

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

The Faculty Senate held its first meeting of the October session on Thursday, October 12, 2006, in Plaster Student Union, Room 313 (Traywick Parliamentary Room). Chair Mark Richter called the session to order at 3:31 p.m. Mr. Ed DeLong served as parliamentarian.

Substitutes: Anne Summers for Frank Kauffman, SWK; and Ben Fuqua for Wenping Qiu, AGR.

Absences: Char Berquist, Graduate Council chair; Sean Cain, SGA; Joanne Gordon, CGEIP chair; Norm Griffith, Staff Senate representative; Dan Kaufman, PHI; Julie Masterson, Rules Committee chair; Dale Moore Staff, Senate representative; Rich Moore, MIL; Eric Shade, parliamentarian; Mark Trevor Smith, ENG; Gary Ward, SMAT; and Cindy Wilson, Academic Relations Committee chair.

Guests: Elizabeth Burton, CASL; Jan Bradley, CASL; Michelle Scott, Student; Rhonda Ridinger, HPE; Sarah Sharp, Student; Linda Garrison-Kane, STE; James Baumlin, CASL; and Nicole Rovig, Registrar.

APPROVAL OF MINUTES

The minutes of the September Senate session were approved as distributed. One correction was made prior to the Senate meeting: on page 8 of the minutes under Section 2.2.4.1 Instructor, the second sentence should read: "On page 19 (2.2.5.1 Instructor), change title to "Non-tenure-track Instructor."

ANNOUNCEMENTS

1. The Faculty Senate will meet on Tuesday, October 17, in Glass 102 and on Tuesday, October 24, in Glass 101 to continue deliberations of the *Handbook*.
2. Due to a scheduling conflict Dr. McCarthy will not be presenting at the Senate until Tuesday, October 17th. This is a chance for her to introduce herself, and discuss the role of the Senate in University governance. There will also be time for a question and answer period. She will also be visiting the Senate on Tuesday, October 24, for the open discussion period on the *Handbook*.
3. As mentioned in an earlier email from the Senate office, we will not be discussing the *Handbook* today, but will start on Section 13. Grievance, on Tuesday, October 17, after Dr. McCarthy's presentation. Therefore, when we finish with all agenda items except the *Handbook* and Dr. McCarthy's presentation, we will entertain a motion to adjourn the October 12th meeting or a motion to postpone discussion of the *Handbook*. The motion to postpone is appropriate if there is new business a Senator wishes to bring before the body. If there is no new business, then we will ask for a motion to adjourn.
4. When reading the Grievance section it is useful to correlate the two flow charts with the narrative.

5. The dates for continuation meetings of the Senate during the October session are posted below:

10/12/2006	3:30 PM -5:00 PM	PSU 313	
10/17/2006	3:30 PM - 5:00 PM	GLAS102	
10/24/2006	3:30 PM - 5:00 PM	GLAS101	(discussion with Dr. McCarthy)
10/26/2006	3:30 PM - 5:00 PM	GLAS101	
10/31/2006	3:30 PM - 5:00 PM	GLAS102	
11/2/2006	3:30 PM -5:00 PM	KARL101	
11/7/2006	3:30 PM -5:00 PM	GLAS101	
11/9/2006	3:30 PM -5:00 PM	KARL101	

6. If any Senator has proposed changes to the revised *Handbook* and can get those changes to the Senate office ahead of time, we will make copies to distribute to the Senate as a whole. Alternately, Senators may make copies to be distributed during the Senate meeting. This will help to speed things up considerably.
7. ERP (Enterprise Resource Planning) web site: <http://www.missouristate.edu/erp/>. Check the web site for dates of the onsite vendor demonstration meetings. Two prospective vendors remain. After the new system is selected, it will require three years to bring the new system on line.
8. Chair Richter attended the Missouri Association of Faculty Senates (MAFS) fall meeting on October 9 and 10 in Jefferson City. Dr. Robert Stein, a member of the Department of Higher Education, spoke to the group and indicated they are cautiously optimistic that higher education will receive funding from the state this year as the budget situation is looking better than it has in several years.
9. A “Forum on Issues in Higher Education” is being sponsored by the Faculty Senate on October 30 from 12 noon to 1:30 p.m. in the Plaster Student Union Theater. Four candidates have been invited, two of whom will represent Missouri State University in the next state legislative session: Senator Norma Champion and challenger Doug Harpool (Senate District 30), and Representative Sara Lampe and challenger Steve Helm (Representative District 138). Faculty Senate members are invited to submit questions or solicit questions from your faculty concerning issues that are relevant to higher education. Please send questions to FacultySenate@missouristate.edu by October 18.
10. A corrected version of Attachment 4 to the October Senate agenda was distributed to Senators.
11. The Faculty Concerns (Morale) Survey was distributed last week to all full-time faculty. Please encourage your faculty to complete the survey and return to the Faculty Senate office by October 25.

NEW MINOR IN ENTREPRENEURSHIP

Senator Woodall moved for approval of the new minor in Entrepreneurship (seconded by Senator Haytko). Dr. Hendrix, the Budget & Priorities Committee chair, said the committee unanimously endorsed the new minor, and by voice vote, the motion passed. It will go forward as **Senate Action 4-06/07**.

REPORT FROM ACADEMIC PERSONNEL REVIEW COMMISSION

Dr. Rhonda Ridinger, the 2005-06 faculty commissioner of the Academic Personnel Review Commission (APRC), presented the Commission's yearly report as required by the *Faculty Handbook*, Section 2.15.3. Dr. Ryan Giedd also served as the APRC administrative commissioner. During the year no formal complaints were filed, and 13 informal complaints were resolved. There were six complaints deemed grievable by the commission. Two complaints were ruled frivolous by the commission (upheld by administration) and four complaints were ruled not frivolous (two upheld; two overturned).

REPORT FROM CITIZENSHIP & SERVICE LEARNING COMMITTEE

Dr. James Baumlin, chair of the Citizenship & Service-Learning Committee, presented the annual report from the CASL Oversight Committee as required by Senate Action 10-05/96. Other members of the committee include Suzanne Walker, CHPA; Rebecca Swearingen, COE; Sandra Byrd COBA; Gigi Saunders, CNAS; Carol Shoptaugh, CHHS; and Mark Richter (ex officio, Faculty Senate). The Committee's charge is to "monitor and evaluate the CASL Program for the Senate." According to the report, during this past year CASL Oversight Committee has approved seven service-learning designate course syllabi and seven integrated service-learning syllabi. Two integrated service-learning syllabus were re-approved. A total of 16 syllabi were approved during the year, and 11 syllabi were either tabled or disapproved. At the conclusion of his report, Elizabeth Carmichael Burton, the associate director of Citizenship & Service-Learning, invited Senate members to visit their website at <http://www.missouristate.edu/casl/> for further information.

