

State of Shared Governance Report
University System of Maryland (USM)
Survey of Staff Senate Members
2022

Attention:

Dr. Jay Perman

Chancellor

By:

Kalia R. Patricio, Ph.D., Chair

Susan Holt, Vice-Chair

Council of University System Staff (CUSS)

April 10, 2023

State of Shared Governance Report (USM)
Survey of Staff Senate Members
2022

Executive Summary

For the 2022 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 sixth 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. However, it cannot be emphasized enough that this survey is querying only those staff who are directly involved in shared governance at their institutions. CUSS is hoping in future years to explore conducting this survey on a broader scale to give a more meaningful impression to USM leaders about the state of shared governance on our campuses.

Overall we received 110 responses, an 11% decline over 2021. Of note, this year we queried Senate Chairs to ask how many staff served on their Senates so we could understand the response rate for each institution. We show an overall response rate of 60%.

	Responses by Institution	Representatives by Institution	Response Rate
Bowie State University	11	20	55%
Coppin State University	6	12	50%
Frostburg State University	9	9	100%
Salisbury University	11	13	85%
Towson University	16	20	80%
University of Baltimore	7	11	64%
University of Maryland, Baltimore County	14	23	61%
University of Maryland, Center for Env. Science	1	14	7%
University of Maryland, Global Campus	3	11	27%
University of Maryland, Baltimore	23	28	82%
University of Maryland, College Park	8	22	36%
University of Maryland, Eastern Shore	1	1	100%
Total Response Rate = 60%			

The survey is unchanged from prior years. The survey contains open-ended questions and responses, the latter of which 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” (91.8%)
- Question 19 “The Staff Senate and/or other institution-wide governance bodies meet on a regular basis” (96.3%)

These responses are encouraging and have increased over the prior year. It would seem that those already engaged in shared governance feel supported to engage. It is worth noting again that only those staff already engaged in shared governance are respondents in this survey.

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” (27.5% - down 7.5% from 2021)
- Question 7 “Other than on rare occasions, the president seldom overturns staff decisions and recommendations” (45% - up 4.7% from 2021)
- 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” (27.5% - down 4.2% from 2021)
- Question 9 “The president is transparent in communicating decisions, changes and recommendations.” (26.6% - up 7.2% from 2021)
- Question 14 “The administration utilizes staff involvement in the area of planning and strategic planning.” (23.9% - down .5% from 2021)
- Question 15 “The administration recognizes staff involvement in budgeting and fiscal resources planning” (34.9% - down 3% from 2021)
- Question 16 “The administration recognizes staff involvement in academic affairs and program development” (32.1% - down 4.3% from 2021)
- Question 21 “The administration provides adequate institutional support for shared governance to function (budget, liaisons, etc).” (21.1% - down 4.7% from 2021)

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. We have historically only included those in this list that had a response rate above 15% for the two combined ratings. In years past, the number of disagree/strongly disagree responses that were over 15% was three. This year, that number was one.

- Question 16 “The administration recognizes staff involvement in academic affairs and program development” (16.6% - down from 19.9% in 2021)

The number of respondents who disagreed or strongly disagreed with the survey questions has declined over the past year. This is perhaps indicative that those involved in shared governance are feeling more engaged and involved than in years past. We would like to still encourage an individual review of the campus reports to get a better understanding of the distribution of these overall numbers.

Following is the supporting data, an aggregate list of the open-ended responses to the survey (new this year), the procedural outline, and the list of survey questions.

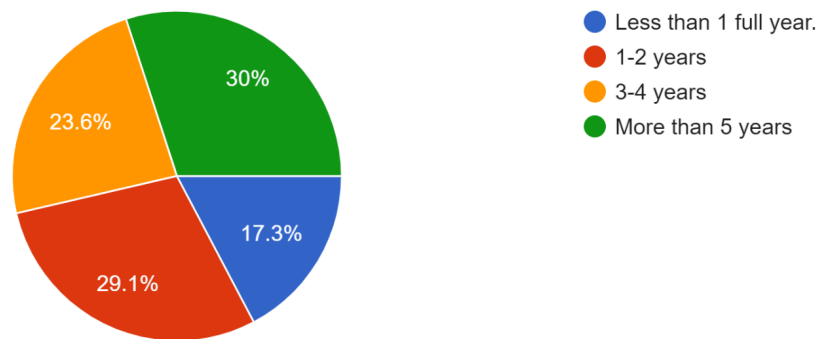
Shared Governance Survey: Overall Data

Participant Information:

Institution	Responses	Approximate Rate of Participation
Bowie State University	11	10%
Coppin State University	6	5.5%
Frostburg State University	9	8.2%
Salisbury University	11	10%
Towson University	16	14.5%
University of Baltimore	7	6.4%
University of Maryland Baltimore	23	20.9%
University of Maryland Baltimore County	14	12.7%
UM Center for Environmental Science	1	0.9%
University of Maryland College Park	8	7.3%
University of Maryland Eastern Shore	1	0.9%
University of Maryland Global Campus	3	2.7%
Total	110	100%

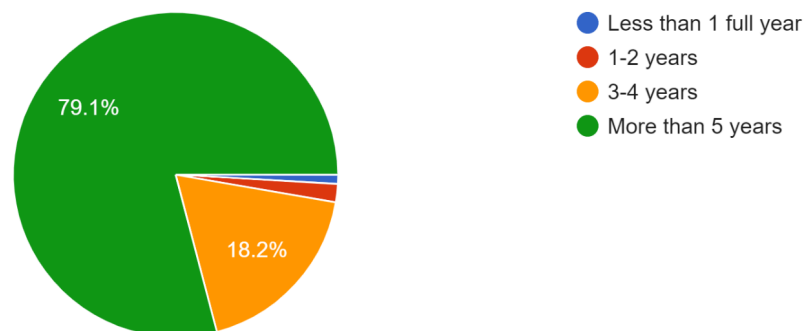
How long have you been involved in Staff Shared Governance?

110 responses



How long have you been with your institution?

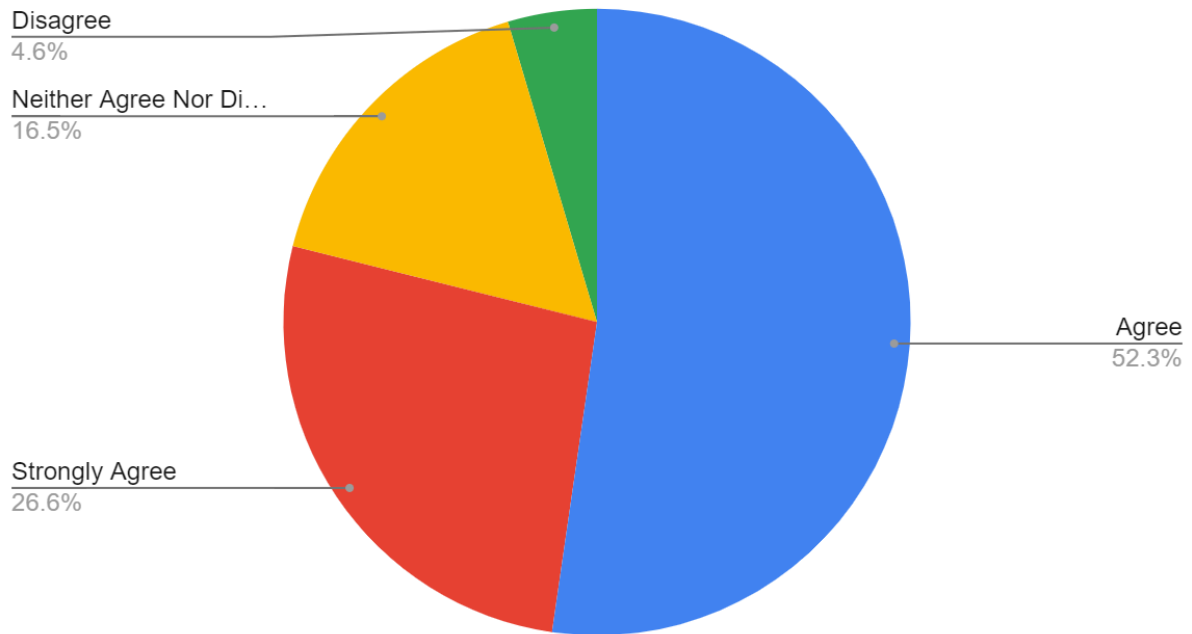
110 responses



Survey Questions:

