



COUNCIL of UNIVERSITY
SYSTEM FACULTY

Agenda

CUSF Council Meeting Minutes

Thursday, April 16, 2020

Attendees: Benjamin Arah (Bowie), David Anyiwo (Bowie), Ericka Covington (Coppin), Aerian Tatum (Coppin), Robert Kauffman (Chair; Frostburg), John Lombardi (Frostburg), Ellen Schaefer-Salins (Salisbury), Jay Zimmerman (Towson), Jennifer Potter (Towson), Elizabeth Clifford (Towson), James Manley (Towson), Julie Simon (UB), Carol Molinari (UB), Everly Brown (UMB), Karen Clark (Secretary; UMB), Susan Antol (UMB), Diane Flint (UMBC), Marc Pound (UMCP), Marcia Shofner (UMCP), Jason Geary (UMCP), Philips Evers (At Large; UMCP), Jianhua Zhu (UMCP), Mike Wilberg (UMCES), Sabrina Fu (UMGC), Mary Crowley-Farrell (UMGC), Elizabeth Brunn (Vice Chair; UMG), Joann Boughman (USM), and Zakiya Lee (USM). Guests: Tony Moreira (UMBC) and Gunes Koru (UMBC).

Roll call completed by Karen Clark, Secretary

Approval of CUSF Council Minutes -- March 2020 pending any final edits.

Robert Kauffman:

- Indicated switching to online has been a major focus and tremendous effort. Elizabeth Brunn was elected Chair and Jay Zimmerman Vice Chair. Further elections will take place later in this meeting.
- Regents awards would have been presented during the April BOR meeting. Instead, monetary awards will be provided soon and public recognition will be made during the BOR meeting, but a ceremony will wait until in-person meetings resume. Thanks to Benjamin Arah for chairing the committee.

Zakiya Lee added:

- CUSF Ex Comm approved an additional posthumous award to Dr. Katherine Cameron (Coppin) who passed away in December. She was integral in a lot of the Kirwan Center efforts and did a lot for academic innovation. USM has informed her family and will invite them when a ceremony takes place.

Chair's Report Robert Kauffman:

Robert issued a survey to Senate Chairs to understand the extent of institutional support in the form of stipends, reassign time, etc. to support participation with the Senates. The amount of

support reported varies from none to workload adjustments and stipends. The report will be included for the next council meeting after it has been reviewed by Zakiya Lee.

Robert Kauffman: We will move to the shared governance report.

- The report was previously sent out and was included in the packet for today's meeting. In the report 11 of the 12 responding Senates indicated shared governance was good.

Elizabeth Brunn:

- Shared some inconsistencies regarding the shared governance report that were discussed in the Senate Chairs meeting the day before this one. Many attendees at that meeting had questions about what it was expected to measure. A question was also asked about the reliability of the survey, and Robert Kauffman indicated there were none available. It was further explained that there are public and private versions of the report.

Robert Kauffman:

- The public report is summary of the aggregate report.
- The confidential report is more specific and goes to Chancellor, Joann Boughman, Zakiya Lee, and CUSF Chair-Elect Elizabeth Brunn. This report is used by the Chancellor for his yearly evaluations of the presidents. A point was mentioned that the shared governance survey is somewhat dated, and we should review it. Elizabeth Brunn indicated this would be for CUSF Vice Chair-Elect, Jay Zimmerman, to work with.
- There was discussion about whether the full confidential report should go to the Board. This had also been discussed at the Senate Chairs meeting. It was decided to table the issues and address it later by CUSF, since the survey is being considered for updating.
- The visiting representatives from UMBC were introduced.

Dr. Moreira, Vice Provost for Academic Affairs, and Dr. Gunes Koru, Professor Information Systems and President, Faculty Senate.

