



Faculty Senate Meeting

24 October 2024

Meeting procedure

- Only Senators may debate motions
- Only Senators can vote
- If you are not a Senator, or a proxy, you cannot vote or debate
- Do not speak over someone, or out of order
 - Raise your hand (For those online please use “Raise Hand” on the Zoom app)
 - The President will call on you and then you will have the floor
 - Please wait for the microphone
- Unless you have been recognized (told you have the floor), you may not speak

Meeting Procedure

- Consent agenda assembled by RP&A
- Standing opportunity for questions to Provost.

Meeting Minutes

- Robert's Rules of Order say that meeting minutes are simply a summary of what happened at the meeting.
- They are not a play by play of everything that happened or what members said.
- We will be using Robert's Rules to guide our recording of minutes.
- If needed, Faculty Senators may request access to the audio recording of the meeting. Please email facsenate@mst.edu with justification.



I. Call to Order

D. Westenberg

24 October 2024



II. Roll Call

J. Schlegel



III. Consent Agenda

D. Westenber

Consent Agenda

Approval of the 19 September 2024 Minutes

Campus Curriculum Committee moves to approve CC and DC forms from their last meeting



IV. President's Report

D. Westenber

IFC 10/14/24, Virtual

- Paul Maguffee – General Counsel
 - Intellectual Pluralism and Freedom of Expression
 - Detailed presentation on responsibilities, and recommendations for faculty and student with respect to freedom of expression
 - In the classroom and in scholarship vs as a citizen
 - Will invite to speak to FS next semester
- Ben Canlas – IT updates
 - Discussion of revisions to process for software procurement
 - Improving turnaround time for “click through” purchases (down to 2 days)
 - Exploring other ways to speed up review process

Campus Matters

- October 2 General Faculty Meeting
 - Thank you to everyone who came and asked questions
 - Next Gen Fac on December 3
 - Take home message – need better communication
 - Inform stakeholders early in any process
 - Topics discussed in leadership meetings
 - Identify who should be informed and consulted
 - Make summaries of meetings available
 - Need more listening

Campus Matters

- Campus Focus on retention
 - Teaching and Advising
 - Advising – Academic Advising Council looking into best practices, communication, professional development
 - Advising – Exploring a new tool – Stellic
 - Demonstrations today and Friday, provide feedback
 - Teaching – Ensuring best instructors in foundation courses
 - Teaching – Faculty improvement plans
 - FS led strategy to identify and address poor teaching

Campus Matters

- Enrollment/Waitlist/Room capacity working group
 - Review of course caps, waitlists and room assignments to determine if any existing practices are barriers to student retention and timely graduation
- Procedures for student absence notification requests
 - Working on clarifying procedures and defining extenuating circumstances
 - Draft procedures being shared with stakeholders
 - Student affairs committee?

Campus Matters

- Exploring admin support for FS committees
- Faculty Staff Climate survey qualitative results in Nov.
- Referrals being addressed
 - Emeritus Status – aligning procedure with CRRs
 - Possible change to start of semester
 - From 1st Monday after 8/18 to 3rd Monday of Aug.
 - Concerns about teaching improvement plans
 - Monitoring workload adjustments

Campus Matters

- Be Involved
- Be Engaged
- Do Something



V. Campus Reports

A. Staff Council

K. Walkup



V. Campus Reports

B. Student Council

M. De La Hunt

Update on Current Projects

New Student Fee Approval Plan

- Approved and Enacted on September 26th

Class Schedule Reallocation

- Discussions held at past two Student Council meetings

Faculty Advisor

- Elections Held on Tuesday

Deans List Certificates

- Registrar now issuing them electronically

Joint Committee to look into Mascot Modernization

- Working with Staff Council and potentially Faculty Senate, requested by Chancellor Deghani

Regular Meetings with Dr. Westenberg

Upcoming Fee Referendum

Student Fee Referendum

- Would increase the Student Fees and approve student-funded projects
- Bill has been introduced in Student Council and is under discussion
- Second Reading set for November 22nd
- Referendum date TBA

