



COUNCIL of UNIVERSITY
SYSTEM FACULTY

Minutes
CUSF Council Meeting at Towson University
Room 306, West Village Commons
Towson, MD
Thursday, April 20, 2017

ATTENDANCE:

Bowie (2)	Benjamin Arah; Patricia Westerman (by phone)
Coppin (2)	Chris Brittan-Powell; Mona Calhoun
Frostburg (3)	Pete Herzfeld; Robert Kauffman
Salisbury (3)	Bobbi Adams
Towson (4)	Jennifer Ballengee (Senate Chair); Beth Clifford; Ryan King-White; Raj Kolagani; Laksamee Putnam; Maggie Reitz (Provost); Jay Zimmerman; Kim Schatzel (President)
UB (2)	Julie Simon (by phone); Jessica Sowa
UMB (5)	Karen Clark; Isabel Rambob (by phone); Michael Woolley
UMBC (3)	Nagaraj Neerchal; James Stephens; Lina Zhou (by phone);
UMCES (2)	
UMCP (6)	Ethan Kaplan (by phone); Madlen Simon
UMES (2)	Bill Chapin
UMUC (3)	Elizabeth Brunn; Sabrina Fu; David Hershfield; Albert Nekimken
USM	Joann Boughman; Zakiya Lee (by phone); Chad Muntz, Director of Institutional Research

10:06 Call to Order—Robert Kauffman

There is mass chaos over parking. As we start, let us start with the parking. Can you handle the parking very quickly? Some people paid and received coupons. Others may have paid without receiving documentation.

Beth Clifford: For those people who paid, we will reimburse them. Make a note on the sign-in sheet with your email and I'll follow up.

Robert Kauffman: Please sign in, with your school name.

10:08 Patricia Westerman made note of CUSF representatives attending by phone.

10:09 Welcome and introductions.

Robert Kauffman: We have a new delegate, Mona Calhoun from Coppin. Welcome aboard.

Chris Brittan-Powell: We're very happy to have Mona joining us. She is a great faculty leader.

Introductions continued.

10:11 Greetings from campus

Jay Zimmerman: I am pleased to introduce the 14th president of Towson, Dr. Kim Schatzel. She joined higher education in 2000, and she held several positions as faculty, interim provost, etc. before joining us.

President Schatzel: I apologize for the confusion in the parking. It is my pleasure to stop by and bring greetings. We are on the residential side of the campus; we have about 6000 students living on campus, mostly undergraduates. I've been here about 15 months. Towson has about 22000 students. We were founded as a normal school, a teacher preparation school, and it is in the DNA of the school. So we're an incredibly student-centered campus. That's one of the reasons why I was really attracted to the campus. We'll have a showcase next week on an effort called BTU—Baltimore-Towson U initiative highlighting partnerships between Towson University and Baltimore. This is a terrific place to be part of, both Maryland and Balto, and this institution. Towson has doubled in size over the last 15 years. I see you have a packed agenda, and I want to be sure to defer to Maggie, who will bring the provost's welcome.

10:15 Greetings from campus, continued

?: Dr. Maggie Reitz became the Vice Provost and Vice President for Academic Affairs in August. Maggie is an absolute delight to work with.

Maggie Reitz: I came as a 17-year-old and I've never really left. I still remember fondly the faculty that I met when I first arrived here. I bring greetings. Bragging now: we are diverse and we are very proud of our faculty who will be honored tomorrow with USM Regents' awards. Your being here to focus on such important issues is shared governance in action is excellent. The dialogue between administration, faculty, staff, and students to improve the system is essential. The faculty is the most important part of a university.

Robert Kauffman: We may have some questions. Are there any questions? Hearing none, we move back to the agenda. Report from Senate Chair.

Jennifer Ballengee: I'm Jennifer Ballengee and I'm the university senate chair at Towson. I came here in 2001, when we had 14,000 students; Now we have 22,000 to 23,000 students, and that's a huge amount of growth. One effect of the growth has been the effect on the structure of our shared governance system. We have a university senate, not a faculty senate. And there's been growing confusion about what the university senate is. We have decided to form a faculty senate that will be parallel with our staff council, with the university senate as the umbrella body. CUSF has been very helpful, especially the meetings with the USM senate chairs. I wish there were more of these meetings as they are so helpful. I thank CUSF for really letting that happen, at the system level and at the institutional level. Also, as our president talked about, I thank CUSF for your involvement in the workload discussions. This is unique, this collaboration that is supported by System on these important issues.

