



COUNCIL of UNIVERSITY  
SYSTEM FACULTY

**CUSF General Meeting  
University of Baltimore  
Thursday, December 14, 2017  
Minutes**

**Attendees:**

Bowie (2)	Benjamin Arah, Patricia Westerman
Coppin (2)	Chris Brittan-Powell Mona Calhoun (by phone)
Frostburg (3)	Robert Kauffman, Ronna Schrum Sunshine Brosi, Kelly Rock (by phone)
Salisbury (3)	Bobbi Adams Paul Flexner (by phone)
Towson (4)	Beth Clifford, Ryan King-White Bill Helman (alternate, by phone)
UB (2)	Haitham Alkhateeb, Julie Simon Tara Richards (by phone)
UMB (5)	Isabel Rambob (by phone)
UMBC (3)	Nagaraj Neerchal, James Stephens
UMCES (2)	Dave Secor
UMCP (6)	Ethan Kaplan, Janice Reutt-Robey
UMES (2)	Bill Chapin (by phone)
UMUC (3)	Elizabeth Brunn, Mary Crowley-Farrell (alternate), Sabrina Fu
Guests:	Joann Boughman, (USM) Zakiya Lee (USM) J.C. Weiss (UB Senate Chair) Kurt Schmoke(UB President)

**10:06 Call to Order**

Robert Kauffman called the meeting to order.

## **10:07 Introduction of UB President Schmoke**

Julie Simon introduced UB President Kurt Schmoke.

## **10:08 Greetings from UB President Schmoke**

President Kurt Schmoke stated that he and his fellow administrators have been working hard with the faculty and with the city to resolve some recent challenges. He thanked CUSF members for attending, and invited us back. He noted that for the December Commencement, he invited Education Secretary DeVos to be the commencement speaker, and she has accepted. President Schmoke reported that there has been some disagreement about that, but that he is hopeful that people will behave civilly. He believes that a university is a place to hear diverse opinions, and that UB sees itself as a university FOR Baltimore.

### ***Q&A:***

Question: Do you have any perceptions/pearls of wisdom to share about the "Baltimore mess"?

President Schmoke: I do have some ideas, and some of them are a bit controversial, but I'll just lay it out. I have been talking to UMUC Ventures about perhaps centralizing nonacademic functions of the university. We have talked about creating a model like the City University of NY (CUNY) relationship with community colleges and 4-year colleges. It could involve Baltimore CC, UB, and Coppin, and it would not be a merger, but it would help us reduce program duplication and make the campuses more efficient. I think this is a model that should be seriously considered.

Q: Could the HBCU mission at Coppin still be able to be retained?

KS: Yes, that happens at CUNY. Just a centralized administrative structure under a Vice Chancellor for Urban Affairs.

Q: Do you have a program or two that you are especially proud of?

KS: 1. Our research on problems in the city—We developed a plan out of the Jacob Franz Institute to investigate indicators of poverty, and what investments would have to be made to move people out of poverty. All of the indicators were adopted by candidates for mayor. 2. Dual enrollment program with the public schools, which should help those students with their college completion. We are also working with the city to try to resolve the opioid crisis.

Q: I heard an announcement on the radio a couple days ago that Community College of Baltimore will let anyone graduating from Baltimore City public schools attend with free tuition.

KS: Right. It is now called the Mayor's Scholars program. Money will be made available to pay for the remainder of tuition not covered by the Pell Grant. And Coppin has stepped up to take these students to completion for free.

KS: I also want to report that we missed some of our admission goals and so we have a budget shortfall. We have been overly reliant on our law school, but we have experienced a drop in enrollment there, and so we have made adjustments, using furloughs for personnel earning more than \$55,000 per year, rather than layoffs. It was a tough choice, but we needed to make some adjustments. I am optimistic about our future.

### **10:21 Welcome and introductions**

CUSF members introduced themselves.

### **10:23 Approval of November minutes**

Add Jay Zimmerman and Karen Clark by phone on the attendees list. Approved.

### **10:24 State of shared governance report—JC Weiss, Senate Chair**

JC provided highlights of shared governance at UB:

At our Middle States Commission on Higher Education visit last spring, UB passed on all 14 standards. We are very pleased to have received commendation on shared governance along with a few other commendations. What made shared governance work for us: (1) University Faculty Senate, each of four schools and the library, and CUSF reps. (2) Each school and the library has its own senate. We have good communication: the executive committee of the university senate meets regularly with the president and provost about seven to 10 days before the monthly senate meeting to be sure that there are no surprises at the University Senate meeting and to make sure that everyone comes to the meeting prepared. We have a good secretary who takes copious notes and good minutes, and we post them so that they can be accessed by all. Over the last two years, we reviewed our structure and our constitution and made some minor changes, some of which involved changing constitution and by-laws. We have a unique entity called the governance steering council—President and Vice President of the Student Government Association, Staff, Graduate Student Association, and Faculty Senate. This body facilitates better communication. The Senate has a handful of committees, which were getting little work done; but now people's committee work is assessed in performance reviews, so this is improving work and communications. Our emphasis on good communication is the reason we have been commended by MS for shared governance.