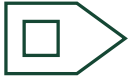
Faculty and Staff Notes

- Students are encouraged to vote (both undergraduate and graduate)
- Forcing or coercing students to vote is not permitted
- Faculty and Staff **are permitted** to hold or publish an official stance



V. Campus Reports

C. Council of Graduate Students



VI. Reports of Standing Committees

A. Budgetary Affairs

B. Lea

Budgetary Affairs Committee (BAC)

10-24-2024 Report

1. Special Top: **10% Strategic Budget Reallocation**

- Current Process
- Proposed Future Process (in-progress)
- Q&A with CFO Ms. O'Neil

2. Emerging Issues & Referrals

3. Financial Position



Dr. Melanie Mormile
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CASE



Dr. David Bayless
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CEC



Dr. Kelly Homan
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CEC



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CEC



CFO Alysha O'Neil
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Finance & Operations



Dr. Bih-Ru Lea (Chair)
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Kummer College



Mr. Markus Baur
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Student Council, CEC

FY 25 Funds Recovered by Divisions

Information item: The current Process is provided in Appendix

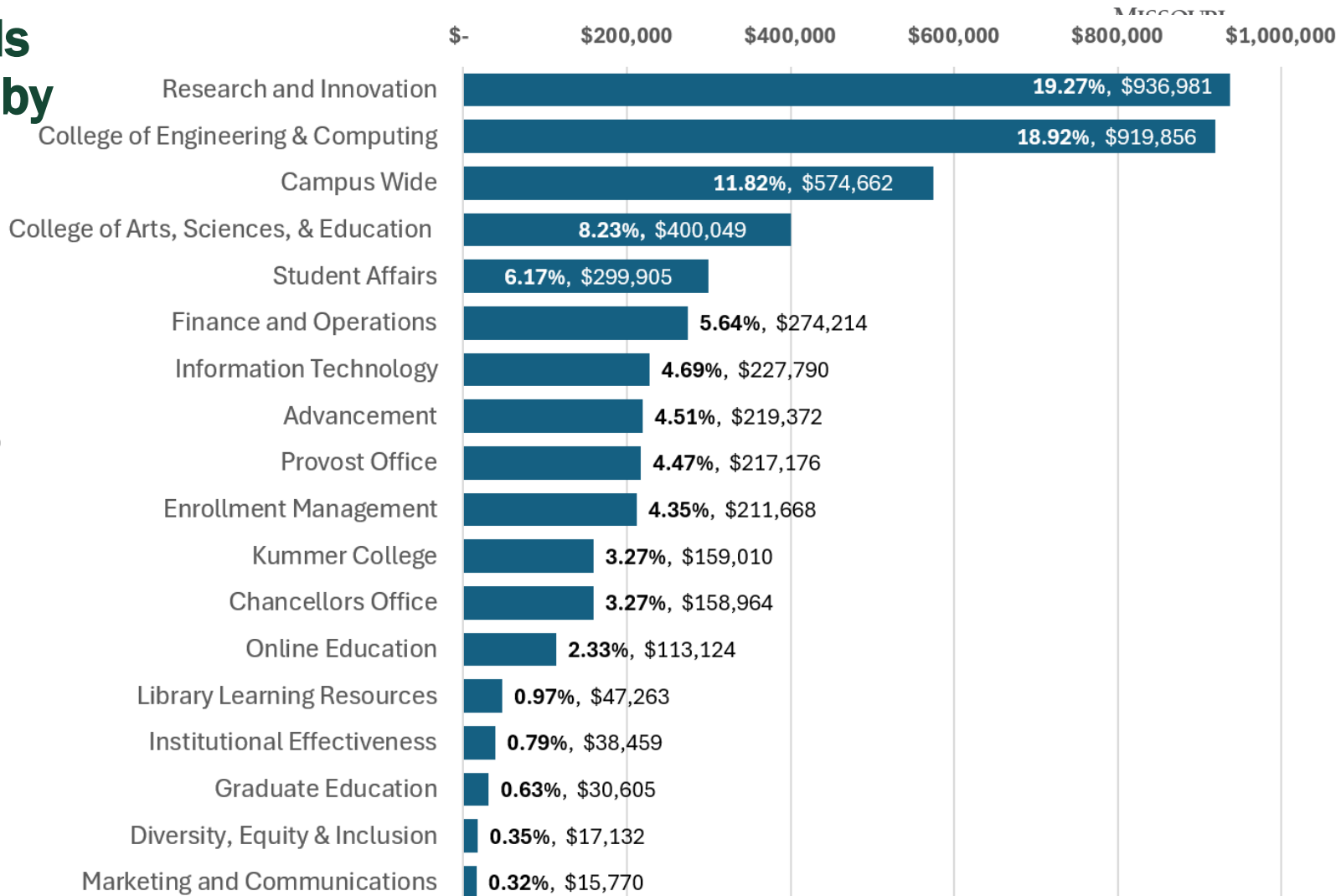
College, Schools, Divisions	Funds Recovered
Enrollment Management	\$211,668
Provost Office	217,176
Library Learning Resources	47,263
Graduate Education	30,605
Online Education	113,124
College of Arts, Sciences, & Education	400,049
College of Engineering & Computing	919,856
Kummer College	159,010

