



COUNCIL of UNIVERSITY
SYSTEM FACULTY

Strengthening Higher Education through Shared Governance

CUSF Council Abbreviated Virtual Meeting
Minutes
Monday, March 23, 2020

Attendees: Benjamin Arah (Bowie), David Anyiwo (Bowie), Aerial Tatum (Coppin), Erika Covington (Coppin), Robert Kauffman (Frostburg), John Lombardi (Frostburg), Ellen Schaefer-Salins (Salisbury), Vinita Agarwal (Salisbury), Jay Zimmerman (Towson), Jennifer Potter (Towson), Elizabeth Clifford (Towson), James Manley (Towson), Ana Maria Soto (Towson), Patricia Rice-Doran (Towson), Julie Simon (UB), Carol Molinari (UB), Stephanie Gibson (UB), Everly Brown (UMB), Karen Clark (UMB), Susan Antol (UMB), David Gray (UMB), Marc Pound (UMCP), Marcia Shofner (UMCP), Jason Geary (UMCP), Philip Evers (UMCP), Jianhua Zhu (UMCP), Marvin Titus (UMCP), Mike Wilberg (UMCES), Sabrina Fu (UMGC), Mary Crowley-Farrell (UMGC), Elizabeth Brunn (UMGC), Joann Boughman (USM), Zakiya Lee (USM), and Ryan King-White (TU-Guest).

Robert Kauffman Chair: **Called to order.**

Minutes approved for the February meeting.

Voting in a virtual meeting.

To temporarily allow online voting until the end of the Coronavirus crisis. People must be logged into the meeting using Zoom (or similar platform) with their computer and/or app on their phone to vote.

Motion: To use the polling option on Zoom (or similar platform) to conduct the elections. (Note: This ensures anonymity.)

Motion approved and carried.

Chair's Report

Academic Integrity Initiative: The Educational Policy Committee of CUSF has been working diligently on recommendations to BOR Policy III-1.00 and 1.02, which will be brought to CUSF and other stakeholder groups before moving on to the Board of Regents.

Discussion was move forward to the April meeting.

Emeritus Faculty BOR Member Resolution: The Emeritus Faculty BOR Member commentary has been reformatted into a resolution. We are currently waiting for additional feedback.

Presently on hold.

Civility Issue: There was continued discussion on, and interest in, the issue of civility where there is an alliance between Student Affairs and students, which enables students to behave aggressively toward faculty. The group took a step back from developing a Code of Civility at this time.

No discussion at this meeting. To move to Faculty Concerns for further work.

Advocacy Day: CUSS took the lead role in organizing Advocacy Day in conjunction with Andy Clark and Patrick Hogan. The Chancellor and Patrick Hogan addressed the group in the morning. Five faculty members were in attendance. It was concluded that USM made a strong showing.

We thanked Andy Clark, Patrick Hogan, our Chancellor, and CUSS for their lead role for Advocacy Day.

Elections: The election process begins with this meeting to elect the Chair and Vice Chair. This will be followed by nominations and elections for Secretary and ExCom members for next year. Currently, there are two nominees for Chair and one nominee for Vice Chair.

These two positions were voted on at this meeting (see results further in minutes).

State of Share Governance Report: The State of Shared Governance Survey has been distributed to the Senate Chairs or their equivalent. A follow-up survey was resent at the end of February. The completed surveys are to be returned by March 10th.

As of this week, the chair has received all but one.

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

The legislative session ended early due to the priorities surrounding COVID-19. At this time, it appears that the budget is good for USM. There is a five million dollar cut across the board and the impact appears to be minor as we move forward. Several bills were mentioned that were not supported by USM and they did not pass. A bill passed put USG into Statute. The bill to designate funds to settle the HBCU lawsuit passed. Bills still need to be signed by the governor. Overall, at the end of the session USM ended up in a good position. Chancellor Perman's leadership across the system facilitating principles of working together was excellent.

There are many issues we are dealing with including challenges and concerns regarding remote teaching, student access to technology, and enough Internet speed as many students do not have either computers/laptops or Internet at home. Steps in progress include several Internet providers coming forward to assist students and our libraries working with faculty to assist in helping to complete courses. Challenges for faculty include working for essential outcomes, and adapting to differences in teaching methods (moving online) while engaging to reach those outcomes.

A question was posed regarding a rumor of whether courses were going to be changed to pass/fail.

