**Missouri University of Science and Technology**
— ROLLA, MISSOURI —

**Faculty Senate**

Dave Westenberg, President
Paul Runnion, President-Elect
Joshua Schlegel, Secretary
Michael Gosnell, Parliamentarian

# Faculty Senate Meeting Agenda

| | |
|---|---|
| Location | Computer Science 221 – in-person attendance required for voting |
| | Zoom – for non-voting attendees |
| | https://umsystem.zoom.us/j/99394291250?pwd=lNNnpnuxV7XLb4sAtWRi1bay9DCUyW.1 |
| | Passcode: 0000 |
| Date | 21 November 2024 |
| Time | 2:00 PM |

1. Call to Order (2:00 PM) — D. Westenberg
2. Roll Call — J. Schlegel
3. Consent Agenda — D. Westenberg
   a. Curriculum Committee Report
   b. Approval of 24 October 2024 minutes
4. President's Report — D. Westenberg
5. Campus Reports
   a. Staff Council — K. Walkup
   b. Student Council — M. De La Hunt
   c. Council of Graduate Students
6. Special Topics
   a. ADVANCE Grant Update — J. Cundiff
7. Reports of Standing Committees
   a. Administrative Review — K. Erickson
   b. Budgetary Affairs — B. Lea
   c. Information Technology and Computing — D. Stutts
   d. Personnel Committee — D. Westenberg
8. Unfinished Business — D. Westenberg
   a. None
9. New Business — D. Westenberg
10. Q&A With Provost — C. Potts
11. Announcements — D. Westenberg
12. Adjourn

**To:**      **Faculty Senate**
**From:**    **Missouri S&T Campus Curricula Committee (October 22, 2024, meeting)**
**Re:**      **November 21st, 2024, Meeting**

**The Missouri S&T Campus Curricula Committee recommends to the Faculty Senate that the course changes requested on the following CC forms be approved:**

File: 5606      BIO SCI 3339 : Human Anatomy Physiology I Lab
File: 6220      ELEC ENG 6410 : Information Theory And Coding
File: 4672      ERP 4120 : Introduction to Enterprise Resource Planning (ERP) Software Development
File: 10184    HISTORY 4410 : Native American History
File: 10185    IS&T 5551 : Foundations of Computing and Programming for Data Science
File: 9137      NUC ENG 4229H : Nuclear Power Plant Systems - Honors
File: 9140      NUC ENG 4251 : Reactor Kinetics
File: 2294      NUC ENG 4257 : Two-phase Flow in Energy Systems - I
File: 9141      NUC ENG 4257H : Two-phase Flow in Energy Systems - I – Honors
File: 595       NUC ENG 4428 : Reactor Laboratory I
File: 9148      NUC ENG 4456 : Reactor Operation II
File: 4087      NUC ENG 4577 : Nuclear Forensics and Radiochemistry
File: 9150      NUC ENG 4577H : Nuclear Forensics and Radiochemistry-Honors
File: 9135      NUC ENG 5215 : Space Nuclear Power And Propulsion
File: 9136      NUC ENG 5229 : Nuclear Power Plant Systems
File: 9155      NUC ENG 5241 : Nuclear Materials I
File: 4088      NUC ENG 5253 : Monte Carlo Approach to Reactor Analysis
File: 134       NUC ENG 5259 : Licensing Of Nuclear Power Plants
File: 4228      NUC ENG 5345 : Nuclear Engineering Mathematical Methods
File: 10166    NUC ENG 5350 : Nuclear Medical Science
File: 9144      NUC ENG 5361 : Fusion Fundamentals
File: 9159      NUC ENG 5363 : Applied Health Physics
File: 617       NUC ENG 5428 : Advanced Reactor Laboratory I
File: 9172      NUC ENG 6223 : Nuclear Reactor Safety
File: 9173      NUC ENG 6241 : Effects Of Radiation On Solids
File: 411       NUC ENG 6257 : Advanced Nuclear Thermal Hydraulics
File: 9174      NUC ENG 6331 : Radiation Shielding
File: 1971      PHYSICS 2145 : College Physics II

**The Missouri S&T Campus Curricula Committee recommends to the Faculty Senate that the course and degree requirement changes requested on the following Program Change forms be approved:**

File: 407       BIOMED-BS : Biomedical Engineering BS
File: 237       BIOMED-MI : Biomedical Engineering Minor
File: 86        MC ENG-BS : Mechanical Engineering BS

**For the information of the Faculty Senate, the following EC form has been submitted by a university department for an experimental course that will be offered in the near future:**

File: 493       BUS 5001.008: Creativity, Innovation, and Design Thinking
File: 492       BUS 5001.009: Innovation Accounting
File: 496       BUS 5001.010: Technical Sales and Value Creation
File: 494       CHEM 4001.021: Special Topics in Biochemistry
File: 495       CHEM 5001.005: Advanced Topics in Biochemistry
File: 497       ECON 4001.013: Fintech with Artificial Intelligence, Machine Learning, and Natural
                Language Processing
File: 489       MECH ENG 5001.044: Smart and Multifunctional Materials
File: 491       MS&E 5001.012: Hypersonic Materials, Technologies, and Systems
File: 499       TCH COM 3001.011: AI to Zines: Imagining the Future of Technical Communication
File: 498       TCH COM 5001.007: AI to Zines: Imagining the Future of Technical Communication

