



COUNCIL of UNIVERSITY
SYSTEM FACULTY

Minutes
CUSF Council Meeting at Shady Grove
Wednesday, September 20, 2017

ATTENDANCE:

Bowie (2)	Benjamin Arah, Patricia Westerman
Coppin (2)	Mona Calhoun
Frostburg (3)	Sunshine Brosi, Robert Kauffman, Ronna Schrum Kelly Rock (by phone)
Salisbury (3)	Roberta Adams, Dave Parker
Towson (4)	Beth Clifford, Ryan King-White
UB (2)	Julie Simon
UMB (5)	Karen Clark
UMBC (3)	Nagaraj Neerchal, James Stephens
UMCES (2)	
UMCP (6)	Philip Evers, Ethan Kaplan, Janice Reutt-Robey
UMES (2)	Bill Chapin
UMUC (3)	Elizabeth Brunn, Mary Crowley, Sabrina Fu
Guests:	Joann Boughman, Zakiya Lee (USM) Stewart Edelstein, Robyn Dinicola (USG) Albert Nekimken (UMUC) Martha Siegel, (TU) Flo Newman (TU) Ellin Scholnick, (UMCP) Laurelyn Irving, (UMB)

9:00 Robert Kauffman welcomed attendees and provided a comprehensive orientation, following the orientation packet (appendix 1). Robert answered questions from new and continuing CUSF representatives.

Highlights of orientation included:

- Shared governance survey
- Shared governance policy
- Importance of Regents' faculty awards, esp. for presidents of institutions to use for marketing their institutions. Each carries a \$2000.00 reward (change word)
- Add to this list from orientation materials

10:00 Call to order

Robert Kauffman called meeting to order.

10:05 Welcome and Introductions

Robert: We are meeting today at Shady Grove and this is historic, as we have not met here before. There is no faculty senate here. The institutions have faculty who serve here. Shady Grove is the largest of the regional higher education centers. We, as faculty at the host campuses, must work to include the faculty who work here in our advocacy.

10:09 Greetings from campus - Dr. Stewart Edelstein, Executive Director of the Universities at Shady Grove and Associate Vice Chancellor for Academic Affairs at USM, and Robyn Dinicola, Student Affairs Officer

Karen Clark introduced Dr. Edelstein.

Stewart Edelstein: The Universities at Shady Grove (USG) is the largest regional higher education center in the system and in Maryland. Dr. Edelstein referred attendees to the USG packet, which provides a listing of institutions represented at USG and the programs they offer. He reported that two regional centers are part of USM—USG and Hagerstown. USM is considering being more involved with: Southern Maryland and Towson center at Hartwick (?) Community College.

We do not issue degrees. Our university partners bring their degrees to the region. There is no public higher education institution in Montgomery County, other than Montgomery College (MC). We work closely with them. USG was established in 2000 to provide greater higher education access to the region. All undergraduate (UG) programs offered here are 2+2 programs, in partnership with community colleges. We have 4,000 students across 80 academic programs. Each UG program has at least one program director who resides at USG. Graduate programs may or may not have program directors. Average degree completion for students who transfer here at the UG level—75% complete within 4 years; the percentage is slightly higher for students who come to USG from MC. Enrollment will grow to about 7500 students when the new building is opened and new STEM programs begin to be offered here. The governing council consists of the provosts of each of the campuses, chaired by Joann Boughman. This council provides oversight over academic policies and determines which programs are offered here by which campuses. There is also a subgroup, consisting of assistant deans, associate provosts, etc., who develop policies and present them to the provosts for review. We also have an advisory

board, who represent the voice of the community in terms of what programs they'd like for us to bring here.

Robyn Dinicola stated that her unit provides onsite student support services. We collaborate with the home campuses so that students can access services here, rather than have to travel to the home campuses. We awarded \$1.5 million in financial aid to students here, and that is on top of what they receive from the home campuses. We run an office of student success, which offers tutoring support services, writing support services, bilingual support, etc. We now offer counseling support as well. We also have a career center with many internship services, and a center for recruitment and transfer access. The students here have GRIT; they are laser-focused on achieving their goals.

Q&A:

Question: Are there library services?

Robyn: Yes. We have librarians on site who assist students and who work with faculty.

Stewart: The library here is affiliated with the UMCP library, because UMCP administers USG.

Question: Do many personnel from the Institute for Bioscience and Biotechnology Research (next door to USG) teach here?

Stewart: Not as much as we would like. Our students may take internships and work in the laboratories there.

Question: Do students pay student activity fees to home campuses?

