Report by the
Council of University System Faculty (CUSF)
to the USM BOR Meeting at
UMCP

Friday, April 21, 2017

Since the last report submitted on February 7th for the February 17th BOR meeting, CUSF has had two ExCom and three Council meetings. The February Council meeting was at University of Baltimore and CUSF thanks President Kurt Schmoke and UB for their hospitality. The March Council meeting was at UMUC. It was abbreviated due to the snow storm. We thank President Javier Miyares and UMUC for their hospitality. The April Council meeting is scheduled for April 20th at Towson, the day before this BOR meeting. Meetings and activities for this meeting will be included in the next report. In addition, CUSF has completed its State of Shared Governance Report and submitted it to the Chancellor. The public version is attached.

MEETINGS AND ACTIVITIES: The following are the meetings and other activities recently conducted by CUSF since the last report. Several of the items are continuations and updates of items mentioned on previous reports.

- **February Council Meeting at UB** – As noted, CUSF had its February 2017 Council meeting at UB and CUSF thanks both Kurt Schmoke, President, and Darlene Smith, Provost, for their greeting and hospitality.

- **Visit by Jim Brady, Chair of the BOR** – We had an engaging discussion with Chairman of the BOR, Jim Brady at the Council meeting at UB. The title of the conversation at the meeting was "*What is the Role of the University in the 21st Century*?" The main focus of the discussion was on freedom of speech within the university setting and on providing the Chair with feedback from the campuses by faculty. It was a good conversation.

- **Social Media Platform** – In the December report to the BOR, the report highlighted the use of the social media platform, SLACK, used by the College Park Senate and the Senate Chair, Jordan Goodman, to facilitate communications among the faculty. The Faculty Affairs Committee of CUSF discussed the need for a social media platform. An action item was created and discussion has already ensued. We are slowly beginning the implementation process.

- **Advocacy Day** – One of the big spring semester events is Advocacy Day. This year it was a joint effort between the student, staff and faculty councils. It occurred on February 28th. The collaborative event was successful in that the group met with key legislators to advocate for System and the Governor's budget. Special credit goes to Sherrye Larkins, my counterpart with CUSS who took the overall lead role for the event from the Council's perspective. From System,

organizing thanks goes to Patrick Hogan and Andy Clark. It was truly collaborative and I can't mention the names of everyone who contributed. From CUSF's perspective, Chris Brittan-Powell coordinated our efforts and coordinated the interviews with legislators. The interviews added to the success of the event.

- **March 15th Meeting** – CUSF held their March meeting at UMUC. Due to the snow storm, it was an abbreviated agenda. The major focus of the meeting was on developing action items and an agenda of items for next year (see the commentaries below). We thank President Javier Miyares and UMUC for their hospitality.

- **Survey of Senate Chairs on the State of Shared Governance** – Each year, the faculty conducts a survey of senate chairs on the state of shared governance within the system. The results are used by the Chancellor in his yearly evaluation of the presidents. To be effective, the results need to be finalized by the beginning of April. The results are on track for completion by April. This year 11 institutions participated in the survey. Nine of the institutions agreed with the statement that shared governance was "alive and healthy" on their campus, a positive result. [Note: *The public version is included as an attachment to this report*.]

