

FACULTY SENATE
October 1, 2014
346 LEON JOHNSON
4:10 PM – 5:00 PM
MONTANA STATE UNIVERSITY – BOZEMAN, MONTANA
Minutes

Members/Alternates Present: Adams for DeWeese (Art), Arnold (Ag Ed), Babbitt (Physics), Mike Babcock (Psychology), Brown (JJCBE), Bolte (Music), Bonnand (Library), Gannon (Bio & Chem Eng), Geyer (Math), Herbeck (Ed), Hostetler (GC), Kaiser (ECE), Kohler (Chem/Biochem), Larson (M&IE), LeCain (History & Philosophy), Lu (PSPP), Martin (Mod Lang), McMahon (Ecology), Olson (Animal & Range Sciences), Qiu (Physics), Seright (Nursing), Shanahan (Political Science), Smith (Ag Econ/Econ), Swinford (Soc), Wiedenheft (MBI), Zabinski (LRES)

Others Present: Ryan Anderson, Kregg Aytes, Rollin Beamish, Anton Bekkerman, Larry Carucci, David Cherry, Susan Cohen, Scott Creel, David Dickensheets, Edward Dratz, Chris Fastnow, Michelle Flenniken, Ada Giusti, Julia Haggerty, Deborah Haynes, Laura Hildroth, Holly Hunts, Barry Jacobsen, Mark Jutila, Lynn Kelting-Gibson, Susy Kohout, Theo Lipfert, Bei Lei, Marilyn Lockhart, Stephanie McCalla, David McKenzie, David Mogk, Robert Mokwa, Jamie McEvoy, Mike Neeley, Josh Obar, Martha Potvin, Mark Quinn, Nicol Rae, Patricia A. Simpson, David Singel, LaTrelle Scherffius, Leila Serman, Cindy Stillwell, Robert Swenson, David Parker, Ben Poulter, Colin Shaw, Mark Skidmore, Billy Smith, Bok Sowell, Brett Walker, Rob Walker, Nic Ward, Rob Wilson, Linda Young, Al Zale, Jan Zauha

Chair Reidy called the meeting to order at 4:18 pm, and a quorum was present.

Call to Order – Chair Reidy

- The meeting was called to order.
- Chair Reidy updated senators on the transition from the old CBA to a new faculty handbook (FH).
 - A J(oint) A(cademic) G(roup) task force was assembled last year to make the transition.
 - Many FH policies come from the Board of Regents or the state of Montana and cannot be changed.
 - Some policies are well conceived and will probably not need to be changed: e.g., the leave policy and extending tenure.
 - Policies that need to be reworked have been directed to subcommittees for more in-depth examination.
 - For example, the P&T subcommittee, composed of a dean, numerous faculty, a dept head and David Singel, will review the policy.
- Chair Reidy highlighted modifications in senate meeting protocol:
 - Guests who have informational talks will first present the material to the Faculty Senate Steering Committee. Chair Reidy will then either present the material to senate, in annotated form or, allow for the material to be presented in Senate, or enable the information to be presented in a different time/venue.
 - There will be an “open floor” portion of the meeting where senators will be able to present discussion points they believe faculty should be apprised of.

- Update MSU Groups – As mentioned by President Cruzado at the August 27, 2014 FS meeting, twelve groups are being formed to investigate updating processes and procedures to streamline processes for accomplishing the Strategic Plan goals. These groups include: Update Advising, Update Data Access, Update Budget, Update University Communications, Update CORE, Update Governance, Update Institutional Research, Update Extended University, Update Procurement Services, Update Talent Management, Update Scholarship Administration, Update Space Planning.
- Most of the groups are composed of a mixture of faculty, staff, students, and administrators. However, a request from Chair Reidy to populate the CORE Group with all faculty was granted by the President. There was absolutely no push-back on this, which means that any decisions made about updating the CORE will be made by faculty. Two students are also in the group. The October 14, 2014 FS meeting will be devoted to discussing these twelve groups.

