

CUSF Strategic Plan Academic Year 2016-2017

Draft

The following is a draft of the Strategic Plan for CUSF. The purpose of the Strategic Plan is to determine the tasks projected for completion during the academic year of 2015-2016. The Strategic Plan is derived from CUSF's mission and vision statement.

Procedurally, not all goals may have tasks identified for this year. There are only a limited number of items that can be completed. This doesn't diminish their importance. It only indicates that at this time there are no priority tasks associated with the goal. For example, Goal 3.0 will grow quickly as System identifies policies to review.

Goal 1.0: Increase communications and advocacy with its constituents.

Communications is one of the cornerstones of providing an effective organizational structure for CUSF. Within CUSF, the main lines of communication exist upward with the Chancellor and the BOR. It exists downward to the individual campus, and it exists laterally between campuses. In addition, there are lines of communication between the Councils, with external organizations such as the AAUP, with other State agencies, and with the Legislature. This goal focuses on strengthening these lines of communication and advocating for strengthening higher education within the State of Maryland. Creating a newsletter or participating in Annapolis Day with the Legislature are examples of tasks addressing this goal.

Task 1.1: Annapolis Day – During the legislative session, Annapolis Day is a day where USM and its Councils spend the day advocating for USM with the Legislature. It is an important function where future efforts build upon the success of the 2016 efforts. In the past, this task has been tasked to the **Legislative Committee** and should continue there as one of their primary responsibilities for the year.

Group/Persons Tasked: Legislative Committee Chair; Chris Britten-Powell

Product: Annapolis Day

Projected Completion Date: February 2017

Task 1.2: Newsletter – In 2015, CUSF developed a newsletter. Three issues were published. The newsletter is considered the responsibility of one of the at-large ExecCom members. This practice will be continued.

Group/Persons Tasked: At-large position

Product: Two newsletters, one in December and one in April

Projected Completion Date: December/April

Task 1.3: Hotline – As conceived, the hotline is a pipeline of current information disseminated to faculty at individual institutions. It is the modern version of the “clipping service.” The Legislative Newsletter published by USM embodies the essence of the hotline. The newsletter is published by Andy Clark at USM during the Legislative session. The newsletter is disseminated to liaison Council members who then pass it on to the faculty. At FSU, this is a simple task of using the faculty email list. Some schools do not have universal email access and may need to develop other avenues of dissemination. As envisioned, the hotline could include relevant articles from the Baltimore Sun, Chronicle, and AAUP. The task could be assigned to one of the at-large members.

Group/Persons Tasked: At-large position

Product: Ongoing clipping service

Projected Completion Date: October 2016

Task 1.4: Strengthen Communications Network – This task affects the dissemination of the newsletter, legislative newsletter, and hotline as well as any communications transmitted through the pipeline from System or CUSF to the campuses. Currently, this is the role of the Campus Liaison. In this role the Campus Liaison is a “gatekeeper.” It is envisioned that the role of the Campus Liaison in the dissemination process will continue. The issue is the dissemination of information on the campuses by the Campus Liaison. On some campuses this is problematic at best.

Group/Persons Tasked: The At-large position responsible for the hotline

Product: Report to ExecCom and CUSF Council

Projected Completion Date: January 2017

Goal 2.0: Strengthen shared governance within the USM institutions.

Under the Shared Governance Policy [I-6.00], shared governance is also implemented at the institutional level. This goal focuses on implementing and strengthening shared governance at the institutional level. First, it advises the Chancellor. Second, CUSF is a resource to System institutions. Third, the other institutions in the System are a resource to each other where CUSF can become the link between them. In a very real sense, it is sharing shared governance between campuses. The creation of the Senate chair’s report on the State of Share Governance within the System is an example of a task designed to help fulfill this goal.

Task 2.1: Senate Chairs Survey on the State of Shared Governance – The survey will be conducted again this year. Necessary revisions (i.e. survey instrument) will be made and a longitudinal analysis will be performed this year. The Vice Chair is tasked to collect the data and the Chair is tasked to write the report.

Group/Persons Tasked: Vice Chair, Chair

Product: Report to Chancellor

Projected Completion Date: April 2017

Task 2.2: Shared Practices – The purpose of “shared practices” is increase the discourse between CUSF institutions. The emphasis is on shared practices rather than best practices. This will involve the creation of a simple “listserv” faculty chairs which can be a simple email list. The vice chair will determine issues or topics on which information needs to be collected. They will be prioritized. A report will be written on the singular topics.

