State of Shared Governance Report

University System of Maryland (USM)

Survey of Staff Senate Members

2021

Attention:

Dr. Jay Perman

Chancellor

By:

Dr. Laila M. Shishineh, Chair

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Council of University System Staff (CUSS)

April 15, 2022

State of Shared Governance Report (USM)
Survey of Staff Senate Members
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Executive Summary

For the 2021 cycle, 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 fifth 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 124 responses, a slightly higher response rate to the survey from last year. The highest participation rate from any institution was 20 responses and the lowest from any institution was 1 response. From these responses, we have compiled a summary based on response rate categories from Strongly Agree to Strongly Disagree. Additionally, each section of the survey had open-ended questions and responses - these are captured in the individual reports for each campus rather than in this summary report.

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" (88.5%)
- Question 19 "The Staff Senate and/or other institution-wide governance bodies meet on a regular basis" (92.6%)

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" (35% - up 13.6% from 2020)
- Question 7 "Other than on rare occasions, the president seldom overturns staff decisions and recommendations" (40.3% - down 3.5% from 2020)

- 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" (31.7% - up 5.8% from 2020)
- Question 15 "The administration recognizes staff involvement in budgeting and fiscal resources planning" (37.9% - up 4.9% from 2020)
- Question 16 "The administration recognizes staff involvement in academic affairs and program development" (36.4% - up 4.3% from 2020)
- Question 18 "Structures and processes that allow for shared governance are clearly defined in the governance documents (e.g. staff handbook)" (28.7% - no comparison available from 2020)
- Question 21 "The administration provides adequate institutional support for shared governance to function (budget, liaisons, etc)." (25.8% - no comparison available from 2020)

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.

Lastly, there were several questions that showed a substantial number of "Strongly Disagree" or "Disagree" responses (with a response rate above 15% across the two responses). These questions include:

- Question 3 "Staff can openly communicate governance issues with the cabinet/upper management" (15.4%)
- 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 responsible)" (17.9% - no comparison available to 2020)
- Question 16 "The administration recognizes staff involvement in academic affairs and program development" (19.9% - no comparison available from 2020)

Similar to previous iterations of this survey, the questions with a higher "Strongly Disagree" or "Disagree" response rate tend to be around staff involvement in areas of academic affairs and/or budgeting. However, the concern about communication with upper management is a new question in this category and may be one for leadership to consider. Some challenges around this can surely be associated with the pandemic as well.
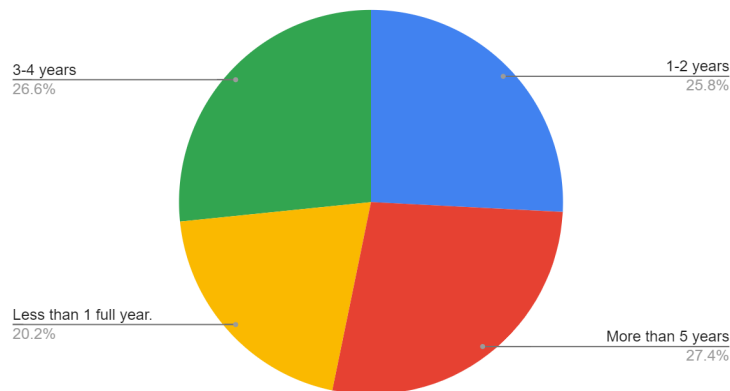
Following is the supporting data, procedural outline, and list of survey questions.
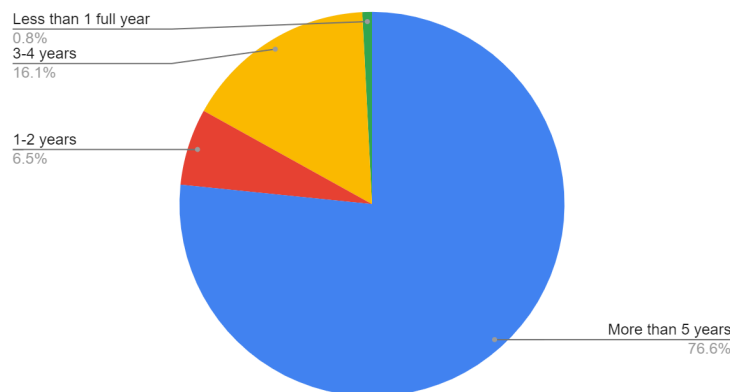
Shared Governance Survey: Overall Data

Participant Information:

Institution	Responses	Approximate Rate of Participation
Bowie State University	15	12.1%
Coppin State University	13	10.5%
Frostburg State University	8	6.5%
Salisbury University	10	8.1%
Towson University	18	14.5%
University of Baltimore	6	4.8%
University of Maryland Baltimore	8	6.5%
University of Maryland Baltimore County	20	16.1%
UM Center for Environmental Science	4	3.2%
University of Maryland College Park	19	15.3%
University of Maryland Eastern Shore	2	1.6%
University of Maryland Global Campus	1	0.8%
Total	**124**	**100%**

How long have you been involved in Staff Shared Governance?

3-4 years
26.6%

1-2 years
25.8%

Less than 1 full year.
20.2%

More than 5 years
27.4%

How long have you been with your institution?

