



COUNCIL of UNIVERSITY
SYSTEM FACULTY

CUSF Council Meeting at University of Maryland, Baltimore County (UMBC)
Albin O. Kuhn Library Room 767
1000 Hilltop Circle
Catonsville, MD
Wednesday, April 18, 2018
Minutes

Attendees:

Board of Regents (BOR)	Jim Brady (Chair), Will Shorter (Student Regent)
Bowie (2)	Benjamin Arah, Patricia Westerman
Coppin (2)	Chris Brittan-Powell, Mona Calhoun
Frostburg (3)	Robert Kauffman, Sunshine Brosi
Salisbury (3)	Bobbi Adams, Dave Parker
Towson (4)	Beth Clifford, Ryan King-White, Rajeswari Kolagani, Jay Zimmerman
UB (2)	Haitham Alkhateeb, Julie Simon
UMB (5)	Susan Antol, Karen Clark, Isabel Rambob
UMBC (3)	Paul Mulhern (Alternate), Nagaraj Neerchal, James Stephens, Lina Zhou Guests: Kimberly Moffitt (Senate Chair), Philip Rous (Provost)
UMCES (2)	
UMCP (6)	Philip Evers
UMES (2)	Bill Chapin
UMUC (3)	Elizabeth Brunn, Mary Crowley-Farrell, Sabrina Fu, Albert Nekimken (Guest)
USM	Joann Boughman, Zakiya Lee

10:05 Call to order—Robert Kauffman

CUSF Chair Robert Kauffman called the meeting to order.

10:06 Welcome and introductions— Robert Kauffman

Robert introduced Student Regent Will Shorter, saying that Shorter has been one of the most active Student Regents we have had. Will thanked Robert for including him, and stated that he was looking forward to conversations to broaden his understanding as to how CUSF fits into USM and how we advocate for our constituents.

10:07 Lina Zhou introduced Provost Rous

Lina Zhou introduced UMBC Provost Philip Rous, commending him for embracing shared governance.

10:08 Provost Philip Rous

Provost Rous welcomed CUSF and brought greetings from President Freeman Hrabowski. Rous stated that he was fortunate to have been involved in shared governance as Faculty Senate Chair and Faculty Senator from his department. He described his personal thoughts on shared governance, focused on what we all have in common. He recently wrote an article with Sarah Shinn, previous UMBC Faculty Senate Chair, in *Inside Higher Education*, on the value of shared governance. In it, they identified that, when being viewed from outside the academy, is misunderstanding that it is all about decision making. This is a critical component, but shared governance is more about shared responsibility, meaning it is about the responsibility we share for advancing the mission of the institution and for doing all we can to support the success of our students. This sharing of responsibility is fundamental to advancing the university to do what it does and what we do. Some people may see shared governance structure/process as slow, clumsy, etc. But from Freeman, we are led to engage as "thought partners." This, to me, means that a university consists of thousands of smart, hard-working, dedicated people, so it would make no sense not to tap into this incredible intellectual capacity in wrestling with problems and questions, and in making decisions. There are complex and highly ambiguous problems that require a balanced approach to address. Even though we may sometimes disagree, we articulate our different perspectives, and we all reflect back on our commitment to our faculty, staff, and students. This is the commonality that drives us: sense of responsibility and of what we are really here to do. Rous thanked us for taking on this set of responsibilities that we do on CUSF and on our campuses.

Rous then answered questions from CUSF members. Rous responded by talking about inclusion of faculty leadership into the President's Council, and monthly meetings of the president and provost with the Faculty Senate Executive Committee, Rous' attendance at and throughout all Senate meetings, all in an effort to foster thought partnerships and to enhance communication. With regard to the role of part-time faculty, Rous described the UMBC adjunct faculty advisory (AFAC) body, whom he described also as thought partners.

10:32 Approval of March minutes

March CUSF meeting minutes were moved, seconded, and approved.

10:33 Chair's report – Robert Kauffman

- Robert presented the CUSF Chair's report. He made reference to the recent, successful USM Symposium on Diversifying the Faculty, which was recognized as a very good first step toward advancing inclusion on the campuses. The CUSF constitutional amendment has been approved at the Education Policy and Student Life Committee and will appear on the consent agenda for the BOR meeting.

