



COUNCIL of UNIVERSITY
SYSTEM FACULTY

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

Friday September 20, 2019

This report reports the activities of CUSF since the submission of the last report. The next Council meeting is scheduled for September 18th at the Universities at Shady Grove (USG) and it will occur after the submission of this report.

MEETINGS AND ACTIVITIES: The following are the meetings and other activities conducted by CUSF since the last report.

- **Academic Integrity Initiative:** During the summer, members of the committee conducted followup calls with the associate provosts. The discussions focused on what followup activities they are doing on their campuses after the Convene. The feedback was helpful and the campuses were appreciative of the followup. On July 31st, the committee met at System to discuss activities for 2019-2020. CUSF is planning to review the BOR policy, develop a set of guidelines for the campuses, and followup on the report submitted to the BOR. A more complete update will be provided in a September commentary. CUSF wants to note and thank MJ Bishop and the Kirwan Center for Academic Innovation for their collaboration and support which has helped to make this initiative successful. [Note: *See attached commentary for an update.*]
- **Faculty Salary Initiative:** System has rerun the data with the new AAUP survey data. The commentary which reviews and updates the data is attached. Even with the 3% COLA, the overall percentile for those participating institutions fell from the 68th to the 65th percentile. The FY20 percentile is projected to return to the 68th percentile. Working with System and the Chancellor, it is suggested that the Presidents develop plans to raise their institutional faculty salaries toward the 85th percentile goal.
- **Action Plan:** CUSF is developing an action plan for 2019-2020. It will be reviewed at the September meeting and approved at the October meeting. It contains routine items like the Regent's Awards Committee, and the continuation of existing initiatives like academic integrity, faculty salaries, or evaluation. The initial draft plan is attached to this document. It is subject to change.

COMMENTARIES: Along with the Action Plan, there are two commentaries submitted with this report.

Respectfully Submitted: September 4, 2019
Robert B. Kauffman, Ph.D.
Chair, Council of University System Faculty

Commentary 1909.1: Academic Integrity Initiative Update

Representing CUSF, Kirwan Center for Academic Innovation, USM and edBridge Partners, Annika Many, Elizabeth Brunn, Fiona Yung, MJ Bishop, Zakiya Lee, Robert Kauffman and Joann Boughman met at USM in Adelphi on July 31st to plan the academic integrity initiative activities for the 2019-2020 academic year.

The following is excerpted from the minutes and notes of that meeting. An ambitious agenda for USM and CUSF, it provides a good summary of the activities for next year. Activities include the following:

1. Jointly **USM and CUSF** will hold a face to face meeting with University Team Liaisons in the early Fall and late Spring to share:
 - Their short term and long-term plans.
 - Discuss upcoming CUSF guidelines and recommendations for policy changes. Joining ICAI, student survey and regional event.
 - Create community of practice within USM for Basecamp
 - Ask for an updated action plan from institutions to be submitted in early Fall 2019
 - Discuss plans for continued check in with institutions quarterly by phone.
 - Request an updated action plan through the end of AY19-20

2. **USM** will:
 - Engage with ICAI to obtain System Membership (Discount)
 - Encourage institutions to participate in pilot of student survey this fall or in the baseline data collection round in fall 2020; use outcomes as a community of practice workshop to discuss results.
 - Encourage ICAI to host regional conference in Maryland and plan to send teams, present at conference on USM's work.
 - Create a community of practice on Basecamp to begin curating materials, develop tutorials etc.

3. **CUSF** will:
 - Focus on developing their recommendations for revision to BOR policies, and creation of guidelines for implementation of existing policies that intersect with academic integrity.
 - Continue to report to BOR on progress.
 - Arrange to meet with AI teams at the hosting institution after each CUSF meeting.
 - Arrange meeting with Ed Policy committee members and Student Senate to open channel of communication with students.