College, Schools, Divisions	Funds Recovered
Advancement	\$219,372
Campus Wide	574,662
Chancellors Office	158,964
Information Technology	227,790
Institutional Effectiveness	38,459
Diversity, Equity & Inclusion	17,132
Marketing and Communications	15,770
Research and Innovation	936,981
Student Affairs	299,905
Finance and Operations	274,214

Total: \$4,862,000

Provided by CFO Ms. O'Neil on 10-17

FY 25 Funds Recovered by Divisions



Planned Budget Allocation in Strategic Focus Areas

Strategic Investment	Amount	SFA	Description	Responsible
Faculty Start-up packages	1,000,000	4	Research, Innov, Entrepreneurship	O'Neil/Khayat/Potts
IT Research Infrastructure	700,000	4	Research, Innov, Entrepreneurship	Robbins/Khayat
Teaching Lab Equipment/Space Upgrades	500,000	3	Academic Programs	Potts/Stone
Space Utilization Strategy	500,000	8	Finance & Infrastructure	O'Neil/Stone
High Traffic Space & Furniture Refresh	412,000	8	Finance & Infrastructure	O'Neil/Stone
Online Education	300,000	3	Academic Programs	Potts/Murry/O'Neil
Supplement Core Instruction	300,000	3	Academic Programs	Potts/Deans/Nuno
Student Success & Well-being Transition	300,000	2	Student Well-being & Success	Core/O'Neil
Research Equipment Maintenance	300,000	4	Research, Innov, Entrepreneurship	Khayat/O'Neil
Marketing & Communication - National Visibility	250,000	5	Outreach & Engagement	Cain/Warren
Dual Career Hires	200,000	7	Employer & Employee Excellences	Potts/Deans
Business Intelligence/Process Improvement	100,000	7	Employer & Employee Excellences	Jones/O'Neil

