

Minutes
CUSF Council Meeting at University of Maryland, Baltimore (UMB)
President's Board Room Saratoga Building
220 N. Arch St., Baltimore
Monday, September 19, 2016

ATTENDANCE:

Bowie (2)	Benjamin Arah, Patricia Westerman
Coppin (2)	Virletta Bryant, Chris Brittan-Powell
Frostburg (3)	Robert Kauffman
Salisbury (3)	Roberta Adams, Dave Parker, Vitus Ozoke
Towson (4)	Beth Clifford, Ryan King-White, Raj Kolagani, Laksamee Putnam, Jay Zimmerman
UB (2)	Julie Simon, Jessica Sowa
UMB (5)	Karen Clark, Isabel Rambob, Sarah Michel
UMBC (3)	Nagaraj Neerchal, James Stephens
UMCES (2)	
UMCP (6)	Drew Baden, Qingbin Cui, Ethan Kaplan
UMES (2)	Bill Chapin

UMUC (3)	Elizabeth Brunn, Albert Nekimken
Guests:	Joann Boughman, Zakiya Lee (USM) James Coker, Dan Mintz, Theo Stone (UMUC)

Greetings from Campus -- Dr. Jarrell, Chief Academic and Research Officer, UMB

10:01 Robert Kauffman formally convened the meeting and welcomed Dr. Jarrell to speak. Dr. Perman, President of UMB, is travelling with Governor Hogan to Israel. Dr. Jarrell is here on Dr. Perman's behalf. UMB is a largely professional campus of about 6000 students. Professional schools are heavily regulated by accreditors. Shared governance is important. Dr. Jarrell attends faculty senate meetings to discuss topics of common interest. A couple years ago, President Perman and Dr. Jarrell attended a retreat with the faculty senate, staff senate, and student senate, where they developed important ideas. Shared governance is alive and well here. Welcome!

Welcome and Introductions – Robert Kauffman

10:07 Robert Kauffman welcomed CUSF representatives and guests. Each attendee introduced himself or herself.

Approval of CUSF Council Minutes -- May 2016

10:09 Amendments (2)—moved, seconded, unanimously accepted with amendments

Chair's Report – Robert Kauffman

10:12 Robert Kauffman gave his report, which he referred to as "recycled" from his nomination of himself for CUSF Chair. The most important function of CUSF is communication to Regents, from CUSF to individual institutions and between institutions. We have increased communications with a joint meeting, and other things as well.

Robert Kauffman presented a gavel on a plaque to Virletta Bryant, CUSF chair 2014-2016 for her service as Chair.

Report from Senate Chair at UMB -- Sarah Michel

10:14 Sarah Michel, UMB Senate Chair: At the retreat two summers ago, the administration, faculty senate, and staff senate developed a definition of shared governance. It was shared with students in fall 2015. The revised definition now appears on the UMB website. The faculty are involved in many situations on campus. For example, there is faculty senate representation on administrative search committees. Faculty were very involved in the Middle States self-study and are engaged in the strategic plan process. And the faculty have worked on how to ensure that shared governance trickled down into each school. This year, the faculty senate is working

with the communications department to engage faculty more in shared governance. We wish to work with Dr. Jarrell on outcomes of the "strategic partnership" with UMCP. We are also planning to work with HR in helping staff to be more promotable within schools.

Chris Brittan-Powell asked, with regard to the merger, what advice could be offered about what faculty at other institutions might do to prepare for the next "merger" or other similar legislative push?

Sarah Michel responded that the UMB faculty haven't worked proactively, but that she thought that was a good idea. She stated that the faculty need to be involved in the implementation of the merger beginning October 1.

