produce a funded and functioning Office of Faculty Development provides a model worth considering on other campuses.

Substance Abuse Policy

Larry Goldman reported that the Substance Abuse Policy document is still with John Anderson. Larry will make every effort to provide a copy of a final proposed draft and an analysis of changes since the last version in time for our May meeting.

Chair Lasher distributed the text of a letter indicating the Council's acceptance of the Pathway's Workload Committee report, but expressing our reservations concerning the exclusion of the material recognizing the inequities in some programs on some campuses where contact hours greatly exceed credit hours. The Chair will present the Council's statement to the Chancellor and to the Board of Regents as appropriate.

Merit Salary Funds

George Marx provided a historical context for the assignment of merit raises to faculty.

Although in recent years limitations had been placed on the method by which these funds were to be distributed, in the present political climate the assumption is that the treatment of salary money is largely a campus matter with little or no intrusion from System. Within reasonable limits, presidents have wide discretion as to how these funds will be used.

Pathways Committees

After lunch, T. J. Bryan reported on the activities of the Pathways committees and distributed corresponding reports.

The work of the ART committee is connected in many ways to the work of the Part-time and Non-tenure track committee and it is expected that these two committees will hold joint meetings next year in order to try to order the cross-cutting and complex issues confronted by these two committees. Their reports to the Board will be interim reports and for information only this spring.

The latter committee has recognized the complexity of the situation, and is limiting its current concern to instructional faculty (not clinical faculty or graduate assistants, for example). Here again, the data available seems subject to multiple interpretations (and there is a real question of what data it would be appropriate to collect). Nevertheless, it does seem possible to recommend some best practices for use across the system, providing reasonable salaries and benefits, opportunities for professorial improvement and advancement and for suitable integration of these faculty members into the university community.

The Intellectual Property Committee is recommending that separate policies on patents and copyright be incorporated into one more general policy, with some flexibility allowed the various institutions in view of their different roles and missions. Instead of writing actual policy, this IP committee will provide background and guidance to the committee mandated for such purposes by BOR rules (but not currently in existence). In the interim, the campuses will probably use memoranda of understanding on a case-by-case basis. Growing IP questions arising from the expansion of distance learning can only complicate this situation.

Faculty Development Grants

Steve Rebach reported that there were thirteen applications this year for Faculty Development Awards, twelve received by the cut-off date. Of these, three proposed activities other than faculty development. The other nine will all receive funding at some level from the fifteen thousand dollars available.

Report of Administrative Affairs Committee

Nancy Struna reported that the Administrative Affairs Committee had considered two matters recently directed to it. In the question of supermajority votes on critical matters, she reported that it was already possible to suspend the rules (by a two thirds vote and then to adopt requirements other than a simple majority for specific motions. Therefore, the Committee offered no motion on

this question.

Concerning the position of the Past Chair in the organization and on the executive committee and the position of the web administrator, the suggested changes in the by-laws were distributed with a request for suggested modifications by e-mail to Nancy. The proposed changes recognized the Past Chair as a voting member of both CUSF and of its Executive Committee. It also recommended that the web administrator be a member of the Executive Committee. These proposals, as amended, will be voted on at the May meeting. Suggested modifications can be sent by e-mail in the interim or proposed at the next meeting.

Undergraduate Advising Report

In the matter of the Undergraduate Advising Report prepared by the Inter-campus committee without faculty input, a statement distributed by Larry Lasher expressing general approval of the content, but also expressing concern over procedure not in consonance with shared faculty governance, was approved. The Chair indicated that the statement would be presented to the Chancellor and Board.

Virtual University Task Force

T. J. Bryan reported that the Virtual University Task Force is not at the stage of completing reportable work. Difficulties faced by corresponding institutions in other states make it even less clear how to proceed and seem to assure a long time-frame before specific structures are proposed here.

The meeting was adjourned shortly after two p.m.

BILL CHAPIN

DRAFT Minutes CUSF General Meeting SSU - May 20, 1999

PRESENT: CSC: Alcott Arthur; FSU: David Nicol; SSU Thomas Erskine, K-Peter Lade (Alternate); TU: Martha Siegel; UB: Stephanie Gibson (Alternate); UMB: Lillian Blackmon, Lawrence Goldman, Stephen Havas, Joseph Proulx; UMBC: Kenneth Baldwin, Larry Lasher; UMBI: John Collins; UMCP: Christopher Davis, Frank Schmidlein; UMES: Bill Chapin, Steve Rebach; USMH: T. J. Bryan

The meeting was called to order shortly after 10:00 a.m., at which time SSU President William Merwyn brought greetings from the campus. The minutes of the previous meeting were approved as distributed earlier. It was agreed that attendance would be doubly recorded, with names of those present (including alternates) at the beginning of the minutes in addition to the usual chart of absences at the end of the minutes.