REPORT ON PUBLIC AFFAIRS CONFERENCE

Since Dr. Ken Rutherford was not present at the meeting to present the report, Chair Richter moved to the next agenda item.

RESOLUTIONS ON ENDOWED CHAIRS AND PROFESSORSHIPS

Chair Richter asked for permission to consider the eight resolutions recognizing donors which were attached to the October Senate agenda as a group. Senator Pearl moved for their approval (seconded by Senator Nugent), and the motion passed by voice vote. Chair Richter said these resolutions would allow the Senate to send a strong, positive message at the Board of Governors meeting. They will go forward as **Senate Resolutions 3-06/07 through 10-06/07**.

ADJOURNMENT

Senator Cline moved to adjourn the meeting at 3:59 p.m. The October Senate session will continue next Tuesday, October 17, in Glass 102.

Edward J. DeLong
Secretary of the Faculty

***Minutes of the October Session
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The Faculty Senate held its second meeting of the October session on Tuesday, October 17, 2006, in Glass Hall 102. Chair Mark Richter called the session to order at 3:30 p.m. Dr. Eric Shade served as parliamentarian.

Substitutes: Michael Burns for Mark Trevor Smith, ENG; Lynn Cline for Jim Coombs, LIS; and Lisa Wood for Clay Franklin, CSD.

Absences: David Ashley, PEC chair; Char Berquist, Graduate Council chair; Paul Blisard, COU; John Bourhis, COM; Carmen Boyd, Instructor representative; Sean Cain, SGA; Andrew Cline, MJF; Martha Finch, REL; Joanne Gordon, CGEIP chair; Norm Griffith, Staff Senate representative; Frank Kauffman, SWK; Julie Masterson, Rules Committee chair; Dale Moore, Staff Senate representative; Rich Moore, MIL; Gerald Moseman, EAD; Peggy Pearl, ECFD; Chuck Rovey, GGP; Rose Utley, NUR; Scott Wallentine, PTE; Cindy Wilson, Academic Relations Committee chair; and Scott Zimmerman, Assistant Professor representative.

Guests: Rhonda Ridinger, HPE; Lois Shufeldt, MKT; Jack Knight, PHI; Belinda McCarthy, Provost's Office; Art Spisak, Honors College/MCL; Beat Kernen, PLS; and Lois Shufeldt, MKT.

ANNOUNCEMENTS

1. Dr. Eric Shade announced one of the ERP vendors was presently on campus holding meetings and encouraged faculty members to attend. Check the website for meeting dates and times:
<http://www.missouristate.edu/erp/>.
2. Chair Richter announced the Faculty Senate will continue its October session one week from today on October 24 in Glass 101.

ADDRESS BY PROVOST BELINDA MCCARTHY

Provost Belinda McCarthy addressed the Faculty Senate and then held a question-and-answer period with Senate members. Dr. McCarthy said right now is an extremely challenging time for the University with lots of work that needs to be done. Faculty and administration need to communicate and work together with honesty, clarity, and transparency. She is presently scheduling lunches with faculty members and intends to hold college forums after the first of the year. Another project she hopes to accomplish shortly is an update to the Provost's Office web page.

UNFINISHED BUSINESS - DISCUSSION OF REVISED FACULTY HANDBOOK

The following motions were passed recommending changes to **Section 13 (Grievance)** of the *Handbook*:

Page 7 - editorial change (Senator Chesman): do not underline "Informal Review" since it is not a separate section.

Page 9 - editorial change (Senator Chesman): change “familia status” in the description under “Protected Status (related to discrimination or harassment)” to “family status.”

Page 10 - editorial change (Senator Nugent): under “Basic Faculty Rights,” paragraph C, change the last sentence to read, “Claims of such discrimination should be initiated through the Office of Equity and Diversity, but also ~~should~~ **may** be raised as an integral part of reappointment, tenure or promotion, termination of employment, revocation of tenure, or demotion disputes.”

Page 11 - editorial change (Senator Haytko): paragraph G should read, “A faculty members shall be hired....”

Page 16 - editorial change (Senator Chesman): paragraph A, third sentence, should read, “”For grievances based on a sustained pattern of improper decision making, the grievance may be filed within 6 months of the last event.”

ADJOURNMENT

Senator Miller moved for adjournment at 4:59 p.m. The next Faculty Senate meeting will be held on Tuesday, October 24, at 3:30 p.m. in Glass 101.

Edward J. DeLong
Secretary of the Faculty

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The Faculty Senate held its third meeting of the October session on Tuesday, October 24, 2006, in Glass Hall 101. Chair Mark Richter called the session to order at 3:30 p.m. Dr. Eric Shade served as parliamentarian.

Substitutes: Elizabeth Fahey for Rose Utley, NUR; and Mike Hendrix for Colette Witkowski, Associate Professor rank representative.

Absences: David Ashley, PEC chair; Char Berquist, Graduate Council chair; Paul Blisard, COU; Carmen Boyd, Instructor representative; Sean Cain, SGA; Roberto Canales, PAS; Jeremy Chesman, MUS; Andrew Cline, MJF; Michael Craig, BMS; Ben Fuqua, AGR; Joanne Gordon, CGEIP chair; Norm Griffith, Staff Senate representative; Frank Kauffman, SWK; Dale Moore, Staff Senate representative; Rich Moore, MIL; Gerald Moseman, EAD; Peggy Pearl, ECFD; Chuck Rovey, GGP; Rose Utley, NUR; Scott Wallentine, PTE; and Cindy Wilson, Academic Relations Committee chair.

Guests: Rhonda Ridinger, HPE; Lois Shufeldt, MKT; Jack Knight, PHI; Lynn Cline, Library Science; Belinda McCarthy, Provost's Office; Chris Craig, Provost's Office; Deborah Cron, CSD; and Patricia Pike, CSD.