COMMENTARIES: One of the tasks at the March meeting of CUSF was to begin working on the action items for next year. For the presidents and the Chancellor, it is informative regarding what we are doing. My first commentary reviews the tasks and action items that we have done. It indicates who we work with and the things that we do. It is abbreviated. Organized in terms of model, the action items from the strategic plan are not included. The second commentary attempts to provide a concise commentary on how the faculty need to reposition themselves to remain relevant in a changing educational climate.
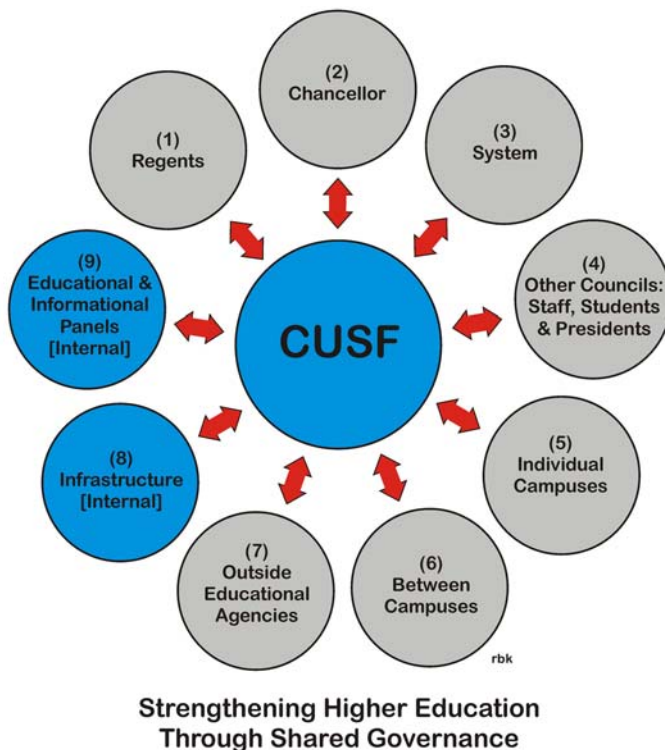
Respectfully Submitted: April 9, 2017
Robert B. Kauffman, Ph.D.
Chair, Council of University System Faculty

1703.1: Chair's Commentary – A Review of CUSF's Activities and Action Items in Preparation for the Planning Activity (March, 15 2017)

The involvement of the Council of University System Faculty (CUSF) is defined by the Board of Regents I-6.00 Policy. The emphasis of CUSF for 2016-2017 has been on increasing communications and developing infrastructure. As part of the process, CUSF has developed a mission, vision statement and strategic plan along with several other initiatives discussed below. Actually, the strategic plan is more of an action plan. The purpose of this commentary is three fold. First, the membership requested a planning session at the March meeting. This commentary helps to provide the structure and setup for that session. Second, its purpose is to review what CUSF has accomplished so far this year. We have accomplished a fair amount. Third, it begins the process of determining the action items for next year. Normally, this would be scheduled for the April and May meetings. Overall, reviewing CUSF's involvement in shared governance directly relates to its mission of strengthening higher education in the State of Maryland through shared governance.

Model of Shared Governance Involvement for CUSF

Strengthening Higher Education Through Shared Governance

Figure 1: Model of Shared Governance Involvement for CUSF

In assessing its involvement in shared governance, nine components were identified (Figure 1). Reports reflecting CUSF activities are the primary formal vehicle used to communicate with the Regents (1) and Chancellor (2). Communications with System (3) are understated in the analysis below. The Vice Chancellor of Academic Affairs works very closely with the Council on several different levels including communications on behalf of the Chancellor, System, etc. There are four Councils. CUSF has worked collaboratively with the staff and student councils (4) on a joint meeting in November and Advocacy Day. CUSF's involvement with the campuses was divided into working with the individual campuses (5) as well as facilitating communications between campuses (6). CUSF has involvement with external agencies (7) including MHEC and the Legislature during Advocacy Day. Two of the communications involvement focuses on internal functions within CUSF. These are infrastructure (8) and education and informational panels (9).

Each of the bubbles diagramed in Figure 1 is discussed below in term of CUSF's activities and action items listed in the strategic plan [not included]. Attending the Chancellor's Council or BOR meeting are examples of activities. Action items are noted with their task number.

1703.2 – Chair's Commentary: Where Are We Going? (March, 15 2017)

At the February meeting at UB, Elizabeth Brunn raised the question regarding where we are going. The motion passed and the session for March evolved into addressing the action plan for next year. The purpose of this commentary is to address the "why" rather than the "what." Let me see if I can articulate the "why" succinctly.

The Council of University System Faculty (CUSF) lives and dies in accordance with the I-6.00 Board of Regent's Policy. The policy defines the role of faculty within the System. Policies are periodically reviewed. They are challenged. They are defended. They are revised. The bottom line is what is the role of and how does the faculty contribute to strengthening higher education? The issue for the faculty and CUSF is how to maintain relevance in an ever changing educational climate in the 21st century.