Robert Kauffman: Are there questions?

David Hershfield: How are adjunct faculty included, if at all, in the senate?

Jennifer Ballengee: Incrementally, contingent faculty are getting more and more involved. This requires changes in by-laws, which affords the senate the opportunity to reflect on essential questions about the roles of all types of faculty. Since 2005, we have had a lecturer representative, but the part-time adjunct faculty have no representation at all. I am totally in support of having someone represent this group.

Sabrina: Is it the university senate that only meets twice a year?

Jennifer Ballengee: No. Senate chairs.

Sabrina: How does that work with university senate and college groups?

Jennifer Ballengee: The university senate and college councils are mostly run by faculty, followed by students. And we have college-level representation and at-large members.

Sabrina: Can you give some accomplishments for this year?

Jennifer Ballengee: We review policies as well as the work of senate committees. Also, we passed resolutions with regard to immigration, for an ombudsman at the university, etc. That's the kind of business that we do: advisory work and making recommendations. Our recommendations may or may not be responded to. But again, I think the senate can do more. Having a faculty senate will enable us to do more work specific to the faculty.

Nagaraj Neerchal: Is there a senate committee on budget ?

Jennifer Ballengee: Yes, with representatives from all shared governance groups and from academic affairs, etc.

Laksamee Putnam: How are you communicating about CUSF at Towson?

Jennifer Ballengee: We've been working on how to improve communication. We have a liaison in the college council. We also send out a communication once per semester to let people know about CUSF. One way to increase communication about CUSF is to have a short report at each university senate meeting and to include a communication about CUSF in the written communication monthly from the

university senate to the campus.

Karen: As a representative from the UMB Nursing school, I include summaries from the CUSF meetings in an email I send to all faculty, but faculty in some other schools cannot do that. I've had nursing faculty email me and thank me for it and say that they look for it each month.

Beth Clifford: Trish has offered to send out brief meeting notes shortly after each meeting to each CUSF rep.

Robert Kauffman: As you begin developing your faculty senate, we could put together an advisory group/committee from different schools to provide advice about what they do at their schools. And it would help to validate your approach.

Karen: I appreciate that. The senate chairs were very helpful last year, and I would welcome this.

Robert Kauffman: I would be very happy also to visit each system institution and I and I'm sure others would be happy to visit your campus and tell how CUSF works and to talk about what each of us does.

Joann Boughman: Thank you, Jenn, for serving on wkload committee.

Robert Kauffman: They're doing good work. Always have done.

10:53 February minutes

Motion. Second. Approved.

10:54 March minutes

Add Karen Clark, UMB.

Make other changes received by email.

Add UMES attendees.

Motion. Second. Approved with revisions.

10:59 Report from USM

Joann Boughman: I'd like to let Chad give his report first, if that is okay.

Robert Kauffman: Moved, seconded to move Chad ahead as agenda item.

11:00 "The Changing Student" (see materials on pp. 22ff of packet)

Chad Muntz, USM Director of Institutional Research: Thank you for having me. I spoke with senate chairs, and shared much of this information with them as well.

Chad provided data and other information about numerous variables, including SAT scores, retention and graduation rates, transfer patterns, etc.

Questions:

From what states do we attract students and to which states do we lose students?

Chad: We pull from NY, NJ and north; We send our students south.

Isn't a 1200 on the SAT this year not equal to 1200 last year?

Chad: It's still standardized for the most part.

The class of 2016 has new test scores.

Chad: We'll see what change it makes.

Do you have access to scores of students who didn't apply to USM schools?

Chad: Yes. Our applicants are high-end. But the truth is, if a student has a 1300 SAT, he or she is going to be shopping for who's going to pay for the student to attend.

Isn't the inherent culture bias of standardized tests problematic for underrepresented students?

Chad: Yes. The majority of the SAT score differences are likely SES based.

Joann Boughman: The reason to share this with faculty is to encourage you to take it into account when recruiting, and so that you will think about transfer agreements, 2+2 agreements, etc. Some students do a lot better when they start at CCs and then come to us.

How much are we communicating that message?