**For full details of the above-listed curriculum forms, see the October 22, 2024 meeting minutes of the Campus Curricula Committee at: [http://registrar.mst.edu/currcom/cccmeetings/](http://registrar.mst.edu/currcom/cccmeetings/)**


*Petra DeWitt*

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**Petra DeWitt, Chair**
**Missouri S&T Campus Curricula Committee**

Missouri University of Science and Technology

# Updated (Qualitative) Findings

## Faculty-Staff Climate Survey, 2024

November, 2024

# Open-Ended Questions

Support Action codes – Actions S&T has taken to support employees, their work, and/or their careers

▶ "List 3-5 actions Missouri S&T has taken to support you, your work, and your career."

Wish Action codes – Actions employees wish S&T would take (or would have taken) to support them, their work, and/or their careers

▶ "List 3-5 actions you wish Missouri S&T would take to support you, your work, and your career."

# Summary of Total Responses

785 total support code responses (43% of total comments – up slightly 39% in 2023, 30% in 2022), 1032 total wish code responses (57% of total comments, down slightly from 61% in 2023, 70% in 2022)
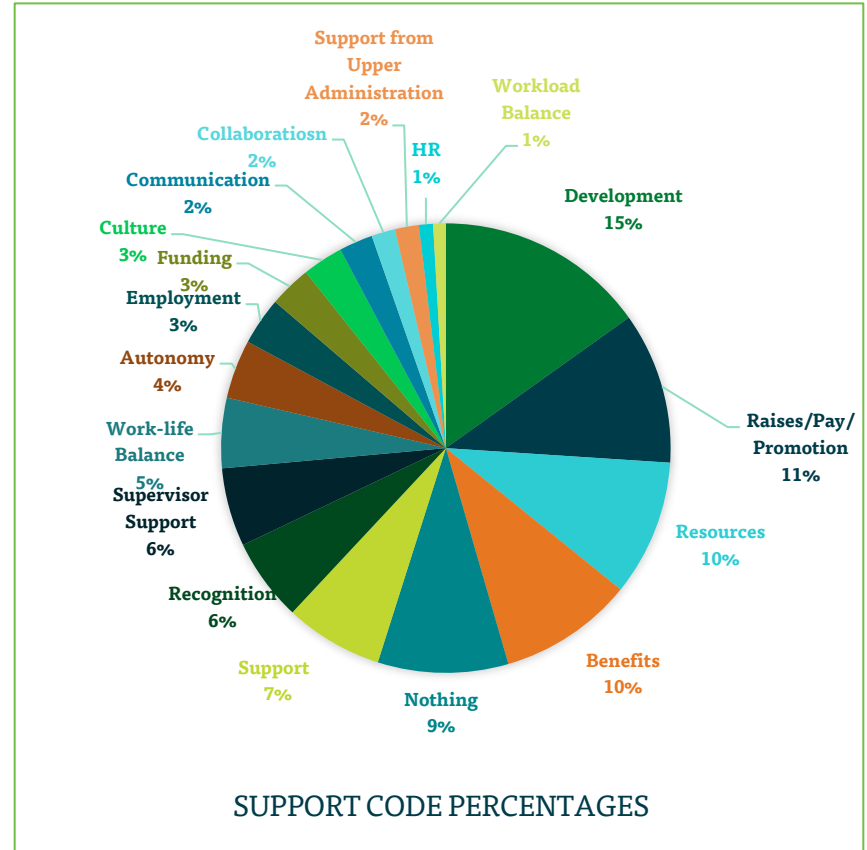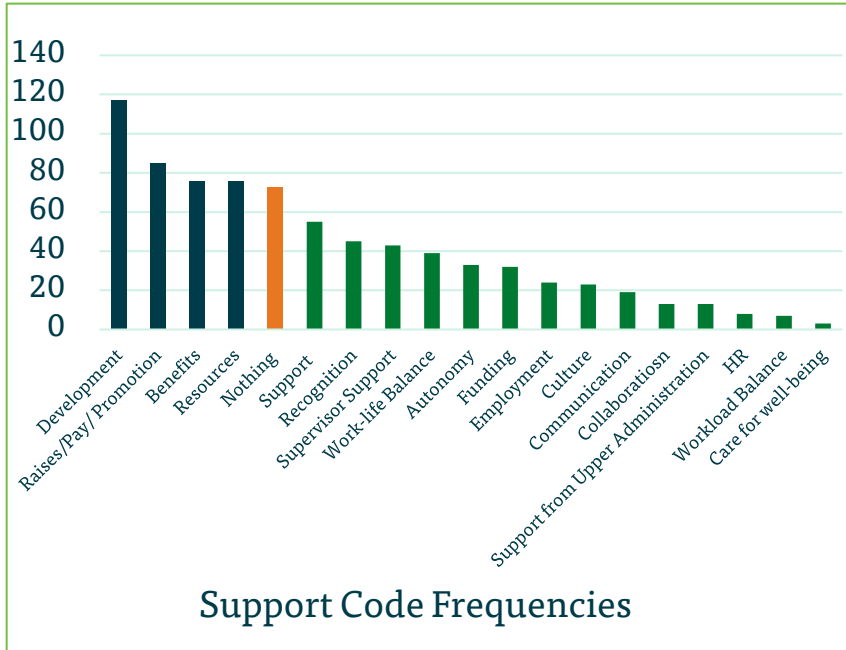
▶ 247 more wish code responses than support code responses