Stewart: Students pay tuition to home campuses. They pay USG fees, but they have access to services at home campuses as well.

Question: Where do students get their general education courses?

Robyn: Many get them at community colleges, but all courses required within a program are offered here.

Question: What is campus life like here? Like a commuter school?

Robyn: We are not a residential campus, but there is a presence of student life activities here. The students have an allegiance to their home campuses, but there is an affinity to USG. We have a lot of community and civic engagement. Students feel like they are part of a campus community here.

Question: What is the size of the UG programs, on average?

Stewart: The largest is nursing, which has 330 to 350 students here, both UG and RN to BSN.

We are now starting a doctorate in nursing here as well. There are about 23 – 25 faculty here.

Karen Clark reported that USG has great IT support, too.

10:40 Approval of CUSF Council Minutes -- May 2017

Approved unanimously.

10:42 Report from USM -- Joann Boughman -- Senior Vice Chancellor for Academic and Student Affairs

Joann: We started the year with strong support for inclusion and diversity, which is especially important in light of events in Charlottesville and in remembering the murder on the College Park campus at the end of last academic year. Faculty are an essential part in our efforts on this.

Re. DACA: The chancellor sent letters encouraging federal representatives to remove the DACA order to remove these persons from the US.

The inclusion/diversity council will focus on several major issues this year: 1. How the campus climate will be assessed. 2. Diversification of faculty. We don't want this to boil down to a "numbers game." We want our faculty and staff to represent the population of our students and of our state. We will have a symposium about programs that have been highly successful in increasing diversity of the faculty. One such program is STRIDE on the UMBC campus, which has implemented a good program that has increased recruitment, retention, and promotion, especially of underrepresented faculty.

On the opioid policy awareness and medical training, our campuses are rising to the occasion and meeting this public health crisis.

We are working hard around FY 2019 budget. FY 2018 went into place on July 1. We were granted a 3% increase. In the middle of July, we were informed that we needed to cut our budgets because the state was not meeting expected tax incomes. We proposed some cuts that amounted to around \$8 million in cuts on a \$5 billion base. About 30 vacant positions will be eliminated. We also may need to return some of our fund balance. We are also being asked, in the next budget cycle, to propose enhancements. Faculty should be involved in these budget proposals.

Q&A:

Question: Does diversity council look at age diversity?

Joann: It's a possibility. We would provide any data that the council would request. We are seeing a generation gap between students and faculty.

10:55 Towson University Retired Faculty Association (TURFA) -- Martha Siegel, Professor Emerita, Towson University and Flo Newman, Professor Emerita, Towson University -- Professor Emerita, Towson University --

Martha serves as president of TURFA, which she initiated at Towson with some colleagues. She reported that the TU provost's office has provided funds for the group. They also charge \$25 per year from faculty who want to join TURFA. The organization works on the following issues, among others: many faculty would like to retain an association with the university after retirement; would like to retain some aspects of a professional life; would like to be able to go to campus and use the library; would like to teach one course, or do advising, or mentor other faculty, or mentor students. Benefits of membership in TURFA include: free on-campus parking in a visitor spot; ability to buy a faculty parking hangtag; three-room suite in a building on campus for meetings, with computers, printers, etc.; reading groups/book clubs; newsletter; and day trips in the Baltimore area. The group is working on a faculty development center in which mentoring of other faculty will play a large role. They are trying to ensure library privileges (extended across the system) and other privileges for professors upon their retirement.

Flo explained that a national organization, Association of Retirement Organizations in Higher Education (AROE), offers guidance for retirement organizations such as TURFA. They offered

advice and sample documents (such as MOUs, constitution, etc.). AROHE also conducts conferences every couple years. From conferences, one learns about initiatives that may be helpful in one's own organizations. For example, TURFA is working on having a representative on the faculty senate. They also learned of great contributions that retired faculty make to their institutions and learned about benefits of networking with other in-state retirement organizations, so we could develop a group for retirees that would be analogous to CUSF.

Q&A:

There are developing or informal retired faculty groups at UMCP and UMBC.

Martha and Flo are seeking CUSF's support of these types of organizations. The vision is that, if a retired faculty organization statewide is developed, then a retired faculty member could be elected as a member of the BOR.

An attendee suggested that a presentation such as this could be given at a AAAC meeting in order to reach the provosts.

It was agreed that this matter would be referred to the faculty concerns committee.

11:15 Chair's Report – Robert Kauffman

Robert remarked about the impressiveness of the USG campus and offerings and services. He then suggested that CUSF join a joint resolution on ombudsperson services that was already approved by University System Student Council (USSC) and Council of University System Staff (CUSS). He noted that College Park has four ombudspersons and UMB has one. He introduced the next speakers, who joined the meeting to describe the services they provide at their campuses.