- Dr. Moreira welcomed CUSF wishing all to be healthy and well. UMBC is engaged with USM and stakeholders with new ways of teaching and remote instruction. There is great cooperation with shared governance working closely with faculty senate and academic affairs operations for planning in response to the COVID-19 pandemic. UMBC has implemented changes to support all. Every spring, during Achievement Day, undergrads present their work. This year, this will be presented remotely and interactively with the audience and videos of performances. UMBC continues to change approaches to support and engage students as much as possible. They are working to adapt for the summer and fall with adjustments to programs to assist faculty with online training. UMBC will have town hall meetings for continued engagement and support.

Dr. Gunes Koru, Professor Information Systems and President of the Faculty Senate.

- Dr. Gunes Koru noted that this semester focused on revising processes of academic programs. This has been important as they noted that some academic programs were not under the control of academic departments. This allows for better academic

oversight along with administrative oversight. They think this will serve the students and faculty very well.

- They have worked on UMBC's promotion and tenure policies to better reward scholarship and entrepreneurial activities. Revision of the grading policy and internships and much more are part of that work. Shared governance is alive and healthy at UMBC, and they are working to make it healthier and more alive.

Robert Kauffman – Chair's Report to finish up:

- Further discussion noted regarding the report on shared governance. The question was noted as to whether the present format is good for the Chancellor. Joann Boughman indicated that she has not talked yet with the Chancellor about this and once he uses it the first time, he may have some suggestions.

Robert Kauffman: Summary Report from the Shared Governance Survey:

- Finding 1: Historically, we have used the broad question of whether shared governance is alive and healthy. One of the 12 institutions disagreed. We have had this version of the survey for five years. Over this time period the survey is usually satisfactory and sometimes one or two campuses' issues are addressed.
- Finding 2: Increased workload is a potential issue. In a separate analysis of our attendance at meetings, we looked at the day of the week and more. It was concluded we had an 18% vacancy rate on the Council which was connected to workload; we need to address it. Individual campuses are working with provosts and are vigilant that service be recognized and included for release time.
- Level of participation was decreasing with increasing workload as was identified in the annual faculty survey noted increasing workload despite flagging enrollments.

Susan Antol: Agreed - We are experiencing more added courses and faculty spread across multiple courses including courses never taught before. With the move to all online we are seeing more tension and stress. Yesterday at UMB Faculty Senate concerns were mentioned about potential layoffs or who is going to get contracts renewed.

Robert Kauffman:

- Finding 3: Informing versus consulting, continues to be an issue and needs work. This topic was raised with the presidents. The consulting does not appear to be present as faculty feel decisions are already made without their input.
- Finding 4: Although shared governance with the presidents and provosts appears good, it's less consistent at the dean and/or chair level. There may need to be some focus on individual campuses at that level. The point of working more with those at the sub-level is to provide time for learning opportunities for the deans, chair, and unit heads to be trained and to remind them at those levels to engage with shared governance. One of the campuses has shared governance training for senators in their budget. This could be implemented for department chairs and dean level leadership.

Marc Pound: Indicated he would love to see training of chairs and how important that is as the chair sets the entire tone for the department.

Robert Kauffman: Suggested to Marc Pound that this is a topic he could bring to his senate chair and incoming president. This report also will go to the presidents and senate chairs as well as the Board of Regents.

Susan Antol: Indicated wondering whether the chairs realize this shared governance report is looking deeper into the organization. This could increase awareness and potentially change behavior.

Robert Kauffman: UMB added questions on their survey regarding the deans and more.

Joann Boughman: Many faculty are directly involved in selecting their chairs. Shared governance can be a focal point in the process interviewing and selection.

Robert Kauffman:

- Finding #5: Revisit the survey and potentially revise as previously indicated.

Elizabeth Bunn: Will ask Vice Chair-Elect, Jay Zimmerman, to review, as it is a crucial document for the System regarding shared governance. It will be on next year's CUSF agenda.

Report from USM -- Joann Boughman, Sr. Vice Chancellor - Academic and Student Affairs.