## Of the 785 support code responses:

▶ 73 were negative-only, up from 28 in 2023 (9.2% of responses, doubled from 4.4% of responses in 2023, also up from 8.4% in 2022)

▶ Once factored in, similar distribution of positive & negative comments between 2023 and 2024

# S&T Support Actions

## 2024 Data



Support Code Frequencies



SUPPORT CODE PERCENTAGES

MISSOURI S&T

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# S&T Support Actions

## Compare 2023 vs. 2024

| 2023 Top 5 | 2024 Top 5 |
|---|---|
| Professional Development | Professional Development |
| Pay/Promotion/Raises | Pay/Promotion/Raises |
| Support | Resources – tied |
| Benefits | Benefits – tied |
| Work-Life Balance | "Nothing"* |

*Back in Top 5 from 2022

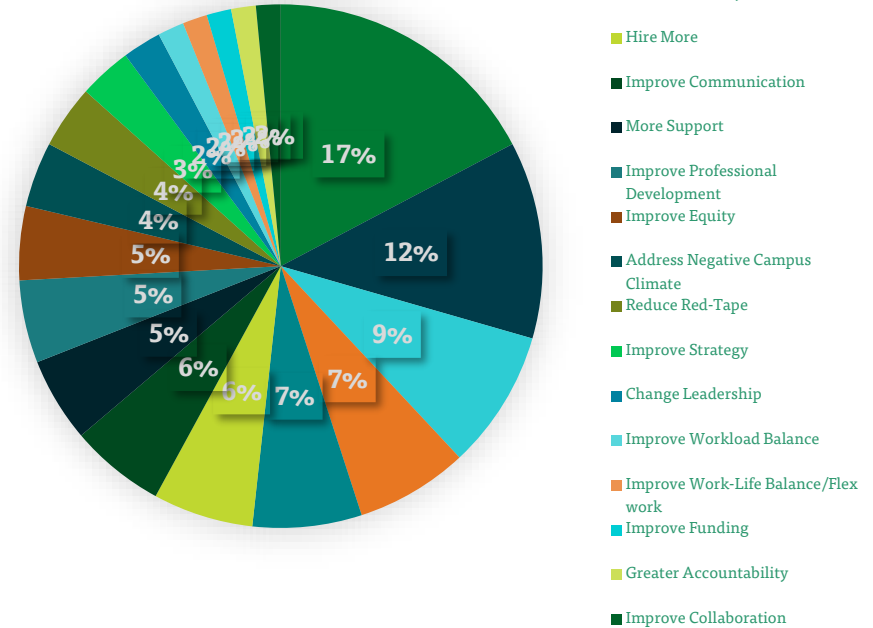### Percent Change in Support Codes 2023-2024
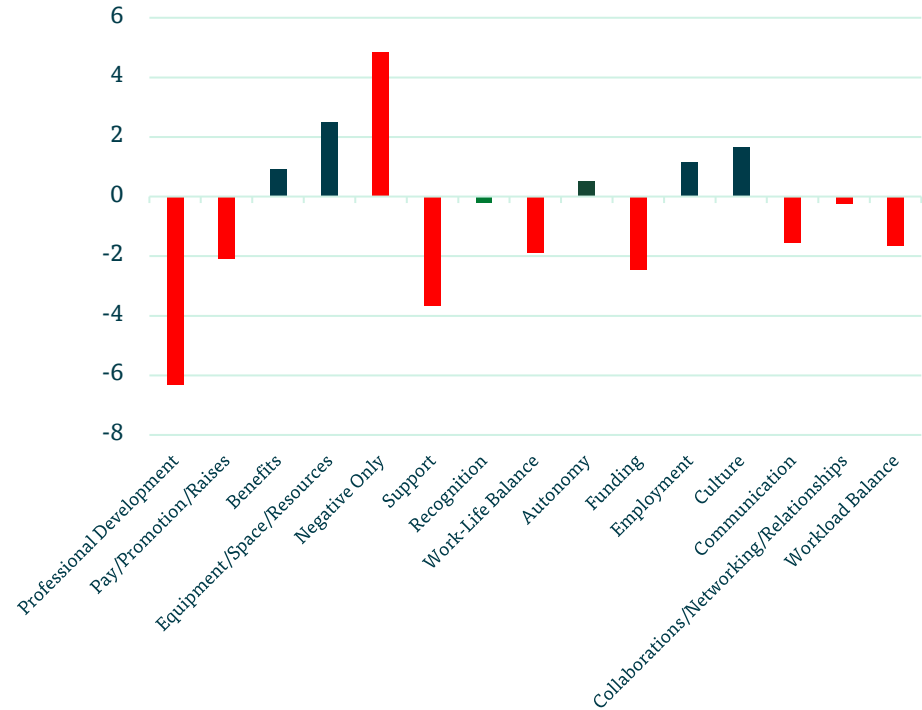
# S&T Wish Actions
## 2024 Data – Individual Codes