Total \$ 4,862,000

SFA: Strategic Focus Area



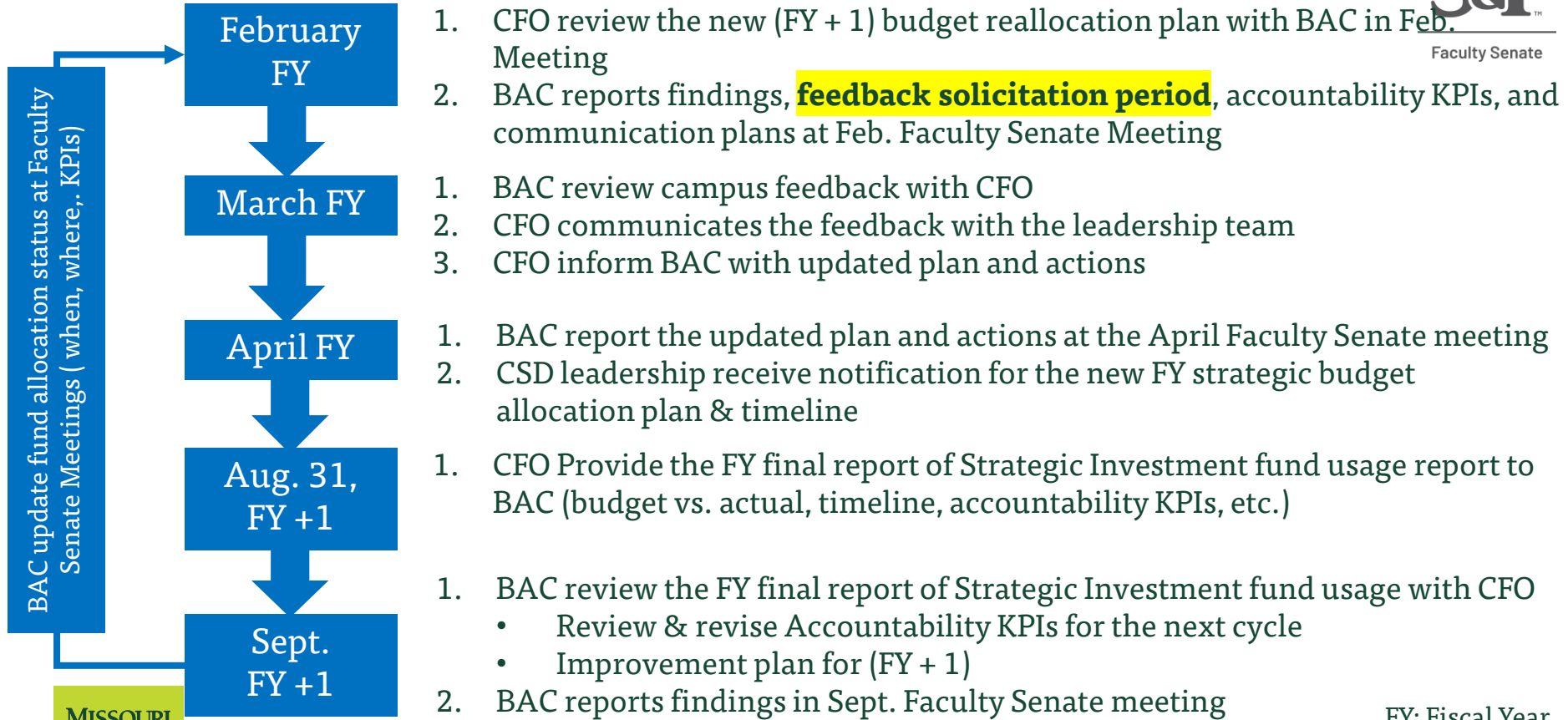
Proposed Action

Status: In progress, input needed

- ❑ Several constituencies have indicated they were disenfranchised from the discussion of this year's reallocation.

- ❑ The BAC would like to propose a new process to ensure more robust engagement to improve transparency, accountability, and trust.
 - ❑ An in-progress process detailed in the next three slides was drafted to initiate discussions
 - ❑ The Committee will initiate communication with campus constituents to determine the next step

Proposed Process



Proposed Process

BAC update fund allocation status at Faculty Senate Meetings (when, where, . KPIs)

February
FY

1. CFO review the new (FY + 1) budget reallocation plan with BAC in Feb. Meeting
2. BAC reports findings, feedback solicitation period, accountability KPIs, and communication plans at Feb. Faculty Senate Meeting

March FY

1. BAC review campus feedback with CFO
2. CFO communicates the feedback with the leadership team
3. CFO inform BAC with updated plan and actions

April FY

1. BAC report the updated plan and actions at the April Faculty Senate meeting
2. CSD leadership receive notification for the new FY strategic budget allocation plan & timeline

Aug. 31,
FY +1

1. CFO Provide the FY final report of Strategic Investment fund usage report to BAC (budget vs. actual, timeline, accountability KPIs, etc.)