11:17 Ombudsperson On Campus -- Ellin Scholnick, Ombudsperson for the Faculty, UMCP and Laurelyn Irving, Ombudsperson at UMB

Ellin reported that there are different models for providing ombuds services, which permit personnel to talk to an objective, knowledgeable person before having to take the drastic step to file a grievance or take another extreme action. Each model is tailored to the nature of the institution and to the faculty, staff, and students at each institution. Her office started in 1992, as part of the formal grievance process. Now UMCP has four people who provide ombuds services, one each for faculty, staff, UG, graduate students.

Laurelyn reported that she proposed the idea of providing ombuds services to UMB administration in 2014. She became a 16-hour-a-week ombudsperson as a pilot study. Then it was expanded to full time. She serves faculty and staff now, with a plan to add students in the next year. The services provided at UMB are not part of formal grievance process. Her services are an informal process.

Ellin said that she, too, is engaged in an informal process, and if things don't get resolved with her, the issues tend to go on to the grievance process. She give referrals to services, provides mentoring, etc.

Laurelyn gives presentations about conflict resolution and other topics.

Ellin gave a list of typical issues requiring ombuds support, including interpersonal conflicts with peers, chairs, and others with workload, salary, merit pay, promotion, handling of grades, etc. Sometimes issues overlap with students or staff.

Laurelyn stated that the ombudsperson is seen as objective. She tries to help to ensure that some lawsuits may not have to be filed, in order to save people from stress as well as from the

financial strain to the individual. She described a benefit of these services as turnover savings because of retention of faculty and staff. These would include also recruitment costs, training time for new personnel, etc. Ombudspersons resolve disputes that may take up the time and energy of other managers and leaders. They also provide feedback to senior administrators and senior management so that they may try to change behavior before people file lawsuits, grievances, etc.

Ellin described the credentials and qualities of a good ombudsperson: may be experienced and/or retired faculty; may be mediators or attorneys; may work part time or full time. Skills needed are ability to remain neutral, to listen well, to be knowledgeable about how the campus is organized, discreet, ethical, trustworthy, and able to communicate well in writing and verbally. The ombudsperson should not have a dual role involving compliance because of a possible conflict of interest. The person may be chosen by a shared governance committee.

Laurelyn said that it is important to be very careful with confidentiality in order to build confidence in an ombuds office. Then building relationships is very important, as is making personal referrals in order for people to seek help.

Q&A:

Question: Faculty are often condescending toward staff, but the faculty may not know it. Do you handle these things?

Laurelyn: Yes. Very often.

Question: The brochure says an ombudsperson will not appear in legal proceedings. What about if you are subpoenaed?

Laurelyn: I shred all documents when I finish with a case. We are told by the international organization (IOA) that we should make a motion to quash the subpoena.

Question: Many people just say they need to be heard and they cannot go through the proper channels. If you go through the chair, dean, etc., that person is required to send it up the chain of command. On the other hand, going to an ombudsperson, one can find out one's rights, etc., without having the situation escalated.

Ellin: We also can do cost-benefit analyses with people who bring issues.

Question: Are ombuds services available to adjuncts?

Ellin: Yes. Fifty percent of my clientele are "professional-track" faculty, and they are often very vulnerable. Issues often have to do with workload—what they've been assigned to; what courses have been "taken away" from them—or with being on the verge of not having their contracts renewed. We will discuss arguments that they may wish to make to try to retain jobs, etc.

Question: Where do you fit in administrative structure?

Ellin: I am paid out of president's office, but the president does not have supervisory control over me.

Question: Are you more a mediator or an advocate for the person who brings the issue to you?

Ellin: "Are you impartial?" is a very important question. I do try to have neutrality, but it is very hard, especially when you know one person is mistreating another.

Laurelyn: We are advocates for fairness, but not advocates for individuals. I report to a vice president. I am independent of persons "above" me hierarchically. My role is to try to make peace, not to try to advocate for people who have brought issues.

Question: If someone is threatened, do you have an obligation to report?

Ellin: Yes, and I will even walk that person to the office that handles these things.

Laurelyn: My limits are their safety or someone else's, so I refer them to the appropriate people.

11:55 A Joint Resolution of the University System Student Council (USSC), Council of University System Staff (CUSS), and Council of University System Faculty (CUSF) To the Chancellor of USM To Provide Ombudsperson Services To Students, Staff and Faculty

RBK: If we pass this resolution today, then the three councils would be speaking with one voice in making ombuds services available on all of our campuses.