Joann Boughman: All day every day. Two-thirds of our students are transfers from community colleges, so we work hard with them. They're really good at developmental education, etc. We know that students coming from MD community colleges to us will be our very successful students.

Elizabeth Brunn: We are starting a new endeavor with PGCC starting at the high school level. Are we competing for those students?

Joann Boughman: There will always be competition, but our institutions are very complementary of each other with their different programs, so this can decrease the competition.

11:46 Robert Kauffman: I'd like to wrap this up. Since we're approaching lunch very quickly, with Joann's permission, we'd like to offer lunch for you.

Robert Kauffman: I thank the executive committee on this. They decided they'd like a data-driven presentation. And this has been a very useful presentation. We thank you very much.

11:47 Robert Kauffman: An abbreviated report from USM

Joann Boughman:

1. Success—150 people, mostly faculty, came to Bowie State yesterday to an assessment convening to talk about outcomes assessment. We're trying to figure out all the ways that we can use data to improve retention and graduation rates.

2. Legislative session:

a. Budget—We had a midyear budget cut, as you know. We were given a 2% increase over this reduced amount. It is not much but it was an increase so we'll take it. There will be no salary increases for anyone in state government, including us. We will have only a 2% tuition increase. It is not the greatest year, but we breathed a sigh of relief.

b. Ban the box—We argued that we wanted to know this information about applicant's felony records, but that it is not an automatic disqualifier for admission. We amended the bill for students not using a third-party application. We will still want to ask questions for students wishing to enter fields in which they cannot be employed with a felony record. We got all graduate school admissions offices out of the bill for this reason.

c. There were a couple financial aid bills. One is on financial aid displacement: The institution gets a

financial aid package and the student gets other financial aid on top of it. When this happens, we want to get need-based aid back to spread it more equitably over all need-based students. We lost that one. The other one was a financial aid letter that we were supposed to write to students each year in October, telling each student how much he or she owes overall. We argued that federal people should tell students this amount. We succeeded in getting liability language out, but we are also putting in to the financial aid letters information that we already had shared with them.

d. Opioid/heroin problem: There will be new training required for faculty, staff, students regarding the dangers of these drugs, and training on drugs to counteract these drugs.

3. In other news: Two presidential searches are going on at UMCES and Bowie State. We're almost done with the Bowie State search. Two of our five vice chancellors will be retiring within the next year. Searches have started. At the BOR meeting tomorrow, faculty awards will be given, and we're excited about that. Also at the meeting, Nancy Zimfer—SUNY retiring chancellor—will be talking to regents about "systemness." Also, issues around technology fluency will be discussed. Our CIOs and our student affairs people are working to ensure that policies around technology fluency are brought up to date. In May, Education Policy and Student Life committee will discuss immigration issues as well as closing the achievement gap. And we're moving ahead with faculty workload policy/process. By the end of this spring or by fall, we'll bring proposals back to this group and to the provosts. We've figured out ways to move away from a 3-credit course basis to a more aggregate number to capture faculty work. Also capturing mentoring, advising, and other service in a better way. The chancellor will then be able to communicate even better with the legislature about how hard the faculty work. Our goal is to dissociate the assignment of faculty work from the systemwide faculty workload policy. Chairs and others need more flexibility to permit students to get the courses they need. We want workload reporting to reflect not only courses taught but a broader definition of workload.

??Maryann Omeara, one of the experts nationally on workload, is working with us closely on this. We're looking at data-driven decision making beyond number of courses taught. We want to bring "hidden work" out in the open and allow people to receive credit for it. We have to make sure that the communication is there, especially with presidents and provosts, about what they need to know from their deans and department chairs.

Questions:

Question: My colleagues will applaud this. I think it will have a great effect on faculty morale.

Joann Boughman: I have always said that the framework must be changed and changes must be embraced by faculty. ART processes are peer-reviewed, after all. So the outcome of this will depend on the faculty themselves. So I challenge the faculty to ensure that they, at their own institutions, will need to make sure that the framework is applied properly.

Question: What we will need will be, for example, for each institution to develop faculty workload committees.

Question: This doesn't give us any more resources to handle these problems.

Joann Boughman: For example, in relation to growth in retention and graduation rates, we now know through analytics work that one of things that contributed to increases in these rates was the move from a faculty-advising model to a professional-advising model. This new model may allow programs or institutions to think about moving a model re., for example, advising. We want to encourage broader discussions about student outcomes that will lead to changes in faculty work.