Sept.
FY +1

1. BAC review the FY final report of Strategic Investment fund usage with CFO
 - Review & revise Accountability KPIs for the next cycle
 - Improvement plan for (FY + 1)
2. BAC reports findings in Sept. Faculty Senate meeting

Status Report: FY 25 Budget Allocation in Strategic Focus Areas



Faculty Senate

Last Update: October 18, 2024

Strategic Investment	Amount	SFA	When	Where	Responsible
	- 200,000 400,000 600,000 800,000 1,000,000				
Faculty Start-up packages	20.57%, 1,000,000	4			Research, Innov, Entrepreneurship ONeil/Khayat/Potts
IT Research Infrastructure	14.40%, 700,000	4			Research, Innov, Entrepreneurship Robbins/Khayat
Teaching Lab Equipment/Space Upgrades	10.28%, 500,000	3			Academic Programs Potts/Stone
Space Utilization Strategy	10.28%, 500,000	8			Finance & Infrastructure ONeil/Stone
High Traffic Space & Furniture Refresh	8.47%, 412,000	8			Finance & Infrastructure ONeil/Stone
Online Education	6.17%, 300,000	3			Academic Programs Potts/Murray/ONeil
Supplement Core Instruction	6.17%, 300,000	3			Academic Programs Potts/Deans/Nuno
Student Success & Well-being Transition	6.17%, 300,000	2			Student Well-being & Success Gore/ONeil
Research Equipment Maintenance	6.17%, 300,000	4			Research, Innov, Entrepreneurship Khayat/ONeil
Marketing & Communication - National Visibility	5.14%, 250,000	5			Outreach & Engagement Cain/Warren
Dual Career Hires	4.11%, 200,000	7			Employer & Employee Excellences Potts/Deans
Business Intelligence/Process Improvement	2.06%, 100,000	7			Employer & Employee Excellences Jones/ONeil

