

Extended Report from the ad hoc Committee on Personnel Hiring Trends

Presented to Faculty Senate: April 2018

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Purpose of the Ad Hoc Committee Extended Report

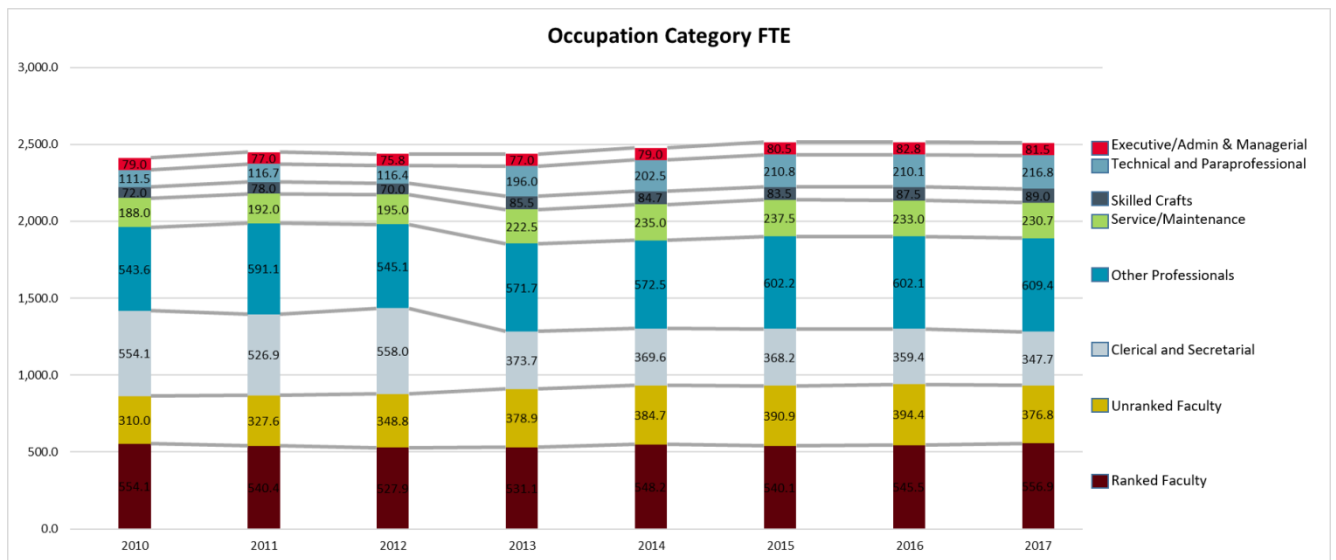
The January 2018 report from this ad hoc committee identified five areas for future investigation. The purpose of this extended report is to address the following:

- How do the hiring trends at MSU compare to nationwide trends? Trends at various levels of universities?
- 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 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?

Overview of MSU Personnel 2010-2017

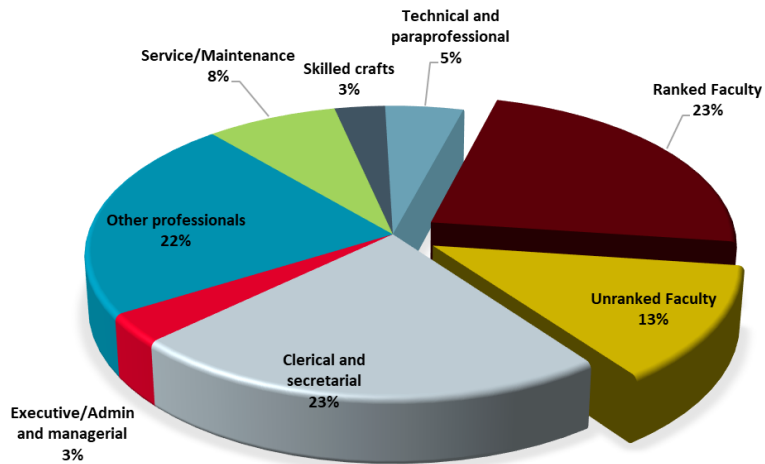
In preparing this extended report, the committee decided to provide an overview of hiring trends not adjusted for enrollment changes. This overview will use data from 2010 through 2017, the time span included in the personnel data set developed for this committee. IR will be annually updating this personnel data set, thus providing an annual review of the trends identified in the current report.

The first visual shows the FTE of the occupation categories while also visually showing the shifting proportions. The total number of employees increased from 2010 to 2017. The largest growth in FTE is in the Technical and Paraprofessionals category (111.5 in 2010; 216.8 in 2017). FTE in the Executive/Admin/Managerial category (79.0 in 2010; 81.5 in 2017) and Skilled Crafts (72 in 2010; 89 in 2017) remained relatively flat. Clerical and secretarial (554.1 in 2010; 347.7 in 2017) dropped dramatically while Other Professionals grew noticeably (543.6 in 2010; 609.4 in 2017). Ranked Faculty (554.1 in 2010; 556.5 in 2017) numbers remained mostly flat while Unranked Faculty numbers grew (310.0 in 2010; 376.8 in 2017).