Group/Persons Tasked: Vice Chair

Product: One to three reports completed

Projected Completion Date: May 2017

Task 2.3: Peer Review Committee – The purpose of the Peer Review Committee is to strengthen shared governance on individual campuses by reviewing shared governance practices on other campuses. As envisioned, the Peer Review Committee can be implemented at the request of the faculty or by the Chancellor. In terms of the strategic plan, the task is to create and implement a committee structure. Currently, this proposal is working its way through the Senate Chairs and faculty concerns committee.

Group/Persons Tasked: Vice Chair (data collection), Chair (report)

Product: Approval by CUSF Council of Peer Review Committee Proposal

Projected Completion Date: October 2016, March and April 2017

Task 2.4: Academic Freedom Policy – CUSF spent considerable time developing documents on academic freedom. The Council determined that the best way to implement this policy was at the institutional level. CUSF needs to monitor its implementation and facilitate its implementation on individual campuses. After the Mt. Saint Mary incident, there could be a desire by the Regents to develop a policy involving academic freedom. The Vice Chair will be tasked to work with the Faculty Senate Chairs in determining the status and implementation of the policy.

Group/Persons Tasked: Vice Chair

Product: Report to CUSF Council and System on status of implementation within the System.

Projected Completion Date: To be determined

Task 2.5: Shared Governance at UMUC – CUSF conducted a study of shared governance on UMUC after the installation of its new business plan. At this time CUSF can assist in two ways. First, it can monitor the transition and installation of shared governance at UMUC and second, it can assist the AAC at UMUC, if requested. Addressing the first objective, representatives from UMUC have been invited to the September Council meeting to update Council on implementing shared governance at UMUC. If requested by UMUC, Council could create an ad hoc committee to provide assistance on shared governance.

Group/Persons Tasked: AAC; ExCom

Product: Panel discussion

Projected Completion Date: September 2016

Goal #3.0: Advise and work with USM on major policy initiatives.

This goal addresses a major role of CUSF under the Shared Governance Policy [I-6.00] to advise the Chancellor and USM on policy matters affecting the System. Although these initiatives can be initiated by CUSF, they are generally initiated by System.

Task 3.1: E&E 2.0 Initiative

Group/Persons Tasked: To be determined

Product: To be determined

Projected Completion Date: To be determined

Task 3.2: Workload Task Force

Group/Persons Tasked: To be determined

Product: To be determined

Projected Completion Date: To be determined

Task 3.3: Diversity and Inclusion Committee

Group/Persons Tasked: To be determined
Product: To be determined
Projected Completion Date: To be determined

Task 3.4: ART Task Force

Group/Persons Tasked: To be determined
Product: To be determined
Projected Completion Date: To be determined

Goal #4.0: Advocate for faculty welfare.

This goal relates to issues and concerns that strengthen the faculty in delivering their institutional functions and that contributes to their general welfare. Normally, tasks under this goal are addressed by the Faculty Concerns standing committee.

Task 4.1: Collective Bargaining – There has been a continued interest on reaffirming past resolutions on collective bargaining rights and to help inform the membership on this issue. The current focus is on informing the membership on issues and trends. Also, it dovetails with Annapolis Day.

Group/Persons Tasked: Chris Britten-Powell
Product: At least one panel discussion during the year
Projected Completion Date: To be determined

Task 4.2: Sick Days Conversion for TIAA-CREF Retirees – Faculty on the TIAA-CREF retirement plan are unable to convert their accumulated sick days into a cash value. The objective would be to develop a workable proposal to address this issue.

Group/Persons Tasked: Academic Affairs Committee
Product: At least one panel discussion and a practical and workable proposal
Projected Completion Date: To be determined

Task 4.3: Changing Face of the Faculty – The focus of this issue is on the changing face of the faculty or the plight of the adjuncts. It is important for CUSF to reach out and represent the interests of all faculty including part-time and adjuncts while maintaining its traditional core values. At this stage, the objective is informational and to have at least one panel discussion addressing the issue.

Group/Persons Tasked: Joann Boughman, rbk
Product: At least one panel discussion
Projected Completion Date: December Council meeting

Goal #5.0: Strengthen CUSF's organizational structure and increase its visibility.