**Wish Code Frequencies**

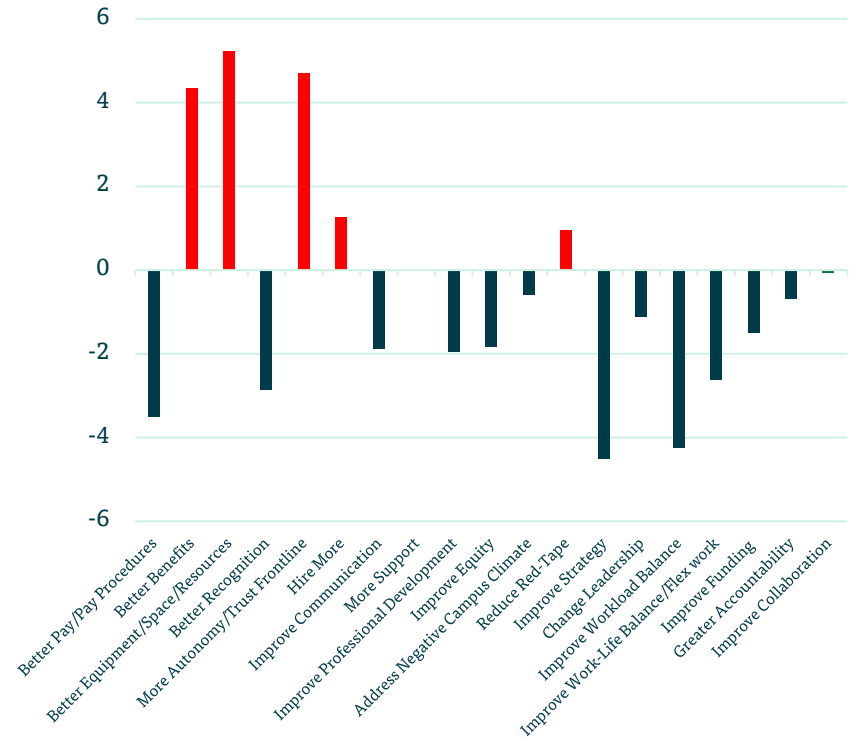Categories (left to right):
- Better Pay/Pay Procedures
- Better Benefits
- Better Equipment/Space/Resources
- Better Recognition
- More Autonomy/Trust Frontline
- Hire More
- Improve Communication
- More Support
- Improve Professional Development
- Improve Equity
- Address Negative Campus Climate
- Reduce Red-Tape
- Improve Strategy
- Change Leadership
- Improve Workload Balance
- Improve Work-Life Balance/Flex work
- Improve Funding
- Greater Accountability
- Improve Collaboration

**Wish Code Percents**

Pie chart values: 17%, 12%, 9%, 7%, 7%, 5%, 6%, 5%, 5%, 5%, 4%, 4%, 3%, 2%, 2%, 2%, 2%, 2%, 2%

Legend:
- Better Pay/Pay Procedures
- Better Benefits
- Better Equipment/Space/Resources
- Better Recognition
- More Autonomy/Trust Frontline
- Hire More
- Improve Communication
- More Support
- Improve Professional Development
- Improve Equity
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# S&T Wish Actions

