**UFS Agenda**

Draft 8/14/19

**Meeting: 21 August 2019**

**Bogomolny Room – Student Center**

ATTN Member: Stephanie Gibson(CAS/UFS President), David Lingelbach(MSB/UFS VP), Mike Kiel(Libraries/UFS Secretary), Kristen Eyssell(CAS), Mike Frederick(CAS), Tina DiFranco(CPA), Jessica Sowa(CPA), Frank van Vliet(MSB), JC Weiss(MSB), Michael Hayes(Law), Irv Brown(Adjunct Council), Haitham Alkhateeb(CUSF), Julie Simon(CUSF), Kurt Schmoke(President), Darlene Smith(Provost), Beth Amyot(CFO)

ATTN Guest: Chris Spencer(CAS), Sharon Glazer(CAS), Mona Hajghassem(CAS), Betsy Nix(CAS), Roger Hartley(CPA), Alan Weisman(CPA), Amrita Shenoy(CPA), Megan Manley(CPA), Kathleen Smith(MSB), Danielle Giles(MSB), Marilyn Oblak(MSB), Nicole Marano(SSSS), Bill Schnirel(SSSS), Katie Kaufmann(SSSS), Mark Jacque(Records), Sally Reed(HR), Jeffrey Hutson(RLB), John Chapin(RLB), Neb Sertsu(AF), Marybeth Waak(AF), Barbara Aughenbaugh(AF), Anita Harewood(OGPA), Candace Caraco(Provost Office), Karen Karmiol(Provost Office), Carol Descak(EMM), Dan Mills(EMM)

*Logistical Items*

* At the request of the provost’s office this meeting will end early at 1:50 to accommodate the Faculty Development Day keynote speaker
* Welcome back and Introductions noted that several senators for the law school were not available because of a scheduling conflict with their school senate
* Approval of May 2019 minutes – Approved with two abstentions

*Action items*

None

*Information Items*

**The Senate’s goals for the year**

* Finish the anti-bullying policy
  + This was delayed last year because of concerns about the wording and a desire to have it include more of the campus. However, further examination has revealed challenges posed by union contracts. This will likely again be a matter for the Faculty Work-Life Committee
* Strengthening shared governance, in part by improving adherence to regular order. This will include, in part, doing more to ensure documents are sent to the senators in a timely manner.
* Raising morale on campus

**Academic Integrity**

Several UB faculty and staff attended a workshop last year. System Provosts are concerned about academic integrity in an increasingly online environment. The group was asked to come up with an initial action plan **[Document 20-A]** Much of this discussion was spurred by recognition that in a rapidly changing technological environment judicial remedies are insufficient and a cultural solution is required.

One suggestion is not to create a new committee but divide the labor of further developing a plan to existing committees, with perhaps a steering committee. For example, academic support could look again at the possibility of different tutorials. Next steps would include creating said steering committee and crafting a charge if we choose to do so.

Discussion:

* It might be important to get students in the committees more so than usual
* Will there be changes in academic integrity procedures at this time? Not yet, Student Services is working on improving documentation and standardization.
* The Senate agreed to explore and support creating a steering committee. No vote was held.

**Exceptions to the Emeritus Policy**  
The UFS President was made aware about a proposed exception to the requirements of the emeritus policy. The question is posed, how should exceptions be made, should they be voted on by the Senate? This will be discussed again in future meetings this year.

Discussion:

* Subject to HR and privacy concerns, it would make sense to do so in an executive session
* I’d think first we should hear from the senate about what kind of exceptions there should be
* It’s unclear where in the process this consideration would occur
* Because policy goes through shard gov so maybe this is a logical route, however some universities have no exceptions
* It’s important to have a fair and consistent interpretation.

*Strategic discussion Items*

**Enrollment and Strategy**

As of this morning UB is at 88% of its overall goals for enrollment

* Much of the miss is in new students
* For freshman specifically we are very low, but quality is up having raised the 25% percentile in test scores, which was part of our plan. The retention of freshman is also higher.
* Graduate students are overall good news and enrollment levels are leveling off. CAS in particular has grown, whereas CPA is where there is some challenge this cycle.
* There is a potential small increase in international students.
* Finally with respect to transfer students, we were on track going into the summer, but had fewer applications than expected despite better efforts with community colleges. We are working on articulation agreements, and other longer term steps.
* Our advertising spend is low compared to other institutions at around $600k. The declining prospect pool is potentially a rise in stealth applicants, it would likely be better to focus more on measuring applicants instead of prospects.
* Last spring we talked about 3 different enrollment teams, much has been done it these teams over the summer in order to have plans for Fall 2020. Specific strategies for different groups should be finalized by the middle of October and could be discussed at the November meeting.
* In systems, we’re fixing items impeding effectiveness, for example we’re working on a territory management system as well as organizational design issues.

Discussion:

* What about Shady Grove? We are down as of this week.
  + The provost noted that Shady Grove is experiencing systemic enrollment declines, this is not just a concern for UB at Shady Grove.
* What is the current overall enrollment forecast? The goal articulated was 4800, we imagine we will come in at around 4500. Compared to last year this is a 12.3% decline in overall enrollment.
* Have we met the numbers of students on which we built our budget yet? We planned on a lower number but have not met it yet, but hope to with the addition of programs which start later.
* What can we do to improve on campus work opportunities? This would help our ability to attract students, particularly graduate students. In our graduate strategies, our high level goals include accelerated partnerships that should create more opportunities like paid internships and endowed scholarships. This is one reason we are developing white papers for programs and target groups.
* We need a way to make ourselves particularly attractive, all the growth in the system is at larger institutions, particularly UMGobal Campus.
* How will work from Jim Campbell on admissions processes be shared? We can develop a summary and share it with you.