The purpose of "*The Changing Professoriate Series*" is to address the changes occurring in higher education. Topics include the rise of the adjuncts, the changing research and development climate, the changing classroom, and the changing student demographics. These presentations are foundational to the discussion. It is incumbent on us to be able to answer the questions who are the faculty and what is their contribution to higher education when it comes time to defend the I-6.00 policy and its implementation on the individual campuses. It is up to us to justify our relevance and to communicate it to the Board of Regents, Presidents, staff and students. As delineated in our mission statement, this helps us to *strengthen higher education through shared governance*.

State of Shared Governance Report

in the USM System

Survey of Senate Chairs

for 2016

to

Dr. Robert Caret

Chancellor

University System of Maryland (USM)

3300 Metzerott Rd.

Adelphi, MD 20783

by

Dr. Robert B. Kauffman, Chair

Council University System Faculty (CUSF)

March 31, 2017

State of Shared Governance Report
in the USM System
Survey of Senate Chairs
for 2016

Executive Summary

For the calendar year 2016, CUSF completed its survey and report of senate chairs on the state of shared governance in USM institutions. This year 11 of the 12 institutions participated. Overall, the state of shared governance on campuses is good. In the survey, the first question served as an overall measure of the state of shared governance on the individual campuses. Seven of the senate chairs agreed with the statement that *"Shared governance was alive and healthy on their campus*." Four of the senate chairs strongly agreed with the statement. Two campuses neither agreed or disagreed. For these two schools, there was usually a mitigating circumstance such as hesitancy to evaluate a new president. Two schools disagreed with the statement reflecting shared governance issues or some potential problems on campus. In general, these schools suggested that their president may be bypassing them or not including them in the decision making process.

The survey and report should have a significant impact. This is the first year that the survey has been completed on schedule. This report along with the survey data is sent to the Chancellor in the beginning of April for use in his annual evaluation of the presidents during April. In addition, the information will be used in the five year review of presidents for the BOR.

State of Shared Governance Report
in the USM System
Survey of Senate Chairs
for 2016

Summary Report[1]

The primary use of the survey is by the Chancellor in his annual performance evaluation of the Presidents during April. The survey provides the Chancellor with substantive data and feedback on improving shared governance practices within the individual institutions in the University System of Maryland (USM). The survey data is an internal document and not for public dissemination. A second document, the summary report, includes the generalized results of the survey. It is provided to the BOR, public, and other interested parties summarizing the state of shared governance within the System. This document is the summary report.

Procedures

The 18 questions in this survey were adapted from a short monograph by Keetjie Ramo entitled *Assessing the Faculty's Role in Shared Governance: Implications of AAUP Standards (1998)*. The survey instrument has undergone several revisions and modifications since its inception in 2014. Currently, the questions consist of a five point Likert scale followed by a section for comments. This provides both quantitative and qualitative data. The survey is completed by the Senate Chairs or their equivalent position within the governance structure. It covers the previous calendar year, in this case 2016. The survey is distributed to the Senate Chairs in October. They are due March 10th or the week before spring break. This allows time for the Chair of CUSF to complete the analysis and submit it to the Chancellor prior to his April review of the Presidents. This year 11 institutions participated in the survey. The senate chair from UMCP did not participate in the survey.

Results

Based on Keetjie Ramo's short monograph, the survey is subdivided into seven different areas covering the role of shared governance within the institution. These categories are used for the structure of this report also. A summary table of the survey results is provided in Figure 1.

Climate for Shared Governance – Question #1 served as an overall measure of the state of shared governance on the individual campuses. Seven of the senate chairs agreed with the statement that shared governance was alive and healthy on their campus. Four of the senate chairs strongly agreed with the statement. Two campuses neither agreed or disagreed. One of the neither agreed or disagreed comments reflected on a new president and a hesitancy to be premature in their evaluation. Two schools disagreed with the statement reflecting shared governance issues or potential problems on campus.