Data are not yet available as of 10-18-2024

Total \$ 4,862,000

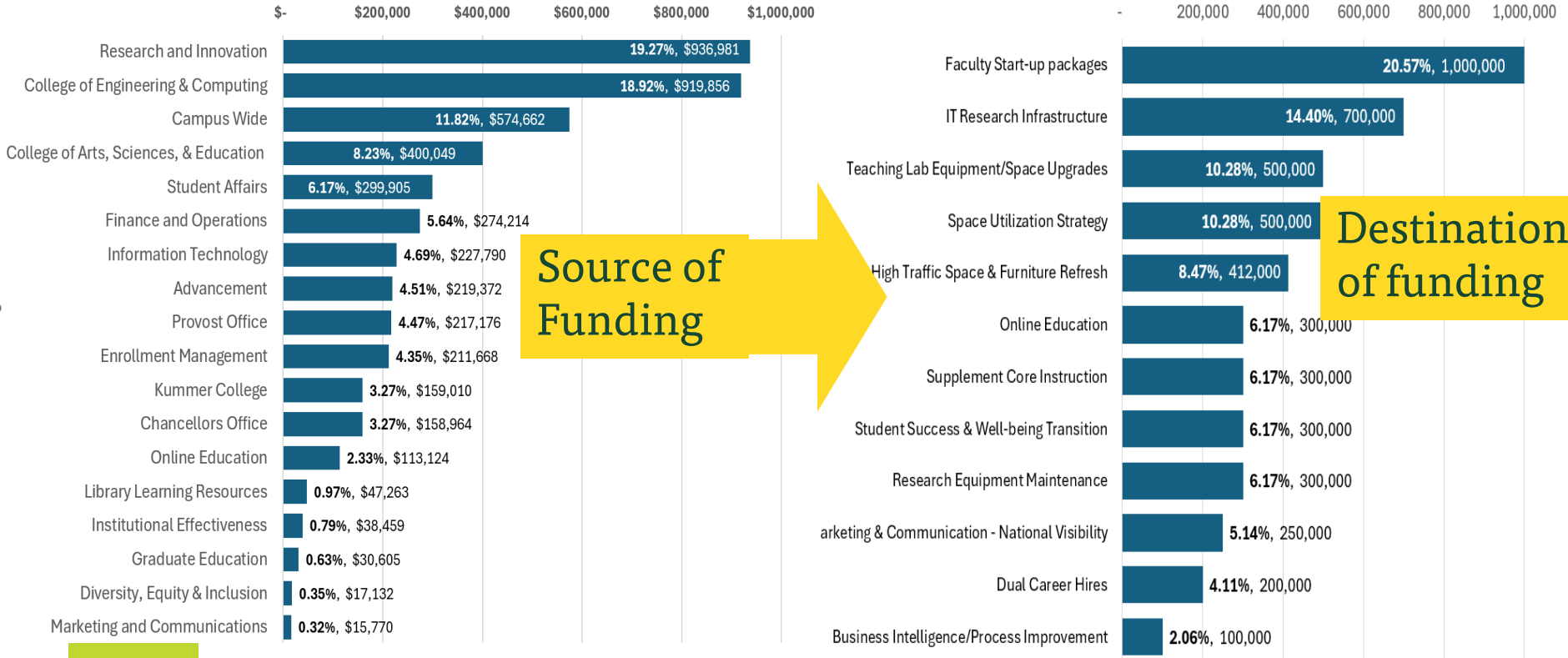


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Questions & Answers

with **CFO Ms. Alysha O'Neil**

Objective: Process to Improve Transparency, Accountability, and Trust



Budgetary Affairs Committee (BAC)

10-24-2024 Report

1. Special Top: **10% Strategic Budget Reallocation**

- Current Process
- Proposed Future Process (in-progress)
- Q&A with CFO Ms. O'Neil

2. Referrals & Emerging Issues

3. Financial Position

Referrals: None

Emerging Issues:

- The BAC will review, assess, and report on the potential budget impact on two issues discussed in the Sept. Department Chair Council (DCC) meeting:
 - International travel
 - Misc. instruction funding

Budgetary Affairs Committee (BAC)

10-24-2024 Report

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2. Referrals & Emerging Issues
3. Financial Position

BAC Reviewed

- [UM System Financial & Compliance Reports](https://www.umsystem.edu/ums/fa/controller/financial-reports)
(<https://www.umsystem.edu/ums/fa/controller/financial-reports>)
 - Annual Financial Reports
 - Detail Financial Reports by Business Unit
- [Operating Budget Reports](https://www.umsystem.edu/ums/fa/budget/operating)
(<https://www.umsystem.edu/ums/fa/budget/operating>)

BAC In-Progress

- Effective Means to Communicate Financial and Budget Information

Discussion: General Financial Positions

- ❑ General Financial Position Reporting
 - ❑ Example: Comparative Balance Sheet vs. Key Financial Indicators/Ratios
- ❑ Budgeting Process Review

Status: In-progress

BAC In-Progress

- Effective Means to Communicate Financial and Budget Information

BAC Reviewed

- [UM System Financial & Compliance Reports](https://www.umsystem.edu/ums/fa/controller/financial-reports)
(<https://www.umsystem.edu/ums/fa/controller/financial-reports>)
 - ❑ Annual Financial Reports
 - ❑ Detail Financial Reports by Business Unit
- [Operating Budget Reports](https://www.umsystem.edu/ums/fa/budget/operating)
(<https://www.umsystem.edu/ums/fa/budget/operating>)