ADDRESS BY PROVOST BELINDA MCCARTHY

Provost Belinda McCarthy addressed the Senate concerning the *Faculty Handbook* changes the Faculty Senate has recommended to Administration. Although the Administration supports most of the changes, there were several issues on which they either supported the Faculty Handbook Revision Committee's wording or have proposed modified language. A copy of Dr. McCarthy's "Faculty Senate Handbook Issues," distributed to Senate members and discussed by her at the meeting, is shown below (see Attachment 1). Copies of a "Public Scorecard - Faculty Salaries Mean - By Rank" showing CUPA salaries and Missouri State salaries by rank for years 2001-02 through 2005-06 and a letter from John Black, General Counsel, re *Faculty Handbook* were also distributed by Dr. McCarthy. Dr. McCarthy mentioned that Jana Estergard has identified a change which will need to be made in the current *Handbook* language concerning allowing a faculty member to challenge a ruling by the EEO office. During her presentation, Dr. McCarthy answered questions from Senate members on several issues.

ADJOURNMENT

Senator Piston moved to adjourn at 4:47 p.m. His motion was seconded by Senator Shoptaugh. The next meeting of the Faculty Senate will be on Thursday, October 26, at 3:30 p.m. in Glass 101.

Edward J. DeLong
Secretary of the Faculty

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The Faculty Senate held its fourth meeting of the October session on Thursday, October 26, 2006, in Glass Hall 101. Chair Mark Richter called the session to order at 3:30 p.m. Dr. Eric Shade served as parliamentarian.

Substitutes: Margaret Buckner for Gary Brinker, S&A; and Jack Knight for Dan Kauffman, PHI;

Absences: David Ashley, PEC chair; Char Berquist, Graduate Council chair; Paul Blisard, COU; John Bourhis, COM; Carmen Boyd, Instructor representative; Sean Cain, SGA; Roberto Canales, PAS; Andrew Cline, MJF; Michael Craig, BMS; Martha Finch, REL; Clay Franklin, CSD; Ben Fuqua, AGR; Terrel Gallaway, ECO; Joanne Gordon, CGEIP chair; Norm Griffith, Staff Senate representative; Diana Haytko, MKT; Michael Hendrix, Budget & Priorities Committee chair; Shouchuan Hu, MTH; Frank Kauffman, SWK; Julie Masterson, Rules Committee chair; Don Moll, BIO; Dale Moore, Staff Senate representative; Rich Moore, MIL; Gerald Moseman, EAD; Mike Reed, P&A; Rose Utley, NUR; Scott Wallentine, PTE; Cindy Wilson, Academic Relations Committee chair; and Scott Zimmerman, Assistant Professor representative.

Guests: Rhonda Ridinger, HPE; Lois Shufeldt, MKT; and Lynn Cline, Library Science.

ANNOUNCEMENTS

1. Chair Richter announced the Faculty Senate will continue the October Senate session next Tuesday, October 31, in Glass 102 at 3:30 p.m.
2. Senator Miller invited Senate members to attend the Issues in Higher Education Forum next Monday, October 30, from 12-1:30 p.m. in Plaster Student Union Theatre.
3. Chair-elect Kane announced the Faculty Concerns (Morale) Survey deadline has been extended until next Monday, October 30.
4. Eric Shade reminded Senate members that SunGard will be presenting its ERP system on-site demonstration on Tuesday, October 31, in Plaster Student Union Theatre.
5. Ed DeLong asked for a volunteer from the Senate to substitute for him at the Staff Senate meeting next Thursday at 1:30 p.m. in PSU 313.

UNFINISHED BUSINESS - DISCUSSION OF REVISED FACULTY HANDBOOK (Continued)

The Senate continued its discussion and recommended changes to **Section 13 (Grievance)** of the *Handbook*:

Motion by Senator Shoptaugh; second by Senator Woodall. On page 15, under 5. Termination of Employment (Dismissal), a.(3), change sentence to read, “(3) sustained pattern of poor performance reviews ~~in teaching and/or scholarship or...~~”

Page 17 - editorial change (Senator Nugent) to B. 2. - cite where found (found in Section 5 - Salary Policies).

Page 20 - editorial change (Senator Nugent) - under E: “When an issue falls short of a prima facie case, a faculty member may request an APRC commissioner’s assistance in seeking a resolution, but the decision of whether or not to provide such intervention is at the discretion of the commissioner, and is not part of the grievance process.”

Page 20 - editorial change (Senator Nugent) - under F, 1, c, ii: “time frames ~~and~~ begin to run as of the date on this APRC Formal Review Process notice letter....”

Page 23 - Motion by Senator Miller to strike and replace; second by Senator Nugent. Under 5, a, change the second paragraph to read, “~~Where, however, discrimination on the basis of protected status is a basis for “adverse employment action” from filing the grievance claim with the APRC and including this evidence within the PCTP or APGP or PPRP review process.~~ **Where discrimination based on protected status relates to tenure, promotion or reappointment decision or dismissal, a grievance claim may be filed with the APRC and considered by the PCTP or UHP.**

Senator Nugent moved (second by Senator Woodall) that Chair Richter arrange a meeting with Senator Miller, Rhonda Ridinger, Jana Estergard, and others from administration to discuss Section 5.a. on page 23. Motion passed.

Page 23 - editorial change (Senator Buckner) - under G, 5, a: “Disputes related primarily to harassment or discrimination because of a person’s ~~protective~~ **protected** status....”

Page 25 - editorial change (Senator Nugent) - under I, 2, last sentence, change to read, “”At least one member of the PCTP must be from the same college as the faculty member who is ~~grieving~~ **filing a grievance.**”

After concluding discussion of Section 13, Chair Richter advised Senate members the entire revised *Faculty Handbook* will be opened up for discussion at the October 31 Senate meeting. The Faculty Senate agreed by unanimous consent that when the *Handbook* is reopened for the second round of consideration, amendments may be proposed in the usual way without regard to whether they conflict with those previously adopted during the first round. In effect, the *Handbook*, as amended after the first round of consideration, will be treated as a new document. However, should a senator wish to propose an amendment that conflicts with one adopted during the “second” round of consideration, he or she must move to reconsider, to rescind, or to amend something previously adopted, as appropriate.

ADJOURNMENT

Senator Miller moved to adjourn at 4:49 p.m. The next meeting of the Faculty Senate will be on Tuesday, October 31, at 3:30 p.m. in Glass 102.