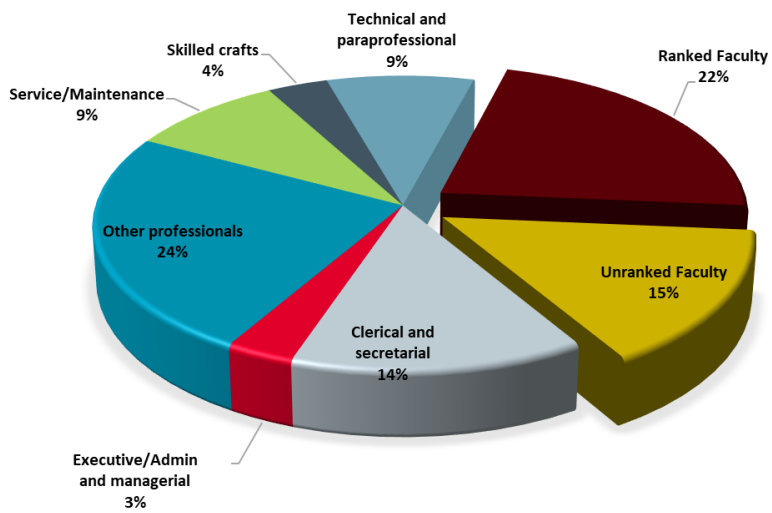


The following pie charts provide a visual of the shifting distribution of personnel resources at MSU. As can be easily seen, the proportion of personnel in the Clerical and Secretarial category has seen the most dramatic decrease (23% in 2010; 14% in 2017) while the Technical and Paraprofessional category has seen the most dramatic increase (5% in 2010; 9% in 2017). Service/Maintenance, Executive/Admin/Managerial, Ranked Faculty, and Skilled Crafts experience shifts of less than 1% of the total proportion of personnel. Increases of 2% of the total proportion of personnel can be seen in the categories of Unranked Faculty (13% in 2010; 15% in 2017) and (Other) Professionals (22% in 2010; 24% in 2017).