"Be it resolved that: 1) Each USM institution will make available to the students, staff and faculty ombudsperson services. 2) Where possible these services will be consistent with the recommended policies and practices of the International Ombudsman Association or a similar association. 3) Each USM institution will develop an implementation plan. The development of the implementation plan should be done in consultation with constituent groups including shared governance. The plan will be reviewed by the Chancellor or his designated appointee. The Chancellor will review the ombudsperson services provided as part of his yearly evaluation of the Presidents as specified under Section III of BOR policy: VII - 5.00."

Moved. Seconded. Approved. Motion passes.

12:01 DACA Resolution – Robert Kauffman

The following resolution indicates CUSF's support for legislation to maintain and extend the DACA program as expressed by the Chancellor. The motion would reaffirm his actions on this matter.

MOTION: "As the leaders of Maryland's public system of higher education, CUSF supports the recent letters and appeals by the Chancellor that would support legislation to maintain and extend the Deferred Action for Childhood Arrivals (DACA) program."

This resolution will be discussed at lunch CUSF members.

12:03 LUNCH -- Committee Meetings

1:16 Committee Reports

Legislative Affairs -- Chris Britten-Powell, chair; Nagaraj will chair for the day in Chris' absence

The six members of the committee voted CBP as chair. They will identify 1-2 items about which to talk to representatives in Annapolis: One possibility would be asking whether FERPA protection will be under threat. The committee would like to talk to USM legislative liaison, Andy Clark, about their support for keeping FERPA in place.

Educational Policy (Academic Affairs) -- Elizabeth Brunn, chair

The committee will focus on developing an academic dishonesty policy. They will describe in a white paper the issues, after collecting data. They expect to prepare a motion to bring to CUSF in October re. a request for provosts to release data to them.

Faculty Concerns -- Benjamin Arah, chair

The committee voted to support the USM Policy on Substance Use Disorder Recovery Programs (page 23). With regard to the retired faculty association, they will investigate the idea of supporting institution-based organizations of this type. Members of the committee will seek information and the committee will write a resolution for October CUSF meeting. The committee also discussed the question of the definition of faculty. After completing this initial work on retirement groups, they will identify other action items on which to work this year.

Membership and Rules -- Bill Chapin, chair

The committee will work on the question of changing the rule requiring support by each and every faculty governance body in order to make any change in the constitution.

Robert noted that there are some changes that CUSF has made in the by-laws that are not reflected in the published by-laws.

1:25 Review and Discuss Action Item Plan

We will discuss and vote upon this list at the October meeting.

1:35 DACA Resolution

Moved. Seconded. Approved. Motion passes.

1:50 Action and Information Items:

Informational items:

- Shared Practices: Nagaraj stated that Senate chairs will discuss the level of administrative support for faculty senates on the different campuses. He said that this will be discussed at the Senate Chairs' meeting. He will email to CUSF representatives a form asking them to indicate what they would like to know from Senate chairs.
- Senate Chairs Survey of State of Shared Governance Report - Procedures (see page 25)— Robert reported that he received a request to make the survey more representative of senate members and all faculty. The chancellor is using the data from this survey. The staff and student councils are planning to develop similar instruments.
- Regent's Awards Changes (see page 29) – Zakiya said that there were no substantive changes made, but changes only in order to clarify language.
- Chancellor's Council Report (see page 31) – Robert stated that he reported CUSF's action items for this coming year plus the two commentaries from this meeting.
- BOR Report (see Chancellor's Council Report)
- Inclusion & Diversity Chancellor's Statement – Robert suggested that we consider doing a program on this. Benjamin agreed.

Joann noted that there are recent news items relating to faculty use of social media. Do you believe that your faculty senates are engaged to such a degree that you as faculty are aware of these issues? Joann asked attendees to share with her privately, if you wish, any concerns they may have in this area.

1:40 Old Business/New Business

None.

1:41 Adjournment and tour of campus

Schedule of Future CUSF Meetings

Month	Schedule of CUSF Council Meetings for 2017-2018 Academic Year	Location
October	Monday, Oct 16, 2017	FSU
November	Wednesday, Nov 15, 2017 (joint)	UMCP
December	Thursday, Dec 14, 2017	UB
January	Thursday, Jan 18, 2018	USM, Adelphi
February	Wednesday, Feb 21, 2018	BSU
March	Monday, March 26, 2018	UMB
April	Wednesday, April 18, 2018	UMBC
May	Friday, May 11, 2018	TU
June	Friday, June 8, 2018 (opt)	USM, Adelphi