



COUNCIL of UNIVERSITY
SYSTEM FACULTY

Strengthening Higher Education through Shared Governance

CUSF Council Meeting
University of Baltimore
Monday, December 9, 2019
Minutes

Attendees: Aerian Tatum (Coppin), Robert Kauffman (Frostburg), Ellen Schaefer-Salins (Salisbury), Vinita Agarwal (Salisbury), Jay Zimmerman (Towson), Jennifer Potter (Towson), James Manley (Towson), Anna Maria Soto (Towson-Alternate), Stephanie Gibson (UB), Julie Simon (UB), Carol Molinari (UB), Everly Brown (UMB), Karen Clark (UMB USG), Susan Antol (UMB), Marc Pound (CP), Christopher Walsh (CP), Jason Geary (CP), Mike Wilberg (UMCES), William Chapin (UMES), Robert Johnson (UMES), Mary Crowley-Farrell (UMGC), Elizabeth Brunn (UMGC), Ryan King-White (Towson), Joann Boughman (USM), Zakiya Lee, (USM), and MJ Bishop (Kirwan Center for Academic Innovation; USM)

Joined via distance: Sabrina Fu (UMGC), Erika Covington (Coppin), David Anyiwo (BSU), and Benjamin Arah (BSU)

Greetings from Campus: Kurt Schmoke, President, UB

- Stephanie Gibson, Faculty Senate Chair, long-standing, very active member representing UB, and Julie Simon introduced Kurt Schmoke, UB President.
- President Schmoke welcomed all of CUSF. Discussed that he is very interactive with Chairs and CUSF members. Spoke of police academy training to move to UB location (for next 5 years) under federal consent decree to support change and for professionalism. Indicates that he will promote positive interactions with community and financial status of UB. Working to take charge of issues/change when possible to be proactive instead of reactive.
- Additional work or topics of note include the arrival of Chancellor Perman in January, , new legislators, and working on discussions surrounding the work of the Kirwan Commission.
- In response to Jo Boughman's question about the B-Power initiative, President Schmoke shared details of the partnership between UB, middle schools, high schools, and Coppin, with examples such as summer initiatives and dual enrollments. These initiatives are now impact more than 1000 students noting 80% moving forward to further education versus 20% in general population.

Approval of CUSF Council Minutes:

- So moved and seconded for approval.

State of Shared Governance Report: Stephanie Gibson, Senate Chair, UB

- Stephanie indicated her involvement since 1995 including currently serving as an alternate for CUSF.
- She described the state of shared governance at UB as fair.
- Each college has senators who are working on several initiatives. Examples include: Anti-bully and conduct policies, a structural fiscal deficit and trying to push administration to deal with it, and resulting chaos and challenging communication.
- The senates serve in an advisory roles to the president and in the scope of shared governance may have not had much input in managing the deficit.
- Stephanie indicated her role will be finished at the end of this term.
- Bill Chapin asked if there were or are responses to recommendations in terms of the interactions based on the model of shared governance communications. The response indicated questions are sent

out to faculty senators and they do respond. Issues such as the topic of faculty bullying and others have been identified. This issue sometimes results in situations marginalizing faculty. Issues included students bullying faculty and faculty bullying faculty as examples. At UMES, Bill noted that some faculty have witnessed such imbalances; faculty are limited in what they can say to students, and students are allowed to articulate those points faculty cannot. There have been episodes where faculty have experienced threatening behavior toward them from students (i.e., receiving emails ranting at faculty), and students can go to student services and complain confidentially. However, faculty do not have a resource to support them.