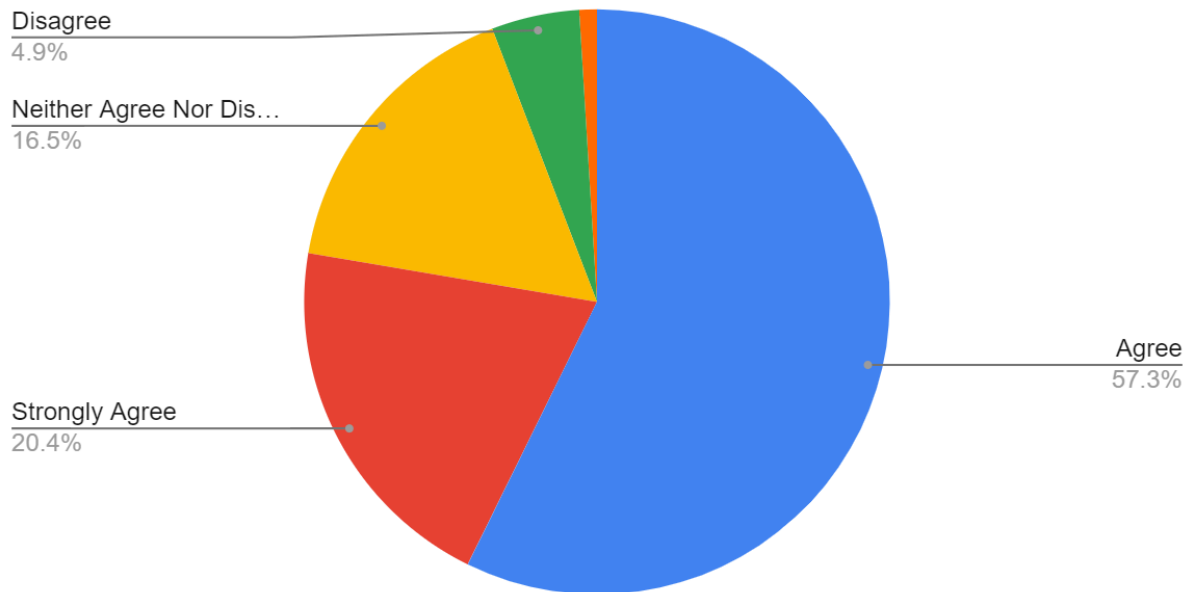
Climate of Governance

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

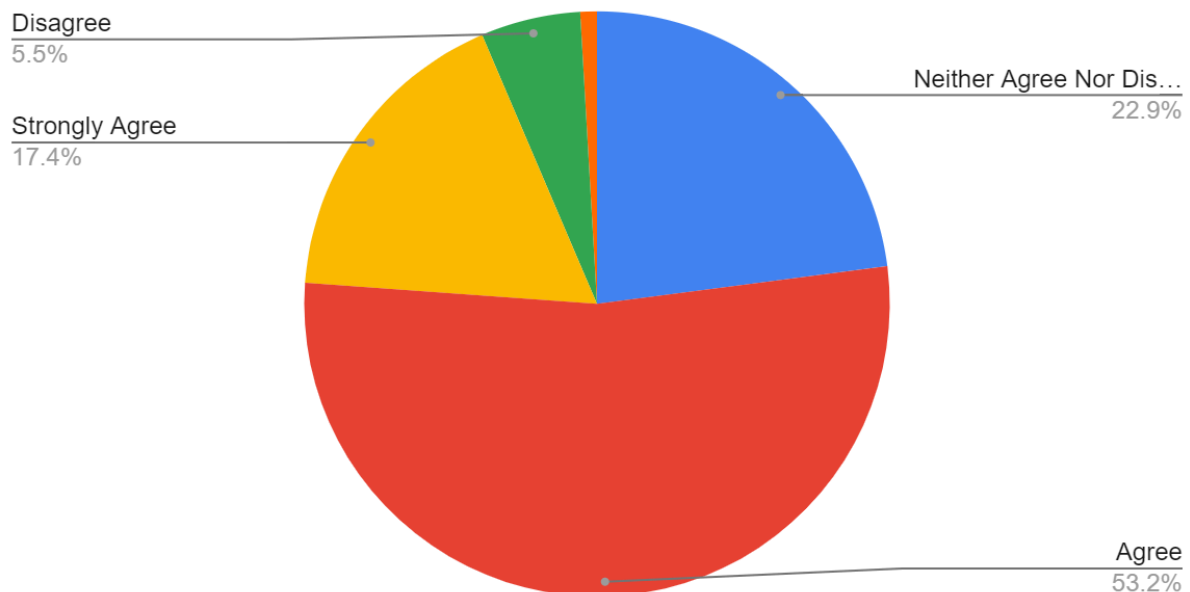


Institutional Communications

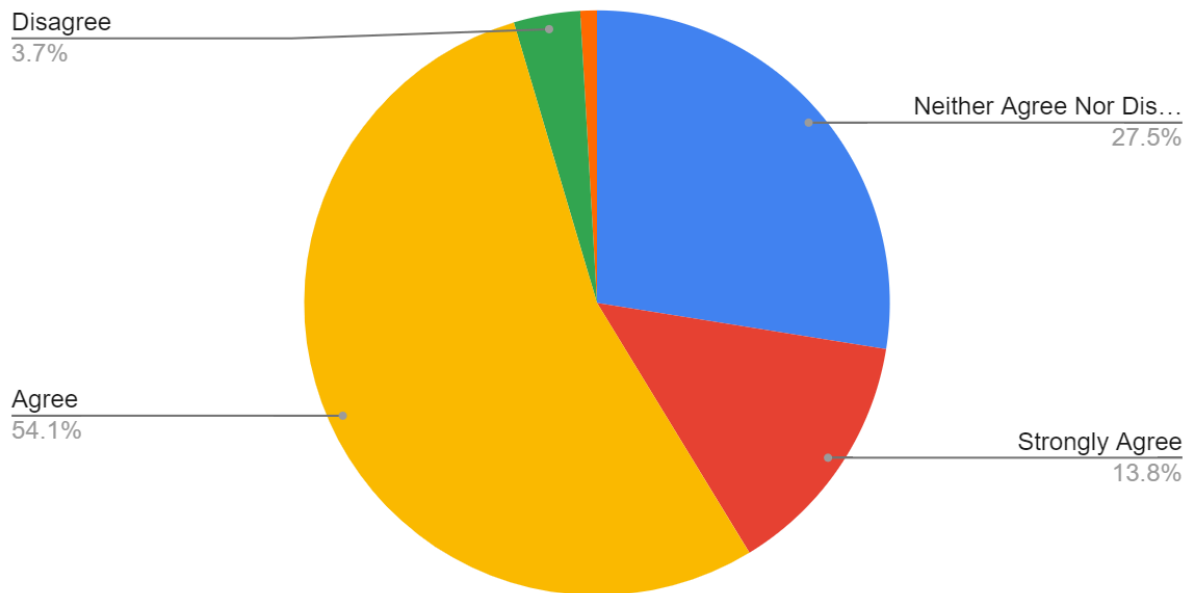
2. There is excellent communication and consultation between the administration and the staff and senate leaderships.



