State of Shared Governance Report

University System of Maryland (USM)

Survey of Staff Senate Members

2019-2020

Attention:

Dr. Jay Perman

Chancellor

University System of Maryland

3300 Metzerott Rd.

Adelphi, MD 20783

By:

Dr. Laila M. Shishineh, Chair

Kalia Patricio, Vice-Chair

Council of University System Staff (CUSS)

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State of Shared Governance Report (USM)
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Executive Summary

For the academic year 2019-2020, 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 and Staff Senate Chairs are responsible for making sure all staff involved receive and participate in the survey.

CUSS plans to conduct this survey on an annual basis, with this survey serving as the third 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 each year.

Overall, we received 126 responses, just slightly below the response rate to the survey last year. The highest participation from any institution was 26 and the lowest participation from any institution was 3. From these responses, we have compiled a summary based on response rate categories from Strongly Agree to Strongly Disagree, including a Neutral response option.

The highest rated questions (questions with the highest occurrence of "Strongly Agree" and "Agree") include:

- Question 11 "There is open communication with the staff senate" (no comparison available)
- Question 12 "The administration is supportive of staff involvement in shared governance" (no comparison available)
- Question 13 "My immediate supervisor is supportive of my involved in shared governance when I need to attend a related event or meeting during work hours" (85.7% - down 8.3% from 2018)
- Question 19 "The staff senate and/or other institution-wide governance bodies meet on a regular basis" (93.6% - up 2.4% from 2018)
- Question 20 "Staff determine how their own representatives are selected" (92.1% - up 6.9% from 2018)

These questions indicate that shared governance groups feel informed and empowered by campus leaders and can operate on our campuses without administrative hindrance. Feeling supported, by the campus and by supervisors, receiving open communication, and holding regular meetings are all essential components to functional 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 (25.4% - down 0.1% from 2018)
- Question 14 "The administration utilizes staff involvement in the areas of planning and strategic planning" (20.7% - down 3.4% from 2018)
- Question 15 "The administration recognizes staff involvement in budgeting and fiscal resources planning (28.5% - down 5.1% from 2018)
- Question 16 "The administration recognizes staff involvement in academic affairs and program development" (33.3% - up 5.8% from 2018)

Interestingly enough, these questions are identical to the questions that had the highest occurrence of "Strongly Disagree" or "Disagree" responses in 2018. Once again, we would emphasize that there could be room for discussion with staff shared governance groups around the general direction/focus of the university, particularly when it comes to budgeting, financial management, academic affairs, and planning matters.

There are also several questions where the highest response was "Neither Agree Nor Disagree". These questions could potentially show areas where improvement or clarification could move responses in a different direction in the future.

- Question 7 "Other than rare occasions, the president seldom overturns staff decisions or recommendations" (37.3% neither agree nor disagree – down 1.6% from 2018)
- 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 (27% neither agree nor disagree – down 5.2% from 2018)
- Question 9 "The president is transparent in communicating decisions, changes, and recommendations" (27.8% neither agree nor disagree – no comparison available)
- Question 15 "The administration recognizes staff involvement in budgeting and fiscal resources planning (34.1% neither agree nor disagree – up 1.9% from 2018)
- Question 16 "The administration recognizes staff involvement in academic affairs and program development" (27% neither agree nor disagree – down 5.9% from 2018)
- Question 17 "The administration supports staff involvement in staff selection and hiring" (29.4% neither agree nor disagree - no comparison available)
- Question 18 "Structures and processes that allow for shared governance are clearly defined in the governance documents (e.g. staff handbook)" (27.8% neither agree nor disagree – no comparison available)

Similar to the last section, recognition around involvement with budgeting, planning, and academic affairs all show up as potential areas to focus on. Additionally, the uncertainty around decision making and/or recommendations could perhaps be conducted more transparently to move the needle on questions related to those topics.

We showcase these pain points not as items that necessarily need immediate action, but rather as areas each campus could focus on in improving the work of and connection with their staff shared governance organizations.
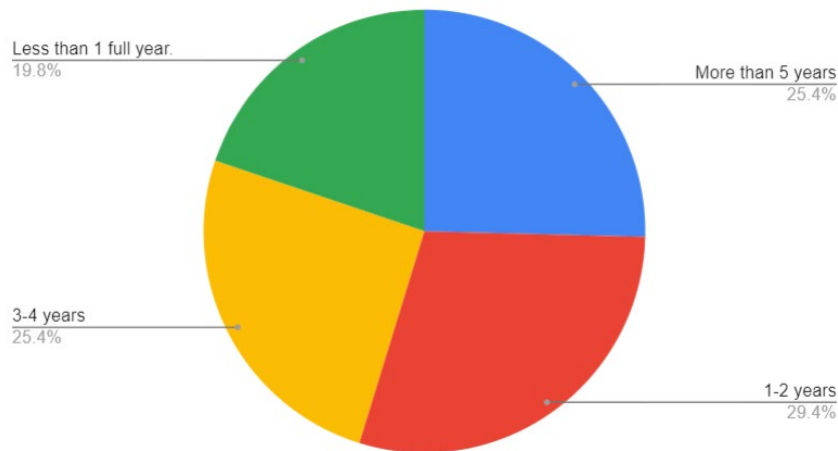
The following report includes supporting data, a procedural outline of the survey process, and a list of survey questions.

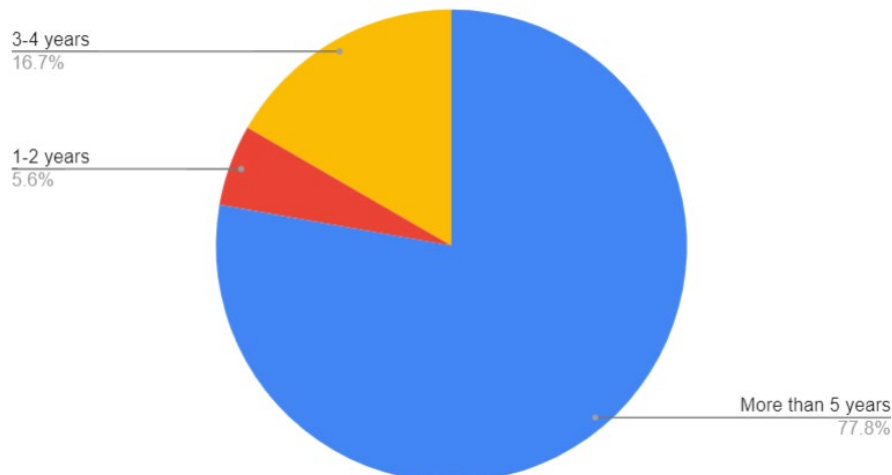# Shared Governance Survey: Overall Data

Participant Information:

Institution	Responses	Rate of Participation
Bowie State University	3	2.4%
Coppin State University	5	4.0%
Frostburg State University	10	7.9%
Salisbury University	7	5.6%
Towson University	18	14.3%
University of Baltimore	7	5.6%
University of Maryland Baltimore	15	11.9%
University of Maryland Baltimore County	26	20.6%
UM Center for Environmental Science	8	6.3%
University of Maryland College Park	16	12.7%
University of Maryland Eastern Shore	4	3.1%
University of Maryland Global Campus	7	5.6%
Total	**126**	**100%**

How long have you been involved in Staff Shared Governance?