Robert Kauffman: Any further questions?

Question: We are happy with our workload. We don't necessarily want a change.

Joann Boughman: Before any policy is changed, it will go through the shared governance processes.

12:13 Robert Kauffman: Chair's report

1. The shared governance report has been submitted to the chancellor. It is used by the chancellor in reviewing presidents. And it is used within the chancellor's report to BOR to use in 5-year evaluations of presidents.

2. UMUC representation: This was a motion carried over from the last CUSF meeting.

Reapportionment at UMUC will occur this coming year and it's up to UMUC to determine how to cut from 3 to 2 representatives.

3. Ombudsman—Under Jay Zimmerman's tenure, CUSF passed a resolution requesting an ombudsman for each campus (?). There is renewed interest from CUSS. CUSS chair Sherrye Larkin and chair of student council and I are discussing this. There's general agreement that it's a good idea, but there's concern about how it would look, how it would be paid for, etc.

Nagaraj: We did discuss it in the senate chairs meeting, and we agreed that each senate chair would bring it up with his or her provost and senate ex com. We'll reach out to senate chairs to find out what they did and found.

Robert Kauffman: I would like to thank Benjamin and Elizabeth for chairing committees on faculty concerns and education policy, and to thank Chris and Bill for remaining as chairs of their committees.

Bill: I think I can decrease our agenda. Everyone should know that each current person serving on excom is nominated again. Beyond the current persons, there is nobody else nominated. So we may wish to declare victory on this, unless someone approaches me at lunch about a nomination.

12:22 Committee meetings during LUNCH. We will meet back at 1:05 for committee reports.

1:05 Reconvened by Robert Kauffman

1:06 Committee reports

Chris Brittan-Powell: Legislative affairs:

Thank you everybody for your great work! We conducted Annapolis Day with our sister constituencies, CUSS and students and it worked pretty nicely. We will do something similar next year. The session ended about a week and a half ago, and Joann gave a brief summary of it. We would like to work year-round, so if folks have any issue areas that you would like CUSF to consider, let us know so that we can communicate with legislators in the fall, when the work is really done.

Nagaraj: Are legislators available during the off-season?

Joann Boughman: No, most of them go home to do their real jobs. If there are issues or proposed legislation, though, they would be responsive to that. The last week of the legislative session, I got emails from 2 legislators asking to work on a couple of issues with them.

Laksamee Putnam: For next fall, we could use Slack and make a space for legislative ideas. We are

talking about having one for the faculty concerns committee.

Chris Brittan-Powell: Yes.

Robert Kauffman: We've got 3 big committees, if you'd work with each committee chair and make it happen, that would be good.

Laksamee Putnam: I'll need the email list so that I may invite all of you to join.

Nagaraj Neerchal: I will send you that email list.

Robert Kauffman: Educational policy, renamed from "Academic Affairs." Elizabeth Brunn is the chair.

Elizabeth Brunn: We talked today on the idea of pursuing a better model about the issue of academic integrity. We at UMUC have had a great increase in plagiarism, cheating, buying papers, etc., including having people being paid as "tutors" to do the work of the actual student. The institution doesn't want to expel the student because there was no standing policy on it. So if we can come together as an entire group instead of having each institution have to work on this individually, then we could develop a stronger process for how to deal with academic integrity. So we're coming up with a few questions each that we will pursue answers for, and then we'll move forward.

Robert Kauffman: And we would ask for a resolution paper or a recommended policy in the fall.

Elizabeth Brunn: There are different levels: what the faculty can do, what the state can do, etc.

Robert Kauffman: Step 1 is always to identify the problem and to get everyone to understand that there is a problem here.

Elizabeth Brunn: We may face reluctance on the part of some of the institutions to share this information.

Nagaraj: At UMBC, one thing that faculty used to do more was to let the student go because it was, perhaps, a first offense in my class. But this does not work, so we came up with a system where we can report and the information is collected at the campus level.

Elizabeth Brunn: We have that, too, but this doesn't cover when a faculty member isn't willing or able to determine whether a student is submitting his or her own work.

Robert Kauffman: Good committee report. What you need to do is to quantify what you will do, keep us abreast, and let us know how we can use CUSF to move this issue forward and have some kind of resolution.

