



Missouri University of Science and Technology

Faculty Senate Meeting

Innovation Lab and Online

18 June 2026

Meeting procedure

- Only Senators (or their proxies) present in person count toward a quorum
 - Two-thirds of the voting membership constitutes a quorum
- Only Senators (or their proxies) present in person may vote
- The chair will recognize members of the Senate (including proxies and ex-officio members) for the purposes of motions and debate
- Members are requested to wait for recognition before speaking
 - Please wait for the microphone

I. Call to Order

P. Runnion, President

II. Roll Call

F. Han, Secretary

III. Consent Agenda

P. Runnion

Consent Agenda – 6/18/2026

Curriculum Committee Report

*) Approval of CC and PC forms

Approval of the 14 May 2026 Minutes

IV. President's Report

P. Runnion

NTT Rolling Contracts resolution

- Adopted at March meeting
- Has been formally presented to the Chancellor and Provost
 - Response from both has been positive
 - Still a few things to resolve, but progress is being made
 - Expect an update in July
 - The Provost would have likely given an update today, but he's in Europe.

Bylaws Updates

- The bylaws changes that we approved are on the consent agenda for next week's Board of Curators meeting
 - I will send an update once I know the results

IFC Updates

- Final meeting of the year was May 11 in Columbia
 - H1B Visa discussion
 - Some of you have asked about rumors regarding changes to hiring using H1B visas
 - There was a confidential discussion of this issue at IFC
 - Very few details were available, even in a confidential discussion, at this time
 - Discussions have been ongoing, and it seems that we may have more flexibility that originally feared
 - We will continue to monitor this issue and will likely be able to discuss at the June Senate meeting

IFC Updates

- 2026-2027 Meeting Locations
 - In recent years, IFC has been held either in Columbia or on Zoom
 - Proposal: Hold some meetings in person on the other three campuses
 - April 2027 – S&T hosts IFC
 - Day before Curators meeting
 - This is a good way to remind our colleagues in Columbia that we exist

Title II – Digital Accessibility

- Deadline has been extended to April 2027
 - Extra time to complete a task is often good, except when it isn't
 - Don't lose sight of this issue!
 - Continue to focus on making your courses digitally accessible

Summer Textbook/Bookstore Concerns

- In May, I was made aware of Summer 2026 bookstore concerns
 - Equitable Access: A bookstore pricing and delivery model in which all students pay a flat fee (frequently tied to the number of credit hours taken) billed to the student account for required course materials.
 - S&T's Miner Book Bundle
 - Inclusive Access: A bookstore pricing and delivery model in which required digital materials are provided automatically, with pricing based on the specific materials required.
 - What S&T did before Barnes and Noble was brought in
 - Both are designed to give students Day 1 access to materials

Summer Textbook/Bookstore Concerns

- Summer 2026 students are not being given access to either Inclusive Access or Equitable Access pricing/delivery models.
 - This requires students to register for digital courseware using a code rather than automatically having access when they log in to Canvas
 - This inconsistency is very confusing for students and caused delays at the start of the summer term
 - Delayed onboarding into online courseware is a particular challenge for online courses
 - This has resulted in higher costs for students

Student Academic Regulations proposal

- A proposal to change Section IX (Unsatisfactory Work) of the Student Academic Regulations has been received
 - We have not had time to fully digest this proposal
 - This will likely result in a special Senate meeting in July

Officer Plans for AY26-27

- Frank Han will be stepping down as an officer by the end of December
- We are working on adjusting plans for the 2026-2027 year (and beyond)

Questions to Consider

- What is Faculty Senate?
- What do we want Faculty Senate to be?
- What do we want Faculty Senate to accomplish?
- What can we do to help Faculty Senate thrive over the next 5-10 years?

This is not a one-day discussion. Stay tuned – Josh has big plans for next year!

V. Elections

D. Westenberg

VI. Campus Reports

A. Staff Council

M. Evans

VI. Campus Reports

B. Student Council

R. Benjamin

VI. Campus Reports

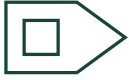
C. Council of Graduate Students

VII. Committee Reports

VII. Committee Reports

A. Administrative Review

K. Erickson



Agenda

VII. Committee Reports

A. Administrative Review

K. Erickson

2025-2026 Members

Kelvin Erickson, Chair

Bih-Ru Lea

Kelly Liu

Jorge Porcel

Matt Thimgan



Timeline of Process

Action	Time
Review list to faculty senate for approval	November 20, 2025
Job descriptions	Nov/Dec 2025
Development of questionnaires	
Questionnaires to FS for review/approval	December 18, 2025
Statement of accomplishments due	February, 2026
Review of administrators	March 9 - March 20
Results to FS officers	Early May
Results shared with reviewees	Late May
Final report to FS	June 18

Positions Approved for Review

- ▶ Vice Chancellor for Student Success (Gore)
- ▶ Executive Director of Operations for the Kummer Institute (Brow)
- ▶ Chief Information Officer (Robbins)
- ▶ Chief Institutional Research Officer (Jones)
- ▶ Provost (Harris)
- ▶ Director for Academic Operations, Accreditation, and Assessment (Raper)
- ▶ Vice Provost and Dean Kummer College (Sterling)

