

Faculty Senate Committee on Rules
Response to Charges 1, 2, 5, and 15
8 January 2018

Rules Committee members: John Heywood (chair), Terrel Gallaway, Stephen Haggard, Tom Kane, Carol Maples, Mike Hudson (*ex officio*), Beth Hurst (*ex officio*)

CHARGE ONE

Charge 1: EPPC and CGEIP almost always meet on the same date and time. Should there be a change in assignment as to who the FSEC person is on one of these groups?

Findings and conclusions:

1. FSEC does not want to mandate that EPPC and CGEIP meet on different days.
2. Upon request from Rules, FSEC recommended that the Secretary of the Faculty attend EPPC meetings instead of the Chair-Elect.

Summary of Proposed Changes to the Bylaws:

1. The Secretary of the Faculty should replace the Chair-Elect as an *ex officio* member of EPPC.

CHARGE TWO

Charge 2: Please review the process for selection of the chair for all of the Faculty Senate committees. Who calls and presides over the first meeting when the chair is elected from within?

Findings and conclusions:

1. The protocol for selecting a chair is not specified for Faculty Concerns, Academic Relations, Rules, and Honorary Degrees.
2. The members of Academic Relations, Rules, and Honorary Degrees are appointed by the Chair of the Faculty, and by tradition the Chair of the Faculty also appoints the Chair of the Committee who then calls the first meeting.
3. The members of Faculty Concerns are elected, and by tradition the chair is elected from within. Although ART I SEC 9B does not identify any *ex officio* members of Faculty Concerns, ART I SEC 5B indicates that the Chair-Elect of the Faculty will serve as an *ex officio* member, and by tradition the Chair-Elect calls and presides over the first meeting.
4. ART I SEC 9B does not identify a chair for the Committee on Judicial Review. However, ART I SEC 3G (line 278) indicates that Judicial Review will be chaired by the most recent past chair of the Faculty who is serving on the committee.

5. For committees whose members are elected, the chair of the committee is elected during the first meeting of the academic year. The first meeting is called by a representative from the Senate or the administration who also presides over that meeting until the chair has been elected.
6. Faculty Benefits is odd in that the committee members are appointed by the Chair of the Faculty while the committee chair is elected from within, with no protocol for calling the first meeting of the year. An *ex officio* representative from FSEC (proposed to be the Chair-Elect of the Senate in response to charge 5, below) could call the first meeting, or the chair of the committee could be appointed rather than elected.

Summary of Proposed Changes to the Bylaws:

1. ART I SEC 9B of the Bylaws should describe the process for identifying the chair for each standing committee of the Senate.
2. When the chair of a standing committee is elected from within, the Bylaws should explicitly identify an individual who will call and preside over the first meeting of that committee.
3. For consistency, when the membership of a committee is appointed by the Chair of the Faculty Senate, the chair of the committee should also be appointed. This would require a change to the process for the Committee on Faculty Benefits.

CHARGE FIVE

Charge 5: Should a member of FSEC be on the Committee on Faculty Benefits? What about the other standing committees of the Faculty Senate? Are any missing a representative from FSEC?

Findings and conclusions:

1. FSEC lacks representation on four standing committees of the Senate: University Budget and Priorities, Honorary Degrees, Faculty Benefits, and Study Away. Attending meetings of the Committee on Faculty Concerns is listed as one of the duties of the Chair-Elect in ART I SEC 5B, but the Chair-Elect is not identified as an *ex officio* member of this committee in ART I SEC 9B(2).
2. ART II SEC 4 ("Membership of College Councils") does not indicate FSEC representation on college councils. However, ART I SEC 5A(9) indicates that the Chair of the Senate "may attend the session of any college council or established body as an *ex officio* member." College councils may not be aware of this fact since it is not repeated in ART II.
3. For all standing committees, *ex officio* representation from FSEC facilitates communication with FSEC regarding specific charges (this has been important in Rules on numerous occasions), and also ensures that the committee understands and pursues its

charges as laid out in the Bylaws. For example, Budget and Priorities, which lacks FSEC representation, failed to complete its charges for the past three years.

4. At the request of Rules, FSEC proposed which of its members should be designated as *ex officio* members of standing committees that currently lack FSEC representation.

Summary of Proposed Changes to the Bylaws:

1. Add an *ex officio* representative from FSEC to University Budget and Priorities, Honorary Degrees, Faculty Benefits, and Study Away, using the recommendations provided by FSEC.
2. Update the membership list for Faculty Concerns to include the Chair-Elect as an *ex officio* member.
3. Add language to ART II SEC 4 that parallels ART I SEC 5A(9).

CHARGE FIFTEEN

Charge 15: The Chair and Chair-elect of the Faculty Senate have sections in the Bylaws that explicitly list their duties. The Past Chair does not. Please investigate the accuracy of the current lists of duties, as aligned with other sections of the Bylaws, as well as the appropriateness of a list of duties for the Past Chair.

Findings and conclusions:

1. Although the past chair of the Senate is a member of FSEC [ART I SEC 9B(1)], s/he is not an officer of the Senate. In fact, because of his/her role as chair of the Judicial Review Committee, the past chair is not even allowed to be an elected member of the Senate (ART I SEC 3G line 278). Thus, if the duties of the past chair are to be listed in ART I SEC 5, which is currently called “Duties of the Officers – Faculty Senate,” this section will need to be renamed.
2. A search of the Bylaws reveals that the only official duties of the past chair are to (1) serve on the Executive Committee, and (2) chair the Judicial Review Committee. In our response to charge 5 (above), we propose extending this list to include *ex officio* membership on the Honorary Degrees and Study Away Committees.

Summary of Proposed Changes to the Bylaws:

1. Retitle ART I SEC 5 of the Bylaws so that duties of the past chair can be included.
2. Update the lists of duties in ART I SEC 5 of the Bylaws for the Chair, Chair-Elect, and Secretary of the Faculty, to reflect changes proposed in response to charges 1 and 5 above.
3. Add a new subsection D to ART I SEC 5 that lists the duties of the past chair.
4. In ART I SEC 9B(1) “Executive Committee of the Faculty Senate”, extend the list of Purposes to indicate the FSEC shall provide representation to standing committees of the Senate.

PROPOSED SENATE ACTION TO AMEND THE BYLAWS

Original Language

[comments bracketed and italicized]

ART I FACULTY SENATE

SEC 5 Duties of the Officers – Faculty Senate

A The Chair of the Faculty Senate *[line 396]*

- (1) Shall preside at all sessions of the Faculty Senate.
- (2) Shall supervise the functioning of the Faculty Senate and its established bodies.
- (3) Shall, with the advice of the Executive Committee as necessary, prepare an agenda for each session of the Faculty Senate.
- (4) Shall appoint members of the standing committees of the Faculty Senate, where appointive membership is provided for.
- (5) Shall organize and appoint *ad hoc* committees as necessary.
- (6) Shall represent the faculty to the administration and to the Board of Governors.
- (7) Shall convey all Faculty Senate Actions and resolutions to the Board of Governors within the next two regularly scheduled sessions of the Board of Governors.
- (8) Shall consider and in some manner dispose of any suggestion or other matter directed to the Faculty Senate by any member or group of the faculty.
- (9) May attend the session of any college council or established body as an *ex officio* member.
- (10) Shall review all decisions of the Judicial Review Committee to determine if any decision may require a revision to the Bylaws of the Faculty and, if so, shall issue a charge to the Faculty Senate Committee on Rules.

B The Chair-Elect of the Faculty Senate *[line 426]*

- (1) Shall preside at sessions of the Faculty Senate in the absence of the Chair.
- (2) Shall assist in supervision of the working of the Faculty Senate in such manner as directed by the Faculty Senate or by the Chair of the Faculty Senate.
- (3) May be appointed to be chair of a standing committee or *ad hoc* committee of the Faculty Senate.

- (4) Shall chair the Nominating Committee and appoint its members.
- (5) Shall attend at least one session each month of the Student Government Association.
- (6) Shall call the organizational session of the Committee on University Budget & Priorities and preside until the membership has elected a chair.
- (7) Shall attend, or may send a designee to attend, the following as an *ex officio* member without vote:
 - (a) Committee on Faculty Concerns (FCC);
 - (b) Council on General Education and Intercollegiate Programs (CGEIP);
 - (c) Committee on Citizenship and Service Learning (CASL);
 - (d) Committee on Academic Relations (ARC); and
 - (e) Educator Preparation Provider Council (EPPC).

C The Secretary of the Faculty [*line 449*]

- (1) Shall serve as Secretary of the Faculty Senate.
- (2) Shall preside at sessions of the Faculty Senate in the absence of both the Chair and the Chair-Elect of the Faculty Senate.
- (3) Shall keep accurate minutes of faculty sessions and of Faculty Senate sessions including the recording of motions and the votes thereon.
- (4) Shall publish for the faculty the minutes of faculty sessions.
- (5) Shall report decisions of the Faculty Senate and its established bodies to the administration.
- (6) Shall publish for the faculty a synopsis of Faculty Senate Actions and of curricular matters forwarded to the Provost.
- (7) Shall prepare an annual summary of proceedings of the Faculty Senate and its established bodies.
- (8) Shall supervise elections of faculty representatives in the governance process and publish election results on the Faculty Senate web site.
- (9) Shall participate in the curricular process as described in ART VI SEC 8 of these *Bylaws*.

SEC 9 Committees of the Faculty Senate

B Standing Committees

- (1) Executive Committee of the Faculty Senate
 - (a) Purpose [*line 633*]
 - (aa) Shall participate in the curricular process as described in Article VI, Section 9.