Edward J. DeLong
Secretary of the Faculty

***Minutes of the October Session
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The Faculty Senate held its fifth meeting of the October session on Tuesday, October 31, 2006, in Glass Hall 102. Chair Mark Richter called the session to order at 3:32 p.m. Dr. Eric Shade served as parliamentarian.

Substitutes: Michael Hendrix for Colette Witkowski, Associate Professor rank representative.

Absences: David Ashley, PEC chair; Char Berquist, Graduate Council chair; Paul Blisard, COU; Carmen Boyd, Instructor representative; Sean Cain, SGA; Richard Callahan, IDM; Roberto Canales, PAS; Jeremy Chesman, MUS; Andrew Cline, MJF; Michael Craig, BMS; Edward DeLong, Secretary of the Faculty, LIS; Ben Fuqua, AGR; Joanne Gordon, CGEIP chair; Norm Griffith, Staff Senate representative; Diana Haytko, MKT; Teddy Heaton, GSC representative; Frank Kauffman, SWK; Julie Masterson, Rules Committee chair; Dale Moore, Staff Senate representative; Rich Moore, MIL; Gerald Moseman, EAD; Peggy Pearl, ECFD; Mike Reed, P&A; Austra Reinis, Faculty Concerns Committee chair; Rose Utley, NUR; Gary Ward, SMAT; and Cindy Wilson, Academic Relations Committee chair.

Guests: Rhonda Ridinger, HPE; Jack Knight, PHI; and Lynn Cline, LIS.

ANNOUNCEMENTS

1. The Faculty Senate will meet on November 2nd, 2006 at 3:30 pm in Karls 101 to continue discussion on the revised *Faculty Handbook*.
2. When the Senate finishes its work on the *Handbook*, the revised *Handbook* and the Faculty Senate's comments will be forwarded to the administration. The comments of the Faculty Senate and upper administration will then be forwarded for consideration by the Board of Governors at their December 2006 meeting. The Board will determine the final content and form of the new *Faculty Handbook*.
3. As recorded in the Senate minutes, the Faculty Senate has recommended numerous changes to the *Handbook* during the past two sessions. These recommendations have been evaluated by the upper administration, and the majority of these decisions have met with agreement from the administration— meaning, administration comments to the Board will reflect their agreement with the Senate's recommendations. For example, the administration has agreed with the Senate's position on de-linking tenure and promotion. Ideally, individuals would go up for tenure and promotion at the same time. However, it will be left up to individual departments to allow an individual to go up for tenure prior to promotion. The administration also agrees with the Senate that, if departmental criteria change between the time a faculty member is hired and the time they submit materials for tenure and/or promotion, the faculty member should be able to choose between the criteria under which he/she was hired and any updated criteria. The administration will also recommend that when an Associate Professor is considered for promotion to Professor the individual should be evaluated on the criteria that are in place when the individual became an Associate Professor, not when they were originally hired.

The Provost, in the open discussion period with the Senate on October 24th, provided a list of those items where the administration either did not agree with the Senate's position or provided modified language between what was originally proposed in the revised *Handbook* taking into account the Senate's comments and concerns. This list, as well as specific wording provided by University Legal Council, were provided on the sign-in table. For example, two fundamental issues that were addressed were (1) whether external peer-review should be required for tenure and promotion and (2) the status of whether the instructor rank should be both tenure and non-tenure track.

Given the length of the Senate's *Handbook* deliberations and the number of minor changes made by the Senate, the Executive Committee agreed that it would be useful to provide this summary of the final 'main' issues for which administration disagreed with the Senate's recommendations. We hope this is helpful as we open the full *Handbook* for consideration one more time.

UNFINISHED BUSINESS - DISCUSSION OF REVISED FACULTY HANDBOOK (Continued)

Section 1

Motion by Senator Combs; second by Senator Woodall. In Section 1, new wording for the "Mission" statement was recommended since the present language is already out of date. This wording matches wording from the Long-Range Plan.

From Section 1 (page 3).

Missouri State University is a statewide university system with a mission in public affairs, whose purpose is to develop educated persons. ~~Missouri State University is a public, comprehensive university system with a statewide mission in public affairs. Embracing the fundamental purpose of developing educated persons, the University~~ It is committed to achieving five major goals: 1) democratizing society, 2) incubating new ideas, 3) imagining Missouri's future, 4) making Missouri's future, and 5) modeling ethical and effective behavior as a public institution.

The University's identity is distinguished by its statewide mission in public affairs, requiring a campus-wide commitment to foster competence and responsibility in the common vocation of citizenship.

~~This mission empowers the University to expand the store of human understanding through effective teaching, research, scholarship and creative endeavor, and drawing from that store of understanding, to provide service to the communities that support it.~~

The academic experience is grounded in a general education curriculum which draws heavily from the liberal arts and sciences. **This foundation provides the basis for mastery of disciplinary and professional studies. It also provides essential forums in which students develop the capacity to make well-informed, independent critical judgments about the cultures, values and institutions in society.** ~~This foundation provides the basis for mastery of focused disciplinary and professional studies, as well as enabling critical, independent intellectual judgment about the culture, values, and institutions of the larger society. Defining the academic core are the six primary themes of (1) professional education, (2) health, (3) business and economic development, (4) creative arts, (5) science and the environment, and (6) the human~~

~~dimension. These themes emerge from existing university strengths and open avenues of opportunity for responding to constituent needs.~~

The task of developing educated persons obligates the University to expand the store of human understanding through research, scholarship and creative endeavor, and drawing from that store of understanding, to provide service to the communities that support it. In all of its programs, the University uses the most effective methods of discovering and imparting knowledge and the appropriate use of technology in support of these activities.

From Section 1.2.3, page 11.

1.2.3 University Specific Mission (re-written)

The University's specific mission in public affairs is to develop educated persons while focusing on **five major goals: 1) democratizing society, 2) incubating new ideas, 3) imagining Missouri's future, 4) making Missouri's future, and 5) modeling ethical and effective behavior as a public institution.** ~~six themes: professional education, health, business and economic development, creative arts, science and the environment, and the human dimension.~~ The Public Affairs mission at Missouri State seeks to:

- Develop an increasing awareness of the public dimension of life.
- Produce a broad literacy in the primary public issues.
- Establish a campus environment where the awareness of public questions is nurtured and their discussion is encouraged.
- Create the capacity for and the interest in doing voluntary public work.
- Provide the community service learning opportunities as a significant component of disciplinary instruction.