The Review Process

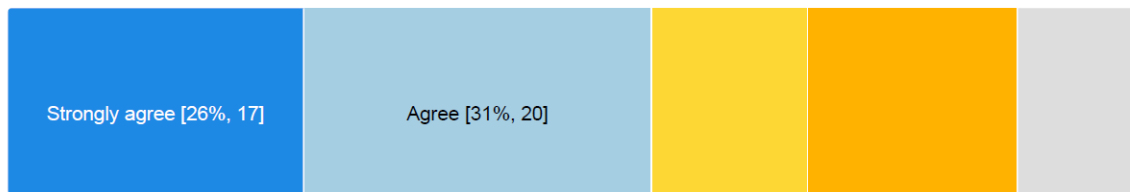
- The surveys were loaded onto Qualtrics after being tested extensively to ensure that the surveys worked on all platforms, maintained confidentiality, and could only be completed once by an individual.
- The surveys were conducted between March 9 and March 27. Multiple reminders were sent out via email and eConnection.
- The reports were downloaded and reviewed by the ARC and then by FS Officers on April 29 to identify any inappropriate comments and comments that could reveal the identity of the person completing the review.
- The reports were delivered by Kelvin and Paul Runnion in May to the individuals reviewed.
- The reports were also emailed by Kelvin to their respective supervisor.

VC Student Success – Robin Gore

Example: Significantly increasing undergraduate student retention and four- and six-year graduation rates.

Positive

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Significantly increasing undergraduate student retention and four- and six-year graduation rates.	1.00	5.00	2.57	1.34	1.78	65



■ Strongly agree [26%, 17] ■ Agree [31%, 20] ■ Disagree [14%, 9] ■ Strongly disagree [18%, 12]
■ Insufficient information / unsure [11%, 7]

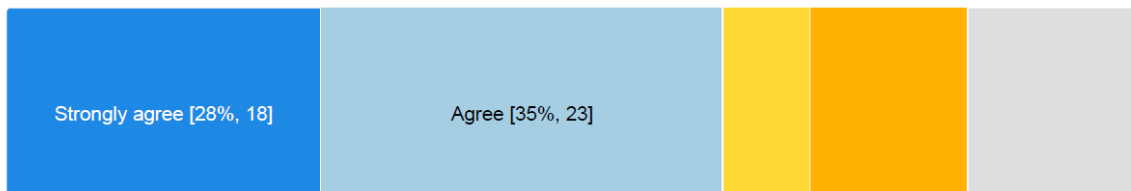
57% agree/strongly agree 32% disagree/strongly disagree
65 responses out of 370 eligible (18%)

VC Student Success – Robin Gore

Example:
Positive

3. Effectively ensures compliance with policies, procedures, and regulations related to student success.

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
3. Effectively ensures compliance with policies, procedures, and regulations related to student success.	1.00	5.00	2.54	1.42	2.00	65



Strongly agree [28%, 18] Agree [35%, 23] Disagree [8%, 5] Strongly disagree [14%, 9]
Insufficient information / unsure [15%, 10]

63% agree/strongly agree 22% disagree/strongly disagree

VC Student Success – Robin Gore

Example:
Less
Positive

Increasing enrollment of students to 8,000 undergraduates and 4,000 graduate students by 2030.

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Increasing enrollment of students to 8,000 undergraduates and 4,000 graduate students by 2030.	1.00	5.00	2.69	1.32	1.75	65



Strongly agree [25%, 16] Agree [25%, 16] Disagree [17%, 11] Strongly disagree [25%, 16]
Insufficient information / unsure [9%, 6]

50% agree/strongly agree 42% disagree/strongly disagree

VC Student Success – Robin Gore

Overall

Overall Assessment: Dr. Robin Gore should be retained in the position as the Vice Chancellor of for Student Success.

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Overall Assessment Dr. Robin Gore should be retained in the position as the Vice Chancellor of for Student Success.	1.00	2.00	1.35	0.48	0.23	63



63 responses out of 370 eligible (17%)

VC Student Success – Robin Gore – 20 comments

Positive

- Game changer
- Showing results in student success

Negative

- Redundant position
- Questions about leadership
- Concerns about advising restructuring

Suggested Actions

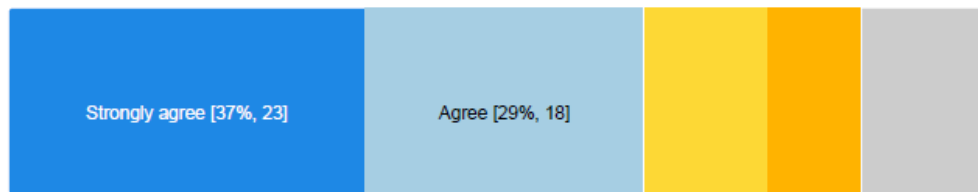
- Meet with academic departments to maintain visibility and ask how her office can meet their goals.

Exec. Dir. Oper. Kummer Institute – Richard Brow

Example:
Positive

Effectively provides oversight of the Kummer Institute's operations and functional integration with other campus units.