Benjamin: Faculty Concerns committee met and elected vice chair and secretary. We discussed faculty leave sharing.

Madlen Simon: From 2014-2016, the UMCP senate faculty affairs committee (SFAC) discussed ways to improve leave for faculty who have used up all their leave. The SFAC found that programs exist for staff at UMCP and at USM to provide extra support when staff have used all of their accrued leave. We found that many examples exist at peer institutions, and we began drafting a policy for use at UMCP, got feedback from HR and legal, and decided we'd like to ask USM to address the issue. I'm asking you today to support the undertaking of a study to determine what may work best for all of the USM institutions. This program will have a large impact on a faculty member facing a serious illness or a family member facing such an illness. In looking at other faculty who may donate leave, this will foster a collegial atmosphere in which people can voluntarily help out their colleagues in their time of need.

Bill Chapin: The first thing we would need would be numerical information on this. How often does this actually happen?

Chris Brittan-Powell: Didn't we discuss this once before?

Joann Boughman: This afternoon, I received an email that the faculty medical leave act (FMLA) is being revised. I would encourage a small group from CUSF to work with Caroline Skolnick and the office of the attorney general to work on system-level and institution-level policies. The problem is that faculty have collegial leave upfront. And it is further complicated by needing someone with a particular type of expertise in order to cover the work of another faculty member. You are taking the right approach.

Ethan Kaplan: Is UMCP covered by FMLA? And also it only covers 6 weeks, right?

Joann Boughman: The regents' policy will be emailed to you, now that it has been finalized. We already have had volunteers from this body to review it.

Ethan Kaplan: I am worried about a voluntary leave bank, as people who are very sick will enter, but others may not. Instead, a catastrophic leave policy could be initiated. A blanket policy of this nature might perform better, and it would be a great thing for CUSF to study and propose.

Madlen Simon: Those who have chosen 403B, who lose their leave when they retire, maybe they could donate their leave to the bank for use by anyone who needs it.

Joann Boughman: This is why we need HR people and attorney general's office people involved. The AG's office personnel have been very responsive in working with us on these issues.

Robert Kauffman: We have identified a topic area, a potential work group, and a specific data collection phase. Is there anything else that you need at this time?

Madlen Simon: So I am hearing that it is the will of this council that we should go forward with a study. And we'll take all of the great advice that we've received today.

Joann Boughman: Zakiya will work with Benjamin and see what next steps to take.

Joann Boughman: Vice Presidents for student affairs are concerned about the inclusion of a policy on hate crimes (6.1 and 6.1.05), which was proposed by the attorney general's office to reflect federal and state regulations that these two policies should be combined. From a student affairs point of view, they said it was important that hate crimes be separate because it is a different line being drawn and different punishments for crossing the line. So we're still staying with the current way, but we're interested in feedback.

Robert Kauffman: Membership, Rules committee, chaired by Bill Chapin.

Bill Chapin: Nominations are open for:

Chair: Robert Kauffman

Motion and second to close nominations. Approved.

Vice Chair: Nagaraj Neerchal

Motion and second to close nominations. Approved.

Sec: Patricia Westerman

Motion and second to close nominations. Approved.

At-large: Beth Clifford and Chris Brittan-Powell

Motion and second to close nominations. Approved.

All nominees usually must submit statements of their reasons and qualifications for running. Motion/second/approved to do away with this statement as a requirement this year.

1:53 Action items

Robert Kauffman: Spring newsletter: Get your information to Beth Clifford.

1:54 Old/New business

Motion on UMUC representation from ExComm—It is recommended that UMUC reapportionment will occur immediately at start of fall 2017.

Bill Chapin: I move that the decision regarding which two people will represent UMUC will be an internal matter.

Second.

Albert Nekimken: We would like for there to be a consideration that adjunct faculty have representation.

Robert Kauffman: That is a good point, but the discussion at this time needs to be on the motion. Approved.

1:56 Adjournment

Robert Kauffman: Meeting is adjourned.

Schedule of Future CUSF Meetings		
Month	Schedule of CUSF Council Meetings for 2016-2017 Academic Year	Location
May	Monday, May 15, 2017	UMBC
June	Tuesday, June 13, 2017 (optional)	USM, Adelphi