A strong organizational structure enhances the organization's ability to deliver its services. This goal focuses on improving CUSF's organizational structure and on enhancing its ability to advocate for CUSF as a Council. The focus of this goal is on strengthening CUSF itself as a Council defined under the Shared Governance Policy [I-6.00]. The creation of a strategic plan is an example of a task fulfilling this goal. It is suggested that a periodic review of the Practices (Section III) in the Shared Governance Policy be reviewed for issues and practices to be examined and developed by CUSF.

Task 5.1: 2016-2017 Strategic Plan – Based on the goals of the organization, the purpose of a strategic plan is to provide an implementation plan of the tasks the organization seeks to fulfil its goals. Think of it as a formalized “do list.” Initially, it is envisioned that the chair will develop the strategic plan. It will be revised yearly. A tentative plan will be approved for the following academic year at the last meeting of Council. The new Council will revisit the new strategic plan at the September meeting with the new incoming Council and approve it at either the September or October meeting.

Group/Persons Tasked: ExecCom, rbk

Product: Draft of 2016-2017 strategic plan completed and approved by May CUSF Council. Revisited at September meeting with new Council.

Projected Completion Date: Draft of 2016-2017 approved by May Council. Revisited at September meeting with new Council.

Task 5.2: Operations Manual – Developing an operations manual serves two purposes. Since it contains important information, it helps facilitate new members taking on new roles to “hit the ground running.” Second, job duties and tasks is largely by word of mouth. The operations manual helps to provide continuity between different administrations and if a member in a leadership falters. Among its contents, the operation manual would contain the following: 1) job description, 2) tasks to complete, 3) schedule of activities. This task would be tasked to the Chair and ExecCom

Group/Persons Tasked: ExecCom, Chair

Product: CUSF officers involved would review the draft document through the year, revise their document, and the manual would be the assemble collection of documents.

Projected Completion Date: February 2017

Task 5.3: Mission, Vision Statement, and Goals – As part of defining itself, CUSF needs to define its mission and vision statement in terms of the frame of its Constitution, policies and other documents. One suggestion mission statement is “*to strengthen higher education within the State of Maryland through shared governance.*” This task would be tasked to ExecCom.

Group/Persons Tasked: ExecCom, rbk

Product: Document approved by CUSF Council

Projected Completion Date: May 2016 Council meeting

Task 5.4: Logo – CUSF doesn’t have a logo. It needs one. The student council has a “bold” and “balanced” logo. The tag line is a statement about us. It can relate to our mission, vision, or purpose. One suggestion “*Strengthening education through share governance*” illustrates how the tagline can send an important message regarding who we are and what our purpose is. This task would be tasked to an ad hoc committee. This task is on temporary hold while System is developing a new logo.

Group/Persons Tasked: ad hoc committee; Julie Simon; ExecCom

Product: Logo approved by CUSF Council

Projected Completion Date: December 2016 CUSF Council meeting

Task 5.5: Focus Groups Regarding Image of CUSF On-campus – Initially, a review of ways to increase and strengthen the visibility of CUSF on the individual campuses with the Senate Chairs and Council members. The purpose of this review is to determine the need and course of action to be taken. This task would be tasked initially to the Chair and Vice Chair.

Group/Persons Tasked: Chair and Vice Chair

Product: Agenda item at Senate Chairs’ Meeting and summary statement to CUSF Council.

Projected Completion Date: December 2016

Task 5.6: Reapportionment – Section 2.8 of the by-laws indicates that reapportionment be performed every three years using the University System of Maryland’s Employee Data System (EDS) report which indicates the number of full-time faculty. This task would be tasked to the membership and rules committee.

Group/Persons Tasked: Membership and Rules Committee, Bill Chapin

Product: Report to CUSF Council

Projected Completion Date: December

ACTION ITEM

Goal #1.0: CUSF will increase communications and advocacy with its constituents.

Task 1.1: Annapolis Day

Action Items:	Expectation of Progress by [date]	Measures of satisfactory/exemplary progress or completion	Responsible person(s), committee	Fiscal & Human Resources
Task: 1.1.1 –				none
Task: 1.1.2 –				

Group Tasked:	
Completion Date:	

- Membership and Rules Committee – reapportionment
- Fiscal Matters
- Faculty Concerns
- Educational Policies – Best Practices
- Legislative Matters – Annapolis Day
- At-large Position #1 – Newsletter
- At-large Position #2 – Hotline
- Vice-Chair – Academic Freedom Implementation
- Chair – Operations Manual,
- ExecCom – Logo, Mission, Strategic Plan