



COUNCIL of UNIVERSITY  
SYSTEM FACULTY

**CUSF Council Meeting at University of Maryland University College**  
**1616 McCormick Drive ~ Largo, MD 20774**  
**Room 1380/1390**  
**Wednesday, February 13, 2019**  
**Minutes**

<b>Name</b>	<b>Role</b>	<b>Attendance</b>
<b>TU</b> <b>Raj Kolagani</b> <b>Elizabeth Clifford</b> <b>Jay Zimmerman</b> <b>Ryan King-White</b>	<b>All Representatives</b>	<b>All Present</b>
<b>BSU</b> <b>Benjamin Arah</b> <b>David Anyiwo</b> <b>Patricia Westerman</b>	<b>Representative</b> <b>Representative</b> <b>CUSF Chair</b>	<b>All Present</b>
<b>UMUC</b> <b>Sabrina Fu</b> <b>Mary Crowley-Farrell</b> <b>Elizabeth Brunn</b> <b>Daniel Mintz</b> <b>James Coker</b> <b>Albert Nekimken</b> <b>Alison Goodrich</b>	<b>Representative</b> <b>Alt Representative</b> <b>Rep- CUSF Secretary</b> <b>AAB Chair</b> <b>AAB Vice Chair</b> <b>Guest</b> <b>Guest</b>	<b>All Present</b>
<b>CSU</b> <b>Chris Brittan-Powell</b> <b>Erica Covington</b>	<b>Representative</b> <b>Representative</b>	<b>All Present</b>
<b>UMCP</b> <b>Philip Evers</b> <b>Jason Geary</b> <b>Jianhua Zhu</b>	<b>Rep-CUSF Vice Chair</b> <b>Representative</b> <b>Representative</b>	<b>All Present</b>
<b>UB</b> <b>Julie Simon</b> <b>Haitham Alkhateeb</b>	<b>Representative</b> <b>Alt Representative</b>	<b>All Present</b>
<b>USM</b> <b>Joann Boughman</b> <b>Zakiya Lee</b>	<b>Sr. Vice Chancellor</b> <b>Assistant Vice Chancellor</b>	<b>All Present</b>
<b>SU</b> <b>Ellen Schaefer-Salins</b> <b>Jennifer Jewell</b> <b>Bobbie Adams</b>	<b>All Representatives</b>	<b>All Present</b>

<b>UMB</b> <b>Susan Antol</b> <b>Karen Clark</b>	<b>Representative</b> <b>Rep-At large Member</b>	<b>All Present</b>
<b>FSU</b> <b>Robert Kauffman</b> <b>John Lombardi</b> <b>Kelly Rock</b>	<b>Rep-Past Chair</b> <b>Representative</b> <b>Representative</b>	<b>Present</b> <b>Present by Phone/Zoom</b> <b>Present by Phone/Zoom</b>
<b>UMES</b> <b>William Chapin</b>	<b>Representative</b>	<b>Present by Phone/Zoom</b>

**10:00 Call to Order; Welcome and Introduction – Patricia Westerman, CUSF Chair**

Thanks to Sabrina Fu for all the work she did in getting the meeting together especially with the Zoom and camera options. Thanks to Mary Crowley-Farrell for getting the meeting on Twitter and managing this for us. A request that all reps remind their Senate Chairs that the Shared Governance Survey is due very soon and that if they already have not done to get the survey completed. Trish also mentioned that we will be continuing to pursue our theme, Preparing Faculty for the Future, for this year in the upcoming April and May meetings with visits from two national experts on the topic. We will continue to look for ways to create recommendations for the BOR. Our current initiatives on Academic Integrity, Faculty Workload, and Student evaluations are continuing to evolve the idea of working with the student and faculty of the future. Trish also, reminded everyone that Andy Clark would be with us this afternoon to examine the current action in the legislature that may be of interest to us with a final reminder to RSVP today for Annapolis Day.