**“City University for Baltimore”**

The UFS President reminded the community about President Schmoke’s editorial in the Sun **[Document 20-B]** noting that she was unaware of it before publication. President Schmoke then explained some aspects of his thinking and how it was published:

* The idea is something I testified about 3 years ago in the coalition lawsuit which is currently in its 13th year. In a hearing in which remedies suggested moving parts of UB or a Morgan merger, I testified that this was not an appropriate approach. Instead I suggested that structured affiliations were more appropriate, with CUNY as an example. Nothing happened subsequently other than an order to mediate.
* Given that mediation has failed, multiple times, and there has been warning of a remedy “no one will like”. I thought it was time to put my view out not only in the record, but to a broader audience to spur conversation. There were 4 factors in my timing…
  + The USM chancellor search
  + The Coppin’s President search
  + BCCC’s new President, who has been part of a similar structure
  + It was clear that the final mediation would fail during July
* The Sun would not allow me to share a draft beforehand, and I have no second thoughts about publishing it.
* The response to the article has been very interesting:
  + The regents support the idea of the study
  + Most criticism I’ve received has come from faculty at Coppin and UB
  + It seems the leaders of the general assembly would like to do a study
    - The Senate President is interesting in something more like the partnership between UMB and UMCP, designating certain areas of collaboration or research.
    - The Speaker thought a greater structure might be more appropriate
* I’ve had some questions as to why I didn’t include Morgan in the op-ed. This is because Morgan doesn’t want to be in the USM system and I think UB benefit’s by being in the system.
* I hoped to begin a discussion, and in fact one of the foundation members sent an article around about these kind of collaborations which was sent with documents for this meeting. I intend to go meet with all the senates and other governance groups.

Discussion:

* While I appreciate your explanation and the added information, Is there a reason you didn’t tell the University community more immediately afterwards?
  + No, I was wrong not to and should have done so. I concede that I should have had a prepared summary, and I’m working with the communications people to make that happen again in the future.
* This has happened before for example with the interview suggesting a reevaluation of the freshman program. It worries me that this frustration saps morale. It feels a bit like you are disconnected from the University given that you met with the Coppin faculty.
  + I did meet with a small group based on a personal invitation, which I think was the right thing to do.
* The enrollment situation is serious and it’s your job to explore every avenue. We should look more broadly than these collaborations. However, I felt disrespected as a faculty member that it was out of the blue to me. A lack of faculty consultation, formally or the important informal stuff really bothers me as a person. Why should I want to participate in this organization under these circumstances?
* Echoing what others said, my concern is that this was demoralizing. Frustration has built because of the cumulative effect of program prioritization, pathway discussions, and other serious matters over the past few years. I think you should have shared more with your leadership. Morale is low and I hope faculty don’t blur the line between the classroom and politics as some have suggested.
* This was a plan that involves the University, involving the President of the University, but the piece was not written **as** the President of the University. Why were not the legislators writing it
* It’s important to say that the students are not in the dark, they talk. People were in my office yesterday asking about the future of the University.
* When is this likely to come to fruition? How soon can we expect a forced collaboration?
  + The court could act at any time. In terms of the idea in my op-ed it would be **multiple** years, at least 3 I’d expect. In 2015, we signed a collaboration agreement between us and Coppin including environmental sustainability. **[Document 20-C]** but nothing happened subsequently. In part I’m looking for a mechanism to force us to work together in a way that benefits us all. I feel like we need to be forced to see the broader picture for higher ed.
* Is there any rumbling from the court?
  + The court has two potential approaches, use the consultant’s report or refer the matter back to judge Blake. The governor’s proposals are not likely to be resurrected. I’ve seen some of the plaintiff's proposed remedies, which involve developing or transferring specific courses or programs.
* CUNY, your model, has a lot of challenges and I worry about this sort of model not resulting in savings but creating administrators. I wonder about our protections in the case of radical structural changes. We should know this in case, for example, the court imposes a radical remedy.
* It sounds like communication is the biggest problem revealed by this series of events. We, as a campus, need to know what is happening and have more information shared publicly and transparently. One example would be in terms of MOU’s between UB and other institutions, which are currently not centralized and therefore difficult to find be made aware of. We need to empower people to communicate.

*Preview: coming this year*

* RCM - Next time
* Police Academy - Next time
* Enrollment strategy team
* Enrollment systems processing team
* Advertising plan
* New Student Assistance Program (SAP)
* Kurt on the “City University for Baltimore,” continuing
* Academic integrity
* Report on NSSE
* Policy revisions
  + Grievance policy
  + P&T, five-year review
* Academic Integrity
* Middle States annual institutional update
* *Report* access on Sharepoint
* Faculty workload (FY21 changes)
* University committees

Important Upcoming Dates

* UFS 2019-20 meeting dates (Bogomolny Room unless otherwise noted)
  + August 21
  + September 4
  + October 2 – Law School, 12th floor
  + November 6
  + December 4 – Law School, 12th floor

**2020**

* + January 15
  + February 5
  + March 4
  + April 1
  + May 6
  + May 20, second May meeting if necessary