On the budget, we have had trouble, but the rumors make the issue worse. Prior to last week's Faculty Senate meeting, I shared with the President that we had morale issues of the faculty, and that there needed to be more sharing by the President about the budget shortfall.

We are also going through program prioritization—faculty are extremely involved—where are there redundancies, where can we have more collaboration, what robust programs can be offered; what other decisions should be made to make our operations more efficient.

A university-wide strategic planning and budgeting committee—a committee of the president—with representatives from the administration, staff, faculty, etc. This committee of about 27 people met regularly for a year and developed a strategic plan. We had a confidentiality rule, but sometimes some people would leak information; we shut that down and the plan has been through numerous revisions. I think it is a good plan with a good direction. We will recharge that committee to shift the focus to implementation and sustainability.

## **Q&A:**

Q: Primary advice on improving communication?

JC: (1) Be honest and direct, and do not play games. (2) Make sure everyone has a chance to speak but not to go on ad nauseum. (3) Make sure there's a good record of the meeting. (4) And we have good committee structures, and we hold committees accountable, which is important. And have the right people on board. Meeting with the administration frequently has opened the doors for opportunities; better than the antagonistic relationships that happened in the past. We used to have just 15 to 16 Senators attending our meetings; now 40 to 50 people attend each meeting.

Q: What do you mean by having "the right people on board"?

JC: For example, on strategic planning/budget committees, in moving toward implementation, it may be necessary to change the membership of the committee. Some people on the existing committee do not know about budgets, so we may have others join instead of these persons. Interest and expertise in the areas of the committees are key.

Q: It seems that most strategic planning committees develop plans that then sit on the shelf and are not used. What are your plans for implementation?

JC: Go forward with the various goals and then hold people accountable. And there is an update on every monthly Faculty Senate meeting agenda.

## **10:45 Report from System – Joann Boughman**

Jo provided the following report from USM:

(1) Family and Medical Leave Act (FMLA) and parental leave changes have now gone through to approval. These policies came through CUSF recently. The final vote is coming up early in 2018.

(2) USM has a new Vice Chancellor for Administration and Finance. It is a very steep learning curve but she is learning very rapidly. She was Deputy Secretary of the Commerce Department at the federal level. We would like for you to invite her to a CUSF meeting soon.

(3) We are getting ready for budget talks. According to Governor Hogan's announcement, our enhancement request will be funded, but over a multi-year period rather than all at the same time. We take this as a win that the governor sees higher education as a key part of economic development and impact on the state.

(4) Three major issues from the legislative session: (a) title IX issues, especially that we want people to report, but that there is due process on our campuses; we do what we can to support and educate the complainant; we have interim measures in place to get complainants through the process; we will push back on the request to have lawyers able to speak and cross-examine

people. We will tell parties about court processes that they may use in addition to or instead of our processes. We will not permit a court system within our campus processes.

(5) Accessibility and affordability: An open educational resources (OER) conference was given by USM last week. About 510 people registered; 470 attended. Discussion was around OERs. This is not an initiative to get rid of all textbooks or to make materials free; it is about developing appropriate materials and sharing them. In the first year of our initiative across the system, with only approximately 50 courses, going to the OER model saved students over \$1 million in textbook costs. And at our community colleges, costs of tuition and textbooks are about equal, so we would like to reduce textbook costs if we can. We are grateful for funding from the state, but we are seeking more money.

6. Inclusion/Diversity (I/D): On April 16, we will have a convening across the state on I/D. We want as many faculty to engage as possible. We will talk about programs on some of our campuses that have shown some good results in diversifying the faculty, including the STRIDE program at UMBC and the PROMISE program at UMCP. I would love to see strong faculty leadership from all of our campuses at this meeting, so that ideas discussed can be taken back and shared with the campuses.

#### **Q&A:**

Q: Where is this meeting taking place? And is there an open invitation for all faculty?

Jo: Not sure yet, but it will probably be held at the UMUC Inn and Conference Center. The invitation list will be open registration. We will send invitations to provosts, faculty senate chairs, CUSF, and others.