- (bb) May advise the Chair of the Faculty Senate in preparing the agenda for sessions of the Faculty Senate.
- (cc) Shall assist in supervision of the working of the Faculty Senate in such manner as directed by the Faculty Senate or by the Chair of the Faculty Senate.
- (dd) Shall prepare, revise and supervise the use of forms utilized in faculty governance processes.
- (ee) Shall assign or approve special charges to committees of the Faculty Senate.

(2) Committee on Faculty Concerns

(b) Election of Members to the Committee on Faculty Concerns [*line 695*]

- (aa) The Committee on Faculty Concerns shall consist of two representatives from each college, as well as representatives as defined in <http://www.missouristate.edu/facultysenate/entities.htm>.

[paragraphs (bb)—(dd) describe the election process]

(3) Committee on Academic Relations

(b) Membership [*line 737*]

Appointed by Chair of the Faculty Senate. The Senate Chair-Elect shall be an *ex officio* member of the Academic Relations Committee without vote. In addition, the Registrar or his/her designee shall serve as an *ex-officio* member of the Academic Relations Committee without vote.

(4) Committee on University Budget & Priorities

(b) Membership [*line 770*]

The Committee on University Budget & Priorities of the Faculty Senate shall consist of representatives from each college and additional representatives as defined in <http://www.missouristate.edu/facultysenate/entities.htm>. A ranked faculty member shall be elected by his or her respective college councils, based on a nomination from each academic department within that college, at the earliest possible session of the college council in the spring semester, and serve a three-year term. A committee member may be elected to more than one three-year term. Membership shall be staggered. Any unforeseen vacancy on the committee shall be filled by the same election process; such election shall occur at the earliest possible session of the appropriate council following the vacancy. The Chair-Elect of the Faculty Senate shall call the organizational session of the committee within seven (7) school days after the first Fall Faculty Senate session and preside until the membership has elected a chair who shall serve a one-year term and may be reelected for succeeding terms.

(5) Committee on Rules

(b) Membership [*line 795*]

Appointed by the Chair of the Faculty Senate. The Secretary of the Faculty and the Parliamentarian (if one was appointed) shall be *ex officio* members of the Rules Committee without vote.

(6) Committee on Judicial Review

(b) Membership [*line 812*]

Shall be composed of the three next most immediate past-chairs of the Faculty Senate who do not hold full-time administrative positions.

(8) Committee on Honorary Degrees

(b) Membership [*line 892*]

The Committee on Honorary Degrees shall comprise the following: one faculty member from each academic college appointed by the Chair of the Faculty Senate; one faculty member from each entity so identified in <http://www.missouristate.edu/facultysenate/entities.htm>, appointed by the Chair 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.

(9) Committee on Faculty Benefits

(b) Membership [*line 917*]

(aa) The Committee on Faculty Benefits shall include one representative from each undergraduate college and one representative from each entity so identified in <http://www.missouristate.edu/facultysenate/entities.htm>. Eligible college representatives include ranked faculty. College representatives shall be appointed by the Chair of the Faculty. The Chair of the Faculty shall choose members with interest in benefits. The Associate Director of Human Resources in charge of Benefits, or a designee of the Associate Director, shall be an *ex officio* member without vote.

(bb) College representatives shall serve for a term of three (3) years and may be reappointed indefinitely. Terms shall be staggered so that one-third of the membership is appointed each year.

(cc) The Committee on Faculty Benefits shall elect a chair annually from among its members. The chair must either have served on the Committee the previous year or have past experience serving on the committee, unless no current member meets these criteria.

(dd) When the Committee on Faculty Benefits is formed for the first time, the members shall first elect a chair who shall have a term length of three years. The initial terms of service for the remaining college representatives shall be determined by drawing lots so that initial terms of one (1), two (2), and three (3) years are each assigned to one-third

of the representatives.

(10) Study Away Advisory Committee

(b) Membership [*line 954*]

- (aa) The Study Away Advisory Committee shall include seven (7) full-time faculty members from at least four different colleges of the University, appointed by the Chair of the Faculty Senate (or their designee) after consultation with the Director of the Study Away Office. The Chair of the Faculty Senate shall strive to appoint a majority of committee members with experience leading a Study Away trip. The Director of the Study Away Office shall serve as an *ex officio* member without vote.

ART II COLLEGE COUNCILS

SEC 4 Membership of College Councils [*line 1058*]

- A A discipline-based undergraduate college council shall consist of one member from each academic department of the college, and one student representative, majoring in a discipline in that college.* Both the academic dean of the college and the student representative shall be *ex officio* members of the college council without vote.

ART III EDUCATOR PREPARATION PROVIDER COUNCIL

SEC 4 Membership of the Educator Preparation Provider Council [*line 1253*]

- E The Head of the EPP and the Chair-Elect of the Faculty Senate shall be *ex officio* members to the EPPC without voting privileges. The administrator responsible for DESE and CAEP accreditation process shall also serve as *ex officio* member to the EPPC without voting privileges.

Proposed Changes

Additions in bold, deletions ~~struck through~~, [comments bracketed and italicized]

ART I FACULTY SENATE

SEC 5 Duties of the Officers **and Past Chair of the** Faculty Senate

A The Chair of the Faculty Senate [line 396]

- (1) Shall preside at all sessions of the Faculty Senate.
- (2) Shall supervise the functioning of the Faculty Senate and its established bodies.
- (3) Shall, with the advice of the Executive Committee as necessary, prepare an agenda for each session of the Faculty Senate.
- (4) Shall appoint members **and chairs** of the standing committees of the Faculty Senate, where appointive membership is provided for.
- (5) Shall organize and appoint *ad hoc* committees as necessary.
- (6) Shall represent the faculty to the administration and to the Board of Governors.
- (7) Shall convey all Faculty Senate Actions and resolutions to the Board of Governors within the next two regularly scheduled sessions of the Board of Governors.
- (8) Shall consider and in some manner dispose of any suggestion or other matter directed to the Faculty Senate by any member or group of the faculty.
- (9) May attend the session of any college council or established body as an *ex officio* member.
- (10) Shall review all decisions of the Judicial Review Committee to determine if any decision may require a revision to the Bylaws of the Faculty and, if so, shall issue a charge to the Faculty Senate Committee on Rules.
- (11) Shall serve as chair of the Executive Committee of the Faculty Senate.**
- (12) Shall serve as a member of the Committee on Policy Review.**
- (13) Shall serve as an *ex officio* member of Graduate Council without vote.**
- (14) Shall call the organizational session of the newly elected Educator Preparation Provider Council (EPPC) in May of each year.**

B The Chair-Elect of the Faculty Senate [line 426]

- (1) Shall preside at sessions of the Faculty Senate in the absence of the Chair.

- (2) Shall assist in supervision of the working of the Faculty Senate in such manner as directed by the Faculty Senate or by the Chair of the Faculty Senate.
- (3) May be appointed to be chair of a standing committee or *ad hoc* committee of the Faculty Senate.
- (4) Shall chair the Nominating Committee and appoint its members.
- (5) Shall attend at least one session each month of the Student Government Association.
- (6) Shall call the organizational session, ~~of the Committee on University Budget & Priorities~~ and preside until the membership has elected a chair, **for the following standing committees and councils of the Faculty Senate:**
 - (a) **Committee on Faculty Concerns;**
 - (b) **Council on General Education and Intercollegiate Programs (CGEIP); and**
 - (c) **Committee on University Budget and Priorities.**
- (7) Shall attend, or may send a designee to attend, the following as an *ex officio* member without vote:
 - (a) Committee on Faculty Concerns ~~(FCG)~~;
 - (b) Council on General Education and Intercollegiate Programs (CGEIP);
 - (c) Committee on Citizenship and Service Learning ~~(CASL)~~;
 - (d) Committee on Academic Relations ~~(ARC)~~; and
 - ~~(e) Educator Preparation Provider Council (EPPC).~~
 - (e) **Committee on University Budget and Priorities; and**
 - (f) **Committee on Faculty Benefits.**
- (8) Shall serve as a member of the Executive Committee of the Faculty Senate.**

C The Secretary of the Faculty [line 449]

- (1) Shall serve as Secretary of the Faculty Senate.
- (2) Shall preside at sessions of the Faculty Senate in the absence of both the Chair and the Chair-Elect of the Faculty Senate.
- (3) Shall keep accurate minutes of faculty sessions and of Faculty Senate sessions including the recording of motions and the votes thereon.
- (4) Shall publish for the faculty the minutes of faculty sessions.
- (5) Shall report decisions of the Faculty Senate and its established bodies to the administration.
- (6) Shall publish for the faculty a synopsis of Faculty Senate Actions and of curricular matters forwarded to the Provost.
- (7) Shall prepare an annual summary of proceedings of the Faculty Senate and its established bodies.
- (8) Shall supervise elections of faculty representatives in the governance process and publish election results on the Faculty Senate web site.