The public affairs mission manifests itself in a number of pursuits and activities including capstone courses, citizenship and service learning, various awards structures, and programs such as the Public Affairs Week, Common Purpose and the Missouri Campus Compact, and in selected publications.

Section 3

2.2.4.2.1 Assistant Professor

Motion by Senator Herr; second by Senator Maunder. Add wording to the second sentence of the second paragraph under "Tenure and Promotion":

Assistant Professors normally apply for tenure and promotion in their sixth year of probationary status. In exceptional circumstances, individuals may apply for tenure in their fourth **or fifth year or concurrently with application for promotion to Associate Professor.** The tenure decision shall occur at the latest during the sixth year of probationary status excepting those circumstances where the Provost has granted a temporary stopping of the tenure clock. Refer to Sections 2.3 and 2.4 for criteria for tenure and promotion.

2.2.4.2.1 Assistant Professor

Motion by Senator Qiao; second by Senator Woodard. Add an additional sentence to the end of the above paragraph from Section 2.2.4.2.1: **“Those who are hired before the new policy takes effect may have the option of a six-year probation period if they so choose.”**

3.2 Definitions

Motion by Senator Wallentine; second by Senator Zimmerman. Remove the word “academic” before “doctorate” in the Terminal degree paragraph on page 7. “Terminal degree refers to an earned ~~academic~~ doctorate in the individual’s discipline...”

Section 4

2.3.4.1 Teaching

Motion by Senator Hendrix; second by Senator Zimmerman. On page 14, insert the following prior to “Teaching assignments for clinical and research faculty will vary”:

An equated hour is defined as any weekly scheduled class meeting period of 50 minutes duration regardless of class location or activities performed during that meeting time. Classes meeting for more than 50 minutes will be given additional prorated credit. While individual Teaching Load Equivalent documents may permit departments to award more than one hour of teaching credit for each hour of activity, individual departments will not be permitted to award less than one equated hour of credit for each 50-minute meeting period. In those situations where departmental needs dictate that a faculty member be required to teach more than 24 equated hours during an academic year, then that faculty member would be compensated for the additional hours at a rate no less than that which is awarded for summer teaching.

2.3.4.1 Teaching

Motion by Senator Ellis; second by Senator Hughes. On page 14, insert sentence below after “...no faculty should be expected to teach more than 24 equated hours per academic year”:
“One hour of scheduled classroom lecture is equated to no less than one hour of faculty workload credit.”

2.4.7.1 Applicant’s Rights and Responsibilities

Motion by Senator Bosch; second by Senator Finch. Re-insert the wording that was originally struck in the third paragraph of the section by the Senate and add the statement in John Black’s October 24 memo:

Each faculty member making application is responsible for assembling evidentiary documentation for making the case in support of the application, and for submitting materials according to established format and deadlines. The faculty member shall have access to all materials submitted to the head. The recommendation is that each level will be based upon data supplied by the candidate as well as that collected by the department, such as student evaluation results. [Add next sentence back in.] **It is expected that external reviews will be solicited from comparable institutions to aid each tenure/promotion decision.**

External reviewers will be identified collaboratively by the faculty member and the Department Head working with the personnel committee. External reviews are not compensated. The Department Head is responsible for obtaining a sufficient number of reviews. The absence of review will not be allowed to prejudice the tenure or promotion candidacy of the faculty member.

ADJOURNMENT

Senator Hughes moved to adjourn at 4:52 p.m. The next meeting of the Faculty Senate will be held on Thursday, November 2, at 3:30 p.m. in Karls 101.

Pauline Nugent
Substituting for Edward J. DeLong
Secretary of the Faculty

***Minutes of the October Session
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Missouri State University***

The Faculty Senate held its sixth meeting of the October session on Thursday, November 2, 2006, in Karls 101. Chair Mark Richter called the session to order at 3:32 p.m. Dr. Eric Shade served as parliamentarian.

Substitutes: Rob Owens for Carol Miller, FGB; and Michael Hendrix for Colette Witkowski, Associate Professor rank representative.

Absences: David Ashley, PEC chair; Char Berquist, Graduate Council chair; Paul Blisard, COU; John Bourhis, COM; Carmen Boyd, Instructor representative; Sean Cain, SGA; Kurt Chaloupecky, ACC; Andrew Cline, MJF; Edward DeLong, Secretary of the Faculty; Martha Finch, REL; Ben Fuqua, AGR; Joanne Gordon, CGEIP chair; Norm Griffith, Staff Senate representative; Diana Haytko, MKT; Teddy Heaton, GSC representative; Shouchuan Hu, MTH; Jason Jolley, MCL; Frank Kauffman, SWK; Dale Moore, Staff Senate representative; Rich Moore, MIL; Gerald Moseman, EAD; Mark Trevor Smith, ENG; Gary Ward, SMAT; and Cindy Wilson, Academic Relations Committee chair.

Guests: Rhonda Ridinger, HPE; Jack Knight, PHI; Lois Shufeldt, and Lynn Cline, LIS.

ANNOUNCEMENTS

1. The Faculty Senate will meet on November 7, 2006, at 3:30 p.m. in Glass 202 to continue discussion on the revised *Faculty Handbook*. The first meeting of the November session will be on November 9 at 3:30 p.m. in Karls 101. President Nietzel will present to the Senate and answer questions.
2. A copy of the memo provided by University Legal Counsel to the Faculty Senate on changes that the administration will recommend to the *Handbook*, including the insertion of section and page numbers, was distributed at the meet and was also e-mailed to Senate members earlier this week.

UNFINISHED BUSINESS - DISCUSSION OF REVISED FACULTY HANDBOOK (Continued)

Section 4

2.4.5 Biennial Post-Tenure Review

Motion by Senator Swearingen; second by Senator Gibson. On page 25 of Section 4, strike section heading and paragraph.