Goals and Priorities – Chair Reidy

- Chair Reidy believes MSU is at an important and significant juncture where the institution is growing with an unprecedented enrollment. He believes faculty should have a commensurate unprecedented focus on quality education, and they should prioritize what they believe to be the most important aspects of quality education within the Strategic Plan (SP).
- At the May 2013 meeting, faculty expressed their top concerns/priorities:
 - Carnegie Tier 1 status (sustain & enhance)
 - Salary issues (compression, startup packages, inversion, equity)
 - Growth issues (enrollments, facilities, faculty lines, classrooms, etc.)
 - Maintaining quality (students, teaching, research, space)
- Faculty should revisit the list to make sure these are still their priorities.
- In the meantime, Reidy would like faculty to discuss how to make progress to accomplish the stated list, which are also objectives of the SP.
- Faculty know how to teach and undertake research and have unique qualities of integrating those two.
- The FS constitution states: Faculty Senate “Shall participate in the formation of policy through the review of proposed administrative action and through initiation of recommendations for administrative action in the development of budgetary guidelines.” Therefore, faculty are charged with and responsible for helping to guide and make decisions about how best to use limited university resources in the manner they believe to be best for the quality of education at MSU.
- How do we ensure the quality of education as the student enrollment increases?
 - There is precedence at other universities to attain and maintain Carnegie Tier 1 by hiring and retaining high quality research faculty.
- As one example, Chair Reidy cited the University of Las Vegas (UNLV), Nevada, Tier 1 initiative budget narrative (presented at the Montana June BoR meeting) which states that by infusing UNLV with \$600M, it would result in 250 new institutional faculty hires to compensate for enrollment growth over the next 8-10 years. This narrative was written to legislators and the Nevada Boards of Regents. Chair Reidy also noted similar initiatives in Florida and Texas.

- For MSU to maintain its Tier 1 status faculty might position themselves, within the SP goals and priorities, to sustain the quality of education they are here to impart by having discussions with Montana legislators and BoR.
 - The legislature will be in session next year. The SP goals are targeted to 2019. Faculty should think about instituting a three-year plan of how to attain the priorities we set and what we can do about them.
- Outcome/goals of this senate meeting:
 - Create a document that outlines the priorities faculty want; they must be budgetary priorities and must be paid for.
 - Acknowledge that faculty must work a little harder; we can only achieve our goals through our own participation in the process.
 - The document created will be the topic of discussion for the next senate meeting, October 7th.
- Floor opened for discussion:
 - Nicholas Ward from M&IE believes the Carnegie status is the most important issue.
 - More research enables us to achieve our goals and grad student goals and gives us income for other things faculty need.
 - We can be more thoughtful about what we and our departments do.
 - On broader levels, we should have discussions with BoR and state senate.
 - The UNLV documents show how (potentially) effective the other universities are who campaigned for their cause in front of state legislators. Ward believes that level of involvement would provide a fundamental improvement. Have we done that in the past or do we have a plan for the future?
 - Reidy noted that faculty are able to present to the legislators and BoR. Reidy believes faculty goals may be more attainable if we focus on our own campus and what may be accomplished here. Currently, and with the budget that we have, everything is already spent. However, if faculty have other priorities that are better suited for the university, then discussions should take place about how those funds may be funneled in that direction.
 - Someone asked about the status of the Capital Campaign and if those funds might be used for hiring endowed chairs.
 - Reidy stated that further investigation of how those funds are used might be one of our goals/priorities in maintaining our Carnegie status by hiring two Endowed Chairs per college.
 - David Parker from Political Science stated that the more the university can do to support faculty in their daily activities, the more time may be devoted to attaining faculty concerns/priorities. Investing in basic infrastructure needs (purchasing a computer, e.g.) would help faculty to focus more on their teaching and research.
 - Ada Giusti from Modern Languages/Literature suggested hiring more senior faculty, as they have an established research record and would not require mentoring, which takes a lot of time away from teaching, research and advising. In the twenty-two (22) years she has been at MSU, one senior faculty has been hired in her department.
 - Reidy stated that in comparing MSU to UNLV (a larger university), over the next 3-5 years of projected enrollment growth, MSU should be hiring 80 new faculty positions; 20 at the associate or full level and 60 at the assistant level. NTT numbers will have to grow as well. At UNLV, they are attempting to place a 20% cap on NTT hires.