- (9) Shall participate in the curricular process as described in ART VI SEC 8 of these *Bylaws*.
- (10) Shall attend, or may send a designee to attend, the following as an *ex officio* member without vote:**
 - (a) Educator Preparation Provider Council (EPPC);**
 - (b) Committee on Rules.**
- (11) Shall serve as a member of the Executive Committee of the Faculty Senate.**

D The Past-Chair of the Faculty Senate

- (1) Shall serve as chair of the Committee on Judicial Review, unless disqualified as described in ART I SEC 3G.**
- (2) Shall attend meetings of the Committee on Honorary Degrees and the Study Away Advisory Committee as an *ex officio* member without vote, unless disqualified from serving on the Faculty Senate Executive Committee as described in ART I SEC 9B(1)(b).**

SEC 9 Committees of the Faculty Senate

B Standing Committees

- (1) Executive Committee of the Faculty Senate
 - (a) Purpose [*line 633*]
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 - (dd) Shall prepare, revise and supervise the use of forms utilized in faculty governance processes.
 - (ee) Shall assign or approve special charges to committees of the Faculty Senate.
 - (ff) Shall ensure that each standing committee and council of the Faculty Senate understands and addresses its charges by providing an *ex officio* member without vote.**

(2) Committee on Faculty Concerns

(b) Election of Members to the Committee on Faculty Concerns [*line 695*]

- (aa) The Committee on Faculty Concerns shall consist of two representatives from each college, as well as representatives as defined in <http://www.missouristate.edu/facultysenate/entities.htm>. **The Chair-Elect of the Faculty Senate shall serve as an *ex officio* member without vote. The Chair-Elect of the Faculty Senate shall call the first meeting each year and shall preside over that meeting until the members elect a chair from within.**

[*paragraphs (bb)—(dd) describe the election process*]

(3) Committee on Academic Relations

(b) Membership [*line 737*]

Members and the committee chair are appointed ~~Appointed~~ by the Chair of the Faculty Senate. The Senate Chair-Elect shall be an *ex officio* member of the Academic Relations Committee without vote. In addition, the Registrar or his/her designee shall serve as an *ex officio* member of the Academic Relations Committee without vote.

(4) Committee on University Budget & Priorities

(b) Membership [*line 770*]

The Committee on University Budget & Priorities of the Faculty Senate shall consist of representatives from each college and additional representatives as defined in <http://www.missouristate.edu/facultysenate/entities.htm>. A ranked faculty member shall be elected by his or her respective college councils, based on a nomination from each academic department within that college, at the earliest possible session of the college council in the spring semester, and serve a three-year term. A committee member may be elected to more than one three-year term. Membership shall be staggered. Any unforeseen vacancy on the committee shall be filled by the same election process; such election shall occur at the earliest possible session of the appropriate council following the vacancy. The Chair-Elect of the Faculty Senate shall call the organizational session of the committee within seven (7) school days after the first Fall Faculty Senate session and preside until the membership has elected a chair who shall serve a one-year term and may be reelected for succeeding terms. **The Chair-Elect of the Faculty Senate shall serve as an *ex officio* member of the committee without vote.**

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(b) Membership [*line 795*]

Members and the committee chair are appointed ~~Appointed~~ by the Chair of the Faculty Senate. The Secretary of the Faculty and the Parliamentarian (if one was appointed) shall be *ex officio* members of the Rules Committee without vote.

(6) Committee on Judicial Review

(b) Membership [*line 812*]

Shall be composed of the three next most immediate past-chairs of the Faculty Senate who do not hold full-time administrative positions. **The most immediate past chair of the Faculty Senate who is serving on this committee shall serve as chair of the committee.**

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(b) Membership [*line 892*]

The Committee on Honorary Degrees shall comprise the following: one faculty member from each academic college appointed by the Chair of the Faculty Senate; one faculty member from each entity so identified in <http://www.missouristate.edu/facultysenate/entities.htm>, appointed by the Chair 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. **The Chair of the Faculty Senate shall appoint one of the faculty representatives to serve as chair of the committee. The Past-Chair of the Faculty Senate shall serve on the Committee on Honorary Degrees as an *ex officio* member without vote.**

(9) Committee on Faculty Benefits

(b) Membership [*line 917*]

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(bb) College representatives shall serve for a term of three (3) years and may be reappointed indefinitely. Terms shall be staggered so that one-third of the membership is appointed each year.

(cc) ~~The Committee on Faculty Benefits shall elect a chair annually from among its members. The chair must either have served on the Committee the previous year or have past experience serving on the committee, unless no current member meets these criteria.~~ **The Chair of the Faculty Senate shall appoint one of the college representatives to serve as chair of the Committee on Faculty Benefits.**

(dd) ~~When the Committee on Faculty Benefits is formed for the first time, the members shall first elect a chair who shall have a term length of three years. The initial terms of service for the remaining college representatives shall be determined by drawing lots so that initial terms of one (1), two (2), and three (3) years are each assigned to one-third~~

~~of the representatives.~~

(10) Study Away Advisory Committee

(b) Membership [line 954]

- (aa) The Study Away Advisory Committee shall include seven (7) full-time faculty members from at least four different colleges of the University, appointed by the Chair of the Faculty Senate (or their designee) after consultation with the Director of the Study Away Office. The Chair of the Faculty Senate shall strive to appoint a majority of committee members with experience leading a Study Away trip. The Director of the Study Away Office **and the Past-Chair of the Faculty Senate** shall serve as ~~an~~ *ex officio* members without vote.

ART II COLLEGE COUNCILS

SEC 4 Membership of College Councils [line 1058]

- A A discipline-based undergraduate college council shall consist of one member from each academic department of the college, and one student representative, majoring in a discipline in that college.* Both the academic dean of the college and the student representative shall be *ex officio* members of the college council without vote. **The Chair of the Faculty Senate may attend the session of any college council as an *ex officio* member without vote.**

ART III EDUCATOR PREPARATION PROVIDER COUNCIL

SEC 4 Membership of the Educator Preparation Provider Council [line 1253]

- E The Head of the EPP and the ~~Chair-Elect~~ **Secretary** of the Faculty Senate shall be *ex officio* members to the EPPC without voting privileges. The administrator responsible for DESE and CAEP accreditation process shall also serve as *ex officio* member to the EPPC without voting privileges.

Final Language**ART I FACULTY SENATE****SEC 5 Duties of the Officers and Past Chair of the Faculty Senate****A The Chair of the Faculty Senate [line 396]**

- (1) Shall preside at all sessions of the Faculty Senate.
- (2) Shall supervise the functioning of the Faculty Senate and its established bodies.
- (3) Shall, with the advice of the Executive Committee as necessary, prepare an agenda for each session of the Faculty Senate.
- (4) Shall appoint members and chairs of the standing committees of the Faculty Senate, where appointive membership is provided for.
- (5) Shall organize and appoint *ad hoc* committees as necessary.
- (6) Shall represent the faculty to the administration and to the Board of Governors.
- (7) Shall convey all Faculty Senate Actions and resolutions to the Board of Governors within the next two regularly scheduled sessions of the Board of Governors.
- (8) Shall consider and in some manner dispose of any suggestion or other matter directed to the Faculty Senate by any member or group of the faculty.
- (9) May attend the session of any college council or established body as an *ex officio* member.
- (10) Shall review all decisions of the Judicial Review Committee to determine if any decision may require a revision to the Bylaws of the Faculty and, if so, shall issue a charge to the Faculty Senate Committee on Rules.
- (11) Shall serve as chair of the Executive Committee of the Faculty Senate.
- (12) Shall serve as a member of the Committee on Policy Review.
- (13) Shall serve as an *ex officio* member of Graduate Council without vote.
- (14) Shall call the organizational session of the newly elected Educator Preparation Provider Council (EPPC) in May of each year.

B The Chair-Elect of the Faculty Senate [line 426]

- (1) Shall preside at sessions of the Faculty Senate in the absence of the Chair.
- (2) Shall assist in supervision of the working of the Faculty Senate in such manner as directed by the

Faculty Senate or by the Chair of the Faculty Senate.

- (3) May be appointed to be chair of a standing committee or *ad hoc* committee of the Faculty Senate.
- (4) Shall chair the Nominating Committee and appoint its members.
- (5) Shall attend at least one session each month of the Student Government Association.
- (6) Shall call the organizational session, and preside until the membership has elected a chair, for the following standing committees and councils of the Faculty Senate:
 - (a) Committee on Faculty Concerns;
 - (b) Council on General Education and Intercollegiate Programs (CGEIP); and
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- (7) Shall attend, or may send a designee to attend, the following as an *ex officio* member without vote:
 - (a) Committee on Faculty Concerns;
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 - (c) Committee on Citizenship and Service Learning;
 - (d) Committee on Academic Relations;
 - (e) Committee on University Budget and Priorities; and
 - (f) Committee on Faculty Benefits.
- (8) Shall serve as a member of the Executive Committee of the Faculty Senate.

C The Secretary of the Faculty [*line 449*]

- (1) Shall serve as Secretary of the Faculty Senate.
- (2) Shall preside at sessions of the Faculty Senate in the absence of both the Chair and the Chair-Elect of the Faculty Senate.
- (3) Shall keep accurate minutes of faculty sessions and of Faculty Senate sessions including the recording of motions and the votes thereon.
- (4) Shall publish for the faculty the minutes of faculty sessions.
- (5) Shall report decisions of the Faculty Senate and its established bodies to the administration.
- (6) Shall publish for the faculty a synopsis of Faculty Senate Actions and of curricular matters forwarded to the Provost.
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- (10) Shall attend, or may send a designee to attend, the following as an *ex officio* member without vote:

- (a) Educator Preparation Provider Council (EPPC);
- (b) Committee on Rules.

(11) Shall serve as a member of the Executive Committee of the Faculty Senate.

D The Past-Chair of the Faculty Senate

- (1) Shall serve as chair of the Committee on Judicial Review, unless disqualified as described in ART I SEC 3G.
- (2) Shall attend meetings of the Committee on Honorary Degrees and the Study Away Advisory Committee as an *ex officio* member without vote, unless disqualified from serving on the Faculty Senate Executive Committee as described in ART I SEC 9B(1)(b).

SEC 9 Committees of the Faculty Senate

B Standing Committees

(1) Executive Committee of the Faculty Senate

(a) Purpose [*line 633*]

- (aa) Shall participate in the curricular process as described in Article VI, Section 9.
- (bb) May advise the Chair of the Faculty Senate in preparing the agenda for sessions of the Faculty Senate.
- (cc) Shall assist in supervision of the working of the Faculty Senate in such manner as directed by the Faculty Senate or by the Chair of the Faculty Senate.
- (dd) Shall prepare, revise and supervise the use of forms utilized in faculty governance processes.
- (ee) Shall assign or approve special charges to committees of the Faculty Senate.
- (ff) Shall ensure that each standing committee and council of the Faculty Senate understands and addresses its charges by providing an *ex officio* member without vote.