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Effectively provides oversight of the Kummer Institute's operations and functional integration with other campus units.	1.00	5.00	2.33	1.38	1.90	63



Strongly agree [37%, 23] Agree [29%, 18] Disagree [13%, 8] Strongly disagree [10%, 6]
Insufficient information / unsure [13%, 8]

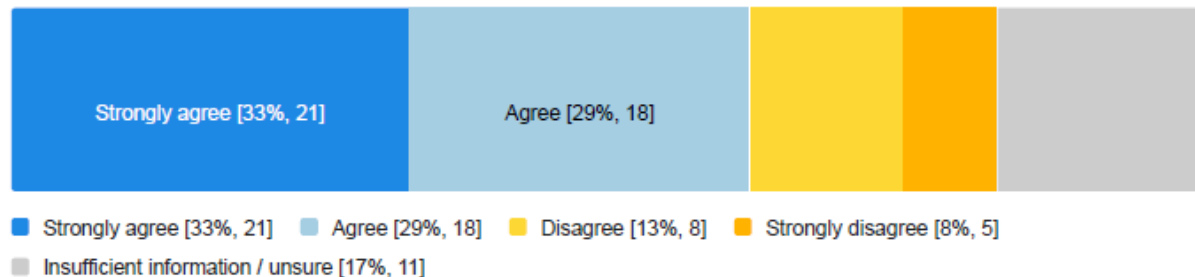
66% agree/strongly agree 23% disagree/strongly disagree
63 responses out of 370 eligible (17%)

EDO Kummer Institute – Richard Brow

Example: Effectively provides fiscal oversight of the Kummer Institute.

Positive

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Effectively provides fiscal oversight of the Kummer Institute.	1.00	5.00	2.48	1.46	2.12	63



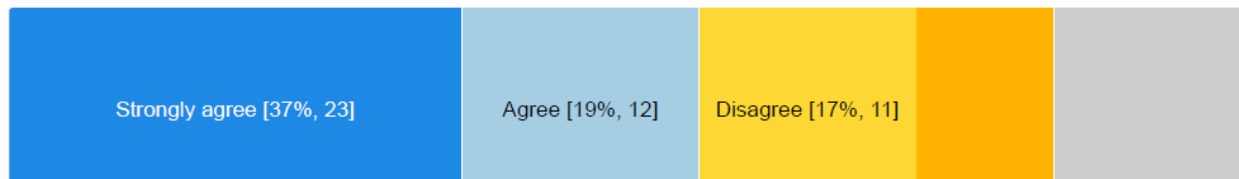
62% agree/strongly agree 21% disagree/strongly disagree

EDO Kummer Institute – Richard Brow

Example: Effectively identifies programmatic opportunities that benefit Missouri S&T.

Less
Positive

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Effectively identifies programmatic opportunities that benefit Missouri S&T.	1.00	5.00	2.51	1.47	2.15	63



Strongly agree [37%, 23] Agree [19%, 12] Disagree [17%, 11] Strongly disagree [11%, 7]
Insufficient information / unsure [16%, 10]

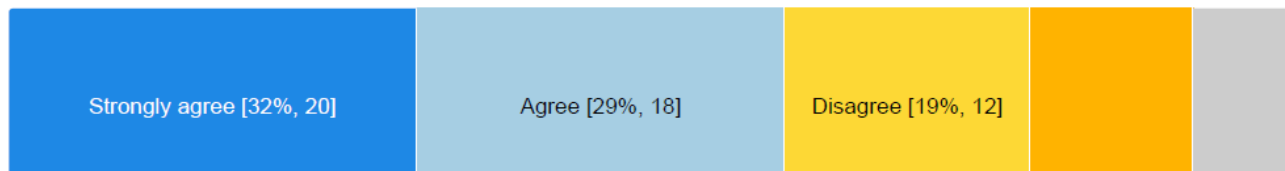
56% agree/strongly agree 28% disagree/strongly disagree

EDO Kummer Institute – Richard Brow

Example: Effectively interacts and communicates with faculty, staff, and other on- and off-campus constituents in a collegial manner.

Less
Positive

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Effectively interacts and communicates with faculty, staff, and other on- and off-campus constituents in a collegial manner.	1.00	5.00	2.37	1.26	1.60	63



Strongly agree [32%, 20] Agree [29%, 18] Disagree [19%, 12] Strongly disagree [13%, 8]
Insufficient information / unsure [8%, 5]

61% agree/strongly agree 32% disagree/strongly disagree

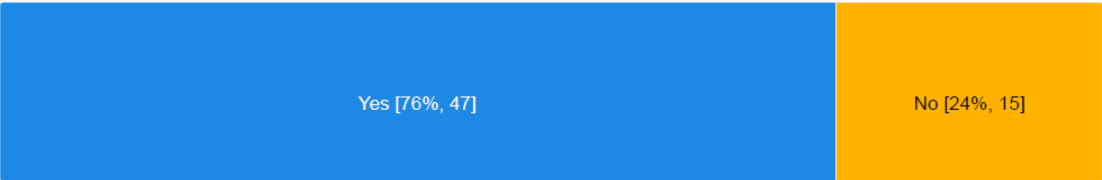
EDO Kummer Institute – Richard Brow

Overall

Overall Assessment Dr. Richard Brow should be retained in the position as Executive Director of Operations of the Kummer Institute for Student Success, Research, and Economic Development.

