

***Minutes of the April Session
of the Faculty Senate
Missouri State University***

The Faculty Senate held the first meeting of its April session on Tuesday, April 11, 2006, in Glass 101. Chair Art Spisak called the session to order at 3:36 p.m. Dr. Eric Shade served as parliamentarian.

Substitutes: Jeff Cornelius-White for Paul Blisard, COU; Bill Drake for Richard Callahan, IDM; Carlo Smith for John Kent, MKT; and George Wolf for Mike Reed, P&A.

Absences: Carmen Boyd, Instructor representative; Connie Claybough, LAB; Terrel Gallaway, ECO; Charles Harvey, GSC representative; Susan Hinck, NUR; John Hoftyzer, Budget & Priorities Committee chair; Jim Hutter, PEC chair; Jerri Lynn Kyle, Lecturer representative; Kandiah Manivannan, Faculty Concerns Committee chair; Marvel Maunder, ACS; Norma McClellan, Rules Committee chair; Dale Moore, Staff Senate representative; Wenping Qiu, FRS; Barbara Turpin, CGEIP chair; Rod Williams, MIL; and Janice Windborne, MJF.

Guests: Sarah McCallister, HPE; Michael Hendrix, BMS; Nicole Rovig, Records & Registration; Erich Steinle, CHM; Lois Shufeldt, MKT; Skip Phelps, Provost's Office; Tammy Jahnke, Provost's Office; Frank Einhellig, Provost's Office; Martha Kirker, Assessment; Andrew Cohen, A&D; Steve Koehler, Springfield News-Leader; President Nietzel; Paul Kincaid, Chief of Staff; Kent Kay, Financial Services; and many other invited guests from Staff Senate, Student Government Association, and Administration.

APPROVAL OF MINUTES

Chair Spisak noted there had been a substantive correction to the last paragraph of the March Senate minutes and asked if anyone would like to hear the changes read. Hearing no requests, the corrected version of the March Senate minutes were then approved as distributed.

ANNOUNCEMENTS

1. Chair Spisak announced that the second April Senate meeting will be held next Tuesday, April 18, beginning at 3:30 p.m. in Karls 101.

CANDIDATE FORUM FOR 2006-07 SENATE CHAIR-ELECT AND SECRETARY OF THE FACULTY

Each of the candidates for Chair-elect and Secretary of the Faculty gave a brief opening statement. Senate members were then given an opportunity to ask questions of the candidates. Senator Tom Kane ran unopposed for the Chair-elect position, thus needing only one vote to win an absolute majority of the votes cast, and that vote was provided by Senator Miller. A secret ballot was distributed with the names of the three Secretary of the Faculty candidates. Since an absolute

majority of votes cast was not received by any candidate, a run-off election will be held at next Tuesday's meeting between the top two candidates, Ed DeLong and Michael Hendrix.

VOTE ON BYLAWS AMENDMENT PRESENTED IN THE MARCH SENATE SESSION

Secret ballots were distributed to voting Senate members to amend the *Bylaws* by (1) adding "Honors Degrees" to Table of Contents page, (2) adding the description of the Honorary Doctorate Committee to the Committees section of the *Bylaws* and (3) adding a sentence to ART I, SEC 2, H, Terms of Member Service on Faculty Senate, concerning the past-chair position. All three amendments passed overwhelmingly. The first two amendments will go forward together as **Senate Action 20-05/06**, and the last amendment will go forward as **Senate Action 21-05/06**.

REPORT ON 2006-07 BUDGET AND COMPENSATION

President Nietzel gave a PowerPoint presentation on the 2006-07 budget. He also presented the Compensation Committee recommendations and gave an update on plans for the new JQH arena. After his presentation, President Nietzel took questions from those in attendance. Staff Senate and Student Government Association members, along with AAA members, were all invited to attend the presentation.

ADJOURNMENT

Chair Spisak adjourned the meeting at 5:22 p.m. It will be continued on Tuesday, April 18, at 3:30 p.m. in Karls 101.

Rhonda R. Ridinger
Secretary of the Faculty

***Minutes of the April Session
of the Faculty Senate
Missouri State University***

The Faculty Senate held the second meeting of its April session on Tuesday, April 18, 2006, in Karls 101. Chair Art Spisak called the session to order at 3:33 p.m. Dr. Eric Shade served as parliamentarian.

Substitutes: Erich Steinle for Ed DeLong, Assistant Professor representative; and Reed Olsen for Terrel Gallaway, ECO.