(2) Committee on Faculty Concerns

(b) Election of Members to the Committee on Faculty Concerns [*line 695*]

- (aa) The Committee on Faculty Concerns shall consist of two representatives from each college, as well as representatives as defined in

<http://www.missouristate.edu/facultysenate/entities.htm>. The Chair-Elect of the Faculty Senate shall serve as an *ex officio* member without vote. The Chair-Elect of the Faculty Senate shall call the first meeting each year and shall preside over that meeting until the members elect a chair from within.

[paragraphs (bb)—(dd) describe the election process]

(3) Committee on Academic Relations

(b) Membership *[line 737]*

Members and the committee chair are appointed by the Chair of the Faculty Senate. The Senate Chair-Elect shall be an *ex officio* member of the Academic Relations Committee without vote. In addition, the Registrar or his/her designee shall serve as an *ex-officio* member of the Academic Relations Committee without vote.

(4) Committee on University Budget & Priorities

(b) Membership *[line 770]*

The Committee on University Budget & Priorities of the Faculty Senate shall consist of representatives from each college and additional representatives as defined in <http://www.missouristate.edu/facultysenate/entities.htm>. A ranked faculty member shall be elected by his or her respective college councils, based on a nomination from each academic department within that college, at the earliest possible session of the college council in the spring semester, and serve a three-year term. A committee member may be elected to more than one three-year term. Membership shall be staggered. Any unforeseen vacancy on the committee shall be filled by the same election process; such election shall occur at the earliest possible session of the appropriate council following the vacancy. The Chair-Elect of the Faculty Senate shall call the organizational session of the committee within seven (7) school days after the first Fall Faculty Senate session and preside until the membership has elected a chair who shall serve a one-year term and may be reelected for succeeding terms. The Chair-Elect of the Faculty Senate shall serve as an *ex officio* member of the committee without vote.

(5) Committee on Rules

(b) Membership *[line 795]*

Members and the committee chair are appointed by the Chair of the Faculty Senate. The Secretary of the Faculty and the Parliamentarian (if one was appointed) shall be *ex officio* members of the Rules Committee without vote.

(6) Committee on Judicial Review

(b) Membership *[line 812]*

Shall be composed of the three next most immediate past-chairs of the Faculty Senate who do not hold full-time administrative positions. The most immediate past chair of the Faculty Senate who is serving on this committee shall serve as chair of the committee.

(8) Committee on Honorary Degrees

(b) Membership [line 892]

The Committee on Honorary Degrees shall comprise the following: one faculty member from each academic college appointed by the Chair of the Faculty Senate; one faculty member from each entity so identified in <http://www.missouristate.edu/facultysenate/entities.htm>, appointed by the Chair 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. The Chair of the Faculty Senate shall appoint one of the faculty representatives to serve as chair of the committee. The Past-Chair of the Faculty Senate shall serve on the Committee on Honorary Degrees as an *ex officio* member without vote.

(9) Committee on Faculty Benefits

(b) Membership [line 917]

- (aa) The Committee on Faculty Benefits shall include one representative from each undergraduate college and one representative from each entity so identified in <http://www.missouristate.edu/facultysenate/entities.htm>. Eligible college representatives include ranked faculty. College representatives shall be appointed by the Chair of the Faculty Senate. The Chair of the Faculty Senate shall choose members with interest in benefits. The Associate Director of Human Resources in charge of Benefits, or a designee of the Associate Director, and the Chair-Elect of the Faculty Senate shall be *ex officio* members without vote.
- (bb) College representatives shall serve for a term of three (3) years and may be reappointed indefinitely. Terms shall be staggered so that one-third of the membership is appointed each year.
- (cc) The Chair of the Faculty Senate shall appoint one of the college representatives to serve as chair of the Committee on Faculty Benefits.

(10) Study Away Advisory Committee

(b) Membership [line 954]

- (aa) The Study Away Advisory Committee shall include seven (7) full-time faculty members from at least four different colleges of the University, appointed by the Chair of the Faculty Senate (or their designee) after consultation with the Director of the Study Away Office. The Chair of the Faculty Senate shall strive to appoint a majority of committee members with experience leading a Study Away trip. The Director of the Study Away Office and the Past-Chair of the Faculty Senate shall serve as *ex officio* members without vote.

ART II COLLEGE COUNCILS

SEC 4 Membership of College Councils [line 1058]

- A A discipline-based undergraduate college council shall consist of one member from each academic department of the college, and one student representative, majoring in a discipline in that college.* Both the academic dean of the college and the student representative shall be *ex officio* members of the college council without vote. The Chair of the Faculty Senate may attend the session of any college council as an *ex officio* member without vote.

ART III EDUCATOR PREPARATION PROVIDER COUNCIL**SEC 4 Membership of the Educator Preparation Provider Council [line 1253]**

- E The Head of the EPP and the Secretary of the Faculty shall be *ex officio* members to the EPPC without voting privileges. The administrator responsible for DESE and CAEP accreditation process shall also serve as *ex officio* member to the EPPC without voting privileges.

Faculty Senate Committee on Rules
Response to Charge Four
8 January 2018

Rules Committee members: John Heywood (chair), Terrel Gallaway, Stephen Haggard, Tom Kane, Carol Maples, Mike Hudson (*ex officio*), Beth Hurst (*ex officio*)

CHARGE FOUR

Charge: Should the Committee on Faculty Benefits include salary in their reports?

Rationale: They have chosen to do so for 2016/17 but this is not explicit in the Bylaws.

Findings and conclusions:

1. The Committee on University Budget and Priorities is already charged with reporting annually on faculty salaries. Charging two committees to report the same information would be an inefficient use of faculty time.
2. The Committee on Faculty Benefits reported data on faculty salaries in 2016/17 because the Committee on University Budget and Priorities failed to discharge its duties for three years in a row. The appropriate solution to this problem is improved communications between FSEC and all committees and councils of the Senate, a goal that is addressed by charge #5 to the Rules Committee this year.
3. There may be circumstances under which a standing committee of the Senate is justified in expanding its reporting beyond those charges that are explicit in the Bylaws, and the choice by Faculty Benefits to compensate for the incomplete reporting from Budget and Priorities is a case in point. For this reason, it would be counter-productive to explicitly limit the reporting options of a standing committee.

Summary of Proposed Changes to the Bylaws: None

Faculty Senate Rules Committee
Response to Charge Seven
8 January 2018

FACULTY SENATE CHARGE SEVEN:

The departments each have one representative on Senate but the size of departments varies greatly. Should there be an additional representative for departments above a certain size? (COB dean asked about this). Should departments below a certain size share representation with another department within the same college? In other words, does the “one senator per department model” still make sense given the wide range of sizes across departments?

RULES PROCESS FOR CHARGE SEVEN

Rules Committee members: John Heywood (chair), Terrel Gallaway, Stephen Haggard, Tom Kane, Carol Maples, Mike Hudson (*ex officio*), Beth Hurst (*ex officio*)

Findings and conclusions:

1. In any proportional representation scheme, one must have an accurate census to allocate seats. Fortunately, we have a census which occurs at least annually. After each census, the distribution of Senate seats would have to be re-examined considering the new headcount data to determine whether seats need to change hands (i.e., some departments have grown while others have shrunk.) The change would need to be implemented the following year, as Senators will have already been elected for the current year by the time census data arrive.
2. We would need to determine whether open lines with active searches should be considered in the headcount. If the inclination is toward counting open lines, and if an active search is to replace a person who plans to retire but is currently in place, this should not count as an ‘open’ line since the position is currently occupied and would already be accounted for in the census data.
3. If each department is to maintain individual representation and larger departments are to have additional representatives, the Senate must grow.
4. If we hope to achieve more proportional representation while maintaining the current Senate size, then smaller departments would need to share a Senator. The charge mentions doing this within the same College. For the sake of argument, let us assume that the two smallest departments within a college have three and five faculty members each. Issues might develop where one department always has more voting power than the other department with which they share a Senator.

5. In larger departments with more than one Senator, an election scheme would need to be designated. For example, if a department were to have three Senators, would the entire department vote in all three elections, or would the department need to be divided into 'districts,' each of which would elect a Senator from its own ranks? If so, how would the 'districts' be determined? Would gerrymandering be allowed to ensure the representation of specific groups on the Senate?
6. The Rules Committee is unanimous in its opposition to changing the way Senators are elected. Also, proposing such a significant change in policy is not within the purview of the Rules Committee. If there is any interest in pursuing this proposal, an ad hoc committee should be formed to fully investigate the ramifications of changes in the structure of representation and to make a recommendation to the Senate.

Summary of Proposed Changes to the Bylaws:

None

Faculty Senate Committee on Rules
Response to Charge Nine
19 November 2017

Rules Committee members: John Heywood (chair), Terrel Gallaway, Stephen Haggard, Tom Kane, Carol Maples, Mike Hudson (*ex officio*), Beth Hurst (*ex officio*)

CHARGE NINE

Charge: Please review the language in the Bylaws for “graduate student council” and “staff advisory council” and consider updating those names to “Graduate Student Senate” and “Staff Senate.”

Rationale: The names of these bodies have changed.