FY 2025 Operating Budget

% change FY24-25

❑ Net Operating Income : -14%

❑ Operating Revenue: + 3%

❑ Operating Expenses: + 4%

❑ Net Operating Margin: 2.3%

❑ Nonoperating Revenue
(Expenses): **+103%**

Line No.		Actuals FY2023	Projected FY2024	Budget FY2025	% Change FY2024-25
Operating Revenues					
1	Tuition and Fees	\$ 126,007	\$ 136,682	\$ 146,972	8%
2	Less Scholarship Allowances	70,802	77,122	86,928	13%
3	Net Tuition and Fees	55,205	59,560	60,044	1%
4	Federal Pell Grants	5,580	6,600	6,200	-6%
5	Government Scholarship Funding	5,946	6,000	6,020	0%
6	Grants and Contracts	45,749	51,875	52,597	1%
7	Auxiliary Enterprises	24,474	25,900	29,280	13%
8	Patient Medical Services Net	-	-	-	0%
9	Other Operating Revenues	4,705	4,600	4,782	4%
10	State Appropriations	55,942	60,121	61,963	3%
11	Federal Appropriations	-	-	-	0%
12	Private Gifts	21,099	18,500	20,413	10%
13	Spendable Investment Income	14,269	14,490	14,207	-2%
14	Total Operating Revenues	232,969	247,646	255,504	3%
Operating Expenses					
15	Salaries and Wages	105,699	115,409	124,699	8%
16	Benefits	31,976	35,250	39,422	12%
17	Supplies, Services and Other Operating Expenses	51,944	59,250	54,447	-8%
18	Depreciation	23,588	26,100	26,490	1%
19	Interest Expense	5,077	4,837	4,603	-5%
20	Total Operating Expenses	218,284	240,846	249,660	4%
21	Net Operating Income	14,685	6,800	5,844	-14%
22	Net Operating Margin	6.3%	2.7%	2.3%	
Nonoperating Revenues (Expenses)					
	Investment Income (Losses), Net of Fees	12,859	20,000	15,282	-24%
	Spendable Investment Income	(14,269)	(14,490)	(14,207)	-2%
	Other Nonoperating Revenues (Expenses)	(68)	830	24	-97%
	Capital Appropriations and Grants	-	9,133	59,431	551%
	Capital Gifts	30,332	26,482	32,034	21%
	Private Gifts for Endowment Purposes	3,859	5,000	3,500	-30%
	Mandatory Transfers	5	-	-	0%
	Non-Mandatory Transfers	4,023	350	192	-45%
31	Net Nonoperating Revenues (Expenses)	36,741	47,305	96,256	103%
32	Increase in Net Position	51,426	54,105	102,100	
33	Net Position, Beginning of Year	662,982	714,408	768,513	
34	Cumulative Effect of Change in Accounting Principle	-	-	-	
35	Net Position, Beginning of Year, Adjusted	662,982	714,408	768,513	
36	Net Position, End of Period	\$ 714,408	\$ 768,513	\$ 870,613	

Action: CFO to update on budget changes and S&T Scorecard starting from Nov. meeting

Source: <https://www.umsystem.edu/sites/default/files/media/fa/budget/fy2025-operating-budget-book.pdf>