~~2.4.5 Biennial Post-Tenure Review~~

~~The tenured faculty will undergo a performance review every other year in the January-March interval. Performance reviews are conducted by the department head, who shall seek the written input of the departmental personnel committees. All other procedures for this review shall be identical to those described in 2.4.4. The faculty member must provide the department head with a report of activities and objectives for the time period~~

~~under evaluation according to the departmental guidelines published in the department's personnel document. The purpose of this review is to assist the department head in determining appropriate assignments, proposing salary increments, allocating resources, and in mentoring tenured faculty. A tenured faculty member may request that an additional review be completed in the interim year.~~

Section 5

Motion by Senator Kane; second by Senator Shoptaugh. On page 6 of Section 5, after **2.10.1.8 Off-Campus Teaching** and before **2.10.1.9 Compensation for Teaching through the College of Continuing Education (new)**, add a section to the faculty salaries section entitled, "Overload Instruction and Compensation Policy":

Overload Instruction and Compensation Policy

For tenure-track faculty, overload course assignments for a semester are determined by:

- 1. In-class contact hours that exceed 12 hours for a semester unless classes contained in the faculty member's teaching load are determined by departmental work load policy to equate to less than the equivalent of 12 contact hours.**
- 2. In-class contact hours, as defined by more than 50 minutes in a classroom, that exceed 12 hours after considering release time that was granted to faculty according to agreements with a granting agency or as determined by university policy, unless classes contained in the faculty member's teaching load added to release time are determined by departmental faculty work load policy to equate to less than the equivalence of 12 contact hours.**
- 3. An additional course assigned to be taught by a faculty member after the faculty member's work load had been set and merit pay considerations had been determined (i.e., percentage of effort agreed by faculty member and department head to be allocated to teaching, research, and service).**
- 4. A course assignment that substantially exceeds the faculty member's typical load and the faculty member's performance evaluation does not warrant the increase of instructional load.**
- 5. A course assignment that is determined by departmental work load policy to exceed 13 contact hours.**

For instructors, overload course assignments for a semester are determined by:

- 1. In-class contact hours that exceed 15 hours unless classes contained in the faculty member's teaching load are determined**

by departmental faculty work load policy to equate to less than the equivalence of 15 contact hours.

- 2. A course assignment that is determined by departmental work load policy to exceed 16 contact hours.**

Faculty who are requested to teach overload course assignments have the right to refuse such assignments, or negotiate future work load reductions, or receive overload compensation. Faculty who opt to receive overload compensation will receive a minimum instructional salary based on a scale of two and one-half percent of base salary per teaching load equivalent unless otherwise negotiated with the unit's direct academic administrator or college dean. Faculty who are unexpectedly asked to teach a course overload will be permitted to renegotiate prior established weights for teaching, research, and service.

Section 6

2.11.2.2 Pension

Motion by Senator Ellis; second by Senator Chesman. On page 4 of Section 6, change paragraph to read:

All faculty on full-time, regular appointment **hired on and after July 1, 2002**, who have not previously been or are currently enrolled in the Missouri State Employees' Retirement System (MOSERS) will be enrolled in the College and University Retirement Plan (CURP). CURP is a non-contributory 401A defined contribution retirement plan which uses TIAA-CREF as its third party administrator. CURP offers interstate portability, immediate vesting, and no minimum service requirement. Faculty select individual accounts into which the University's contributions to this plan are directed. After six years of participation in CURP, faculty may opt to move to MOSERS. **All faculty on full-time, regular appointment hired prior to July 1, 2002, are members of MOSERS.**

Section 13

Page 23 - Senator Woodall moved and Senator Kaufman seconded a motion to delete the word "first" in the first sentence of 5a so it reads, "Disputes related primarily to harassment or discrimination . . . or University policy shall ~~first~~ exhaust internal procedures established for those disputes (currently administered through the Office for Equity and Diversity.)"

ADJOURNMENT

Senator Kaufman moved to adjourn at 4:57 p.m. The next meeting of the Faculty Senate will be held on Tuesday, November 7, at 3:30 p.m. in Glass 101.

Pauline Nugent
Substituting for Edward J. DeLong
Secretary of the Faculty

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

The Faculty Senate held its seventh meeting of the October session on Tuesday, November 7, 2006, in Glass 101. Chair Mark Richter called the session to order at 3:34 p.m. Dr. Eric Shade served as parliamentarian.

Substitutes: Michael Hendrix for Michael Craig, BMS; Lois Shufeldt for Diana Haytko, MKT; Tami Knotts for Karen Woodall, MGT; and Rhonda Ridinger for Rebecca Woodard, HPE.

Absences: David Ashley, PEC chair; Char Berquist, Graduate Council chair; Paul Blisard, COU; John Bourhis, COM; Carmen Boyd, Instructor representative; Sean Cain, SGA; Richard Callahan, IDM; Roberto Canales, PAS; Jeremy Chesman, MUS; Andrew Cline, MJF; Edward DeLong, Secretary of the Faculty; Martha Finch, REL; Ben Fuqua, AGR; Joanne Gordon, CGEIP chair; Norm Griffith, Staff Senate representative; Teddy Heaton, GSC representative; Jason Jolley, MCL; Frank Kauffman, SWK; Rick Martin, CSC; Julie Masterson, Rules Committee chair; Dale Moore, Staff Senate representative; Rich Moore, MIL; Gerald Moseman, EAD; Peggy Pearl, ECFD; Mike Reed, P&A; Chuck Rovey, GGP; Rose Utley, NUR; Cindy Wilson, Academic Relations Committee chair; Colette Witkowski, Associate Professor representative; and Hong Zhang, CIS.

Guests: Jack Knight, PHI.

UNFINISHED BUSINESS - DISCUSSION OF REVISED FACULTY HANDBOOK (Continued)

Section 5

Motion by Senator Kaufman; second by Senator Piston. On page 3 of Section 5, insert before 2.10.3:

- 1. If faculty salary monies in a given year are insufficient to guarantee all faculty rating 3 (“competent”) or higher a salary increase equal to the cost of living (COLA) index for that year, then the Compensation Plan will be suspended and all available monies will be divided equally among those faculty members rating 3 or higher.**
- 2. In the event that the plan is suspended for a year or over a number of years, faculty ratings will be banked, in anticipation of the plan’s reinstatement. On reinstatement, a faculty member’s rating will consist of that year’s rating averaged with his/her banked ratings.**

Section 13

Page 4, D.1. - Motion by Senator Kaufman; second by Senator Maunder. Replace the word “guaranteed” with “as set forth in” and add sentence at the end of the paragraph under Procedural Process Determination reads as follows:

1. The APRC has authority to determine whether procedures ~~guaranteed as set forth in~~ the Missouri State University Faculty Handbook are not being following and whether other documents or procedures related to this case have been violated while a case is proceeding through the APGP or PPRP review process. ~~The APRC can order a new hearing as a remedy if due process and fairness warrant it.~~ **If the APRC determines that documents or procedures have not been followed by a given body, it may remand the case to that body without prejudice to reconsider the case. A faculty member who is not satisfied with the outcome of an investigation by the Office of Equity & Diversity should follow the appeal process described in the *Office for Equity & Diversity – Complaint Procedures*.**

Page 10, Grievance Section III C. Basic Faculty Rights - motion by Senator Miller; second by Senator Swearingen. Add after the second sentence the following sentence:

Also where the faculty member has made a charge, testified, assisted or participated in any manner in an investigation or hearing related to such discrimination, and “materially adverse” retaliation has occurred, the faculty member has the right to file a grievance.