Robert stated that he had completed and submitted to the Chancellor the shared governance report, based upon submissions by Faculty Senate Chairs/Presidents. This report indicated that the faculty overall appear to be satisfied about faculty engagement with administrators. One important theme identified by Robert is the distinction between shared governance as consulting (two-way) versus communication (one-way). The shared governance reports are used by the Chancellor in his annual evaluation of the presidents. There are 2 institutions each year that are under review by the BOR, and information on these reports is provided to the Regents. The Chancellor has embraced the shared governance report. Robert stated that he believes that ours is the only system in the country that has this type of survey, and that now, staff and students have completed and submitted these surveys/reports, too. The survey and report close the loop on the issue of shared governance. Robert commended the Chancellor for his use of it and his advancement of it. Jay Zimmerman thanked Robert for developing this instrument and making it work as well as it does today.

10:45 Report on USM—Joann Boughman

Joann presented the USM report. There is a new President, Charles Wight, at Salisbury. He is an explosives chemist. He was President at Weber State but continued to teach one course per year; he will do so at Salisbury as well. He also does demonstrations on campus, which are well-received. The UMES presidential search committee has been announced and an advertisement has been posted. The search will take place as rapidly as possible. Town Halls have been held at UMES and there will be ongoing communication. The primary challenge at UMES is around enrollment. Bill Chapin noted that the Chancellor said he would prefer not to have an interim president and that we could, if needed, go 2 to 3 weeks without a president. We are counting on the search firm to go out and *seek* the very best candidates possible.

Joann described a new workgroup on free speech and first amendment rights, on which Robert will represent CUSF. The workgroup will explore what USM at the system level can do, in messaging, guiding, and perhaps helping to develop or revise policies for and with the campuses. USM is always as generic as possible at the top, in order to accommodate differences among campuses. The group will look also at faculty issues, faculty in the classroom, openness of ideas, and the possible need for faculty and staff development around these issues. One struggle within this domain is the issue of financial support of campuses needing to provide security when controversial speakers are invited. A judge in Washington recently decided that campuses need to cover all costs in these instances, rather than share costs with groups that invite such speakers. Safety will be the guiding principle. We want our campuses to be open, welcoming places, not “us versus them” places.

Jo then described the debriefing that has occurred from the Symposium on the Diversification of the Faculty. Some of the feedback indicates that the campus-based groups of people brought together persons who did not typically meet together. Feedback from CUSF indicated a desire to have opportunities to talk with other campuses and to see where we could partner. The campus-based groups discussed how to work creatively to integrate inclusion and diversity (I/D) throughout the campus. Determining who takes ownership of this is important. Not everyone thinks the same way: Some people see the issue as a nuisance and think they do not have time to deal with it, while others want to run with the idea and

develop many new activities and processes. Breakout sessions appeared to be especially valuable and allowed attendees to develop new ideas. A major challenge is continuity of the process. Jo reported that an ongoing effort will be made to hear back from different voices (campuses, different stakeholder groups) as to whether progress is being made on the campuses. CUSF members also reported that they appreciated that the faculty voice was incorporated, which is not always the case. And it was emphasized that inclusion can involve partnerships, and that it can include age, gender, thoughts, first-generation, military, LGBTQ, etc. Concepts like adverse impact should also be incorporated.

Jo talked next about the ombudsperson effort. Robert commended Jo's work and Chair Brady's leadership on this. Jo reported that the concept is embraced by everyone, but that there are challenges in the details. Based upon the work of the USM with the Office of the Attorney General (OAG)—40 to 60 hours of attorney time—System now has set of guidelines that will be sent to campuses to ensure that they do not conflict with current ombudspersons and that their processes are acceptable. Then we will take the guidelines to the BOR. Faculty and staff procedures must be respected. Privacy rules are an extremely tricky part of the process, too. Robert reminded that the original ombudsperson proposal came out of CUSF; picked up by Council of University System Staff (CUSS) Chair Sherrye Larkin at Coppin, who championed it.