Less than 1 full year
0.8%
3-4 years
16.1%

1-2 years
6.5%

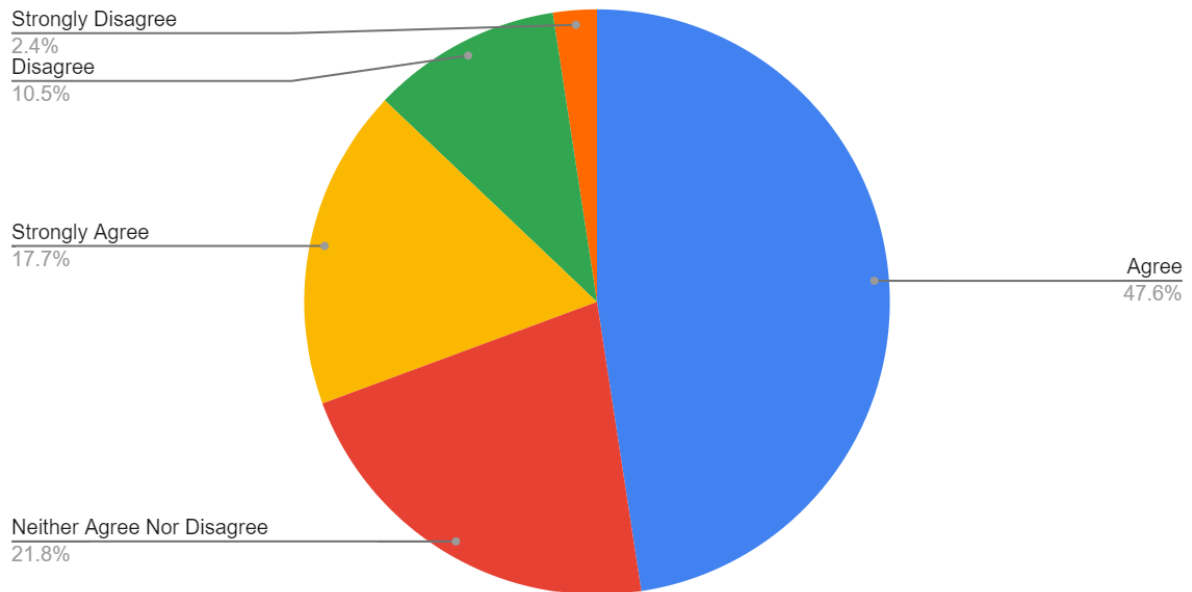More than 5 years
76.6%

Survey Questions:

Climate of Governance

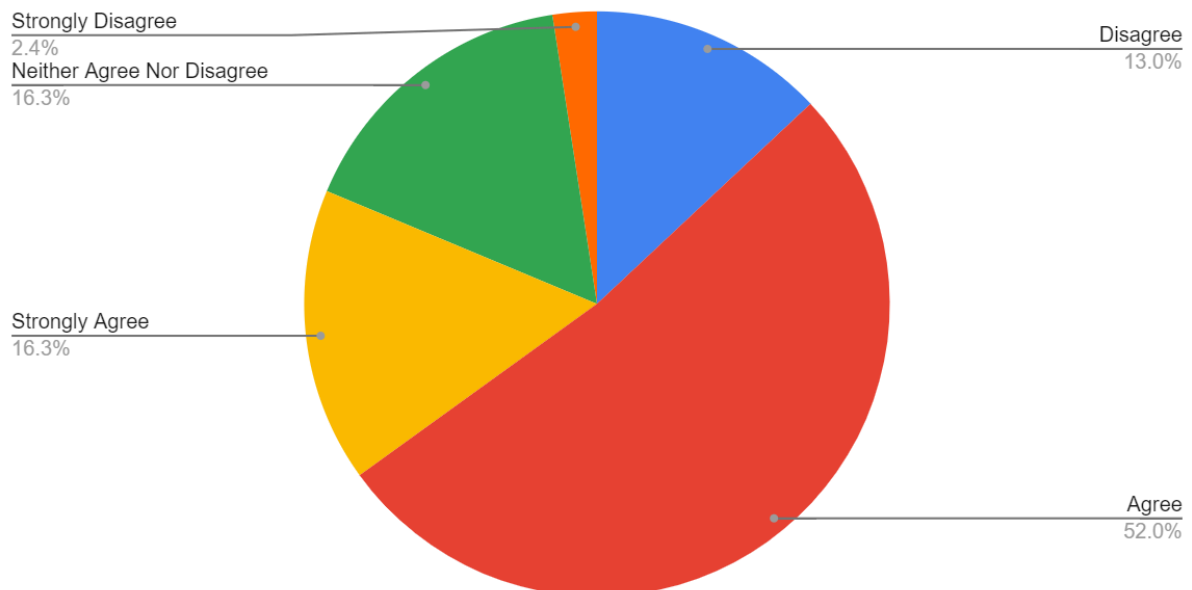### 1. Shared governance on our campus is alive and healthy.
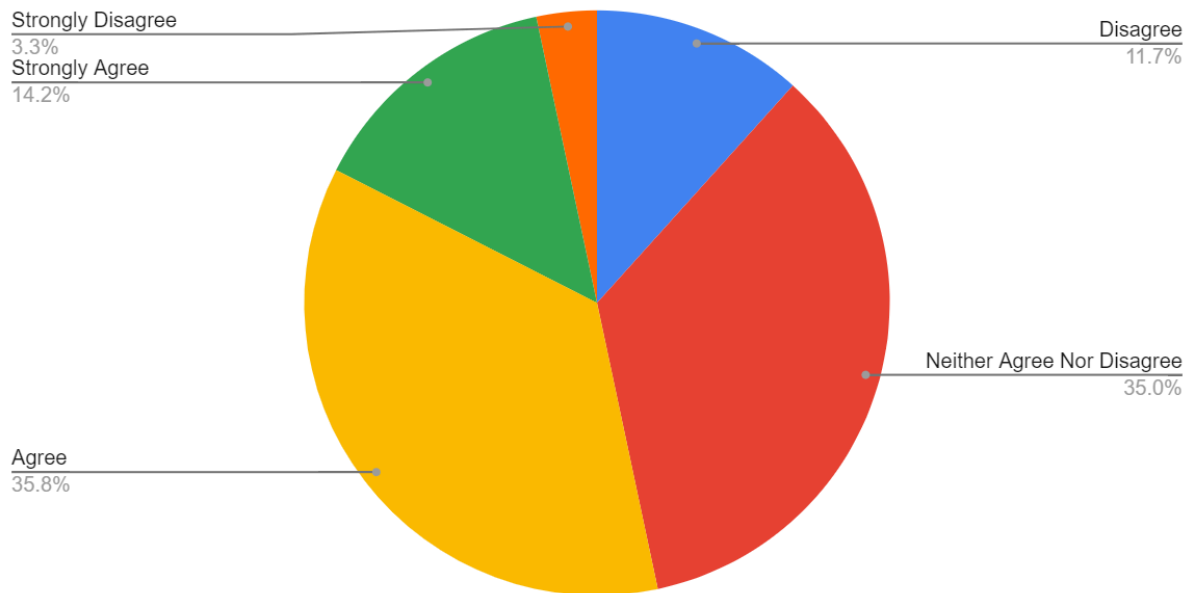
Institutional Communications

