State of Shared Governance Report

University System of Maryland (USM)

Survey of Staff Senate Members

2018

Attention:

Dr. Robert Caret

Chancellor

University System of Maryland

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Adelphi, MD 20783

By:

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Council of University System Staff (CUSS)

April 1, 2019

State of Shared Governance Report (USM)
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Executive Summary

For the academic year 2018-2019, the Council of University System Staff (CUSS) conducted the State of Shared Governance Survey with staff senate members at all twelve of the USM institutions. The survey was provided to all university Staff Senate Chairs and they were instructed to disseminate the survey to all staff members involved in shared governance at their institutions. The structure of staff senates varies across each institution; for example, UMBC has separate staff senates, one for Exempt Staff and the other for Non-Exempt Staff, while UMUC has one senate which represents staff from three worldwide divisions (Stateside, Asia, and Europe).

CUSS plans to conduct this survey on an annual basis, with this survey serving as the second iteration from the inaugural year in 2017-2018. The results will serve the USM, and each institution, in terms of monitoring and understanding the status of shared governance across the system.

Overall, we received 149 responses, on par with response rate to the survey last year. The highest participation from any institution was 24 and the lowest participation from any institution was 1. From these responses, we have compiled a summary based on response rate categories from Strongly Agree to Strongly Disagree.

The highest-rated questions (questions with the highest occurrence of "Strongly Agree" and "Agree" responses) include:
- Question 13 "My immediate supervisor is supportive of my involvement in shared governance when I need to attend a meeting" (94% - up 6.8% from 2017)
- Question 19 "The Staff Senate and/or other institution-wide governance bodies meet on a regular basis" (91.2% - down 2.1% from 2017)
- Question 20 "Staff determine how their own representatives are selected" (85.2% - up 1.1% from 2017)

This is all very encouraging, as it demonstrates that shared governance operates on our campuses without administrative (or otherwise) hindrance. Receiving supervisor support, having regular meetings, and having staff input on representation are all essential components to functioning shared governance.

The lowest-rated questions (questions that had the highest occurrence of "Strongly Disagree" and "Disagree" responses) include:
- Question 8 "The president seeks meaningful staff input on those issues (such as budgeting) in which the staff has an appropriate interest, but not primary responsibility" (25.5% - down 4.1% from 2017)
- Question 14 "The administration utilizes staff involvement in the area of planning and strategic planning" (24.1% - up 2.7% from 2017)

- Question 15 "The administration recognizes staff involvement in budgeting and fiscal resources planning" (33.6% - up 2.5% from 2017)
- Question 16 "The administration recognizes staff involvement in academic affairs and program development" (27.5% - down 1.2% from 2017)

The areas of concern are very specific. Although it may be unrealistic to expect shared governance to be involved in each budget line item, there could be room for discussion around the general direction of the university, particularly with budgeting, financial management, academic, and strategic planning matters.

In the USM bylaws related to shared governance:
I. 6.0 Section D
> *Faculty, staff, and students shall have opportunities to participate, appropriate to their special knowledge and expertise, in decisions that relate to:*
> 1. ***Mission and budget priorities for the University System of Maryland and its constituent institutions;***
> 2. ***Curriculum, course content, and instruction;***
> 3. ***Research***

There were also questions where the highest response was "Neither Agree Nor Disagree". This category can be difficult to define, but still important to examine. These could potentially be seen as areas where improvement or clarification might move them in a different direction from this "middle" category response. Interestingly three of the five questions are the same as the lowest-rated questions (Questions 8, 15, 16)

- Question 4 "Feedback [from administration] is presented in a timely manner, be it positive or negative" (30.2% neither agree nor disagree)
- Question 7 "Other than on rare occasions, the president seldom overturns staff decisions and recommendations" (38.9% neither agree nor disagree)
- Question 8 "The president seeks meaningful staff input on those issues (such as budgeting) in which the staff has an appropriate interest, but not primary responsibility" (32.2% neither agree nor disagree – up 10.8% from 2017)
- Question 15 "The administration recognizes staff involvement in budgeting and fiscal resources planning" (32.2% neither agree nor disagree – up 1.1% from 2017)
- Question 16 "The administration recognizes staff involvement in academic affairs and program development" (32.9% neither agree nor disagree – up 4.2% from 2017)

Again, budgeting and planning come up as two areas of uncertainty, like the lowest-rated questions. For question 4, this response indicates again that we could look at communication efforts on our campuses between staff and administration and perhaps identify areas of improvement. For question 7, this response indicates that perhaps transparency around decisions could be critical, or that staff are not involved at decisions at this level anyway.
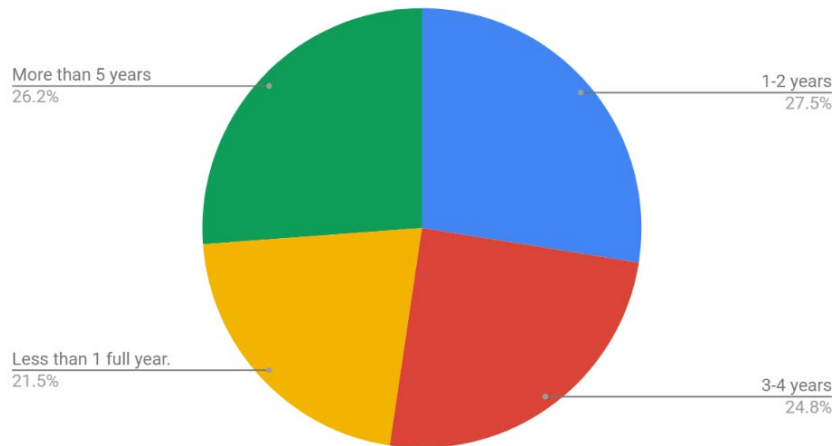
Following is the supporting data, procedural outline, and list of survey questions.

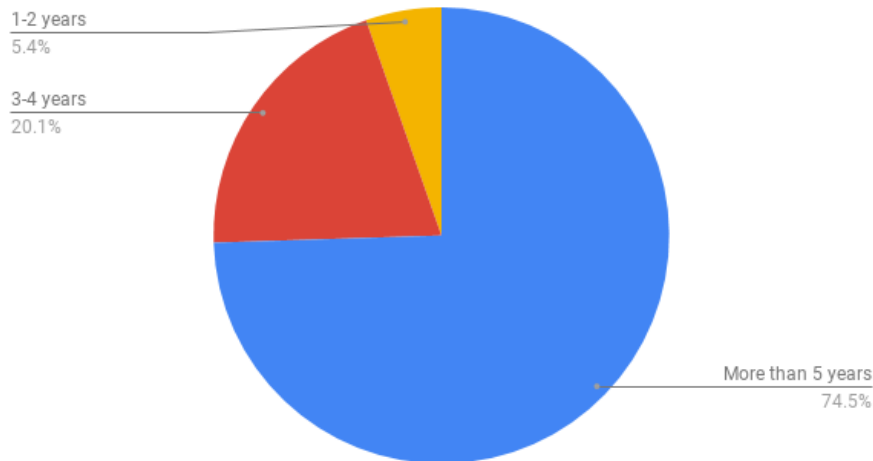# Shared Governance Survey: Overall Data

Participant Information:

Institution	Responses	Rate of Participation
Bowie State University	15	10.1%
Coppin State University	11	7.4%
Frostburg State University	7	4.7%
Salisbury University	7	4.7%
Towson University	19	12.7%
University of Baltimore	7	4.7%
University of Maryland Baltimore	19	12.7%
University of Maryland Baltimore County	24	16.1%
UM Center for Environmental Science	10	6.7%
University of Maryland College Park	18	12.1%
University of Maryland Eastern Shore	1	0.7%
University of Maryland University College	11	7.4%
Total	**149**	**100%**

How long have you been involved in Staff Shared Governance?