Two additional comments. Although this has been a CUSF initiative, it has been a truly collaborative initiative. The efforts of MJ Bishop, Nancy O'Neill from the Kirwan Center for Academic Innovation and the edBridge Partners are fully appreciated. The academic integrity initiative is a Systemwide initiative and their efforts have helped to make this initiative possible.

Second, the discussion at the meeting didn't discuss future actions by the BOR. The BOR was responsible for initiating the academic integrity initiative at their December 2017 meeting at Coppin. It has been two years since the panel discussion at that meeting. It may be appropriate for the BOR to revisit the academic integrity initiative with a panel discussion at one of the upcoming meetings of the EdPolicy Committee or full board. A suggested focus of the panel discussion might be a review of what is occurring with academic integrity on the individual campuses.

Respectfully Submitted
 Robert B. Kauffman, Ph.D.
 Chair, Council of University System Faculty

Commentary 1909.2: Faculty Salary Initiative Update

In an effort to remain competitive, the USM Board of Regents adopted policy II-1.21 which seeks as a goal to maintain faculty salaries at the 85th percentile. Originally, the salary issue was raised at the April 2018 CUSF Council meeting. Thereafter, the issue was informally discussed within the different Councils. The summary tables which are included in this report were formally included in the May 2018 Chair's Report to the Council, Chancellor's Council and BOR. At the request of the chair of the BOR, Trish Westerman, CUSF Chair for 2018-2019 requested the Finance Committee of CUSF to prepare a report on the issue to the BOR. She indicated that the report should include a discussion of "salary compression" along with potential solutions. The report was completed and submitted. Since then the State passed a 2.5% COLA for state employees plus a \$500 bonus in FY19. The purpose of this report is to update the faculty, BOR, USM and the individual campuses on the effect of the recent COLA and bonus on the percentiles.

Despite receiving a 2.5% COLA and a \$500 bonus in FY19, the Systemwide percentile rank dropped from the 68th percentile in FY18 to the 65th percentile in FY19 (Table 1). The projection for FY20 is at the 68th percentile. This assumes a peer average increase of 1.76%, which is based on a three-year average of peers, as well as the USM's 3% COLA resulting in a commensurate 3% increase in the average faculty salary systemwide. However, as the drop in percentile rank in FY19 shows, multiple factors go into determining the USM's average faculty salary percentile rank, not just the size of the COLA received. As a result, even with the 3% COLA, the USM's average faculty salary percentile rank could continue to drop or, more likely, simply hold its own (e.g. The FY20 projection is the 68th percentile).

FY	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19
Percentile ^l	77	77	79	79	76	71	68	67	80	81	75	75	68	65

⁽¹⁾ Weighted averages for professor, associate professor and assistant professor for nine institutions are used in calculating percentiles. Calculations are performed in accordance with BOR Policy II-1.21 Policy on Compensation for Faculty. The percentile represents where each institution stands against its respective Carnegie Classification-based comparison group. UMB, UMCES and UMGC are excluded as is UB law faculty.

⁽²⁾ Source: USM

Table 2 presents the weighted average percentiles for each participating USM institution for FY18 and FY19. FY18 is provided for comparative purposes. In addition, the data raises some methodological issues which are briefly discussed in the next section. In the November 2018 report to the BOR on faculty salaries, a recommendation was made that the Presidents of the participating institutions develop internal plans to raise their salary percentiles to the 85th percentile. In addition, their plans need to address maintaining faculty salaries at the 85th percentile over time.

Table 2: Faculty Salaries Percentiles for Individual USM Institutions for FY18 and FY19 ⁽²⁾									
	Participating USM Institutions ⁽¹⁾								
Percentile ⁽¹⁾	BSU	CSU	FSU	SU	TU	UB ⁽¹⁾	UMES	UMBC	UMCP
FY19	58	52	44	54	57	77	24	71	78
FY18	62 ⁽³⁾	52	45	57 ⁽³⁾	57	80	49 ⁽³⁾	67	81

⁽¹⁾ FY18 weighted averages for professor, associate professor and assistant professor ranks combined. Calculations are performed in accordance with BOR Policy II-1.21 Policy on Compensation for Faculty. UMB, UMCES and UMUC are excluded as is UB's law faculty.