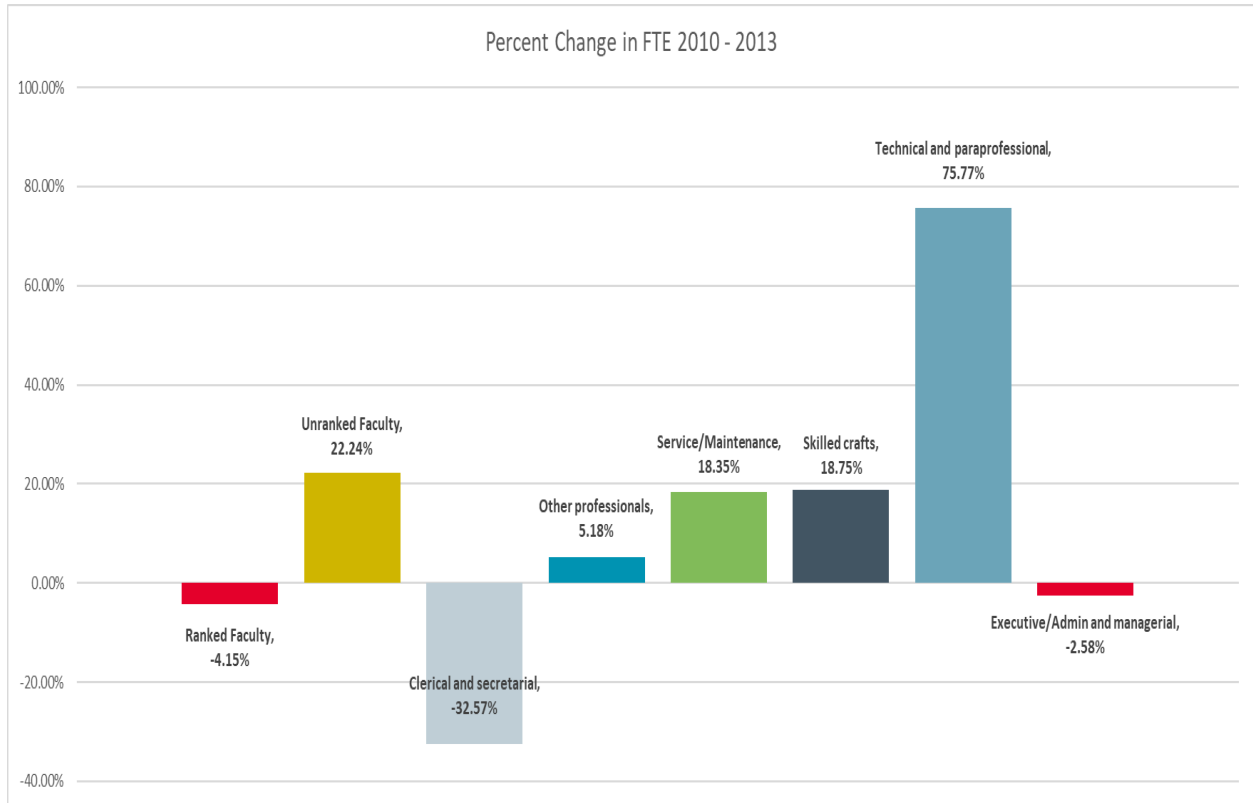
2010 DISTRIBUTION OF FTE BY OCCUPATION



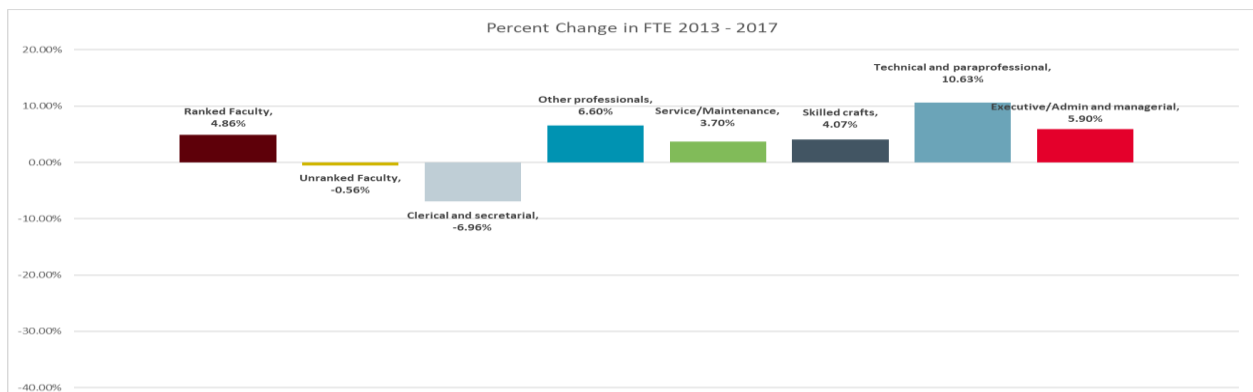
2017 DISTRIBUTION OF FTE BY OCCUPATION



The committee decided to provide an overview of shifts in personnel in two different time periods, i.e., 2010-2013 and 2013-2017. During the earlier period, there was dramatic growth in the Technical and Paraprofessional category, and substantial growth in Unranked Faculty, while Ranked Faculty shrank in numbers.



Despite constricted budgets, university leadership set a priority of improving the number of Ranked Faculty during 2013-2017. The use of Unranked Faculty was carefully controlled. As a result, the percent change of Ranked Faculty improved during the most recent four years and the percent of Unranked Faculty remained virtually unchanged. No category changed as dramatically as some categories did in the previous few years. Personnel categories were more stable during the period of 2013-2017 with modest growth in Technical and Paraprofessionals, (Other) Professionals, and Executive/Admin/Managerial. Clerical and secretarial continued to decrease, though less dramatically in the previous timeframe.



Comparison of MSU Hiring Trends

Nationally there has been growth in many of the employment categories, though; most of this has been in the other professionals employment category. This growth is potentially related to a growth of amenities and other programs outside of the teaching and research that have been the traditional focus of colleges and universities, although this is difficult to ascertain due to the broad nature of this category (Hinrichs 2016). Nevertheless, in terms of nationwide trends, even as the category of faculty hires has grown in number, the hiring of full time faculty has decreased overall.

In contrast to the faculty hiring trends, the share of employees listed as other professionals, which includes a broad set of workers, including human resources specialists, computer specialists, lawyers, and librarians has grown nationally (See Figure 1). This category grew from 18% of higher education employees in 1987 to 26% in 2011. The substantial growth of the sub-category of technical and paraprofessionals at MSU suggests that our experience here differs from the general decreasing trend in this employment category nationally. Nationwide increases in the number of support staff and other professionals at institutions of higher education appears to also differ from the experience of a relatively level hiring of the professionals category at MSU.

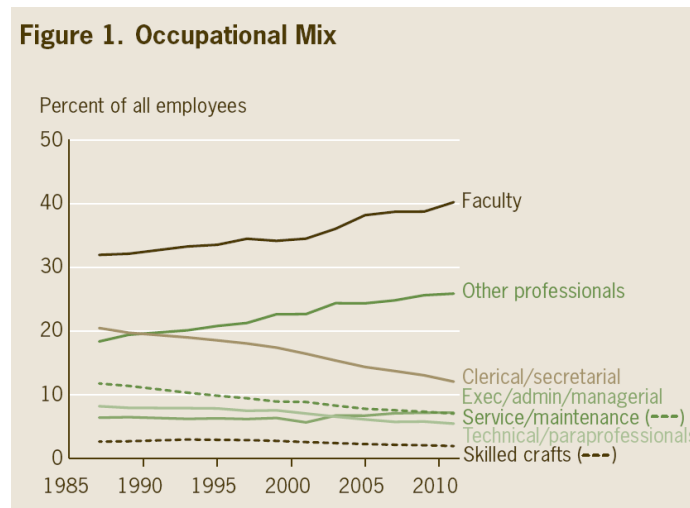


Figure 1. Source: Peter Hinrichs, "Trends in Employment at US Colleges and Universities, 1987–2013" in *Economic Commentary*, Number 2016-05, June 13, 2016 (Research Department of the Federal Reserve Bank of Cleveland)

Nationally, it appears that the share of employees who are in the clerical and secretarial category has also steadily fallen, from 20% in 1987 to 12% in 2011 (Hinrichs 2016). The trends for the Clerical and Secretarial category at MSU appear similar to these national declining figures though at a much less dramatic rate. The remaining other job categories nationally have remained roughly flat, although there is a slight decline in the relative size of the service/maintenance category according to the IPEDS data, but many believe that this may be due to the outsourcing of many of these services (Goldschmidt and Schmieder 2015). Finally, both nationally and apparently at MSU, counter to conventional wisdom, the percentage of employees in executive, administrative, and managerial jobs has not risen dramatically over time (Hinrichs 2016; PHT Report 2018). This seems to be in alignment with the realities of Missouri State University's 1993-2017 data as well. In terms of administrative and managerial jobs,

MSU’s hiring trends also appear to mirror the national data. Both nationally and at MSU, the share of faculty who are full-time employees has indeed fallen over time even during periods of relative growth in full-time faculty employment as an overall percentage of instructional employees nationally (See Figure 2).