## Compare 2023-2024 Individual Codes

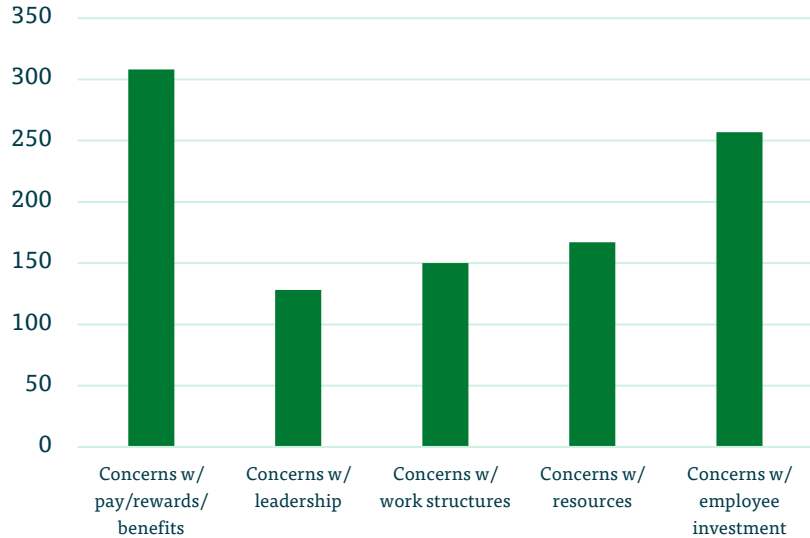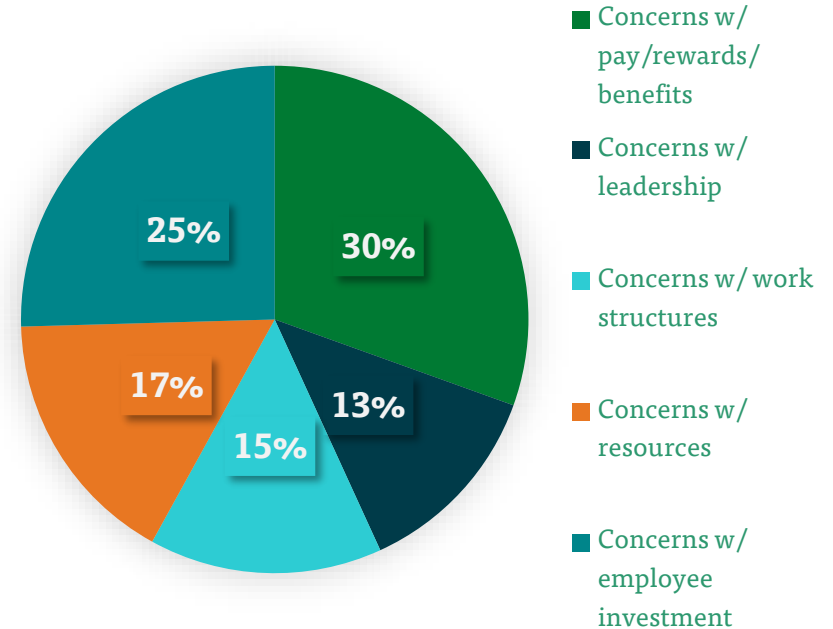| 2023 Top "5" | 2024 Top 5 |
|---|---|
| Better Pay/Pay Procedures | Better Pay/Pay Procedures |
| Better Recognition | Better Benefits |
| Improve Strategy | Better Equipment/Space/Resources |
| Improve Communication | Better Recognition |
| Improve Professional Development | More Autonomy/Trust the Frontline |
| Better Benefits | |

Percent Change in Broad Categories 2023-2024
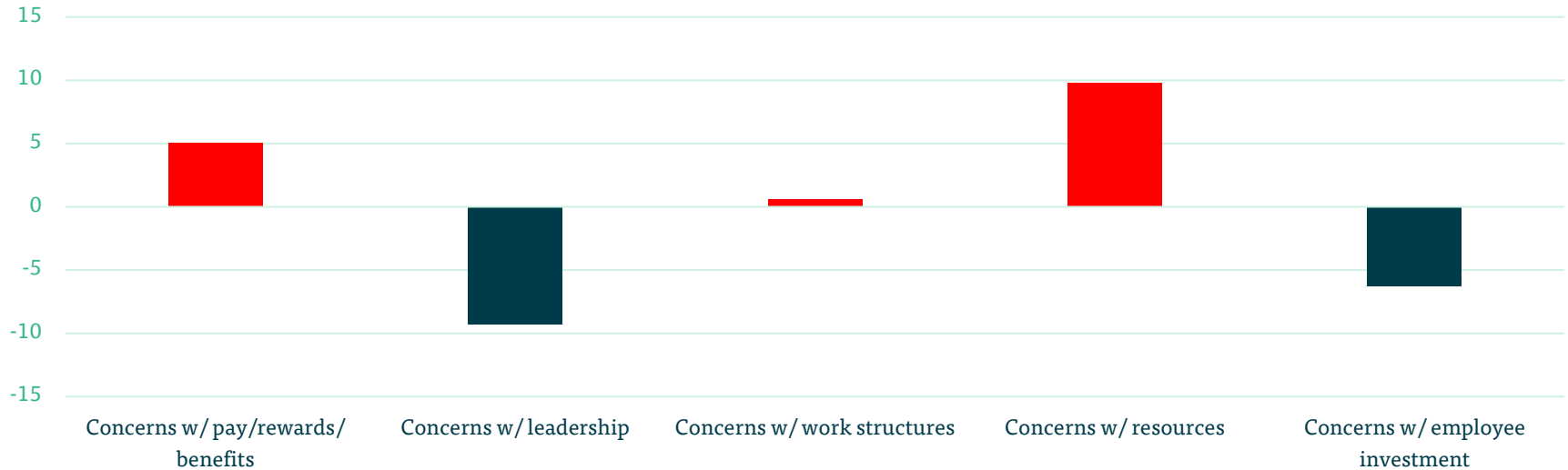