Absences: Mike Barnett, SGA; Paul Blisard, COU; Carmen Boyd, Instructor representative; Lisa Casey, MUS; Connie Claybough, LAB; Clay Franklin, CSD; Ben Fuqua, AGR; Norm Griffith, Staff Senate representative; Charles Harvey, GSC representative; Susan Hinck, NUR; John Hoftyzer, B&P Committee chair; Jim Hutter, PEC chair; Frank Kauffman, SWK; Kandiah Manivannan, Faculty Concerns Committee chair; Norma McClellan, Rules Committee chair; Dale Moore, Staff Senate representative; Richard Myers, BIO; Peggy Pearl, ECFD; Wenping Qiu, FRS; Ken Rutherford, PLS; John Satzinger, CIS; Barbara Turpin, CGEIP chair; Rod Williams, MIL; and Janice Windborne, MJF.

Guests: Kim Bell, Records & Registration; Barry Wisdom, MGT; Lois Shufeldt, MKT; Skip Phelps, Provost's Office; Tammy Jahnke, Provost's Office; Shawn Strong, IDM; Linda Garrison-Kane, STE; Paul Ajuwon, STE; Jack Knight, PHI; John Llewellyn, REL; and Steve Koehler, Springfield News-Leader.

VOTE FOR 2006-07 SECRETARY OF THE FACULTY

Ballots were distributed to voting Senate members for the run-off election for the 2006-07 Secretary of the Faculty position. The two remaining candidates were Edward DeLong and Michael Hendrix. After the votes were counted, it was announced that Edward DeLong had been elected to the position.

ACTION ON CURRICULAR PROPOSALS

1. ***Project Management, Master of Science Degree*** - moved for approval by Senator Callahan; seconded by Senator Woodall; approved by voice vote. It will go forward as **Senate Action 22-05/06**.
2. ***Entrepreneurship (Comprehensive), Bachelor of Science*** - moved for approval by Senator Woodall; seconded by Senator Wyrick; approved by voice vote. A friendly amendment offered by Senator Miller was accepted by Senator Woodall to change references to RIL 335(3) throughout the proposal to RIL 335(2). It will go forward, as amended, as **Senate Action 23-05/06**.
3. ***Entrepreneurship certificate*** - withdrawn by the Management Department.

4. ***New emphasis areas in M.S. in Education, Special Education*** - moved for approval by Senator Swearingen; seconded by Senator Kaufman; approved by voice vote. It will go forward as **Senate Action 24-05/06**.
5. ***Graduate certificate in Orientation and Mobility*** - moved for approval by Senator Swearingen; seconded by Senator Zimmerman; approved by voice vote. It will go forward as **Senate Action 25-05/06**.
6. ***Graduate certificate in Autism Spectrum Disorders*** - moved for approval by Senator Swearingen; seconded by Senator Watson; approved by voice vote. It will go forward as **Senate Action 26-05/06**.
7. ***Accelerated Master's degree option in Religious Studies*** - moved for approval Senator Given; seconded by Senator Wyrick; approved by voice vote. It will go forward as **Senate Action 27-05/06**.
8. ***Minor in Computer Science, Bachelor of Arts*** - moved for approval by Senator Martin; seconded by Senator Reed. Kim Bell told Senate members of the rule that Bachelor of Arts minors should have no fewer than 15 hours (this minor had 12 hours). Senator Martin withdrew his motion so the Computer Science Department could further review the hours in the new minor.

REPORT FROM ACADEMIC RELATIONS COMMITTEE

1. ***Public Affairs curriculum*** - Subcommittee Chair Sam Dyer was not present at the Senate meeting to present the report; Academic Relations Chair Tom Kane said Dr. Dyer will present a written report to the Senate Executive Committee.
2. ***Hiring Oversight Charge*** - Senator Reed moved for approval and Senator Kane seconded a resolution amending Senate Action 31-04/05 and charging the Faculty Senate Executive Committee to make necessary changes to the *Bylaws* to form the Personnel Management Committee consistent with Senate Action 31-04/05 and Senate Resolution 15-91/92. Senator Miller moved to amend the fourth paragraph of SA 31-04/05 to add the Chair of the Academic Relations Committee as an *ex officio* member (seconded by Senator Olsen). This document is to be used as a reference point for the Senate resolution moved by Senator Reed. By voice vote, the motion to amend passed.

After discussion, Senator Zimmerman moved the previous question (seconded by Senator Herr). By voice vote, the motion passed. The main motion also passed by voice vote. It will go forward as **Senate Resolution 14-05/06**.