More than 5 years
26.2%

1-2 years
27.5%

Less than 1 full year.
21.5%

3-4 years
24.8%

How long have you been with your institution?

1-2 years
5.4%

3-4 years
20.1%

More than 5 years
74.5%

Survey Questions:

Climate of Governance

1. Shared governance on our campus is alive and healthy.

Neither Agree Nor Dis...
16.1%

Strongly Disagree
6.7%

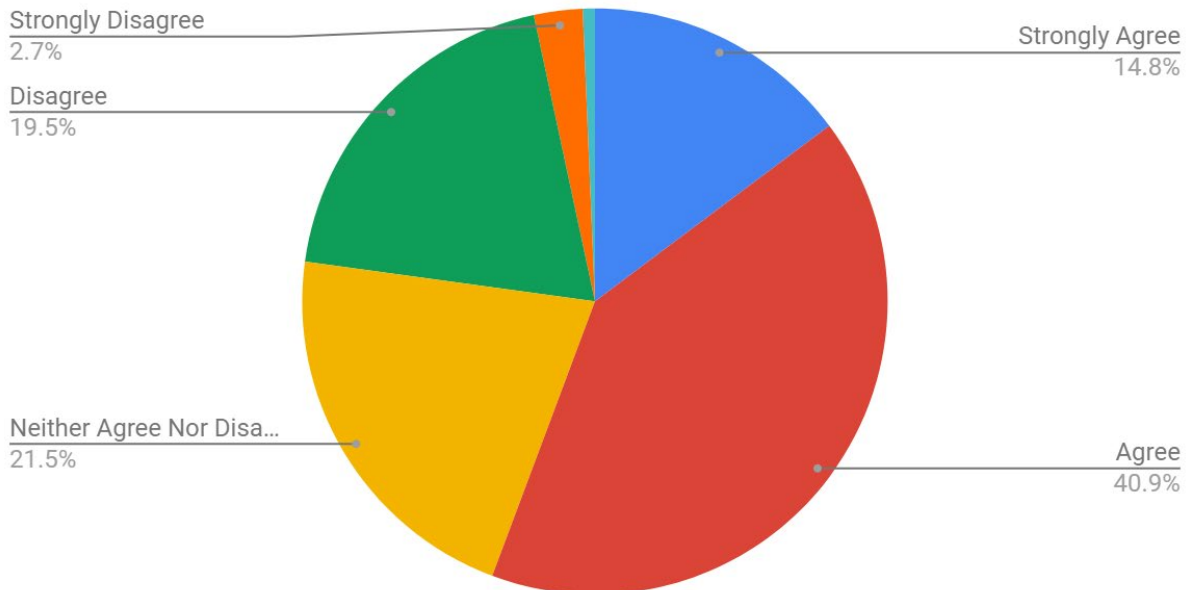Disagree
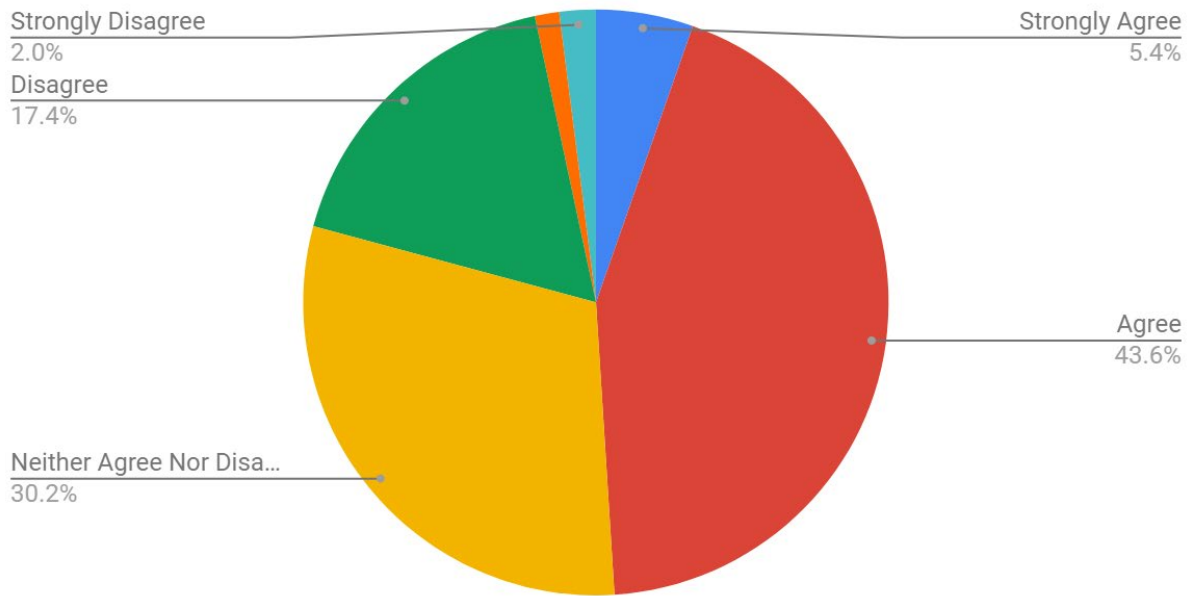10.7%

