

State of Shared Governance Report
University System of Maryland (USM)
Survey of Staff Senate Members
2020

Attention:

Dr. Jay Perman

Chancellor

By:

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Council of University System Staff (CUSS)

May 10, 2021

State of Shared Governance Report (USM)
Survey of Staff Senate Members
2020-2021

Executive Summary

For the academic year 2020-2021, 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 conducts this survey on an annual basis, with this report serving as the fourth 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 112 responses, slightly lower than our response rate to the survey from last year but still an acceptable response rate all things considered this year. The highest participation rate from any institution was 18 responses and the lowest from any institution was 2 responses. From these responses, we have compiled a summary based on response rate categories from Strongly Agree to Strongly Disagree.

The highest-rated questions (those 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” (97.4% - up 11.7% since 2019)
- Question 19 “The Staff Senate and/or other institution-wide governance bodies meet on a regular basis” (92.1% - down 1.5% since 2019)

These responses are encouraging as they demonstrate that people feel supported to engage in shared governance opportunities and that despite the pandemic, shared governance organizations have continued to find ways to meet regularly.

There were also a number of questions that showed a substantial number of “Neither Agree Nor Disagree” responses. This mid-rated questions include:

- Question 4 “Feedback [from administration] is presented in a timely manner, be it positive or negative” (21.4% neither agree nor disagree - no comparison available)
- Question 5 “The staff senate plays an important role in providing academic and administrative functions at the university” (21.4% neither agree nor disagree - no comparison available)

- Question 7 “Other than on rare occasions, the president seldom overturns staff decisions and recommendations” (43.8% neither agree nor disagree - up 6.5% since 2019)
- 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” (25.9% neither agree nor disagree - up 0.5% since 2019)
- Question 14 “The administration utilizes staff involvement in the areas of planning and strategic planning” (21.4% neither agree nor disagree - up 0.7% since 2019)
- Question 15 “The administration recognizes staff involvement in budgeting and fiscal resources planning” (33% neither agree nor disagree - up 4.5% since 2019)
- Question 16 “The administration recognizes staff involvement in academic affairs and program development” (32.1% neither agree nor disagree - down 1.2% since 2019)
- Question 17 “The administration supports staff involvement in staff selection and hiring” (23.2% neither agree nor disagree - no comparison available)

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 enough, compared to previous iterations of this survey, there were almost no categories where the response of “Strongly Disagree” or “Disagree” was above 10%. Typically this report would highlight those questions with a high level of disagreement as areas to focus on for improvement but there are only two questions where the negative response rate was between 10-15% including staff involvement with budgeting and recognition of staff in academic areas.

Following is the supporting data, procedural outline, and list of survey questions.

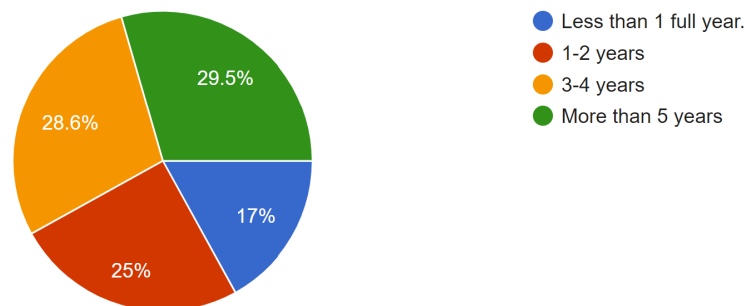
Shared Governance Survey: Overall Data

Participant Information:

Institution	Responses	Rate of Participation
Bowie State University	10	8.9%
Coppin State University	5	4.5%
Frostburg State University	8	7.1%
Salisbury University	10	8.9%
Towson University	17	15.2%
University of Baltimore	5	4.5%
University of Maryland Baltimore	10	8.9%
University of Maryland Baltimore County	18	16.1%
UM Center for Environmental Science	8	7.1%
University of Maryland College Park	12	10.7%
University of Maryland Eastern Shore	2	1.8%
University of Maryland Global Campus	7	6.3%
Total	112	100%

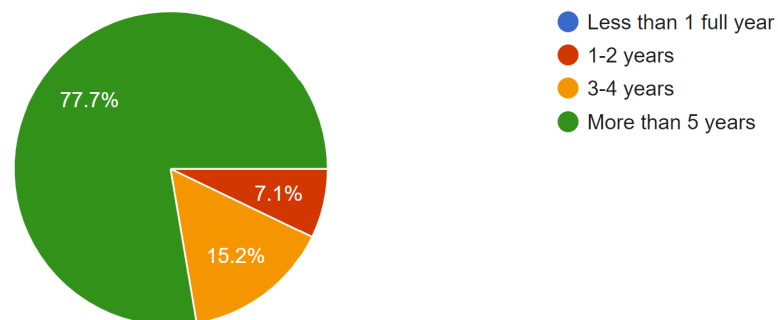
How long have you been involved in Staff Shared Governance?

112 responses



How long have you been with your institution?

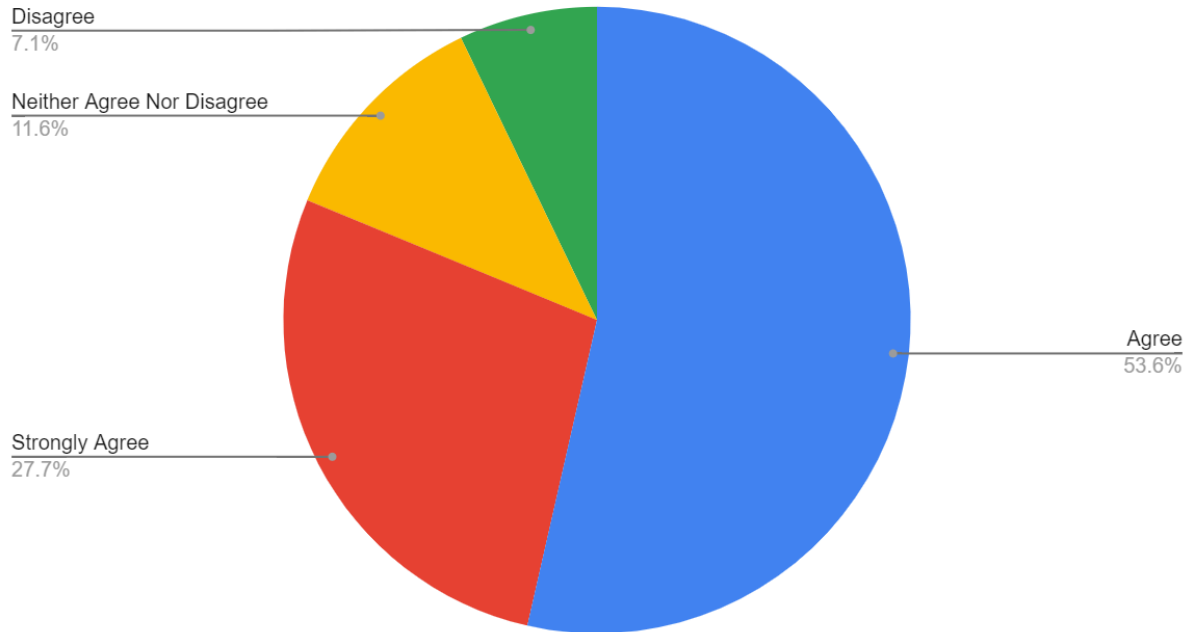
112 responses



Survey Questions:

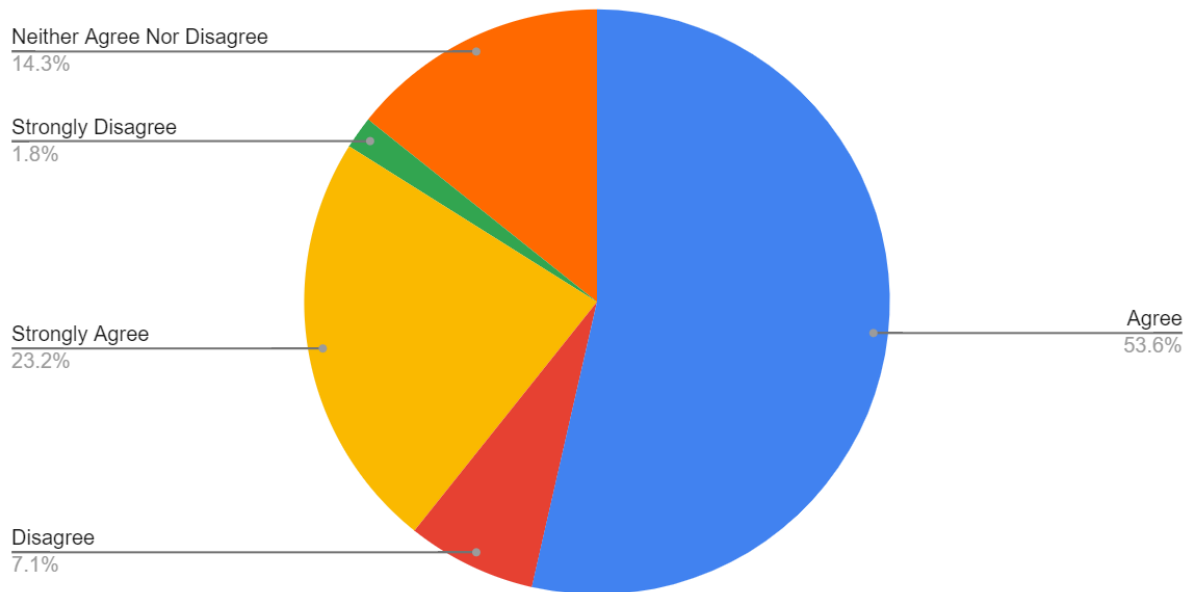
Climate of Governance

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

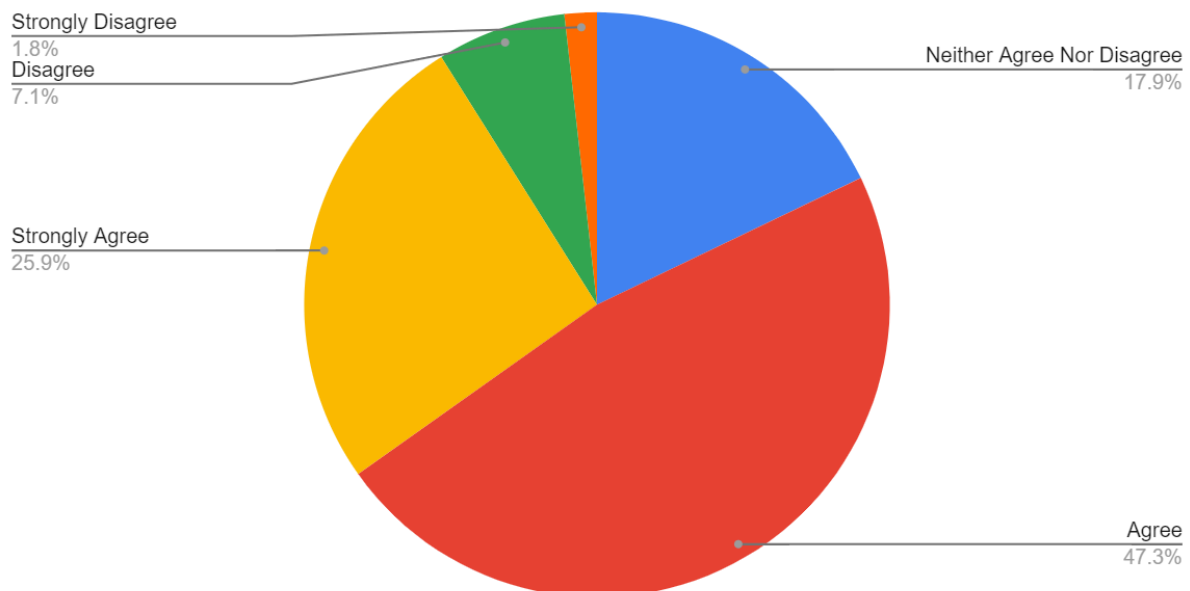


Institutional Communications

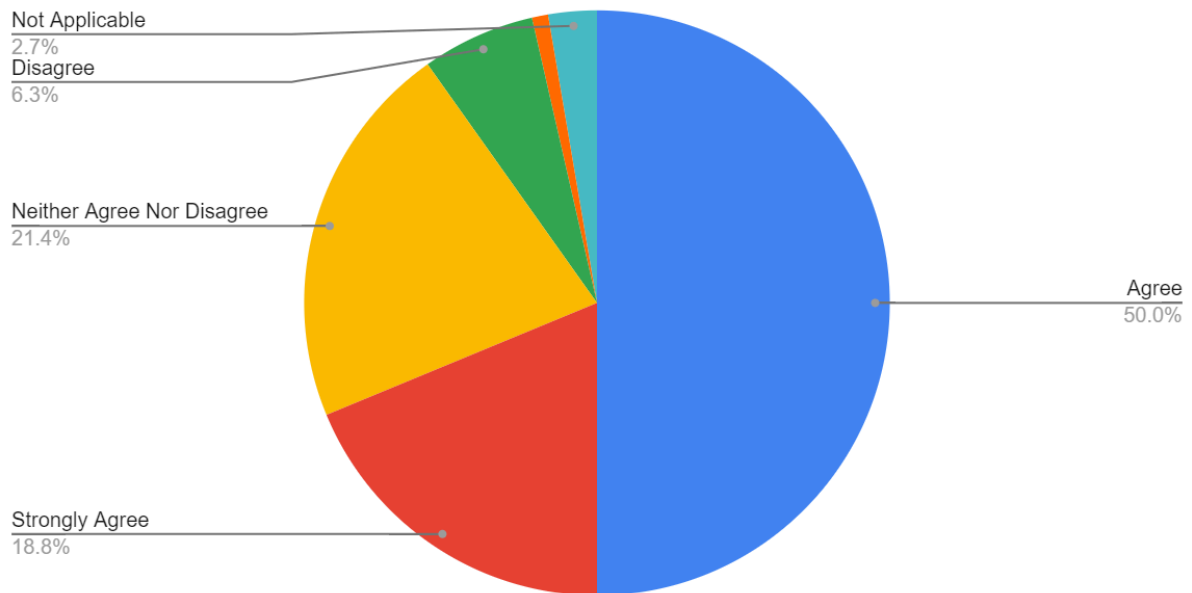
2. There is excellent communication and consultation between the administration and the staff and senate leaderships.