3. ***Grade Inflation Report and Resolution*** - Senator Kane moved for approval and Senator Swearingen seconded a resolution encouraging discussion about curbing grade inflation at the department and college levels. Several tables on grade inflation were made available to Senate members as an attachment to this month's Senate agenda. Senator Kane said grade inflation has not appreciably increased the last four or five years but it has not gotten better either. He would like to make information available to faculty with respect to grade inflation and how it affects the colleges. After discussion, the above resolution passed by voice vote. It will go forward as **Senate Resolution 15-05/06**.

Senator Kane moved for approval and Senator Olsen seconded a Senate action asking for the Missouri State Administration “to investigate a way to allow faculty access to personal course grade distributions for each semester.” Senator Wyrick offered a friendly amendment to rephrase the wording for clarity (accepted by Senator Kane), and by voice vote, the Senate action was approved. It will go forward as **Senate Action 28-05/06**.

ACTION AND RESOLUTION PERTAINING TO THE ADMINISTRATOR ASSESSMENT

Senator Kane moved for approval and Senator Swearingen seconded a resolution asking that a Leadership Priorities Committee be appointed by the Faculty Senate Executive Committee to be charged with reviewing the assessment data collected from the Leadership Priorities Assessment and the Academic Administrator Assessment. A friendly amendment was made by Senator Kane to the third numbered paragraph to also include the Senate Executive Committee as receiving a report of the department level analysis along with the College Deans, the Provost, and University President.

Senator Wyrick moved to postpone the above resolution (seconded by Senator Herr), but by a show of hands, the motion to postpone failed. Senator Zimmerman moved the previous question (seconded by Senator Reed), and by voice vote, the motion passed. The motion to approve the above resolution also passed by voice vote. It will go forward as **Senate Resolution 16-05/06**.

Senator Kane moved for approval and Senator Wyrick seconded a Senate action asking that the University Administration select representatives at the department head, college dean, and university levels to meet with the Leadership Priorities Committee to discuss issues, set goals, identify concerns, and determine whether data collected from the *2007-08 Leadership Priorities* and *Academic Administrator Assessment* instruments can be used to track progress toward leadership goals. By voice vote, the motion passed. It will go forward as **Senate Action 29-05/06**.

ADJOURNMENT

The meeting was adjourned at 5:08 p.m. The meeting will be continued on Thursday, April 27, in Karls 102 at 3:30 p.m.

Rhonda R. Ridinger
Secretary of the Faculty

***Minutes of the April Session
of the Faculty Senate
Missouri State University***

The Faculty Senate held the third meeting of its April session on Thursday, April 27, 2006, in Karls 102. Chair Art Spisak called the session to order at 3:33 p.m. Dr. Eric Shade served as parliamentarian.

Substitutes: George Mathew for Shouchuan Hu, MTH; and Margaret Weaver for Mark Trevor Smith, ENG.

Absences: Mike Barnett, SGA; Carmen Boyd, Instructor representative; Richard Callahan, IDM; Connie Claybough, LAB; Clay Franklin, CSD; Ben Fuqua, AGR; Norm Griffith, Staff Senate representative; Charles Harvey, GSC representative; John Hoftzyer, Budget & Priorities chair, Jim Hutter, PEC chair; Frank Kauffman, SWK; Jerri Lynn Kyle, Lecturer representative; Kandiah Manivannan, Faculty Concerns Committee chair; Kevin Mickus, GGP; Dale Moore, Staff Senate representative; Wenping Qiu, FRS; Mike Reed, P&A; Ralph Rice, PAS; Ken Rutherford, PLS; John Satzinger, CIS; Barbara Turpin, CGEIP chair; Scott Wallentine, PTE; Gary Ward SMAT; Rod Williams, MIL; and Rebecca Woodard, HPE.

Guests: Kim Bell, Records & Registration; Nicole Rovig, Records & Registration; Lois Shufeldt, MKT; Frank Einhellig, Provost's Office; Skip Phelps, Provost's Office; Tammy Jahnke, Provost's Office; Linda Garrison-Kane, STE.

REPORT FROM BUDGET & PRIORITIES COMMITTEE

Senator Kent, also a member of the Budget & Priorities Committee, presented the Committee's report, a copy of which was distributed to Senate members. Two spreadsheets outlining the budget for Broadcast Services were attached to the report. The costs for conversion from analog to digital broadcasting were below the appropriated amounts, and the operating budget also showed a slight projected surplus. Senator Wyrick said the original reasons for the Faculty Senate to request a report from Broadcast Services has been served with this report, and he recommended that next year's Senate chair direct the Rules Committee to amend the Budget & Priorities Committee's section of the *Bylaws* by striking its charge to monitor MSU's outlay relating to KOZK and report to the Faculty Senate on an annual basis.