The response was that this is not a System decision and is for the schools and faculty to discuss as it is very complex and has major implications for future academic endeavors. (This was discussed later in the meeting further.)

Many organizations and certifying bodies are stepping up with more flexible requirements during this time of the COVID 19 crisis.

Elections:

Chair: Current Nominations for Chair: Elizabeth Brunn and Karen Clark

Open nominations for Chair – no further nominations

Nominations for Chair closed

3 min. statements were provided by each of the candidates

Elizabeth Brunn spoke first (Note: Presentations were in alphabetical order)

Karen Clark spoke second

Election (Poll) for Chair was conducted via the polling function of Zoom. Before voting, Karen Clark (Secretary) reviewed virtual attendees. Criteria to vote was also reviewed.

Result: Elizabeth Brunn was elected for CUSF Chair.

Vice Chair: Current nomination for Vice Chair: Jay Zimmerman

Open nominations for Vice Chair

Nominations for Vice Chair closed (no further nominations accepted)

With just one candidate there was no polling. Jay Zimmerman was elected Vice Chair.

Secretary: Nominations opened for Secretary (no nomination voiced).

Nominations will also be open at the April meeting and the election will occur at the April meeting.

At-Large: Two positions. Nominations opened for At-Large (no nomination voiced).

Nominations will also be open at the April meeting and the election will occur at the April meeting.

BOR Chair, Linda Gooden, and Chancellor Perman joined the meeting via teleconference.

Chancellor Perman commented on Governor Hogan's press conference that just occurred. It was anticipated that an announcement would be made to require more than a stay at home decree. The announcement, however, was to make every effort to stay at home and he did implement a stay at home decree. The information from the press conference will be shared with the Presidents at their 12 noon meeting today. What we are doing in response to this crisis is consistent with expectations as faculty, staff, and students. The Governor is also ordering all non-essential businesses be closed today at 5pm. There were no specifics offered of changes regarding K-12 and higher education.

Chair Gooden added that the Governor took care to discuss small businesses and plans to help them.

Robert Kauffman asked what CUSF could do and what input could we provide.

Chancellor Perman spoke of looking for input from CUSF members regarding the rapid changes impacting delivery of teaching in our varied programs, along with the needs and possibilities

they see as being most helpful. He recognizes all the hard work and that all of us are in territory we have not experienced before.

Jason Geary from UMCP said there is a general sense that faculty understand and appreciate efforts both institution and USM wide. He spoke of specific specialties looking at ways to teach that can be as positive for the students as possible, along with different ways administrators have been very responsive. People have risen to the needs for students.

Chancellor Perman asked for any examples we could share.

An example provided by Jason Geary was music courses being taken to a virtual format. He spoke about giving individualized assignments with time in refining and working on orchestral excerpts, engaging in more individual and listening assignments such as YouTube videos where students can comment on them by writing responses to different versions to engage in an analytical exercise.

Chancellor Perman indicated the example was very helpful and uplifting.

Sabrina Fu asked what were the thoughts from the System about emotional support for faculty and students, recognizing and encouraging resiliency of our students, and what options to get students together, such as breakouts, and to consider ways to help support student communities and continuity?

Chancellor Perman indicated that we recognize students need emotional support including our students who are out of state students as well. Jo Boughman and Linda Gooden agreed adding that what we are experiencing now will weigh heavily on all of us. Faculty play the most critical role in providing support and engaging for feelings of accomplishment in educational experience. We are doing a great deal with students telephonically for counseling.

Sabrina Fu indicated she is having virtual sessions with students to help them and asking for more guidance.

Joann Boughman added that UMBC has a new work group that has the word resilience in the name. It includes faculty, faculty student affairs and student affairs.

Mary Crowley-Farrell spoke to how unsettling it is even though we are all online.

Elizabeth Clifford mentioned we may want to consider whether there could be a moratorium on DS and degree completion to remove holds. Other members spoke of concerns about tenure and evaluations.

Joann Boughman: For the degree completion reports, that is an MHEC matter and we can bring that up for discussion. The topic of tenure was raised as some going up for tenure are worried. Any changes are campus decisions and then can get approval from the Chancellor. A letter will be going out to presidents asking for careful documentation of any changes, so all know exactly what the expectations are. The decision made surrounding going up for tenure including any delays, must be clear, comprehensive, and fair.