Page 42, Section VII, A. 2. - Motion by Senator Shoptaugh; second by Senator Coombs. Add wording shown in bold:

2. Once the formal review process of a particular case is initiated, the five faculty members of the University Hearing Panel (UHP) are selected from either the twenty-four member University Hearing Committee **or other tenured faculty members** in the following manner:

Senator Shoptaugh moved and Senator Swearingen seconded a motion to postpone voting on the adoption of the *Faculty Handbook*, as amended by the Faculty Senate, until after President Nietzel addresses the Senate at Thursday’s Senate meeting. By a show of hands, the motion to postpone failed. The motion to adopt the *Faculty Handbook*, as amended by the Faculty Senate, was approved by voice vote. The Senate’s recommended changes to the *Faculty Handbook* will be forwarded to Administration for consideration.

NEW BUSINESS - There was no new business.

ADJOURNMENT

The meeting adjourned at 4:02 p.m. The next meeting of the Faculty Senate will be held on Thursday, November 9, at 3:30 p.m. in Karls 101.

Pauline Nugent
Substituting for Edward J. DeLong
Secretary of the Faculty

Faculty Senate Handbook Issues

A great many changes have been passed by the Senate. The administration is in agreement with all Senate changes except the following items. On these issues, we either support the original FHRC version or propose modified language.

1. The first issue relates to current practices in the hiring, promoting and tenuring of lecturers, instructors and assistant, associate and full professors. The administration is recommending that the university move to a four rank model: Instructor (untenured), Assistant Professor, Associate Professor and Full Professor. The recommendation is based on:
 - a) The need to recognize terminal degrees and their equivalents,
 - b) The need to recognize the contributions of faculty who are untenured but contribute greatly to the instructional missions of our programs and
 - c) The need to provide opportunities for salary equity adjustments for all faculty members;
 - d) the need to make competitive offers to faculty who are ABD

The administration further recommends that tenure at the rank of instructor be available to Greenwood faculty only, and that tenure be vested within Greenwood and not transferable to the university.

Policy recommendations and process -

1. Individuals who possess a terminal degree or its equivalent with appropriate levels of experience, as determine by the department faculty with the **approval of the provost**, are eligible for hire at the assistant professor rank. Transition - Current faculty who are tenured or tenure track instructors who possess the terminal degree or its equivalent with years of experience, may apply for promotion to assistant professor with no alternation of the tenure clock.
 2. **Instructor positions will not be eligible for tenure.** Gradually, for new hires, the instructor rank will take the place of the lecturer rank.
 3. Individuals hired for a limited period of time will be termed visiting faculty, and appointed at the appropriate rank – instructor, assistant professor, associate professor or full professor.
 4. The tenure of current Greenwood faculty instructors would be unchanged; new Greenwood faculty would be hired as instructors and eligible for tenure within Greenwood.
 5. Applicants for assistant professor positions who are ABD can be hired as assistant professors, but their contract must state the deadline for completing the degree or receiving no further contracts. That deadline must be within the first year of appointment. Under extraordinary circumstances, an extension can be granted with the approval of the Provost. Any MSU instructor who is currently tenure track who does not have a terminal degree will be eligible for tenure if they meet the requirements specified at the time of hire. Any MSU instructor who is currently tenured who does not possess the terminal degree will continue as a tenured faculty member in good standing.
- 2) Salary goals of the university are CUPA means aggregated for the university, as specified in the LRP. Administration accepts FHRC version. The definition of the University's salary goals has already been approved by the Board of Governors. Also, this goal was recommended by a committee with considerable faculty representation (Ad Hoc PIC), and was been put into the Long Range plan without any negative comment during a two-month comment period. Colleges and Departments have been encouraged to set their own salary goals using appropriate data bases (e.g., AACSB in COBA).

(Attachment 1)

- 3) In the evaluation of research, the focus is on peer reviewed research, not other scholarly publications – Administration accepts FHRC version.
- 4) External Reviews – Administration accepts FHRC version. External reviewers will be collaboratively identified by the individual faculty member and the department head working with the department personnel committee. The department head is responsible for ensuring that a sufficient number of reviews are received; reviewers are not compensated. The failure of reviewers to respond in a timely fashion will not be allowed to prejudice the T&P candidacy of the faculty member in any way
- 5) Sabbaticals – Administration supports a compromise position. The full year sabbatical is to be funded at no less than $\frac{1}{2}$ pay and the provost may approve up to $\frac{3}{4}$'s pay. Faculty may not receive more than 100 percent of their 12 month equivalent salary. Funds provided for travel, housing and living expenses will not be considered as salary.

Two other items to note:

All full time non-visiting faculty members (such as lecturers) are included in raise pool for the new compensation plan

All amendments to the faculty handbook will be proposed to the board for implementation January 1.

Senate Action 4-06/07

Adopted by Senate on October 12, 2006

Right of Challenge Expires December 2, 2006

Minor in Entrepreneurship

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

Resolution

Whereas, a generous gift from McBride and Son Homes, Inc., and its president and CEO John F. Eilermann, Jr. will establish an Endowed Professorship for a Missouri State University faculty member;

Whereas, endowed faculty positions are a direct investment in academic programs and faculty and help to support core functions in teaching, research and service;

Whereas, endowed faculty positions are a reflection of confidence in Missouri State University and its faculty;

Whereas, endowed faculty positions help to attract and retain the best faculty and lead to greater educational opportunities for students;

THEREFORE, BE IT RESOLVED, that the Faculty of Missouri State University expresses its heartfelt gratitude and appreciation to McBride and Son Homes, Inc., and its president and CEO John F. Eilermann, Jr. for their generous gift of an endowed professor position in the department of industrial management or engineering;

BE IT FURTHER RESOLVED, that this resolution be presented to the Administration of Missouri State University, the Board of Governors of Missouri State University, and to McBride and Son Homes, Inc. and its president and CEO John F. Eilermann, Jr.