A motion adopted last time, to change the January and June meetings to be optional at the decision of the Chair, was rescinded.

Discussion of the proposed schedule of meetings distributed earlier revealed that several changes in date and location would probably be necessary. The May 18, 2000, meeting will be at UB (not UMUC); the June 16, 1999; meeting is to be at UMES (not SSU); the April 14, 2000, meeting will be at TU; the date for the March 19, 2000, meeting at UMBC will need changing (now a Sunday) and the day of the week for the September and October meetings may be changed from Monday-Tuesday to Tuesday-Monday. A question arose concerning the possible conflict of the May meeting with graduation; all members were asked to check on this for their campus. [A question arose later concerning the wisdom of having the June meeting, often less fully attended, at such a non-central location.]. All members with additional concerns should get those concerns to Larry Lasher immediately so that he can arrange a final version of the calendar as soon as possible.

Larry Lasher presented a report on the BOR Educational Policy committee meeting. a. Of the Pathways committees, the ART and PT committees presented interim informational reports only; these two committees will work together in the future. b. The IP committee recommended that the mandated BOR IP committee be reconstituted; we anticipate that about half the membership of this committee will be faculty. c. The final report of the Workload committee was accepted. A motion to study the contact/credit hour discrepancy problem on the campuses was adopted by the committee at the request of the council passed.; T. J. Bryan has been asked to facilitate this work. d. Larry Goldman distributed a pre-draft version of recommendations from the Part-Time and Non-tenure track committee. A discussion of this report noted the movement toward professionalizing the part-time and adjunct ranks, while at the same time re-examining legislative limitations on the number of courses taught by part-time faculty. The suggestion was made that this represented a potential threat to tenure and needed close attention. We must balance fairness to part-time and non-tenure-track faculty with the need to preserve the strengths provided by the tenure system and balance the desire to keep the percentage of faculty in less permanent positions smaller rather than larger, with the special needs of some departments (e.g., those carrying heavy loads of low-level service courses). e. The Enhancing Academic Advising was approved by the Board committee: institutional plans will be due in 2000 for 2001 implementation. The Education Policy Committee agreed with the council's concern that faculty be properly represented in all future deliberations on advising. f Information on the next cycle of Regents Faculty Awards has been distributed to the campuses. Later discussion revealed continued concern for the management of the publicity connected with these awards, with the awards ceremony itself, and with the dollar level of the awards. Further consideration of these elements should be assigned to a council committee next year.

Steve Havas distributed minutes from the recent meeting of the CUSF ExCom with the campus Senate Chairs. a. Results of the recent shared governance surveys of presidents, of Senate Chairs, and of a random 10% of the faculty in general are a little slow coming in since some went out later than had been anticipated. There do seem to be some problems on many campuses, particularly in the area of shared budget planning. Efforts to expand faculty awareness of a web-available version of the survey (to get some broader non-random participation) have encountered

difficulty on one campus. Full results should be available by the time of our June meeting when we will be asked to vote on a set of principles and policies for shared governance for adoption by the BOR. b. In the effort toward gaining the 85 percentile of peer institution salary levels, the good news was that we slipped behind less last year than in previous years (and may not slip behind at all this year), but the bad news is we have been losing ground for five years. c. The problem of general education preparation of secondary school teachers and, in particular, the upcoming Praxis (exit) examinations for these teachers may require some strengthening of general education courses across the campuses. The difficulty is that the new exams actually expect students to have some factual general content knowledge (and could result in the curtailing of title IV funds if too many teachers fail). The ExCom was directed to pursue this matter carefully for the fall and to pursue the possibility of a system-wide conference on Praxis and general education.