Less than 1 full year.
19.8%

More than 5 years
25.4%

3-4 years
25.4%

1-2 years
29.4%

How long have you been with your institution?

3-4 years
16.7%

1-2 years
5.6%

More than 5 years
77.8%

Survey Questions:

Climate of Governance

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

Strongly Disagree
3.2%

Strongly Agree
20.6%

Agree
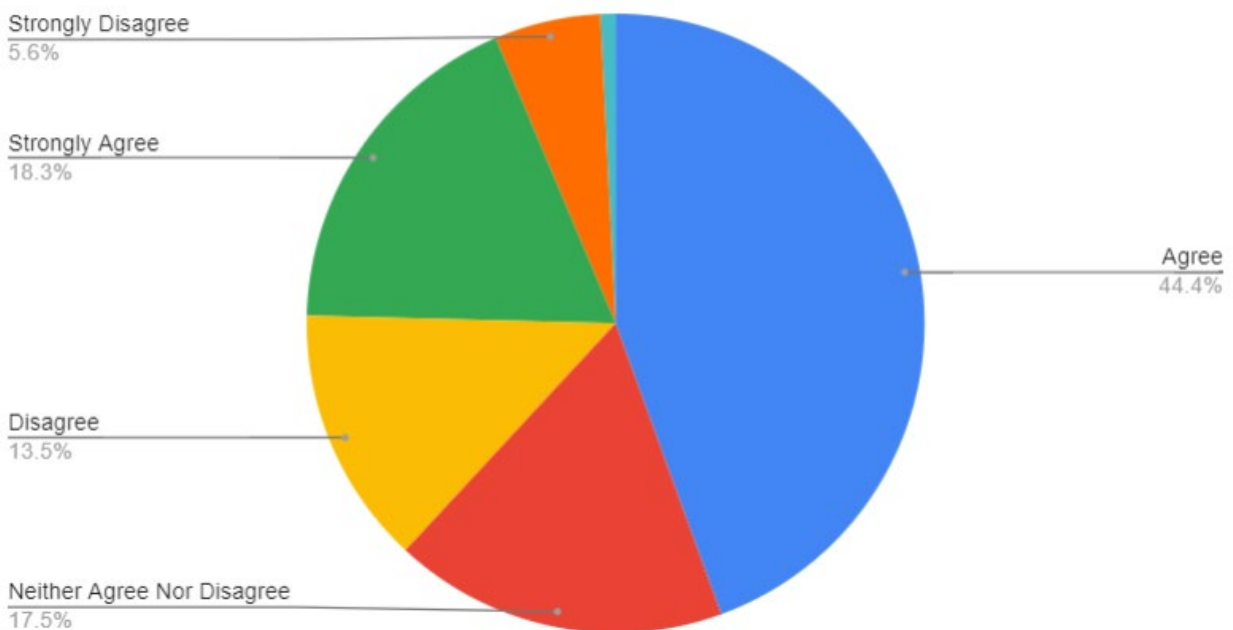48.4%

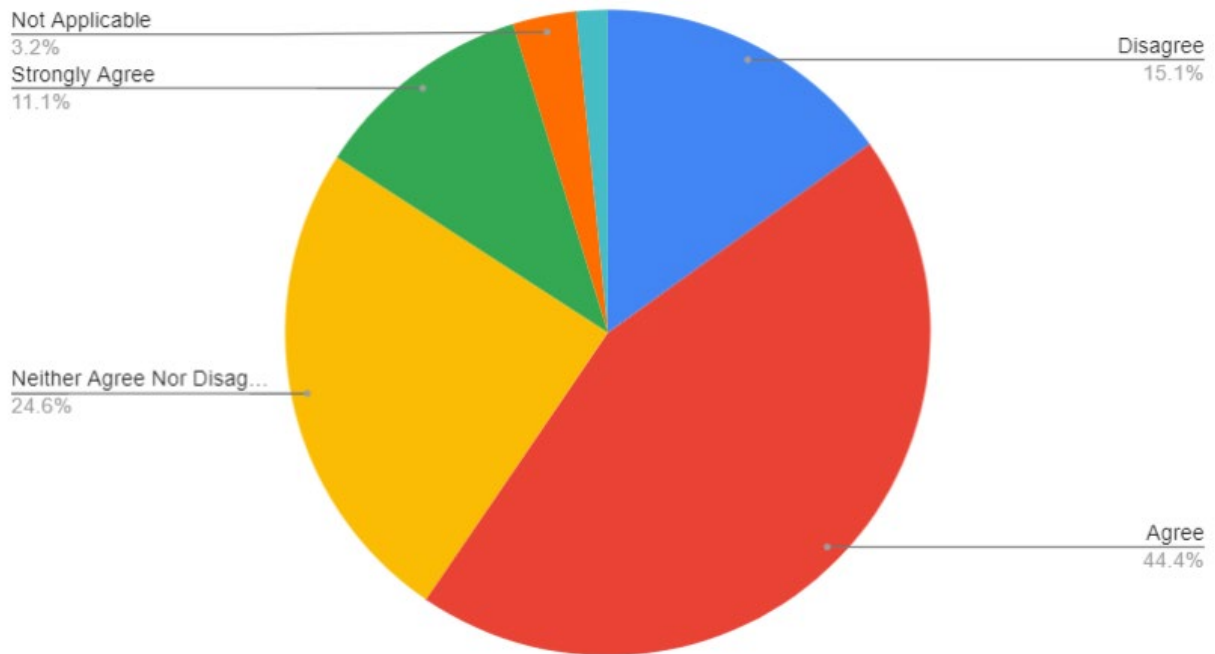Neither Agree Nor Disagree
14.3%

Disagree
13.5%

Institutional Communications

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

Strongly Disagree
2.4%

Strongly Agree
13.5%

Disagree
11.1%

Agree
54.0%

Neither Agree Nor Disagree
19.0%

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

Strongly Disagree
5.6%

Strongly Agree
18.3%

Disagree
13.5%

Agree
44.4%

Neither Agree Nor Disagree
17.5%

4. Feedback is presented in a timely manner, be it positive or negative.

- Not Applicable 3.2%
- Strongly Agree 11.1%
- Neither Agree Nor Disag... 24.6%
- Disagree 15.1%
- Agree 44.4%