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[1] This report was completed by Robert B. Kauffman, Ph.D., Chair, Council of University System Faculty (CUSF).

	Survey Questions	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Not Applicable
	Figure 1: Summary Table of Responses by Senate Chairs on the State of Shared Governance in the System.						
1.	**Climate for Governance:** Shared governance on our campus is alive and healthy.	4	3	2	2		
2.	**Internal Communications**: There are excellent communications and consultation between the administration and the faculty and senate leadership.	2	7	- -	2		
3.	**Senate's Role**: The faculty senate plays an important role in providing academic and administrative functions at the university.	3	7	- -	1		
4.	**President's Role**: (4-7) Other than on rare occasions, the president seldom overturns faculty decisions and recommendations in areas in which the faculty has primary responsibility (e.g., curriculum, tenure and promotion, etc.).	6	4	1	- -		
5.	The president seeks meaningful faculty input on those issues (such as budgeting) in which the faculty has an appropriate interest but not primary responsibility.	1	9	1	- -		
6.	The president supports and advocates the principles of shared governance?	5	6	- -	- -		
7.	The president supports and advocates the principles of shared governance at the **sub-unit level** also (e.g. college, department).	2	8	1	- -		
8.	**Faculty's Role**: The administration is supportive of faculty involvement in shared governance.	3	8	- -	- -		
9.	**Joint Decision Making**: (9-15) The administration utilizes faculty involvement in the area of planning and **strategic planning**.	6	4	- -	1		
10.	The administration recognizes faculty involvement in **budgeting** and fiscal resource planning.	- -	5	2	3		1
11.	The administration recognizes faculty involvement in **academic affairs** and program development.	5	6	- -	- -		
12.	The administration recognizes faculty involvement in staff selection and **hiring**.	4	4	1	2	.	
13.	Structures and processes that allow for shared governance are clearly defined in the governance documents (e.g. faculty handbook).	6	4	1	- -		

Survey Questions		Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Not Applicable
14.	Shared governance between the administration and faculty functions in an effective manner.	2	5	2	1	1	
15.	Joint decision-making and shared governance discussed in questions 9-14 are practiced at the sub-unit levels also (e.g. college, department).	1	4	3	3		
16.	**Structural Arrangements**: (16-18) The faculty senate and/or other institution-wide governance bodies meet on a regular basis.	9	2	- -	- -		
17.	Faculty determine how their own representatives are selected.	9	2	- -	- -		
18.	The administration provides adequate institutional support for shared governance to function.	5	4	- -	2		

Internal Communications – The second question focused on internal communications between the administration and the shared governance structures of the faculty and senate leadership. Good communications is fundamental to effective shared governance. Nine institutions agreed with the statement on communications and two disagreed. Typically, senate chairs indicating good internal communications noted that their President listened to and consulted with the faculty. Examples of facilitating good communications were periodic meetings with or easy access to their President. Usually, the President and/or Provost attended Senate meetings. The President and/or Provost kept the senate chair and faculty appraised of what the administration is doing. Conversely, those institutions that disagreed with the statement had presidents operating more external to the institution or had a president that didn't keep the faculty appraised of what the administration was doing.

Senate's Role – The third question in the survey asked whether the faculty senate played an important role in providing academic and administrative functions at the university. Conversely, the question asked whether the faculty senate is disenfranchised by the administration. Ten institutions agreed with the statement that the faculty senate plays an important role in providing academic and administrative functions. Typical responses noted that senators participated in strategic planning, and hiring of faculty and administrators. Several comments echoed the comments made regarding communications including attendance at senate meetings, etc.

President's Role – Question four through seven focused on the president's role in shared governance. The wording in questions four and five reflect the relationship between the faculty and president as defined in the BOR I-6.00 policy on shared governance. Ten of the institutions agreed with their presidents following the faculty's advice in areas where they have primary responsibility such as promotion, tenure and academic matters. And ten institutions agreed with the statement that their presidents consulted with them on matters where the administration has the primary responsibility such as budgeting.