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

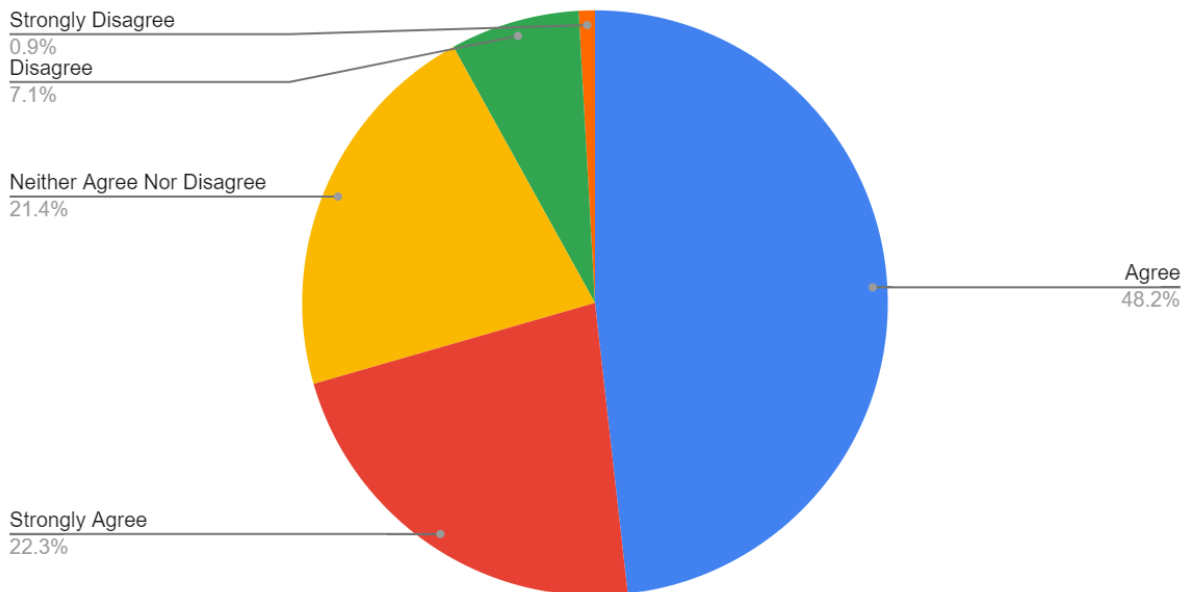


4. Feedback is presented in a timely manner, be it positive or negative.

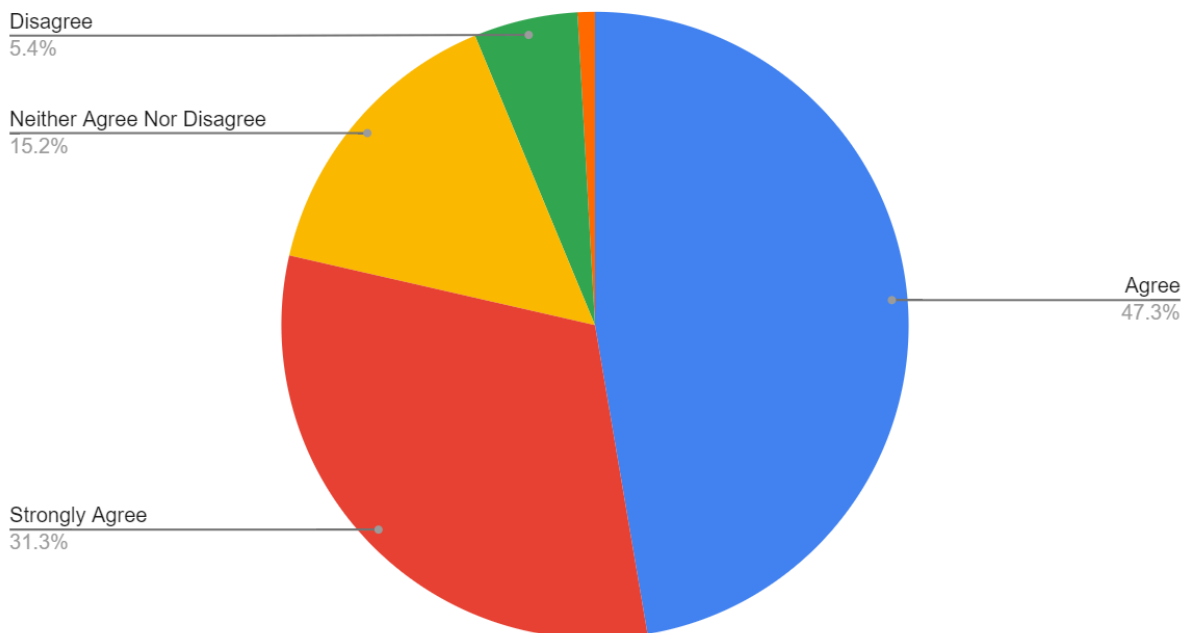


Senate's Role at Your Institution

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

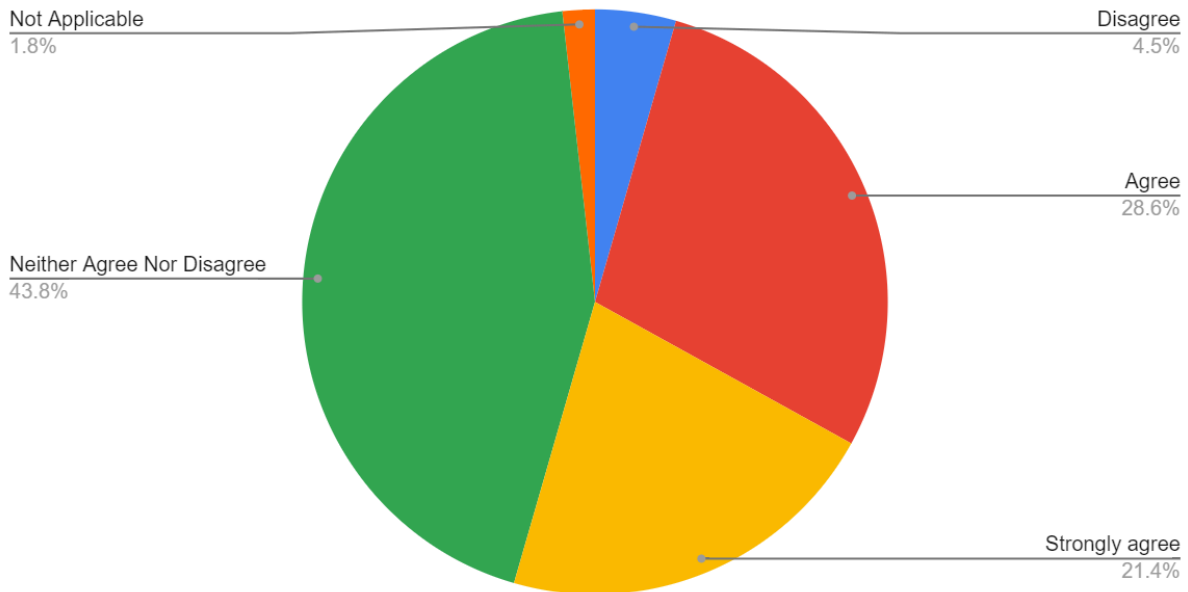


6. Your role with staff senate is valued.

