



COUNCIL of UNIVERSITY
SYSTEM FACULTY

CUSF Council Meeting
USM Chancellor's Conference Room
Adelphi, Maryland
Thursday, January 18, 2018
MINUTES

Attendees:

Bowie (2)	Benjamin Arah, Patricia Westerman
Coppin (2)	Chris Brittan-Powell, Mona Calhoun
Frostburg (3)	Robert Kauffman, Kelly Rock, Ronna Schrum Sunshine Brosi (by phone)
Salisbury (3)	Dave Parker
Towson (4)	Beth Clifford Bill Helman, Raj Kolagani (by phone)
UB (2)	Julie Simon
UMB (5)	Karen Clark Isabel Rambob (by phone)
UMBC (3)	James Stephens
UMCES (2)	
UMCP (6)	Philip Evers, Jianhua Zhu
UMES (2)	Bill Chapin
UMUC (3)	Elizabeth Brunn, Mary Crowley-Farrell (alternate), Sabrina Fu
Guests:	Joann Boughman, USM Andy Clark, USM Anthony Foster, USM Ellen Herbst, USM Zakiya Lee, USM Albert Nekimken, guest from UMUC

10:00 Call to Order – Robert Kauffman

Robert called the meeting to order and reported that Joann was attending another meeting so she

would arrive late.

10:05 Approval of CUSF Council Minutes -- December 2017

Approved

10:06 Chair's Report – Robert Kauffman

Robert thanked the CUSF Education Policy committee for their excellent presentation at the December CUSF meeting and for their leadership on the issue of academic integrity. Robert explained that the panel discussion at December 15, 2017 BOR meeting brought problems relating to academic integrity to light, so that now the Board of Regents (BOR) is aware of the issues. Next, CUSF will need to address what we will recommend for USM in the future. Robert reported that M. J. Bishop will address the CUSF March meeting about Open Educational Resources (OERs) as well as what CUSF might do about academic integrity. The panel suggested that: (1) There will be multiple levels at which things need to be addressed, and that CUSF can do things at all or most of these levels; (2) CUSF needs to stay in lead of this issue; (3) We need to have a series of workshops to keep the focus on the issue, and (4) There will be a need to "train the trainers," i.e., to reach out to key people on all of the campuses. The panel was very successful and educated the Board on the issue.

10:15 Amendments and Motions: - Robert Kauffman

Constitutional Amendment

From agenda: "MOTION: Move to delete referral to individual campus in ARTICLE IV Section 1. Amendments per the attached addendum. [**Note:** *This amendment has been reviewed by the campuses and this vote is the second vote in the process. With passage, the change goes to the BOR for their approval.*]" There have been only two responses from campuses, one negative and one positive.

Bill Chapin reported that it is pretty clear that we now communicate back to the campuses to a much greater extent than when the constitution was first written. Clearly, most campuses rely on CUSF members and Senate leaders to do the communication. His suggestion was to allow a vote on behalf of the campus faculty at today's meeting and then make this change. CUSF voted on this once and then tabled it until today. The motion was discussed and approved.

10:23 USM report – Joann Boughman

Joann joined the meeting and distributed the annual USM scorecard here, which provides the major goals from the USM strategic plan and reports how close USM is to achieving the goals. Joann suggested that everyone read it. She noted that the system still has challenges relating to closing the achievement gap and to enrollment shortfalls on some campuses. Overall, however, the data show the extent to which the USM drives the economy in Maryland.

Related to that, Joann reported that USM is updating and refreshing its strategic plan, maintaining existing themes but shifting the focus. USM has added a new #1 goal around inclusiveness, diversity, equity and civic engagement because the student population demographics are shifting, while our faculty population demographics are not. Joann reports that the Regents are concerned about that. We need to recruit the brightest and the best.

Joann also reported that the Maryland State Plan is being released, so each campus's mission statement must be reapproved. System does not expect any major changes in the mission statements, but there may be tweaking around the "short mission" and the vision. Joann also reported that she had attended a meeting in Washington, DC of university systems from around the country. Three-quarters of students in the US are attending institutions that are in Systems.