For question six, all eleven institutions indicated that their president supports and advocates the principles of shared governance. Question seven was a parallel question to question six at the sub-unit level. Ten of

the institutions agreed with this statement.

Faculty's Role – For question eight, all 11 institutions indicated in the affirmative that the administration was supportive of faculty involvement in shared governance. However, there was some dissension with comments to the effect that the senate was being bypassed or being diluted by the administration. Again, this goes to good communications and the involvement of faculty in the decision making process.

Joint Decision Making – Seven questions focused on joint decision making. Four questions focused on administrative and academic functions of strategic planning, budgeting, academic affairs, and hiring. As might be expected, ten institutions agreed with the statement on strategic planning (Question 9). Regarding budgeting and fiscal planning, there was a drop-off in agreement. Traditionally, these areas are considered administrative responsibilities (Question 10). Five senate chairs agreed with the statement, and five institutions either disagreed or neither agreed or disagreed with this statement. All 11 institutions agreed with the statement recognizing the faculty's role in academic affairs (Question 11). Eight institutions agreed with the statement that faculty are involved in the staff hiring (Question 12).

Question 13 focuses on how shared governance is institutionalized within the institution (e.g. inclusion in the faculty handbook). Ten institutions agreed with the statement that shared governance processes and procedures were clearly defined in the institution's documents.

Question 14 asks whether shared governance between the administration and faculty functions in an effective manner. Although seven senate chairs agreed with the statement, two senate chairs neither agreed nor disagreed, and two senate chairs disagreed. In general, identified problems could be grouped into three areas. First were issues associated with specific administrators such as the provost and/or deans. The next area identified a lack of communications such as the president not attending faculty senate meetings and sharing information with the senate. Last, faculty were simply left out of the administrative loop.

The last question in this group asked if the joint decision roles discussed in the previous questions were applied at the sub-unit level (Question 15). It should be noted that shared governance at the sub-unit level is a continuing issue within the institutions and it is a difficult issue to address. Regardless, this question is still a barometer. Although five senate chairs agreed with the statement, three senate chairs indicated neither agreement or disagreement and three senate chairs disagreed with the statement. Reasons cited for disagreeing with the statement tended to focus on specific deans and administrators not practicing shared governance principles or not acting in a transparent manner.

Structural Arrangements – The last three questions focused on the support given to shared governance on the campuses. All the senate chairs agreed with the statement that the faculty senate and/or other institution-wide governance bodies meet on a regular basis (Question 16) and faculty determine how their representatives are selected (Question 17). Nine of the senate chairs strongly agreed with these statements. Although nine senate chairs agreed with the statement that the administration provides adequate support, two chairs disagreed with the statement. Those who disagreed didn't provide an explanation. Regardless, some of the other chairs who answered in the affirmative noted the need for administrative support. For example, they noted that their department administrative assistance was performing shared governance duties. Others suggested the need for tangible administrative support and assistance from the Provost's office.

Summary of Shared Governance on the Individual Campuses

The following are brief summaries of the state of shared governance on the individual campuses.

Bowie State University (BSU) – Bowie State University is in transition this year with the retirement of its President, Mickey Burnim. Senate chair, Patricia Westerman, responded to the question that shared governance was alive and healthy at Bowie as a neither agree or disagree response to the first question. Summarizing the shared governance environment, she noted that "*....communication with the President has improved dramatically in the past year. Communication with the provost has improved in some areas, whereas in others there is still no progress*." Patricia notes that the Faculty Senate meets monthly and that its committee structure is functioning well. In this period of transition, shared governance will continue to be a work in progress.

Coppin State University (CSU) – The Senate Chair at Coppin indicated that the institution is undergoing new leadership with their new President, Maria Thompson (i.e. took office in July 2015). For this reason, their Senate Chair, Claudia Nelson, responded on the question of whether shared governance is alive and well at Coppin, "neither agree or disagree." Overall, her response to the other questions were generally supportive of the proposition that shared governance was generally healthy on campus.