Q: We understand that the graduate student provision will be dropped from tax reform.

Jo: Yes. We have been working closely on this matter. Our students have stepped forward on this to reach out to communicate with federal representatives who may have the swing votes on this.

#### **11:05 Chair's report – Robert Kauffman**

Robert talked about the need to have continuing discussion on ombudsperson issue, to keep working to move the plan forward. The decision making will occur on the individual campus and by the shared governance bodies and presidents. Jo added that the Office of Attorney General (OAG) is looking into this, because processes may differ, especially because we have unions. These issues have been brought to the fore in front of the presidents and we have these services available at some of our larger campuses already, so presidents are now thinking about whether or not they have processes on their campuses. Even though it is taking some time, it should work its way out well so that issues and disagreements can be resolved before they become lawsuits, for example.

Robert reported that the CUSF Education Policy committee has brought forth the issue of academic integrity. The committee will address aspects that Robert has explored in his

commentaries. The issue has also been discussed in the AAAC (provosts') meetings. There will be a panel discussion on this issue tomorrow (December 15<sup>th</sup>) at the BOR meeting. So we have the attention of the Board; we need to think about our next steps.

**Q&A:**

Q: We are not recommending any policy changes, right?

Robert: CUSF advises the chancellor and the regents on issues concerning the faculty, not the faculty at any one institution. This has been brought forth from the CUSF Education Policy committee representing all of the faculty. So we have advised the BOR that it is an issue. They have picked up on it. BOR has choices: they could ignore the issue; they could ask the BOR Education Policy committee to address it; they could decide that the BOR itself will address it. Now the entire Board will address the issue at some level. BOR may decide that there need to be policy changes, even though we are making no recommendations on policy.

Q: Might the Board ask us how we would like to control and manage this?

RK: Yes, that's what Joann keeps saying. It may involve changing the culture on the campuses.

**11:21 Academic integrity panel—CUSF Education Policy committee—members listed in agenda**

Elizabeth Brunn, chair of the committee, opened the panel, stating that the original intent was to develop a white paper on academic integrity. By the November meeting, it grew into this panel presentation to bring out the issue and to report what the committee's preliminary research is beginning to indicate. In 1989, the USM developed an academic integrity policy with no significant updates since then.

This issue involves ethics, about the moral aspect of this problem. There are cultures that do not consider cheating an issue. Even in this country, there may be disagreement about what cheating and academic dishonesty are. For faculty, we believe it is important to set standards of quality for what we teach and what students learn and prepare during their learning. The issue is significant.

Mary: Technologies that help students to cheat have grown dramatically. Many current students believe that if information is coming to them through their computers, the information is theirs to manipulate. This is how students think about content now. Amazon dot in one's house can be used by 8-year-olds to do their homework for them. Wolfram alpha and other tools are used by students who, then, believe their work is legitimate. They do not see or agree with the importance of certain kinds of information that must be developed by the students themselves. Attitudes about information sharing depend on the forum, and are influenced by the technology that the user has access to in doing the work. Course Hero is one technology that is used by students so that they do not need to generate their own work.

## **Q&A:**

Q: One way to overcome this problem is to change your exams and other assessments each semester, and to write assessments that will not be able to be completed simply by cheating.

Q: Turnitin (plagiarism checker): Once a student submits a paper there, then Turnitin owns it, and many faculty have strong moral objections to that. If we are going to punish students for taking others' work, then many faculty have trouble letting a company coopt students' work just because other students are plagiarizing.

Mary: Some findings of the committee include:

1. Cheating in college is escalating. Among undergraduates, 68% are cheating.
2. Cheating starts early. In elementary schools, 56% of students are cheating.
3. The general public appears to be more concerned than college officials about cheating.
4. Cheaters have higher GPAs than non-cheaters.
5. About half of all students believe that cheating is essential. Only 12% would never cheat because of ethics.

The internet is the keeper of knowledge. Many students believe that all information found there should be credit-free, as it is "common knowledge," according to students. Collaboration with others and with the internet in finding answers is okay.

Conclusions/Further Discussion: Legally, what should we do about big business? About copyright infringement? About students receiving Pell grants and buying "tutors" to do their work for them? What is cheating and what is not cheating? We need to engage in community outreach on K-12 cheating.

Q: Technology is part of our lives, so we should adopt teaching strategies that limit cheating, such as teaching for and assessment of conceptual understanding. Resources are needed in order to help teachers develop these materials and approaches.

Elizabeth asked, "What do you think we should be looking at next?"