REPORT ON TIME-LIMITED AND NON-TENURED TEACHING FACULTY

In accordance with Senate Resolution 15-91/92, Associate Provost Jahnke presented the above report concerning the status of time-limited and non-tenurable teaching faculty, a copy of which was distributed to Senate members. In answer to a question from Lois Shufeldt, Dr. Jahnke said some of the increases were due to the new cost centers being instituted. Dr. Shufeldt suggested that the recommendation be taken back to the Provost asking that the present "cost centers" be referred to instead as "budgetary units."

Senator Kane remarked it was not the intention that the Personnel Management Committee, when instituted next year, would take over doing this report. He indicated it was still preferred that the Provost's Office continue to give the report to the Faculty Senate annually.

REPORT FROM FACULTY HANDBOOK REVISION COMMITTEE

Dr. Rhonda Ridinger, chair of the Faculty Handbook Revision Committee, gave a projected time line for the completion of the revised *Handbook*. The document should be completed sometime this summer, be posted to the web for review by August, come to the Faculty Senate for review in September and October, and then go back to the FHRC for final revisions in November. It will be sent forward to Administration for approval by January, 2007. There are significant suggested changes in the grievance, faculty evaluation, and faculty appointments sections of the *Handbook*.

RESOLUTION ON FACULTY POLLING

Senator Wyrick moved for approval and Senator Baggett seconded his motion asking that the Faculty Senate immediately implement faculty polling at the Faculty Senate website, with results to be provided to Senators in a timely manner. If instituted, Senator Miller asked that the polling be left open long enough for all faculty to have a chance to respond and that it be a single issue question (no compound questions). She also offered a friendly amendment to the resolution (accepted by Senator Wyrick) to strike wording, "beginning with the proposed compensation plan" in the last paragraph. In answer to a question from Senator Windborne, past-chair Shufeldt said the polling feature was set up to be anonymous. Faculty would be asked to sign on so only one vote per faculty member would be allowed, but only the votes for or against would be recorded (no departments or colleges shown).

Senator Kaufman was unclear why polling was needed, since the Faculty Senate representatives from each department represent the faculty. He also felt polls capture the "temper of the minute." Senator Bourhis felt that polling is a poor substitute for talking with constituents. When asked who would determine the issues and wording to be used in the polling, Chair Spisak indicated the Senate Executive Committee would decide. After discussion, the motion was approved by voice vote. It will go forward as **Senate Resolution 17-05/06**.

UNFINISHED BUSINESS - There was no unfinished business.

NEW BUSINESS

Margaret Weaver (substituting for Senator Smith) moved for approval and Senator Wyrick seconded a resolution asking that before merit pay is implemented, "faculty salaries on campus be raised up to 100% of national averages (by rank and discipline) for faculty members evaluated as basically meritorious, as a reasonable starting point for the implementation of the new faculty salary policies recommended by the Compensation Committee." Dr. Weaver said she was bringing the resolution forward on behalf of W. D. Blackmon. Senator Kaufman asked if this was actually a budgetary suggestion or if the resolution was just a protest. Senator Weaver answered that W. D. is very serious and that the intent is to encourage some kind of time line for this to occur. The concern is that equity first be addressed before merit is considered.

When asked if this was a moot point since the President had already decided on a merit plan, Dr. Shufeldt said this resolution presents an opportunity for the Faculty Senate to recommend and provide input to the President before he forwards his recommendation to the Board of Governors.

After much discussion both for and against, the resolution was approved by a show of hands with 14 “yes” votes and 13 “no” votes. It will go forward as **Senate Resolution 18-05/06**.

Senator Baggett moved a Senate action (later changed to a Senate resolution since the required 2/3 vote of the entire Senate membership was not attainable) asking the Faculty Senate to endorse a change in salary policy for administrators who are returning to faculty status. The policy is found in the Compensation Committee Final Report, Section Three. Her motion was seconded by Senator Wyrick. After discussion, Senator Kane moved to amend the resolution (seconded by Senator Gallaway) to read as follows (changes in bold and underline):

The Faculty Senate recommends that faculty members who have been in an administrative position for fewer than three full academic years (six regular semesters) return to faculty at the salary they were earning prior to moving into the administrative position adjusted in the amount of the average annual salary increase faculty received during the same time period (assuming that there is no documented record of unsatisfactory performance in the administrative role).