T. J. Bryan presented the System report and distributed a folder of corresponding material. a. The applications for Regents Faculty Awards are out to the Campuses, responses due on December 10. Since there is still considerable concern about the current distributions limitations on these awards (as well as concern about their size and about the actual awarding procedures), study of the Regents Awards was directed to the Ed Policy committee for fall consideration. The folder also contained b. an RFP for work-based learning activities; c. the brochure for the Chairs' conference in the fall where the CUSF chair will have a speaking role in this conference; d. information on current campus mission statements (and the format for the submission of mission statements). The current statements will be rather short-lived but are relevant for the proposal of new academic programs in this interim period.

Larry Lasher has sent a letter expressing our concern for the lack of faculty input in the planning process for the use of Shady Grove as a center for undergraduate degree programs.

Larry Goldman distributed the final version of the Substance Abuse policy with all modifications made at the recommendation of the attorney general's office. A motion to approve the policy passed.

The motion to clarify the status of the Past Chair and to establish a suitable status for the webmaster was referred to the Executive Committee for clarification and division into two separate motions.

Steve Rebach discussed the Faculty development grants and the difficulties of making a sufficient number of awards from a total budget of \$15,000. T. J. Bryan indicated that there was some question at USMH whether support for such system-wide grants was appropriate, that perhaps faculty development might be handled most appropriately at the campus level.

Discussion of unionization and collective bargaining possibilities for non-university employees, for university non-faculty employees and for faculty led to the passage of a motion directing the Faculty Affairs committee to consider this situation.

All members are strongly encouraged to attend the June 18th meeting since there will be an important vote on the shared governance document (and to bring newly elected members along

with them). This may also be a first opportunity for CUSF to meet with the new system Vice-President for Academic Affairs.

The meeting was adjourned at 2:00

BILL CHAPIN

Minutes
CUSF Meeting
Coppin State College
June 18, 1999

Present: BSU: Gail S. Medford, John M. Organ; CES: Pat Glibert; CSC: Arthur Alcott; FSU: Rahim Ashkeboss, Dave Nicol; SSU: Thomas Erskine; TU: Martha Siegel, Joyce Curry Little; UB: Marilyn Oblak, Stephanie Gibson; UMB: Lawrence Goldman, Lillian Blackmon, Stephen Havas, Joseph Proulx, Sharon Siegel; UMBC: Larry Lasher, Kenneth H. Baldwin, Dennis Coates, Alan D. Kreizenbeck; UMBI: John H. Collins; UMCP: Robert N. Gaines, Carl H. Smith, Frank A. Schmidlein; UMES: E. William Chapin, Steve Rebach; UMUC: Robert J. Jerome, Stanley Onye; USMH: T. J. Bryan, Charles Middleton.

In the absence of President Burnett who was attending another meeting, Professor Philips, President of the Coppin State Senate, brought greeting from the campus.

The Minutes of the previous meeting were approved as distributed, after which both new and old members introduced themselves.

Steve Havas, for the Faculty Affairs Committee, discussed faculty governance. While the surveys done on this issue gave less complete results than desired (large percentages of Presidents and of Senate Heads responding, but small percentages of randomly selected faculty and of self-reporting faculty), it is clear that part-time faculty are frequently unrepresented in faculty governance, many faculty governance matters are handled by procedure and not by policy on the campuses, faculty governance body heads are not part of Presidential cabinets, budgetary matters are outside the shared governance system almost everywhere, campuses do not periodically survey the state of shared governance, some campuses have appointed (not elected) faculty bodies, and others have appointed (not elected) heads.

Steve Havas moved that the document entitled "Shared Governance: Definition, Rationale, Principles and Recommendations" be approved, and if approved, that the document be discussed with the Chancellor with the intent of bringing it to the Board of Regents (BOR) for the purpose of amending the 1996 BOR policy of shared governance. Discussion of this document, distributed earlier, led to several friendly amendments:

A. Principle 5 was reworded to begin "In matters relating to curriculum, SUBJECT MATTER, AND METHODS OF INSTRUCTION, the faculty....."

- B. The last word of Principle 10 was changed from "recrimination" to "retaliation".
- C. An additional Principle was added: "In matters relating to the hiring of administrative officers (such as department chairs, deans, provosts, presidents, and system-wide administrators), (representative) faculty should have significant and active roles."
- D. To the end of Recommendation 5 was added "The governance body shall have the opportunity to submit a written rebuttal to the President or Dean in such cases. The written rebuttal -will become part of the institution or unit's permanent record on the issue."
- E. At the end of Recommendation 10 was added "This written response will become part of the permanent record on the issue."