62 Responses

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Overall Assessment Dr. Richard Brow should be retained in the position as Executive Director of Operations of the Kummer Institute for Student Success, Research, and Economic Development.	1.00	2.00	1.24	0.43	0.18	62



62 responses out of 370 eligible (17%)

EDO Kummer Institute – Richard Brow – 20 comments

Positive

- Approachable
- Servant leader
- Only administrator doing his job

Negative

- Has not “moved the needle” the Kummer Institute
- Seldom visible
- Position not needed

Suggested Actions

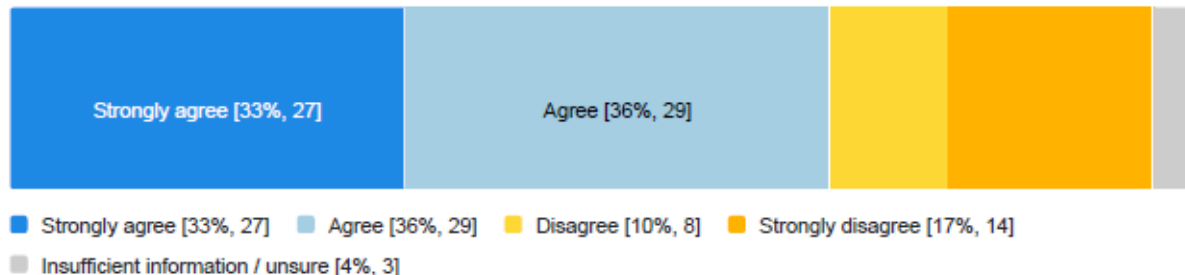
- Focus on activities that contribute to R1 status.

CIO – Barry Robbins

Example:
Positive

Develops a comprehensive information technology strategic plan

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Develops a comprehensive information technology strategic plan	1.00	5.00	2.22	1.19	1.41	81



69% agree/strongly agree 27% disagree/strongly disagree
81 responses out of 370 eligible (22%)

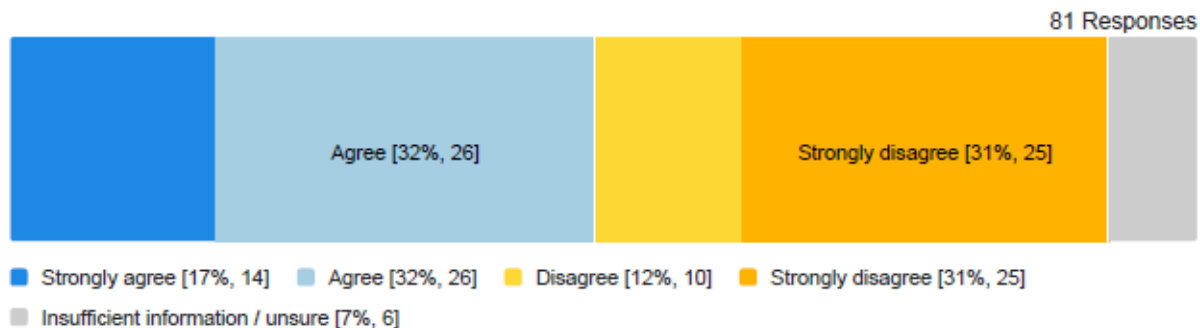
CIO – Barry Robbins

Example:

Less
Positive

Provides IT service management and support for the research mission of the campus

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Provides IT service management and support for the research mission of the campus	1.00	5.00	2.79	1.25	1.57	81



49% agree/strongly agree 45% disagree/strongly disagree

CIO – Barry Robbins

Overall

Overall Performance: Dr. Barry Robbins should be retained in his position as the Chief Information Officer.

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Overall Performance Dr. Barry Robbins should be retained in his position as the Chief Information Officer.	1.00	2.00	1.37	0.48	0.23	78



78 responses out of 370 eligible (21%)

CIO – Barry Robbins – 46 comments

Positive

- Students that staff customer-facing support are very helpful
- Some thought he is doing well and many of IT's problems are legacy from the past

Negative

- IT is a barrier to getting things done
- Culture of support disconnected from campus
- Time to approve software purchases too long

Suggested Actions

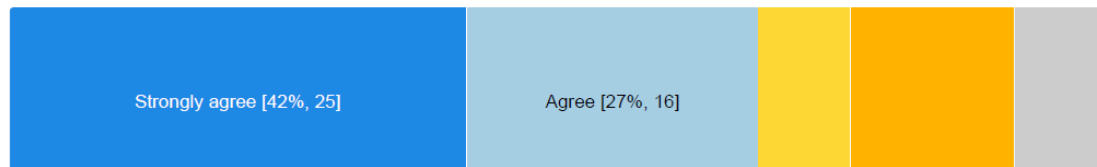
- Regular communications with faculty/staff beyond policy changes
- Reduce time for software purchase review

Assoc. VC Inst. Eff. & CIRO – R. Wayne Jones

Example:
Positive

Effectively provides strategic leadership for a comprehensive institutional effectiveness program that integrates planning, institutional research, analytics, continuous improvement, and business intelligence.

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Effectively provides strategic leadership for a comprehensive institutional effectiveness program that integrates planning, institutional research, analytics, continuous improvement, and business intelligence.	1.00	5.00	2.22	1.34	1.80	60



Strongly agree [42%, 25] Agree [27%, 16] Disagree [8%, 5] Strongly disagree [15%, 9]
Insufficient information / unsure [8%, 5]

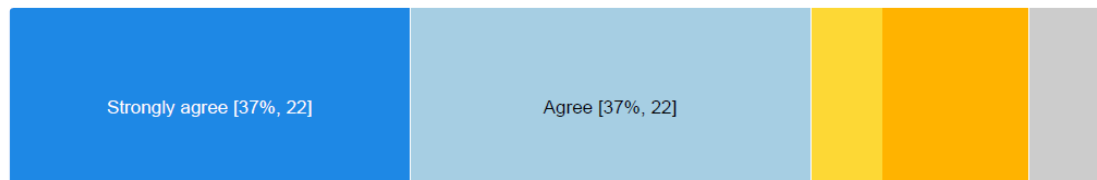
69% agree/strongly agree 23% disagree/strongly disagree
58 responses out of 370 eligible (16%)

Assoc. VC Inst. Eff. & CIRO – R. Wayne Jones

Example:
Positive

Effectively designs, implements, and communicates data-informed strategies that integrate analytics, organizational tactics, and stakeholder collaboration to advance institutional priorities.