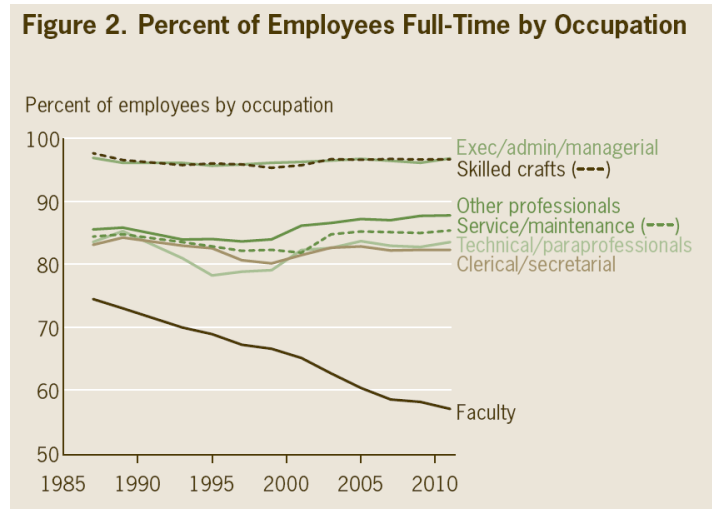


Figure 2. Source: Peter Hinrichs, “Trends in Employment at US Colleges and Universities, 1987–2013” in *Economic Commentary*, Number 2016-05, June 13, 2016 (Research Department of the Federal Reserve Bank of Cleveland)

Although generally the category of faculty has gradually increased nationally, most of this increase appears to be in the category of part-time faculty, with full time faculty actually showing a decreasing trend nationally (see Figure 3).

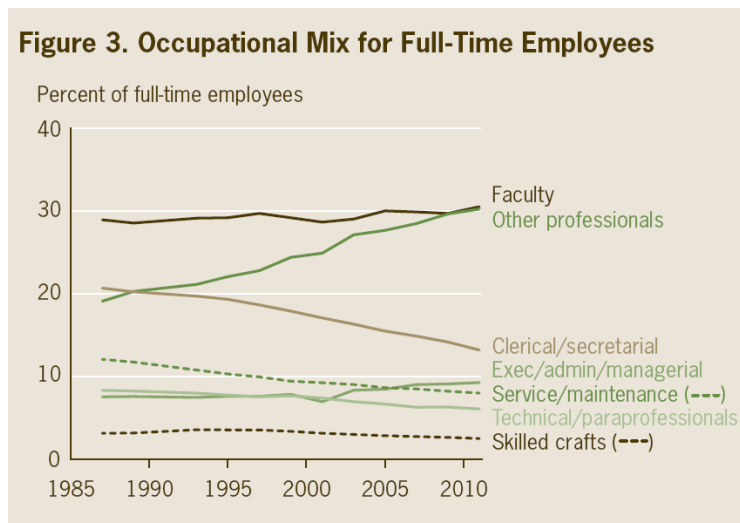


Figure 3. Source: Peter Hinrichs, “Trends in Employment at US Colleges and Universities, 1987–2013” in *Economic Commentary*, Number 2016-05, June 13, 2016 (Research Department of the Federal Reserve Bank of Cleveland)

The national figure for growth in faculty employment is mostly accounted for by growth in part-time faculty (See Figure 4), a trend that is also apparent in the data for MSU.

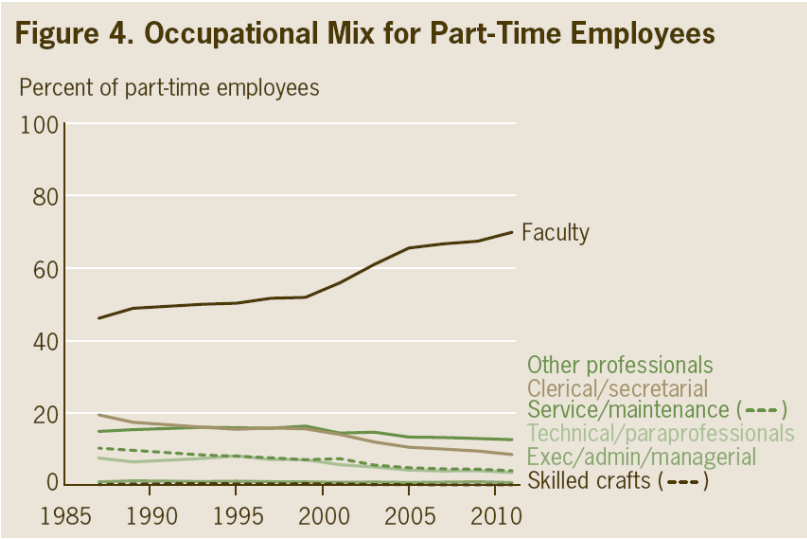


Figure 4. Source: Peter Hinrichs, “Trends in Employment at US Colleges and Universities, 1987–2013” in *Economic Commentary*, Number 2016-05, June 13, 2016 (Research Department of the Federal Reserve Bank of Cleveland)

The shares of faculty nationally who are full-time employees differ by type of institution—i.e. public, not-for-profit private, and for-profit. The national trends reveal that the percentage of full-time faculty is higher in the public sector than in the private sector, which is in turn higher than in the for-profit sector (See Figure 5).