Missouri University of Science and Technology

# S&T Wish Actions

## Compare 2023-2024 Broad Categories



Percent Change in Broad Categories 2023-2024

# Overall Conclusions

## Three Years Worth of Data . . .

Still primarily concerns, with a noticeable increase in negative/sarcastic comments again

► Qualitative & Quantitative data combined – the needle is not being moved in a clear pattern/trajectory

More consistent messaging this year about need to value employees more

► Better pay/pay procedures, recognition, and more autonomy/trust the frontline in Top 5 wish codes

► Also, issues with inadequate equipment/resources reflected in both quantitative data (moved up as a primary constraint on ability to do work) and qualitative data (now a top 5 wish code)

Concerns with leadership broadly, but primarily through reduced mentions of need to improve strategy, went down

► Other concerns remained consistent

# Next Steps

Encourage Faculty Senate and Staff Council committees, as well as Leadership (e.g., Deans/VP/VC/SFA Leads), to consider "taking on" any of the strengths or concerns as part of their initiatives.

Changes won't happen without strategic action!

**MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY**
── ROLLA, MISSOURI ──

Volume XIX, Number 2
Minutes of the Faculty Senate Meeting
24 October 2024

1. Call to Order (2:00 PM) ............................................................... D. Westenberg
2. Roll Call ...................................................................................... J. Schlegel
   a. In attendance were S. Baur (online), A. Belfi, J. Burken, W. Fahrenholtz, D. Fischer, M. Gosnell, S. Hercula, M. Hilgers (proxy), K. Homan, W. Hu, A. Hurson, B. Kania-Goche, K. Krishnamurthy, A. Krolikowski, B. Lea, K. Liu, J. Porcel (online) M. Ringhausen (online), P. Runnion, C. Sabharwal (online), R. Schneider, S. Sedigh Sarvestani, P. Shamsi, L. Sotiriou-Leventis, S. Usman (proxy) H. Wen (online), D. Westenberg, J. Winiarz, A. Yamilov, M. Zawodniok.
   b. Absent were L. Alagha, V. Allada, S. Corns, D. Finke, U. Koylu, J. Mauer, W. Meeks, E.S. Park, W. Schonberg, J.C. Wang, B. Weir, D. Williamson.
3. Consent Agenda ......................................................................... D. Westenberg
   a. Approval of the 19 September 2024 Minutes
   b. Motion to approve CC and DC forms
   c. *Approved by voice vote with no dissentions.*
4. President's Report ...................................................................... D. Westenberg
   a. IFC
      I. General Counsel presented on freedom of expression.  Detailed discussion on responsibilities, and recommendations for faculty and students in the classroom and in scholarship vs. as a citizen.  We are planning to invite him to speak to the faculty senate next semester.
         • It was asked whether there was a new statement for academic pluralism, but it was clarified that there was nothing new and that the presentation was just clarification of existing guidelines.
      II. IT is exploring revisions to software procurement process to reduce turnaround time for 'click through' purchases.  Time is down to about 2 days, but IT is exploring other ways to speed up the review process.
      **III. If you have things that you would like brought up at IFC, please reach out to the Faculty Senate officers.**
   b. Campus matters
      I. Thank you to everyone who attended the October 2 General Faculty meeting and asked questions. The next meeting will be on December 3.  The take-home message was that we need better communication.  In meetings with leadership, we discussed clearly identifying who should be informed and consulted and making summaries of campus leadership meetings available on the Chancellor's web page.  There is also a need for more listening.
         • There is a suggestion to make it standard practice to separate the fall general faculty meeting and the Q&A into separate meetings due to the tendency of the new faculty introductions to cause the meeting to run long.

- It was asked if the Provost will be reviewed by faculty this year as he is retiring, and it was clarified that we reviewed him last year so there wouldn't be a review this year anyway.
- It was noted that the comments are no longer publicly posted to the Faculty Senate web page, and asked how a new person would access the review data relevant to the position. The data is available to the supervisor, who could provide that feedback.
- Feedback on the position should be separated from the feedback on the person, with the former being publicly available and the latter kept private.

II. The advising council is looking at best practices, communication, and professional development. They are also exploring a new tool called Stellic, with demonstrations today and Friday and opportunities to provide feedback. On teaching, the discussion is about ensuring the best instructors are teaching foundational courses. There has also been some discussion about faculty improvement plans, and a suggestion was made that Faculty Senate lead the effort to develop a strategy to identify and address poor teaching as required in the CRR.

