



COUNCIL *of* UNIVERSITY SYSTEM FACULTY

FALL 2019 NEWSLETTER

Letter of welcome from the CUSF chair



This year has seen a lot of change. After doing an excellent job as Chair, Trish Westerman was re-elected for the 2019-20 academic year. However, she accepted an Associate Provost position at Towson. We wish her the best in her new position. In a special election this summer, I was elected as Chair for this year.

In addition, Chancellor Caret decided to step down. CUSF sent Chancellor Caret a letter of appreciation and excerpts from that letter are included below. Chancellor Caret was a friend of the faculty and supportive of their interests in strengthening higher education through shared governance.

The Board of Regents conducted a national search. I had the privilege of representing the faculty on the search committee. Dr. Jay Perman was selected as the new Chancellor. As with the previous two chancellors, he has extensive experience within the University System of Maryland. He was president of the University of Maryland, Baltimore, and professionally, he has a national reputation. As demonstrated in his past initiatives, he too has been a friend of the faculty and supportive of their interests in strengthening higher education through shared governance.

CUSF's mission is to strengthen higher education through shared governance. Many of our initiatives are significantly impacting higher education in Maryland. In conjunction with the Kirwan Center for Academic Innovation and the Board of Regents, the Education Policy Committee of CUSF is working closely with the campuses to address academic integrity (an update on this initiative can be found later in this newsletter). CUSF also continues to examine the issue of student evaluation over-reliance. Furthermore, because of a CUSF initiative, many of the presidents affected by the Board of Regents policy are developing internal plans to raise faculty

salaries to the 85th percentile. And due to CUSF's efforts, ombudsperson services are also being implemented on the campuses for students, staff and faculty.

As delineated in its constitution, CUSF will continue to "advise the Chancellor and report regularly to the Board of Regents" in its effort to strengthen higher education in Maryland. Please join me in extending a warm welcome to Chancellor Perman in his new role. We look forward to working with him in the future.

Changes at the top

The 2019-2020 CUSF Executive Committee is comprised of some familiar faces. Dr. Robert Kauffman (Frostburg State University) is this year's chair, a position that he has previously held most recently in 2017-2018. Dr. Elizabeth Brunn (University of Maryland Global Campus) is Vice Chair this year after serving as Secretary last year. Dr. Karen Clark (University of Maryland, Baltimore) is the current Secretary after serving as an At-Large Executive Committee member last year. Dr. Philip Evers (University of Maryland, College Park) and Dr. Ericka Covington (Coppin State University) are the two At-Large Executive Committee members this year; Dr. Evers served as Vice Chair and then Interim Chair last year, while Dr. Covington is new to the board. The Executive Committee looks forward to working with all CUSF members to provide our inputs and perspectives to the University System of Maryland Chancellor and Board of Regents.

Of course, there were more changes than just those within the CUSF Executive Committee. Since April 2019, three new presidents have been installed or announced at Salisbury University, University of Maryland Eastern Shore, and Coppin State University. An interim president has been selected for the University of Maryland, Baltimore, and a presidential search is currently underway at the University of Maryland, College Park.

On top of all that, a new chancellor for the University System of Maryland has also recently been named. What follows next are excerpts from the outgoing chancellor's farewell statement and CUSF's letter of appreciation, as well as some thoughts from and on the incoming chancellor.

Comment from the incoming chancellor



Chancellor Jay Perman: “I am deeply humbled to be called to this responsibility. It will be a privilege to work as chancellor with our outstanding USM institutions to ensure that Marylanders—today and tomorrow—have the opportunities I was so fortunate to be given in gaining a higher education

Excerpt from the outgoing chancellor’s farewell statement



Chancellor Robert Caret: “Serving as chancellor of the USM has been a dream come true and the capstone of my career. Working in tandem with the regents, campus leadership, faculty, staff, and students, USM alumni, state and local government, the business community, and other advocates, we have accomplished much: we have greatly increased system enrollment and maintained affordability; our system has become more diverse and inclusive than ever; we have cemented the USM as an economic powerhouse... The list goes on.

“As I leave as chancellor, I am pleased to welcome Jay Perman, who has served as president of the University of Maryland, Baltimore for the past 10 years... I know you will work well with Jay, just as you have with me.”

Excerpt from the letter of appreciation to the outgoing chancellor

CUSF Chair Robert Kauffman: “At its December 9th meeting at the University of Baltimore, the Council passed a resolution instructing me to write a letter of appreciation to you on behalf of the Council. You have been a friend of the faculty and have been supportive of their interests in strengthening higher education through shared governance...