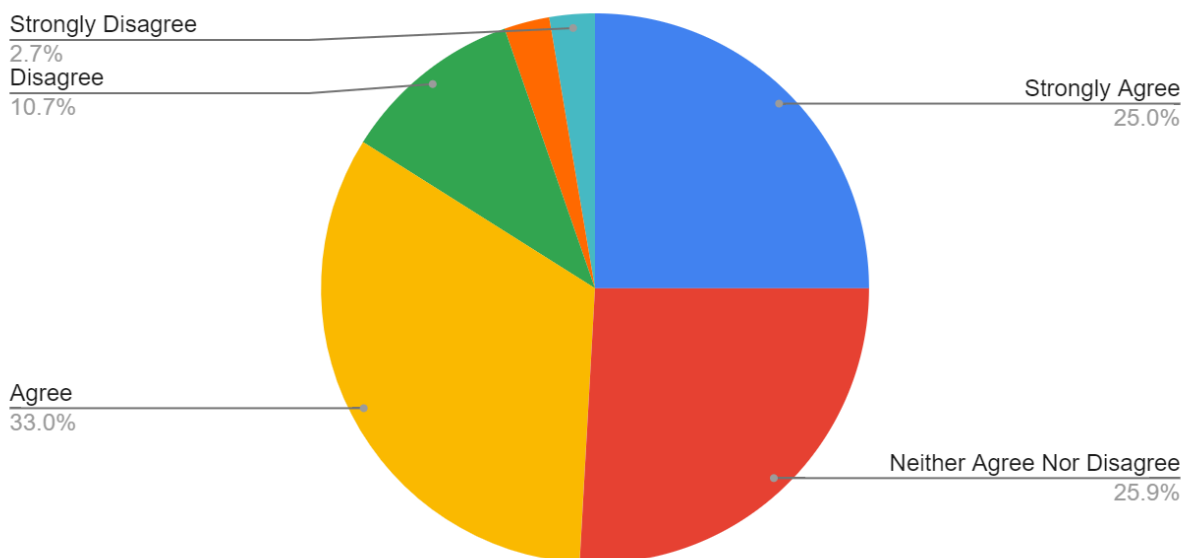


The President's Role

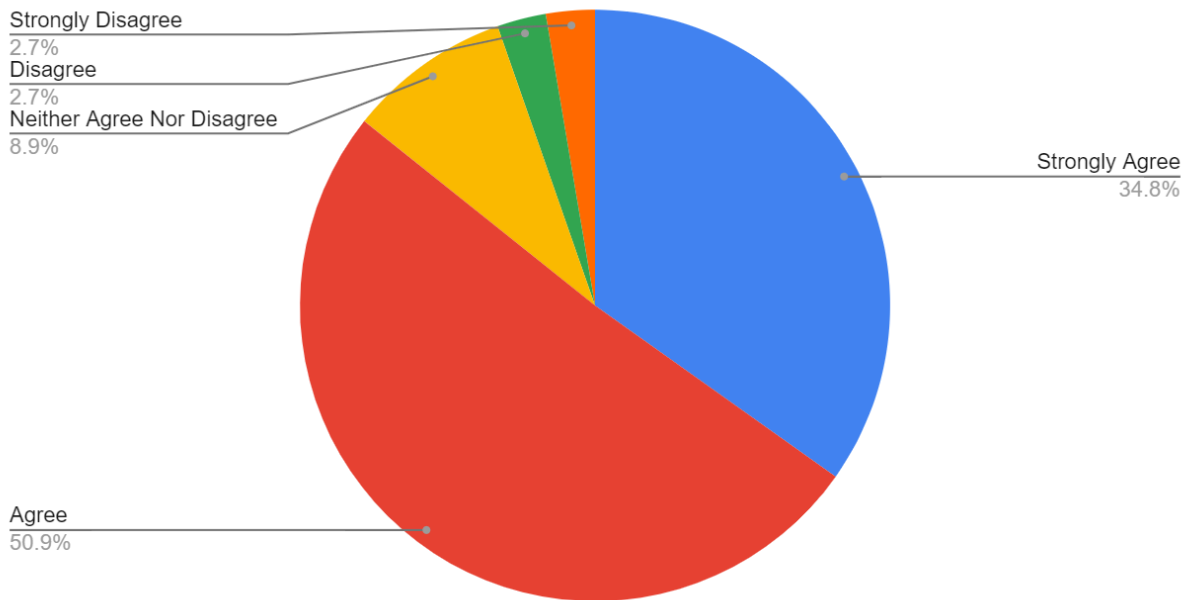
7. Other than on rare occasions, the president seldom overturns staff decisions and recommendations.



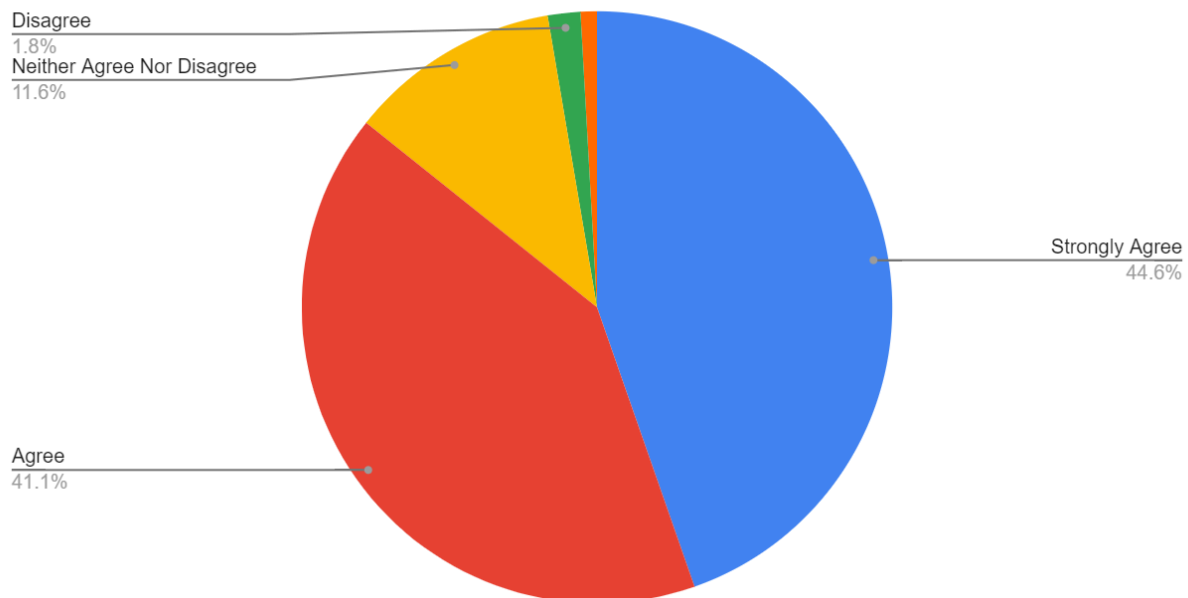
8. The president seeks meaningful staff input on those issues (such as budgeting) in which the staff has an appropriate interest but not primary responsibility.