Senate's Role at Your Institution

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

Not Applicable
4.0%

Strongly Disagree
4.0%

Neither Agree Nor Disagree
23.0%

Disagree
14.3%

Agree
33.3%

Strongly Agree
21.4%

6. Your role with staff senate is valued.

Not Applicable
1.6%

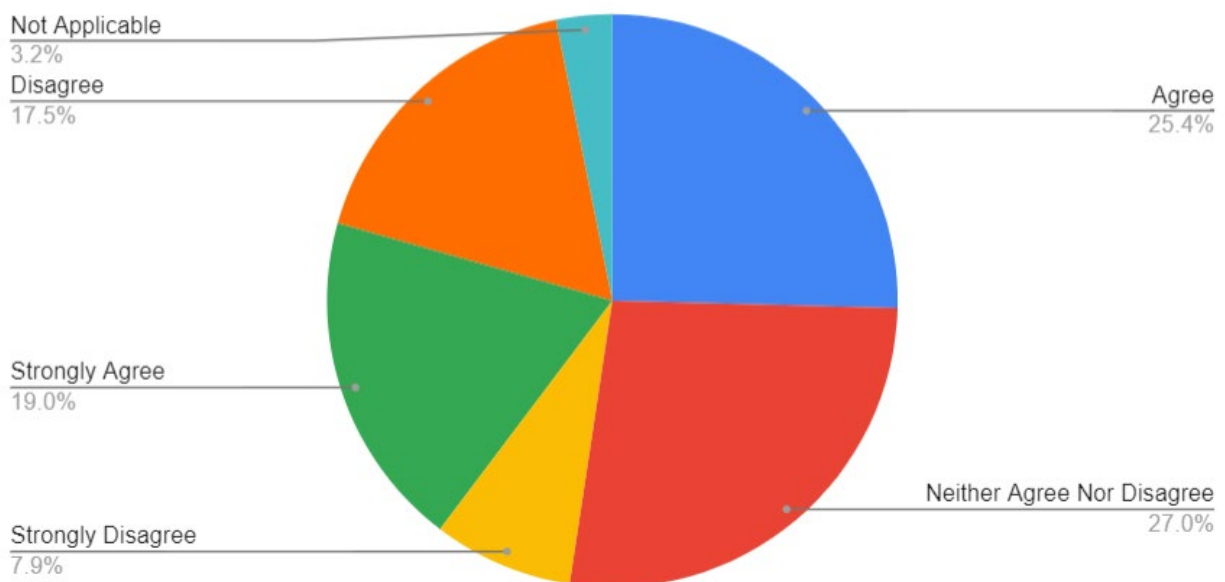Strongly Agree
26.2%

Disagree
8.7%

Agree
44.4%

Neither Agree Nor Disagree
17.5%

The President's Role

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

Strongly disagree
2.4%
Strongly agree
15.9%
Not Applicable
10.3%
Disagree
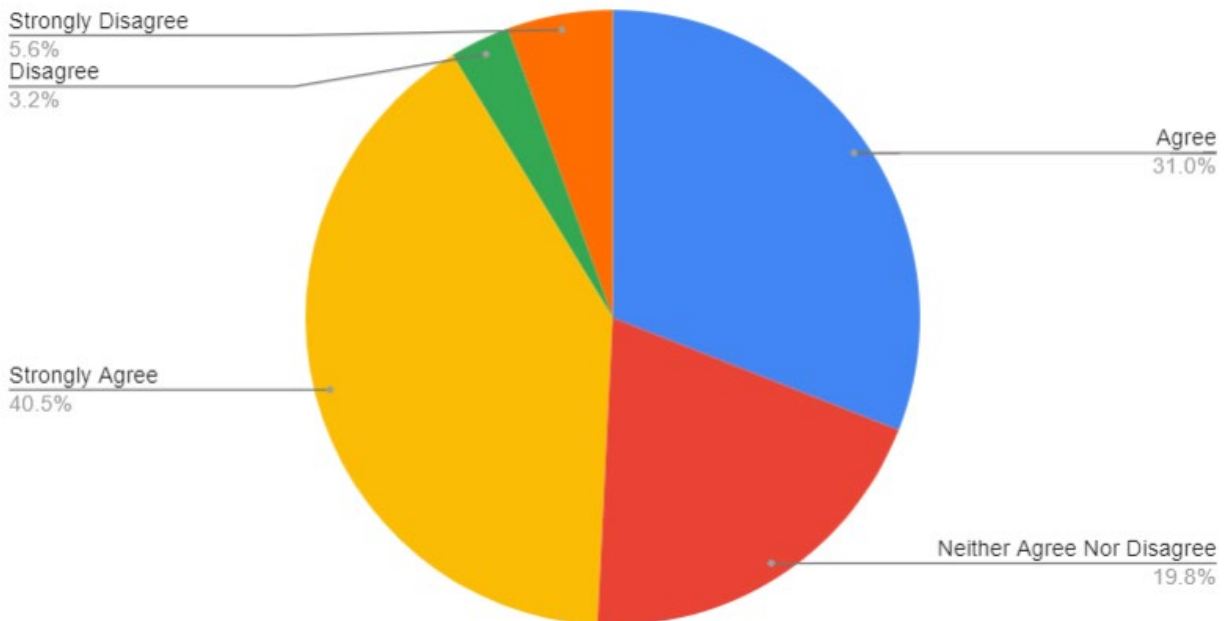8.7%
Neither Agree Nor Disagree
37.3%
Agree
25.4%

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.

Not Applicable
3.2%
Disagree
17.5%
Strongly Agree
19.0%
Strongly Disagree
7.9%
Agree
25.4%
Neither Agree Nor Disagree
27.0%

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

Strongly Disagree
8.7%

Neither Agree Nor Disagree
27.8%

Strongly Agree
23.0%

Disagree
8.7%

Agree
31.7%

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

Strongly Disagree
5.6%

Disagree
3.2%

Agree
31.0%

Strongly Agree
40.5%

Neither Agree Nor Disagree
19.8%

11. There is open communication with staff senate.

Not Applicable
3.2%

Strongly Disagree
2.4%

Strongly Agree
27.0%

Agree
46.0%

Disagree
8.7%

Neither Agree Nor Disagree
12.7%

The Staff's Role

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

Strongly Disagree 2.4%
Disagree 7.1%
Strongly Agree 30.2%
Neither Agree Nor Disagree 15.1%
Agree 45.2%