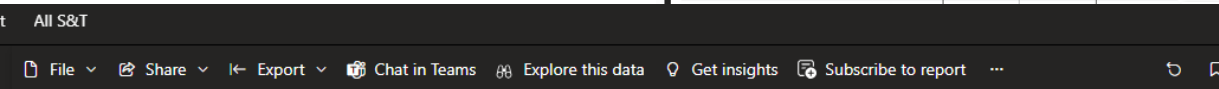
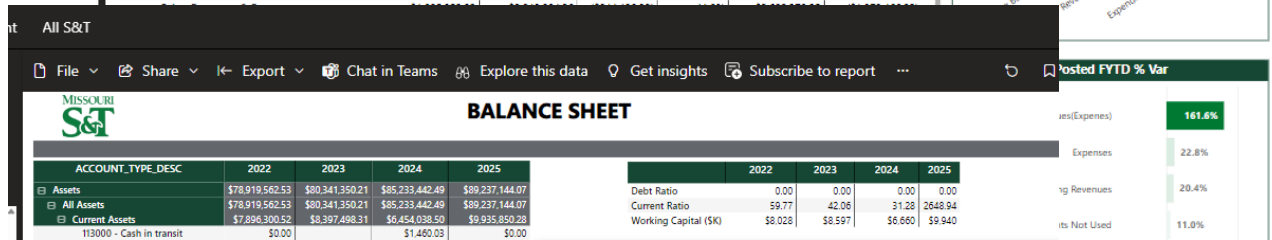
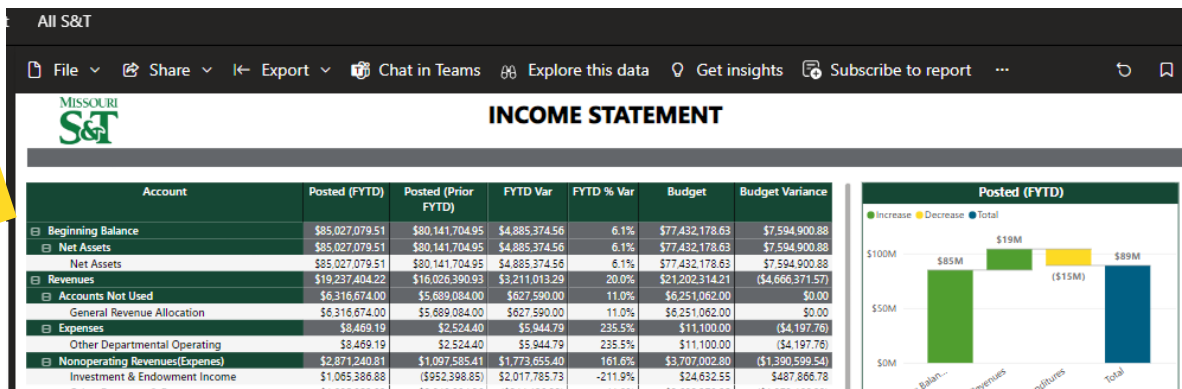
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Financial Statements Available via S&T BI Reporting App

In-progress

BAC Reporting:

- Key Performance Indicators (KPIs)
- Lagging, Leading, and Diagnostic
- Trends



KPI Examples

Action: BAC will discuss and determine the method and timing of a feedback survey to collect valuable inputs.

Faculty Senate

Operating Expenses = Administrative Expense + Research Expenses + Instructional Expenses

KPI	Accountability	Transparency	Financial Stewardship	Classification	Formula
Administrative Cost Ratio	✓		✓	Diagnostic	$\frac{\text{Total Administrative Expenses}}{\text{Total Operating Expenses}} \times 100\%$
Instructional Cost Ratio	✓		✓	Diagnostic	$\frac{\text{Total Instructional Expenses}}{\text{Total Operating Expenses}} \times 100\%$
Research Cost Ration	✓		✓	Diagnostic	$\frac{\text{Total Research Expenses}}{\text{Total Operating Expenses}} \times 100\%$

Types of KPIs: Lagging, Leading, and Diagnostic KPIs

Information: Next Topic Request Due Date: 11:59 pm, 11-4-2024

November 2024						
SU	MO	TU	WE	TH	FR	SA
27	28	29	30	31	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

- Faculty Senates Meeting
- Budgetary Affair Meeting
- RP&A Meeting
- DCC Meeting

- All topics or questions submitted **by November 4** will be reviewed at the November 6 BAC meeting, where the BAC will assess the following
 - urgencies and priorities of topics/questions
 - data collection timeline
 - Approach(es) to addressing each topic
 - communication plans

- Findings will then be communicated to the faculty during the **November 21** Faculty Senate meeting, another future meeting, or an appropriate communication channel.

For Information Only

Appendix

Current Process: FY 25 10% Budget Strategic
Reallocation process

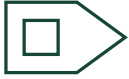
Current Process

Late spring
2024 (~
April)

The leadership team strategizes means of funding strategic initiatives in eight focus areas

Strategic Focus Areas

1. Enrollment Growth Admissions
2. Student Well-being and Success
3. Academic Excellence
4. Research Innovation, and Entrepreneurship
5. Outreach and Engagement
6. Advancement and Alumni Relations
7. Employer and Employee Excellence
8. Finance and Infrastructure



VII. Unfinished Business

D. Westenber



VIII. New Business

D. Westenber



IX. Question & Answer

D. Westenber



X. Announcements

D. Westenber



XI. Adjourn