- Patricia Simpson of Modern Languages has made some observations from the past six years:
 - Faculty should examine the gaps that currently exist among assistant professor levels making virtually 100% of the Oklahoma survey.
 - As a professor making 69% of the Oklahoma survey, what percentage of the administrative salaries are being measured and how? With that kind of compression, the faculty/administrative salary discrepancies create mistrust between the two factions.
 - Why is MSU paying outside recruiters, such as MacNaughton Associates, \$50,000 to conduct administrative searches, and at the same time eliminating \$75,000 from the Scholarship and Creativity fund?
 - There has been an overall erosion of intramural funding over the past six years.
 - There has been a disappearance of Research Enhancement Awards (REA) from the College of Letters & Science.
 - There has been a disappearance of course buy-outs from the Best Awards.
 - There has been a disappearance of short term and professional development grants at university and college levels.
 - With regards to the Faculty Excellence Award, TT faculty are now competing with NTT for the same research award despite the different research obligations each has.
 - MSU should address the quality of life for faculty who are already here.
- Jason Bolte from the School of Music, which has the lowest average assistant and associate salaries at the university, would like to know if it is possible to raise the salary floors that have been stuck in the \$40,970 range since 2006.
- Bern Kohler of Chemistry & Biochemistry was impressed with the May 2013 all-faculty meeting whereby faculty, despite the fact that they are some of the lowest paid in the country, still rated the task of maintaining our Carnegie Tier 1 status as their number one priority, ahead of salary issues. It was an indication that the faculty believe in building a stronger more vibrant university. With that, he noted:
 - There has been 20% growth in student population. Peer institutions have also had 20% growth.
 - The statistic that captures a measure of research activity is how many doctorate faculty we have. By examining our regional peers in the NW region (Oregon State, Washington State, University of Oregon) all had increased their number of faculty who had doctorates in the last 3-4 years. MSU, however, is the only one who has had a decline – 4% smaller than we were 4 years ago.
 - 28% growth in undergrads and only 6% growth in the graduate student population in four years makes MSU out of step with our Carnegie status.

Reidy duly noted Kohler's examination of how our peer institutions are hiring more faculty commensurate with the student enrollment growth.
- Vince Smith from Ag Econ Econ is concerned about the university's failure to retain faculty who bring in the many grants that provide IDCs. Additionally, the allocation of existing resources is of concern. For example, why has the Graduate School increased their staff by eight, when we have scarcely doubled the number of graduate students? The allocation of resources may be going towards unnecessary functions.