Strongly Agree
18.8%

Agree
47.7%

Institutional Communications

2. There is excellent communication and consultation between the administration and the staff and senate leadership.

Not Applicable
0.7%

Strongly Agree
12.1%

Neither Agree Nor Disa…
17.4%

Strongly Disagree
5.4%

Disagree
16.1%

Agree
48.3%

3. Staff can openly communicate governance issues with cabinet/upper management.

Strongly Disagree
2.7%

Disagree
19.5%

Neither Agree Nor Disa…
21.5%

Strongly Agree
14.8%

Agree
40.9%

4. Feedback [from administration] is presented in a timely manner, be it positive or negative.

Strongly Disagree
2.0%

Disagree
17.4%

Strongly Agree
5.4%

Agree
43.6%

Neither Agree Nor Disa...
30.2%

Senate's Role at Your Institution

5. The staff senate plays an important role in providing academic and administrative functions at the university.

Strongly Agree
12.8%

Neither Agree Nor Disa...
25.5%

Disagree
12.8%

Strongly Disagree
5.4%

Not Applicable
2.0%

Agree
41.6%

6. Your role with staff senate is valued.

Not Applicable
2.7%

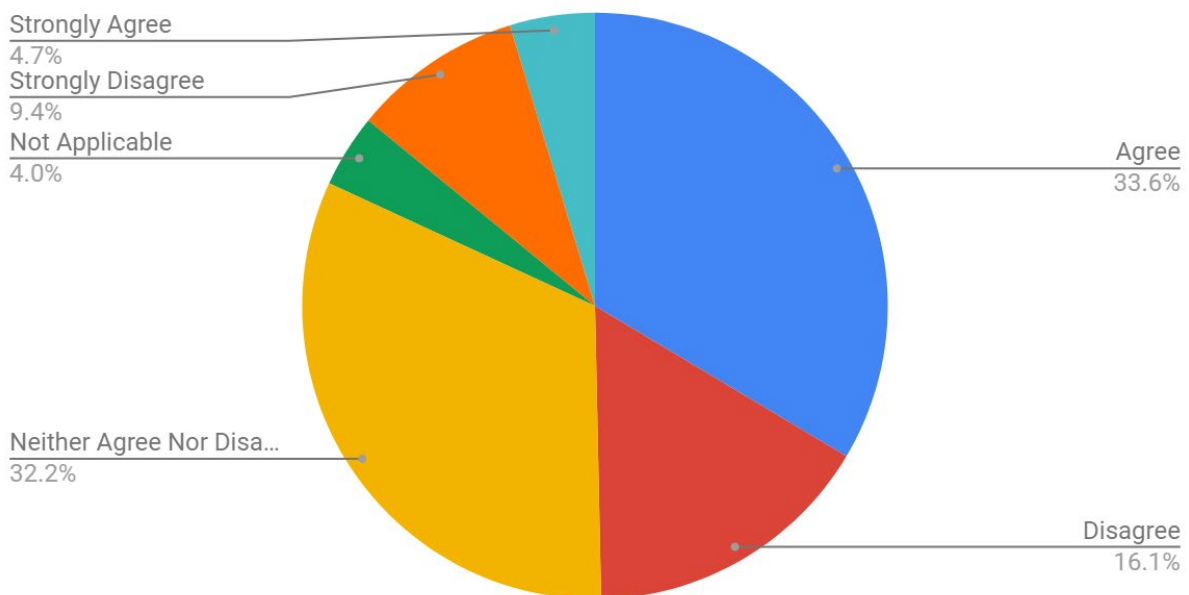Disagree
8.1%

Strongly Agree
19.5%

Agree
40.3%

Neither Agree Nor Dis...
27.5%

The President's Role

7. Other than on rare occasions, the president seldom overturns staff decisions and recommendations.

Strongly agree
12.1%

Strongly disagree
4.0%

Disagree
6.7%

Not Applicable
8.1%

Agree
30.2%

Neither Agree Nor Disa…
38.9%

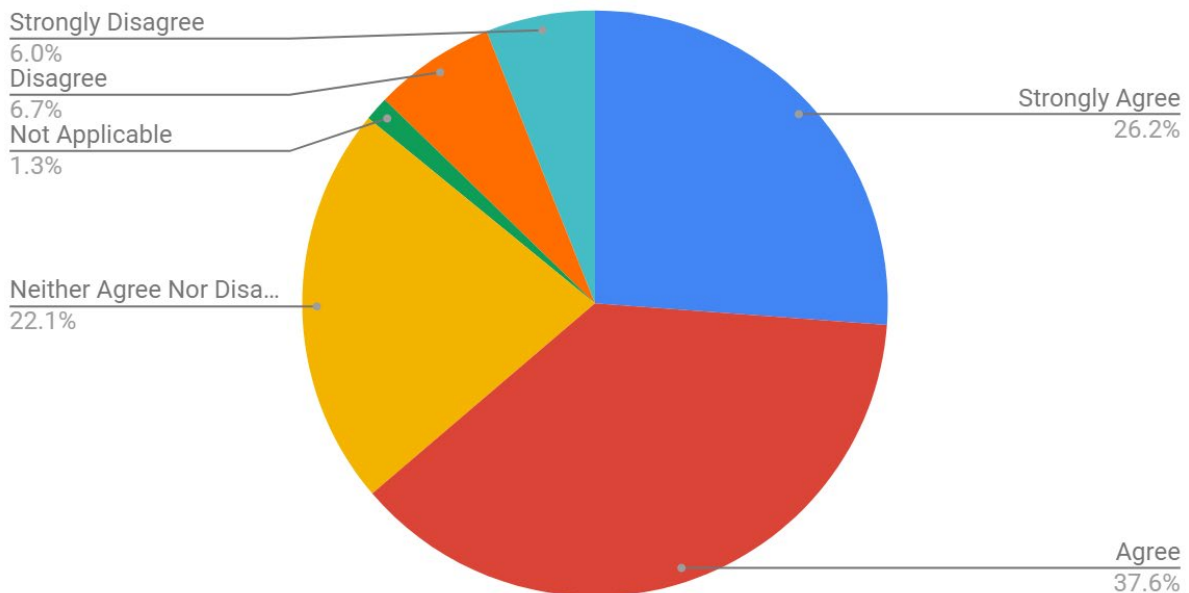## 8. The president seeks meaningful staff input on those issues (such as budgeting) in which the staff has an appropriate inter…

Strongly Agree
4.7%

Strongly Disagree
9.4%

Not Applicable
4.0%

Neither Agree Nor Disa…
32.2%

Agree
33.6%

Disagree
16.1%

9. The president is transparent in communicating decisions, changes, and recommendations.

Strongly Disagree
5.4%

Disagree
14.8%

Not Applicable
0.7%

Neither Agree Nor Disa...
20.8%

Strongly Agree
16.1%

Agree
42.3%

10. The president supports and advocates the principles of shared governance within colleges, divisions, and departments.