⁽²⁾ Source: USM

⁽³⁾ In the report last year, the UMES percentile was reported at the 76th percentile. Recalculated, the FY18 data is now reported at the 49th percentile. Also, the FY18 data for BSU and SU were recalculated. For FY18, BSU changed from the reported 68th to the 62nd percentile, and for SU from the 58th to 57th percentile.

In calculating the percentiles, there are some methodological issues. First, there is the issue of participating institutions within System reporting their data. This resulted in an FY18 readjustment of BSU, SU, and UMES. Next, the comparatives are based on the AAUP survey and how the individual institutions report their data. System has noted some discrepancies here and have referred them to the AAUP. In addition, UMES has recently changed their Carnegie classification which affects their peer comparisons based on the AAUP survey. Third, the internal data is based on FTTTF (i.e. Full, Associate and Assistant Professors) which may result in a small sample size and greater changes due to retirements and turnovers.

In conclusion, faculty salaries are still an issue. COLAs and State enhancements are always a possibility. Returning to a recommendation made in the Faculty Salary Report, it is suggested that the Presidents of the participating institutions develop a plan to raise their percentiles to the goal of the 85th percentile and as part of this plan to include how they will maintain their elevated percentile over time. It is suggested that these plans be developed in conjunction with System and reviewed by the Chancellor.

Respectfully Submitted
 Robert B. Kauffman, Ph.D.
 Chair, Council of University System Faculty



CUSF Action Plan Academic Year 2019-2020

Draft

The following is the Action Plan for CUSF for 2019-20. The purpose of the Action Plan is to determine the tasks projected for completion during the academic year of 2019-2020. The Action Plan is derived from CUSF's mission and vision statement.

Procedurally, not all the tasks for the year have been identified. Some tasks evolve during the year from CUSF committees or System. For example, Goal 3.0 will grow quickly as System identifies policies to review.

Goal 1.0: Increase communications and advocacy with its constituents.

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

Task 1.1 (AI-101): Annapolis Day – During the legislative session, Annapolis Day is a day where USM and its Councils spend the day advocating for USM with the Legislature. It is an important function where future efforts build upon the success of previous efforts. Traditionally, this task has been tasked to the **Legislative Committee** and is one of their primary responsibilities for the year.

Group/Persons Tasked: Legislative Committee Chair;

Product: Annapolis Day

Projected Completion Date: February 2020

Task 1.2/1.3 (AI-102/AI-103): Newsletter – In 2015, CUSF developed a newsletter. Traditionally, two issues are published, one fall and one spring semester. The newsletter is considered the responsibility of one of the at-large ExCom members. This practice will be continued. The value of the newsletter is that it provides a summary of the activities of CUSF.

Group/Persons Tasked: At-large position

Product: Two newsletters, one in December (AL102) and one in April (AL103)

Projected Completion Date: December/April

Task 1.4 (AI-104): Clipping Service – System’s Media Scan is a clipping service that is provided by System. In addition during the legislative session, the Legislative Newsletter is published by USM by Andy Clark at USM. The clipping service can service faculty two ways. The first is that any individual faculty member can subscribe to and receive the daily service. It is informative regarding what is going on in higher education. Second, Media Scan and the Legislative Newsletter can be disseminated by the liaison Council members to the faculty. At FSU, this is a simple task of using the faculty email list. Other schools do not have universal email access and may need to develop other avenues of dissemination. At FSU, I select those articles in Media Scan that I believe would be of interest to faculty and pass them on to faculty. All Legislative Newsletters are passed onto faculty. A side benefit of this service is that it gives visibility to CUSF on campus. The process for signing up for Media Scan is a task included as part of the orientation session.