**10:15 Greetings – UMUC Chief Academic Officer Alan Drimmer**

Sabrina Fu introduced Dr. Drimmer explaining his extensive credentials in education and business. Including Harvard and Wharton. She remarked on being on the search committee for the new Provost now called Chief Academic Officer and the committee’s favorable reaction. Dr. Drimmer opened his remarks to say that he would welcome feedback from the group now and in the future. He explained the history of the school and how it became a global campus after WWII and the creation of the GI Bill. How soldiers who were still in Europe after the war wanted to take advantage of GI Bill but had no schools to attend. UM sent teachers with duffel bags of textbooks to bases and became a mobile teaching crew. The concept grew with the schools and today will be one of the largest global campuses in the world. In fact, effective July 1<sup>st</sup> our name will change to University of Maryland Global Campus. Drimmer explained that some of his major priorities are to fashion the open access school with the best quality education possible. While some are doubtful, that open access can mean quality, he believes with customized competency based, affordable OER’s and strategic employer advisory boards the UMUC will continue to provide a quality education to the open access learner. One corollary theme of Drimmer’s talk was the idea that the emphasis in UMUC’s strategic plan is to design classroom curriculum and activities to support the skills needed to succeed in the workplace. He believes the straight-line degree path, community influenced curriculum along with use of stackable credentials should position the UMUC student to do well in the future. Susan commented on the need for stackable credentials in nursing. Drimmer commented on the push from the military on

this point because the average soldier receives certificate training in several areas that may or may not be related but still are useful towards building to a degree. Drimmer thinks will very much be the future of higher education with degrees being less practical in educating students. Chris wondered if Drimmer had any pearls of wisdom for faculty to be proactive on the changes like the use of OER's. Drimmer said no but the best thing was to keep the conversation going and sharing insights and experiences. Drimmer reiterated his offer to talk with anyone should they want to do so.

#### **10:40 State of Shared Governance – Dan Mintz**

Faculty shared governance has made some big strides since the creation of the Academic Advisory Board (AAB) three years ago. I will talk briefly about some of the more important projects we are working on; and some of the challenges we face. One of the biggest challenges facing AAB at the outset, and today is developing a strong communication platform upon which the administration and faculty can interface freely. Establishing communication with the administration has been one of the easier aspects of the communication challenge faced by AAB. As a new organization It took us a while to figure out a good cadence for interfacing with the Administration. Presently, the President speaks to the AAB once/year, along with the CAO. Our graduate and undergraduate Deans are asked to speak two times per year. In addition, we now invite one or two guest speakers from various Academic and Operational Leadership to comment monthly. The AAB Executive Committee meets each semester with the President, and each month with the CAO, and separately with the Dean's. Communication among faculty has proven to be more difficult and still features in our action plan this year. The challenges come in the size, geographic location and type of faculty in the university. Widely distributed around the world, faculty consist largely of part-time adjuncts with full-time professional jobs. Stateside some 85-90% of our classes are on-line, the rest are in-person hybrid classes in locations across the country often held on military bases. We have large divisions in Europe and Asia teaching active-duty military and military families both hybrid and regular face-to-face classes

The AAB itself is impacted by the logistics problems size and geography create. AAB representatives from both our European and Asian divisions need to attend stateside meetings. This requires that. all our meetings must be held online using video conferencing tools and recording sessions for distribution.

Communication among AAB and the faculty is a more complex problem. We use an internal social networking system based on Jive, we call Engage which not everyone loves. We have been working with the Administration to put in place a robust approach built philosophically on the concept of Communities of Interest. We will be hearing an update on the current effort February 19 at our next business meeting. Recently, the blog format proved very successful in getting faculty feedback on our academic integrity work group. The topic of communication is an ongoing work in progress.

Currently, faculty are actively involved in three major initiatives that seek to update the University's Strategic Plan. Academic Quality. We were recently asked to put together recommendations from faculty regarding Academic Quality to serve as input to the next update to the UMUC Strategic Plan. The committee is reviewing the process we use in assessing academic outcomes. ELM- Enhanced Learning Model: Island Project Faculty are a part of a cross functional team on exploring ways to improve the program design and development process used in our online learning model. Secluded in a location away from the school members of the team are exploring the design process with the purpose of placing the Undergraduate school on a faster path toward integration of valuable OER resources in to the newly designed e-learning classroom. Part of this effort included relooking at OER's currently used to make sure we were ADA and copyright complaint and involving Instructional Designers more in course design. In addition to faculty involvement with this project, AAB has been looking at OER's and the Enhanced Learning Model as it relates to the role of faculty and how it might affect academic quality. Erica asked about the academic advisory boards. She suggested that we consider a student advisory board because communications are important and work both ways.