The motion passed, 14 to 2, with the nay votes desiring stronger language (with "should" changed to "will" in numerous places). Steve Havas will take responsibility for appropriate follow-up.

Dr. Charles Middleton, the new USM Vice Chancellor for Academic Affairs, introduced himself and discussed some of his views. He indicated that the faculty and students, through the process of teaching and learning, are the center of the university endeavor. As an example of facilitating more and regulating less, he discussed the sixty-day time line for new program approval, allowing the campuses to compete with each other and with external institutions, supporting a strict interpretation of the new procedure (appeals only on the grounds listed, with the burden of proof of damage to an institution by a new program at another institution falling on the institution claiming potential damage) as opposed to the traditional MHEC policy of more extensive activist intervention. He noted that accountability by the Presidents for excellence in new programs begun on their campus was a natural concomitant of the new freedom in creating programs.

Concerning CUSF, Dr. Middleton indicated that he felt that one of the main forces resulting in the current strength of American higher education was the participation of faculty in governance at all institutions, but reminded us that we all live in a "12-month a year" world as far as decision-making goes, even if many of the faculty have nine and one half month contracts. On the matter of a faculty Regent, he indicated had not formed an opinion. To get to know the various institutions, Dr. Middleton is in the process of making first campus visits, garnering some information concerning on-campus attitudes by observing what and whom he is taken to see. He will be making further visits later.

The question of the extensive use of part-time faculty on some campuses elicited a response that the trend should be away from the use of many faculty each contracted to teach one or two courses toward the use of full-time appointments so that (non-tenured) practitioners from outside the university community can supply their expertise and, at the same time, contribute more fully to the life of the department (and more fully participate in the benefits of university employment). Dr. Middleton also indicated that his experience with collective bargaining so far had been in the area of non-faculty employees.

While recognizing the many sorts of expense involved in the realization of the idea of a virtual university, Dr. Middleton also reminded us that this model and the UMUC model give the USM international recognition, that we should perhaps lead the world in doing this sort of thing well.

T. J. Bryan, in the System Report, passed out information concerning faculty salaries, generally reporting a better situation this year than last year. However, differences in reporting methodology from MHEC and from USM seemingly lead to apparent inconsistencies among some of the documents in the packet. something that Dr. Bryan will investigate. Nationally, faculty salaries are growing faster than inflation and current increases would seem to be the best since 1996, although private non-church-related institutions are pulling ahead of public institutions at some ranks. Other materials in the packet distributed related to updated shared-governance survey information, information on mission statements and material to be made available through the CUSF web-page.

At this last general meeting under the leadership of Larry Lasher, the group presented our Chair for the last two years with applause, a pen, a plaque and other expressions of appreciation. Larry in turn expressed his appreciation to those members who had made special efforts on behalf of CUSF over the years. Larry Lasher presented the report of the Executive Committee. The meeting schedule for next year is still not entirely firm, with the possible exchange of Thursday and Friday for the last two meetings (to avoid Friday traffic over the Chesapeake Bay Bridge in June), questions of the Commencement dates on some of the campuses, etc. Any further thoughts on this matter are to be passed on to the Executive Committee for resolution. Joyce Little reported on the situation of the Past Chair. She told us that the Past Chair, as a member of the Executive Committee (already in the By-Laws) has a vote there without our taking any further action. On the other hand, a proposal to make the Past Chair a non-voting member of CUSF itself will take an amendment to our constitution and so, presumably, the approval of the Board of Regents. This particular information should be considered as the announcement of a proposed amendment, to be voted on at the next general meeting. The third matter was the question of the position of the webmaster. After several friendly amendments to the wording, the follow motion was passed: "CUSF requests support from the University System of Maryland for the vital work of maintaining electronically accessible information about the council and its work, in the form of assigned time allocation or an appropriate remuneration of the 'web administrator' volunteer, in a manner similar to that now in effect for officers of the Council."

Reflection on the history of the Council led to suggestions of providing newly-elected members with information packets (including, but not limited to the Constitution the By-Laws and some information about the different campuses), suggestions of providing Council members letters of thanks for their work, the possibility of a representative on the Board of Regents, the question of the provision of meat for the noontime meal for those desiring it, and the desirability of having a Council member who could provide close liaison with the Legislature when in session

The meeting was adjourned at 1.40.

BILL CHAPIN
Secretary