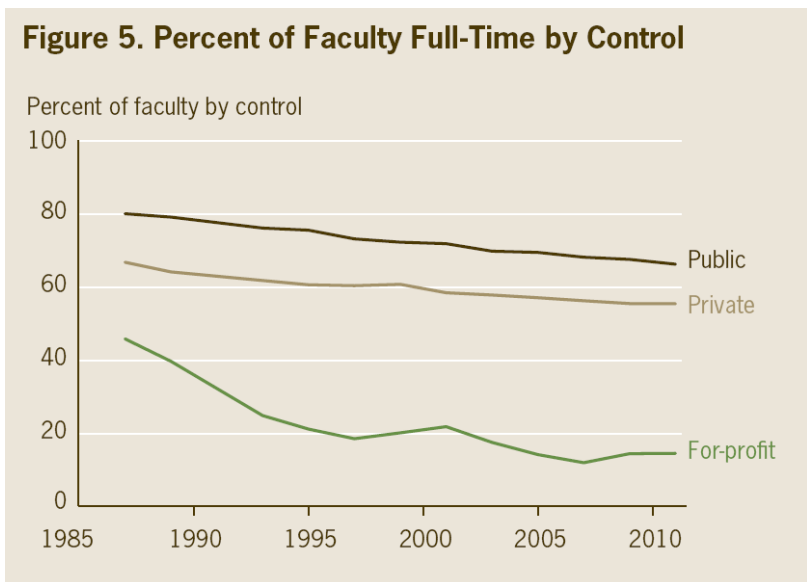


Figure 5. Source: Peter Hinrichs, “Trends in Employment at US Colleges and Universities, 1987–2013” in *Economic Commentary*, Number 2016-05, June 13, 2016 (Research Department of the Federal Reserve Bank of Cleveland)

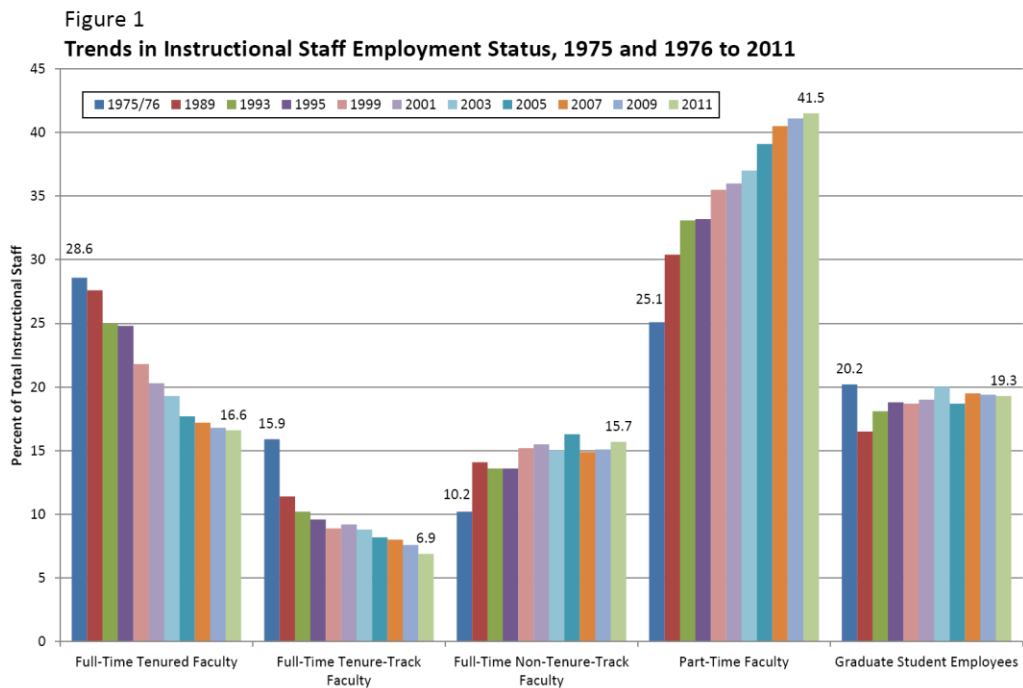
After the 2008 recession, state spending on university colleges dropped 28% (Inside Higher Ed). Starting in 2013, spending increased, albeit slowly. Spending on education and educational support increased by 2 to 3% over 2008 (Trends in College Spending). Public research institutions spent \$17,300 per student with public bachelor’s institutions spending approximately \$14,000 per student and public master’s institutions spending \$13,300 per student. Still, spending

was just 2 to 4% lower per student than in 2008 with most institutions spending an equivalent amount from 2008 – to 2013.

Both private and public institutions increased spending on student services by 2 to 3% in 2013. Spending on Administrative and maintenance functions increased at a faster rate at many 4-year institutions. Academic support, including costs associated with libraries, information technology and deans’ offices) increased by 3% or more in most 4-year colleges. Modest increases in operations and maintenance budgets occurred most notably in 2012.

In 1969 a majority of faculty (78.3%) were tenure-track (Schuster & Finkelstein, 2006). At that time, only 3.2% of college faculty were full-time non-tenure track. By 2009, only 33.5% of faculty were tenure-track. Of those non-tenure-track positions, 19% were full-time and 48% were part-time faculty. Between 1997 and 2007, tenure-track positions increased by 8.6% (34,109), certainly well below growth of full-time non-tenure-track positions (38.2%; 64,733) and part-time positions (42.6%; 173,529) (American Federation of Teachers, 2009).

Furthermore, the decline in the share of full-time faculty discussed above has occurred in every sector. It is not, for example, solely as some have argued due to the growth of for-profit universities, which employs a higher share of part-time faculty than the other two sectors (Hinrichs 2016). In addition, the result of a study of the national trends reveals that the share of faculty who are full-time employees has been declining. This decline nationally has occurred within the public sector, the private sector, and the for-profit sector. According to the AAUP’s 2014 report on faculty employment, from 1975 to 2011, part-time faculty positions have increased from 25.1% of the instructional workforce in 1975 to a high of 41.5% in 2011 (See Figure 6).



Notes: Figures in this chart have been updated from those published by AAUP in 2013. 1975-76: Figures for full-time faculty are for 1975 and are estimated; all other figures are for 1976. For 1976, full-time and part-time graduate student employees are included; in later years all were part-time by definition.
Source: US Department of Education, IPEDS Fall Staff Survey. Tabulation by John W. Curtis, American Association of University Professors, Washington, DC.