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

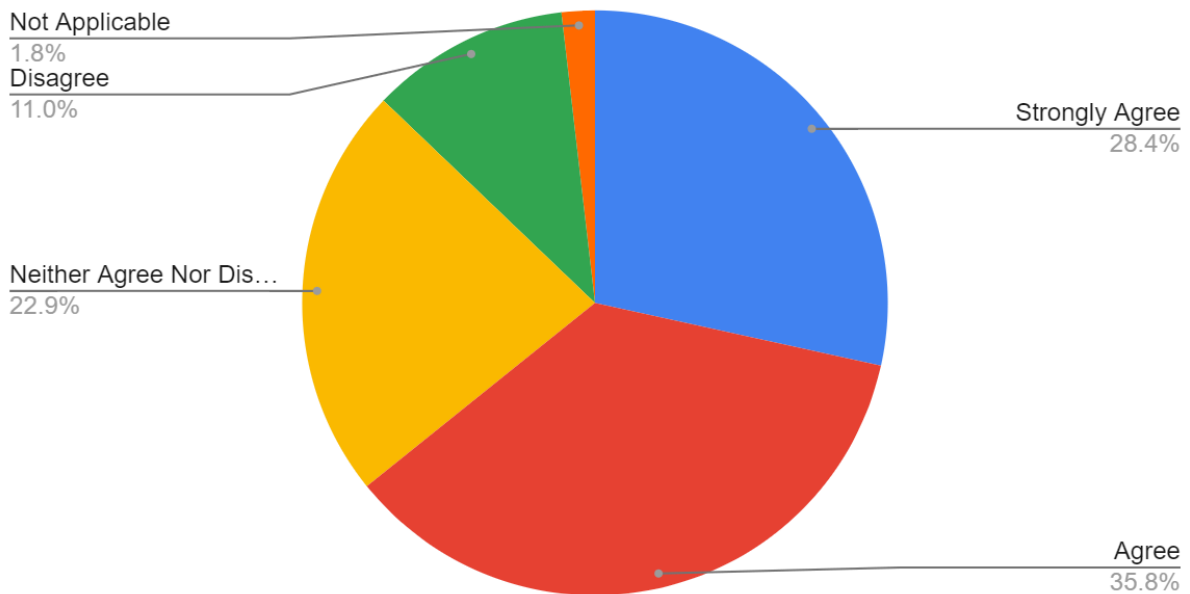


4. Feedback is presented in a timely manner, be it positive or negative.

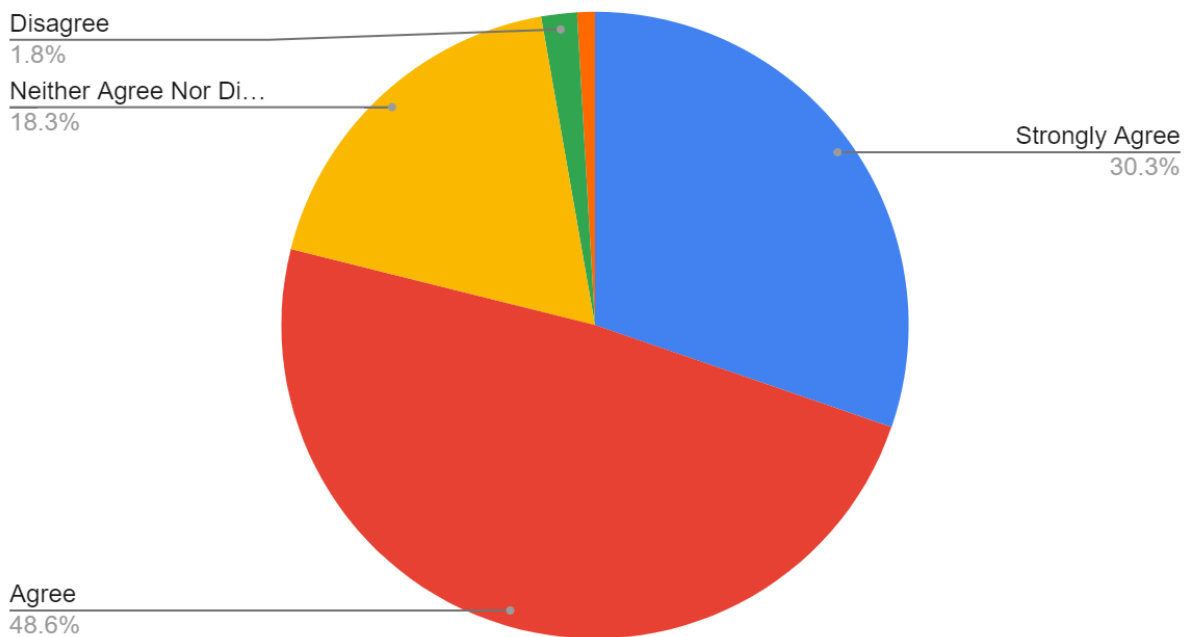


Senate's Role at Your Institution

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

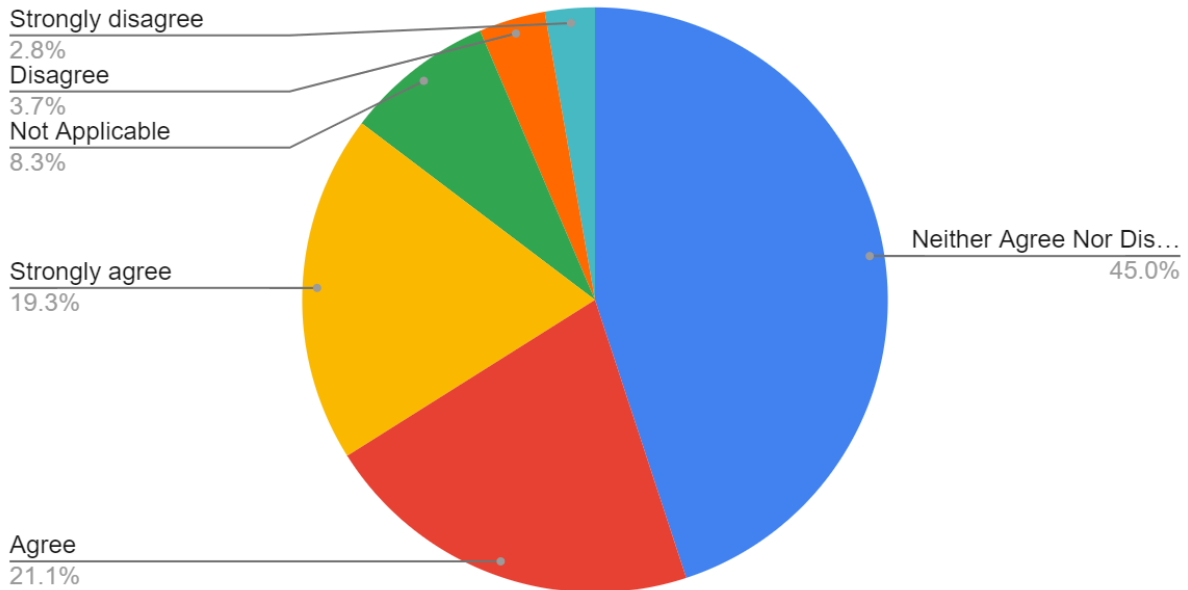


6. Your role with staff senate is valued.

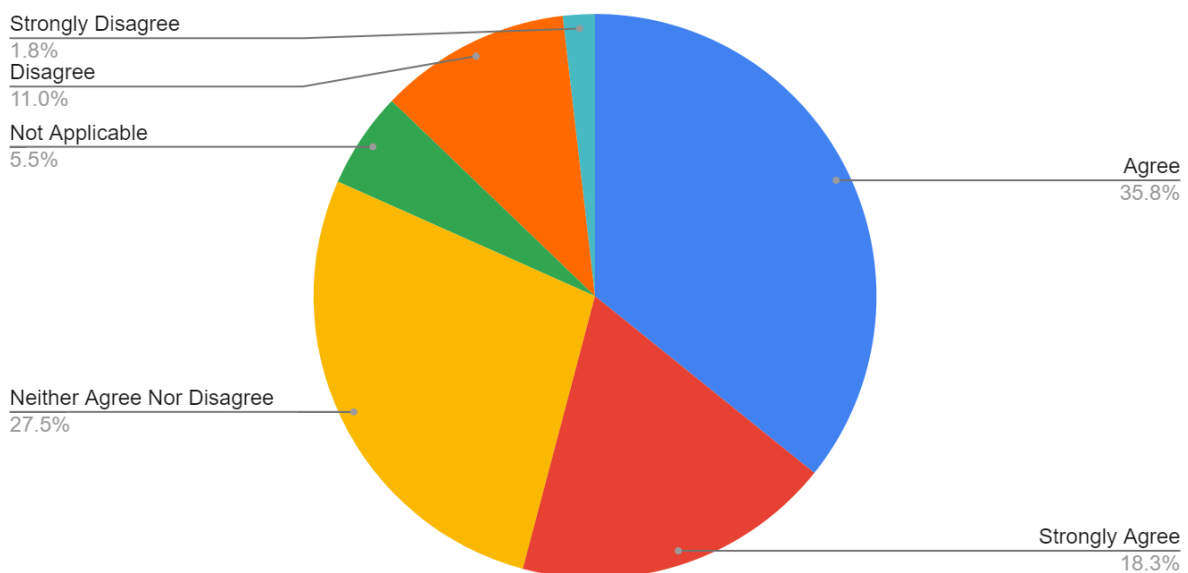


The President's Role

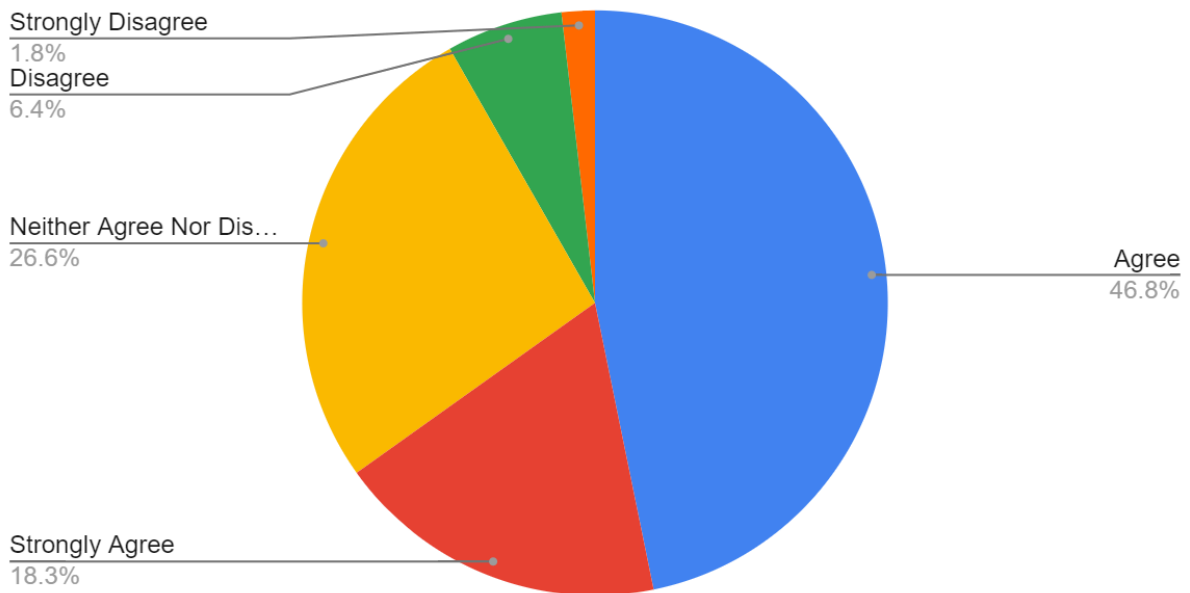
7. Other than on rare occasions, the president seldom overturns staff decisions and recommendations.