- Recordings of the Stellic information sessions will be available.
- This is also a good example of poor planning and why administrators aren't getting quality feedback: asking advisors for feedback on this new software during advising week, the time of the semester when they are the busiest.
- It was asked what metric is used to determine poor teaching. Several factors go into it: SET scores less than 1.0 for an extended time, especially on the 'respect' question rather than the 'overall' question, comments from department chair's annual reviews, peer observations, formal complaints made, etc. Fewer than a dozen faculty were initially flagged. Conversations with department chairs removed a few faculty from the list for extenuating circumstances. The evaluation was holistic. The total number of faculty receiving improvement plans was fewer than 10. There is an effort to avoid using SETs as a primary source for this.
- It was asked whether sharing peer evaluations with chairs and others has been reconsidered, as some faculty have considered using peer evaluations to help them improve but are concerned that doing so will hurt them during the tenure/promotion process. Someone recommended to the Provost that he require them on the third-year review, but Tenure Policy Committee recommended that including it be encouraged but not required. The Provost accepted the TPC recommendation. It is not currently being reconsidered. Further concerns should be brought to the Provost. It was then clarified that the TPC did not believe that peer review results should be automatically shared with supervisors, but that this was implemented anyway. The concern from the Provost's office was that money was being spent on peer reviews, and it was frustrating that the results weren't being shared so the peer review program wasn't as effective as it could be. It was further suggested that formative and summative peer reviews be separated.

It was then noted that CAFE does offer informal peer reviews for this purpose, and that the same rubric used in formal peer reviews can be used during informal ones.

- On SETs and the 'overall' question, we are required by MO law to provide answers to four questions, but the law does not say what those four questions must be. The CET is meeting on that next week, so **please forward further comments to Jeff Schramm.**

III. Enrollment and room capacity working group is reviewing course caps, waitlist, and room assignments to determine if any existing practices are barriers to student retention and graduation. It will include faculty from each college.

IV. Work is being done to clarify procedures and define extenuating circumstances for student absences. Draft procedures are being shared with stakeholders, which should include the Student Affairs Committee.

V. We are exploring more administrative support for Faculty Senate committees.

- It was asked if staff support specifically for faculty senate was being considered to improve continuity among fewer people. It was clarified that the distributed support model, with committees receiving part-time support from a staff person in a relevant department on campus, is the preferred plan right now.

VI. Faculty/Staff Climate Survey qualitative results will be presented in November.

VII. There are several referrals being addressed.

- Aligning process for Emeritus status with the CRRs.
- Possible change to the start of the semester language in the CRR, from first Monday after 18 August to third Monday of August, to prevent the semester from ending later and causing problems with processing at the end of Fall semester.
- Ongoing concerns about teaching improvement plans.
- Monitoring of workload adjustments. Trying to look at current practices and identify if there are problems, and how to best address them. This can be difficult because of how much variation there is between departments.

   c. **Be involved, be engaged, do something!**

5. Campus Reports

   a. Student Council                                                      M. De La Hunt

      I. Current projects

- New student fee approval plan was approved and enacted on 26 September.
- Discussions were held at the past two student council meetings regarding class schedule reallocation. Student Council recommendation, by a vote of 29-56, is to not support the recommendation from the Provost in its current state: to begin enforcing the policy that no more than 50% of classes offered by a department be offered between 10am and 2pm.
- Faculty advisor elections were held on Tuesday. Dr. Shamsi was elected as the advisor for the next 4 years.
- The Registrar is now issuing Dean's List certificates electronically. This was initiated from the Registrar's office, Student Council plans to make an official statement on that process.

- Working with Staff Council, and potentially faculty Senate, on a joint committee to look into mascot modernization at the request of Chancellor Dehghani. There is no current recommendation on whether a change is necessary.

II. Student fee referendum is likely coming. A bill has been introduced in Student Council and is under discussion that would increase student fees and approve student-funded projects. Second reading is set for 5 November, but due to changes it will probably not be passed at that time. Once it is approved the referendum date will be announced. Students are encouraged to vote, but forcing or coercing students to vote is not permitted. Faculty and staff are permitted to hold/publish an official stance on the referendum.

6. Reports of Standing Committees

   a. Budgetary Affairs                                                                              B. Lea

   I. The top issue from the last BAC meeting was the strategic budget reallocation. The amount recovered from each division on campus was presented, as provided by VCFO. The estimated investment in various strategic focus areas was also presented, including the responsible person(s) for each area. Several groups have indicated that they were disenfranchised from the discussion, so BAC would like to propose a new process to improve engagement, transparency, and accountability. This is in progress, and the BAC would love to have feedback.

      - The proposed process starts in February each year with presentation of the reallocation plan by VCFO to BAC, who then report their findings at the February Faculty Senate meeting and solicit feedback from faculty. The BAC then reviews campus feedback and communicates with VCFO, who then updates plans and actions in conjunction with campus leadership if needed. The BAC reports the updated plan at the April Faculty Senate meeting, and the division leadership receives notification of the reallocation plan and timeline. Then in August of each year, the VCFO provides the BAC with a final report on the strategic investment fund use to the BAC, including budgeted vs. actual expenses, accountability Key Performance Indicators (KPIs), etc. In September the BAC reviews the report, updates the accountability KPIs for the next cycle and develops an improvement plan if needed, and reports their findings at the September Faculty Senate meeting.