Figure 6. From AAUP 2014 Report.

This national trend toward an increase in the use of part-time faculty in U.S. higher education institutions has been mirrored to a lesser degree at MSU. Similar figures for MSU’s overall part-time faculty employment as a percentage of overall instructional faculty the same year of 2011 was only 32%. MSU continues to compare favorably overall with the national figures on the increasing use of part-time faculty, though in recent years the figures have suffered a gradual increase from 31% part-time faculty in 2010 to more than 36% in 2015. This increase in part-time faculty also corresponded at MSU to an overall decline of -4.6% in the total number of Full Time faculty from 2010-2015, a period in which student enrollments steadily increased.

For instance, in the second quarter of 2014, the entire Midwest region outperformed all other regions for higher education job postings, which increased 19.2% from the previous year. Nevertheless, the West North Central Midwest region (including Missouri) only saw an increase of 1.8% in job position announcements in Higher Education that year (*Q2 2014 HIGHER EDUCATION EMPLOYMENT REPORT*).

In terms of MSU compared to hiring trends nationally in higher education, the West North Central Midwest region and Missouri experienced significant declines in the overall numbers of higher education job postings from 2015-2017 in comparison to the national percentage increases in faculty employment during a period of relative growth and expansion of higher education job postings nationally (See Table 1).

Table 1: Missouri and Midwest Regional Declines in Overall Higher Education Job Postings, 2015-2017

Annual Year & Quarter	Growth of Overall National Higher Education Employment Figures based on U.S. Department of Labor / Bureau of Labor Statistics data	Decline in Regional Higher Education Job Position Postings in Missouri Region (West North Central Midwest)
2015 Q3	-1.31%	-5.8%
2015 Q4	+1.35%	-5.6%
2016 Q2	+1.76%	-5.4%
2017 Q1	+0.6%	-2.7%
2017 Q2	+0.8%	-0.8%

Source: *Higher Ed Jobs: Quarterly Higher Education Employment Reports, 2015-2017*. The *HigherEdJobs* Higher Education Employment Report, published quarterly, provides summary information about employment within the higher education community.

At the same time, from 2010 to 2017 the overall percentage of Part Time faculty has increased from 31% to a high of 36% in 2015. Nevertheless, under the efforts of the current administration of President Clif Smart, the overall trend in the use of Part Time faculty has decreased to 33%, with a similar increase in the employment of Full Time faculty. Nevertheless, current full time faculty employment in 2018 has still not surpassed 2010 levels. Considering the increased enrollments from 2010-2017, and the effective increases in the overall Student/Faculty ratios, the overall situation of full time faculty hiring at MSU needs to remain a priority.

What marks this on-going local trend as significant is the fact that the gradual increases in MSU’s student/faculty ratios and decreases in overall full time faculty hires occurred during a period from 2011-2017 with an apparent decline in Regional Higher Education Job Position Postings in the Missouri Region in comparison with stronger growth in Higher Education employment nationally (see Figure 7). These trends appear to suggest that MSU’s faculty hiring

decreases may indeed be part of a larger issue related to decreasing funding for institutions of higher education throughout our region.