PROPOSED SENATE ACTION TO AMEND THE BYLAWS

Original Language

[comments bracketed and italicized]

ART I FACULTY SENATE

SEC 2 Membership of Faculty Senate

[leading text omitted for efficiency of presentation] Other non-voting members of the Faculty Senate shall consist of the following delegates: one delegate from the Student Government Association and one delegate from the Graduate Student Council; one delegate from the classified staff and one delegate from the professional staff. *[lines 146-149]*

ART I FACULTY SENATE

SEC 3 Election of Members to Faculty Senate

E Election of Student and Staff Delegates

The delegates of the student government association, the graduate student council, and the staff advisory council shall be chosen in a manner deemed appropriate by each group. *[lines 248-249]*

ART III EDUCATOR PREPARATION PROVIDER COUNCIL

SEC 5 Election of Members to the Educator Preparation Provider Council

C The President of the Graduate Student Council shall select one full-time graduate student who has been admitted into a educator preparation program at Missouri State University to serve a two-year term. *[lines 1317-1318]*

Proposed Changes

Additions in bold, deletions ~~struck through~~, *[comments bracketed and italicized]*

ART I FACULTY SENATE

SEC 2 Membership of Faculty Senate

[leading text omitted for efficiency of presentation] Other non-voting members of the Faculty Senate shall consist of the following delegates: one delegate from the Student Government Association and one delegate from the Graduate Student **Senate Council**; one delegate from the classified staff and one delegate from the professional staff. *[lines 146-149]*

ART I FACULTY SENATE

SEC 3 Election of Members to Faculty Senate

E Election of Student and Staff Delegates

The delegates of the student government association, the graduate student ~~senate council~~, and the staff ~~senate advisory council~~ shall be chosen in a manner deemed appropriate by each group. *[lines 248-249]*

ART III EDUCATOR PREPARATION PROVIDER COUNCIL

SEC 5 Election of Members to the Educator Preparation Provider Council

- C The President of the Graduate Student ~~Senate Council~~ shall select one full-time graduate student who has been admitted into ~~an~~ a educator preparation program at Missouri State University to serve a two-year term. *[lines 1317-1318]*

Final Language

[comments bracketed and italicized]

ART I FACULTY SENATE

SEC 2 Membership of Faculty Senate

[leading text omitted for efficiency of presentation] Other non-voting members of the Faculty Senate shall consist of the following delegates: one delegate from the Student Government Association and one delegate from the Graduate Student Senate; one delegate from the classified staff and one delegate from the professional staff.

ART I FACULTY SENATE

SEC 3 Election of Members to Faculty Senate

E Election of Student and Staff Delegates

The delegates of the student government association, the graduate student senate, and the staff senate shall be chosen in a manner deemed appropriate by each group. *[lines 248-249]*

ART III EDUCATOR PREPARATION PROVIDER COUNCIL

SEC 5 Election of Members to the Educator Preparation Provider Council

- C The President of the Graduate Student Senate shall select one full-time graduate student who has been admitted into an educator preparation program at Missouri State University to serve a two-year term. *[lines 1317-1318]*

Faculty Senate Committee on Rules
Response to Charge Ten
19 November 2017

Rules Committee members: John Heywood (chair), Terrel Gallaway, Stephen Haggard, Tom Kane, Carol Maples, Mike Hudson (*ex officio*), Beth Hurst (*ex officio*)

CHARGE TEN

Charge: Incorporate into the Bylaws the Special Rule of Order that was approved in the September 2014 session the Senate.

Rationale: This was inadvertently not sent to Rules in 2014.

PROPOSED SENATE ACTION TO AMEND THE BYLAWS

Proposed New Language

Additions in bold, deletions ~~struck through~~, *[comments bracketed and italicized]*

SPECIAL RULES OF ORDER *[line 2459]*

5. Time Limit on Reconsideration *[inserted after line 2510]*

Because the division of a monthly session into meetings is unpredictable, the time limit on a motion to Reconsider is extended to the same monthly session in which the vote on the motion to be reconsidered was taken. All other requirements for the motion to Reconsider remain as stipulated in the parliamentary authority. For example, if a motion was voted on during a meeting of the February session, then that motion may be Reconsidered (assuming all other requirements are met) at that meeting or any subsequent meeting of the February session.

[This is the exact language that was approved by Senate]

Faculty Senate Committee on Rules
Response to Charge Thirteen
8 January 2018

Rules Committee members: John Heywood (chair), Terrel Gallaway, Stephen Haggard, Tom Kane, Carol Maples, Mike Hudson (*ex officio*), Beth Hurst (*ex officio*)

CHARGE THIRTEEN

Charge: Consider the need for clarification within the Bylaws for determining quorum.

Rationale: It is not clear who should count as “members” when applying the RONR guidelines as ½ of the members present. Does the FSEC count, i.e., chair, chair-elect, secretary, and past chair? What about the Parliamentarian? Do the chairs of standing committees (delegates) count? Do we count those units who have not sent the name of a representative?

Findings and conclusions:

1. A body such as the Faculty Senate may establish a fixed number of voting members who will constitute a quorum by including a provision in its Bylaws. In the absence of such a provision, RONR defines a quorum as a majority of the “enrolled membership” of the assembly. Members are individuals with voting rights, and enrolled members are such individuals who “maintain their status as members in a prescribed manner” (RONR p. 21, lines 17-24). Thus, if a department fails to forward the name of an elected representative, or a vacancy is created by resignation or death, then there is not an enrolled member and the open position is not counted when determining the quorum number.
2. Delegates to the Senate (including chairs of standing committees and councils) are not voting members and therefore are not to be considered when determining the quorum number. The past chair and the Parliamentarian are not members of the Senate.
3. Voting members of the Faculty Senate are clearly identified in ART I SEC 2 and include the Chair of the Senate, the Chair-Elect of the Senate, the Secretary of the Faculty, the elected Senator from each academic department, and the three elected rank representatives.
4. The number of departmental representatives fluctuates over time as departments merge and split. For this reason, we do not recommend establishing a fixed number for a quorum.

Summary of Proposed Changes to the Bylaws: none.

Recommendations to the Senate Chair:

1. Maintain rosters and sign-in sheets separately for Senators and Delegates.
2. Do not include “open” seats on the roster and sign-in sheet for Senators.

3. Enumerate the Senators on the roster. The number of senators on this list plus 3 (for the Senate officers) will be the enrolled membership. A quorum will be the smallest integer that exceeds 50% of this membership.

Report from the ad hoc Committee on Personnel Hiring Trends

Committee Members:

Bob Pavlovsky, CNAS
Tammy Stewart, LI
Becky Swearingen, COE
John Bourhis, COAL
John Chuchiak, CHPA
Elizabeth Walker, CoAg
Steve Foucart, President's Office, CFO
Megan Schiller, IR
Cindy MacGregor, Chair of Faculty Senate

Brief Rationale and Background

The Faculty Senate committee on University Budget and Priorities has produced two five-year reports on personnel hiring trends that show ranked faculty numbers to be losing ground relative to student enrollment and all other personnel categories. These reports have raised concern in university leadership, particularly in recent times of tight or declining state appropriations. The university president would like data from which to set future hiring goals.

Purpose of the Ad Hoc Committee

The Ad Hoc Committee on Personnel Hiring Trends, in collaboration with the Chief Financial Officer and Institutional Research, investigated the amount and proportion of university personnel resources utilized since 1995. The questions guiding the committee's investigation were: Since 1995 at Missouri State University, what are the hiring trends for the eight EEO skill categories? Based on these trends, which categories should receive a priority for additional personnel resources as those resources become available?

Materials Utilized

- Reports from Committee on Budget and Priorities
- Reports, as requested, from Steve Foucart
- Personnel data set provided by Institutional Research, Megan Schiller
- Related research from various sources

An Unprecedented Collaboration

The Faculty Senate Committee on University Budget and Priorities (B&P) has examined personnel trends beginning with the five year study completed in 2011, using data from 2005 through 2010. This original study also had historic personnel data from 1993. Another five year study was completed in 2016 using data from 2010 through 2015.

The data utilized for the previous reports from B&P had limitations that undermined subsequent collaborative decision-making. Upon a request from President Clif Smart to the Faculty Senate Executive Committee, the current report is based on an unprecedented collaboration between his office, faculty, the Chief Financial Officer, and the office of Institutional Research. Because of this collaboration, the university now has a complete and consistent data set about personnel beginning with data from 2010. This data set was developed for the current study but will continue to be updated and utilized for more detailed personnel decisions. Underlying the development of the current data set is the focus on having a valid and shared basis on which to form conclusions. Faculty and administration are endeavoring to provide a foundation from which they will not argue about the validity of the data but can focus their disagreements on the interpretation and application of that data.

Limitations of Current Study

There are multiple limitations of the current study, several of which will be addressed in the recommendations for future investigation. First, the hiring issues revealed by this study are likely impacted by underfunding from statewide appropriations and/or constrained tuitions. The current study does not address the extent to which underfunding has impacted hiring trends. As a related item, the original study was intended to investigate expenditures of personnel dollars as the reports from Budget and Priorities do include personnel funding. The current study only utilizes personnel numbers (full-time employment, part-time employment, etc.), from which personnel dollars will need to be inferred.

A consistent data set is only available from 2010 to present because of changes in university information management (i.e., Banner). Additional historic data was obtained for five-year increments (1995, 2000, 2005) but that data is less consistent than the 2010-present data set. This historic data required digging through various institutional data to compile and is not in the detailed version of the 2010-present data. Calculations of full-time equivalent (FTE) employment are likely inconsistent across the 1995-2005 data utilized; calculations of full-time equivalent (FTE) employment across 2010-2017 are consistent and precise. For the historic a data, part-time employees were counted as .5, with two part-time employees combined to equal one FTE. For the 2010-2017 data, part-time employment was more precise (in .10 increments), thus combinations of part-time employment to create one FTE are consistent across this data set. This calculation utilized the labor definition of part-time employment. For future investigation, the

same methods of compiling data will be utilized for 2018 and beyond. This will facilitate more accurate comparisons and valid decisions utilizing the 2010-future data.