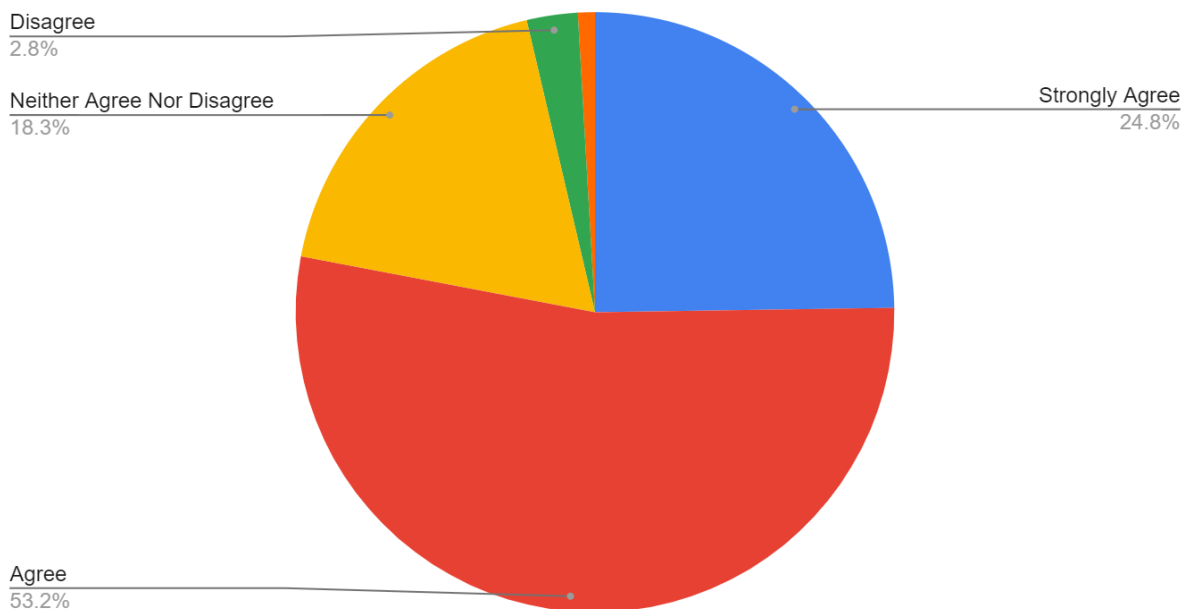
8. The president seeks meaningful staff input on those issues (such as budgeting) in which the staff has an appropriate interest but not primary responsibility.



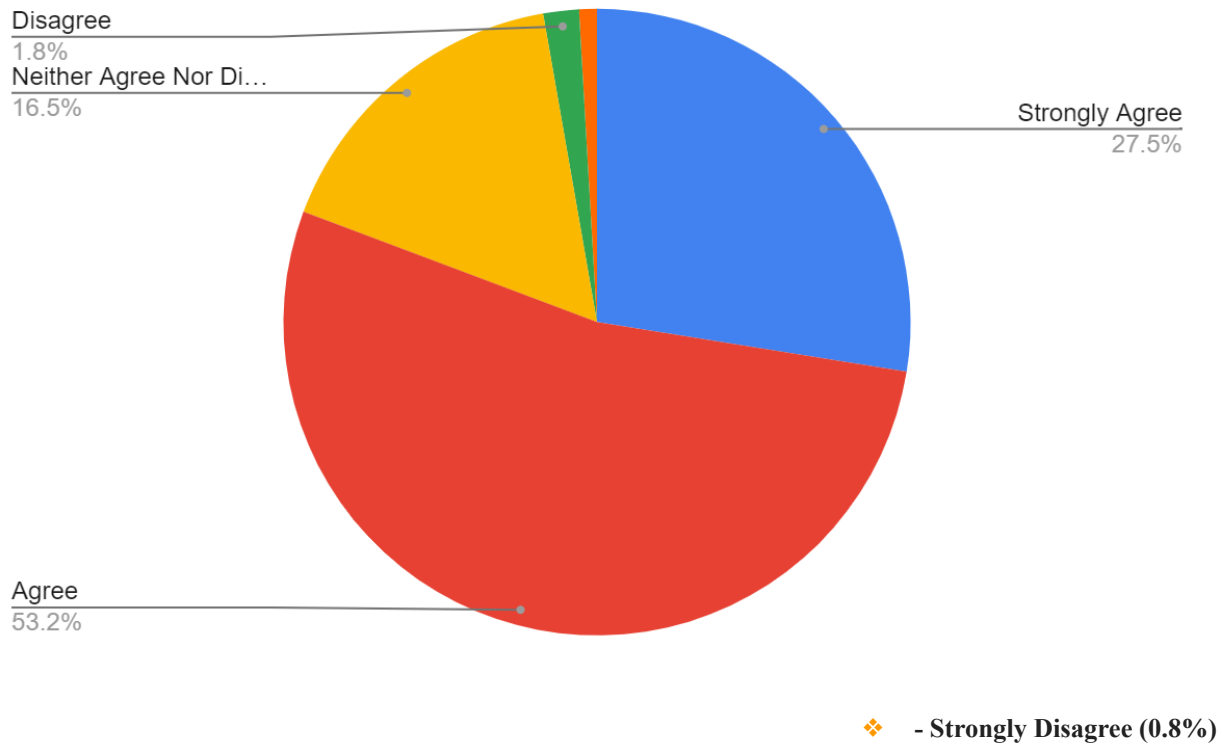
9. The president is transparent in communicating decisions, changes and recommendations.