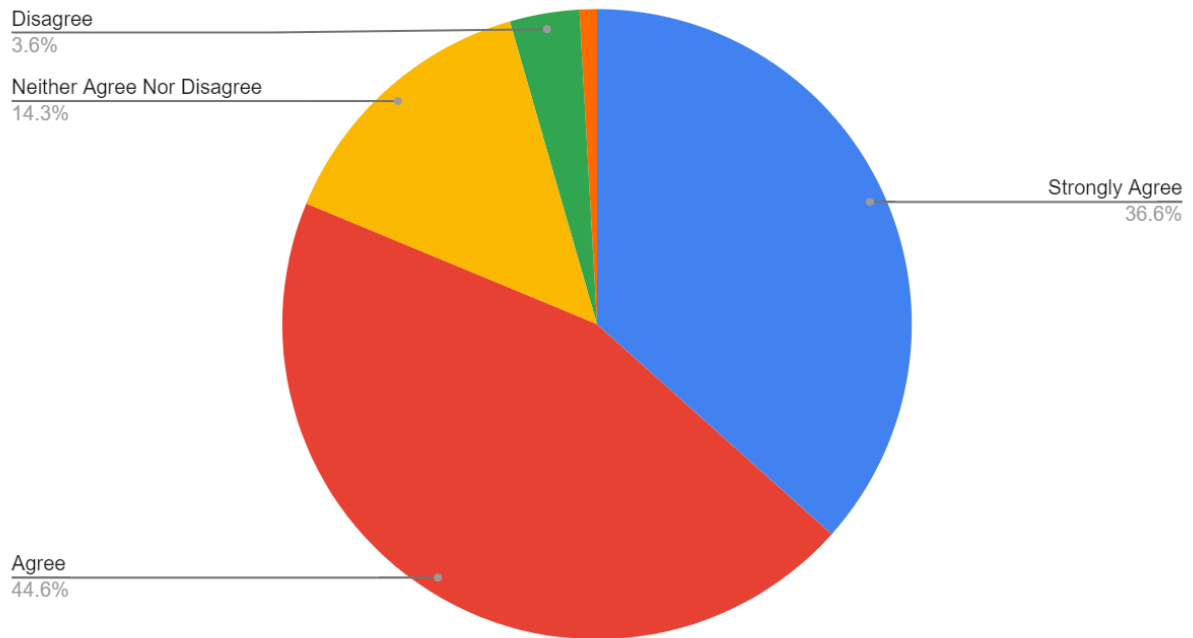
9. The president is transparent in communicating decisions, changes and recommendations.