Joann announced that on April 16, 2018, System will conduct a summit on diversifying the faculty and

System hopes for 400 attendees. We will share two to three major kinds of activities occurring on our campuses. One will be a presentation by UMBC on implicit bias and how it fits into recruitment and retention processes on our campuses. We will also have the pathway program, which involves training individuals who may become faculty members. This type of program encourages engagement on the campuses where students are in graduate school to serve as adjuncts for a course or have other experiences that will help them to be employed. We will discuss challenging issues relating to promotion and tenure and how it relates to workload. One concern is that women do not attain tenure promotion as well as others do. They appear to be doing more work via mentoring, etc. so we need to think about valuing and evaluating these things differently. It is the faculty themselves who may need to look at their decision making processes. Joann urged CUSF members, as faculty leaders, to be engaged in this process.

Joann also reported that it is an election year, so some interesting things are happening, one of which is that the community colleges are putting forward a bill to allow them to provide bachelor's degrees in certain applied programs. They are being strategic about this: They are identifying areas in which 4-year degrees are needed but our 4-year campuses are not offering bachelor's degrees in these areas. Joann suggested that, if there are areas of applied bachelor's degrees that any of the USM campuses would like to fulfill, we need to have those discussions. Nursing is *not* one of the programs on the table to be offered at community colleges. We also need more 2+2 programs and more collaboration with our community colleges. Q: How might CUSF help?

Nursing is NOT one of the programs on the table to be offered at community colleges.

10:43 Ellen Herbst—USM Vice President, Administration and Finance

Joann stated that Ellen comes to USM from being the Deputy Secretary of the US Department of Commerce. She led 12 units, each with different goals, in the Department of Commerce and she managed each using different strategies.

Ellen thanked everyone for having her at the CUSF meeting. She said that 12-1/2 years at Commerce taught her that her job is to support the mission and, in the USM case, the missions are on the campuses; so her job is to support the campuses. She acknowledged Anthony Foster for leading the revision of the strategic plan.

Regarding the budget, Ellen reported that the governor announced that there will be a 2.4% increase in support. One key measure is that the state will give a COLA of 2% starting January 1, 2019 (half of a fiscal year); and \$33 million over three years is also proposed to be included for new facility openings and for a number of initiatives, including workforce development enhancement funds, especially in STEM, cyber, closing the teacher gap, etc. Joann stated that USM will defend this proposal to the hilt and will lobby the governor and the legislature to keep this funding in the budget.

Ellen said that the other big issue this year is the impact of the federal tax reform bill on state and individual level tax revenues. The result will be a windfall for the state, but the legislators may enact a law or laws to lessen impact of federal tax reform on state and local tax (SALT) payments of Maryland taxpayers.

Anthony Foster distributed the revised draft USM strategic plan for 2018-2025. Ellen explained that the revision was an 18-month process. USM will take the draft to the BOR in February for approval. The plan introduces a new theme of equity, diversity, inclusion, and civic engagement, which dominated conversation at the Education Policy committee.

Ellen also explained that some goals have already been achieved. One goal was to double the funding of research and development funding attainment. Ellen called this "super aspirational." The revised draft now talks about a 1% increase annually (not very aspirational) and to be competitive with peer institutions (somewhat more aspirational). Joann added that the strategic plan calls for infrastructure on the campuses to support faculty who can write patents, licensing, etc. to get new technology out to the public, etc.

Q&A:

Question: The strategic plan contains the phrase "new commitment to furthering systemness." What does this mean?

Ellen explained that, whereas we all have different definitions, finding specific things where we do better together (several campuses, not necessarily all of them) than we can do individually. Some examples would be e-procurement; sharing leverage by buying IT cooperatively; and sharing the administrative part of financial processing; data analytics re. student success, etc.

Robert reported that he has the full 40-page SP document that he can send out to CUSF.

Question: Is the issue of faculty diversity lagging student diversity measured across the system or for each campus?