The personnel data set for 2010-present was locked at the same point each year, i.e., October 1st. The October enrollment data was locked at a similar annual date, which is not exactly the same date but close enough for calculations of full-time employment relative to full-time enrollment. This same method is planned for 2018 and beyond.

A final limitation worth noting is the reclassification of personnel during the time period of analysis. The current study did not account for existing personnel being reclassified from one job category to another. For example, some clerical personnel may have been reclassified in such a way that their positions moved to “Technical and Paraprofessional.” The macro level of analysis in this study did not include a micro investigation of such shifts. Further investigation should explore the specific positions and departments for personnel within the broad job categories.

Budget History of Missouri State University

National Trends

In the U.S., state and local support for public higher education has increased from \$85 billion in 2015 to \$88 billion in FY 2016. In addition, overall support per student FTE has increased by 3.2%; however, more states are witnessing reductions in support vs 2015. For example, student appropriations nationwide averaged \$7,116 in 2016, as compared to pre-recession level (FY 2008) which was \$8,372 (adjusted for 2016 dollars). Support per student remains currently lower than what existed pre-2008 in 44 states.

Long-term (past 25 years) nationally, the trend has been an increase in student FTE enrollment as indicated by an increase in enrollment of 41% since 1991, educational appropriations per student FTA has declined 17%. However, the Great Recession of 2008 had drastic effects on higher education and many states are still recovering in terms of FTE spending on students.

Still, in most states, state and local funding has not kept up with inflation nor enrollment growth over the long term. In fact, net tuition has increased 104% since 1991 (constant dollars). Net tuition increase has more than made up for the declines in state and local funding per student over most of the past 25 years. Nationwide, tuition has increased 35% since 2008 to an average of \$6,321.

Missouri Trends

Student enrollment in Missouri colleges peaked in 2011 at 197,890. However, between FY 2011 to FY 2016, there has been a decline of 2.6% in FTE enrollment. Pre-recession (2008), each MO

FTE was supported by \$7,699 from state and local support. However, financial support has since dropped by 22% as of FY 2016 to \$6,010. Missouri indexes at 0.86 compared to a US index of 1.00 regarding student support. Wyoming and Alaska currently lead the nation with an index of 2.53 and 1.74, respectively. Between FY 2014-15 and FY 2015-2016, Missouri raised per-student funding in higher education by \$11 as compared to Wyoming, \$1,730. Still, other states have had to decrease student funding.

The effects of lowered appropriations have not had a drastic effect on tuition. Pre-recession tuition in MO was \$5,297 after a high of \$6,078 in FY 2015, tuition has lowered to \$5,746 as of FY 2016. As of 2018, average total tuition in Missouri is \$8117.38. Missouri State University, however, is lesser at \$7,306.00 (Table 1). In recent years (2016-1018), Missouri State University has had a lower tuition than other colleges in Missouri.

Table 1. Average tuition of Missouri 4-year colleges and universities in 2018.

	Nondesignated and unrestricted per credit hour tuition	Total required fees, per semester charged to all full-time students	Total Tuition and required fees, per year, charged to a typical full-time student
2018 Average Missouri 4-year College/University	\$236.43	\$559.62	\$8117.38
Missouri State University	\$210.00	\$503.00	\$7,306.00
Difference	26.43	\$ 56.62	\$811.38

Data obtained on Dec 8, 2017 from Missouri Department of Higher Education.

All values in this section are adjusted to 2016 dollars and are obtained from SHEEO.org, 2016 on 11/13/2017.

In Missouri, between fiscal years 2014 and 2015, total government spending increased by approximately 3.9% from \$23.2 billion in fiscal year 2014 to an estimated \$24.1 billion in 2015. In fiscal year 2014, 50.9% of total tax revenues came from income taxes with sales taxes and gross receipts accounting for 43.7% of total state tax collections.

The two largest expenses for Missouri in 2015 were Medicaid and Education (K-12 and higher education) with 27.6% of state expenditures in fiscal year 2015 on education. A majority of the funds for education went towards K-12 with the remaining 4.8% allocated for higher education. Spending from state appropriations to Higher Education represented 5.6% of the budget in 2009, and 4.8% in 2013. In all, since 2008 there has been a downward trend for in state dollars spent on education in Missouri. However, numbers have begun to stabilize in recent years.

One of the challenges faced by Missouri State University and other Missouri universities and colleges is the state law capping increases in tuition (Missouri Department of Higher Education). Under the current law, tuition can only exceed the Consumer Price Index per year. See Coordinating Board for Higher Education Policy on Higher Education Student Funding Act Implementation (<https://dhe.mo.gov/data/tuitionandfees.php>) for more details. Due to declines in state revenues and increases in other spending areas, Governor Greitens has indicated there will be a midyear budget cut for colleges and universities.

- During FY 2012, the equity distribution model for state appropriations was developed in Missouri with all higher education institutions participating in the development of the formula and approved by the Council on Public Higher Education (COPHE) and the Coordinating Board for Higher Education (CBHE). This most recent model calculated that Missouri State University is underfunded as compared to the other public universities in the state by \$16.8 million annually

Based upon the 2017-2018 academic year, Missouri State University's tuition and fees were below the average tuition and fees for Missouri 4-year public universities. Missouri State University has lower regulated financial resources compared to our peer average public universities in the State of Missouri. Lower resources have translated into more efficient use of faculty, staff and overall spending. This efficiency has not come without stress on the university environment and reduced resources have led to increased workload on our faculty and staff. Missouri State University only raised tuition from \$186.00 in 2009 to 210.00 in 2018, a difference of only \$20.00 (Stephen Foucart, CFO, Missouri State University).

MSU Presidents – Past and Present. Presented below are a series of tables including funding issues affecting funding by each Missouri State University President from 2005 to present. The lowest state appropriations were received in FY 2013; the highest were received in FY 2009.

Dr. Nietzel – 2005-2010. During President Nietzel's tenure, faculty endowed positions increased nine-fold. He also implemented the Provost Model. An effort was made to decrease personnel through an early retirement incentive; 150 employees were offered early retirement and 114 accepted.

MSU State Appropriations	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
	\$77,933,951	\$79,792,171	\$85,015,416	\$87,744,549	\$87,303,394	\$82,755,488

Dr. Cofer – 2010-2011. Dr. Cofer established budget committees including the Collegiate Budget Committee, Academic Affairs Budget Committee, Administrative Budget Committee,

and Executive Budget Committee, thus allowing the University budget to be examined by all facets of the university system. During his tenure, a mid-year raise of 1.2% was granted.

MSU State Appropriations	FY 2012
	\$77,192,869

Clifton Smart 2013 to Current. Raises varied from 1.5% to 2.0% and new faculty positions were budgeted for in FY 2015, FY 2016, and FY 2017.

MSU State Appropriations	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
	\$76,962,606	\$78,365,090	\$83,947,201	\$85,192,135	\$83,148,188	\$80,899,028

Summary of Reports from Committee on University Budget and Priorities

The Committee on University Budget and Priorities completed two reports (May 2011 and May 2016) using Excel files supplied for Financial Services. The data included a record of full-time equivalent positions (FTE) and salary levels aggregated for each on-budget unit by job family. The initial report included data from 1993, 2004, and 2010. The second report included data from 2010 and 2015. Budget dollars were not adjusted for inflation. Personnel data were not adjusted to reflect changes in student enrollment.

According to these reports there was a decline in ranked faculty between 1993 and 2015 and an increase in unranked faculty during those same years. The proportion of the personnel budget invested in ranked faculty changed from roughly half of the budget (50.6%) to about one-third (35.4%). The professional category tripled in FTE (201.1 to 662.4) during that same time and the budget proportion doubled (12.6% to 25.0%). The FTE of personnel in the administrative category increased (111.5 to 146.7) but the budget percentage declined slightly (13.2% to 12.2%).

Job Category	1993 FTE	2004 FTE	2010 FTE	2015 FTE	1993 Budget %	2015 Budget %
Administrative	111.5	135.3	146.1	146.7	13.2%	12.2%
Ranked Faculty	580.5	618.3	583.2	556.7	50.6%	35.4%

Unranked faculty	77.5	107.1	211.4	195.8	4.4%	7.8%
Professional	201.1	380.4	575.3	662.4	12.6%	25.0%
Tech, Clerical, Maintenance	473.2	684.4	694.3	746.0	19.3%	19.6%
TOTAL	1443.8	1926.1	2210.3	2307.5	100%	100%

University Hiring Trends

The personnel hiring trends facing Missouri State University are symptomatic of challenges experienced across the national higher education landscape. Despite the recession in 2008, which hit many sectors of the economy hard, hiring in higher education continued at a positive pace to accommodate new students enrolling in college. Unfortunately, the majority of workers are not directly teaching students, a trend that is seen as well at Missouri State University. At the same time there has been a steady rise in the number of professional staff hirings that dilutes the pool of full-time faculty at universities. According to the Delta Cost Project (2014).

Less than half of employees at four-year, non-research institutions are faculty (full- or part-time), and at research institutions faculty account for only 25 to 30 percent of all jobs. Although there are more faculty members on campus, most of the increase is from the growing use of part-time faculty. With the exception of research universities, the proportion of all employees who were full-time faculty declined 5 to 7 percent at four-year colleges and 16 percent at community colleges between 2000 and 2012 (Delta Cost Project, 2014, p. 9).