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

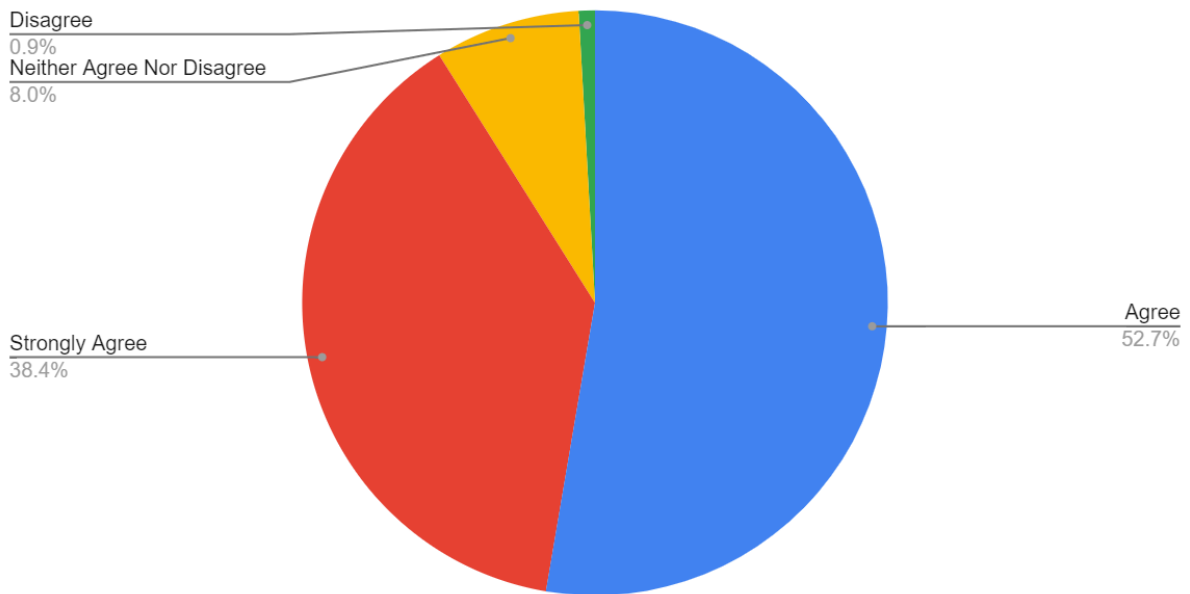


11. There is open communication with staff senate.

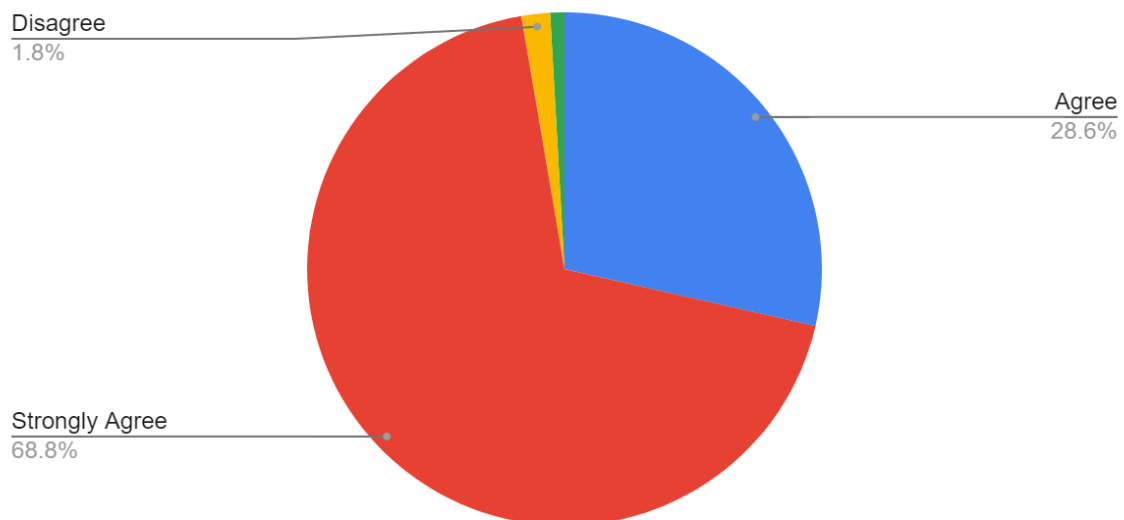


The Staff's Role

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

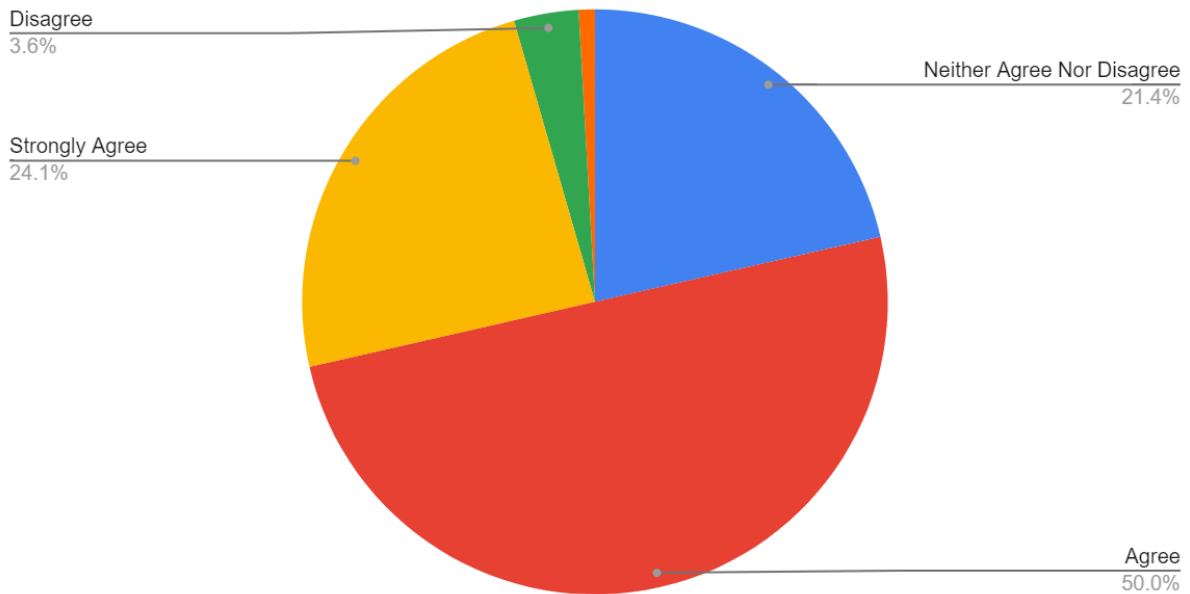


13. My immediate supervisor is supportive of my involvement in shared governance when I need to attend a related event or meeting during work hours.