“Our purpose is to serve our students. As Chancellor, you work with the Presidents, the BOR, and advisory councils to strengthen higher education. CUSF recognizes that you have worked on behalf of higher education to better serve our students. We thank you for being a friend of the faculty and for strengthening higher education in Maryland.

Highlights from the fall meeting schedule

CUSF held four meetings during the fall semester. In September, our meeting was held at the Universities at Shady Grove campus. Of note among the many activities that day, an insightful presentation was debuted by Dr. Karen Clark, Dr. Patricia Westerman, Dr. Elizabeth Brunn, Dr. Ann Hoffman, Dr. Diane Alonso, and Ms. Mary Lang on interprofessional and interdisciplinary teamwork. The presentation was then followed by a breakout session in which CUSF members discussed the subject as it pertained to their respective campuses and disciplines. (The session was a forerunner to a more comprehensive presentation given at an international conference later in October; more detail on this is provided later in the newsletter.)

In October, the University of Maryland Global Campus hosted us at its Largo academic center. Two notable items from this meeting included a resolution on ethical learning and a proposal to change the composition of CUSF. Regarding the former, CUSF passed the following resolution: “In partnership with the Kirwan Center for Academic Innovation, CUSF has been working with Maryland’s 12 system institutions (USM) to foster the development of ethical learning across universities. CUSF strongly supports the principle that all USM universities must procure, maintain, and manage the resources, both human and physical, which offer the greatest likelihood of success in achieving a System-wide environment of academic integrity on our campuses.” Regarding the latter, a change in the number of

CUSF representatives for each university was proposed. The existing structure for representation is based solely on the number of full-time faculty at an institution. Currently, the number of representatives (not including alternates) from a particular campus varies from two to six. The alternative now being considered is for each institution to have the same number of representatives, regardless of either the size or the composition of the faculty. A vote has yet to be taken on this, but discussions are ongoing.

The traditional combined meeting of staff, students, and faculty councils was in November at the University of Maryland, College Park. After the joint session, which included an enlightening panel discussion involving six USM Regents (Barry Gossett [vice-chair], D’Ana Johnson, Isiah Leggett, Louis Pope, Kelly Schulz, and William Wood), CUSF met separately and, among other things, discussed the idea of putting forth a proposal to include an Emeritus Faculty on the USM Board of Regents. Again, in order to allow for continued conversation, no vote was taken.

The December meeting, held at the University of Baltimore, included an informative presentation by Dr. MJ Bishop on open educational resources (OERs), alternative credentialing, and badging. The world is constantly changing and, in order to satisfy stakeholders and remain relevant, higher education must respond accordingly. Through its William E. Kirwan Center for Academic Innovation, the University System of Maryland fully supports these, and other, initiatives across all of its campuses.

Announcement regarding Advocacy Day

Each year (barring a snowstorm*), CUSF visits the Maryland legislature to learn about the process and to advance causes that affect faculty system-wide. As part of the event, CUSF hears from the system representatives in Annapolis and speaks with numerous legislators in both the Senate and House of Delegates. The day represents a unique opportunity for faculty to interact with state officials in a united and cohesive fashion. For the current academic year, Advocacy Day is scheduled for Wednesday, February 19, 2020, so make sure to add it to your calendar along with the spring CUSF meetings.

*See, for example, Advocacy Day 2019.

Annual Senate Chair Survey on the State of Shared Governance

As alluded to earlier, another important annual event that involves CUSF is the shared governance survey conducted by each institution's senate chair, the results of which inform the chancellor. In the past, Chancellor Caret has taken the survey results seriously and used them as talking points with the individual university presidents. CUSF fully expects Chancellor Perman to continue this practice. Consequently, the CUSF Executive Committee will once again be distributing the survey to each university's senate chair. As CUSF representatives, we ask that, if requested, you provide assistance to your respective senate chair to complete the survey accurately and on time. In order to give the CUSF chair time to compile the results and transmit the final report to the chancellor, the due date for completed surveys to be returned to CUSF is March 10, 2020.

More on interprofessional and interdisciplinary teamwork

In 2018, a group of CUSF members (Dr. Ann Hoffman, University of Maryland, Baltimore; Dr. Karen Clark, University of Maryland, Baltimore; and Dr. Patricia Westerman, Towson University (formerly Bowie State University)) created a presentation on the concept of interprofessional and interdisciplinary education. The title of that presentation was "True Leaders Fill the Gaps: Preparing our Students by Preparing our Faculty." Recognizing that the workplace requires skill sets in collaboration, facilitation, teamwork, and communication across multiple disciplines, they further developed the topic to engage students and intersect with 'systems' thinking.