Report from USM -- Joann Boughman

10:22 Joann Boughman reported the following:

1. Each campus is working on a 2018 budget request. It is expected that the 2018 budget will be flat. There are three budgets that each institution will be asked to draft: (1) flat budget; (2) possible reduction; and (3) possible enhancement (college completion and support for help with opening of new buildings)
2. Fair labor standards act (FLSA)- This is a federal government act whose focus was on on retail and food service managers. Many of them were working 80 hours a week and making mid-\$40K in salary. Within USM, exempt employee salaries are being raised from \$27K to \$47.7K. Postdocs and research assistants (funded from grants) are especially impacted. NIH will raise these basic salaries. There will be an impact on non-faculty academic advisors, residence assistants, counseling staff, etc. Part-time employees, if they make the equivalent of \$90K, but are working ½ time so making \$45k, need to be brought up to \$47.7K.
3. Diversity/inclusion (D/I) agenda is a major initiative across USM. A BOR workgroup started work on it last year. There is now a reinvigorated D/I council from USM with a broad basis of students, staff, faculty, administrators, etc.). This council will be asked to make recommendations. Students' number one demand is diversification of the faculty, and there are two major issues here: (1) We need to enlarge the pool of diverse faculty from whom we can recruit; and (2) We need to review the process of appointment, rank, and tenure of minority faculty at TWIs to uncover and value appropriately the "hidden work"—more mentoring, advising, etc.—that some diverse faculty do. Also, they are often engaged in areas of research are not as traditional, so they may not gain tenure at the same rate that their colleagues do. Joann Boughman believes that faculty should discuss this matter.

Ethan Kaplan asked: Do we have data on the percentage of tenure denials, based on these types of reasons?

Joann Boughman responded that we do not have good data yet. There is only anecdotal information. We are looking at more in-depth definitions of faculty workload. The student body across USM is 49% White, so there is a need for diversification of the faculty.

4. Academic Efficiency and Effectiveness (E&E): USM is trying to determine how to measure E&E on the academic side. Recruitment, retention, and graduation of diverse students are all increasing across the System. Using data analytics, institutions are starting to collect more data points on students. Key outcome variables will be student success variables, and the goal is to shift from descriptive to predictive processes over time.

Bill Chapin asked about faculty involvement in the budget process?

Joann Boughman responded that Senate presidents/chairs should be speaking with presidents or CFOs to discover how the budget committee on the campus is working.

Albert Nekimken asked: Has there been any attempt to identify redundant administrative positions? Is this included in the discussion about budget reductions and E&E?

Joann Boughman replied that audits are done by administrators on processes (especially IT services) shared across System, on grants and contracts, etc. to find out if efforts across campuses could be pooled.

Nagaraj Neerchal suggested that we make a space on the CUSF website to gather information about faculty involvement in budget processes. We can discuss this further at CUSF-organized Senate Chairs' meeting.

Robert Kauffman asked if anyone at USM would know what is being done on E&E at each institution.

Joann Boughman replied that, on some campuses, the budget distribution goes to the schools, whereas at others, it occurs at the institutional level. With regard to the question of whether faculty are involved at the level at which the decision making is being done, it appears that priorities and implementation are different at each campus.

Andrew Baden stated that faculty should have input into the priorities.

Joann Boughman agreed that faculty need to know more about how budget decisions are being made, and agreed with Robert Kauffman about the need for more communication.

Albert Nekimken asked about the state law 1052 mandate that USM move to Baltimore.

Joann Boughman replied that, in state law 1052, no money was allocated for this move. In the IMET (?) bldg. in Columbus Center, Chancellor Caret and a few high-level staff, a couple other units have space. Also, there is a small space there for "hoteling." Academic Affairs is staying in Adelphi.

For November 18 meeting of joint councils (CUSF-CUSS), the Chair of BOR and 3 to 4 other regents will attend. They will be prepared to talk about big priorities, and they will also answer questions. USM would like to have the questions gathered beforehand. Robert Kauffman stated that we will discuss these questions for the regents today at 1:25 p.m. Also, there are 4 councils—CUSS, CUSF, students, and presidents—and we are reaching out to the presidents' council to join us in our work.

Virletta Bryant asked about USM activities in Baltimore.

Joann Boughman stated that, as a result of unrest following the Freddie Gray incident, there was legislative action to increase activity in Baltimore. USM surveyed all campuses to learn what we are doing for Baltimore. Many campuses are engaged. Now the Chancellor has initiated B-Power to help Baltimore: To try to figure out the role of System in elevating Baltimore and especially students who might come to us from Baltimore. One activity is tightening relationships with groups that have programs providing coaching to junior high and high school students (e.g., help fill out FAFSAs, ensure that they're taking appropriate courses, etc.). Many of our schools have relationships with specific schools in Baltimore. Within B-Power, we are having Coppin and University of Baltimore lead the charge for the USM portion of this initiative. Enhancement funds were given to these 2 institutions to support the outreach. USM is working with institutions to have someone to welcome these new students and help them make transition to university life.