Strongly Disagree
6.0%

Disagree
6.7%

Not Applicable
1.3%

Neither Agree Nor Disa...
22.1%

Strongly Agree
26.2%

Agree
37.6%

11. There is open communication with staff senate.

Strongly Disagree
3.4%

Disagree
8.7%

Not Applicable
3.4%

Neither Agree Nor Dis...
16.8%

Strongly Agree
18.1%

Agree
49.7%

The Staff's Role

12. The administration is supportive of staff involvement in shared governance.

Strongly Disagree
2.0%
Disagree
7.4%

Strongly Agree
28.2%

Agree
47.0%

Neither Agree Nor Disa…
15.4%

13. My immediate supervisor is supportive of my involvement in shared governance when I need to attend events or meetings during work hours.
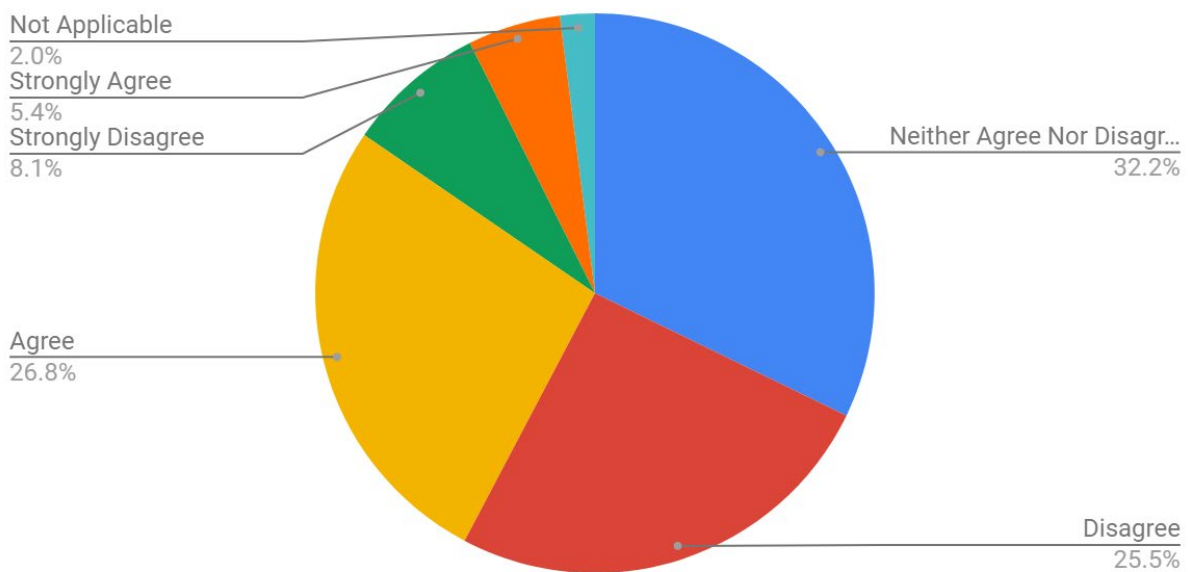
Neither Agree Nor Disagr…
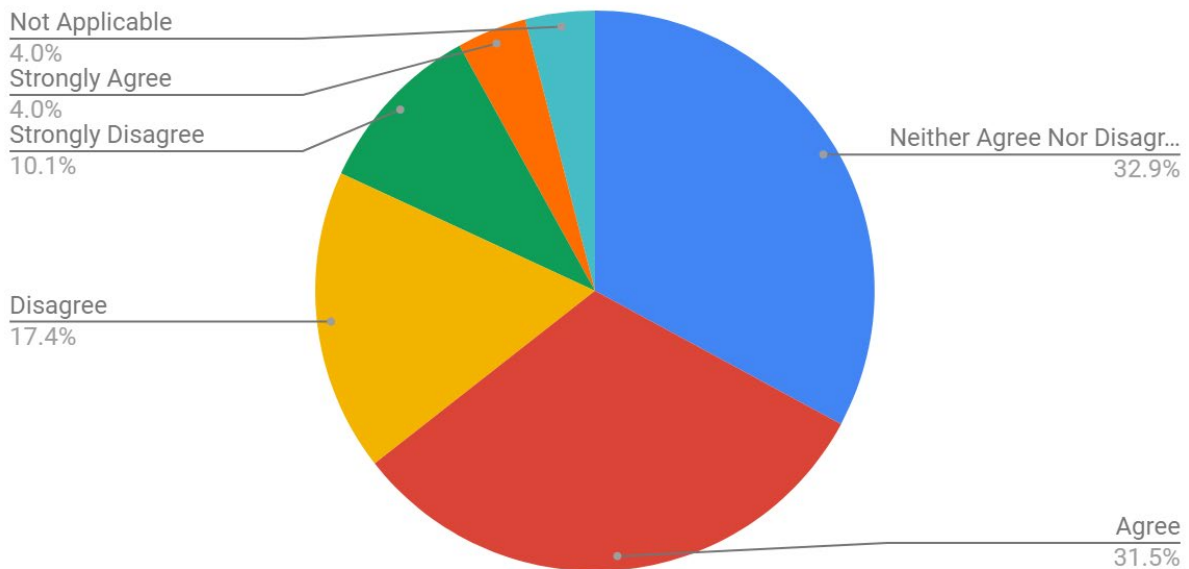4.0%