- Reidy stated that priorities and goals, with data sets and numbers, should be gathered. Revenue allocation is compensatory. When more funds are allocated for endowed professorships and PhD's, for example, another area must receive a lesser amount. One of the goals of the 12 MSU Groups is to determine where efficiencies on campus may be made.
- To maintain research quality and output MSU needs to maintain research TA's, who fortify programs and research opportunities.
- One of the metrics for Carnegie is the number of PhD students; therefore, we should target resources to be able to attract and retain them. Four to five years of funding are needed to accomplish this and with most research grants, that is very difficult to do. We should also elevate TA funding to a higher level than it currently is, and aim it at good PhD students.
 - Reidy understood the PhD conundrum and highlighted the fact that Engineering, a growing department, might need more faculty to teach within their very successful masters program. If a college does not need PhD's, but needs to produce master's students, that must also be considered.
 - Reidy stated that focusing resources on the hiring of faculty only in places of growth instead of places of quality and graduate programs has a tendency to dilute excellence and encourage mediocrity in education.
- Lisa Davis from Mathematics noted that her department has only replaced 50% of the department's vacancies; 7 out of 12 in the last few years. Tenure track faculty are needed to sustain our graduate program. Once a department has trouble recruiting for grads, TT faculty are not as successful in their research, and you have trouble recruiting grads – a difficult cycle to break. A balance of TT and NTT faculty is important. There seems to be a disconnect between what articulated departmental needs are and what administration is hearing. Hopefully, FS will be able to communicate those needs.
- Liz Shanahan from Political Science noted that FS may be able to better communicate faculty concerns by creating a data driven matrix that can support their arguments and, in turn, may be compared to the budget allocations, to the Carnegie matrix, and peer institutions.
- Brett Walker suggested the term, Full Time Equivalencies, which is misleading, be eliminated from use by administration. Instead, realistic conversations about students in the classrooms need to take place; when a freshman comes to the university, what is the percentage chance that the faculty teaching in one of their classes will be TT or NTT faculty? The answer to that question is the only statistic that matters.
- Tomas Gedeon noted that many engineering students take more than one class in mathematics and only have a 10% chance of getting a TT faculty member teaching in any one of them.
- Reidy suggested that perhaps we need to form a senate subcommittee to collect and examine data to create a document to support the current discussions. Planning & Analysis is cooperative in providing data, but the right questions need to be asked. Chair Reidy nominated Doralyn Rossmann, in her absence but acknowledging her membership as the senate representative of the Budget Committee, as the first member of this yet-to-be-named subcommittee.
- Megan Higgs from Mathematics stated that the public should be educated.
 - What does a tenure track faculty member do?
 - How is research connected to quality of teaching?

- What is the difference between TT and NTT faculty?
- Reidy believes this might be a good discussion to also share with the Board of Regents.
- David McKenzie from Physics suggested asking the legislators or BoR to infuse something to maintain or enhance our Carnegie status. MSU has a difficult time recruiting TT faculty because we cannot offer a good start-up package, and it is impossible to recruit research faculty because there is no start-up package. The only thing we can offer is F&A returns to buy laptops and bridge funds. When those diminish, MSU has difficulty bringing in research faculty. With all successes in winning grants and increasing enrollments, we should see an increase in resources and we should request them.
 - Reidy believes it is a two-tiered process: first, improve what we have at home; then, approach legislators. As faculty, we should decide how funds are spent.
- A faculty member asked if FS has educated Gail Schontzler (Bozeman Chronicle) about TT faculty. As a land grant institution, we should all educate the public about what they do.
- Regarding funding allocations at MSU, Brett Walker spoke of how to begin to make inquiries:
 - With a 36% out-of-state student population, and a 20% increase in enrollment, the question is “Where is the money going?”
 - Examine the budget with fresh eyes in a different way. For example, how much do we pay for outside consultants for virtually everything we do on this campus?
 - How much has middle management increased over the last five years vs. TT faculty?
 - Should faculty hire a consultant to examine the use of consultants and to look at our budget and find a better way to spend our resources to enhance education?
- Reidy’s goal is to get ahead of how the money is spent and target it more towards quality educational endeavors.
- Bob Swenson, Association of Retired Faculty, reminded faculty that they are the university. He has observed an evolution of decision-making and budget-authority from faculty to deans and central administration. Faculty used to have the ability within departments to make key decisions about their future, their goals, and their opportunities.
 - Reidy suggested thinking about how the budget might be decentralized; having money go back to departments and entities who best know how (in terms of research and teaching) to allocate those funds.
- Jennifer Green in Mathematics stated that her start-up package will be taxed 6%. She would like administration to think about the impact and message being sent when something like this happens: Is the work faculty does valued?
- Homework:
 - Faculty may make further comments via email to Chair Reidy, mreidy@montana.edu
 - Minutes will be distributed for contemplation.
 - Next FS meeting will be a continuation of these discussion from all suggestions.

As there was no further business, the meeting adjourned at 5:01 pm.

Signature,
Michael Reidy, Chair

Signature
Randy Babbitt, Chair-elect