- Elizabeth Brunn noted that UMGC has considered these and similar issues and have processes in place to address these issues. When submitted, responses are immediate. The Response Emergency Assessment Crisis Team (REACT) at UMGC is contacted. This team responds to several types of issues such as aggressive behaviors (including online communications such as in online and hybrid courses and emails). They handle situation including, but not limited to, bullying and mental health concerns.
- The REACT team is part of UMGC, not an outside firm. This team works with faculty by having conversations to assist; counselors are available as well.
- Joann Boughman noted that it is parallel to behavior interventions on other campuses. This also brings in issues with freedom of expression. From an administrator's point of view, we have to be clear and not confuse freedom of expression and academic freedom. The role of faculty is how to act or react.
- Elizabeth Brunn added that sometimes student bullying of other students in the classroom occurs.
- Stephanie Gibson suggested adding a civility code on a syllabus regarding this behavior but noted that it would not stand up. However, if System or entire schools do it, it may stand up in court.
- Joann Boughman indicated that we may need to get the Office of the Attorney General involved in this topic of concern.
- Jason Geary added the element of mentoring. At UMCP, there is a BETA team designed to respond to behavioral issues and serve as a threat assessment team. It was mentioned that some of this behavior could be related to students feeling entitled.
- Robert Kauffman summarized: The civility issue seems to be an issue across the campuses and may need further review. Recommendation made to move the issue to faculty concerns committee to investigate.
- Elizabeth Brunn added that a factor in this could be due to generational differences.
- Jay Zimmerman added that he enjoyed conversation and it was great to hear CUSF discuss and debate.
- Joann Boughman added that if a Code of Civility is developed, it will need to be reviewed by the vice presidents, provosts, and presidents.

Updates from USM and Chancellor's Council: Joann Boughman, Senior Vice Chancellor for Academic and Student Affairs

- Jay Perman's first day as Chancellor is January 6th. This decision is based on the need for a solid, consistent voice in Annapolis with the upcoming legislative session.
- She noted that the search for the new Chancellor was a broad national search with more than a dozen candidates having the appropriate credentials. With his appointment he will have a learning curve as his focus has been more on graduate focus. It was suggested for CUSF to write a letter to Chancellor Carat thanking him as a strong advocate for shared governance. A motion was made and passed to have Robert Kauffman draft a letter of appreciation to Chancellor Caret.
- Joann Boughman indicated that Bruce Jarrell will be interim President at UMB and will soon begin a search for a new UMB president. Currently, Bruce is the Provost at UMB.
- Anthony Jenkins has been named as the new Coppin State president and will transition into this position during June/July.

- College Park is moving along with its closed search for a new president. People on committee were pleased with the process. They feel like they are being heard and listened to regarding the pool of candidates. A finalist may be chosen in January or February.
- Jay Perman will have three new presidents.
- Upcoming legislative session has a change in leadership in the Senate and House. Higher education has two strong advocates in the Speaker of the House (Adrienne Jones) and President of the Senate (Bill Ferguson). The return investment with the Kirwan Commission-pre to k 12 is apparent and important as we move forward.
- If needed, new dollars could tap discretionary funds or monies for the Kirwan Commission over time.
- Every year we make an enhancement request for teacher preparation. Kirwan Commission has topics on this, but did not tie it into the teacher preparation area.
- Our strategy to promote this and advocate for this and if monies are not coming directly to USM then maybe our work can align with the Kirwan Commission work and funding.
- We do not know yet what the major legislative agenda items will be, but Title IX is likely to be one. Major changes may be coming forth that require a hearing process with cross examinations being allowed. Campuses will have to have attorneys present if this is the case. When the regulations come out state legislators make assumptions of how it should work and insert statutes.
- Susan Antol expressed that faculty need to be fully aware their own exposure or liability as Title IX is student focused.
- Joann Boughman indicated that if faculty are involved, it becomes a HR issue. However, we do not know what language will be included. It is more complicated in athletics. Other concerns are expectations of training. So far, we have been able to insert online training versus f2f thought that may change.
- Jay Zimmerman asked the status of the coalition law suit regarding Maryland's HBCUs. Joann Boughman responded that the Governor made an offer and it was rejected. It is no longer in mediation.
- It will be sorted through the courts again and no matter what the outcome it will probably be appealed, and even potentially go to the Supreme Court.
- This case has been going on for 13 years.

Chair's Report: Robert B. Kauffman

- Continuing to work on the Emeritus faculty proposed position on the BOR. Staff Council and even the Student Council may be interested in supporting this resolution as well. Robert Kauffman will make contact with the Councils.