Ellen and Joann and Anthony explained that it is measured individually on the campuses and then rolled up to a summary number.

Ellen noted that, once the USM strategic plan is approved, it is hoped that each campus will track the things in the USM strategic plan and measure them the same way, even if the goals differ on each campus. Anthony further clarified that, to answer the question, USM is trying to measure the overall impact of the System on the state. We try to provide both numbers and percentages so that we can give both areas of information.

Robert thanked Ellen for the update.

11:17 Bylaw Election Changes -- (see page 18)

From agenda:

"MOTION: Move to pass all of the Sections below. [Note #1: *If discussion is needed, individual items can be pulled or modified by amendment.* Note #2: *This is the second vote and the approval of these items.*]

ITEM: Move location of Section 5.1.c to Section 6.4 & change section numbering. ITEM: Move to delete Section 6.1.1 and Section 6.1.2

ITEM: Move to add Section 6.2.5 per the wording in the addendum.

ITEM: Move to add Section 6.4 the sentence – 'Normally, the election procedures for the year will be determined at or prior to the January meeting.'

ITEM: Move to add to Section 6.2 'one or more', 's' to meeting and delete 'the.' ITEM: Move to delete 'All' in Section 6.1.

ITEM: Move to add phrase '*other than the immediate past chair*' to Section 6.3."

Bill Chapin reported that there have been few contested offices because nobody wants to run against people who are considered powerful. This change in by-laws would address that issue by allowing someone to run for more than one office by staggering elections over two months. Motion was approved.

11:22 Election Process for 2018 -- Membership and Rules Committee -- Bill Chapin

Bill suggested nominations for chair and vice chair at Feb meeting and vote at March meeting; and he suggested nominations for Secretary and other offices at March meeting and vote in April.

This recommendation was moved, seconded, and approved.

11:27 Committee Meetings

Legislative Affairs -- Chris Brittan-Powell

Educational Policy (Academic Affairs) -- Elizabeth Brunn

Faculty Concerns -- Benjamin Arah

Membership and Rules -- Bill Chapin

12:05 Lunch and Discussion with Chancellor Caret

Chancellor Caret greeted CUSF members and answered questions that had been submitted to him. Regarding the ombudsperson effort, Dr. Caret reported that Joann is leading it and that she is working it through the Office of Attorney General (OAG). He expects that this process should be done very soon and be submitted to the Board by the end of the spring semester.

On the Coalition lawsuit, Dr. Caret said that, at the end of the remedial phase, the judge decided we would have a special master who would make recommendations and the judge would decide. The judge decided thus far only to consider adding new programs on HBCU programs and enhancing existing programs on HBCU campuses. Both sides have filed an appeal. Maryland has filed also a stay, so that the case will not move forward until the appeals are decided. We are waiting to hear what happens next on that. By January 8, we had to give the names of persons to be considered to be the special master. We put in one name; the Coalition put in two names. We will see if the judge decides to move forward and, if so, whom she chooses to appoint as special master. In the meantime, we are encouraging our campuses not to stop program proposal efforts, but to be judicious about how they are bringing them forward. We would enjoy seeing more program proposals, especially from the HBIs and MSIs.

On academic integrity, Dr. Caret said that, about 1-1/2 to 2 years ago, Caret asked UMUC to put together for him and the Board what they were doing to guarantee the integrity of the students who were enrolled in their courses. He stated that we need to make our expectations clear to students, especially to those from different cultures. We need appropriate sanctions in place as a deterrent. And then we can use technology to ensure, as best we can, that the enrolled student is the student who is, in fact, completing the coursework. We all believe that faculty are keys to this, but it's also part of developing underpinnings of how to achieve academically while doing their own work. We need to keep working hard at it.

Q&A:

Question: You mentioned educating students from other cultures may have a different view of academic integrity. Unfortunately, many of our students who were educated in K-12 here in the US have developed a sense that this type of behavior is tolerated. What are we doing to ensure that, as we prepare future teachers at our institutions, they are exposed to the importance of minimizing academic dishonesty?