13. My immediate supervisor is supportive of my involvement in shared governance when I need to attend a related event or meeting during work hours.
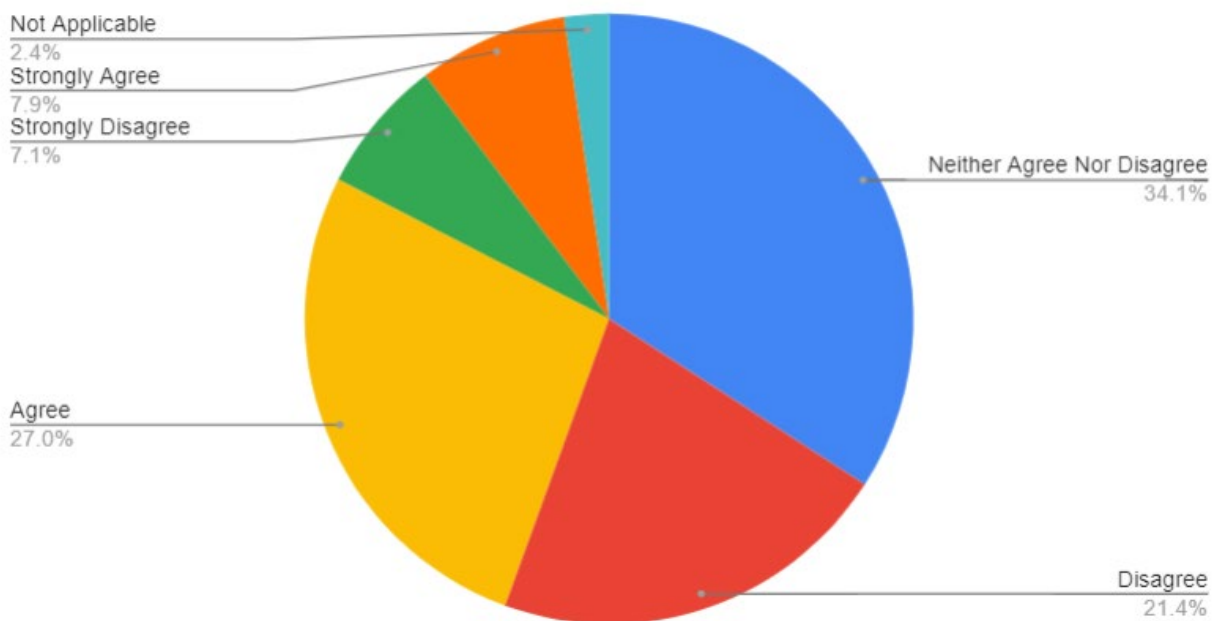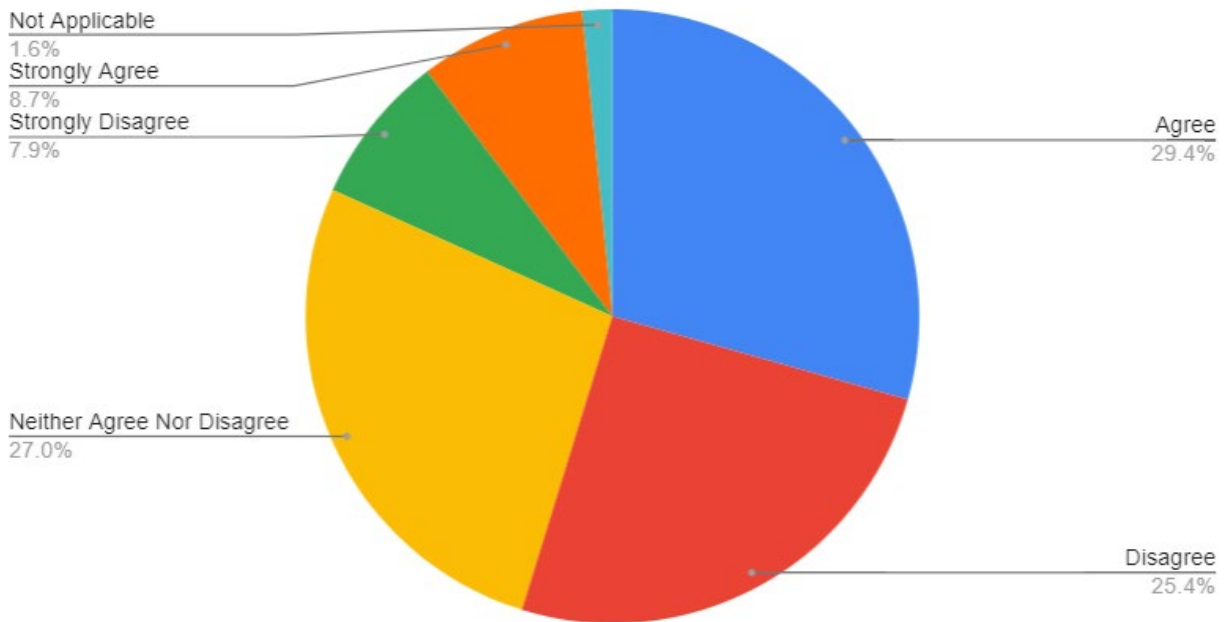

Disagree 4.0%
Strongly Disagree 2.4%
Neither Agree Nor Disagree 7.9%
Agree 22.2%
Strongly Agree 63.5%