OERs, Alternative Credentialing, and Badging: MJ Bishop, Associate Vice Chancellor and Director, William E. Kirwan Center for Academic Innovation (KCAI)

- Support for academic integrity initiative (Robert Kauffman noted with the KCAI support this reflects true partnership politically from all campuses. UMGC is one of the leads and with the KCAI involvement it is a System-wide endeavor.
- MJ Bishop reviewed the background of the Kirwan Center-created by the BOR in 2012 focusing on emerging technology, how people learn, the intersections and broadening to student success with these initiatives and more.
- The Center has three buckets: 1) learning analytics, 2) opened licensed content, open book source since 2014– learning national collaboration and conversation – more than just affordability- also opportunities to take more control of curriculums – more current responsiveness, and 3) affordability and achievements - impacted 159 courses across USM institutions and community colleges. They have had conversations of shared resources, created the MOST (Maryland Open Source Textbooks) Commons as a shared platform to share across institutions. There are

invitations to create hubs on the MOST Commons providing space internally for campuses to curate OER sources and work with colleagues with supports across institutions.

- Presently there are 159 courses and 24 institutions saving \$123 per course. This has saved 10.4 million dollars for students. Once these are created faculty adopt and it stays.
- Instead of seeking and receiving support from corporations the KCAI wants this to be faculty driven to help ensure sustainability and so as not to be a target for the legislature.
- Jay Zimmerman indicated that he is not a fan of OERs. Once implemented in the math department at Towson it was found the department could not change back when students wanted to go back to textbooks.
- MJ Bishop added that ideally faculty can make changes and fixes in the information obtained in the OER to adopt the most current materials; she offered to talk to Jay at TU offline.
- Elizabeth Brunn encouraged all to think about this topic and encourage faculty to develop materials and for USM and schools to factor this into workload and tenure, as this will motivate faculty to be involved and do the work.
- MJ Bishop indicated there are three mini grant proposals soon to be available: 1) adopt and adapt individual courses based on creating learning communities across institutional work, 2) create grants – encourage teams from institutions to apply for interdisciplinary and knowledge creation, 3) projects looking at evaluation materials and how they are working or not or need to be modify, and 4) two institutional grants for projects to develop strategies for developing OERs.
- Strongly encouraged for matching grants.
- Joann Boughman acknowledged the hurdles and challenges with OERs. Supplementing with monies and changes in faculty workload would be beneficial and should include in the focus of how this work is important engage and quantify toward faculty work.
- Bill Chapin asked whether there are documented successes in graduate and upper-level courses. MJ Bishop indicated that there is success at those levels.
- Further work and conversation on content needed to progress and more needed to just to get the conversation happening such as feeder schools to upper division is necessary.
- Joann Boughman added that MJ Bishop is leading nationally on these issues. James Manley expressed concerned with the lack of support for online learning systems and far behind published platforms and updating or other forums.
- MJ Bishop spoke to a system wide edX platform, which is more interactive and embedding interactive engagement. This platform is used at Harvard and MIT. UMGC has six programs using edX.
- Was added there are some nationally objecting to LMS as they are and needs to include more component-based plug and play services. dEx is doing work in this area.
- A system level Learning Management System is a topic. It was mentioned that Educause is doing work in this area.
- There are RFPs that will be out next week for the fall of 2020 (see topic of mini grants above).
- The topic of digital badging was discussed. It provides the platform to document earned skills and transition, to scaffold or build skill sets, human skills needed to connect with others and articulate doing so. Institutions are on board with this. Looking at ways to utilize the badges to plug in to different areas. This provides evidence of what a student does to achieve it and can provide a comprehensive overview which could be included in as more detailed information in a transcript.
- In the Greater Washington Partnership, corporations such as Lockheed Martin and Amazon have identified need for these skills and that there is a gap in the number of digital skills noted. Several institutions are involved in this effort.
- The goal is to dramatically diversify and include the rest of the institutions via the Kirwan Center working with them to take the edX platform with modules across all system institutions.

COMMITTEE TASKS:

- To develop/agree on at least one action item and/or potential CUSF program item. It can be a continuation of an item from last year. In general, the committee is responsible for presenting to the Council as a program item one of the action items.

Board of Regents Faculty Award Committee – Benjamin Arah, Committee Chair:

- No report at this time.