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Effectively designs, implements, and communicates data-informed strategies that integrate analytics, organizational tactics, and stakeholder collaboration to advance institutional priorities.	1.00	5.00	2.17	1.24	1.54	60



Strongly agree [37%, 22] Agree [37%, 22] Disagree [7%, 4] Strongly disagree [13%, 8]
Insufficient information / unsure [7%, 4]

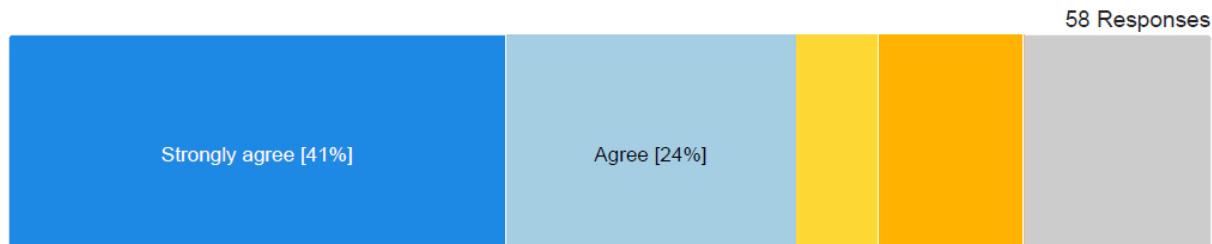
74% agree/strongly agree 20% disagree/strongly disagree

Assoc. VC Inst. Eff. & CIRO – R. Wayne Jones

Example:
Less
Positive

Effectively interacts and communicates with faculty, staff, Committee members, and other on- and off-campus constituents in a collegial manner.

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Effectively interacts and communicates with faculty, staff, Committee members, and other on- and off-campus constituents in a collegial manner.	1.00	5.00	2.36	1.49	2.23	58

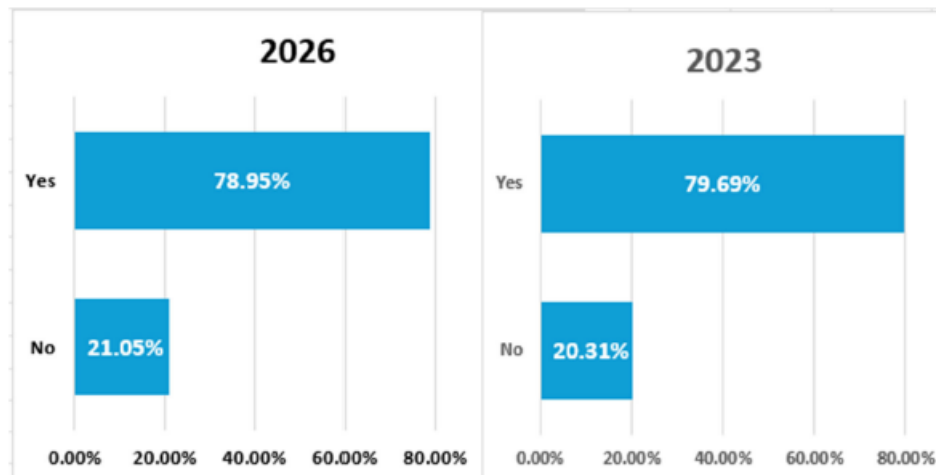


65% agree/strongly agree 19% disagree/strongly disagree

Assoc. VC Inst. Eff. & CIRO – R. Wayne Jones

Overall

Overall Assessment: Dr. Wayne Jones should be retained in the position as the Associate Vice Chancellor of Institutional Effectiveness and Chief Institutional Research Officer of the Missouri University of Science and Technology.



64 responses out of 370 eligible (17%)

Assoc. VC Inst. Eff. & CIRO – R. Wayne Jones – 20 comments

Positive

- Outstanding leader
- Doing a good job
- Wayne and his team provide an essential service

Negative

- Redundant position

Suggested Actions

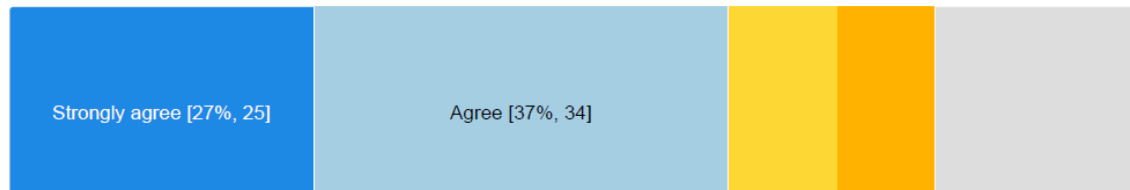
- Meet with academic departments to describe what his office provides and ask what else would be useful to the faculty.

Provost – John Harris

Example: (2) Effectively leading the effort to significantly increase undergraduate student retention and four- and six-year graduation rates.