Jay Zimmerman asked if there was any news on the *Coalition* lawsuit?

Joann Boughman responded that the case is ongoing and is in the deposition phase. The trial, which will last about four to six weeks, is expected to take place in January and February of 2017.

UMUC Update on Shared Governance -- Theo Stone, Dan Mintz and Jim Coker

11:02 Theo Stone explained that the regents have passed a new business model at UMUC, which includes an Academic Advisory Board (AAB), UMUC's shared governance group. At UMUC, there had been a breakdown in the relationship between the Faculty Advisory Council (FAC) and the administration. A study by CUSF in 2015 identified problems. A nine-month process of reflection, meetings, etc. followed at UMUC. This included retreats among full-time faculty to reinvent shared governance process. The result was a 15-page framework that was presented to BOR in September 2016. BOR approved. On the basis of this framework, the faculty elected representatives, and Theo Stone was elected chair of the AAB. They also wrote a constitution, based upon the framework. The constitution has been approved by the president. The faculty also rote by-laws, which mandated representation from many areas, including voting representatives from adjunct faculty and librarian faculty as well. Meetings are open, and minutes are available to public. We have gone back to the old way of choosing CUSF representatives; they are chosen by our shared governance group. We are only an advisory group, so we need to maintain good working relationships with the administration. We meet regularly with the provost and deans on issues of shared governance. We are shifting to a competency-based or outcomes-based curriculum.

Dan Mintz and Jim Coker, program chairs (working with collegiate faculty and adjunct faculty), are responsible for the curriculum within each program.

Karen Clark said that a high percentage of adjunct faculty have historically carried very heavy workloads at UMUC. She asked if that is still true.

Dan or Jim responded that adjuncts, who are viewed as "scholar-practitioners," cannot teach more than six courses (18 credits) per year. Adjuncts who do additional work are contracted explicitly to be compensated for their work.

Robert Kauffman asked, with regard to the challenge from Albert Nekimken, whether we need to put the challenge at rest via a motion to accept UMUC reps? The challenge questioned whether CUSF reps were authentic or not.

Albert Nekimken stated that the CUSF constitution and by-laws require that faculty representatives be elected by faculty at institution. This did not happen at UMUC. Adjuncts were not involved in an election.

Elizabeth Brunn suggested that Albert Nekimken may need to take up this issue with UMUC regarding the selection of faculty representation. There is perhaps a legal question as to whether CUSF has the authority or right to make selections in the way it has made them.

Robert Kauffman stated that we, at CUSF, tend to refer issues of this type back to the individual campuses. In my opinion, we should ask UMUC to take up the issue internally.

Jay Zimmerman made a motion that we accept the UMUC CUSF reps; the motion was seconded by Beth Clifford. The motion was amended by Jay: Refer Albert's concern/challenge to provost and AAB chair of UMUC for resolution; Beth withdrew her second because it does not resolve the problem.

David Parker: UMUC is working under a completely different model from the rest of the USM institutions. Our by-laws are written for a more traditional type of institution, so it is challenging to apply it to a nontraditional institution, i.e., one with no tenured faculty. The motion was withdrawn.

It was determined that this matter should be resolved within UMUC.

Photos -- CUSF Council Members and ExCom

11:54 Photos of CUSF members and ExCom members were taken.

Lunch

12:00 Lunch began.

Committee Formation

12:35 Committees met.

Committee Reports

Reports were given by committee chairs.

Academic Affairs and Educational Policy (Julie Simon, chair) will discuss the cost of software for students, and will look for E&E across institutions that may reduce costs for students.

Faculty Affairs (James Stephens, chair): Will discuss different sick leave policies in different retirement plans; governor's change in K-12 school schedule; diversity; pay equity; how shared governance can work on college campuses, and how best to communicate about shared governance and about what CUSF does; adjunct and PT faculty rights and needs.

Legislative Affairs (Chris Brittan-Powell, chair) will plan Annapolis Day, February 28, 2017, when CUSF representatives will visit with legislators. The committee will work once again this year with Patrick Hogan. We will discuss this event further at the joint meeting in November.