Resolution

Whereas, a generous gift from the Kenneth E. and Jane A. Meyer Foundation has established an Endowed Professorship for a Missouri State University faculty member in the College of Business Administration;

Whereas, endowed faculty positions are a direct investment in academic programs and faculty and help to support core functions in teaching, research and service;

Whereas, endowed faculty positions are a reflection of confidence in Missouri State University and its faculty;

Whereas, endowed faculty positions help to attract and retain the best faculty and lead to greater educational opportunities for students;

THEREFORE, BE IT RESOLVED, that the Faculty of Missouri State University expresses its heartfelt gratitude and appreciation to the Kenneth E. and Jane A. Meyer Foundation for its generous gift of an endowed professor position;

BE IT FURTHER RESOLVED, that this resolution be presented to the Administration of Missouri State University, the Board of Governors of Missouri State University, and the Kenneth E. and Jane A. Meyer Foundation.

Resolution

Whereas, a generous gift from a donor who wishes to remain anonymous will establish an Endowed Chair for a Missouri State University faculty member in the College of Business Administration;

Whereas, endowed faculty positions are a direct investment in academic programs and faculty and help to support core functions in teaching, research and service;

Whereas, endowed faculty positions are a reflection of confidence in Missouri State University and its faculty;

Whereas, endowed faculty positions help to attract and retain the best faculty and lead to greater educational opportunities for students;

THEREFORE, BE IT RESOLVED, that the Faculty of Missouri State University expresses its heartfelt gratitude and appreciation to the donors for their generous gift of an endowed chair position;

BE IT FURTHER RESOLVED, that this resolution be presented to the Administration of Missouri State University and the Board of Governors of Missouri State University; and

BE IT FURTHER RESOLVED, that a copy of this resolution be presented to the donors in such a way as to honor their anonymity.

Resolution

Whereas, a generous gift from a donor who wishes to remain anonymous will establish an Endowed Professorship for a Missouri State University faculty member within the College of Business Administration;

Whereas, endowed faculty positions are a direct investment in academic programs and faculty and help to support core functions in teaching, research and service;

Whereas, endowed faculty positions are a reflection of confidence in Missouri State University and its faculty;

Whereas, endowed faculty positions help to attract and retain the best faculty and lead to greater educational opportunities for students;

THEREFORE, BE IT RESOLVED, that the Faculty of Missouri State University expresses its heartfelt gratitude and appreciation to the donors for their generous gift of an endowed professor position;

BE IT FURTHER RESOLVED, that this resolution be presented to the Administration of Missouri State University and the Board of Governors of Missouri State University; and

BE IT FURTHER RESOLVED, that a copy of this resolution be presented to the donors in such a way as to honor their anonymity.

Dean's Professorship Resolution

Whereas, a generous gift from a donor who wishes to remain anonymous will establish an Endowed Professorship, entitled the "Dean's Professorship" for a Missouri State University faculty member in the College of Business Administration;

Whereas, endowed faculty positions are a direct investment in academic programs and faculty and help to support core functions in teaching, research and service;

Whereas, endowed faculty positions are a reflection of confidence in Missouri State University and its faculty;

Whereas, endowed faculty positions help to attract and retain the best faculty and lead to greater educational opportunities for students;

THEREFORE, BE IT RESOLVED, that the Faculty of Missouri State University expresses its heartfelt gratitude and appreciation to the donors for their generous gift of an endowed professor position;

BE IT FURTHER RESOLVED, that this resolution be presented to the Administration of Missouri State University and the Board of Governors of Missouri State University; and

BE IT FURTHER RESOLVED, that a copy of this resolution be presented to the donors in such a way as to honor their anonymity.

Bitter Endowed Chair Resolution

Whereas, a generous gift from Dr. Robert W. and Charlotte K. Bitter will establish an Endowed Chair for a Missouri State University faculty member in the College of Business Administration;

Whereas, endowed faculty positions are a direct investment in academic programs and faculty and help to support core functions in teaching, research and service;

Whereas, endowed faculty positions are a reflection of confidence in Missouri State University and its faculty;

Whereas, endowed faculty positions help to attract and retain the best faculty and lead to greater educational opportunities for students;

THEREFORE, BE IT RESOLVED, that the Faculty of Missouri State University expresses its heartfelt gratitude and appreciation to Dr. Robert W. and Charlotte K. Bitter for their generous gift of an endowed chair position;

BE IT FURTHER RESOLVED, that this resolution be presented to the Administration of Missouri State University, the Board of Governors of Missouri State University, and to Dr. Robert W. and Charlotte K. Bitter.

Resolution

Whereas, a generous gift from the James F. Morris Family will establish an Endowed Professorship for a Missouri State University faculty member;

Whereas, endowed faculty positions are a direct investment in academic programs and faculty and help to support core functions in teaching, research and service;

Whereas, endowed faculty positions are a reflection of confidence in Missouri State University and its faculty;

Whereas, endowed faculty positions help to attract and retain the best faculty and lead to greater educational opportunities for students;

THEREFORE, BE IT RESOLVED, that the Faculty of Missouri State University expresses its heartfelt gratitude and appreciation to James and Lorna Morris for their generous gift of an endowed professor position;

BE IT FURTHER RESOLVED, that this resolution be presented to the Administration of Missouri State University, the Board of Governors of Missouri State University, and the James F. Morris family.

Resolution

Whereas, a generous gift from a donor who wishes to remain anonymous will establish an Endowed Professorship for a Missouri State University faculty member in a department of the President's choice;

Whereas, endowed faculty positions are a direct investment in academic programs and faculty and help to support core functions in teaching, research and service;

Whereas, endowed faculty positions are a reflection of confidence in Missouri State University and its faculty;

Whereas, endowed faculty positions help to attract and retain the best faculty and lead to greater educational opportunities for students;

THEREFORE, BE IT RESOLVED, that the Faculty of Missouri State University expresses its heartfelt gratitude and appreciation to the donors for their generous gift of an endowed professor position;

BE IT FURTHER RESOLVED, that this resolution be presented to the Administration of Missouri State University and the Board of Governors of Missouri State University; and

BE IT FURTHER RESOLVED, that a copy of this resolution be presented to the donors in such a way as to honor their anonymity.