#### **10:50 Update on USM – Joann Boughman**

Jo provided an update on the report on workload policy. The report the chancellor gives to the legislature on faculty workload influences the amount of money budgeted for salaries and compensation. Currently workload seems to be concentrated on the formula based on faculty teaching 7.5 credits a semester for average instructor and 5.5 for research faculty. The question of the changing nature of "service" and its impact on the quality of instruction and faculty time has been the source of discussion in the USM workload committee. The committee is recommending a better definition of this component of faculty work so that time and tasks can be more effectively measured, and institutions can be more receptive to changing faculty job descriptions and commensurate pay as well as making the organization more efficient and effective. The committee is now creating guidelines to better capture the tasks of effective faculty. Ryan and his committee are working to help provide this information to Jo. Bobbie said that she hoped that they were thinking also about independent study classes in this definition. Jo said that the committee is in creating the new BOR policy and guidelines, seeking to give the schools a starting point. Ultimately the schools will have control over the ultimate measures adopted but with this information and policy behind the push it is hoped that schools will come on board and significantly change the faculty workload performance measures and workload. Jo also pointed out this information will help explain to members of the legislature the job of faculty, number of students and answer questions of what can and needs to be done to matters of retention and time to degree. Raj noted that research work is teaching and that should be considered in the credit formula. Susan and Erica both said that we need to look at the balance of student-based faculty activities and the administrative based activities. Those faculty who do the accreditation or curriculum reviews which are ongoing are freeing up other faculty to look at the student-based activities or research and are not getting credit for that fact. Ryan said we need flexibility in the definition so that every organization can become more efficient depending on their unique makeup. Jay wanted to thank Jo for bringing this to the BOR now. It has long been talked about, but actions have been sparse. Ryan said that CUSF may want to investigate following up on the guidelines when they are adopted.

#### **11:15 Approval of the January Minutes**

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Motion made by Robert and Seconded by Elizabeth no discussion was had motion was passed.

### **11:20 Nominations for CUSF Chair and Vice Chair**

Via the phone Bill Chapin authorized his committee members to handle the nomination mechanics. Robert and Jay opened the nominations for the CUSF Chair and Vice Chair Positions. Trish Westerman was nominated for Chair and Elizabeth Brunn for Vice Chair. Jay said they would close the nominations at the end of the meeting. In the case of the Vice Chair the nominations will be opened again at the March meeting after the election for Chair. Ryan asked if there could be clarification for the positions. What are there duties and what if any remuneration or class release is offered. Trish explained that the Chair must attend over 10 additional meetings to CUSF ExCom and Regular meetings. The meetings are located all over the state. They must make monthly reports to the BOR. The state offers the chair a stipend of \$10,000 dollars with the school paying additional money or offer a course release. This depends on the school. The Vice Chair is responsible for stepping in when the Chair is not able to attend CUSF meetings and is responsible for the Senate Chair meetings held twice a year. Again, the state offers a stipend of \$5,000 with the school offering additional money or a course release. The Secretary is responsible for taking minutes for both the ExCom and Regular CUSF Meetings as well as the Senate Chair meetings. The At Large members of Ex Com are given a stipend from the state of \$2500 and again a course release or money from their school. One member is tasked with the Newsletter and both are asked to involve themselves with committees and add support to all the work that is being done. The nominations were open until 1:50pm.