Elizabeth Brunn shared that a website is in development for student teachers, so they can continue to get experiences using the Maryland curriculum. Further information can be provided by Elizabeth Brunn.

Robert Kauffman introduced the new CUSF Chair and Vice Chair.

Congratulations were given by both Chancellor Perman and Linda Gooden, BOR Chair.

Ellen Schaefer-Salins asked about mental health and wondered if work was being done with the health centers on the campuses.

Joann Boughman indicated our student counseling centers have done this and are even working with our students across state lines. We are working closely so students know this is available.

Chancellor Perman announced he had to leave for another meeting.

Before the Chancellor left, Robert Kauffman shared his experiences with outdoor recreation field and listserv simulations such as target shooting online. Visually people are being very creative and reaching out to other areas.

BOR Chair Gooden asked how faculty are faring through all of this rapid change and do you feel we are ready to move to the online remote environment.

Jay Zimmerman responded that in his department most people are doing ok, though a few, some older faculty, have difficulties. Then he posed a question regarding promotion to full professor and the five year reviews.

Chair Gooden indicated that the Board has made adjustments and given the Chancellor the authority to make decisions (case by case) that would normally need to go to the BOR for review and approval that could take months. This helps to quickly handle any unforeseen issues since we do not know all of the unintended consequences.

Joann Boughman spoke to the tenure clock timeline, that it could be relaxed. For both this and the promotion process, clear documentation with the parameters is unchanged. The five-year schedule for evaluations has yet to be addressed. Chair Gooden spoke of the importance that Middle States places on institutions maintaining autonomy and input from campuses before making decisions.

Ryan King-White asked about enrollment projections for the fall.

Chair Gooden said this will be discussed at Thursday's Finance Committee meeting.

Robert Kauffman added his experience in his courses with the rapid change to online. One was fairly easy to move to online yet, the other was more difficult and that it is a huge learning curve. It is easy to move it to online yet, can be very difficult to implement.

The following were questions listed to address, that were not addressed earlier in this meeting in preparation for this meeting for both Chancellor Perman and Chair Gooden.

1. This year we hired a new Chancellor, and the presidents at UMCP and Coppin. Selection of the Chancellor and President of UMCP were "in-house" candidates. As a system, do we face difficulty in obtaining quality leadership for our campuses?

Chair Gooden: Given the quality and experiences of our new Chancellor the choice was an easy one. His knowledge, collaboration, and leadership along with vision, encouragement of faculty to adapt to provide the best possible outcomes for our students, is essential to outcomes for teaching and engaging to meet best outcomes. The incoming President of College Park was an outstanding candidate. These were the best individuals to lead the system and UMCP forward.

In the work with students, a question posed was whether the System would encourage pass/fail grades.

Joann Boughman addressed this as it is a campus/department decision. However, many factors are at play including concerns about articulation agreements, transfer credit agreements, and interaction with other colleges, such as community colleges and other programs.

Faculty asked about what the status was of other institutions for virus related cases.

Response: They are being tracked and 2 are known at this point in time.

Susan Antol spoke that the clinical sites potentially may not allow students for clinical experiences and what UMB is doing to address this issue for the students.

Joann Boughman mentioned that what UMB is doing is guiding our other campuses as they tackle similar issues. She mentioned that national organizations, certifying boards, state and national levels and more are extremely flexible during this crisis.

2. Chair Gooden was asked at the end of your tenure as Chair of the BOR what would you want the public to say was your most important contribution?

I would like to accomplish 4 things during my tenure.

The first one is for pay increases, access, inclusion and safety for all students at all the universities. The event at College Park was a wakeup call for the Board, for the System, and for all the Universities to really focus on safety and access, making sure we are communicating effectively, that we have the right policies and procedures in place, so we can respond quickly and effectively when things happen.

The second one is that I would like to restore public trust and do so with transparency, good governance, and accountability, to make sure we act in line with our mission and have processes in place and followed. And to have the right committees in place, being accountable for decisions, and flexible in times of crisis.

The third one is to make sure we are focused on the right programs, needs, certificate programs, and accelerating programs across the board so that we can help the state's economy grow.

Lastly, is implementing a robust enterprise risk management system across the board that fits with a crisis management plan. None of us could have foreseen the pandemic, but we have put together orderly processes and plans, communicating clearly guidance from various government agencies for action plans throughout the system.

All are important areas.