Positive

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Effectively leading the effort to significantly increase undergraduate student retention and four- and six-year graduation rates.	1.00	5.00	2.55	1.43	2.05	93



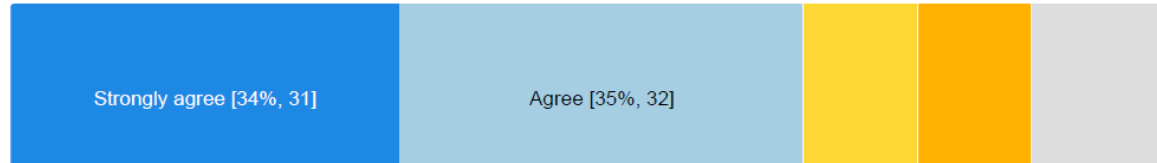
■ Strongly agree [27%, 25] ■ Agree [37%, 34] ■ Disagree [10%, 9] ■ Strongly disagree [9%, 8]
■ Insufficient information / unsure [18%, 17]

64% agree/strongly agree 19% disagree/strongly disagree
93 responses out of 370 eligible (25%)

Provost – John Harris

Example: (4) Maintain S&T's research and scholarly profile to sustain status as a Carnegie "R1" school within the decade.
Positive

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Maintain S&T's research and scholarly profile to sustain status as a Carnegie "R1" school.	1.00	5.00	2.32	1.34	1.80	92



Strongly agree [34%, 31] Agree [35%, 32] Disagree [10%, 9] Strongly disagree [10%, 9]
Insufficient information / unsure [12%, 11]

69% agree/strongly agree 20% disagree/strongly disagree

Provost – John Harris

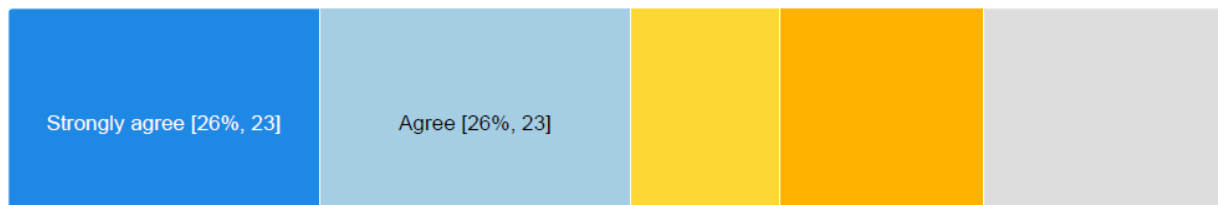
Example:

Less

Positive

(4) Effectively recruits and retains talented faculty, student, and staff.

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Effectively recruits and retains talented faculty, student, and staff.	1.00	5.00	2.80	1.48	2.20	90



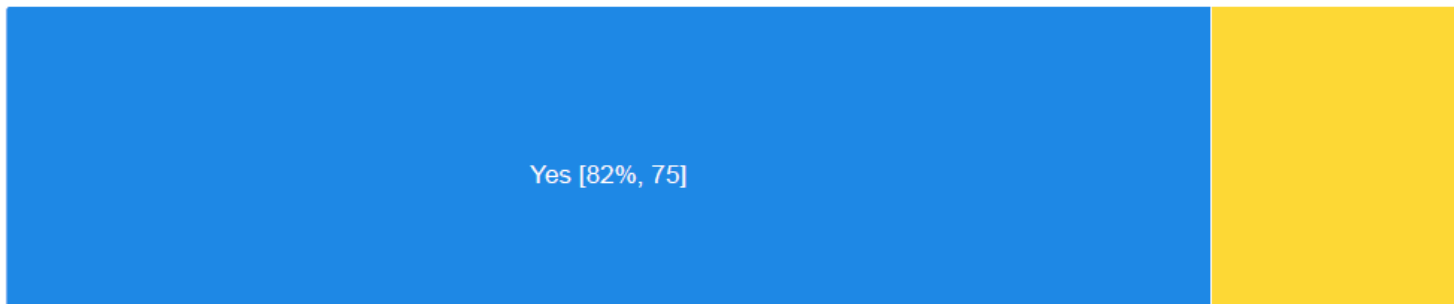
■ Strongly agree [26%, 23] ■ Agree [26%, 23] ■ Disagree [12%, 11] ■ Strongly disagree [17%, 15]
■ Insufficient information / unsure [20%, 18]

52% agree/strongly agree 29% disagree/strongly disagree

Provost – John Harris

Overall

Overall Performance Dr. John Harris should be retained in his position as the Provost and Executive Vice Chancellor for Academic Affairs and Interim Vice Provost for Graduate Education.



■ Yes [82%, 75] ■ No [18%, 16]

91 responses out of 370 eligible (25%)

Provost – John Harris – 21 comments

Positive

- Visionary leader
- Willing to listen
- Significant improvement in operations

Negative

- Not long enough in position to judge
- It is unclear to me what this role has achieved

Suggested Actions

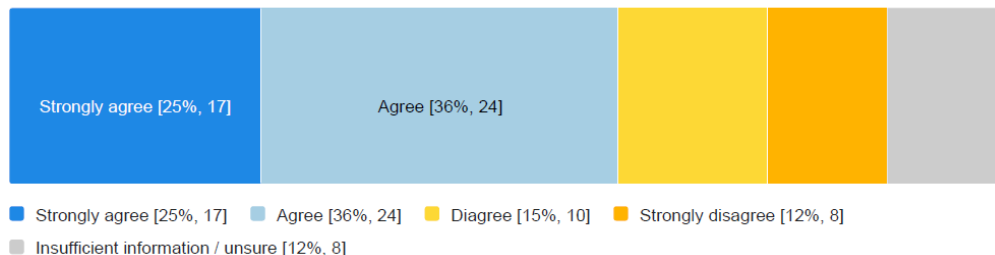
- Continue to focus on faculty/staff environment.