- Thank you. Clearly, we are aware how hard the faculty are working to make this semester as successful as possible for students. Every Monday evening at 5pm there is a public meeting of the Board of Regents. The remarks from the Chancellor are available on the USM website.
- Budget issues. When the Governor makes remarks pertaining to all state agencies this does not always apply to USM and its institutions. USM has a different employee system and will often be excluded from those announcements about "state employees".
- The State is losing a great deal of money because of the lack of a tax base. We anticipate we will be given targets of overall dollar amount cuts that we will need to meet across the USM. Those decisions are made at the institutional level. While in the pandemic, the Chancellor has been meeting with the presidents three times a week, and this has been discussed.
- Cuts we have to take will be thoughtful; we will do our very best to cut as few or as little for our people as possible. We may have to slim down programs, and other programs and initiatives may be impacted. All are working on how to address issues of facilities versus people as our budget is about 70% people.
- We hope to avoid layoffs. In order to meet reduction targets, potential strategies could include hiring freezes and not filling vacant lines. The possibility of furloughs was also discussed, but no decisions have been made. If furloughs are necessary, we will try to hold harmless those who earn the least. Many possible methods are in discussion.
- Also related to the budget, we have serious issues surrounding technology, since we have to make as much as we can remote. All campuses will be remote over the summer. Some campuses with second summer sessions hope they can run labs with physical distancing. Some institutions around the country are making plans to be completely remote in the fall. USM institutions are also exploring multiple options.

- Our Chancellor is excellent for these issues facing USM. He is great at sharing strategies and discussing and collaborating with all, such as the presidents.
- The CARES Act passed by Congress: There are at least three different bundles that touch higher education. One that has two parts will go directly to the institutions. The Department of Education has a list of exactly how much each institution will get. Of those allocations, ½ goes to students and the other ½ goes to the institution. There is another pot of money that goes to the governors for higher education. USM and institutions are working on many questions and how to move forward. The Chancellor is collecting information from all the institutions about the impact of COVID-19 and possible solutions.

Questions:

Ellen Schaefer-Salins: If we are going to be online in the fall is there a date for that decision?

Joann Boughman: We know we must decide; we will know more in about two weeks.

Ericka Covington: It is critical to know as soon as possible. The publishers are reaching out for information as to what we will need for our classes and whether or not we will need to obtain software to build out courses.

Joann Boughman: Yes, and MJ Bishop with the Kirwan Center and institutional reps are meeting frequently addressing this and how to roll out or transform to the new environment. One concern is how to work with evaluating students and their readiness to move into the next courses and how to support them. Other venues could include fully online or hybrid models of delivery that we have not done before.

Susan Antol: This topic came up yesterday at the UMB Faculty Senate meeting regarding the responses to budget changes. We are working closely with our health profession students using simulation to help with the necessary competencies. MJ Bishop is doing great work and it would be great if she could come and speak to the UMB Faculty Senate.

Robert Kauffman:

Elections were held and the results were:

- 1) At-Large Positions (2): Julie Simons and Aerian Tatum were elected
- 2) Secretary: Ellen Schaefer-Salins was elected

Potpourri of Discussion Items:

Robert Kauffman addressed CUSF with questions:

How are you holding up in this time of change?

Aerian Tatum indicated doing well at Coppin with amazing instructional technologies. There are open forums meetings and one on one with IT upon request. They also offer more live sessions to check in with them as well.

Susan Antol: Our simulation faculty and staff have really stepped up to the plate. We have focused on clinical and all are working well together. There is good

collaboration from our State Board of Nursing with the adjustments. We echo what Aerian said regarding IT support. Both of my courses are online. Six students in my courses are exiting early into practice as we work to meet the new demands for healthcare providers. Those practicing in the field are very stressed. Our program is working to be very flexible to help respond to the surge for today and for the future.

Robert Kauffman: From Frostburg at the departmental level: (1) Having four courses online at the same time is a lot and (2) focus was more on students where there is a significant number having a hard time adjusting to moving from face-to-face to all online. When going online in an asynchronous environment, some are having problems, as more self-discipline, time management, self-direction, and internal motivation are required.

Sabrina Fu: Noted a wide range of problems even though UMGC is already online. Students must take care of kids at home, some have no kids and without a commute have more time, older faculty are more stressed having to self-monitor and stay on task and meet deliverables. The increasing anxiety disrupts routines. We need more leniency with students at times. One student disappeared for one week. She finally reached out after grades were submitted. I worked with her and have with others through these difficult times.