During the summer of 2019, an expanded team of six faculty and staff from University of Maryland, Baltimore; Towson University; University of Maryland Global Campus; University of Maryland, Baltimore County; and the Universities at Shady Grove built on the earlier work to create a presentation for an international conference: Collaborating Across Borders. Their abstract entitled "Leaders Make Connections: Educating Faculty to Educate Students in Systems Thinking Across Disciplines" was accepted as a one-hour symposium. Held in Indianapolis, the conference had approximately 700 participants from various countries.

Themes of the presentation included:

- Discuss and explain the impact of systems thinking development on readiness of students to meet challenges in the work environment (with case examples)
- Discuss benefits/challenges to develop and implement interinstitutional and interprofessional/interdisciplinary education when preparing students for the workforce
- Examine systems thinking evolution in the context of 21st-century educational theories
- Describe the development of a system-wide council-driven strategic initiatives on interprofessional/interdisciplinary/interinstitutional education that will help faculty to prepare students for the future

One of the many results of this initiative is that there is now an interprofessional/interdisciplinary sub-committee housed within CUSF's Education Policy/Academic Affairs committee.

An update regarding changes to the system faculty workload policy

If you have attended practically any CUSF meeting in the few years, you have heard updates and discussions on the system's faculty workload policy. As faculty, these changes affect all of us!

According to MJ Bishop (University System of Maryland): "The main purpose of this legislature-required policy is to report aggregate, institution-level data on the extent to which the USM institutions are meeting the needs and expectations of its students and other stakeholders and to provide mechanisms that will ensure public accountability for that performance, particularly as it relates to faculty work. However, since this policy was initially developed in 1994, the nature of faculty work related to instruction has evolved to include much more than just classroom teaching. As a result, the 'course unit' metric reported previously was requiring an increasing number of exemptions and workarounds to establish equivalencies with the various academic innovations our institutions are embracing. Therefore, on the recommendations of a Faculty Workload Workgroup made up of faculty and IR staff from across the USM institutions that has been meeting the last two years, this policy was amended in June 2019 to improve

reporting accuracy and coverage, align with current practice, and incentivize policy goals around student success by eliminating the course unit metric and rely, instead, on credit hours to measure teaching productivity.

“Moving forward, as the institutions’ data collection capacities become more sophisticated, this report will also eventually incorporate additional measures to illustrate the full extent of faculty work with respect to their contributions to student success, as well as their disciplines, and the institution/system. The USM is currently working with the institutions on revising the data collection template for this report, with the new reporting format to be phased in over the next 2-3 years.”

Recent happenings on the academic integrity front

CUSF’s Education Policy committee continues its work on academic integrity; this year, the group is developing policy recommendations for the Board’s consideration. The current drafts include proposed revisions to existing Board of Regents policy and the addition of a recommendation which defines the terms of academic integrity so that they apply to classroom and ethical integrity concerns not addressed by existing policy. The goal of this work will be to set forth the rights, responsibilities, and common terms of the systemwide academic community to create a communal culture of honesty, fairness, equality and respect amongst all USM stakeholders about academic integrity. In January, the committee will review with CUSF the draft recommendations. The goal will be to gain feedback from CUSF and then revise the work for promulgation to the stakeholders in the USM community. It is the intent of the committee to have recommendations to present for a final CUSF vote and presentation to the Board of Regents Committee on Policy and Student Life by the May meeting.

In addition, committee members will be meeting with individual schools after the next few CUSF meetings to help support them in their work on this subject resulting from the March Convening and our collaboration with the Kirwan Center. December was our first meeting with University of Baltimore team members, and we are working with UMGC, College Park and Salisbury to provide some additional support on developing reporting and process schemes.

Thanks to the Kirwan Center, all system schools will be members of the Center for Academic Integrity where additional resources for development of school policies, procedures and processes will be afforded to everyone.

**Reminder regarding the
spring 2020 meeting schedule**

Tues., January 14, University System of Maryland (Adelphi)

Thurs., February 20, Coppin State University

Mon., March 23, University of Maryland, Baltimore

Thurs., April 16, University of Maryland, Baltimore County

Thurs., May 14, Towson University

Wed., June 17 (if necessary), University System of Maryland

A final thought

CUSF needs your help! As noted before, CUSF exists to provide faculty input to the Chancellor and Board of Regents. However, we can only do so if we have your involvement. CUSF works best when we have interested and involved representatives. Without your active participation, the true and full voice of the faculty cannot be heard. The CUSF Executive Committee looks forward to seeing everyone at the spring meetings.