Dir. Acad. Oper. Accred. Assess. – Steve Raper

Example:
Positive

Effectively oversees the accreditation process for both ABET (Accreditation Board for Engineering and Technology) and HLC (Higher Learning Commission).

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Effectively oversees the accreditation process for both ABET (Accreditation Board for Engineering and Technology) and HLC (Higher Learning Commission).	1.00	5.00	2.49	1.31	1.71	67



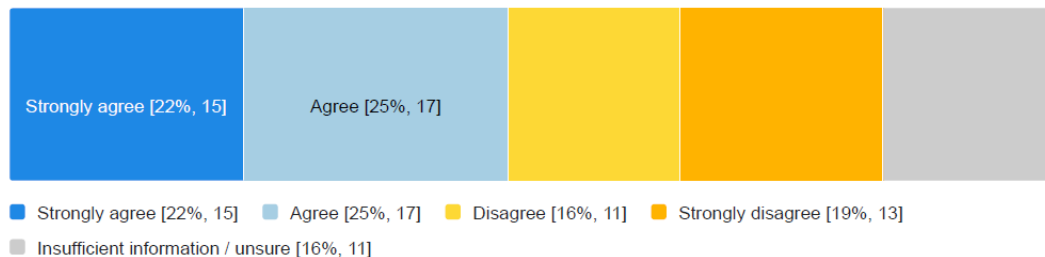
61% agree/strongly agree 27% disagree/strongly disagree
67 responses out of 370 eligible (18%)

Dir. Acad. Oper. Accred. Assess. – Steve Raper

Example:
Less
Positive

Effectively works with the registrar, colleges, and departments on matters related to policies and procedures that affect academic operations and accreditation requirements.

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Effectively works with the registrar, colleges, and departments on matters related to policies and procedures that affect academic operations and accreditation requirements.	1.00	5.00	2.82	1.40	1.97	67



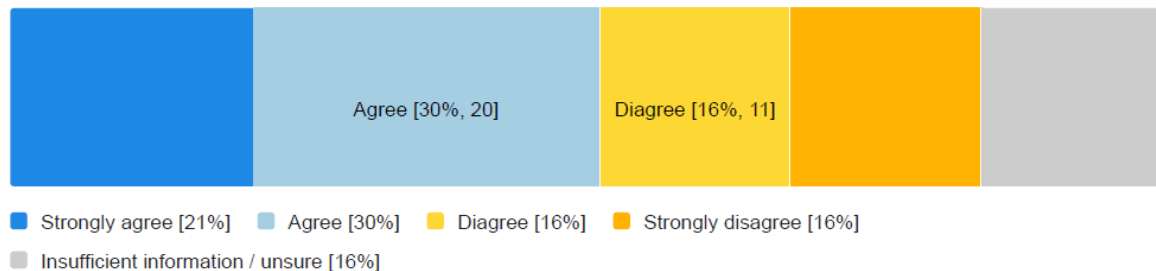
47% agree/strongly agree 35% disagree/strongly disagree

Dir. Acad. Oper. Accred. Assess. – Steve Raper

Example:
Less
Positive

Effectively oversees the degree and program processes including new degrees, certificates, and emphasis areas.

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Effectively oversees the degree and program processes including new degrees, certificates, and emphasis areas.	1.00	5.00	2.78	1.38	1.91	67



51% agree/strongly agree 32% disagree/strongly disagree

Dir. Acad. Oper. Accred. Assess. – Steve Raper

Overall Overall Assessment Dr. Steve Raper should be retained in the position as Director of Academic Operations, Accreditation and Assessment.

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Overall Assessment Dr. Steve Raper should be retained in the position as Director of Academic Operations, Accreditation and Assessment.	1.00	2.00	1.43	0.50	0.25	65



65 responses out of 370 eligible (18%)

Dir. Acad. Oper. Accred. Assess. – Steve Raper– 18 comments

Positive

- Doing a good job
- Cares about university and its success

Negative

- Has Leadership concerns
- HLC not going anywhere

Suggested Actions

- Have somewhat regular communication to faculty about HLC and ABET.

Dean Kummer College – James Sterling

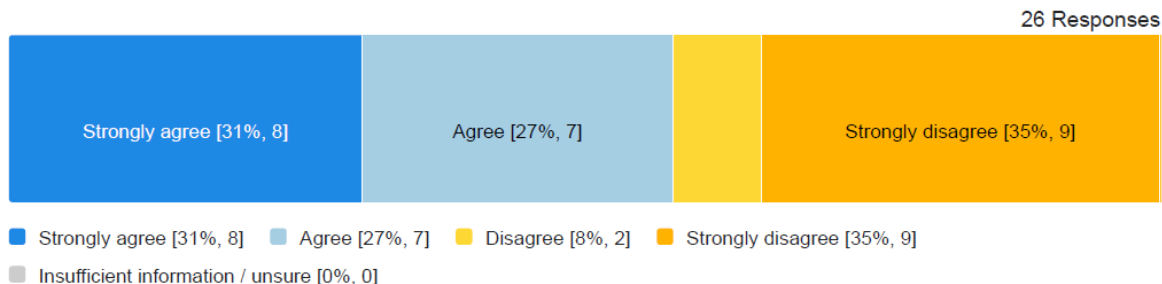
Example:

Positive

Interacts effectively in a collegial manner with faculty, staff, students, and on and off-campus constituents.