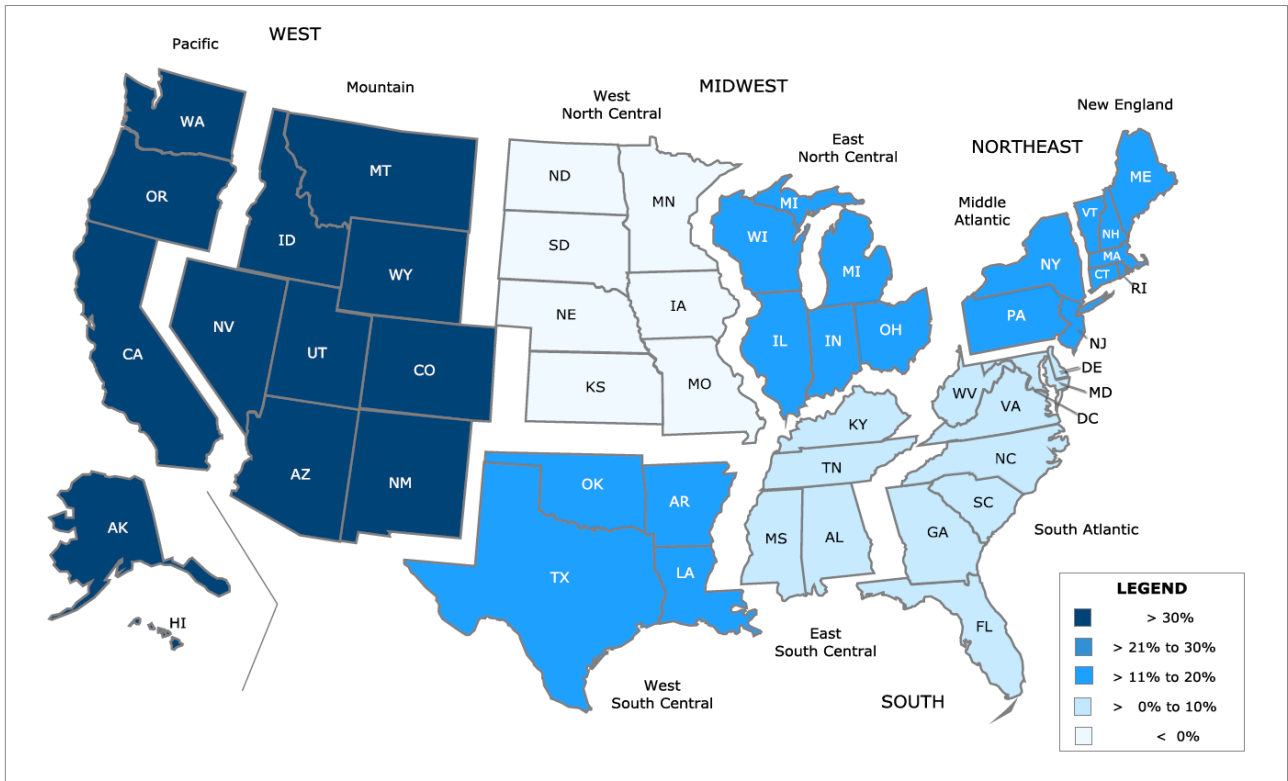


Figure 7. Changes in Higher Education Job Postings (2015Q2 to 2017Q2) Reveal an Overall Decline in Position Announcements in Higher Education Jobs in Our Region. Source: HigherEdJobs® job postings.

In summary, the comparison of national trends to the trends at MSU reveals some similarities and some differences. MSU has experienced a decrease in secretarial and clerical employees, similar to the national trend, though slightly less dramatic at MSU. The increase in Technical and Paraprofessional personnel at MSU is markedly inconsistent with a national trend towards a slight decrease. The increased use of part-time faculty is a trend at MSU and across the nation. The Other Professionals category has grown here and is part of a nationwide trend. The proportion of personnel who are faculty is declining nationwide, however, the decline in that proportion at MSU is more severe. Nationwide, universities have about half of their employees serving in some type of faculty role (part-time or full-time) (National TrendSource). At MSU that percentage is current 37% (see pie charts on page 3). This deficiency can be seen in a worsening student-faculty ratio and stagnant student retention and graduation rates. Full-time faculty, especially ranked faculty, are essential to integrating and retaining students in academic programs. Addressing the deficient numbers of ranked faculty should remain a top priority for MSU.

Types of Personnel in the “(Other) Professionals” Category

The committee examined the various job titles of MSU personnel in the “(Other) Professionals” category and developed the following summary of job types. This category includes the largest number of employees at MSU (FTE=690), even larger than ranked faculty (FTE=557). The “(Other) Professionals” category of personnel tend to have a broad education, and includes faculty who are appointed by MSU but not reported to DOE as post-secondary instructional faculty (e.g., non-postsecondary faculty at Greenwood and MSU Faculty for non-degree granting programs at the library). The “(Other) Professionals” category also includes academic advisors, financial services staff, “white collar” professional staff who are not IT, architects, engineers, marketing, lower-level managers with little or no supervisees (e.g., coordinators, non-executive supervisors and directors of primarily students), most athletics staff, and most medical doctors.

The data set produced through this collaborative effort can be used to identify which sub-categories of personnel in the “(Other) Professionals” category are increasing and decreasing, as well as what part of the university is experiencing these changes. Rather than including such detailed information in this extended report the committee acknowledges its value and recommends utilization of the personnel dataset by decision-making bodies at the university.

Types of Personnel in the “Technical and Paraprofessionals” Category

The committee examined the various job titles of MSU personnel in the “Technical and Paraprofessionals” category and developed the following summary of job types. This category was examined because it demonstrated the largest increase in FTE from 2010 to 2017 (FTE=154 in 2010; FTE=217 in 2017). This category of personnel tend to be educated specifically for their area, and may include such positions as: IT, Helpdesk, web design, and programming. This category also includes medical staff other than doctors (e.g., nurses and pharmacists), technical skilled staff who tend to demand higher salary than their professional counterpart, electronics technicians, and media personnel.

It is important to note that, prior to 2011, most part-time occasional hires were categorized Clerical and have since been re-categorized as “(Other) Professional” or “Technical and Paraprofessional.” These positions include medical staff on contract, parking attendants, book buyback clerks, and retired faculty and staff returning part-time.

The data set produced through this collaborative effort can be used to identify which sub-categories of personnel in the “Technical and Paraprofessionals” category are increasing and decreasing, as well as what part of the university is experiencing these changes. Rather than including such detailed information in this extended report the committee acknowledges its value and recommends utilization of the personnel dataset by decision-making bodies at the university.

State Appropriations and MSU Hiring Trends

As can be seen in the table below, the funding at MSU has fallen far behind what would have been anticipated based on inflation adjustments. Adjusting for inflation, the net revenue for MSU would have increased by approximately \$1100 per FTE student, or \$21 million total, during the time period from the year 2000 until 2017. While MSU has had significant enrollment increases, the state appropriations have remained flat. Adjusted revenue per inflation would enable the university to invest in approximately 210 additional ranked faculty, thus keeping pace with increased enrollment and growth in academic programs.