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

Strongly Disagree
2.4%

Disagree
10.5%

Strongly Agree
17.7%

Neither Agree Nor Disagree
21.8%

Agree
47.6%

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

Strongly Disagree
2.4%

Neither Agree Nor Disagree
16.3%

Strongly Agree
16.3%

Disagree
13.0%

Agree
52.0%

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

Strongly Disagree
3.3%

Strongly Agree
14.2%

Disagree
11.7%

Neither Agree Nor Disagree
35.0%

Agree
35.8%

Senate's Role at Your Institution

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


Strongly Disagree
2.5%

Disagree
12.4%

Agree
36.4%

Strongly Agree
23.1%

Neither Agree Nor Disagree
25.6%

6. Your role with staff senate is valued.

Strongly Disagree
0.8%

Disagree
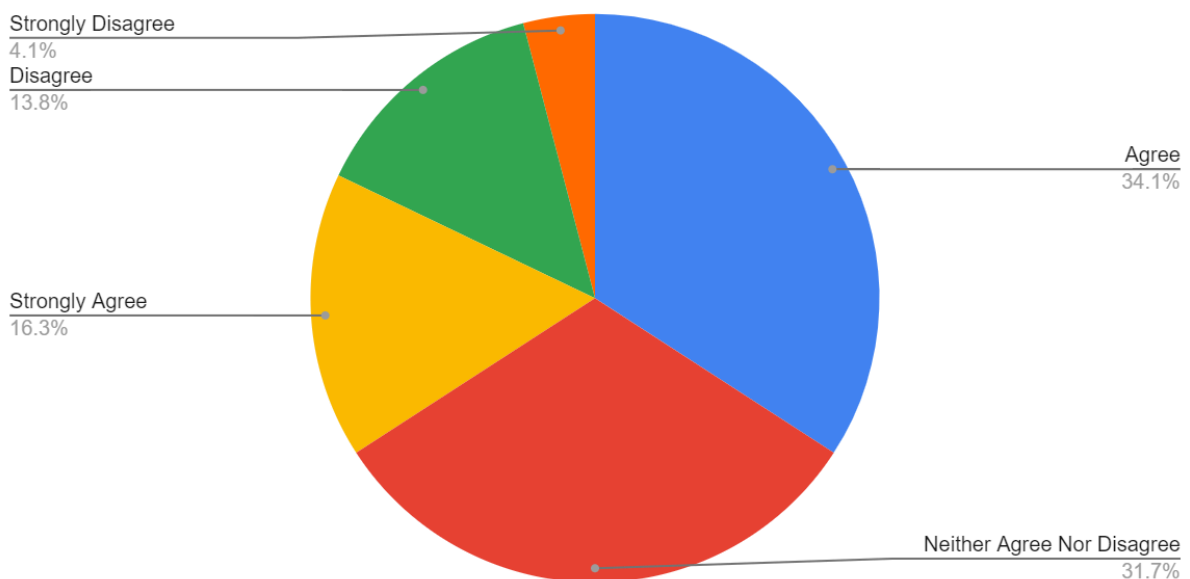5.8%

Neither Agree Nor Disagree
23.1%

Agree
41.3%

Strongly Agree
28.9%

The President's Role

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

Strongly disagree
5.0%

Disagree
5.9%

Strongly agree
15.1%

Agree
33.6%
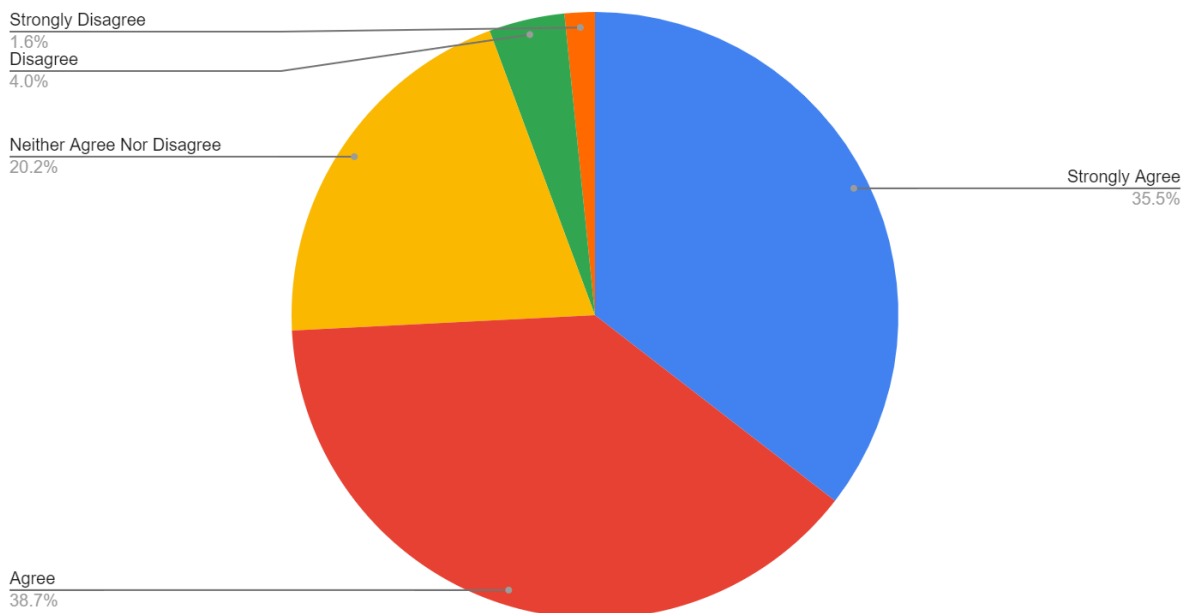
Neither Agree Nor Disagree
40.3%

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.