Legislative Affairs:

- Prepare for advocacy day in Annapolis
- Resolution on collective bargaining
- Work with Patrick Hogan and Andy Clark to provide faculty input on legislative activities
- Follow-up on discussion from the joint meeting in CP regarding Emeritus Faculty. Discussed concerns whether this member would be the ideal representative to the BOR as experiences may not be up to date and knowledgeable about current faculty concerns and the larger context of what are other systems are doing around the country.
- Research indicates 12 systems and/or states with one faculty member on the BOR. These states are mainly located on the East Coast. Of those 12, half are either the Chair or President of the Faculty Senate body similar to CUSF. One quarter those are non-voting. Thirty-five of the 50 states have student representation on the BOR. Clearly, there is precedence to have representation. It was noted that many do not see this as a conflict of interest. This could be identified as service for faculty and warranting release time. Joann Boughman indicates potential challenges with altering legislation and notes that, prior to going to Annapolis, this would require support by the USM, Board of Regents, presidents, provosts, and possibly others.
- Jay Zimmerman mentioned the idea that several faculty could be involved such as serving on individual committees (i.e., Finance; Ed Policy and Student Life) within the BOR, as opposed to being full membership on the BORs.
- Robert Kauffman was asked to write a draft resolution and send it out by tomorrow. At the recommendation of ExCom, the draft resolution was updated to include both the Governor and Legislature avenues of approach regarding possible implementation.

Educational Policy (Academic Affairs):

- Currently, the Ed Policy Committee has two foci: academic integrity and a new subcommittee on Interinstitutional Interprofessional Academic Programs.
- Elizabeth Brunn completed a draft report on suggested revisions and other specifics on USM policies surrounding academic integrity. She will share those drafts via email and asks for feedback.
 - Currently, there are three policies focusing on academic integrity. The first one is III-1.00. Elizabeth noted that we are attempting to revise and to spell out reasoning to make changes including making this more of a community process versus just faculty or students' rights and responsibilities. The draft will include USM's (and maybe others') responsibilities.
 - The second policy, III-1.10, focuses more on scholarly misconduct. It applies to faculty and students engaged in research and or scholarly journals. It does not apply to any other arenas. The committee offers a new draft for consideration.
 - Policy III-1.11 we have attempted to define what academic integrity is under the recommendation section to become policy, to define what academic misconduct is and the violations listed. There are three categories that most likely need additional definitions included for clarity.

- One large issue is in section 3 of academic conduct which identifies fraudulent intent. It is suggested this should be addressed more strongly. Having the state in general supporting a position on this type of conduct gives the schools and programs support to take respond with stronger interventions. With fraud it is important to consider the penalty should be nothing less than expulsion, removing of degrees, and possible criminal prosecution.
- The second point is to look toward guidelines for other issues, such as processes, policies, and procedures to consider adopting these for specific institutions. Another point of consideration was suggesting disciplinary actions connected with the above to be on the transcripts.
- One concern mentioned is that if there is a violation by a student at one institution it is not reported to the other System schools.
- The drafts will come out for further review and discussion in our January meeting.
- Joann Boughman offered that the following colleagues may need to be consulted on this: HR, general counsel, student conduct, student affairs, provosts, compliance, registrars, deans, etc.. She also noted the need to recognize differences in research and scholarly conduct versus teaching. Need to also involve compliance officers.

Faculty Concerns:

- Continuing discussion how course evaluations are factored into faculty evaluations for promotion. It is emerging no one does it the same way. Everyone recognizes the way the evaluations are setup they do not necessarily measure effectively and can be punitive. The committee will continue collecting data and best practices.
- Code of Civility - We suggest there should be a broad statement from System, which could be helpful for consistency as codes vary across the System. There is a need to understand and gather codes from different schools in USM. The main concern is instances of students being aggressive and, subsequently, how faculty deals with it. The group mentioned having a training component for faculty.

Fiscal Matters

- USM Policy II-1.21, Policy on Compensation for Faculty – Maintaining USM faculty salaries at the 85th percentile. No updates discussed.

Membership and Rules:

- Review CUSF constitution and bylaws
- Apportionment: Will discuss further in our January meeting. Sense of the Council Discussion: Currently, there are four options available for determining the number of CUSF representatives from each institution: Option #1 is the current system (i.e. size determined by the number of FTE faculty). Option #2 is the senate model (i.e. each institution receives equal number of representatives). Option #3 Since UMGC is unique, simply assign them four members or a number of members TBD. Option #4: TBD.
- The issue at ExCom was whether Option #3 was acceptable to Council. The discussion would be limited to ten minutes and to Option #3 only.

Respectfully Submitted,

December 15, 2019

Karen Clark

Secretary, CUSF