Joint Decision Making

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

Strongly Disagree
5.6%

Strongly Agree
18.3%

Agree
35.7%

Disagree
15.1%

Neither Agree Nor Disagree
24.6%

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

Not Applicable
2.4%
Strongly Agree
7.9%
Strongly Disagree
7.1%

Neither Agree Nor Disagree
34.1%

Agree
27.0%

Disagree
21.4%

CUSS Shared Governance Survey Report 2019-2020

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

Not Applicable
1.6%

Strongly Agree
8.7%

Strongly Disagree
7.9%

Agree
29.4%

Neither Agree Nor Disagree
27.0%

Disagree
25.4%

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

Not Applicable
0.8%

Strongly Agree
15.1%

Disagree
7.9%

Strongly Disagree
7.1%

Agree
39.7%

Neither Agree Nor Disagree
29.4%

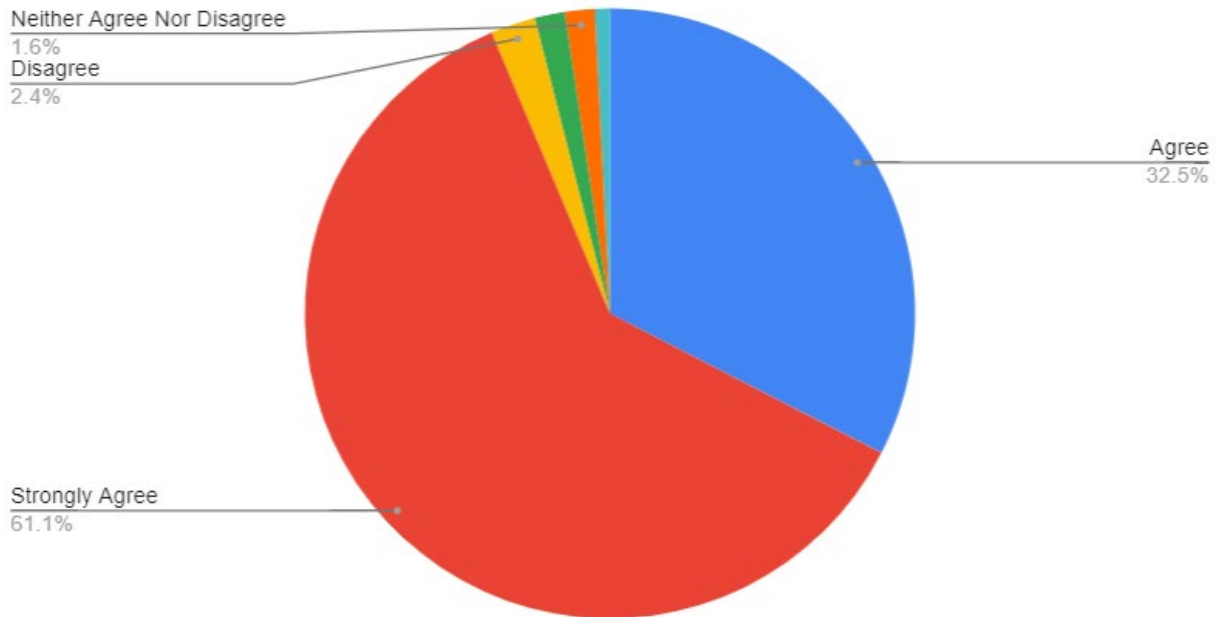18. Structures and processes that allow for shared governance are clearly defined in the governance documents (e.g. staff handbook).

Not Applicable
2.4%
Strongly Disagree
5.6%
Disagree
11.9%
Strongly Agree
16.7%
Agree
35.7%
Neither Agree Nor Disagree
27.8%

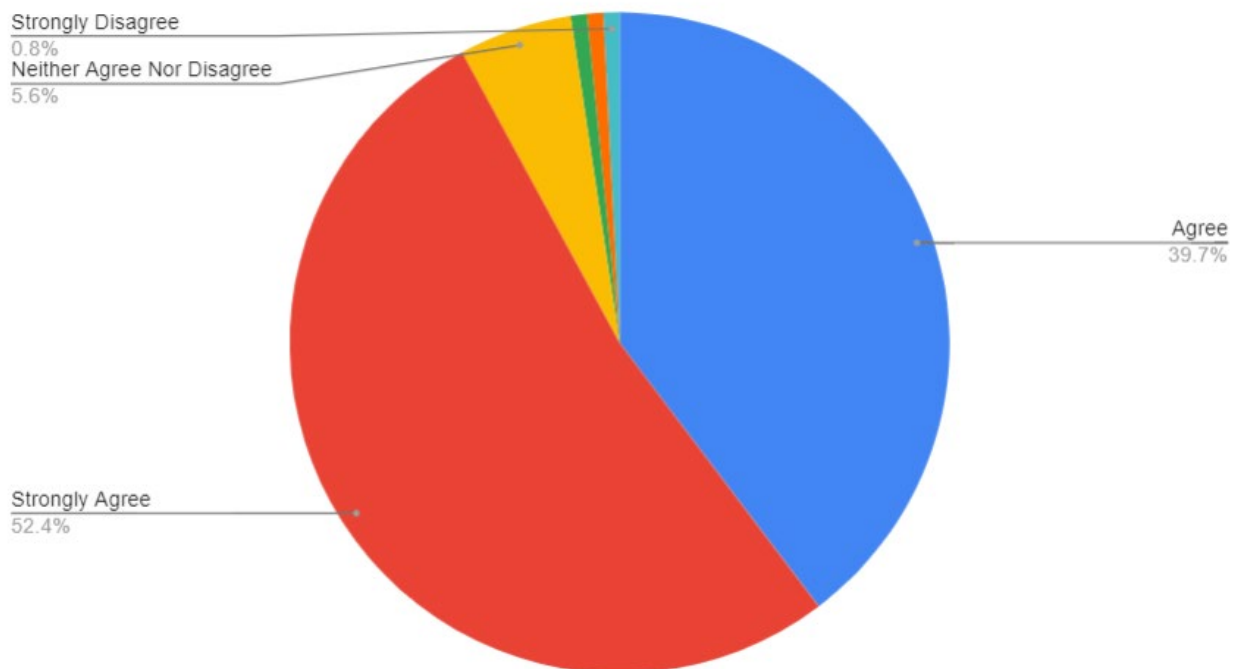# Structural Arrangements for Shared Governance