Strongly Disagree
4.1%

Disagree
13.8%

Strongly Agree
16.3%

Agree
34.1%

Neither Agree Nor Disagree
31.7%

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

Strongly Disagree
3.2%

Disagree
8.1%

Strongly Agree
32.3%

Agree
37.1%

Neither Agree Nor Disagree
19.4%

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

Strongly Disagree
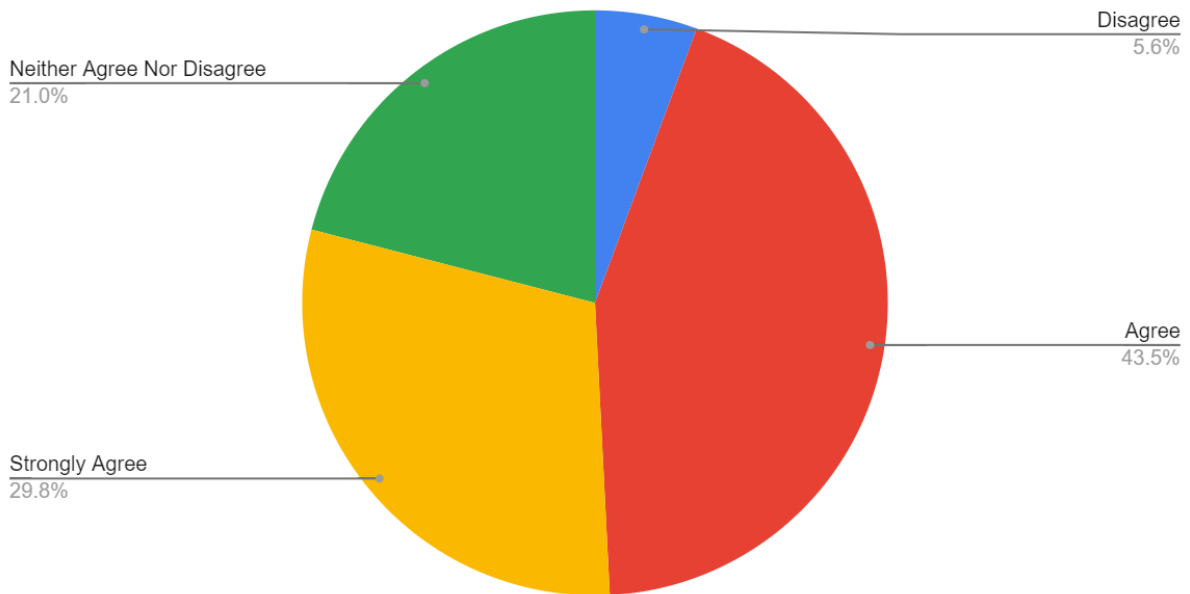1.6%

Disagree
4.0%

Neither Agree Nor Disagree
20.2%

Strongly Agree
35.5%

Agree
38.7%

11. There is open communication with staff senate.

Disagree
2.4%

Strongly Agree
31.7%

Agree
41.5%

Neither Agree Nor Disagree
23.6%

❖   **- Strongly Disagree (0.8%)**

The Staff's Role

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

Disagree
5.6%

Neither Agree Nor Disagree
21.0%

Agree
43.5%

Strongly Agree
29.8%

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.
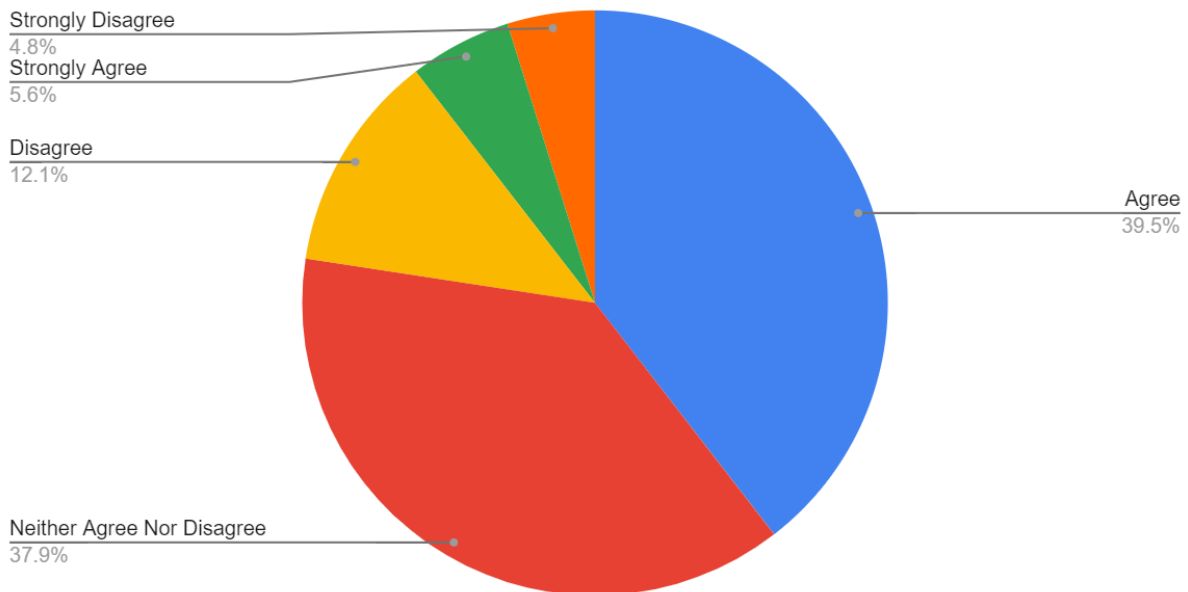
Disagree
4.1%