      - BAC will initiate communication with constituents across campus to determine next steps.

   b. Question & Answer with VCFO Alysha O'Neil

   I. Preliminary comments included that most of the $4.8M will be spent on a reimbursement basis - they will wait until the money is spent before the provide it. Updates to the expected distribution will be provided for the next BAC meeting.

   II. Isn't this rewarding people who overspend their budgets?

      - We have checks and balances in place to ensure leaders are being responsible for our funds, that is something we will have to keep an eye on.

III. What is the $500k set aside for space utilization strategy?
- People are moving around as buildings get updated. This money is for permanent improvements to spaces and buildings that will help not only for this process, but long term.

IV. Is there a proposal mechanism? We are now behind on our strategic equipment purchases/repairs because some of the money was reallocated, so how can we request funds for our strategic initiatives? The direct emailing of the responsible people may not be the best way to use their time.
- You need to work with the person responsible for each strategic focus area, as well as the division leads. Each responsible person is responsible for developing their own process, so you need to reach out to them directly.

V. Why are the responsible parties not aligned with the strategic plan leadership in those areas? Those people should be involved in spending that money.
- The responsible parties should be reaching out to SFA leads. It was noted that there is no mechanism for that discussed.

VI. The comment that we were 'saving money for a rainy day' is insulting. We had plans for that money. We needed that for things in our own long-term strategic plans because we don't get enough money to cover what we have been asked to do.

VII. By reallocating this money, the administration is showing that they don't trust the faculty to use the money for their departments' strategic needs. This process also creates an incentive for unnecessary competition and antagonism between departments.

VIII. It seems that initiatives like this discourage contingency planning, do we have contingency funds available for departments?
- There are contingency funds at the University level, a certain amount of reserves are required. To access contingency funds, departments make a budget request through the Deans.
- It was noted that the departments get the same thing every year no matter what they request, and it isn't enough.

c. Emerging issues and referrals
I. BAC will review the potential budget impact of international travel and miscellaneous instruction funding, as discussed in the September Department Chairs Council meeting.

d. Financial position
I. BAC reviewed the annual financial reports and operating budget reports. Developing an effective and meaningful way to communicate financial information is an ongoing process. For FY2025, net operating income is slightly down (mostly due to salary increases) but non-operating revenue is up (mostly due to capital appropriations and grants and capital gifts). VCFO will provide an update on budget changes and the S&T scorecard starting in November. BAC is also working on making financial statements available for faculty through Power BI. VCFO is working on creating a new dashboard. BAC

is working on determining KPIs and analyzing trends.  Potential KPIs include administrative cost ratio, instruction cost ratio, and research cost ratio as diagnostic indicators.  Continuing to work on potential leading indicators.

    e.  Next topic request due date is 4 November, for the 6 November BAC meeting.  The committee already plans to discuss topic priorities, data collection timelines, and communication plans.

7.  Unfinished Business                                       D. Westenberg

    a.  None

8.  New Business                                             D. Westenberg

    a.  None

9.  Q&A with the Provost                                     C. Potts

    a.  In preliminary comments, it was clarified that the Provost is listed as a responsible person on several funding areas for strategic reallocation. Some include delicate negotiations. Some of the money is being allocated to support spousal hires and other activities.

    b.  On CET recommending against having peer evaluations sent directly to chairs, the Provost is willing to revisit that.  Faculty have long asked for a more balanced way of evaluating teaching without relying so heavily on SETs.  Are peer reviews better than SETs, and do we want them as part of the evaluation, or would we rather just rely on SETs?  We can revisit this and find some middle ground, but that decision must be made.  Further, nothing prevents faculty from having informal, formative student feedback or peer assessment/feedback during their course.

        I.  A faculty member noted that on P&T committee, peer evaluations are helpful but taken with a grain of salt.  More weight is placed on external evaluators as an independent assessment.

        II.  All the external evaluator has is the information submitted by the applicant in their package, so their input is best served in scholarship in most cases.  In general, we must rely on what we have available. While it isn't perfect, if you have suggestions please reach out to CET.

    c.  There are differences between "You have to/are encouraged to submit a peer evaluation in your dossier" and automatically sharing the results with the chair.  It is important to have both private, formative assessments and summative assessments for the dossier.

        I.  We can take it off the table except for promotion and tenure and post-tenure review, but then annual evaluations will rely mostly on SETs.

    d.  We just need to be clear about which peer reviews are formative, for faculty only, and which are summative and shared with the chair.

        I.  CAFE is available for informal peer evaluations that don't go to the chair. They don't use the same rubric, but they could.

10.  Announcements                                               D. Westenberg

    a.  Next Wednesday TEDx will be here, with food from Los Arcos and lots of great presentations

    b.  This weekend is Homecoming. Volleyball has a game Friday at 6pm for Hawaiian shirt night, and Saturday at 5pm for Star Wars night.

11.  Adjourn (3:40 PM)

Respectfully submitted,

Joshua Schlegel

Secretary | Faculty Senate