The Faculty Senate recommends that faculty members who have held one or more administrative positions continuously for three full academic years or more should return with a 9-month faculty salary equal to **9/11ths of their 12-month administrative salary in the final year of the administrative appointment or with a salary equal to** the average salary of those in the same rank in the Department to which the faculty member will be assigned, **whichever is higher. However, the returning administrator’s salary shall not exceed the highest paid faculty member of a similar rank in the administrator’s department unless the administrator’s returning salary was negotiated and documented prior to assuming the administrative position.** If returning to a 12-month faculty appointment, an appropriate salary adjustment should be applied. Faculty Senate leadership should be apprised of any departure from this policy and should be provided with the compelling arguments that would justify such a departure.

Senator Bourhis moved to postpone the resolution until the May Senate meeting (seconded by Senator Kaufman) saying he felt rushed and would like some time to discuss with his constituents before voting on it. By voice vote, the motion to postpone was approved.

ADJOURNMENT

The meeting was adjourned at 5:08 p.m. The next regularly scheduled Faculty Senate meeting will be the 2006-07 organizational meeting which will be held on Thursday, May 11, at 3:30 p.m. in PSU 313.

Rhonda R. Ridinger
Secretary of the Faculty

Right of Challenge Expires May 22, 2006

***Amendment to Bylaws - Table of Contents and
ART I, SEC 8, (10) Honorary Doctorate Committee***

New wording in bold.

1. Add the Honorary Degrees Committee to the Table of Contents page:

ART I FACULTY SENATE

SEC 8 Committees of the Faculty Senate (Executive, Faculty Concerns, Academic Relations, Budget & Priorities, Rules, Judicial Review, CASL, University Awards, College Awards, **Honorary Degrees**)

2. Add the description of the Honorary Doctorate Committee to the Committees Section of the Bylaws line 595):

(10) Committee on Honorary Degrees

(a) Purpose

Review nominations and select recipients for University Honorary Degrees according to the following procedures:

1. **Nominations are to be sought from the entire University community. Nominations are to be made confidentially and are to remain confidential throughout the selection process.**
2. **No more than two honorary degrees may be conferred annually. The committee should feel no pressure to select an honoree in any given year if it does not receive any nominations it deems worthy of this type of honor.**
3. **The honoree must be living at the time of selection and must be present at the award ceremony to receive the honor at the Spring commencement.**
4. **Current members of the MSU staff, faculty, administration, and Board of Governors, as well as elected officials while holding elected office, are not eligible.**
5. **Financial considerations should not be involved in the selection process. Faculty Senate Action 36-00/01 makes it clear that the purpose of this honor is to “recognize extraordinary achievement of distinguished citizens”, not to reward financial support for the University.**

6. **The individual honored should have a strong tie to this community, state, or region. Although individuals with nationwide and worldwide recognition should not be excluded, preference should be given to distinguished candidates who have not been widely recognized and honored.**
7. **Four types of honorary doctorates may be bestowed: the Doctor of Humane Letters (L.H.D), given to persons who have distinguished themselves in the humanities; the Doctor of Letters (Litt.D.), given to scholars in particular disciplines; the Doctor of Public Affairs (A.P.D.), given to persons distinguished in general service to the public, to learning and to humankind; and the Doctor of Science (Sc.D.), given to persons who have made distinguished contributions to sciences.**
8. **The Committee on Honorary Degrees will review nominations and complete its deliberations by November 15, when it will then present its recommendation, if any, to the Faculty Senate for its December meeting. Upon approval of the Senate, the recommendation will be forwarded to the President and to the Board of Governors.**

(b) Membership

Committee on Honorary Degrees shall consist of six (6) faculty members, one from each academic college appointed by the Chairperson of the Faculty Senate; the Dean of the Graduate College or an appointed representative; the Provost or an appointed representative; and one student selected from either the Honors College or the Graduate College.

Rationale: The Senate approved the formation and description of this committee and the functions thereof but the committee has not been added to the *Bylaws*. The only change in current practice is that two honorary degrees may now be conferred annually.

Senate Action 21-05/06

Adopted by Senate on April 11, 2006

Right of Challenge Expires May 22, 2006

*Amendment to Bylaws - ART I, SEC 2, H, (1),
(b) Terms of Member Service on Faculty Senate*

New wording in bold.

The Past-Chair, unless appointed to an administrative position or leaves the University, will serve one year as the Chair of Judicial Review and is not eligible for any elected positions in the Senate.

Senate Action 22-05/06

Adopted by Senate on April 18, 2006

Right of Challenge Expires May 22, 2006

Master of Science in Project Management Degree

A complete copy of the above curricular proposal can be viewed in the Faculty Senate office.

Senate Action 23-05/06

Adopted by Senate on April 18, 2006

Right of Challenge Expires May 22, 2006

Bachelor of Science (Comprehensive) in Entrepreneurship

A complete copy of the above curricular proposal can be viewed in the Faculty Senate office.