Neither Agree Nor Disagree
6.6%

Agree
27.3%

Strongly Agree
61.2%

❖ - **Strongly Disagree (0.8%)**

Joint Decision Making

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

Strongly Disagree
1.6%

Disagree
12.1%

Neither Agree Nor Disagree
23.4%

Agree
49.2%

Strongly Agree
13.7%

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

Strongly Disagree
4.8%

Strongly Agree
5.6%

Disagree
12.1%

Agree
39.5%

Neither Agree Nor Disagree
37.9%

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

Strongly Disagree
5.0%

Disagree
14.9%

Neither Agree Nor Disagree
36.4%

Agree
33.1%

Strongly Agree
10.7%

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

Strongly Disagree
2.5%

Disagree
12.3%
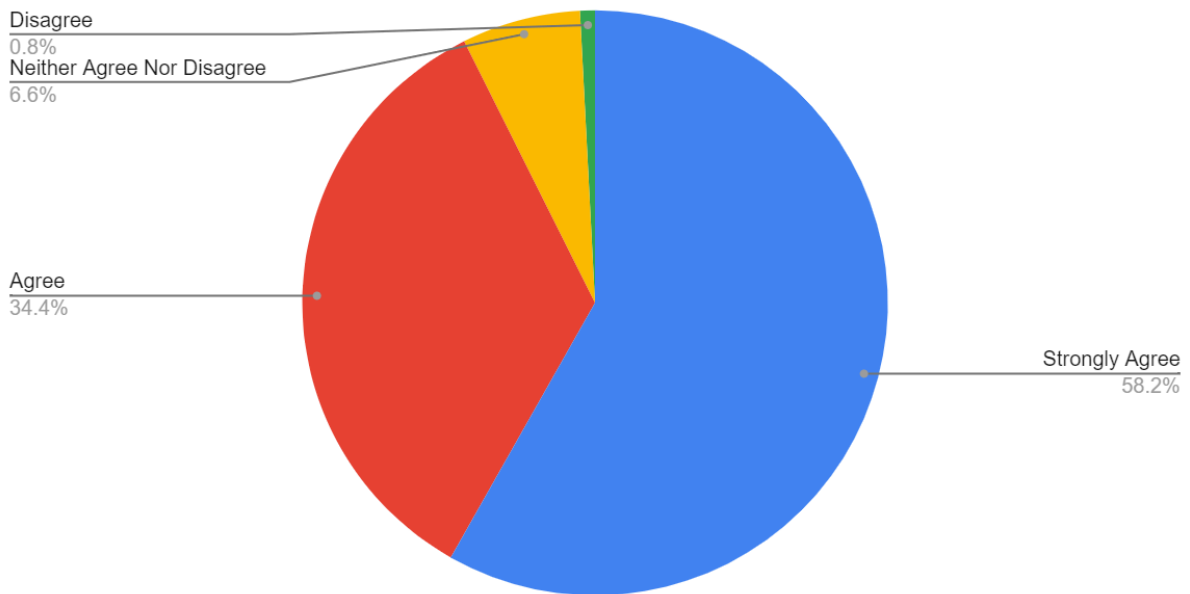
Strongly Agree
18.9%

Neither Agree Nor Disagree
20.5%

Agree
45.9%

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

Strongly Disagree
3.3%

Disagree
10.7%

Neither Agree Nor Disagree
28.7%

Agree
41.0%

Strongly Agree
16.4%

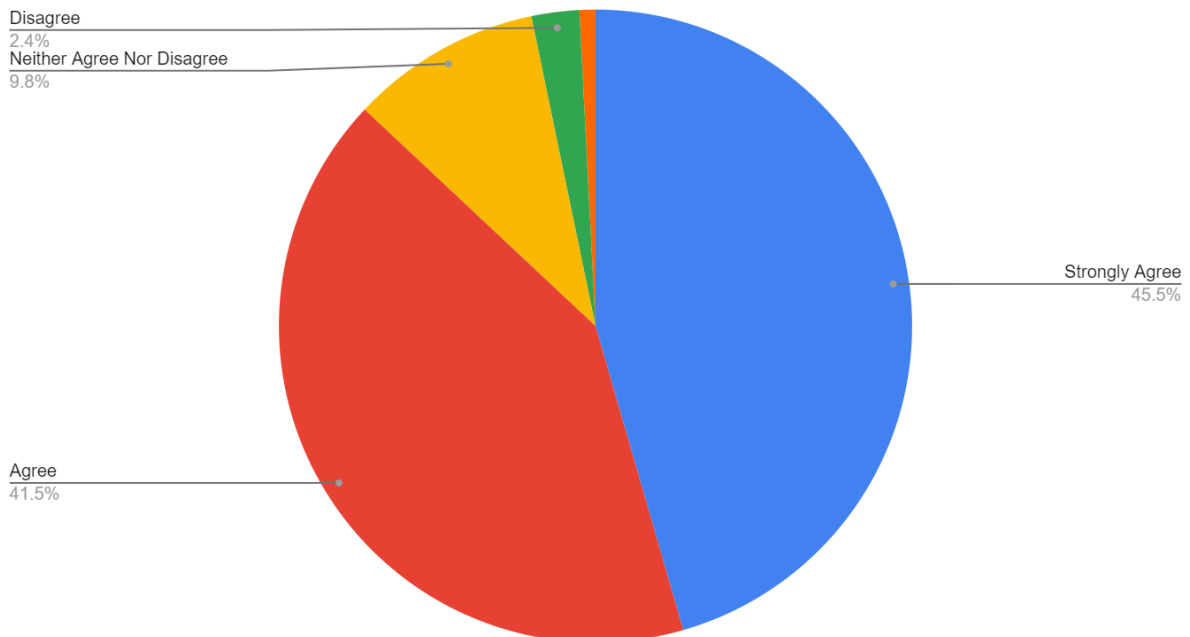# Structural Arrangements for Shared Governance