3. What is your opinion or position regarding the emeritus faculty member of the BOR proposal?

Response: The BOR has no control to include an emeritus faculty member as the legislature decides on the makeup of the BOR. We are already a large body. We did have an emeritus faculty by default not by choice in the past for many years. The insights were invaluable. The input could be very valuable from the perspective of their frontline work. Again, the legislature will have to decide.

4. In the Chancellor's Search there were several listening sessions. You may have been involved in other listening sessions also. What is your take-away from these listening sessions in terms of USM, its future, and its role in Maryland?

Response: We did speak to multiple groups of stakeholders. Each group was very different from the other. We spoke with faculty, business leaders, staff, and system office staff. We listened and learned a lot. Two things stood out for me from those sessions beyond what we talked about earlier. One was universal across the board, integrity, and ethics in leadership. Another point that stood out was how much every group valued a leader that had an academic pedigree. This was in addition to what we already know is necessary in terms of running a business/corporation, dealing with large budgets, and being accountable.

5. Recently faculty have been exposed to potential liability issues related to possible cyber-attacks. Would the Board consider assisting the system in finding a way to help schools develop a more secure statewide off grid system akin to those used by banks?

Response: Cyber is a global problem. It is when you think 'that you will never be attacked' that is when you'll be attacked. The question is how you're going to address it. With greater connectivity to the external work, we are more vulnerable. There are many ways to secure systems. At a recent meeting I asked for an update on what we are doing to secure new systems. I am hoping to understand more and will probably request a task audit to see where we are now overall with our cyber environment. With this information we can see what actions we need to put in place to ensure both faculty and students aren't exposed, as well as the System not exposed to liabilities resulting from cyber-attacks. With the present crisis, our IT teams are putting their energy into moving to our online environment. We will get it on the agenda for the audit committee. That will result in focusing on it to take a closer look. But for now, it is not the main focus, and you have my commitment that we will take a deeper dive and determine where we should go.

Questions posed to Chair Gooden.

Robert Kauffman asked whether it would be beneficial for CUSF to provide a statement regarding this topic and bring it to the board as a faculty concern.

Response: That is a good idea.

Jay Zimmerman: If we get a cyberattack where data is held hostage, are there procedures in place within the System and the individual institutions to deal with this? The city of Baltimore had a real problem recently.

Response: It was ransomware last year that hit 10 major cities. Ransomware is always a problem. It is less likely in universities because there is not a lot to ransom. For universities, it is a privacy issue where hackers get information to sell. Cyber security individuals from across the System have gathered to create a sort of umbrella set of policies in place. After College Park was attacked, the systems were redesigned to protect that information. Many activities were started and continue today. We are working to plan for how we move forward.

Elizabeth Brunn added that this is a very complex subject. The problem is that many use personal laptops accessing their emails and work information with their institution and on work platforms. She was recently hacked with ransomware. So, a question is how do we protect information, faculty and student and personal responsibility? Using personal computers or laptops is common.

Response: There are other ways to secure things, such as encryption and multi-authentication. This is a topic that we are not pursuing on this call. There are many means to secure while you're using your personal devices. Before we can be in a position to speak to liability, as this is a very complex problem, we need a baseline to understand where we are, where we need to go, and what needs to be done. Locking down public university systems is probably not the right answer or having it wide open either. It is somewhere in the middle. We will take a deeper dive into this with the Board.

Joann Boughman added: I would like to add that we are very fortunate to have a physician as Chancellor and we could not have a better person. Also, Linda Gooden brings a deep experience in IT infrastructure and our needs. I will add, that with what is happening today one silver lining is how it has brought together the campuses as a community. We have all sorts of affinity groups that have developed.

6. Do you see the system adjusting to enrollment and tuition concerns by closing or merging schools in the next few years? *[Due to time constraints, Robert Kauffman did not ask this question.]*
7. What questions do you have for us? What initiatives would you like us to pursue? If there was one thing, we could do for you and the BOR, what would it be?

Response: I think the Chancellor said it well. To keep the resilient ideas flowing and sharing them through the Council. It is important to remember none of us were working in 1918. None of us have been through a true pandemic. We need to depend on one another to work together for creative ways to build resiliency into our organization.

Robert Kauffman thanked Chair Gooden for her time and engagement.

Revisited upcoming nominations to reopen during our April meeting. We have open nominations for secretary and at large positions. Next meeting scheduled for April 16, 2020.

Meeting adjourned.

Respectfully submitted April 5, 2020

Karen Clark

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