Senate Action 24-05/06

Adopted by Senate on April 18, 2006

Right of Challenge Expires May 22, 2006

New Emphasis Areas in M.S. in Education, Special Education

A complete copy of the above curricular proposal can be viewed in the Faculty Senate office.

Senate Action 25-05/06

Adopted by Senate on April 18, 2006

Right of Challenge Expires May 22, 2006

Graduate Certificate in Orientation and Mobility

A complete copy of the above curricular proposal can be viewed in the Faculty Senate office.

Senate Action 26-05/06

Adopted by Senate on April 18, 2006

Right of Challenge Expires May 22, 2006

Graduate Certificate in Autism Spectrum Disorders

A complete copy of the above curricular proposal can be viewed in the Faculty Senate office.

Senate Action 27-05/06

Adopted by Senate on April 18, 2006

Right of Challenge Expires May 22, 2006

Accelerated Master's Degree in Religious Studies

A complete copy of the above curricular proposal can be viewed in the Faculty Senate office.

Right of Challenge Expires May 22, 2006

Senate Action to Allow Faculty Access to Personal Course Grade Distributions

In order to raise awareness and provide feedback to faculty about grade distributions in courses and to raise individual and departmental awareness of grade inflation issues;

Be it resolved, that the Senate asks the Missouri State Administration to investigate a way to allow faculty access to personal course grade distributions for each semester. At that site, data would allow faculty to compare their course grade distributions with: a) overall grade distribution for the department; b) the departmental grade distribution for both lower- and upper-level courses, c) grade distributions for the college; and d) grade distributions at the University.

Right of Challenge Expires May 22, 2006

***Senate Action Asking Administration to Select Representatives
To Meet With the Leadership Priorities Committee***

Resolved, that the University Administration select representatives at the department head, college dean, and university levels to meet with the Leadership Priorities Committee to:

- 1) Discuss issues and concerns raised by the Leadership Priorities Committee.
- 2) Set goals to be accomplished broadly by department, college, and University administrators. These goals are intended to be shared with the university community.
- 3) Identify concerns specific to colleges and departments to be addressed by appropriate university, college, and/or department level leadership. These concerns are to be shared with appropriate levels of administration above the level for which the concern exists.
- 4) Determine whether data collected from the 2007-8 *Leadership Priorities* and *Academic Administrator Assessment* instruments can be used to track progress toward leadership goals and if so, specify how. If the current assessment instruments are deemed inappropriate for assisting in the measurement of progress toward leadership goals, then the committee will identify methods to collect appropriate data for assessing goal-attainment progress, developing goal-achievement strategies, and measuring subsequent progress relevant to the strengthening department, college, and university conditions relevant to faculty morale and productivity.

Rationale

A common objective of all academic administrators is to enhance conditions that promote the effectiveness of University faculty. Success in attaining this objective can reasonably be deemed *effective leadership*, which ultimately aids the university in producing educated persons, scholarly products, and quality service activities that strengthen the university and embedding communities.

Faculty members are well-positioned to comment thoughtfully about the health of their respective departments and provide perspectives about how leadership practices impact on the health of their departments. The information collected from the *Leadership Priorities Assessment* about the health of departments at Missouri State and collected from the *Academic Administrators Assessment* provides opportunities to improve the communication between faculty and administration. Because faculty members are directly connected to students, the scholarly community, and community and national agencies, this form of communication should be considered strategically relevant and important to academic administrators.

Faculty and administrators working together to identify common problems and concerns should facilitate an alignment between faculty and administration with respect to priorities and should foster a mutual commitment for collaboratively addressing common challenges that, when addressed, strengthen Missouri State University.

Faculty Senate Resolution Forming a Personnel Management Committee

Whereas, Senate Action 31-04/05 passed by the faculty senate on April 28, 2005 requires the senate executive committee to form a **Personnel Management Committee** with three main purposes: (1) “to provide faculty input to the Academic Affairs Academic Council about the allocation of faculty lines” and (2) “to develop annual targets for faculty hiring by establishing explicit goals on the percentage of FTE faculty who are tenure track, full-time tenure track, and per course faculty members” and (3) to report annually to the senate on (2), said report to include statistics detailing “progress the University is making towards achieving targeted goals,” and

Whereas, the decision by President Nietzel to decentralize decisions made regarding faculty hiring makes moot the first purpose of the Personnel Management Committee and

Whereas, Senate Resolution 15-91/92 has previously attempted to “establish a standing committee to monitor the use of time-limited and non-tenurable teaching faculty by the University and shall report this information annually to the Senate” providing evidence that the issue is a long-standing concern and