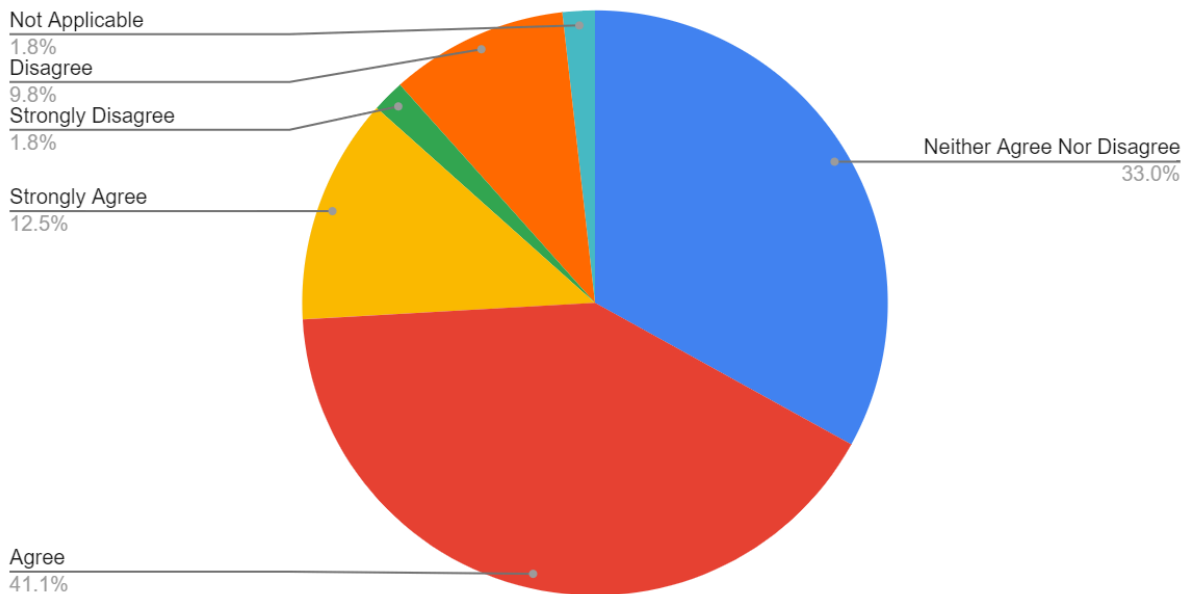


Joint Decision Making

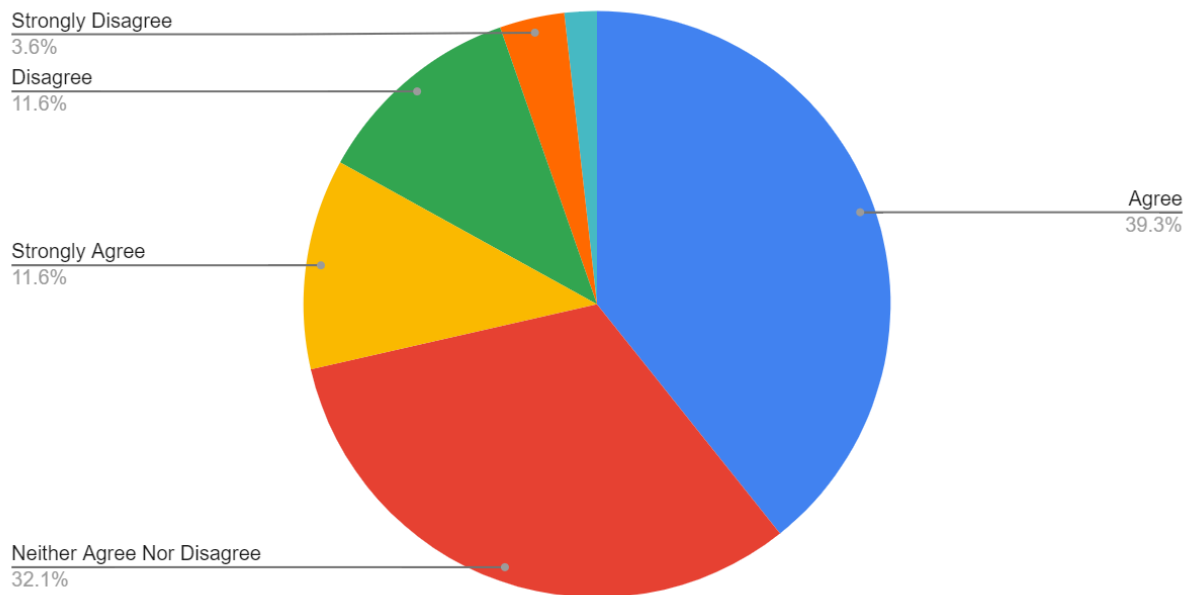
14. The administration utilizes staff involvement in the area of planning and strategic planning.



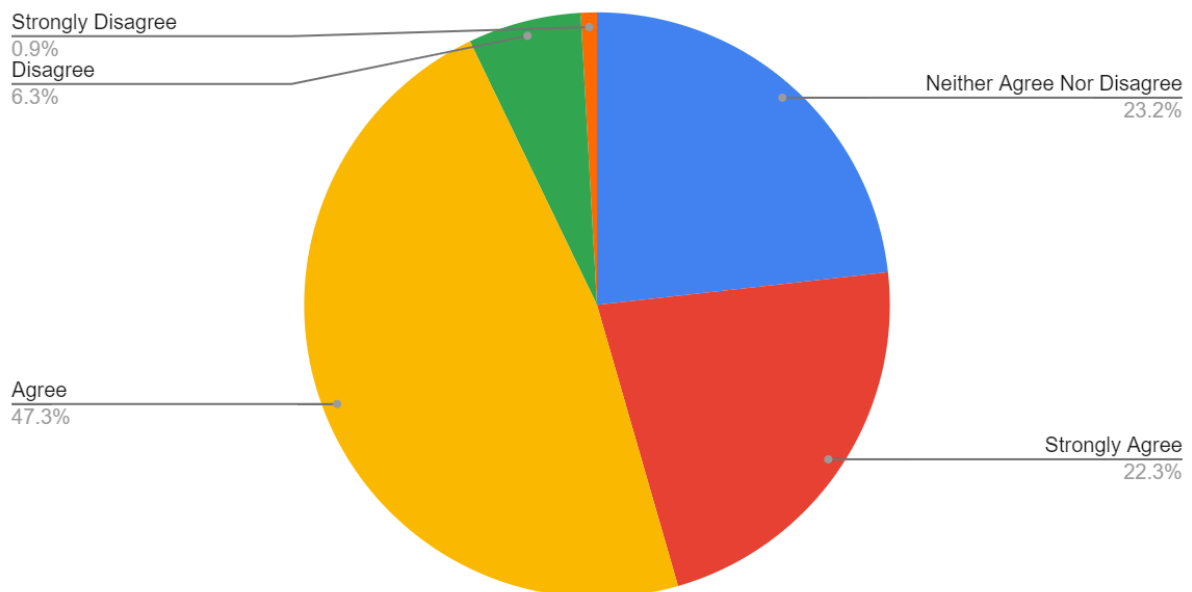
15. The administration recognizes staff involvement in budgeting and fiscal resource planning.



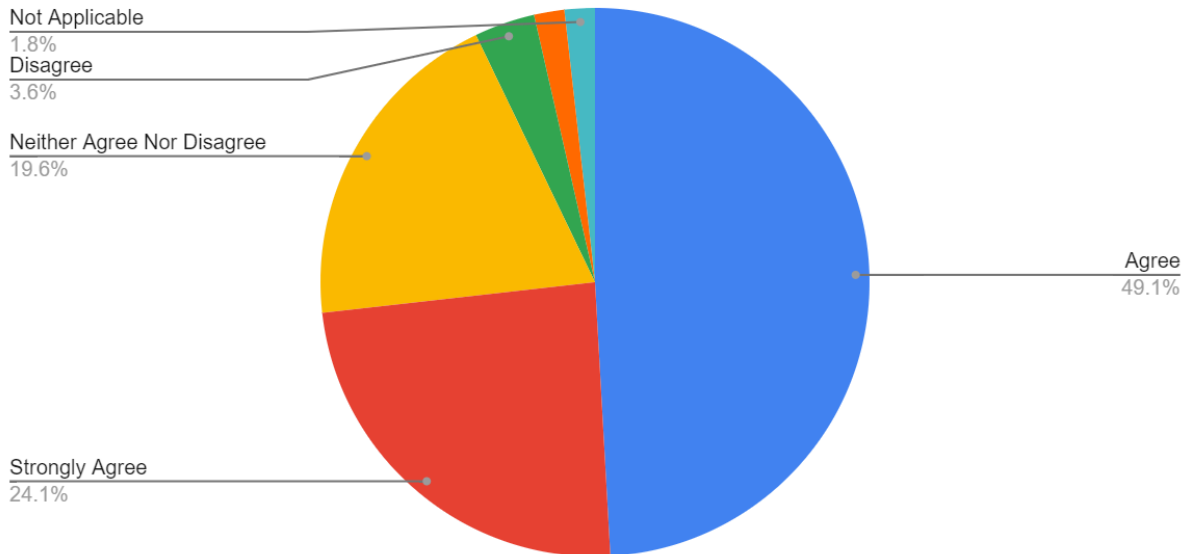
16. The administration recognizes staff involvement in academic affairs and program development.