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

Neither Agree Nor Disagree
1.6%
Disagree
2.4%

Agree
32.5%

Strongly Agree
61.1%

20. Staff determine how their own representatives are selected.

Strongly Disagree
0.8%
Neither Agree Nor Disagree
5.6%

Agree
39.7%

Strongly Agree
52.4%

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

Strongly Disagree
3.2%

Disagree
7.1%

Strongly Agree
24.6%

Neither Agree Nor Disagree
21.4%

Agree
42.1%

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 distribution of the Survey of the State of Shared Governance on Campus. The primary user of these procedures are 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. 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:
- Early January 2020: Final survey and communications approved by CUSS Membership.
- Late January 2020: Survey is delivered to staff senate chairs for dissemination.
- Late February 2020: Deadline for staff senate members to participate in the survey.
- Early April 2020: The CUSS Chair and Vice-Chair complete the final report(s).
- Mid-April 2020: The CUSS Chair provides full report at the Chancellor's Council Meeting and individual reports for the Presidents.
- Early May 2020: 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 and Vice-Chair are also 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 May 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.
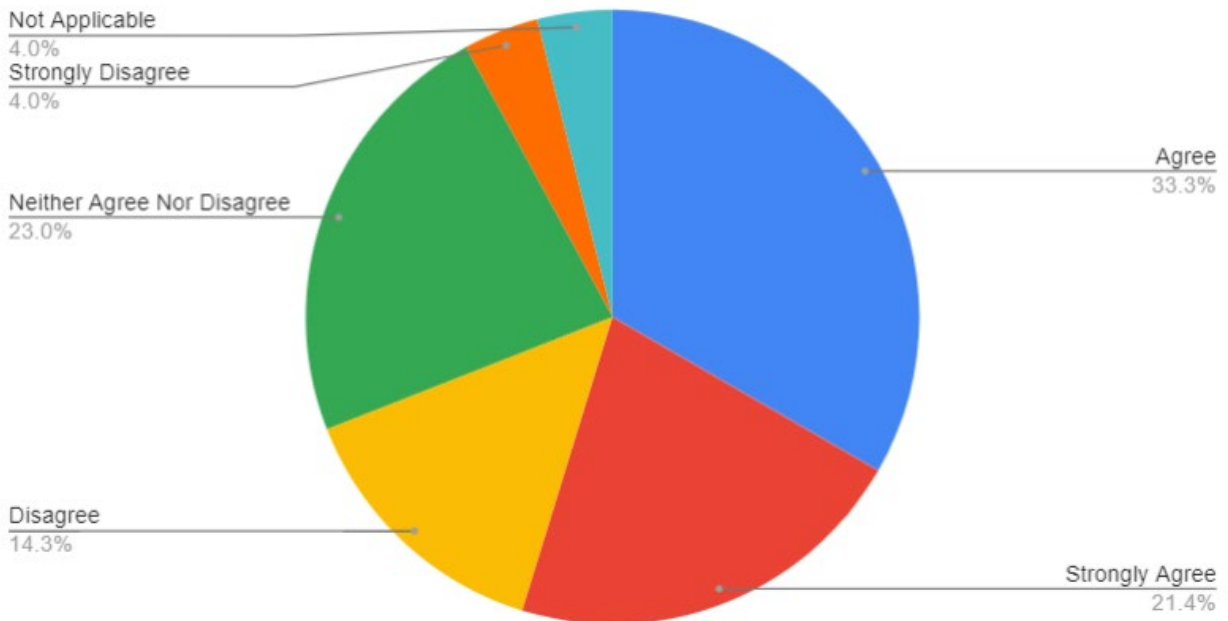
Senate's Role
5. The staff senate plays an important role in providing academic and administrative functions at the university.
6. Your role with staff council is valued.
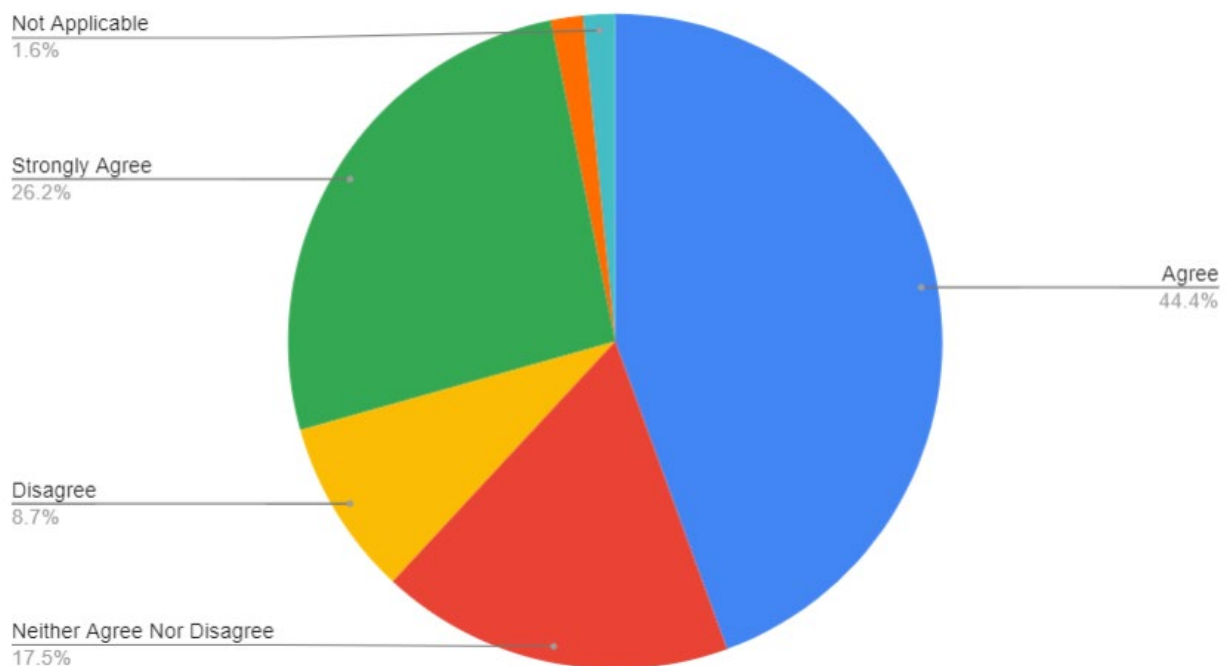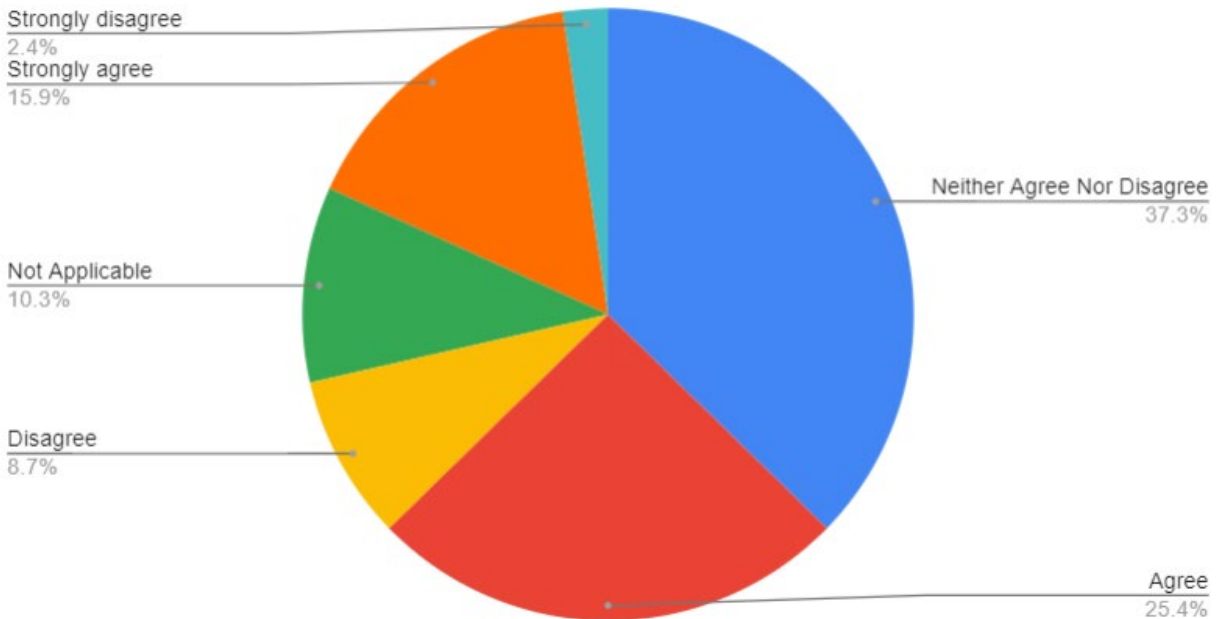
The President's Role
7. Other than on rare occasions, the president seldom overturns staff decisions and recommendations