Whereas, the compromise reached regarding Senate Resolution 15-91/92 was to assign the task of annually monitoring and reporting on the use of time-limited and non-tenurable teaching faculty to the Academic Relations Committee and

Whereas, the Academic Relations Committee has not in the recent past been given an annual charge by the Faculty Senate Executive Committee to either track or report on such a charge and, therefore, the original intent of Senate Resolution 15-91/92 has not been fulfilled

Therefore be it resolved, that Senate Action 31-04/05 be amended to exclude only the first purpose, which is no longer relevant. Hence, the faculty senate executive committee is directed to charge the Rules Committee to make necessary changes to the *Bylaws* to form the Personnel Management Committee consistent with Senate Action 31-04/05 and Senate Resolution 15-91/92.

(This is a copy of SA 31-04/05 - furnished as background information for SR 14-05/06)

Establishment of Faculty Personnel Management Committee

BE IT RESOLVED, That a committee of six faculty members be appointed to provide faculty input to the Academic Affairs Academic Council about the allocation of faculty lines. This committee will be known as the Faculty Personnel Management Committee. Members of the faculty personnel committee would be invited to all Academic Council meetings, along with the Chair of the Faculty Senate, whose agenda included discussing the approval of individual tenure-track faculty lines within departments and colleges, the approval of instructor and lecturer lines within departments and colleges, and the approval of per course instructor lines within departments and colleges.

The faculty committee would not be invited to Academic Council meetings when the main purpose was to discuss other items of business. It is understood that the Academic Council will have the flexibility to address faculty hiring issues as needed as they come up during the year, even though faculty committee members may not be present. However, in these cases the members of the Faculty Personnel Management Committee will be informed of the discussion by the Faculty Senate Chair and their input solicited.

Members of the Faculty Personnel Management Committee would be fully participating when invited to the Academic Council. The faculty committee may choose, at their discretion, to forward a separate recommendation to the VPAA on any issue being discussed.

The membership of the Faculty Personnel Management Committee shall be determined as follows. The faculty of each department shall forward a nominee to its college council. The name of one faculty member from each of the six academic colleges will be selected by each college council. The chair of the Academic Relations Committee will serve as an *ex officio* member. The Faculty Senate Executive Committee will choose one of the six members to serve as the chair of the committee. Members will serve staggered two-year terms. This committee will be an *ad hoc* committee until it can become a standing committee.

Only tenured faculty members who are not currently serving in administrative positions at the level of department head/school director or higher are eligible to be members of the Faculty Personnel Management Committee. Should a serving member become an administrator at the level of department head/school director or higher during his/her term of office a replacement will be appointed in the same manner to fill out the term.

The Faculty Personnel Management Committee shall have the additional responsibility to meet separately from Academic Council as needed. One of their tasks will be to develop annual targets for faculty hiring by establishing explicit goals on the percentage of FTE faculty who are tenure track, full-time non-tenure track, and per course faculty members. The faculty committee of the Administrative Council will report annually to the Faculty

Senate to present these recommendations on targets. The Faculty Senate may vote to endorse or not to endorse the recommendations. Both the recommendations from the Faculty Personnel Management Committee and the results of Faculty Senate votes will be forwarded to the Vice President for Academic Affairs.

The Faculty Personnel Management Committee annual report to the Faculty Senate will also include details regarding progress the University is making towards achieving the targeted goals. At the end of each academic year, the Vice President for Academic Affairs will report back to the members of the Academic Council and the Faculty Senate on the decisions made regarding tenured faculty, lecturer, and per course faculty lines.

Rationale: The proposed senate action was developed collaboratively with the Vice President of Academic Affairs. The action strengthens the role of the faculty in the shared governance of the university. In addition, the proposed committee will address a continuing area of concern to the faculty and provide faculty input specific to the area of faculty hiring.

(This is a copy of SR 15-91/92 - furnished as background information for SR 14-05/06)

RESOLUTION

The Faculty Senate shall establish a standing committee to monitor the use of time-limited and non-tenurable teaching faculty by the University and shall report this information annually to the Senate. This data should include:

1. The amount of student credit hour production by time-limited faculty and the types of courses taught.
2. Qualifications of faculty in non-tenurable positions.
3. The number of time-limited appointments within ranked positions.

Resolution Encouraging Discussions About Curbing Grade Inflation

Be it resolved, that the Senate encourage discussions about curbing grade inflation at the department and college levels. This strategy could include making the grade inflation report available to college deans, department heads, and faculty with a request to discuss grade inflation at appropriate department and college meetings.