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

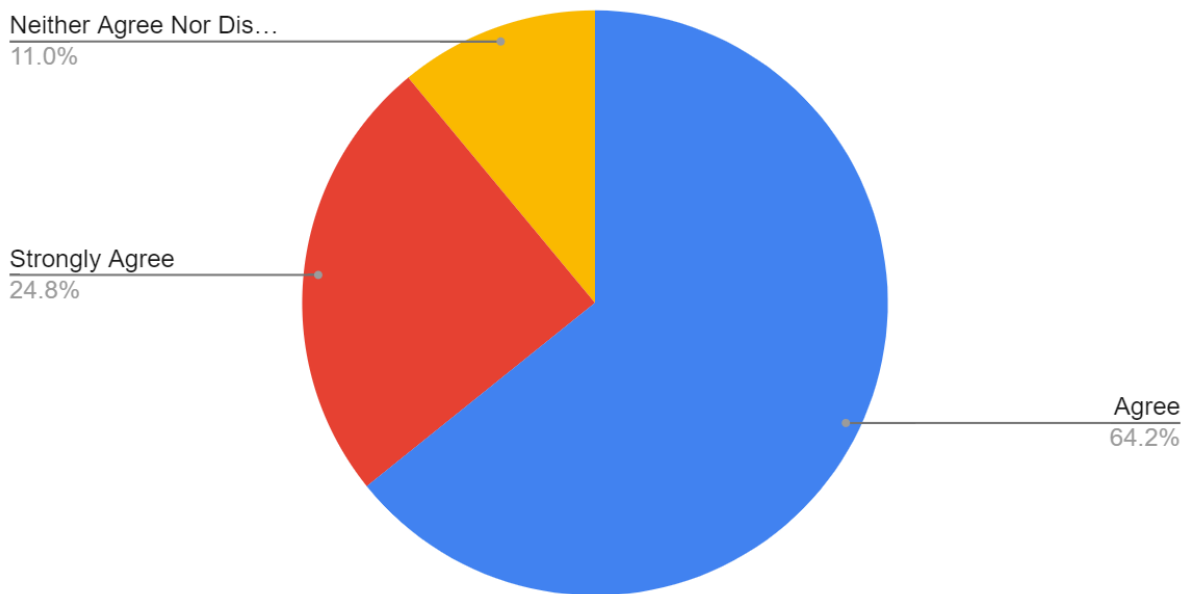


11. There is open communication with staff senate.

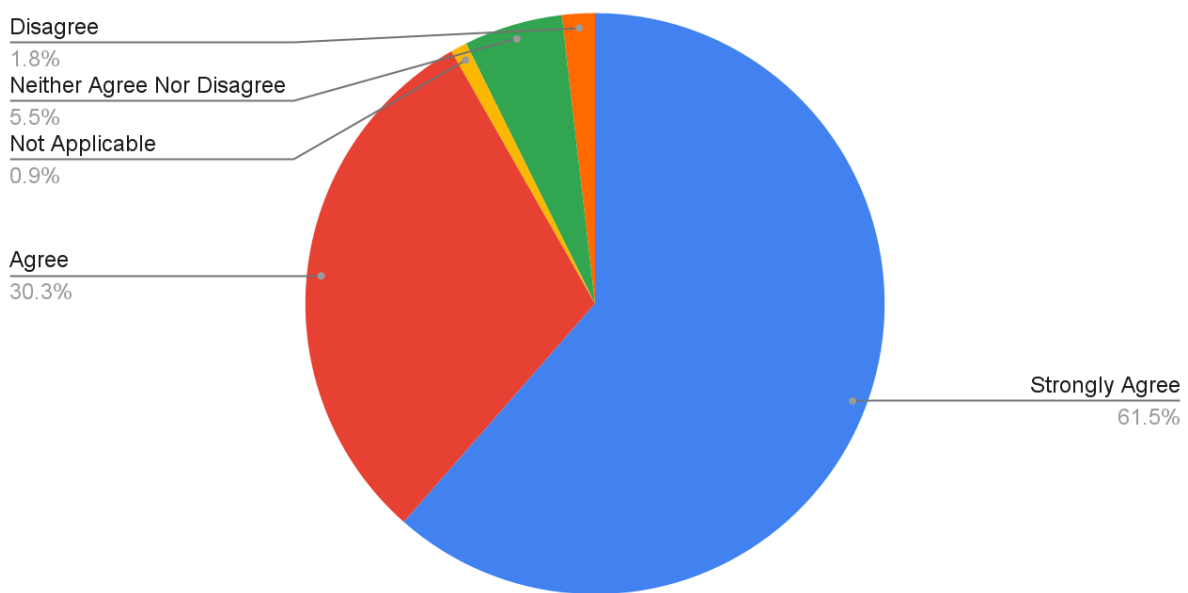


The Staff's Role

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



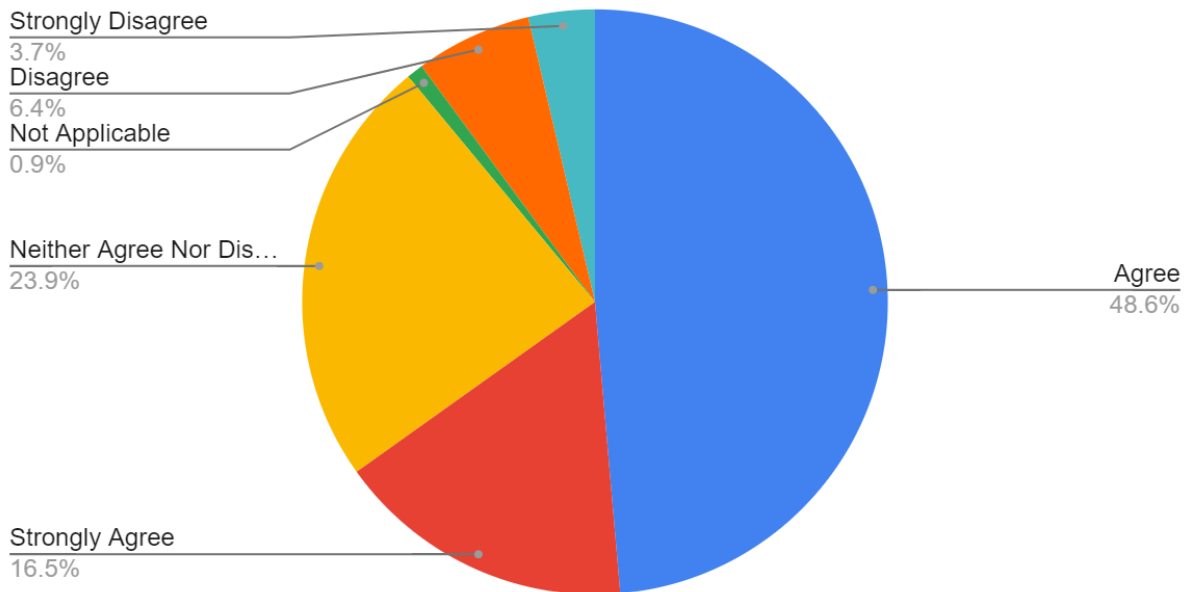
13. My immediate supervisor is supportive of my involvement in shared governance when I need to attend a related event or meeting during



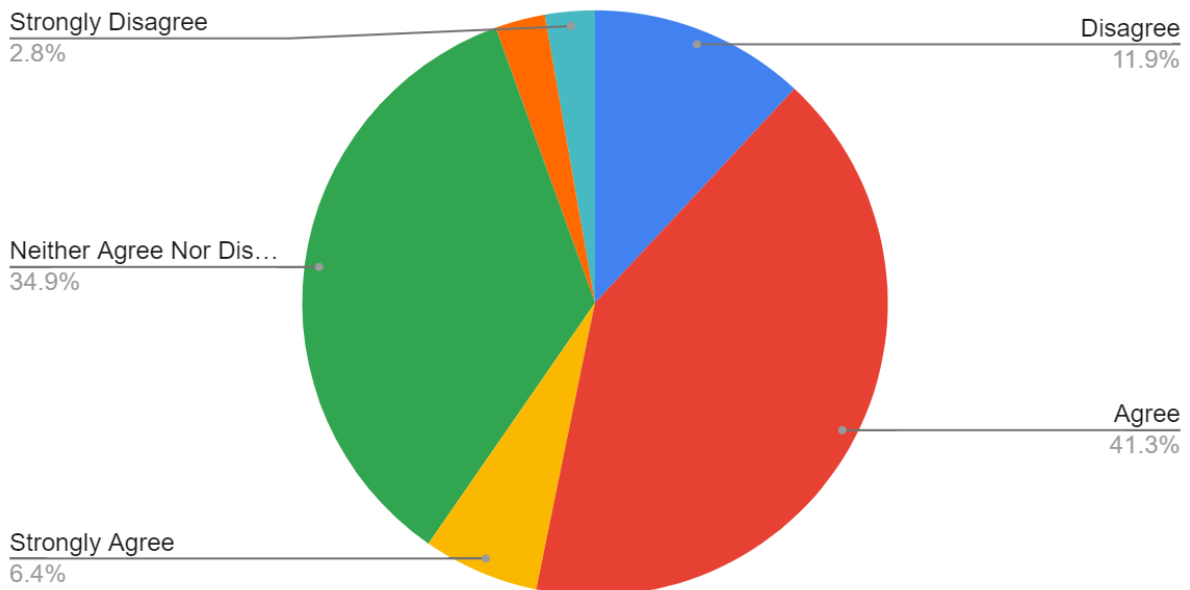
❖ - Strongly Disagree (0.8%)

Joint Decision Making

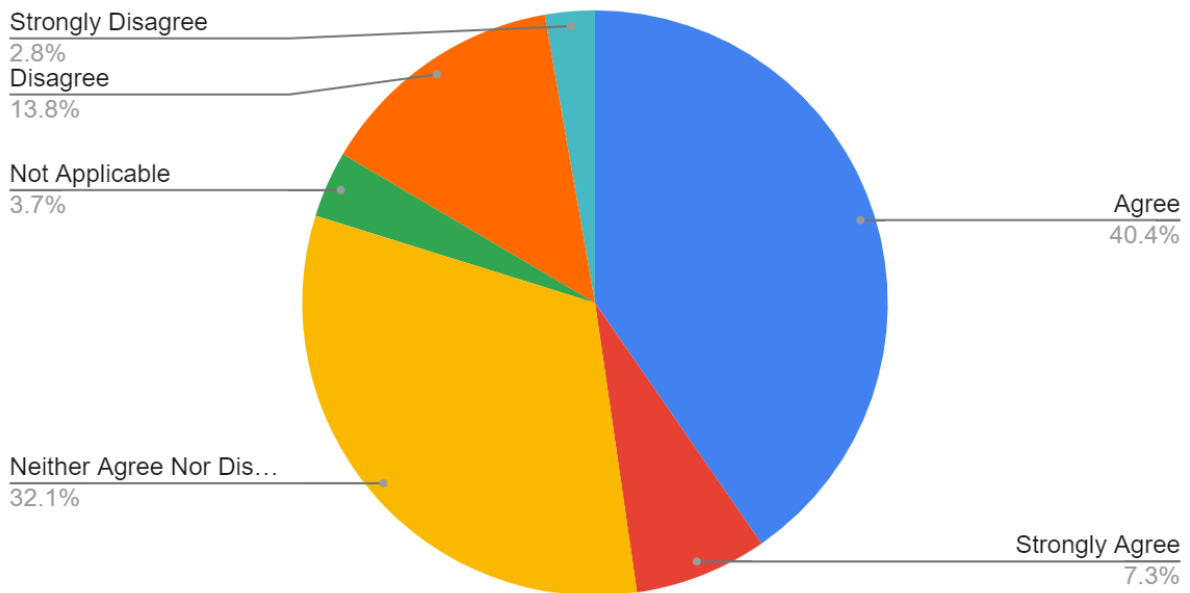
14. The administration utilizes staff involvement in the area of planning and strategic planning.



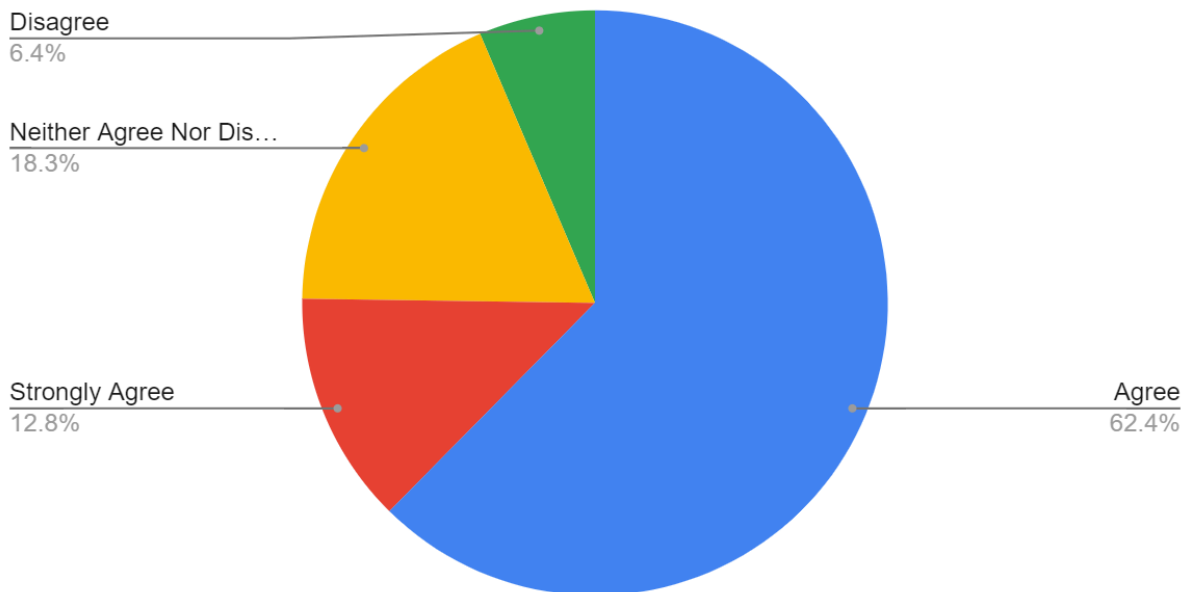
15. The administration recognizes staff involvement in budgeting and fiscal resource planning.