Robert thanked the committee for its good work, and stated that the following aspects of academic integrity will be addressed in the BOR meeting tomorrow: (1) Ways curriculum can be designed to reduce cheating, (2) Discuss on campuses among faculty, students, and administrators: (a) what is cheating and what is not cheating? (b) what tools are available for use by faculty (through training)?, (c) the special role of the faculty and the need for an active stance, and (d) the realization that it is not just us, but also copyrighting materials (exams, etc.), so that OAG could go after the big businesses that profit from helping students to cheat. And I would like to complement and commend BOR and Chair Brady from CUSF for taking up this issue.

## **12:23 Break for lunch and committee meetings**

## **1:12 Committee reports**

### ***Legislative Affairs -- Chris Brittan-Powell***

The committee is working to establish very general position papers on issues about which CUSF would be interested in informing the legislature: mental health, disability support services, opioid crisis, sexual misconduct.

### ***Educational Policy (Academic Affairs) -- Elizabeth Brunn***

See panel discussion above.

### ***Faculty Concerns -- Benjamin Arah***

Retired faculty: Committee members will contact faculty senate chairs to determine what retired faculty associations already exist; what services they offer; what level of interest there is, if the institution does not have an association; what contributions retired faculty could make toward institutions; etc. The committee will report out in the February CUSF meeting. Robert suggested that Senate chairs may want to contact their provosts to see what they can offer about this as well. Ethan suggested that Senate chairs also be asked how emeritus status may fit into this and how much is it used.

Student evaluations: Some faculty have expressed alarm at the quality and tone of student responses, including biased and offensive language. Are there software filters that could review for content? Should students be advised that this language would make your evaluation null and void? Elizabeth stated that the UMUC student code of civility includes this type of behavior, with consequences for violating the policy. Beth Clifford reported that research shows that student evaluations are highly racially and gender-biased, so we can't do much to correct that. We can, however, instruct our faculty colleagues to be more educated about it. She suggests that students be told that using certain types of language will negate their evaluations. Robert asked if we should have this as a topic for an 11:00 slot in a future CUSF meeting. This will be considered.

Athletics presentation: Evan would like for the Faculty Concerns committee to discuss the issue and findings at the January CUSF meeting.

### ***Membership and Rules -- Bill Chapin***

The issues of this committee include the constitution amendment and the proposed by-law changes below.

#### **1:32 Constitutional amendment**

The amendment will be placed on the January agenda because the committee is still awaiting feedback from campuses. The only feedback so far, according to Bill Chapin, is that there is not great excitement about this, as focus is elsewhere.

#### **1:33 By-law election changes (see below):**

These changes allow for staggered elections. They may be staggered over two meetings or done within one meeting. This will be determined by membership and rules committee, under rule 6.5, with approval of Council.

MOTION: Move to pass all of the Sections below. [Note: If discussion is needed, individual items can be pulled or modified by amendment.]

ITEM: Move location of Section 5.1.c to Section 6.4 & change section numbering.

ITEM: Move to delete Section 6.1.1 and Section 6.1.2

ITEM: Move to add Section 6.2.5 per the wording in the addendum.

ITEM: Move to add Section 6.4 the sentence -- "Normally, the election procedures for the year will be determined at or prior to the January meeting."

ITEM: Move to add to Section 6.2 "one or more", "s" to meeting and delete "the."

ITEM: Move to delete "All" in Section 6.1.

ITEM: Move to add phrase "other than the immediate past chair" to Section 6.3

Motions moved, seconded, and approved.

### **1:38 Collective Bargaining Motion**

MOTION: Move to pass the previous motion for this year.

"Resolution Reaffirming the CUSF Affirmative Position for Collective Bargaining Rights for University System of Maryland Faculty

Whereas, the Council of University System Faculty (CUSF) serves as the faculty advisory body for the University System of Maryland (USM); and

Whereas, CUSF Council passed 23-3 the following resolution on November 16, 2010 which was and still is the current position of CUSF regarding collective bargaining.

CUSF urges the Chancellor and the Board of Regents to support legislation extending the right to consider the alternative of collective bargaining to USM faculty. This is not an endorsement of collective bargaining. Rather CUSF would like each campus to have the right to consider collective bargaining if it chooses based on its circumstances, as other public sector employees, even on some of our campuses, already have done. (CUSF CB Resolution passed by 23-3 on 11/16/10).

Be It Resolved, that CUSF again reaffirms its existing policy position stated in November 16, 2010 motion.

Submitted by: CUSF Legislative Affairs Committee

Passed on: December 14, 2017"

**1:39 Information items and Old business/new business**

Nothing to report.

**1:40 Adjourn**