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

Disagree
0.8%

Neither Agree Nor Disagree
6.6%

Agree
34.4%

Strongly Agree
58.2%

20. Staff determine how their own representatives are selected.

Disagree
2.4%

Neither Agree Nor Disagree
9.8%

Agree
41.5%

Strongly Agree
45.5%

❖ - **Strongly Disagree (0.8%)**

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

Disagree
7.3%

Strongly Disagree
1.6%

Strongly Agree
22.6%

Neither Agree Nor Disagree
25.8%

Agree
42.7%

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:
- February 4, 2022: Survey is delivered to staff senate chairs for dissemination.
- March 4, 2022: Deadline for staff senate members to participate in the survey.
- April 1, 2022: The CUSS Chair completes the final report(s).
- May 2022: The CUSS Chair provides a full report at the Chancellor's Council
  Meeting and individual reports for the Presidents.
- June 2022: 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 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.
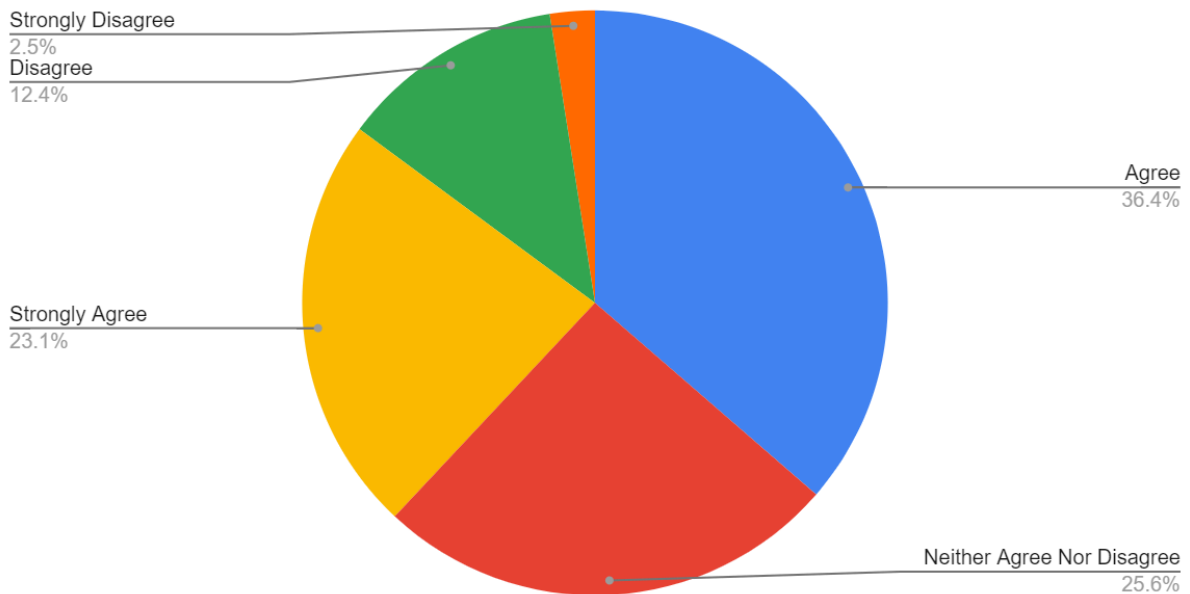
Senate's Role
5. The staff senate plays an important role in providing academic and administrative functions at the university.
6. Your role with staff council is valued.
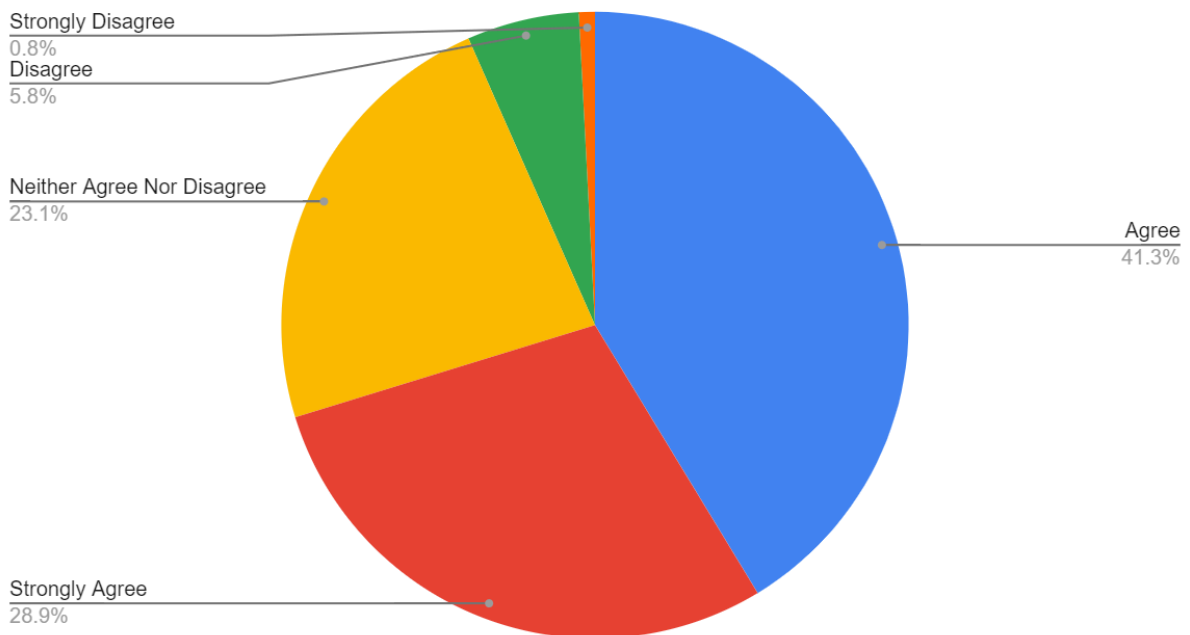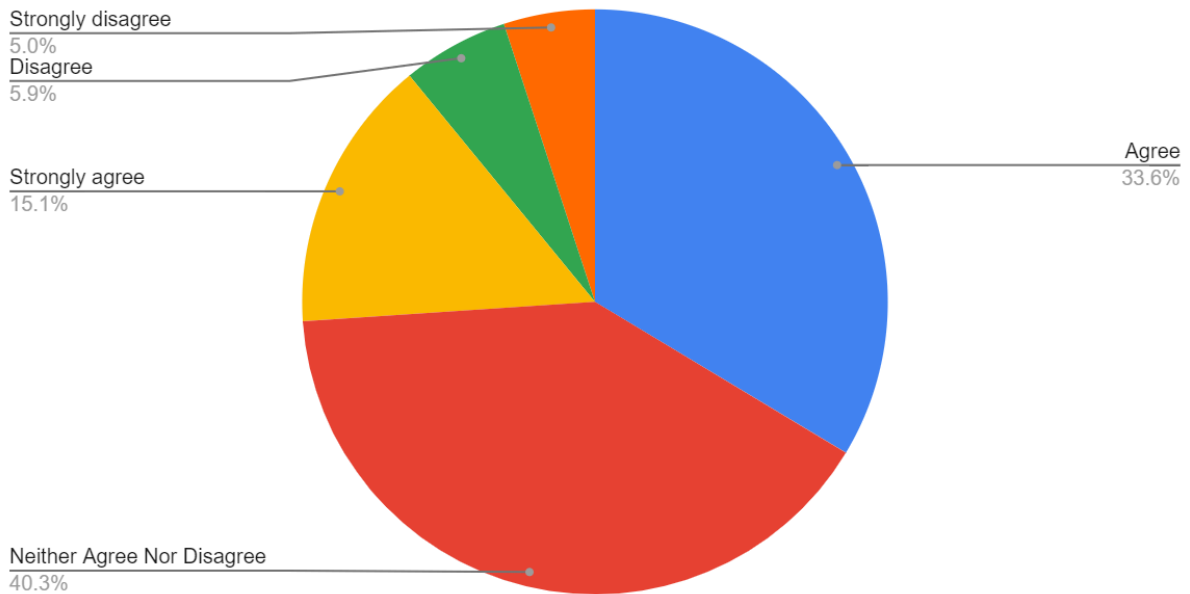
The President's Role
7. Other than on rare occasions, the president seldom overturns staff decisions and recommendations
8. The president seeks meaningful staff input on those issues (such as budgeting) in which the staff has an appropriate interest but not primary responsibility.
9. The president is 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.
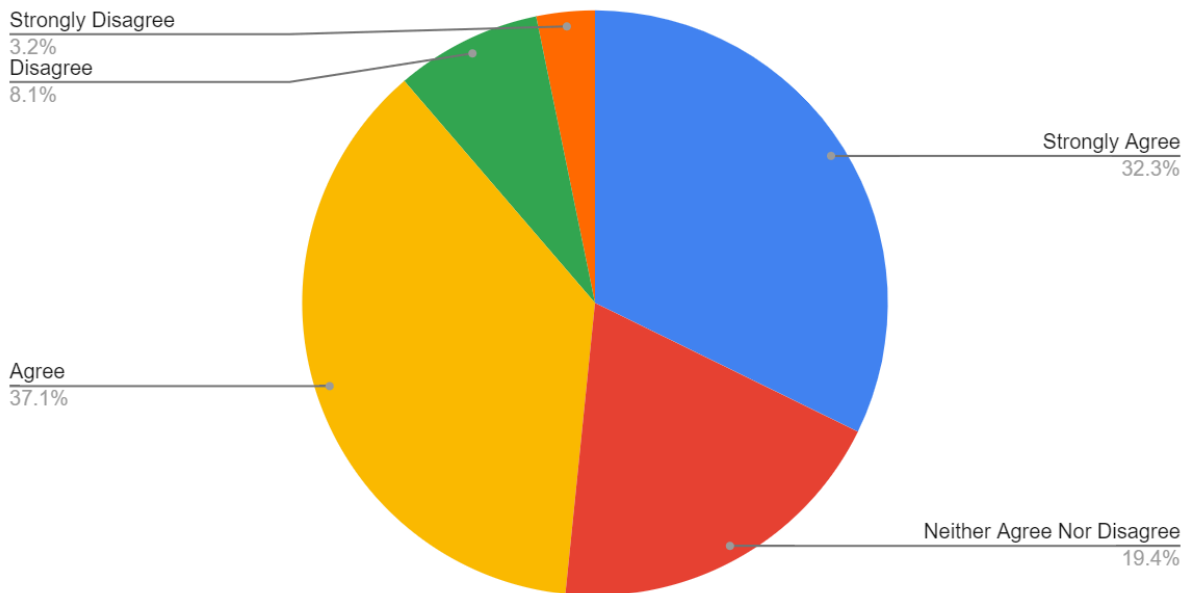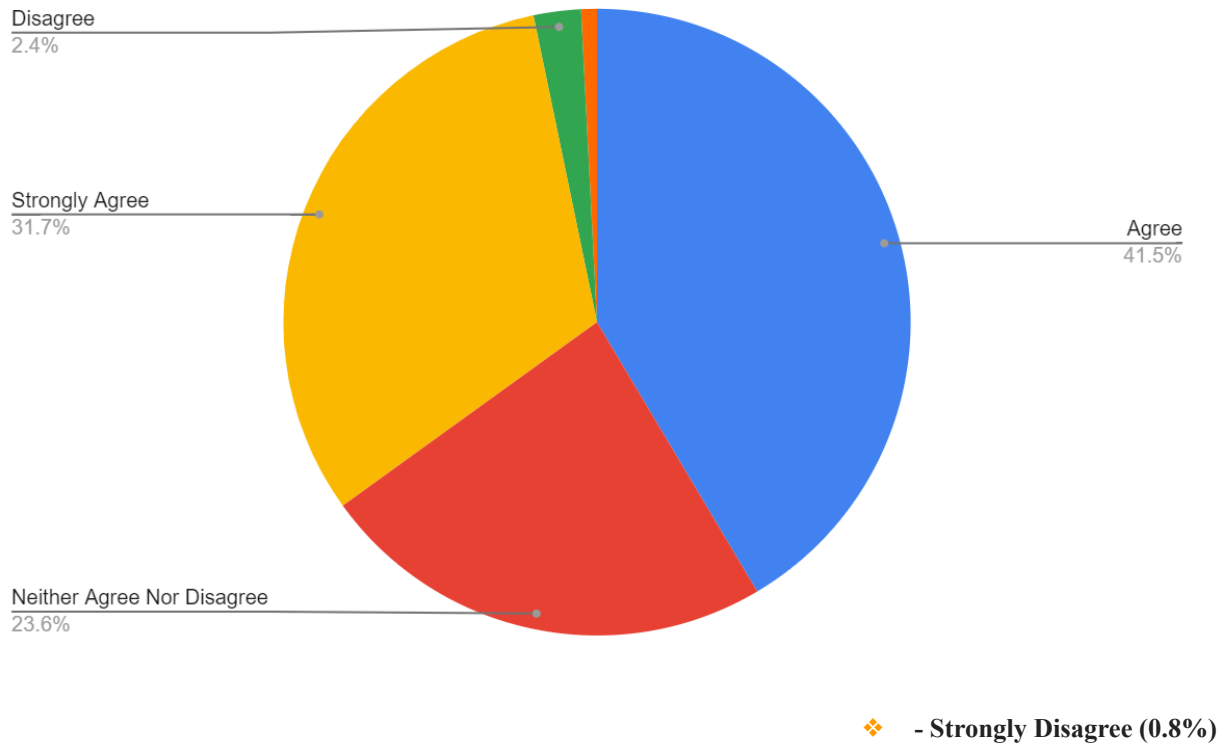