Agree
33.6%

Strongly Agree
60.4%

Joint Decision Making

14. The administration utilizes staff involvement in the area of planning and strategic planning.

Strongly Disagree
6.0%

Disagree
18.1%

Neither Agree Nor Disagr...
20.8%

Strongly Agree
10.1%

Agree
44.3%

15. The administration recognizes staff involvement in budgeting and fiscal resource planning.

Not Applicable
2.0%

Strongly Agree
5.4%

Strongly Disagree
8.1%

Agree
26.8%

Neither Agree Nor Disagr...
32.2%

Disagree
25.5%

16. The administration recognizes staff involvement in academic affairs and program development.

Not Applicable
4.0%

Strongly Agree
4.0%

Strongly Disagree
10.1%

Disagree
17.4%

Neither Agree Nor Disagr...
32.9%

Agree
31.5%

17. The administration supports staff involvement in staff selection and hiring.

Not Applicable
2.0%

Disagree
11.4%

Neither Agree Nor Disagr...
16.1%

Strongly Disagree
5.4%

Strongly Agree
16.1%

Agree
49.0%

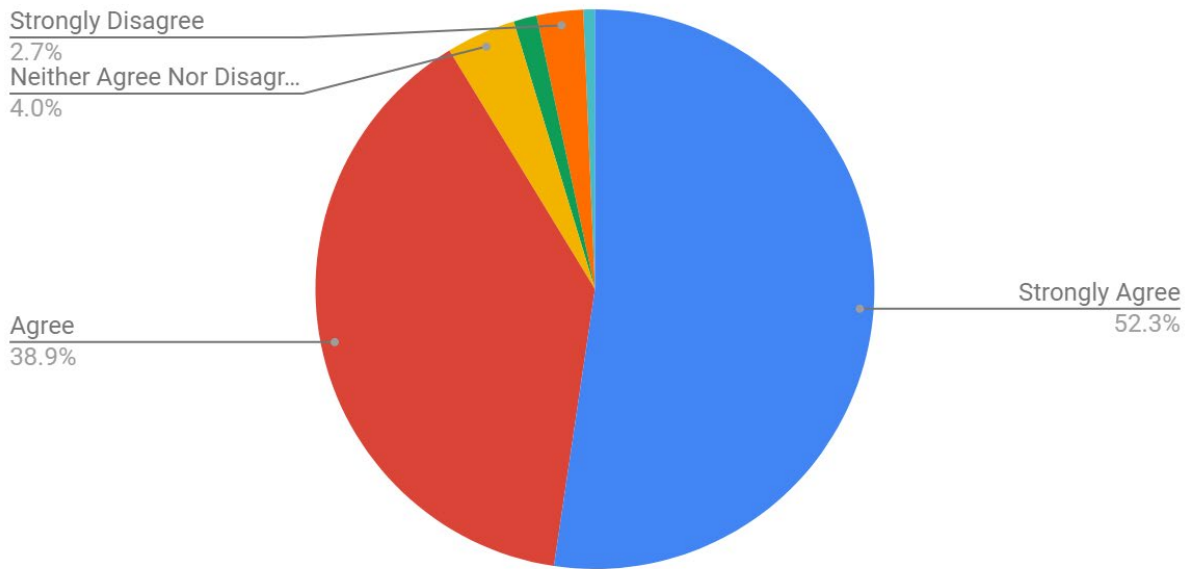18. Structures and processes that allow for shared governance are clearly defined in governance documents (e.g. staff handbook).

Not Applicable
5.4%

Disagree
7.4%

Strongly Disagree
2.7%

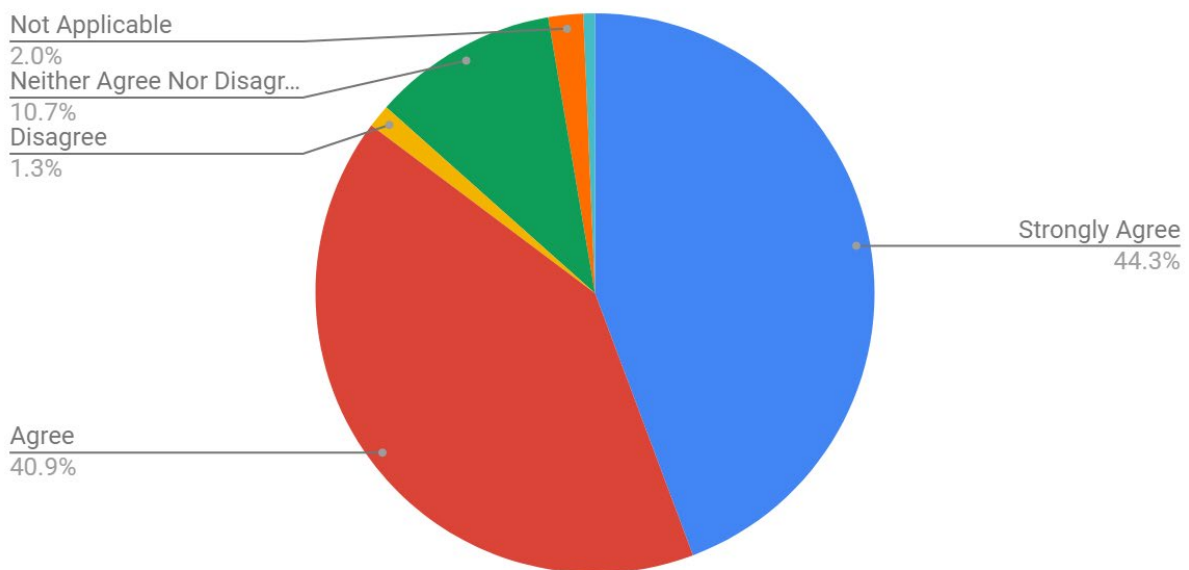Neither Agree Nor Disagr…
26.2%

Strongly Agree
17.4%

Agree
40.9%

Structural Arrangements for Shared Governance

19. The staff senate and/or other institution-wide governance bodies meet on a regular basis.

Strongly Disagree
2.7%
Neither Agree Nor Disagr…
4.0%

Agree
38.9%

Strongly Agree
52.3%

20. Staff determine how their own representatives are selected.

Not Applicable
2.0%
Neither Agree Nor Disagr…
10.7%
Disagree
1.3%

Strongly Agree
44.3%

Agree
40.9%

21. The administration provides adequate institutional support for shared governance to function (budget, liaison, etc).

Not Applicable
2.7%

Strongly Disagree
3.4%

Neither Agree Nor Disagr...
16.8%

Disagree
17.4%

Strongly Agree
16.8%

Agree
43.0%

Staff Senate Survey
On the State of Shared Governance
At Their Institution

Procedures
The following document serves as an overview of procedures for the Staff Senate Chair Survey of the State of Shared Governance on Campus. The primary user of these procedures is the Staff Senate Chairs.

Purpose
The purpose of the survey is to strengthen shared governance in the USM. The survey will be used to determine the state of shared governance on each of the campuses within the System.
The primary use of the survey is by the Chancellor in his annual performance evaluation of the USM Presidents in April. It provides the Chancellor with substantive data and feedback on improving shared governance practices within the individual institutions.

Who Completes the Survey?
The survey is to be completed by all elected staff senate representatives, including primary and alternate members (if applicable), at each institution within the System.

Timelines
The primary period to be considered for the survey is the previous calendar year (Jan 2018 – Dec 2018). To be used by the Chancellor in his evaluation of the Presidents, the timeline for collecting data about the previous calendar year is as follows:
- January 22, 2019: Final survey and communications approved by CUSS Membership.
- January 28, 2019: Survey is delivered to staff senate chairs for dissemination.
- February 28, 2019: Deadline for staff senate members to participate in the survey.
- March 31, 2019: The CUSS Chair completes the final report(s).
- April 1, 2019: The CUSS Chair provides full report at the Chancellor's Council Meeting and individual reports for the Presidents.
- April 19, 2019: The CUSS Chair provides an executive summary of survey results at the April Board of Regents meeting.

CUSS Executive Committee Responsibilities
The responsibilities for conducting and completing the survey and reports are divided between the Chair and Vice-Chair of CUSS. The Vice-Chair of CUSS is responsible for collecting the data. The Vice Chair is responsible for working with the institutional Staff Senate Chairs.
The CUSS Chair is responsible for completing the report submitted to the Chancellor.

New Presidents
Often the university has a new president who, at the time of the survey, has not yet served a full year. The staff senate members should complete the survey as best as possible, understanding that there is incomplete information.

Final Product
There are three final products. The first is the full report. It is an internal document shared with the Chancellor. The second document is the summary for each institution's President. This document is also an internal document. The third document is the executive summary. The executive summary is a public document for public consumption housed on the USM website's April BOR Meeting Agenda.

CUSS Shared Governance Survey Questions

All questions will be answered using a Likert Scale ranging from "Strongly Agree" to "Strongly Disagree," also including "Not Applicable." Additionally, all questions will allo participants an opportunity to provide written feedback. The survey will be conducted utilizing an online survey instrument.