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

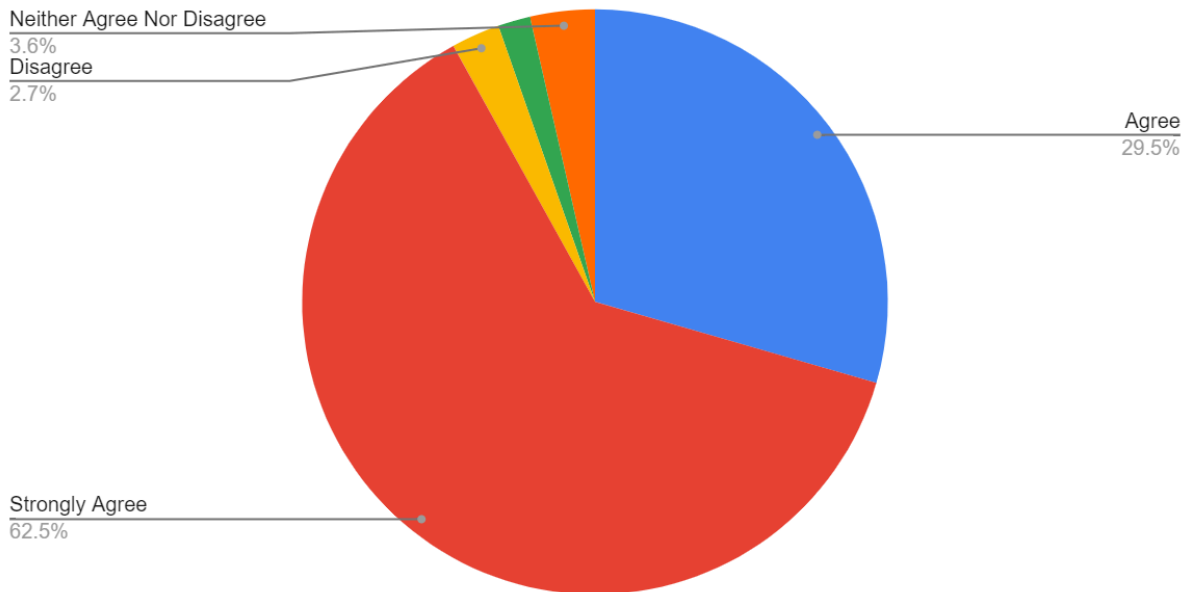


18. Structures and processes that allow for shared governance are clearly defined in the governance documents (e.g. staff handbook).

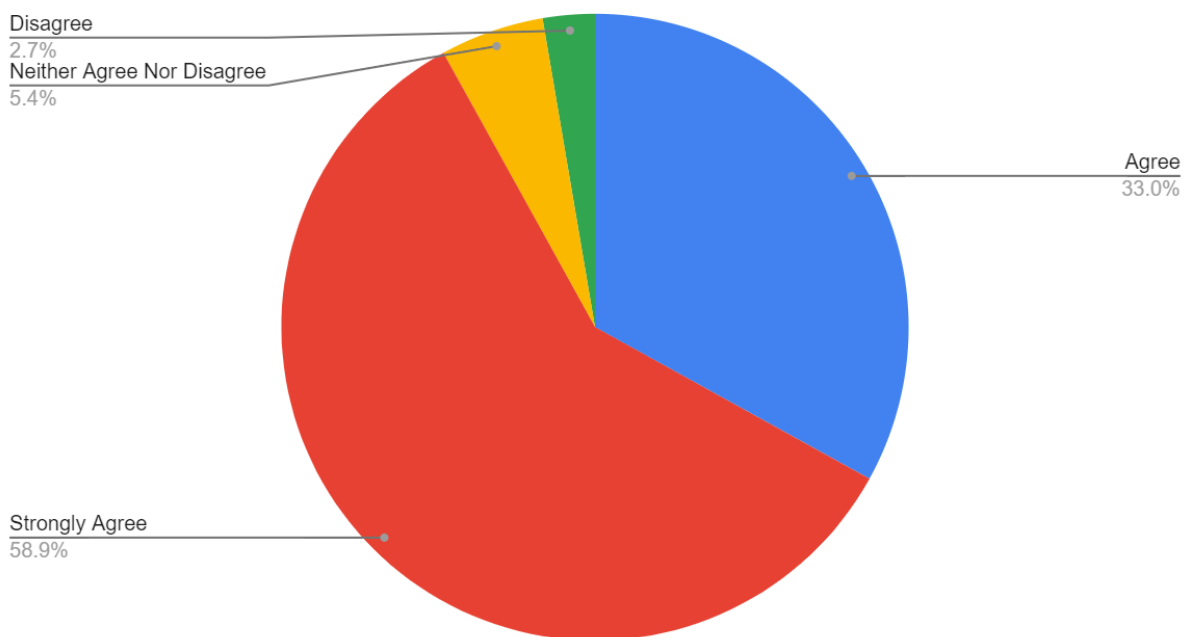


Structural Arrangements for Shared Governance

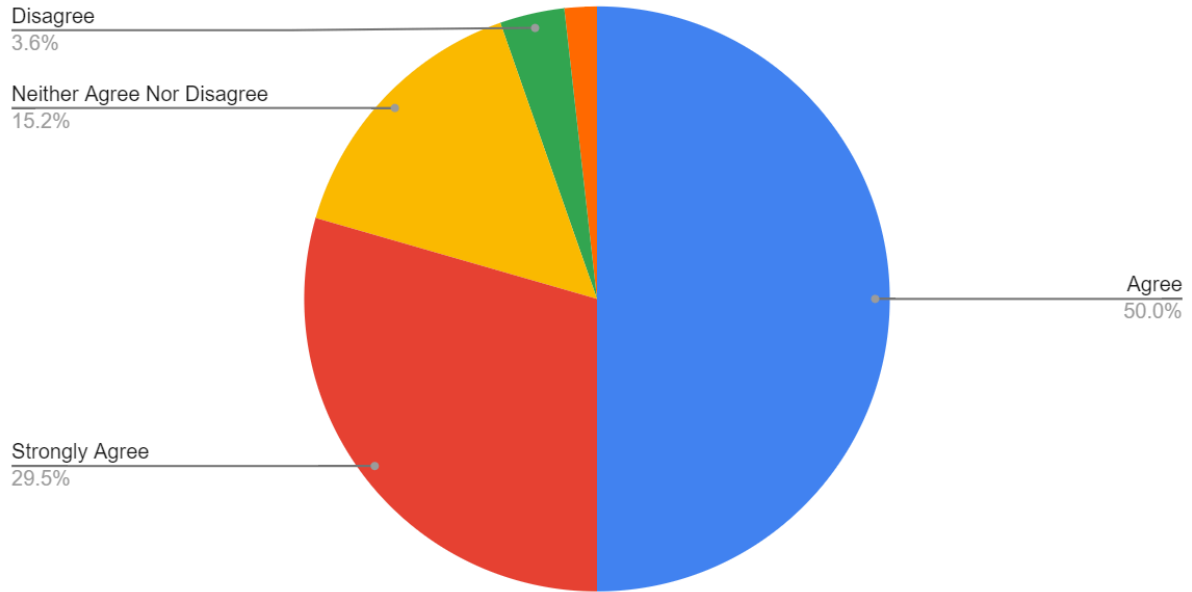
19. The staff senate and/or other institution-wide governance bodies meet on a regular basis.



20. Staff determine how their own representatives are selected.



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



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 2020 to Dec 2020). 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:

- March 4, 2021: Survey is delivered to staff senate chairs for dissemination.
- March 31, 2021: Deadline for staff senate members to participate in the survey.
- April 30, 2021: The CUSS Chair completes the final report(s).
- June 7, 2021: The CUSS Chair provides a full report at the Chancellor's Council Meeting and individual reports for the Presidents.
- June 17, 2021: The CUSS Chair provides an executive summary of survey results at the June 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 June 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 allow 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.

The Staff’s Role

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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.

Joint Decision Making

14. The administration utilizes staff involvement in the area of planning and strategic planning.
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16. The administration recognizes staff involvement in academic affairs and program development.
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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)