Jo was asked whether there was anything new about the workload committee. Jo reported that a draft report came out of that group, and System is now working internally to remove the 3-credit course as the unit of work and to replace it with a more generic approach to capturing/accounting for all other kinds of work that faculty routinely do. These include high-impact activities, advising, etc. System wants to be sure that the new workload framework will capture *all* of the types of work that the faculty do. The framework will come forward in the next few months, and there will be a new workload policy.

11:21 State of Shared Governance – Kimberly Moffitt, UMBC Faculty Senate President,

Kimberly Moffitt, President of the UMBC Faculty Senate, reported that the state of shared governance at UMBC is "fairly consistent." She said that most faculty believe that they have tremendous voice, and that she, as Senate President, is included in numerous meetings of administrators. She provided information on recent accomplishments of her group, including holding a recent Senate meeting at the Universities at Shady Grove; approving the CUSF academic freedom resolution, which will be included in the faculty handbook; approving an adjunct III policy; and instituting qualitative measures for the tenure and promotion process. Senate is currently exploring how to recognize scholars and colleagues who are very engaged in their communities.

11:27 BOR Chair Jim Brady:

Board of Regents Chair Jim Brady joined the meeting and spoke passionately about his views on inclusion/diversity, free speech, academic freedom, and faculty workload. He provided detail on two key points: (1) The student population today is vastly different from what it ever has been, and it will continue to become more diverse, and (2) institutions of higher education are constantly being asked to accomplish more and different things, and this increases pressure felt by everyone involved in advancing the missions of universities. Adjustment to both of these facts will be necessary in order for institutions to be sustainable and to continue to educate our citizens and prepare them for lifelong challenges. Brady explained his fervent belief that mentoring has become more important than ever before, and that the faculty are the primary persons who perform this essential function.

With regard to free speech, Brady touted himself as a "virulent proponent." He asserted that universities were established to encourage healthy and vigorous debate on critical issues of the day, and they should continue to do so today. Brady also talked of the necessity of acknowledging our "sacred cows" and of

being unafraid to change them. He underscored the importance of listening more than talking, and challenged all present to rise to the current challenges. In answer to questions from attendees, he commended CUSF for raising the issue of academic integrity and encouraged us to move forward in our work, noting that educating students on what constitutes academic integrity is really needed. He hopes this information will find its way into the high schools and elementary schools as well. He also charged CUSF, in response to another query, to develop a comprehensive proposal on faculty salary. These two items will be major focal points for CUSF during the 2018-2019 academic year.

Robert thanked Brady for his leadership on academic integrity. With regard to this matter, Elizabeth Brunn explained that another central focus relates to the concept of who owns knowledge. The perspective on this has changed. Bill Chapin reported that the Indian government has adopted its first-ever rules on plagiarism: 10% is okay, but students can copy up to 60% without crediting the author, but faculty copying at this level will be removed from their posts. Bill urged Brady, who in the position of creating policy on this, to take a dramatically different approach from this. Brady stated that he is a hard-liner on plagiarism.

Brady also discussed his view that the focus on higher education as job training is missing the point. Higher education needs to emphasize communication of the message that they are preparing students for their whole lives, not just for the job they will start the week after graduation. The intrinsic value of a university liberal arts education must be touted as providing the knowledge that will develop the students for all of the issues that they will face in the workplace and in the world. This value is more important today than ever.

With regard to presidential searches, Brady was asked about possible improvements in these closed searches that, according to the questioner, do not allow the campus community broadly to meet or to weigh in on candidates. Brady responded that the current process permits good communication from the campuses. The Regents include a cross-section of people from the different groups—faculty, staff, students, etc.—who continuously receive information and input from the community. The closed search is important, given the environment in which candidates come to us. So Brady does not see any particular changes as necessary. We are talking about whether or not we are engaging bodies like CUSF in these processes. We are always looking at ways to improve, but fundamentally our approach is solid. Will Shorter, Student Regent, stated that his perception, having been part of the presidential search process, is that we would not have the excellent pools of applicants that we have now if we did not use a closed search process.