Student-Faculty Ratio

Universities with more faculty per student have a good chance of creating an engaged and interactive teaching environment (Minsky, 2016). In exceedingly large courses, attendance tends to drop as does active participation, satisfaction, and teacher ratings. Studies in elementary and junior high schools in the USA indicated a threshold of 14 students/teacher below which student performance improved (National Assessment of Educational Progress, 2005). More attention is believed to be the key. At the college-level, student to faculty ratios around 17 to 1 or lower are generally the target (Grove, 2017). Above 20, it gets challenging for professors to provide the type of personal academic advising, independent study opportunities, and thesis oversight that

can be so valuable during your undergraduate years (Grove, 2017). However, colleges with 10 to 1 ratios may have first-year classes that are large and professors aren't overly accessible (Grove, 2017). Further, some schools with 20+ to 1 ratios have faculty who are entirely devoted to working closely with their undergraduate students. Typical ratios suggest students should expect 11-24 students per every teacher overall and extraneous courses should follow this pattern, while extremely common general education or lower-level major courses likely will not (CheapestColleges, 2017).

Average teacher to student ratios for college classes vary based on the academic focus of the college and the level of the course being offered. While some universities may have a low student to teacher ratio, this is not always a clear indicator of low class size and vice versa, especially since research colleges often have high faculty counts but each member may only teach one or two courses. Among the 222 ranked National Liberal Arts Colleges that provided student-faculty ratios to U.S. News in an annual survey, the average was just 11 students per faculty member (Lowest 7-9) (Friedman, 2016). In comparison, the ratio at ranked National Universities, which offer a wide range of undergrad programs, plus master's and doctoral degrees, was 16 students per faculty member (Friedman, 2016).

Student ratios seem to be calculated in two ways, based on only faculty numbers or total staff numbers including all teachers, researchers, and support staff at the institution. Research universities tend to have low student:staff ratios. Medical schools in USA have the lowest student:staff ratios (<3, some <1). John Hopkins comes in at 3.5 staff members per every student. The Top 100 universities ranked in the world have a maximum of 9 students per every staff member. World University Rankings: 800 universities average 16.5 students per staff member in 2016 (Minsky, 2016).

Although a low student-to-staff ratio does generally imply smaller class sizes, it is only a crude estimation of how much attention individual students will receive. At least as relevant as **average class size**, which often varies by degree subject within the same university, is the **number of hours students spend with their teachers**. In most cases, the student-teacher ratio will be significantly lower than the average class size (Smith, 2011).

Overall, student faculty ratios are important, but how they are interpreted and generate opportunities for students can vary on the unique situation at any given school. Important variables include: (a) Are the faculty permanent full-time employees or not? (b) Class size can be more important than S/F ratio, what are class sizes? And (c) Is the university research or education centered? Many research faculty do not teach undergraduate courses (Grove, 2017). These types of questions are beyond the current study; they are offered here for possible future investigation.

Definitions

FTE-Personnel = Full-time equivalent (FTE) employees in 8 Equal Employment Opportunity (EEO) Skill Codes (Committee, EEO-1 Joint Reporting, 2014) were used to create common personnel categories. Personnel categories are consistent with the historic B&P Reports.

- Executive/Administrative and Managerial
- Ranked Faculty
- Unranked Faculty
- (Other) Professionals
- Technical and Paraprofessional
- Clerical and Secretarial
- Service/Maintenance
- Skilled Crafts

E-FTE = Enrollment FTE was the measure of student enrollment. Undergraduate SCH (student credit hours) were divided by 15; Graduate SCH were divided by 9; Doctoral SCH were divided by 6 in order to calculate a full-time enrollment number.

Full-time enrollment was derived from SCH (student credit hours) rather than using a head-count of enrolled students because SCH is used in university productivity reports currently utilized (since 2015). The use of SCH as the basis of full-time enrollment (FTE) will also allow more detailed examination of enrollment FTE within colleges and departments to provide specific justification for where ranked faculty would be needed. The latter examination will be beyond the scope of the current committee and report.

Student-Personnel Ratios = Student-Personnel ratios were calculated for the 8 EEO Skill codes. Thus, a ratio of students to ranked faculty would show the ratio of students per ranked faculty. The same calculation was performed for each of the 8 EEO Skills codes.

Hiring Decline = if a trend line for a personnel group is rising from the left to the right that reflects a growing number of students per employee in that category. The ratio is growing, thus, there has been a hiring decline for that personnel group relative to the growth in student enrollment.

Level Hiring = if a trend line for a personnel group is flat from the left to the right that reflects a consistent number of students per employee in that category. The ratio is not changing, thus, there has been level hiring for that personnel group relative to the growth in student enrollment.

Hiring Increase = if a trend line for a personnel group is declining from the left to the right that reflects a growing number of employees in that personnel category relative to the number of students. The ratio is declining, thus, there has been increased hiring for that personnel group relative to the growth in student enrollment.

Trend Study Methods

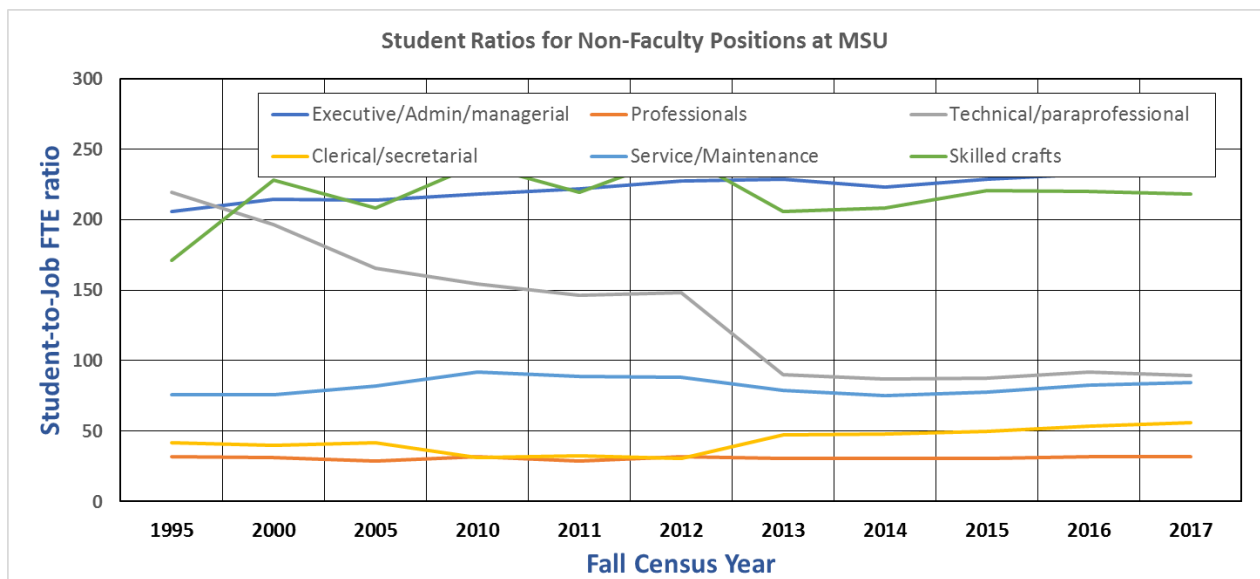
Non-Faculty Trends. A line graph (and table in appendix) that shows ratio of full-time enrolled students for the various non-faculty personnel categories in five year increments for 1995, 2000, 2005 and annually for 2010 through 2017.

Faculty Trends. A line graph (and table in appendix) that shows ratio of full-time enrolled students for ranked and non-ranked faculty in five year increments for 1995, 2000, 2005 and annually for 2010 through 2017.

MSU Hiring Trends

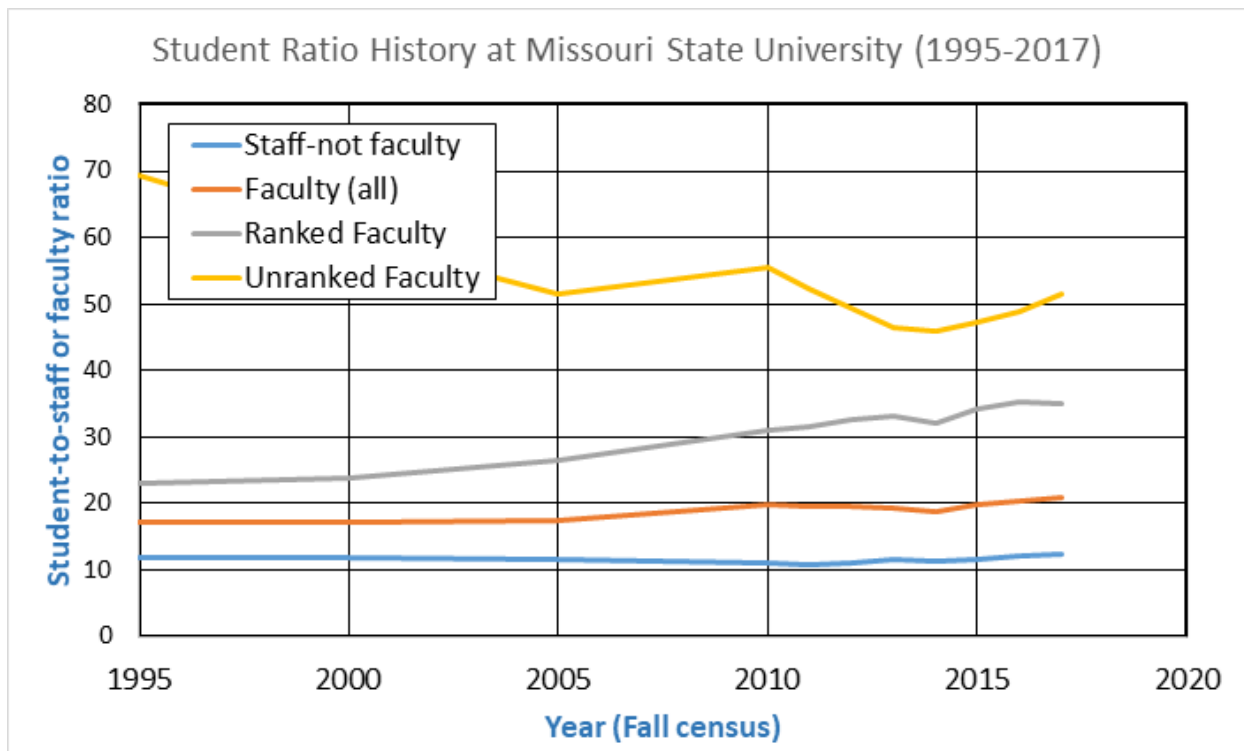
Guiding Question: Since 1995 at Missouri State University, what are the hiring trends for the eight EEO skill categories?