Membership and Rules Committee (Bill Chapin, chair) described reapportionment. CUSF was mandated by legislature, and it is required that reapportionment, based on number of full-time faculty, happen every three years. Joann Boughman will give us USM numbers for this. The CUSF constitution and by-laws tell us how many representatives there are per campus, based upon the numbers of full-time faculty. By December, we will know what the new numbers of representatives will be.

Benjamin Arah is CUSF representative on D/I Council. Robert Kauffman asked Benjamin Arah to plan to provide a report at each CUSF meeting.

Action and Information Items:

AI-1601: Mission, Vision, Goals, and Strategic Plan -- rbk

1:30 Robert Kauffman asked members to review above documents and send him amendments. We can pass it for one year, if we wish; so it is not a permanent document.

AI-1602: Logo -- Julie Simon

RBK: In a holding pattern because USM is getting ready to launch new logo in two weeks. Then Julie will develop new CUSF logo ideas for CUSF review.

AI-1603: Reapportionment -- Bill Chapin (see above)

AI-1604: Regent's Awards -- Jay Zimmerman—

Jay Zimmerman reported that, in the past, the chair of CUSF selected the Regent's Awards committee. Some legislation went through CUSF in spring that we will want to review and make recommendations/decisions. In November, the committee must read many files. Recommendations are due to the board in early December. The committee must write up a biography for each person chosen for the awards. We need to publicize the fact that these awards are available so that we have enough people nominated for them.

Zakiya Lee stated that last year, we had nominations from 11 of the 12 USM institutions. The call for nominations has been sent out already, and the deadline is at the beginning of November. Robert Kauffman will email Senate chairs to ensure communication of this information to faculty.

INFO: Media Scan and Clipping Service

RBK: Mike Lurie looks over media materials relating to higher education in general and to higher education in Maryland. We can subscribe to it. Communication of this information could raise the CUSF profile on our campuses.

Discussion ensued relating to the possibility of using social media—facebook, Linked-In, or others—to promote CUSF and disseminate information. It was suggested that perhaps we should talk to Mike Lurie to discover how we might suggest that we could expand the group using social media. It was also suggested that, in addition to our newsletter, we could submit one article per year to *Faculty Voice*.

INFO: Topics for future meetings

Robert Kauffman asked members to email topics for future meetings to him. He stated that we can bring in speakers to speak to CUSF.

Jay Zimmerman suggested inclusion as a topic for a future meeting.

INFO: Questions for joint Council meeting in November

Robert Kauffman asked that members email questions for Regents to him by September 30.

INFO: BOR Report

Robert Kauffman stated that the BOR report is included in the packet for today's meeting.

1:55 Unfinished Business/New Business

CUSF on campus. How many faculty on each campus actually know that CUSF exists? How do we increase awareness?

Some ideas and examples include:

- CUSF report monthly to Senate
- Most faculty at Towson do not know what it is, even though CUSF report is given at Senate and included in Senate minutes.
- How do faculty communicate to CUSF representatives about needs and interests of faculty?
- Homework assignment for all members is to identify something each of us does to increase CUSF recognition on our campus.
- People feel the impact of CUSF, but may not know that CUSF made the policy changes happen.

2:00 Adjournment

2:03 The meeting was adjourned.

Month	Schedule of CUSF ExCom Meetings for 2016-2017 Academic Year 1	Schedule of CUSF Council Meetings for 2016-2017 Academic Year	Location
October	Monday, Oct 3, 2016	Tuesday, Oct 18, 2016	FSU
November	Monday, Nov 7, 2016	Friday, Nov 18, 2016 (joint)	UMCP
December	Monday, Dec 5, 2016	Thursday, Dec 8, 2016	CSU
January	TBD	Wednesday, Jan 18, 2017	USM, Adelphi
February	Monday, Feb 6, 2017	Thursday, Feb 16, 2017	UB
March	Monday, March 6, 2017	Wednesday, March 15, 2017	UMUC
April	Monday, April 3, 2017	Thursday, April 20, 2017	TU
May	Monday, May 8, 2017	Monday, May 15, 2017	UMBC
June	Monday, June 5, 2017 (optional)	Tuesday, June 13, 2017 (opt)	USM, Adelphi
Unless noted, all ExCom meetings are held at USM in Adelphi.			