IPEDS Database	Missouri State University-Springfield Campus			
	2000	2008	2016	2017
Tuition and Fees	\$53,105,218	\$105,226,548	\$153,466,097	\$156,980,757
Institutional Aid	(8,846,015)	(18,811,599)	(23,803,241)	(26,174,025)
Net Tuition	44,259,203	86,414,949	129,662,856	130,806,732
State Appropriations	78,646,058	79,568,843	79,063,797	77,272,629
Net Tuition and Appropriations	<u>\$122,905,261</u>	<u>\$165,983,792</u>	<u>\$208,726,653</u>	<u>\$208,079,361</u>
Student FTE Fall	14,680	16,253	19,398	19,398
Net Tuition and Appropriations/Student FTE	\$8,372.00	\$10,213.00	\$10,760.00	\$10,727.00
% Increase from 2000				28.1%
CPI (December)	174.00	210.23	241.43	246.52
Inflation from 2000				41.7%

Proposed Changes to Committee on University Budget and Priorities

The ad hoc committee has enjoyed an unprecedented collaboration between Faculty Senate, IR, and the CFO. This collaboration has resulted in a highly useful data set which will be maintained and updated within the IR office. Future work of the Faculty Senate Committee on University Budget & Priorities (B&P) can benefit from the collaboration and the data set. Thus, the committee recommends a change in the *Bylaws of the Faculty*, to be reviewed and refined by the Committee on Rules during the 2018-19 academic year. While the changes are being formalized it is the strong recommendation of this ad hoc committee that Steve Foucart and Megan Schiller be invited as *ex officio* members and that the data set be used by the B&P committee. The 2018-2019 academic year can be a transition year for the B&P committee and their experience utilized to inform formal changes to the *Bylaws*. Furthermore, the Faculty Descriptors and Productivity Comparison Summary report produced by IR is the result of SR 15-91/92 adopted April 7, 1992, however, the presentation to Faculty Senate of information from this report has been inconsistent. A modification to the role of the Faculty Senate Committee on University Budget & Priorities will more consistently address the fulfillment of the 1992 resolution. Please see the Appendix for the Senate Resolution recommended by the Ad Hoc Committee on Personnel Hiring Trends.

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Appendix

Senate Resolution with an Internal Senate Action

Whereas, the ad hoc Committee on Personnel Hiring Trends benefited from collaboration with the Chief Financial Officer and with the Office of Institutional Research (IR), and,

Whereas, the personnel data set produced as part of this collaboration will be useful to future work of the Faculty Senate Committee on University Budget & Priorities (B&P), and

Whereas, SR 15-91/92 adopted April 7, 1992 can be more consistently fulfilled as part of a standing committee of the Faculty Senate, therefore,

Be it Resolved, that the Committee on Rules review the *Bylaws of the Faculty* to propose changes to the purpose and membership of the Committee on University Budget & Priorities. While the changes are being formalized, Steve Foucart and Megan Schiller are to be invited as *ex officio* members, the personnel data set is to be used by the B&P committee, and the reporting described in the proposed Bylaws changes is to be utilized. Thus, the 2018-2019 academic year will be a transition year for the B&P committee and their experience utilized to inform formal changes to the Bylaws as proposed by the Committee on Rules.

Current Language of the Bylaws

(a) Purpose

(aa) Shall examine all proposals for intercollegiate programs, general education courses or other major initiatives with possible budgetary implications before the Faculty Senate and report to the Chair of the Faculty Senate the examination results prior to the proposals being voted on.

(bb) Shall every year produce a report card to be presented before the Faculty Senate during the April meeting. This report card must contain data concerning faculty salaries as compared to CUPA averages, the relative sizes of the faculty and student body (graduate and undergraduate), the relative sizes of the faculty and the administration, the relative sizes of the faculty and staff, average class sizes at the undergraduate and graduate levels, and the use of ranked and unranked faculty in instruction.

(cc) Shall every five years produce a report concerning staffing and budget trends across the Missouri State University system. This report must include data analysis which identifies and describes the absolute and relative growth/decline in University units in terms of both FTEs and budgets over the period of the study, absolute and relative growth/decline in University job families (administrative, professional, ranked faculty, unranked faculty, technical, clerical, and maintenance employees) in terms of both FTEs and budgets over the period of the study, and changes in the proportional distributions of units and job families over the period of the study.

(dd) Shall assist appropriate university bodies in identifying and articulating Faculty Senate concerns about budgeting and planning priorities.

(b) Membership

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.

Proposed New Language of the Bylaws (bold sections indicate changes)

(a) Purpose

(aa) Shall examine all proposals for intercollegiate programs, general education courses or other major initiatives with possible budgetary implications before the Faculty Senate and report to the Chair of the Faculty Senate the examination results prior to the proposals being voted on.

(bb) Shall every year **review the university's report on faculty salaries as compared to CUPA averages and provide a brief summary and interpretation of trends as the findings relate to ranked and unranked faculty and staff salaries, equity, and peer-institution comparisons. The university CUPA report is completed in late spring, thus, the presentation to the Faculty Senate should occur in the fall during the October meeting.**

(cc) **Shall every year oversee the update of the IR personnel database to maintain consistency with the previous years' format. Annually, an abbreviated report of personnel proportions will be presented to the Faculty Senate during the January meeting. This abbreviated report will identify and describe the student-personnel ratios for the most recent update to the IR personnel database.**

Every fifth year, beginning in 2020-21, a comprehensive report of personnel hiring trends across the Missouri State University system will be presented before the Faculty Senate during the April meeting. This comprehensive report will follow the format of the 2017-18 ad hoc Committee on Personnel Hiring Trends including data analysis which identifies and describes the absolute and relative growth/decline in personnel categories, the current and historic proportions of the personnel categories within the entire personnel of the university, and the trends in student-personnel ratios for the personnel categories used in the database.

(dd) Shall assist appropriate university bodies in identifying and articulating Faculty Senate concerns about budgeting and planning priorities.

(ee) Shall every year review the Faculty Descriptors and Productivity Comparison Summary report on student credit hour (SCH) production and ranked and unranked faculty utilization. The productivity report is completed in late fall, thus, the presentation to the Faculty Senate should occur in the early spring, preferably February.

(b) Membership

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. **In addition to faculty members, one institutional research (IR) staff member and the university chief financial officer (CFO) will be *ex officio* members of the committee to help provide technical support and advice to help the committee produce the Hiring Trend report.** 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.