Question: Asking students to pledge to be honest does seem to make them more honest. How might we adapt this to the online environment?

Robert: The panel discussion increased awareness of the BOR. So now we can share what the institutions are doing, out in the open without fear of reprisal. We have now begun ways of following up and addressing this complex problem, and this is a daunting task.

Caret: I think approaches where people have to commit themselves overtly to something can give people a different sense than the absence of it. But I also believe there must be sanctions when people are dishonest.

Robert: We will readdress this issue with M. J. Bishop at the March CUSF meeting.

Question: Can the system put some money into this so that we can develop proactive approaches? Also, we need to teach children to understand the value of information, that it's not free, for example. How do we make the system a leader in how to teach children to go through school and not cheat, but to employ critical thinking and other skills?

Caret: You get into curricular issues here, as well as the problem that schools are having to take on more and more of the societal role of growing and developing children and adolescents. Very often it is difficult, even for adults, to know how to stay on the right side of the ethical boundary.

Caret next spoke about inclusion and diversity (I/D): In my 2-1/2 years, I've been pushing I/D and I'm happy to see that the new strategic plan draft includes it front and center. The theme Joann and I have been most involved with is the need to diversify the faculty. We've taken best practices at some of our institutions and made them available to all the campuses regarding recruitment and retention/tenure/promotion. We want to get into the processes of the search committees themselves and to ask them to change perspectives and to include diversity as a more important factor in their decisions. We have closed the achievement gap, but it

was by having majority ethnic populations' achievement go down and other groups' achievement go up, which is obviously not what we want. As the demographics of our students continue to change, we need to think about how to change to serve these populations, and to embrace the diversity as an energizing and educational practice.

Question: What about diversity among administrators and in shared governance bodies?

Caret: We will begin to make progress on faculty, and then this will begin to have an effect in other areas.

Question: And for age diversity?

Caret: I don't believe that we will change the process of hiring, but we can help people to broaden their perspectives. There have been approaches employed by the BOR historically that have been great ideas on paper to diversify the faculty, but they did not work in real life. We need to be more open and more flexible.

Joann: The diversity agenda is an all-in agenda for all of our campuses. I am asking you, as faculty leaders, to help us discover how to address this very difficult issue.

Caret: ACE had an approach of reflection that faculty worked on in departmental groups to open their perspectives.

Caret next addressed a question about shared governance in this way: I view myself as a traditionalist and I like working with faculty. Understanding the respective roles, we listen to each other and we each make decisions in our appropriate roles—faculty on curriculum, for example. We need to debate each other and then figure out who should make which decisions. Academic standards, curricular issues, etc. belong to the faculty. I'm a real fan of shared governance. The shared governance reports have been helpful, and we will now have similar information from the students and from CUSS.

Caret turned to answer a question about possible collective bargaining of faculty. He stated that he views unionization as deprofessionalizing the professoriate, who are viewed more as peers by the administrators. It can become destructive because it becomes a "we" and "they" instead of an "us." Faculty have plenty of voice without unions, so he is not a fan of unions.

On the state budget, Caret said that the legislators have done a good job of closing the gap between expenditures and revenues. Each year that he has been here, the governor has approved budget increases, and higher education has been treated fairly well. Our costs, however, are going up as fast as our revenues. As of yesterday, we know that we'll have a 2% COLA. When we cut the budgets, we let each campus figure out what it needs to do, and it usually includes cuts in deferred maintenance, financial aid, travel, as well as freezing hiring, eliminating vacancies, and using some money from the fund balance.

Caret talked next about enrollment-challenged campuses. He said that there are three with large challenges (CSU, UMES, UB) and one with a smaller challenge (FSU). Staff from USM meet with them regularly to share best practices; System can help campuses by sometimes eliminating their need to put money into the fund balance that year, for example. These campuses need to (1) turn it around or (2) face reality that they'll be smaller than they used to be and then redesign how they do what they need and want to do. Ways to grow could include online programs, programs at regional campuses, offering programs globally through EdX, working aggressively with the city (as in the case of Coppin) to grow within the community, etc.