Climate for Governance
1. Shared governance on our campus is alive and healthy.

Institutional Communications
2. There is excellent communication and consultation between the administration and the staff and senate leaderships.
3. Staff can openly communicate governance issues with cabinet/upper management.
4. Feedback is presented in a timely manner, be it positive or negative.
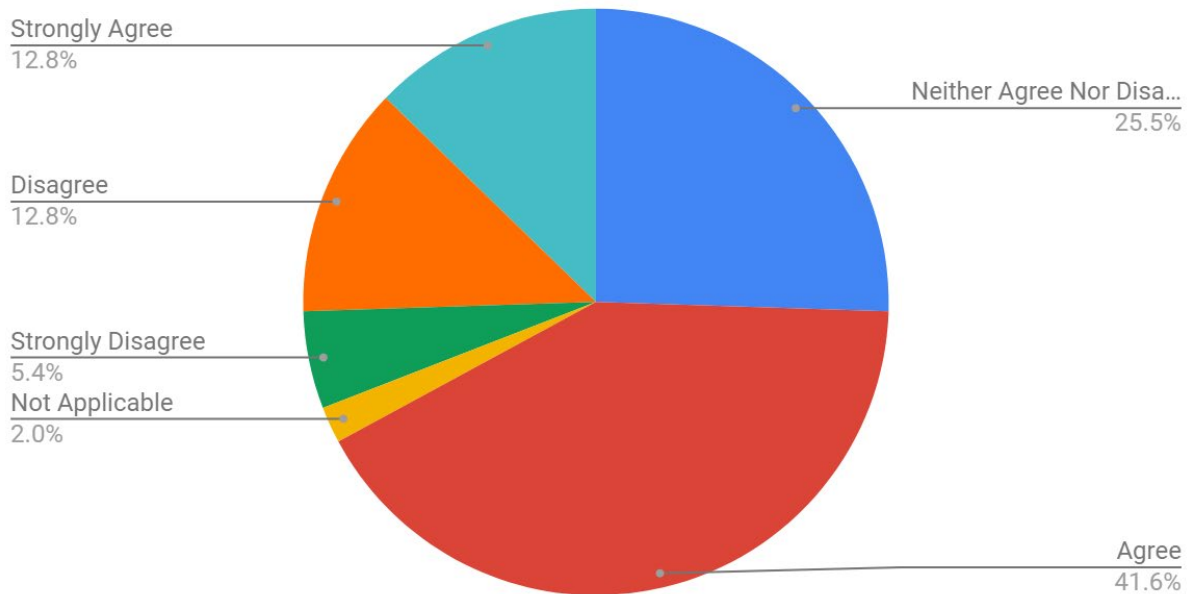
Senate's Role
5. The staff senate plays an important role in providing academic and administrative functions at the university.
6. Your role with staff council is valued.
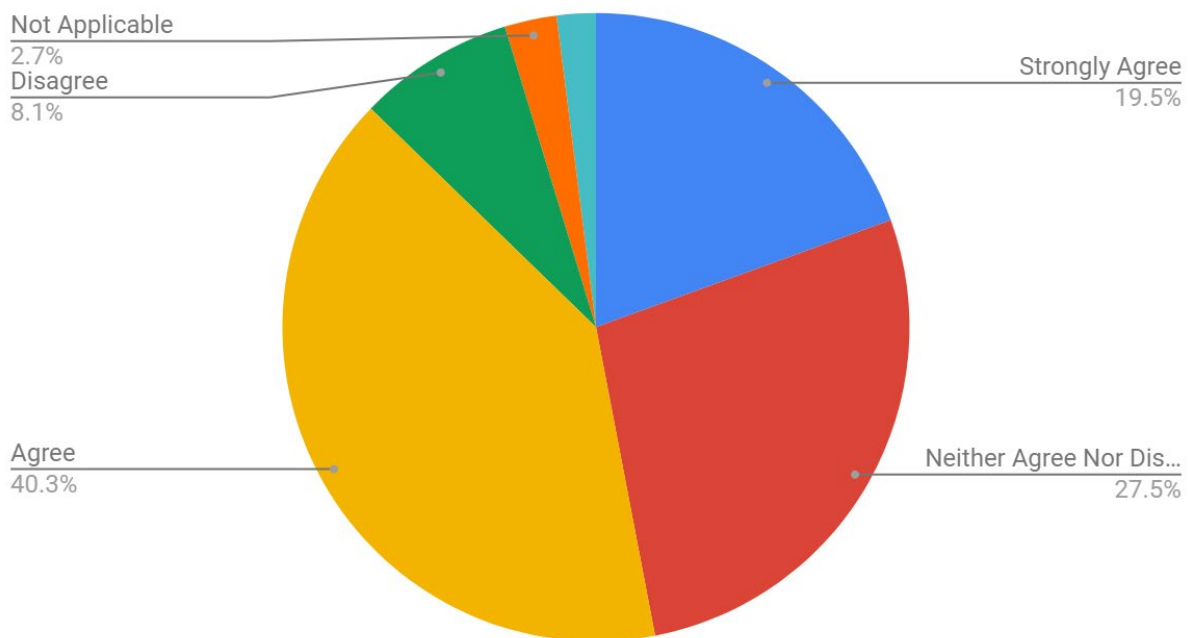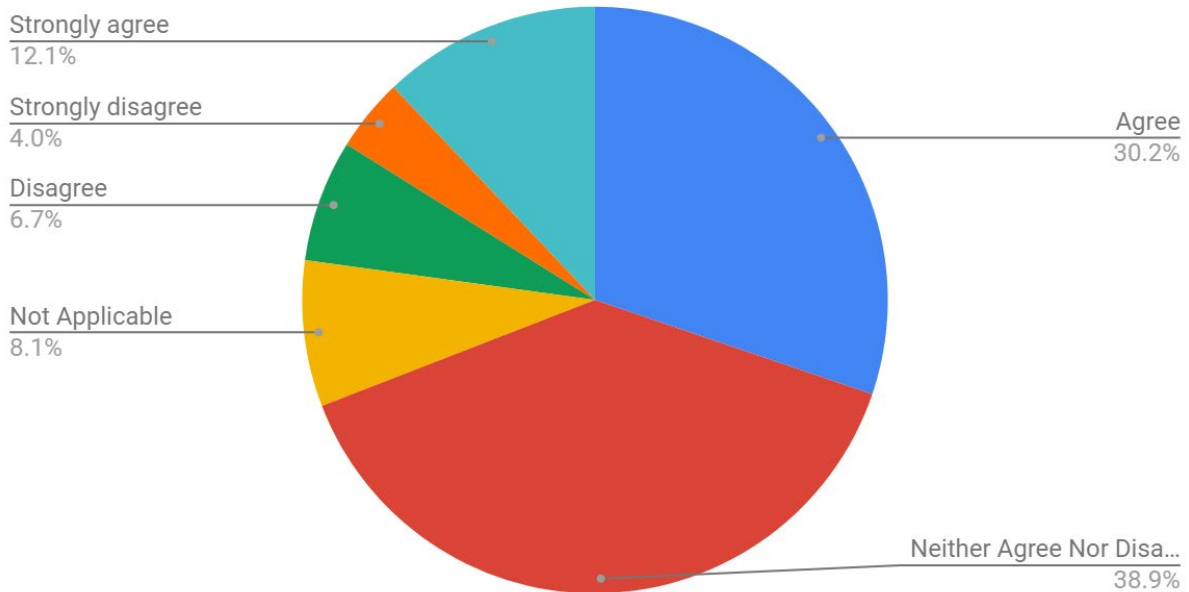
The President's Role
7. Other than on rare occasions, the president seldom overturns staff decisions and recommendations