### **11:30 Report on Faculty Service – Ryan King-White, Chair, CUSF Faculty Concerns**

Ryan asked to use this time to get feedback from the group on the paragraph that he was sending to Jo for the work group mentioned earlier. While the committee was using slack to communicate on the topic the response was minimal. Everyone was once again encouraged to get on board with Slack. However, the following points were suggested for inclusion to the paragraph or guidelines:

- Erica, add time taken for student supervision of community efforts and employer connection
- Susan, what about guest lecturing and work done to integrate with other classes
- Jason said we need to frame the mission that we want.
- Elizabeth agreed and suggested along with Phil supported the idea that we include context in the paragraph by defining what we as faculty think is needed to be an effective and efficient faculty member.
- Shared governance activities and university of service committees must be outlined like accreditation and strategic planning.
- Jo said try to couch in business terminology by using words like quality control, efficiency and effectiveness.
- Chris said we need to encourage a sense of mission- How will it help to serve the legislative member's constituency?
- Albert adjunct pay should be equal among the schools and more full-time people are needed.

Jay asked Jo why he thought it would work now; what makes this time different? Jo said the smaller institutions need change and it is opening the door to making changes for all. Trish said if people have more comments send Ryan an email or go to [slack.rwhite@towson.edu](mailto:slack.rwhite@towson.edu)

### **12:05 LUNCH and Committee Meetings**

- 1) Legislative Activities
- 2) Educational Policy (Academic Affairs)
- 3) Faculty Concerns
- 4) Membership and Rules

NO COMMITTEE REPORTS WERE PUT OUT TO THE TABLE

### **1:07 Update on 2019 Maryland Legislative Session – Andy Clark, Assistant Vice Chancellor, USM Office of Government Relations**

Andy went over several of the bills that were of interest to our group. The handout listing the bills and summary are attached to the minutes. The following is merely a few of Andy's comments about this year's legislative session:

- The governors bill is good one, but it is bound to be cut by \$10 million. Even so by comparison to other states Maryland's is strong on education.
- Advocacy Day will have CUSF meet in room 318 the Southern Delegation Room. Please RSVP for headcount purposes. It is best to park in the Stadium and take the shuttle over.
- Meeting with legislators is not about scoring points with any one representative it is about letting them know who we are and what we do.
- HB#205 has a failing grade being disregarded after 7years. We are opposed to having the government interfering with education process.
- Collective bargaining bills-HB#270 giving graduate students collective bargaining; HB# 696 has Chancellor dealing with collective bargaining groups not Presidents; HB#1143 would give collective bargaining rights to tenure, non-tenure faculty, adjunct and graduate students. It remains the position of USM that faculty have meet and confer privileges. They do not want collective bargaining.
- HB#633 Provides for a fund that would reimburse legal fees for parties to a Title IX sexual harassment case. USM is for this.
- HB# 1047 wants to limit out of state students to 30% so that Maryland smart students will be able to have a better chance in getting in to our colleges. The facts are not right on this one it is not true. Most of our students are transfer students.
- HB# 1271 money for an ethnology program so that students can study wine for the purpose of encouraging the wine industry in Maryland
- HB# 1273 would have USM faculty reporting students who are possibly in violation of immigration laws.
- HJR #6 is a bill that would have all research funded by public funds be published in Open access journals. Mixed reactions because the research is not valued in open access journals.
- Senate Bill 714 would have faculty notify the administration if they suspect or have knowledge that a student is taking drugs.

- Erica said that the student financial aid bill verification process was inequitable to students and resulted to many giving up school.

1:55 Nominations for Chair and Vice Chair were closed.

1:57 No new or old business was brought up

2:00 Adjournment

<b>Schedule of Future CUSF Meetings</b>		
<b>Month</b>	<b>Schedule of CUSF Council Meetings for 2018-19 Academic Year</b>	<b>Location</b>
March	Wednesday, March 13, 2019	UMCES/UMB/UMBC Inst. of Marine & Environmental Tech. (IMET), Baltimore
April	Friday, April 12, 2019	SU
May	Thursday, May 16, 2019	TU
June	Tuesday, June 18, 2019 (optional)	UB
<b>Schedule of Senate Chairs' Meetings</b>		
<b>Semester</b>	<b>Schedule of Senate Chairs' Meetings for 2018-19 Academic Year</b>	<b>Location</b>
Spring	Wednesday, April 24, 2019	USM, Adelphi