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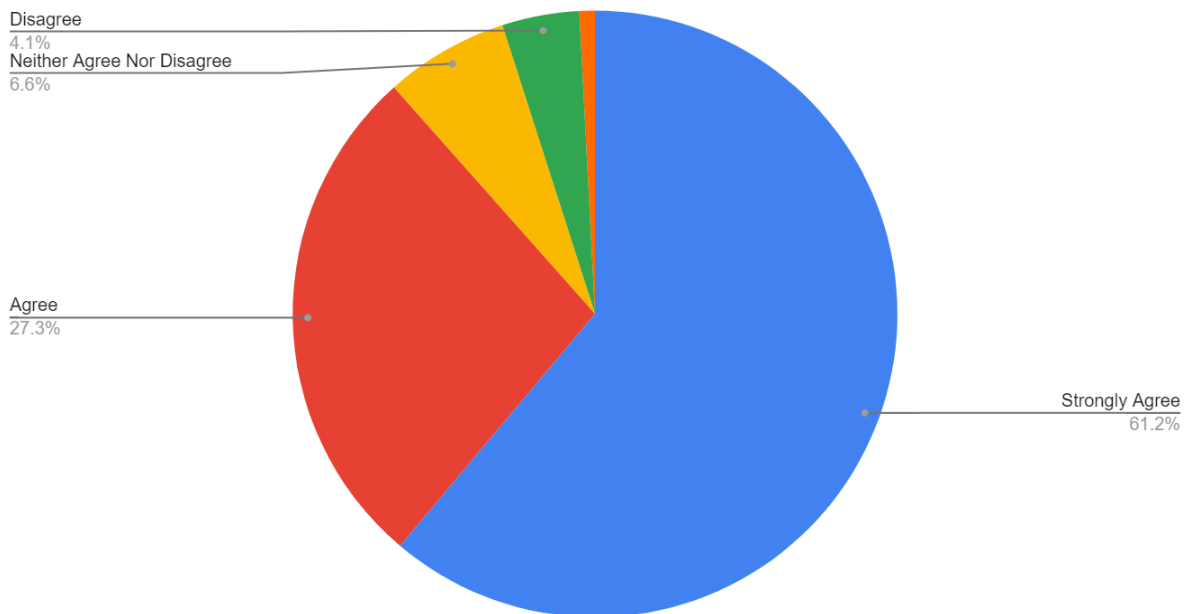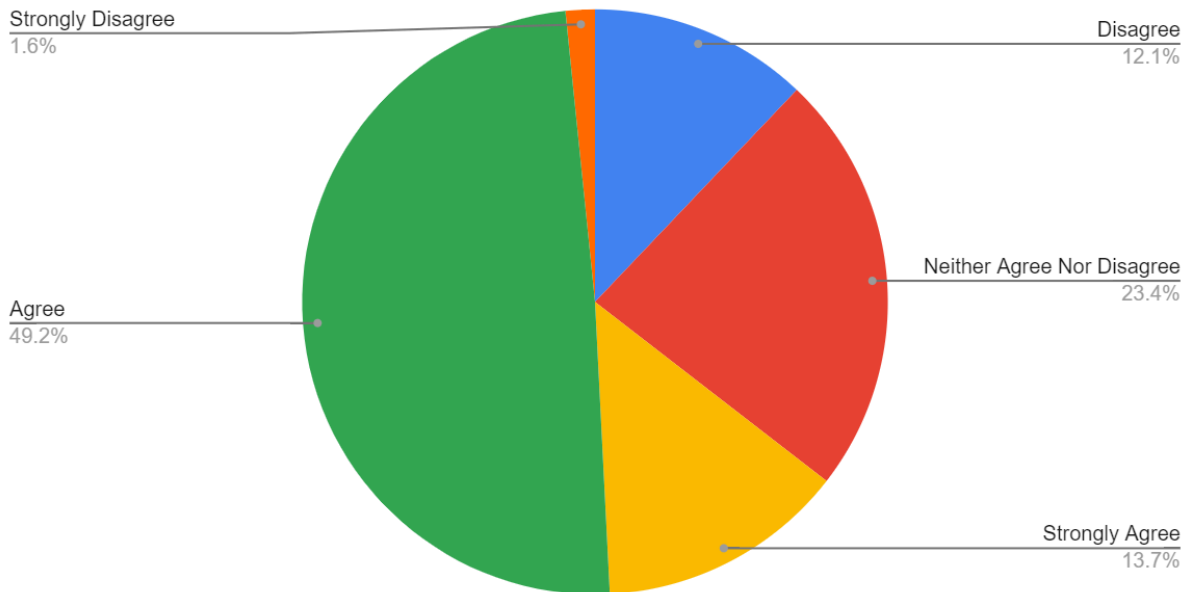
Joint Decision Making
14. The administration utilizes staff involvement in the area of planning and strategic planning.
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16. The administration recognizes staff involvement in academic affairs and program development.
17. The administration supports 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).
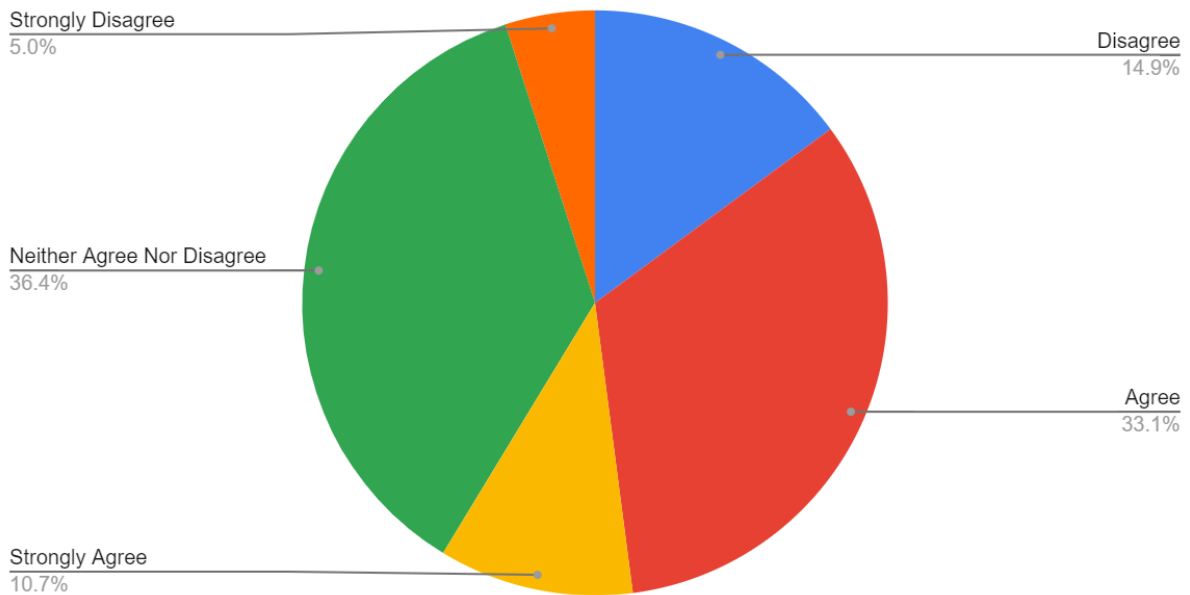
Structural Arrangements for Shared Governance
19. The staff senate and/or other institution-wide governance bodies meet on a regular basis.
20. Staff determine how their own representatives are selected.
21. The administration provides adequate institutional support for shared governance to function.

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