8. The president seeks meaningful staff input on those issues (such as budgeting) in which the staff has an appropriate interest but not primary responsibility.
9. The president is transparent in communicating decisions, changes and recommendations.
10. The president supports and advocates the principles of shared governance within colleges, divisions, and departments.
11. There is open communication with staff senate.
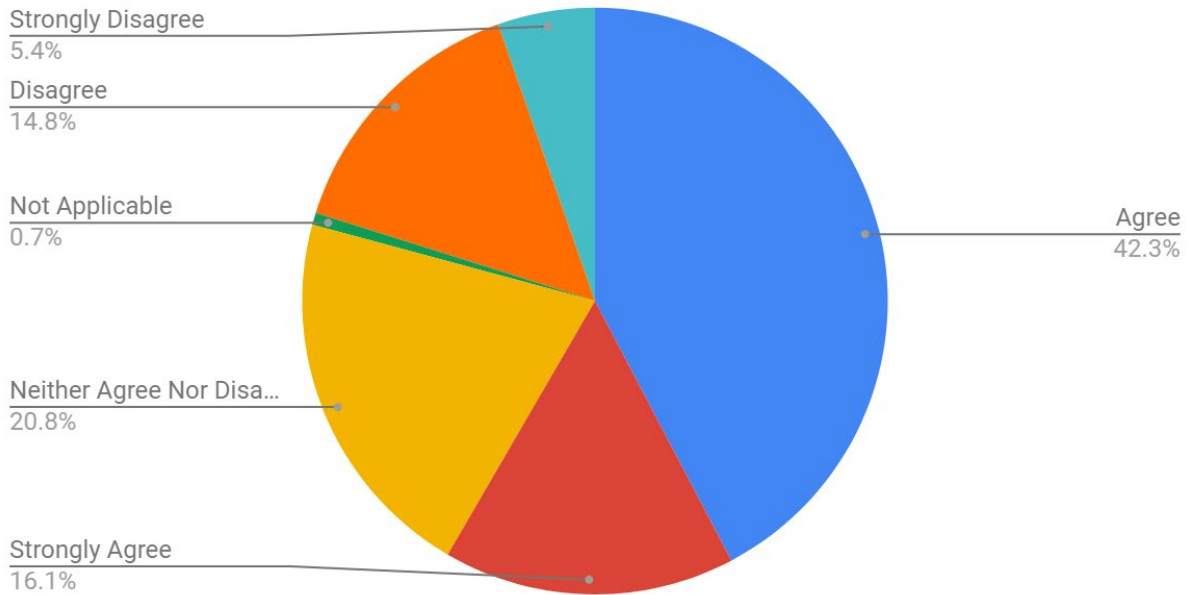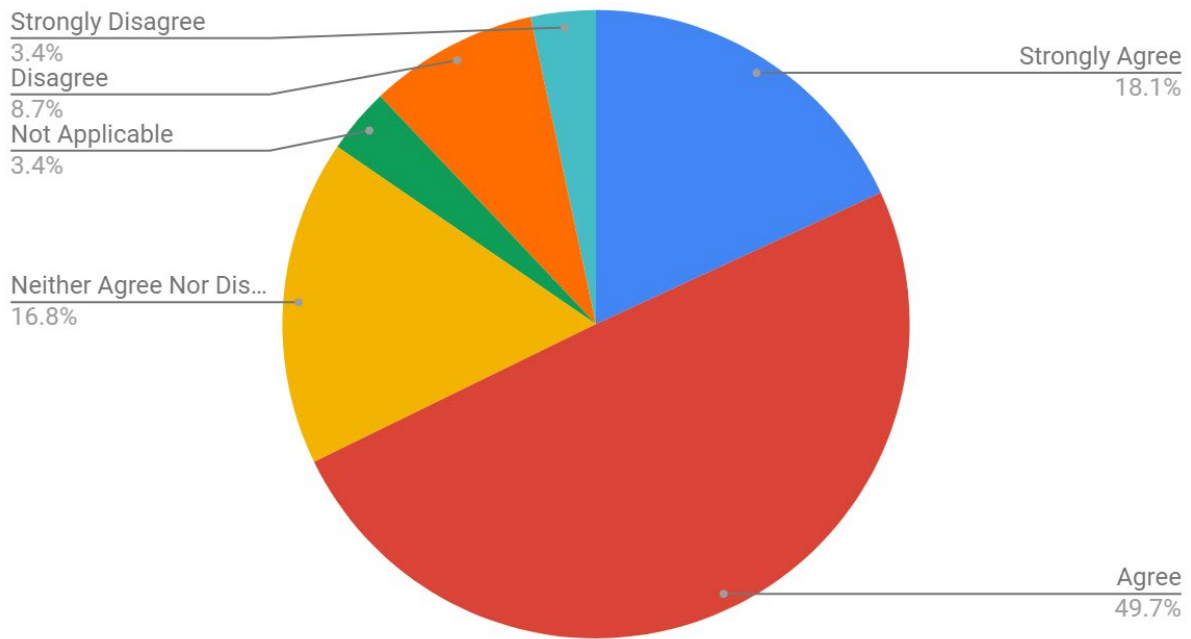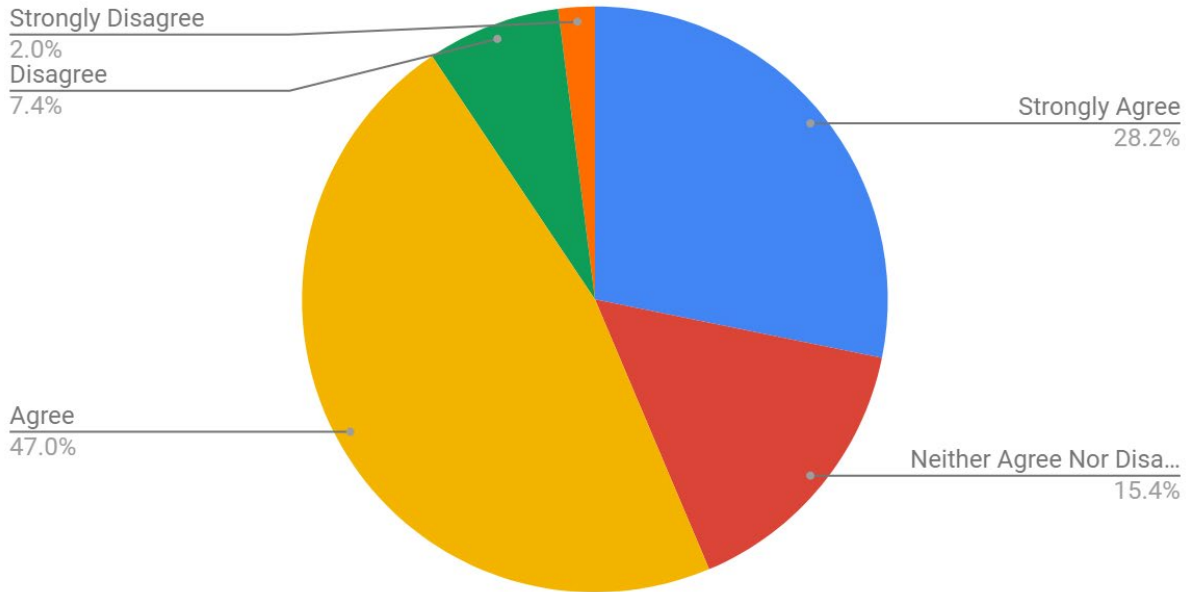
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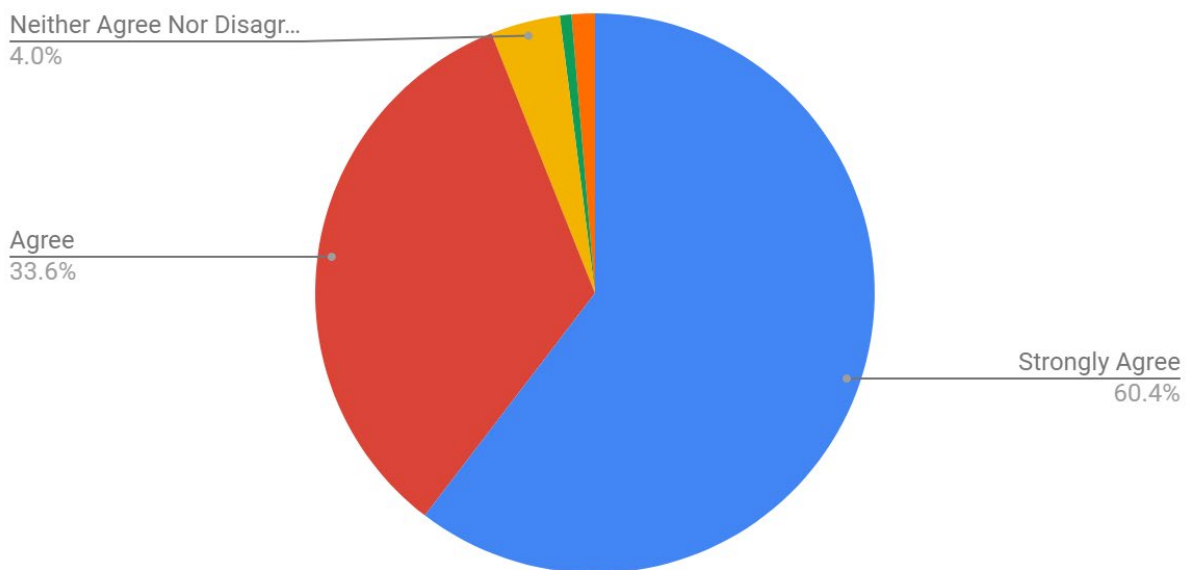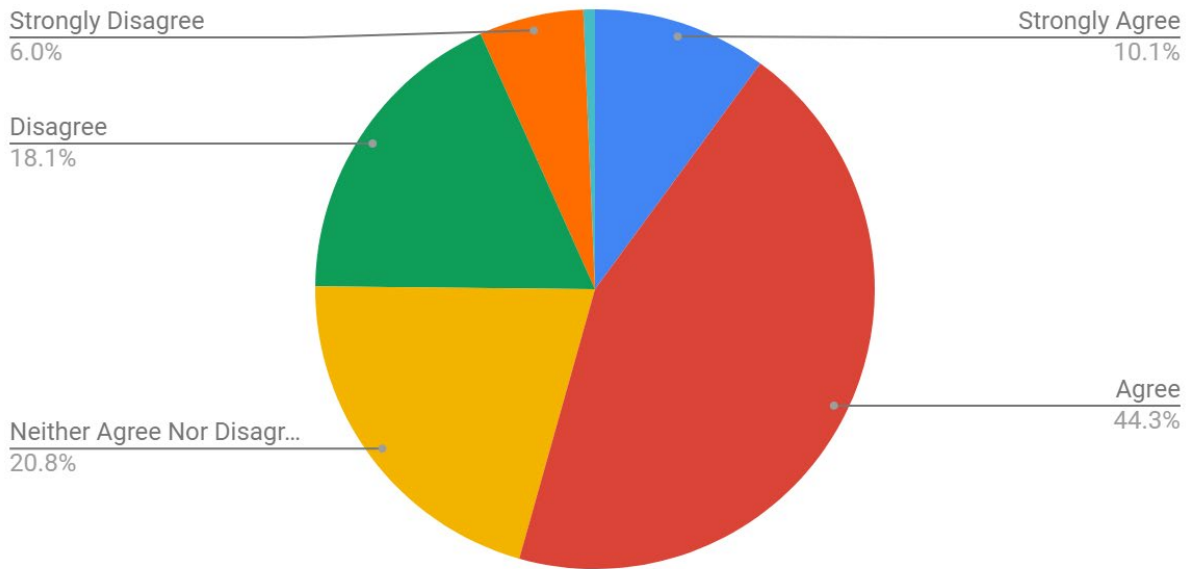
Joint Decision Making
14. The administration utilizes staff involvement in the area of planning and strategic planning.
15. The administration recognizes staff involvement in budgeting and fiscal resource planning.
16. The administration recognizes staff involvement in academic affairs and program development.
17. The administration supports staff involvement in staff selection and hiring.
18. Structures and processes that allow for shared governance are clearly defined in the governance documents (e.g. staff handbook).

Structural Arrangements for Shared Governance
19. The staff senate and/or other institution-wide governance bodies meet on a regular basis.
20. Staff determine how their own representatives are selected.
21. The administration provides adequate institutional support for shared governance to function.

Other
22. Is there anything else you wish to communicate regarding shared governance on your campus? (Open-ended question)