Be it further resolved, that the Senate encourage departments that use student evaluations of teaching effectiveness in tenure/promotion/performance evaluation decisions to consider whether or how course grade distributions can be used in interpreting student evaluations and other indices of teaching effectiveness.

***Leadership Priorities Committee To Be Appointed
by the Senate Executive Committee***

Whereas, quality academic leadership at Missouri State University serves to multiply the effectiveness of faculty and ultimately benefits students as well as local, state, and international communities;

Whereas, developing a *climate that supports competent work* has been espoused by the University President as applying to administrators as well as faculty (in reference to Missouri State University Compensation Committee);

Whereas, according to contemporary models of leadership development,¹ leadership development is accelerated with quality assessment and appropriate feedback mechanisms;

Whereas, improving academic leadership at Missouri State University requires a joint commitment of faculty and academic administrators and jointly benefits faculty and academic administrators;

Whereas, a strategic opportunity exists for diagnosing and addressing work place problems by joining together campus expertise in organizational behavior with the experiences of successful faculty and academic administrator/leaders;

Whereas, the Faculty Concerns Committee's stated values for developing the Administrative Assessment and subsequent use of collected data included providing data for strengthening leadership development;

Be it resolved, that the Leadership Priorities Committee be appointed by the Faculty Senate Executive Committee and be charged with reviewing the assessment data collected from the Leadership Priorities Assessment and the Academic Administrators Assessment to accomplish the following:

- 1) Conduct a University Level Analysis that identifies University strengths and challenges to be addressed by Department Heads, College Deans, the Provost, and University President leadership for strengthening Missouri State University. The University Level report will comprise the *2006 State of Missouri State University Leadership: Faculty Report* and will be made widely available to faculty.
- 2) Conduct college level analyses to examine strengths and challenges to be resolved for each Missouri State University college. The committee will produce a report to be made available only to the Faculty Senate Executive Committee, the Provost and University President.
- 3) Conduct a department level analysis² to examine strengths and challenges to be resolved for each Missouri State University department for which an appropriate response rate was attained (i.e., appropriate to be determined by the committee). The committee will produce a report to be made available only to the Senate Executive Committee, College Deans, the Provost, and University President.

¹ broadly, 360-degree feedback programs are used to develop personnel and leadership talent. For instance, the Center for Creative Leadership (McAuley & Van Velsor, 2004) highlights *challenge*, *quality assessment*, and *organizational support* dedicated toward leadership development efforts as the key components of a quality leadership development program.

² an analysis of the library will be included in the department level report

Resolution on Faculty Polling

Whereas, the purpose of the MSU Faculty Senate is to represent the faculty perspective on University issues; and

Whereas, the Faculty Senate's website was updated at least six months ago to permit polling to survey faculty sentiment on various issues; and

Whereas, Senate rank representatives have no effective means of surveying their constituents regarding their opinions on key issues; and

Whereas, other Senators may have difficulty surveying some of their colleagues on key issues; and

Whereas, top administrators may benefit by being made aware of the results of faculty surveys;

Therefore, be it resolved, that the MSU Faculty Senate should immediately implement faculty polling at the Faculty Senate website and results should be provided to Senators in a timely manner.

***Resolution Asking That Faculty Salaries Be Raised
Up to 100% of National Averages (By Rank and Discipline)***

Whereas, President Michael Nietzel has shown an eager interest in improving faculty salaries on campus in general and has specifically encouraged the concept of salary rewards based on faculty performance; and

Whereas, the Compensation Committee has presented President Nietzel with a very detailed and comprehensive plan for dealing with merit and equity issues in faculty salaries in the future; and

Whereas, the University Faculty Salary Committee (chaired by Professor Madeleine Kernen) presented its report on April 6, 2005, having studied the history of salary policies and practices at SMSU and concluded “To create a level playing field for all faculty, we propose that a separate pool of money be designated over and above cost of living increases to restore pay equity prior to the application of any performance-based pay system”; and

Whereas, the Faculty Handbook Revision Committee generally embraces the basic concept of last year’s University Faculty Salary Committee and feels it could serve as a strong foundation for the faculty salary policies recommended by the Compensation Committee for the future; and

Whereas, the Ad Hoc Process Improvement Committee (PIC) has recommended the following institutional salary objective for faculty: “the salary objective shall equal or exceed the mean of CUPA-C National Faculty Survey for public, Masters-level institutions for each rank aggregated across disciplines”;

Be it resolved, that before merit pay is implemented, faculty salaries on campus be raised up to 100% of national averages (by rank and discipline) for faculty members evaluated as basically meritorious, as a reasonable starting point for the implementation of the new faculty salary policies recommended by the Compensation Committee.