8. The president seeks meaningful staff input on those issues (such as budgeting) in which the staff has an appropriate interest but not primary responsibility.
9. The president is 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.
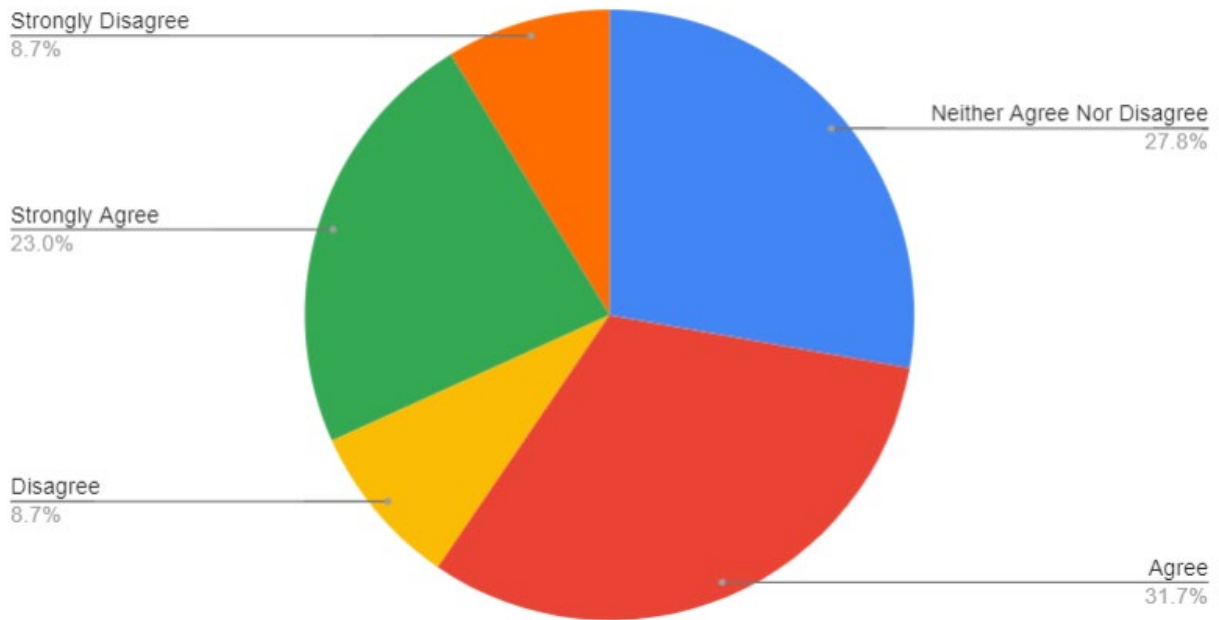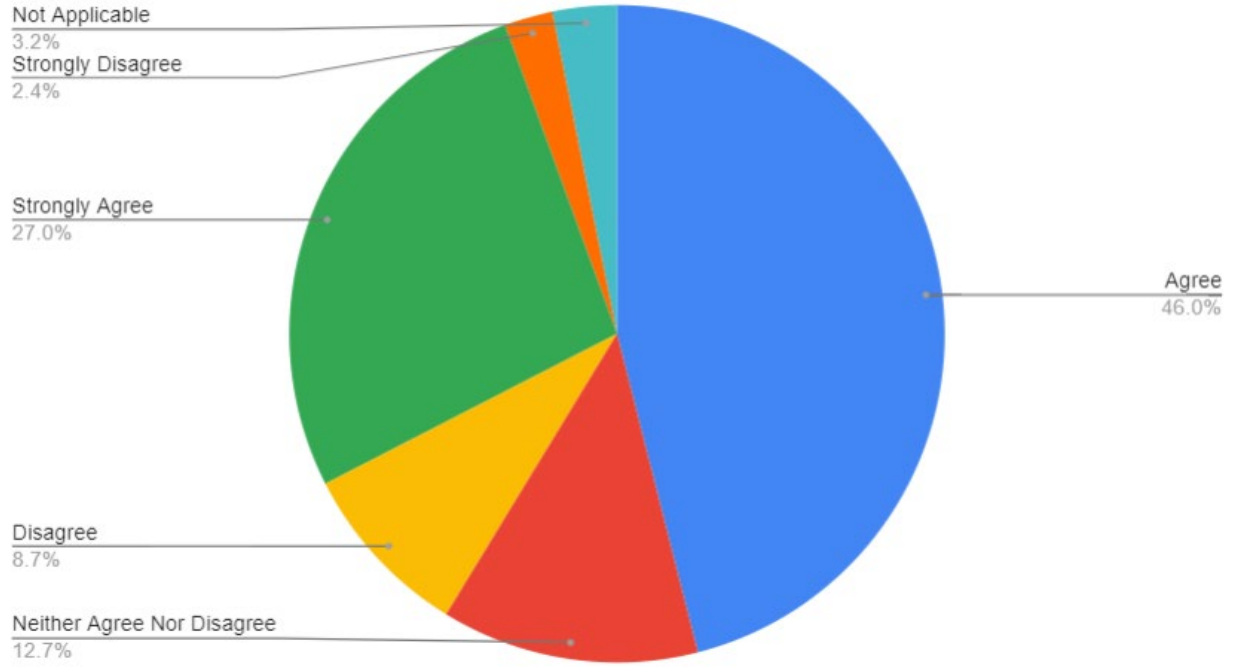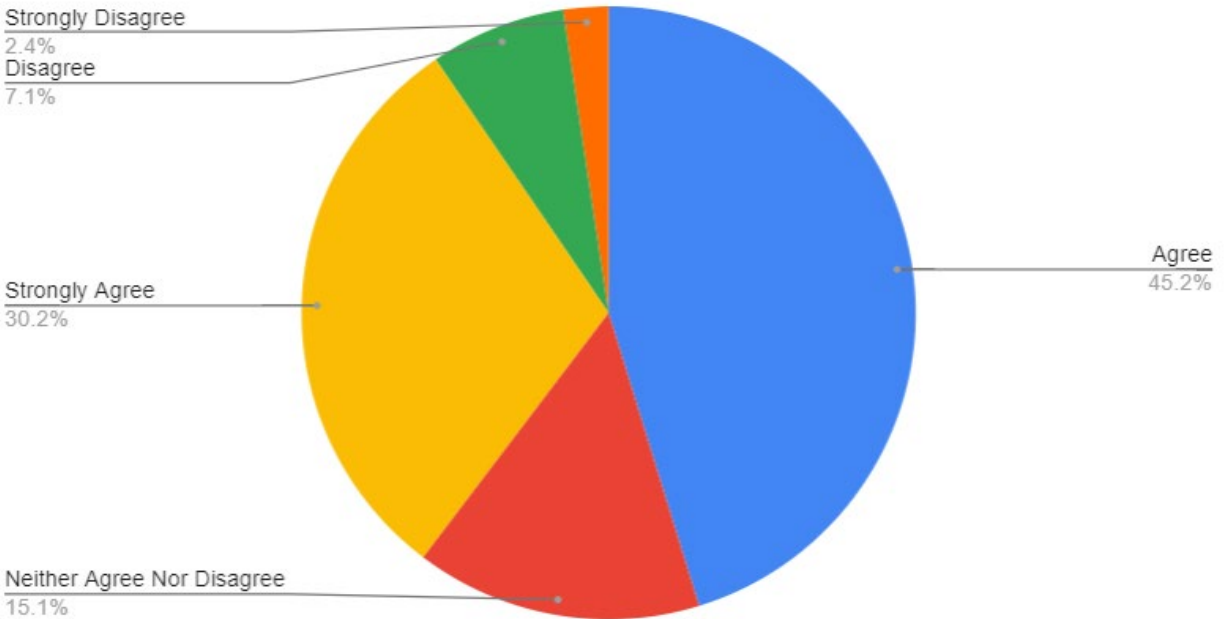
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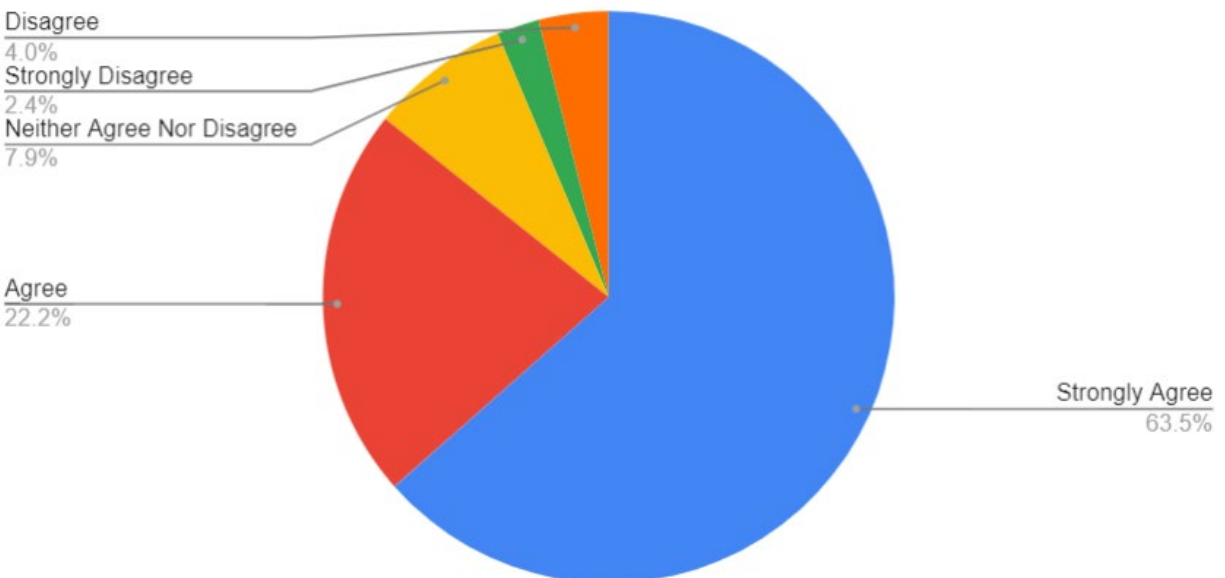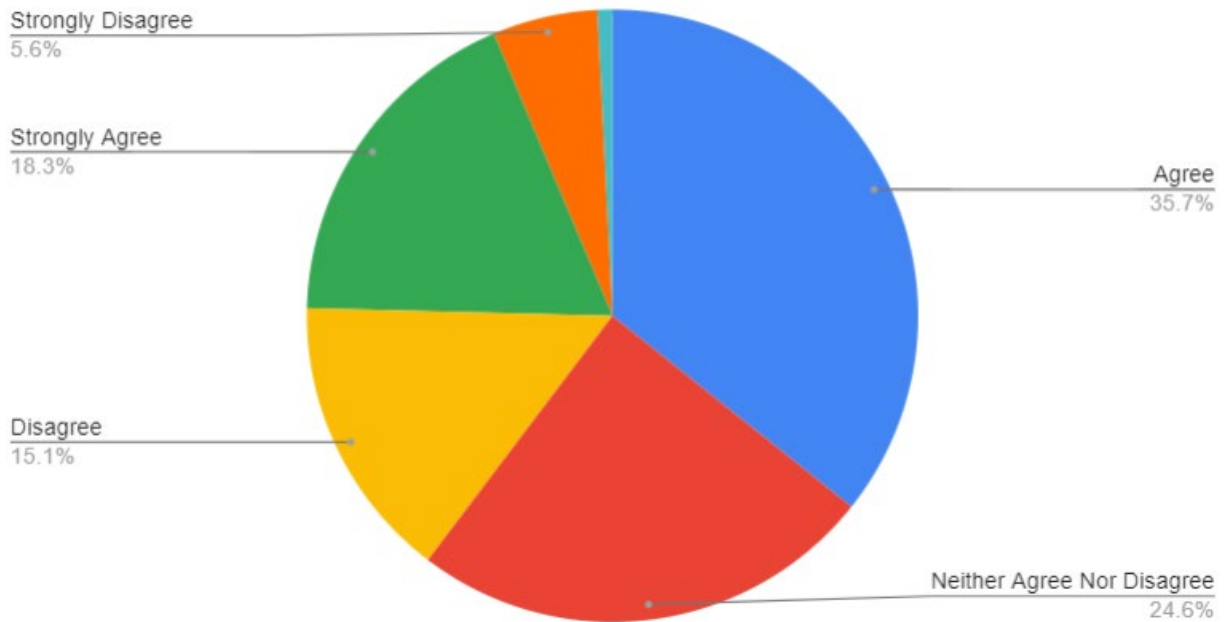
Joint Decision Making
14. The administration utilizes staff involvement in the area of planning and strategic planning.
15. The administration recognizes staff involvement in budgeting and fiscal resource planning.
16. The administration recognizes staff involvement in academic affairs and program development.
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)