For the non-faculty personnel categories the hiring has remained level for most categories as depicted by relatively flat lines from right to left in the graph below. The most notable exception is the Technical and paraprofessionals category for which the hiring has increased dramatically since 1995. Also worth noting is the slightly decreased use of clerical/secretarial, skilled crafts, executive/admin/managerial, and service/maintenance personnel relative to increased student enrollment. Lastly, the Professionals category shows level hiring and has the lowest student ratio for a personnel category, typically 31 full-time students per staff member.



For faculty, both ranked and unranked, the student ratios reveal that hiring has been declining relative to increases in student enrollment. In the next graph, the staff/non-faculty line is flat, indicating level hiring across personnel categories relative to increases in student enrollment. The all faculty line, however, shows a noticeable decline in hiring relative to increasing student enrollment. In 1995 there were 12 students for every non-faculty employee of MSU; there were 17 students for every faculty employee. In 2017, there were 12 student for every non-faculty employee, however, there were 21 students for every faculty member (ranked and unranked combined). This clearly shows that hiring of faculty has not kept pace with increases in student enrollment.

When ranked and unranked faculty are separated for the analysis, the pattern reveals a strong use of unranked faculty rather than ranked faculty in order to address growing student enrollment. In 1995, the student ratios were 22.9 (ranked), 69.3(unranked), 17.2 (total teaching). In 2017, those ratios were 34.9 (ranked), 51.6 (unranked), and 20.8 (total teaching). The FTE of ranked faculty has remained relatively unchanged since 1995; the highest FTE of ranked faculty was 600 in the year 2000, the lowest was 527.9 in 2012. The 2017 data include 556.9 FTE of ranked faculty. (For further detail please see the attached pdf files)



Observations from 2010-2017 data

The following observations were derived only from the 2010-2017 data, which was consistently documented across each of these years. The attached pdf files provide the numerical foundation for these observations.

Personnel Growth:

- Overall, personnel FTE grew 96.5 from 2010 to 2017.
- FTE in “Technical and Paraprofessional grew 105 from 2010 to 2017. Thus, all of the personnel growth during this time frame was in the Technical and paraprofessional category.
- There is a noticeable increase in Unranked Faculty from 2010 to 2017 (310 to 377).

Personnel Decline:

- There has been a dramatic decline in personnel FTE in the Clerical and Secretarial category. This category is down 206 FTE from 2010 to 2017.

Inadequate Hiring:

- The FTE for Ranked faculty remained virtually unchanged from 2010 to 2017, thus the student ratio worsened (due to growing enrollment). In 2010 there were 31 students per ranked faculty; in 2017 there are 35 students per ranked faculty.
- The FTE of Executive/Admin and Managerial has changed only slightly (from 79 to 81.5 FTE). This growth has been slower than the growth in enrollment.

Personnel Proportions for 2017:

- The highest FTE is in the Professionals job category (609.4)
- The second highest FTE is in Ranked Faculty (556.9)
- The remaining FTE per category are:
 - Unranked Faculty (376.8)
 - Clerical and Secretarial (367.7)
 - Service/Maintenance (230.7)
 - Technical and Paraprofessional (216.8)
 - Skilled Crafts (89.0)
 - Executive/Admin and Managerial (81.5)

Recommendations for Personnel Prioritization

Guiding Question: Based on the personnel trends, which categories should receive a priority for additional personnel resources as those resources become available?

When personnel resources become available the personnel category of ranked faculty should receive priority. This category demonstrated the most dramatic deficiency in hiring when considering the changes in student enrollment. The category of Technical/Paraprofessional demonstrated the highest amount of hiring during the time period of this study. The largest personnel category is “Professional”; this category currently has a higher FTE than all other categories, including ranked faculty. When personnel resources become available the Technical/Paraprofessional and Professional personnel categories should be given a lower priority for additional personnel resources. Furthermore, when there are voluntary departures from these job categories the university should strongly consider reallocating those personnel resources to the ranked faculty category because of the deficient hiring in that category. The committee recognizes, based upon the data reviewed in this study, that Missouri State University does not have excessive staffing in any personnel category. Increased funding to the University will be key to providing new personnel positions, with additional ranked faculty as a priority.

Future Investigation

For our next level of investigation we need to know:

- What sub-types of personnel are in the “(Other) Professionals” category (as they outnumber ranked faculty)?
- What sub-types of personnel are in the “Technical and Paraprofessionals” category (as they have experienced FTE growth while other job categories are either flat or in decline)?
- Given declining state appropriations and a history of low state appropriations, to what extent does underfunding impact the personnel hiring trends at MSU?
- How do the hiring trends at MSU compare to nationwide trends? Trends at various levels of universities?
- How should the charge to the Committee on University Budget and Priorities be adjusted so the personnel data set resulting from this study can continue to be used for collaborative investigation and decision-making?

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Appendix 1. Personnel Categories used for MSU [Derived from Equal Employment Opportunity (EEO) Skills Categories (Committee, EEO-1 Joint Reporting, 2014)]

1. Executive/Administrative and Managerial

Management Policies or general business operations of the institution, department or subdivisions within. Degree Needed - Baccalaureate degree or greater

Derived from EEO category: Officials and Managers, which has two sub-parts.

2. Ranked Faculty

Tenure track professor, associate, and assistant

3. Unranked Faculty

Instruction, research, or public service. Non-tenure track professors, associate, and assistant; instructor

4. (Other) Professionals

Academic and institutional support; Persons employed for the primary purpose of performing academic support, student service, and institutional support.

Derived from EEO category: Professionals.

5. Technical and Paraprofessionals

Includes persons who perform some of the duties of a professional in a supportive role as technicians or assistants.

Derived from EEO category: Technicians

6. Clerical and Secretarial

Used to classify persons whose assignments typically are associated with clerical activities or are specifically of a secretarial nature.

Derived from EEO category: Administrative Support Workers

7. Service/Maintenance

Includes persons who perform duties that result in or contribute to the comfort, convenience, and hygiene of personnel and the student body or that contribute to the upkeep of the institutional property.

Derived from EEO categories: Service Workers, Operatives, and Laborers/Helpers.

8. Skilled crafts

Occupational titles such as welders, cutters, bookbinders and bindery workers; printers; plant and system operators; stationary engineers and boiler operators; water and liquid waste treatment plant and system operators; painting workers.

Derived from EEO category: Craft Workers

1995-2005 Ratio Chart In Separate PDF Attachment

2010-2017 Ratio Chart in Separate PDF Attachment

Faculty Senate Committee on Rules
Response to Charge Sixteen
20 November 2017
Amended 9 January 2018

Rules Committee members: John Heywood (chair), Terrel Gallaway, Stephen Haggard, Tom Kane, Carol Maples, Mike Hudson (*ex officio*), Beth Hurst (*ex officio*)

CHARGE SIXTEEN

Charge: Add a standing Committee on Policy Review to the Bylaws.

Rationale: This was recommended by the *ad hoc* Committee on the Policy Library and was approved by the Faculty Senate last year.

Summary of Proposed Changes to the Bylaws:

1. Incorporate the language proposed by the *ad hoc* Committee on the Policy Library, with two additions:
 - (a) Indicate that the chair of the committee will be appointed by the Chair of the Faculty Senate.
 - (b) At the request of Senate Chair Macgregor, add an *ex officio* member from the Student Government Association.

PROPOSED SENATE ACTION TO AMEND THE BYLAWS

Proposed Changes

Additions in bold, deletions ~~struck through~~, *[comments bracketed and italicized]*

ART I FACULTY SENATE

SEC 9 Committees of the Faculty Senate

B Standing Committees *[line 629]*

(11) Committee on Policy Review *[insert at ~line 968]*

(a) Purpose

- (aa) Shall meet up to twice monthly to discuss pending policies under consideration by university leadership and to review current content in the university Policy Library.**
- (bb) Shall identify current and emerging content in the university Policy Library (excluding the Faculty Handbook) that should be reviewed by the Faculty Handbook Revision Committee or warrants further review by the faculty.**
- (cc) Shall prepare and present periodic reports with recommendations to the Faculty Senate regarding policies being referred to the Faculty Handbook Revision Committee, pending operating policies (OP) under consideration by university leadership, and other Policy Library content that should be further reviewed by the faculty.**

(b) Membership

- (aa) The Chair of the Faculty Senate, the Chair-Elect of the Faculty Senate, and the Chair of the Faculty Handbook Revision Committee shall be members of the Policy Review Committee.**
- (bb) A minimum of three additional faculty members will be appointed by the Chair of the Faculty Senate, so as to provide representation from various academic colleges. These additional faculty members will serve a two year term and may be reappointed for up to two consecutive**

terms. One of these faculty members will be appointed by the Chair of the Faculty Senate to serve as committee chair.

- (cc) The Student Government Association shall provide a representative to the committee who will be *ex officio* without vote.**
- (dd) The Director of Human Resources, the Provost, a representative from the Registrar's office, and Chief General Counsel will be *ex officio* members without vote.**