Group/Persons Tasked: September Orientation Session

Product: Procedure for signing up for Media Scan

Projected Completion Date: September 2019

Task 1.5 (AI-105): Faculty Voice – An Independent Faculty Newspaper edited at College Park by and for all faculty members in the University System of Maryland. It is committed to creating programming that responds to voices in its surrounding community. In its current configuration, it reads like a blog. A review of the Faculty Voice suggests that it is more issue and specific topic oriented than informational (e.g. CUSF newsletter). The Chair’s commentaries or reedited versions of the evaluation or academic integrity reports would seem to be suitable. One or possibly two articles might be appropriate.

Group/Persons Tasked: Chair and/or committee chair

Product: Minimum of one submission per year

Projected Completion Date: May 2020

Task 1.6 (AI-106): Social Media Platform – This past year Rajeswari implement SLACK. Through no fault of hers, there has been a slow uptake on its use. Its use needs to be reexamined and developed further.

Group/Persons Tasked: Rajeswari Kolagani

Product: Active use of SLACK

Projected Completion Date: May 2020

Goal 2.0: Strengthen shared governance within the USM institutions.

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

Task 2.1 (AI-201): Revise SCSSSG Procedures and Survey Instrument – The Senate Chair’s Survey of the State of Shared Governance closes the loop. It provides the Chancellor with feedback regarding the effectiveness of shared governance on the campuses. ... With the survey being utilized, it is necessary to take the next step and revise the procedures to make the survey more representative of the faculty. This will increase its impact and usability in the evaluation process. It may be a situation of tweaking and emphasis rather than making major changes. The Chair will work with the Vice Chair and the senate chairs to strengthen the data collection and make the survey more representative of the faculty.

Group/Persons Tasked: Ad Hoc committee and Senate Chairs

Product: Revise survey instrument and procedures

Projected Completion Date: November 2019

Task 2.2 (AI-202): Committee Outreach Strategy – At the invitation of the Senate Chair or equivalent position, a group of two to three members would attend the on campus Senate or equivalent meeting. The purpose of attending would be two-fold. First, the group would be emissaries of CUSF explaining what CUSF is and what it has done. The September orientation materials can serve as a starting point. Second, they would focus on issues facing the campus and on how CUSF might address them. The group would report back to the CUSF Council as a committee report. It would be a good task for the at-large positions and/or Council members interested in becoming active.

Group/Persons Tasked: At-large members and council members

Product: Visit minimum of three campuses and file a minimum of three reports

Projected Completion Date: May 2020

Task 2.3 (AI-203): Interprofessional/Interdisciplinary Actions – The objective is to expand the concept of educating with interprofessional/interdisciplinary engagement. Actions for this year include an interactive presentation at the September CUSF meeting. Additional actions can include the endorsement of the concept by one of the standing committees, the development of a report or white paper on the concept.

Group/Persons Tasked: Karen Clark

Product: CUSF meeting session, white paper or report

Projected Completion Date: May 2020

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

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

Task 3.1 (AI-301): TBD

Group/Persons Tasked: To be determined

Product: To be determined

Projected Completion Date: To be determined

Goal #4.0: Advocate for faculty welfare.

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

Task 4.1 (AI-401): Regent's Awards – The Regent's Award is a yearly function of CUSF. The Awards Committee review nominations from campuses and makes recommendations for the award (AI401).

Group/Persons Tasked: Benjamin Arah

Product: Nominations

Projected Completion Date: December 2019

Task 4.2 (AI-402): Changing Scope of the Faculty – Education and the faculty are changing. Normally, this topic is addressed in the 11:00 a.m. time slot during Council meetings. For example, this year the September meeting is at Shady Grove. There are no faculty senates at Shady Grove or Hagerstown. At this stage, the objective is informational and to have at least one panel discussion addressing the issue other than the welcome at the Shady Grove meeting.