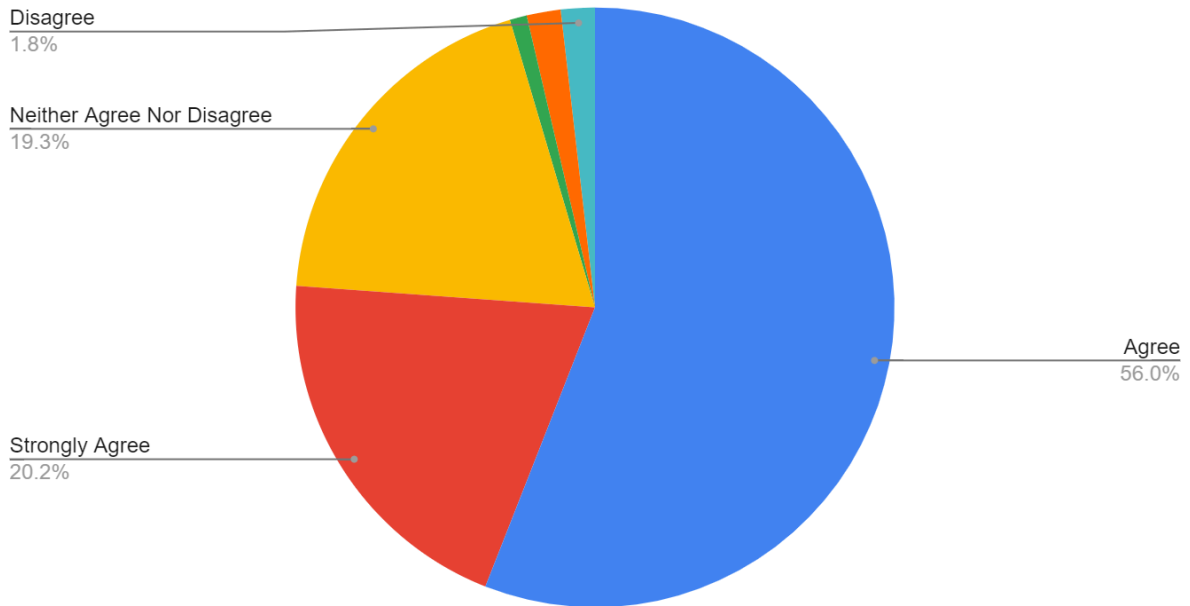
16. The administration recognizes staff involvement in academic affairs and program development.



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

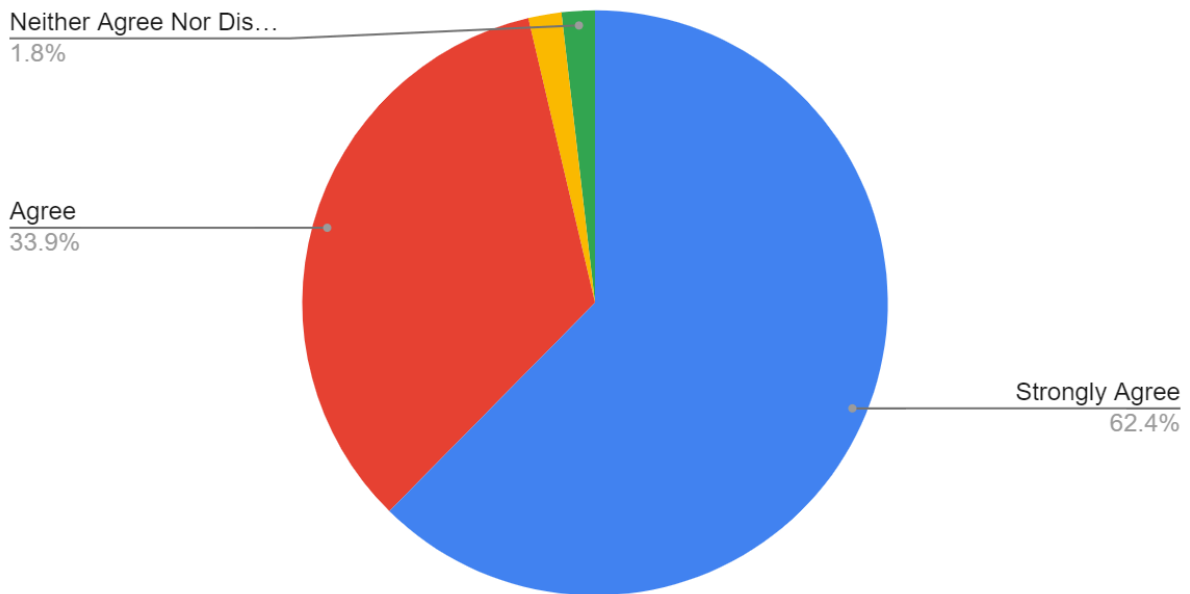


18. Structures and processes that allow for shared governance are clearly defined in the governance documents (e.g. staff handbook).

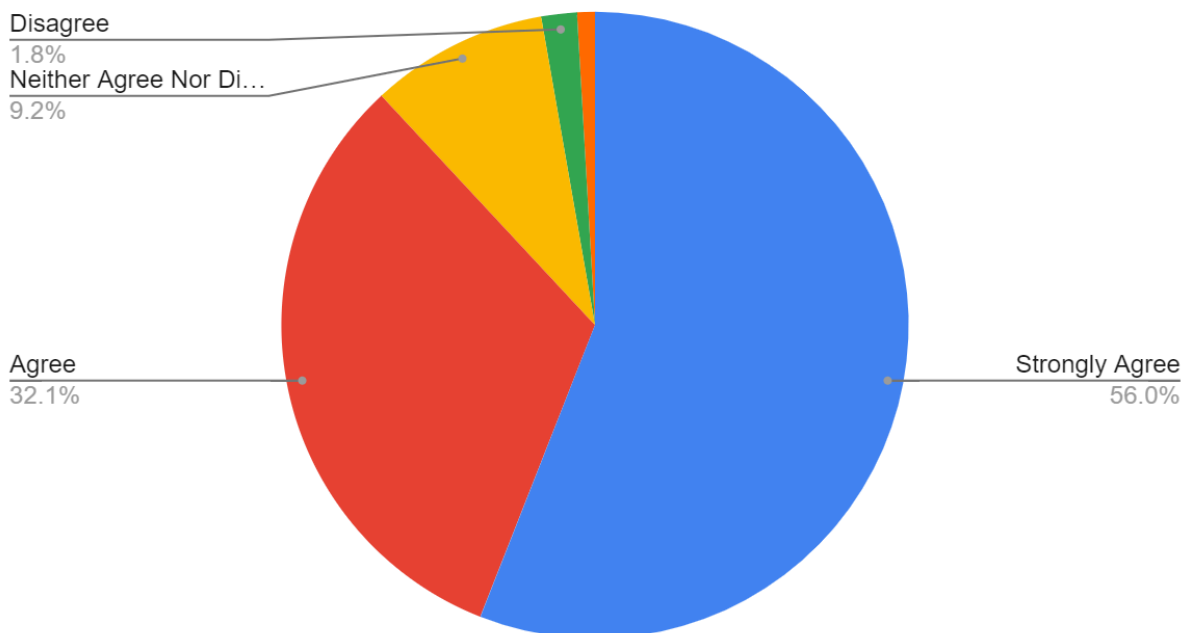


Structural Arrangements for Shared Governance

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

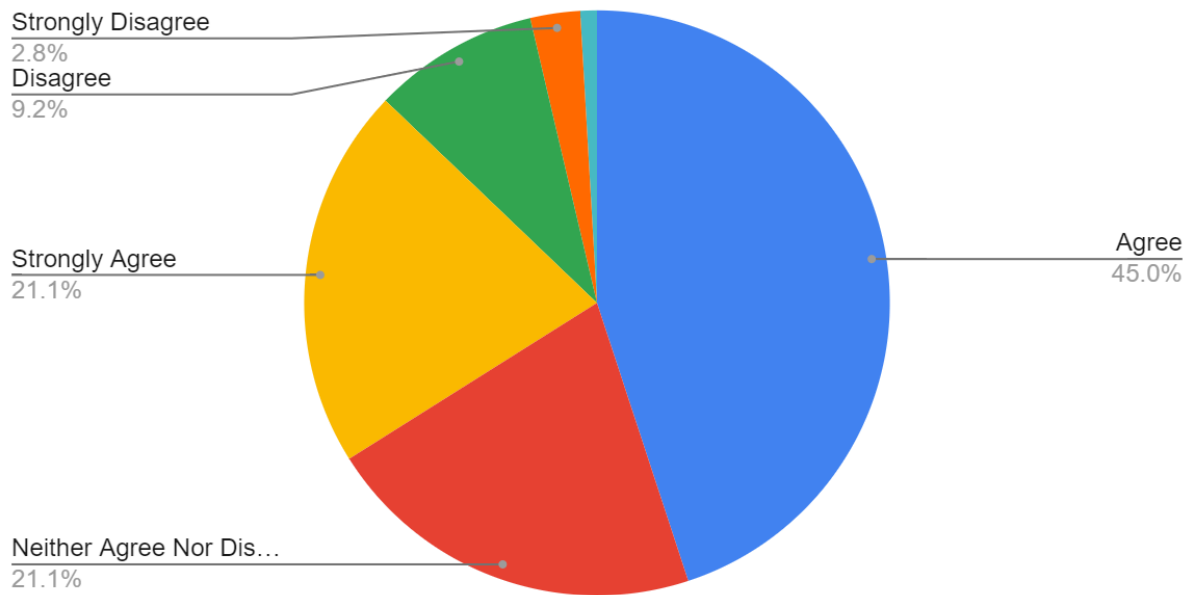


20. Staff determine how their own representatives are selected.



❖ - Strongly Disagree (0.8%)