Robert Kauffman asked members to email him to address the following questions.

Do you receive reassign time? If so, how much?

Do you receive a stipend? If so, how much?

Do you receive in kind support (e.g. carpool car, etc.)? If so what?

Other: Specify:

Robert Kauffman: Topic online meetings in 2021:

Due to the virus, this year we will have had three Council meetings online. Would like your feedback for the following.

- a) Likes/Dislikes? Good/Bad? Rotation among schools? Attendance?
- b) For next year, one proposal suggested a hybrid format. There would be face-to-face meeting in September, November (joint), January and possibly March or April for voting. What do you think?

Elizabeth Clifford: If we are fully back next year what is the rationale for the suggestions?

Elizabeth Brunn: We have had more participation online than when we meet face-to-face. To have all meetings online we need to be able to vote online. Before we had to meet online, those who called in could not vote (via an interpretation of the old Robert Rules). Newer standards and capabilities allow voting online, and we have the technology to do so. This will provide the opportunity for more participation if we can do

both, meet online and vote online. Considering what we have experienced since moving online, we may well have better overall discussions.

Elizabeth Clifford: Yes, we have had increased attendance at this point. If our classes go back to face-to-face, we may see a decrease as before.

Elizabeth Brunn: Some people have indicated the time it takes to travel to attend is difficult. If they could log in, they could be ready for class to teach and still attend the meetings, at least in part. What is problematic is when they called in before, they could not vote.

Jason Geary: We should decide carefully about online participation, voting when participating remotely or not, and/or hybrid meetings and how all could be impacted when campuses reopen.

John Lombardi: Six hours of drive time makes it nearly impossible to attend in person and therefore, very difficult as an institution to serve on CUSF. Online meetings are very helpful for all outside of the metro area. There is not much CUSF work (including breakout sessions) that we cannot do online in some platform.

Carol Molinari: As this experience demonstrates, having flexibility helps. Many faculty will not know their teaching schedules for months. Additionally, online voting should be allowed.

Elizabeth Brunn: It was suggested in the chat that we have both, to allow voting for both face-to-face and remote participants.

James Geary: The security of Zoom has been in question.

Mary Crowley-Farrell: Zoom has been working to improve security. UMGC has increased the security with more encryption however, the main problem is that the links are still not completely secure.

Sabrina Fu: Working to balance security and access is challenging.

Susan Antol: We need to further decide how we have the meetings and to decide on a platform. How would we be able to pay for this?

Karen Clark: There are platforms other than Zoom, including WebEx.

Ellen Schaefer-Salins: Working toward increasing attendance such as keeping it the same day of the week for each meeting is important.

Robert Kauffman: This has been considered however, historically it has not worked as well as more flexibility of the days. The issue remains as to which days to choose.

Julie Simon: Varying the day of the week does allow for us to get to some of the meetings. What is difficult at times is when our classes are scheduled for us before we know when the CUSF meetings are scheduled.

Robert Kauffman: CUSF meeting schedules are set due to the BOR and Chancellor's Councils and other meetings beyond CUSF's control.

Mary Crowley-Farrell: Do the bylaws mention meeting formats?

Elizabeth Brunn: We have operated on many rules that are not written including the idea that remote participants can't vote. We would want to update by-laws to reflect how we want to operate, as bylaws would supersede Roberts Rules.

Robert Kauffman: We will continue this discussion at the next meeting.

Old Business/New Business

Susan Antol: 1) Is meeting in June always optional? Is it based on developments and work of CUSF? and 2) Many of us have been told we cannot travel more than 50 miles from our home institutions. What if our meetings are further away than that limit?

Joann Boughman: There is no specific policy. This came out of the Governor's guidance. Few people are stopped, but refer to your institutions' guidance on this issue.

Robert: We will monitor to see if we need to meet in June.

Motion to adjourn.

Respectfully submitted April 26, 2020.

Karen Clark

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