Claudia notes several highlights. She notes that the "*the President has created the President's Shared Governance Council and the Student Success Council*." Also, faculty have opportunities to contribute in decision-making process, although in some cases there is an issue of transparency. She notes that their President and administration are new (i.e. taking office in July 2015) and that "*This new administration has/is demonstrating its commitment to building/rebuilding an environment where faculty are viewed as allies, but we are in an infancy stage*." The Provost has regular meetings with the Faculty Senate President and Vice President and periodically attends Faculty Senate. She notes that the President is receptive to faculty input, particularly when it is data driven. With the new administration, Claudia summarizes that "*I would characterize shared governance on our campus as a work in progress*."

Frostburg State University – In response to the first question, Mike Murtagh, Senate Chair, strongly agreed with the statement that shared governance was alive and healthy at Frostburg. Although the President, Ronald Nowaczyk, is a new president (i.e. taking office in July 2016), he notes that "*Though not perfect, faculty and the administration work well together.*" He cites that the President and the Provost work well together and seek input from faculty and the Senate. He also notes that the President has put together a new University Advisory Council which includes faculty, staff and student representation.

Salisbury University (SU) – This year the Senate Chair, Stephen Ford, created an online survey which was distributed to all 19 SU Faculty Senators. There were 18 responses. This summary reflected the results of their survey. A summary of the state of shared governance at Salisbury is provided by one of the comments from that survey "*It is alive, but I'm not sure if it's healthy.*"

In general, the results of the survey are reflected in the above comment. The faculty agreed with the statement that "*Other than on rare occasions, the president seldom overturns faculty decisions and recommendations in areas in which the faculty has primary responsibility (e.g., curriculum, tenure and promotion, etc.)*."

Areas of concern focused on communication with top administration and involvement by the President, Janet Dudley-Eshback. It was noted that the President has delegated the responsibility of attending and reporting to and from the Senate to the Provost. Also, there is concern that administration may not fully

and regularly consult the faculty in a timely manner in decision making processes. Last, there was some concern regarding upper administrative support and advocacy for the principles of shared governance, in general.

Towson University – Jennifer Balengee, Senate Chair, surveyed the faculty members of the Faculty Senate at Towson and provided the percentages for each of the questions. In response to the question that shared governance is alive and healthy on campus, the faculty responses were classically bi-modal with the larger mode disagreeing with the statement. She notes that "*Over 58% of faculty Senators responded Disagree or Strongly Disagree to this statement. Many faculty feel that the Senate makes recommendations or gives advice that is ignored by Administrators, and that major Administrative decisions are made with no Senate consultation whatsoever.*" The other 42% of the faculty surveyed agreed with the statement. This bi-modality trended in the remaining responses. It should be noted that the President, Kim Schatzel, became president in January 2016 and this evaluation reflects one year of service. Regardless, there may be some reason for concern.

University of Baltimore (UB) – J.C. Weiss, Senate Chair, reported on the state of shared governance at UB. He agreed with the statement that shared governance was alive and well at UB. He noted that "*We restructured five years ago and reassessed our shared governance last year. It was much better. The new president [Kurt Schmoke, (i.e. took office in 2014)], and provost [Darlene Smith], have also been instrumental in improving the climate.*" In conclusion, J.C. Weiss notes that the new President enjoys the respect of the faculty and its leadership and he has been supportive of shared governance.

University of Maryland, Baltimore (UMB) – Reporting for the faculty at UMB, Sarah Michel, Senate Chair, indicated that the faculty strongly agreed with the statement that shared governance was alive and well on their campus. She noted that "*The President [Jay Perman] is committed to shared governance and has made a pointed effort over the last two years to include Faculty in more 'shared government' decision making tasks.*" The administration working collaboratively with student and staff senates created a statement of shared governance." She noted that the President and associate Vice-Presidents/Deans meet regularly with the entire faculty senate, as well as with the Faculty Senate Chair. The faculty senate is involved in the decision making process at UMB. In conclusion, Sarah reported that "*We have an organized and active Faculty Senate.*"

University of Baltimore County (UMBC) – The survey for UMBC reflects the comments of the Senate Executive Committee. In general, it was their conclusion that shared governance at UMBC was "*alive and healthy.*" This was reflected in their response to subsequent questions. Reinforcing communications, they noted that "*The president of Faculty Senate is a member of most executive-level administrative committees/meetings. The Faculty Senate executive committee meets monthly with university administration to be apprised of issues directly related to faculty and the university as a whole.*" Overall, the sense of the faculty at UMBC is that shared governance is working.