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



Open-Ended Survey Responses* Aggregate

On Shared Governance Health:

- In decisions that are made on campus I don't see a lot of staff engagement or inclusion. The focus has been more on students and faculty input when major decisions are made without staff involvement.
- Participation is low, we are trying to encourage staff to join Open Forum meetings for information sharing.
- Our President is a strong advocate for shared governance.
- Students and Faculty have MUCH stronger voices in shared governance but we do exist...
- Looking forward to working with a new president that seems to be more staff-focused than the previous president.
- Our formal separate Senate is only a few years old and we are still working to be heard and included. Great strides have been made, but improvement is possible.
- This campus leadership may listen, but their main direction is DEI first and foremost. Hopefully the new President will be more engaging with the staff.
- Our staff senators take their positions seriously and the University leadership listens to us.
- I have concerns that decisions are essentially made by a select few and shared governance exists only to rubber stamp those decisions.
- While I wasn't fully aware of what shared governance did until this year, I am impressed with their engagement now that I'm involved.
- It will be interesting to see how shared governance evolves at UMBC under its new leadership
- There's potential for more collaboration across groups, as well as intentional engagement to broaden membership
- Between residual effects of the pandemic, staff leaving the university and ASAC participant changes we are currently in a rebuilding phase. There is currently a lot of good energy and ideas, hopeful for positive impact on the institution.
- We are currently re-building the structure of shared governance on our campus
- We are visible on campus. We attend several university events, wearing our signature red polo shirts and letting everyone know who we are and what we do.
- I think there should be at least one meeting a year with all three senates. We do not have that now.
- UMB is working hard to improve share governance among the faculty senate, staff senate, and the USGA
- I'm not entirely clear on what has resulted from this.
- More regular feedback from senate members on issues of importance.
- Campus sees shared governance as an obstacle not a partner.
- There is often a challenge of finding the correct path/workflow for blended policies and impact as it relates to USM policies and procedures versus UMD institutional policies, and how to propose change i.e. where to start to propose a change to policy.

- I think it would be safe to say more engagement is needed. It would be nice to see more of an organizational promotion of SENATE activities, proposals, bills, meetings etc. Even workshops on how to submit a proposal, Q&As with current or past senators.

On Communication:

- The way we communicate on our campus needs to be improved internally and externally. I wish we had more townhalls with the different divisions on campus to learn about what they are doing or what changes are coming. Communication on the campus needs to be improved.
- Feedback may or may not be presented timely.
- The timeliness of responses can vary vastly depending on the area/dept. it is coming from.
- There is room for improvement in all areas. I think we sometimes have to be very careful with how we approach some senior level administrators.
- Staff can openly communicate, but whether they do or not is often a personal preference and may not be quantifiable.
- There remains a distrust of the leadership in the Office of Human Resources. They are known to prioritizing protecting the institution rather than being helpful, consistent and transparent support for staff.
- Room for improvement, esp communication to the entire Senate
- It's not always clear this communication is happening.
- I think PSS gives us a good avenue to access admins, but before this year, as a staff member I was not sure how to communicate needs and concerns with upper management.
- Covid made everyone pivot as it affected everyone. There can be community-building in the chaos. The purpose of the Professional Staff Senate deepened to communicate and meet the needs of staff.
- We have representatives on most senior leadership hiring committees, our executive committee meets with all senior leadership, President, HR, Diversity and Inclusion, Safety every quarter. This year we began meeting with the Deans of each school (ex: School of Medicine Staff Senators meet with SOM Dean Gladwin quarterly to discuss items important to our school in particular)
- UMB Senior Leadership is fantastic!
- There should be more of an initiative on the administration level to get involved in Staff committees
- More visibility and communication is needed so new and current staff are aware that they can share and receive feedback with these shared governances. It seems employees who have longer tenure are aware but some employees are unaware or feel it is somewhat a "secret society" since they are unaware of how to access such groups.
- I think a lot of constituents are frustrated with or unclear on what comes from all of the meetings and town halls.
- The reps to Staff Affairs Committee are great. Connection to higher leadership on campus, however, is not existent for the Staff Affairs Committee. They are perhaps more involved at the full Senate level.

- I do not know. This would seem to be a question more geared toward a chair of a committee or senator. I can say that the chair had secured consultations with HR leadership when considering the CBC policy.

On The Senate's Role:

- I wish that staff members were valued more and that we had more of a voice and play a bigger role in campus improvement and innovation.
- I feel moving forward, representative on staff senate will be held at a higher esteem than the previous few years and will therefore have a bigger impact on the academic and administrative functions of SU. I do not feel my department values my involvement with shared governance.
- I honestly don't know. I understand that not all decisions can be made by committee but sometimes it feels like we are just there to hear the ex officios talk about the positives from TU.
- I think we need to do more to advocate about workloads in light of recent staff turnover.
- In order to deepen the impact on academic and administrative functions, we need to diversify our membership. Currently, only 2 of our senators are from a college; the rest are from departments/center/divisions that support the entire campus.
- We have a very active Community Outreach Committee who work with our Community Outreach center that serves our community that surrounds the campus. We participate with school supply and food drives and Christmas gift shop. We also work with the Campus police in purchasing cold weather kits for our unhoused community. Our University Life organizes events for Faculty, Staff and Students. The largest being our "UMB's Got Talent" in which our university citizens showcase their talents:
<https://elm.umaryland.edu/announcements/2022/UMBs-Got-Talent.php>
- The Staff Senate still needs to market itself better to the campus. So many people still say they are unaware of all the Staff Senate is doing for them, which is a lot.
- The Staff Senate does not address academic issues.
- The role of a staff senate should be better communicated with staff around the campus
- I think fellow senators value it, but I'm not sure if anyone on campus actually cares.
- Our staff affairs committee had NO new agenda item provided to us by the University Senate, so we were not really able to do any important work.
- The staff affairs committee has been over ruled on recommendations in the past and currently does not have an agenda item to review, so we feel a bit powerless right now.
- "In the last two years we had 1 charge to Review of the Interim University of Maryland Policy on Criminal Background
- Checks and our cyclical responsibility to review BORSA Award Nominations. I was surprised to not have more charges and am curious if their is either a lack of activity at the senate level or the staff affairs committee is just being under utilized or under valued.
- We don't have a separate staff senate. Our Senate is all inclusive.

On The President's Role:

- There are some decisions about staff professional development support by the university where there was no input by the staff, only a final decision not to support professional

development for the staff through Title III funds, therefore leaving only the departmental budgets to support staff professional development, which is not enough funding.

- In reference to #9, a lot of the transparency seems to take place after the decisions are done. We know about them, but weren't necessarily part of the decision making process
- The word Transparency needs to be clearly defined and upheld to the standard of the definition.
- The president is an advocate for shared governance, he is engaged in the process.
- We haven't had an opportunity to make any recommendations to the President yet.
- Since our President is very new, there are some areas where we don't currently have the experience with her to provide informed answers to these questions.
- Again, THIS academic year, I feel staff senate has a higher level of value to the new president. She was been wonderful and all staff are commenting that we feel seen by her. But there is a legacy she has to overcome from the previous president so it's hard to mark "strongly agree" so early in her tenure. The previous president ended our final meeting with a remark that left Staff Senate stunned. Basically he felt Staff Senate was "self-serving" with the recommendations we put forward. In other words, he considered us advocating for staff as self-serving.
- Referring to interim president Perreault. Kim Schatzel was the opposite of transparent and primarily cared about herself and her image. Everyone is glad she's gone.
- TU's Staff Senate recently instituted closed sessions for just senators after each monthly meeting -- in part because of the lack of trust and confidence in OHR leadership.
- The vice presidents really do make the effort to communicate ongoing things. It feels like we are being informed on what is going on but not necessarily to make or influence decisions rather to react to them.
- I lack sufficient experience to comment.
- The President and division leaders routinely communicate with staff senate. The issues lie within the consultation role. Often, major decisions have been made without getting shared governance feedback. Decisions relative to budget, building planning, facilities, leases and contracts, are often shared with governance after decisions have been made.
- Dr. Valerie Sheares Ashby is new to UMBC. She has worked hard to listen and learn. Just two months in (give or take), she attended our PSS General Body Meeting. Therefore, most of my answers to this section are Neither Agree Nor Disagree.
- Dr. Jarrell attends most of our monthly meetings, if he can't attend, he'll send someone in his place. I disagree on #7 because it is our role is to advise, not dictate. He will give thoughtful considerations, but at the end of the day, it's his decision.
- Our staff senate meets monthly with senior leadership. The communication is great.
- Besides the "State of the Campus," I am not sure the President is in regular communication with Senate members.
- We do not hear from the UMD President. We have never received feedback or information from the President about our questions or decisions.
- Again this seems like a better question for senators or chairs of committees. What happens with recommendations, if the president/university never rejects but also never follows through on recommendations isn't the office essentially rejecting? There was a lot of confusion of the staff affairs committee role in reviewing the Criminal Background check policy between 2021-2022.

On The Staff's Role:

- There need to be more communication sent down to the VP's to distribute to his/her Department head about representation on these various committee. There should be a positive affect of why people should join or be a part, versus Supervisor going more negative and try to find excuses of why a person should not be a part. Individuals in Leadership should not discourage members to participate but encourage individuals to become leaders.
- I have been informed in the past by my supervisor that participation in shared governance is a privilege, not a right.
- I don't feel my department is at all thrilled with me being in Staff Senate but they do not stand in my way. I am able to attend all meetings and events without issue. I previously chaired Staff Senate and they had no issue.
- Not all supervisors support staff who want to get involved with shared governance
- Support of supervisors is largely dependent on department/divisions and individual leaders.
- My supervisor has said on several occasions that she is so pleased I am involved in Staff Senate. Our leadership offer me time to speak at all-staff meetings when topics come up that should be shared with staff.
- I have the best boss :-)
- Yes, but my supervisor always forget that I serve on the committee.