Brady was asked a question about faculty salaries at System campuses, which apparently are losing ground in comparison to faculty in other states. Specifically, he was asked what can be done to keep faculty salaries competitive in order to maintain quality faculty, and how to address salary compression as well as the growing amount of the state budget being used for Medicaid and the differential pay across disciplines. Brady said that the observation that we are falling a bit behind is an accurate one and we need to address it. In talking to the Chancellor, the Regents agreed that they have not, as they go through budget hearings, made an explicit case that they need to increase faculty salaries to be consistent with USM and BOR policy. We need to be more explicit. The plan is to make a very clear case as to where we are versus our 85th percentile goal, and to make the case that this is essential because faculty are at the center of everything we do at the USM. We want to make a concerted effort on this. Jay stated that we know this is not a short-term thing that can be fixed right away, but that it helps to know that the issue is on the BOR's radar. Brady responded that the issue is important. To find that we're falling behind where we want to be, compensation-wise, when we're asking faculty to do more and more all the time, is a problem. You should expect very clear progress and a plan. Brady challenged CUSF with the following questions: What can you provide to the System office and the Regents that would be helpful to us as we look at this issue? What have we missed? What have we overemphasized? Give us areas to which we

should give some new thought. This is a team effort. We ask you for a comprehensive, thoughtful approach.

12:17 Lunch and Committee Meetings

1:00 Elections – Secretary and At-Large

Bill Chapin reported that Elizabeth Brunn had been nominated to run for CUSF Secretary. After asking for any further nominations for this office and receiving none, a motion to close nominations for Secretary was moved, seconded, and approved. Bill congratulated Elizabeth Brunn as our new secretary.

Bill reported that Karen Clark, Ryan King-White, Nagaraj Neerchal, and Julie Simon had been nominated to run for two At-Large positions on the executive committee. With no further nominations for these offices, a motion to close nominations for At-Large seats was moved, seconded, and approved. Short personal statements from each nominee ensued, after which CUSF members were asked to write their votes for only one candidate. After round one, one nominee was eliminated from the slate. After round two, Karen Clark and Nagaraj Neerchal were named as At-Large executive committee members. CUSF members applauded all candidates and new officers.

1:28 Committee Reports

Legislative Affairs -- Chris Brittan-Powell

Karen Clark urged that it was important to work with campus administrators by July 1st and to work with legislators in the fall.

Educational Policy (Academic Affairs) -- Elizabeth Brunn

The committee will continue to look at different institutions' policies on academic integrity. After MJ Bishop's presentation at the last meeting, the committee discussed the idea of surveying faculty across System on what is important to them in terms of this issue. And the committee also reported that there is a need to increase membership of this committee, which will continue to have a great deal of work to do next year.

Faculty Concerns -- Benjamin Arah

Next, month, this committee will present its panel discussion on faculty evaluation. The committee has also been working on gathering information about possible interest in faculty retirement associations on the campuses. They identified that there may be some interest in talking about developing an association at the System level

Membership and Rules -- Bill Chapin

Nothing new to report.

1:37 Nagaraj: about Senate Chairs' meeting in late April

MJ Bishop and ??: OERs and

1:38 New business – Robert Kauffman

Robert reported that there are problems with CUSF By-laws:

1. Some amendments passed were not included.
2. The By-laws placed on website had errors.

Robert proposed that the membership and rules committee go through the By-laws to ensure accuracy. Dave Parker reviewed them and said they need to be redone. Robert said that we could reapprove the Bylaws at our next meeting and then they would be official and then we can revise them in the fall, if we so choose. After discussion, it was moved, seconded, and approved that the membership and rules committee work to remove inconsistencies, add approved amendments, and ensure internal consistency of by-laws, beginning in fall 2018.

In the May CUSF meeting, CUSF Chair-Elect Trish Westerman will facilitate brainstorm of ideas for action items for next year.

1:57 Adjourned.

Month	Schedule of CUSF ExCom for 2017-18 Academic Year ¹	Schedule of CUSF Council meetings for 2017-18 Academic Year	Location
May	Monday, May 7, 2018	Friday, May 11, 2018	BSU
June	Monday, June 4, 2018 (optional)	Friday, June 8, 2018 (optional)	USM, Adelphi