Group/Persons Tasked: Joann Boughman, rbk

Product: At least one panel discussion

Projected Completion Date: TBD

Task 4.3 (AI-403): Academic Integrity Initiative – Since 2017, the Education Policy Committee has championed the academic integrity initiative. It has included a panel discussion for the BOR and a Convene in spring 2019. The Committee has been working closely with Kirwan Center for Academic Innovation on follow up activities. The tasks for this year are outlined in the committee's report to the BOR approved in May 2019.

Group/Persons Tasked: Education Policy Committee

Product: Review the two BOR policies and develop guidelines

Projected Completion Date: April 2020

Task 4.4 (AI-404): Faculty Evaluation Initiative – Since 2018, the Faculty Concerns Committee has addressed faculty evaluations with an emphasis on the over emphasis and reliance on student evaluations. In May 2019, the Council passed a report on the status of the committee. This year the committee will continue its efforts.

Group/Persons Tasked: Faculty Concerns Committee

Product: TBD

Projected Completion Date: April 2020

Task 4.5 (AI-405): Faculty Salary Initiative – On January 19, 2019, CUSF approved a report to the BOR titled: A Report on BOR Policy II-1.21 and Maintaining Faculty Salaries at the 85th Percentile of the Institution's Classification Group. The 85th percentile is a goal. The action at this time is to monitor the data and action plans developed by the Chancellor, BOR and presidents to address this issue.

Group/Persons Tasked: Chair

Product: TBD

Projected Completion Date: April 2020

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

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

Task 5.1 (AI-501): Action Items for 2019-20 – Based on the goals of the organization, the purpose of an action plan is to provide an implementation plan of the tasks the organization seeks to fulfill its goals. Think of it as a formalized “do list.” The process began at the April and May meetings where the items were reviewed and new items identified. The new Council will revisit the new plan at the September meeting with the new incoming Council and approve it at either the September or October meeting.

Group/Persons Tasked: Chair, ExCom, Council Committees, Members

Product: Action Item Plan

Projected Completion Date: September or October Council meeting

Task 5.2 (AI-502): Orientation Session – ExCom recommended the development of an orientation session for new Council members prior to the beginning of the September meeting. The session will help new members to “hit the ground running.” This task would be tasked to the Chair and ExecCom

Group/Persons Tasked: ExecCom, Chair

Product: Orientation session prior to the September CUSF meeting

Projected Completion Date: September 2019

Task 5.3 (AI-503): Mentoring – Because the duties and responsibilities of the Chair are quite different from those of Council members and other ExCom positions, there is a need to mentor members to become future Chairs of CUSF. Mentoring will include attendance at select meeting (e.g. Chancellor's Council, BOR EdPolicy, and BOR meetings) and discussions thereafter.

Group/Persons Tasked: Chair, ExCom and Council members

Product: At least two members attending at least three meetings

Projected Completion Date: June 2020

Task 5.4 (AI-504): Membership Apportionment – Section 2.8 of the by-laws indicates that reapportionment be performed every three years using the University System of Maryland's Employee Data System (EDS) report which indicates the number of full-time faculty. The last apportionment occurred in 2016-2017. This task would be tasked to the membership and rules committee.

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

Product: Report to CUSF Council

Projected Completion Date: December

Task 5.5 (AI-505): Council Membership – Last year a bylaw change was suggested that would change the apportionment of the Council membership based on the number of full-time faculty to a Senate type model where each institution would receive four representatives (Article II - CUSF Bylaws). The Council needs to determine the implications of this proposal and whether it wants to implement this change.

Group/Persons Tasked: Membership and Rules Committee

Product: Proposed change/no change

Projected Completion Date: December 2019

Task 5.6 (AI-506): Elections – The Membership and Rules Committee will review the election procedures to determine if modifications need to be made in light of the situation that occurred this year.

Group/Persons Tasked: Membership and Rules Committee

Product: Proposed changes/no change

Projected Completion Date: December 2019