With regard to the legislative agenda, Caret reported that USM is fighting for the budget, title IX issues, the DACA/Dreamer issue, free tuition and forgivable loans/tuition remission, regional centers [incl Southern Md, among other issues. Caret said that it should be an interesting and good year legislatively, and that Patrick Hogan is a great advocate for USM. "He's there all day every day educating people and working with the staff."

1:09 Committee Reports

Legislative Affairs -- Chris Brittan-Powell

There is not a lot of higher education legislation this year. Karen Clark has drafted a piece on the opioid crisis for the committee to review and consider presenting to legislators.

Karen said that they're talking about funds to educate educators as well as the other components of the bill. Joann said that USM would fight against unfunded mandates. Chris has written some testimony in the past that helps legislators to understand where the campuses might infuse information rather than have a mandated curriculum around a particular political issue. Joann said that System has already defused one bill that would have mandated a comprehensive awareness campaign and sunscreen dispensers across all campuses to help prevent melanoma and skin cancer. The bill will not be submitted, but USM will do a pilot on a couple campuses to put dispensers at the football stadium on one campus and at Towson's "beach."

Educational Policy (Academic Affairs) -- Elizabeth Brunn

The committee will look at four levels: What state; administration; faculty; students can do to raise awareness about this issue. Robert suggested that the committee may wish to formalize its presentations and disperse them to the faculty to use at their campuses. Elizabeth reported that the committee has developed other materials as well, that could be shared with faculty, if they'd like.

Faculty Concerns -- Benjamin Arah

The committee will present a panel at the March or April CUSF meeting for one hour on student evaluation of faculty and the peer evaluation process. And committee members are collecting information from the campuses about the existence of and interest in retired faculty associations/ The committee report on its findings on this latter issue at the March CUSF meeting.

Membership and Rules -- Bill Chapin

Nothing new.

1:14 Update on Legislative Session, Annapolis Day -- Andy Clark, Assistant Vice Chancellor for Government Relations

Andy reported on the upcoming legislative session. He remarked about the need to be very sensitive to come across with a message that resonates and is seen as *for* rather than *against* things. We have to show compassion and understanding as we engage on issues and work on solutions. The proposed date for USM Advocacy Day in Annapolis is Wednesday, February 21, which was the scheduled date of our February CUSF meeting. Instead of inviting legislators to a lunch reception as we have in the past, we would like to do a morning meeting and then collectively, in small groups, go out and meet with the legislators. Our goal is always to defend the governor's budget. Andy will explain more in the first newsletter, which comes out tomorrow. Beginning on Monday, Andy will have legislative conference calls where CUSF members can call in at 9:30 every Monday, if you want to hear updates. Each conference call runs for approximately 30 minutes. There are a few very important issues this year. Andy will send the phone number in an email to CUSF members. Andy reported that, of the 47 senators, 33 democrats are not returning. So there will be tremendous change among the democrats, but none of the republicans have made any announcements about leaving. Political dynamics will be very interesting this year. Even for legislators with whom we cannot meet, we can meet with the staff (especially chief of staff, if possible), which is very powerful as well.

Q&A:

Question: One thing we learned last year is that many of the staff are USM graduates. Is there a way that you could produce a list of which staff are USM graduate?

Andy: I could, at the very least, do that for the legislators and their chiefs of staff.

Robert announced that we will hold an abbreviated, one-hour CUSF meeting in Annapolis.

1:45 Adjourned.

Schedule of Future CUSF Meetings		
Month	Schedule of CUSF Council Meetings for 2017-18 Academic Year	Location
February	Wednesday, Feb 21, 2018	BSU
March	Monday, March 26, 2018	UMB
April	Wednesday, April 18, 2018	UMBC
May	Friday, May 11, 2018	TU
June	Friday, June 8, 2018 (optional)	USM, Adelphi

Schedule of Senate Chair's Meetings		
Semester	Schedule of Senate Chair's Meetings for 2017-18 Academic Year	Location
Spring	Tuesday, April 17, 2018	USM, Adelphi