On Joint Decision Making:

- Lack of professional development funding for staff.
- The administration supports staff involvement in staff selection and hiring for some positions, not all positions.
- Room for improvement in all areas. We aren't shut out. They do ask our input. But sometimes it feels like it's just ticking off a box that says "shared with all governance groups" without really listening to our input.
- I am not aware of a staff handbook, only a faculty handbook.
- The transfer of the 2023 Juneteenth Holiday was made without the advise of the Senate. There's also questions if the Staff Picnic is being planned without the advise of the Senate.
- Staff are included in higher-level administrative appointments (VPs+). I am not aware of a staff handbook ...
- I put agree instead of strongly agree because I feel like upper management does seek staff involvement, but my current supervisor does not.
- Most of these answers are "Neither agree nor disagree," to cut our new President Sheares Ashby slack in just starting. She quickly visited all of the Shared Governances this passt fall. UMBC's Plan of Organization was just updated. I understand that Adjunct Faculty VERY recently was approved to now have a voice in UMBC's Shared Governance.
- I don't believe we have much formal say in academic affairs other than sometimes backing up students in rare cases. Some of our other school councils, like School of Nursing Staff Council which is not affiliated with the staff senate, has a staff representative on their School Council. This is one of the things we are also working

towards in the School of Medicine that the Dean is open to. Presently, there is Faculty and Students on the SOM Council, but no staff.

- I don't know how strongly the Staff Senate is consulting/included on academic issues.
- A staff senate member is always invited to be a search committee for leadership roles at UMB
- I think it is defined, but not well advertised. Many staff are not aware of the opportunity for shared governance.
- Some of the senate documents are very informative.

On the Structural Arrangements for Shared Governance:

- More robust budget resources are needed for program outreach and development..
- I am not sure if we have a budget on our campus for staff senate
- The budget for shared governance should be increased in order to adequately function to motivate staff to be more engaged in the process.
- There is an assigned liaison.
- We are strong in this area.
- An office where we could operate and store items and feel like a legitimate organization would be nice, but we are grateful for all the support we do receive.
- There is no budget for staff senate
- Dedicated budget is limited and was just established in the last year or so
- Again, new president, so cutting her slack. I know we can do better in appropriating budgets for all Shared Governances. We partner a lot with the Non-Exempt Staff Senate who I believe have no budget at all, particularly with Staff Outreach and Development activities. Within PSS, I believe allocated (albeit limited) funds have to be revisited.
- We meet the first Thursday every month except Aug and Jan. Those months we have an in person retreat (all other meetings are virtual, and open to the campus)
- We hold an election for a staff senate members. Senior leadership provides the staff senate with a yearly budget.
- There could be some improvement on how shared governance is communicated to the university as a whole. For instance I know about running for Senate because I serve on the Staff Affairs Committee, my colleagues who only were informed about running via email either didn't know or read the email!
- The budget seems a bit sparse for the University Senate Office.

On the Opportunity to Provide Additional Comments/Feedback:

- Staff should be included in the travel budget within their department. Additional funds should be given so that staff can pursue professional development opportunities same as faculty.
- It can be better in regard to staff recognition and impact of critical issues
- A Staff Senate Chair & Vice Chair Stipend should be considered and paid from USM Resources via the university administration budget process. The position of Staff Senate Chair is tantamount to a second job, if taken seriously.
- Allow the staff to voice their feedback and suggestions when major decisions are made that impact staff professional development ability.

- I believe there could be better linkages between staff and faculty
- I would like to see more collaboration among the shared governance groups.
- I would like to see passive/aggressive behavior and hidden retaliation from Administration addressed.
- That leadership would promote these shared governance and allow individuals to participate without fear of being penalized for being a part.
- Information sharing is essential to the creation of policies and to institutional decision-making, making shared governance a valuable asset.
- I wish more people would participate instead of complaining about concerns.
- Staff members should be more involved in shared governance.
- We have a strong Staff Senate on campus and the president is very supportive.
- This is my first year as a member of staff senate and I am very pleased with the experience. I think shared governance on our campus is highly valued by staff, the administration, and the President.
- Staff senate is active but not well attended or well respected on campus
- Not at this time.
- Administration attends and is generally communicative but in the past several years has not been supportive of proposals and feedback from our designated executive regarding the reasoning is non-constructive. Hoping this relationship improves with our new President.
- I appreciate the function of shared governance; however, I wish that Staff Senate as a whole were listened to and taken as seriously as other forms of shared governance on campus.
- We have hopes and there is a lot of promise that we recognize in new leadership. I am hopeful that my dismay over a hard year with the previous president will be behind us as we forge a new relationship with the new president. All staff, not just those serving on Staff Senate, are feeling seen and heard by Dr. Lepre.
- It continues to improve through our commitment to support each other's governing organizations. We hold quarterly meetings of the leadership and we share our meeting agendas, etc. to ensure we remain connected in our efforts to support the institution.
- As a member I have enjoyed the been involved with the staff senate
- Since we are searching for a new president, it will be crucial for the selection committee to consider the USM commitment to shared governance in their process.
- I am glad to be a part of this team
- I think it would be nice if more staff members knew about this from the beginning of their employment. I hope they talk about this during onboarding with HR so that we can have more staff engagement.
- I think the biggest thing shared governance needs is immunity for Senators. USM or individual schools should add a policy that Senators shall be protected while in office and after leaving office from retaliation or prosecution by the USM or individual University for any speech or debate they do as Senators. I believe that if this existed, Senators would be FAR more willing to be critical and advocate for change.
- Shared governance has a long history on campus and has evolved to become a professional and respected body. More coordination and consultation with university leadership would be appreciated to involve representatives, rather than just a "report-out" on progress.

- We struggle with staff turnover & filling all senate vacancies
- Shared governance has always been a core value at UMBC, and I hope to see it continue to thrive under President Sheares-Ashby.
- No. I enjoy participating in this system, but think not enough people(staff/faculty/students) know about it or are able therefore to make use of the communication channels the system provides. I hope the new president can help in this regard.
- I appreciate the opportunity to get more involved and network with other people on campus.
- I see shared governance as one of UMBC's greatest strength
- UMBC is going through a major transition in upper leadership. It remains to be seen how much influence shared governance will have in the future.
- I'm excited for opportunities ahead!
- The particular staff senate president for the past couple of years seems especially guilty of assuming all senators and staff members share similar views on many important issues, which is inaccurate. Debate is often non-existent or rushed. Sometimes it feels like she is using her platform to push her own views on all of us (through invited speakers, etc.). As much as she preaches DEI, her behavior is not inclusive of people with different viewpoints. As a result, it is her own views that she brings to campus leadership, rather than truly representing the senators and staff as a whole.
- We are a new council and haven't been able to dive in a lot yet. We are building.
- Again, in a re-building, re-energizing stage with this relatively new President. I feel he is receptive of ideas and supportive of initiatives, but hasn't fully engaged with the shared governance on the campus yet, but will do more in the future.
- I think our Staff Senate and Senior Leadership deserve a lot of credit in promoting healthy shared service.
- UMB is Awesome!
- UMB has a strong Staff Senate
- I'm new but the few meetings I've attended have been wonderful. A lot of great information, ideas and implementations based on recommendations.
- Thank you
- No. It seems to be very robust and essential to the functioning on our campus.
- It would be helpful to have greater clarity for staff who work across institutions (e.g., working for the University while being physically placed in an office largely overseen by the University Hospital system) on to whom they could report what in order to enact change, as I am not sure if the Staff Senate would be the most appropriate?
- I have grown as a staff senator with understanding the campus. AS well as partnering with others Would love to see more joint events involving Staff AND Faculty senates.
- I'm grateful to be a part of the process. There aren't any issues that exist on our campus that don't exist at other similarly sized institutions.
- I think the University does a tremendous job of understanding the value of shared governance and as a staff member I feel my voice is heard and taken seriously. My only suggestion would be to improve communication regarding shared governance. Maybe someone in the administration could do a short video on why shared governance is important and lay out that steps the university and the system take to ensure shared governance is respected.

- not at this time. thank you
- We had hoped the partnership of shared governance would improve with Loh's departure but I am not certain it has. We have yet to hear from the President or hear from him about decisions or reactions to things we pass or ask about. The communication feels at best a one way street - if our comments or thoughts even get to him. The Provost I think has high hopes for shared governance but not much interaction with staff.
- The shared section is where there may be some ambiguity.
- As part of the staff affairs committee I have gained some knowledge of UMD shared governance. However, just a fraction. Many components of governance are still not clear to me and that is almost 2 full years in.
- Shared governance is working well on our campus.

*All responses provided are as typed into the survey.

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.

Time Period

The primary period to be considered for the survey is the previous calendar year (Jan 2022 – Dec 2022).

Timelines

To be used by the Chancellor in his evaluation of the Presidents, the timeline for this process is as follows:

- February 3, 2023: Survey is delivered to staff senate chairs for dissemination.
- March 3, 2023: Deadline for staff senate members to participate in the survey.
- March 31, 2023: The CUSS Chair completes the final report(s).
- April 2023: The CUSS Chair provides full report at the Chancellor's Council Meeting and individual reports for the Presidents.
- April 14, 2023: 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 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

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.

Other

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