University of Maryland Center for Environmental Sciences (UMCES) – David Secor, Senate Chair, notes that UMCES is geographically dispersed into four units across the State. In response to the question regarding whether shared governance is "alive and well" at UMCES, David strongly agreed with the statement. Working with the President of UMCES, Donald Boesch, David notes numerous examples of the President facilitating shared governance. "*The Faculty Senate Chair serves on the UMCES Administrative Council, which is comprised of staff representatives and the UMCES leadership....The Faculty Senate Chair and Vice-Chair serve on CUSF.*" In addition, he notes that the Faculty Senate is involved in strategic planning, review of the UMCES leadership including the development of a five year review program for Unit Directors, and shared governance has provided easy access by faculty to key

leadership. David noted that their President, Donald Boesch, is retiring this year and that as Faculty Chair, he is serving on the presidential search committee.

University Maryland Eastern Shore (UMES) – The Senate Chair at UMES, Robert Johnson, agreed with the statement that shared governance was alive and healthy at UMES. He notes that the President, Juliette Bell, along with the Provost and other vice-presidents meet with and keep the faculty informed and involved. He summarizes the shared governance climate at UMES as "*The President (and Provost) attends meetings regularly and participates. It is my viewpoint that shared governance resources are used almost always except in some instances as shared in #3* [Note: Some executive decisions noted in Question #3]."

University Maryland University College (UMUC) – As noted in the survey, UMUC "rebooted" their shared governance structure in 2015 from the Faculty Advisory Board (FAB) to the Academic Advisory Board (AAB). According to Theo Stone, Senate Chair, "*The climate for shared governance has generally been positive at UMUC this past year.... This included developing a new constitution and bylaws in 2016, both of which were developed by the new AAB and approved by the university president, Javier Miyares, without conflict*."

Theo notes that the AAB Executive Committee (ExCom) meets with the Provost at a monthly working lunch. The agenda items are equally provided by both the provost and the ExCom. He notes that the meetings provide opportunities for the provost to give the AAB a heads-up on new academic affairs initiatives and the AAB ExCom is able to raise issues and concerns as well. He notes that the provost has generally been quick to move concerns forward within academic affairs.

At just over a year old, the AAB is a work in progress. Theo notes that work needs to be done in two areas. First, the AAB needs to reach out and be more inclusive with the lower administrative levels. Second, Theo notes that "*involving the largely part-time adjunct scholar practitioners in a sustained fashion will take some time to make more robust*."

In conclusion, Theo notes that "*While not perfect, the general climate for shared governance this past year has been very good and moving in the right direction.*"

Conclusion

The overall conclusion is that for the eleven campuses that responded, the state of shared governance on the campuses is generally good. This was suggested by the response to the first question where seven senate chairs agreed with the statement that shared governance was alive and healthy on their campus. Only two chairs disagreed with the statement. In addition, a quick review of the other responses in Figure 1 suggests general support for the conclusion that shared governance is alive and healthy on USM campuses.

Concern was expressed on two of the campuses regarding shared governance. They were Towson and Salisbury Universities. At Towson, there was a group of senators who believe that the administration may be bypassing the faculty when making decisions. At Salisbury, there may be a tendency for the administration to be making decisions that are normally considered to be under the purview of the faculty.

Methodologically, one senate chair did not respond, UMCP. It is unknown why College Park did not respond and how its response would have affected this report.

As noted on several campuses, shared governance is a continual work in progress. Even on the campuses where shared governance was proclaimed to be strong, there were things identified that could strengthen shared governance on these campuses. Regardless, the survey of senate chairs suggests that shared governance is alive and healthy within the University System of Maryland.