26 Responses

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Interacts effectively in a collegial manner with faculty, staff, students, and on and off-campus constituents.	1.00	4.00	2.46	1.25	1.56	26



58% agree/strongly agree 43% disagree/strongly disagree
26 responses out of 46 eligible (57%)

Dean Kummer College – James Sterling

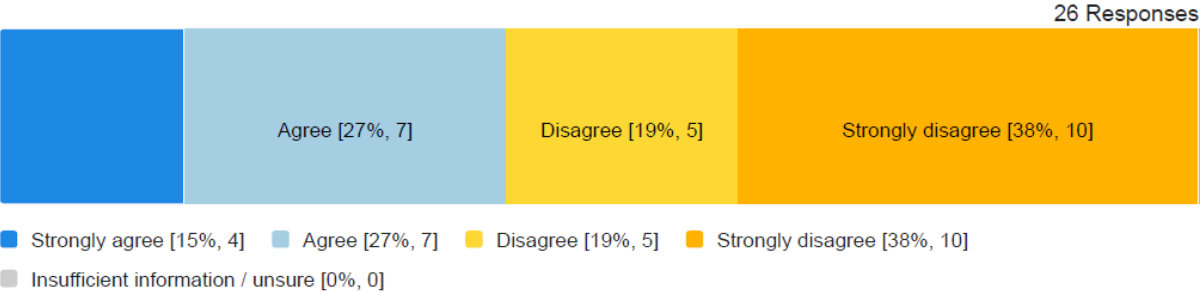
3. Is an effective communicator

Example:
Less
Positive

Works collaboratively and effectively with the academic units and non-academic units.

26 Responses

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Works collaboratively and effectively with the academic units and non-academic units.	1.00	4.00	2.81	1.11	1.23	26



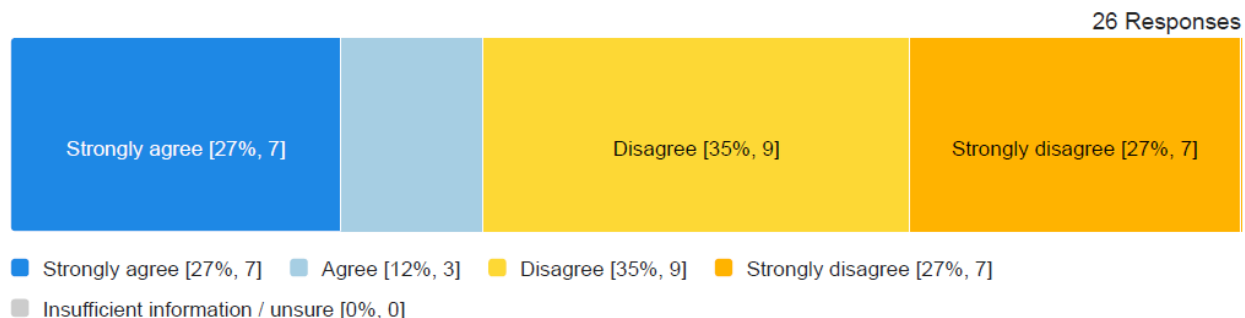
42% agree/strongly agree 57% disagree/strongly disagree

Dean Kummer College – James Sterling

Example: Effectively models the University's values of lifelong success, creativity, integrity, sustainability, partnerships and inclusion.

Less
Positive

26 Responses						
Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Effectively models the University's values of lifelong success, creativity, integrity, sustainability, partnerships and inclusion.	1.00	4.00	2.62	1.15	1.31	26



39% agree/strongly agree 62% disagree/strongly disagree

Dean Kummer College – James Sterling

Overall

Overall Assessment Dr. James Sterling should be retained in the position as the Vice Provost and Dean of the Kummer College of Innovation, Entrepreneurship, and Economic Development of the Missouri University of Science and Technology.

26 Responses

Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Overall Assessment Dr. James Sterling should be retained in the position as the the Vice Provost and Dean of the Kummer College of Innovation, Entrepreneurship, and Economic Development of Missouri University of Science and Technology.	1.00	2.00	1.46	0.50	0.25	26

26 Responses



26 responses out of 46 eligible (57%)

Dean Kummer College – James Sterling – 20 comments

Positive

- Supports faculty.
- Acknowledges difficulty of managing chairs of departments

Negative

- Needs to improve communication.
- Needs to earn back trust.
- Indecisive.
- Shared governance is a problem.
- Unhealthy faculty/staff environment

Suggested Actions

- Consistent planned communication with the faculty and staff of the school.

Follow Up on Positions Reviewed in 2025

- ▶ Chancellor
- ▶ Vice Chancellor for Research & Innovation
- ▶ Vice Chancellor for University Advancement
- ▶ Vice Chancellor of Strategic Initiatives
- ▶ Vice Provost and Dean of CASE
- ▶ Vice Provost and Dean of CEC
- ▶ Vice Provost of Enrollment Management (no longer at S&T)

Chancellor Dehghani

Suggested Actions

- Delegate more to direct reports.
- Take steps to enhance shared governance with the faculty, such as seeking faculty opinions before making major initiatives or policy changes.
- Promote more messages about the people and less about the new buildings.

Chancellor Dehghani

Actions

- With Dr. John Harris now serving as provost and chief academic officer, academic and enrollment decisions are being led through his office. Decisions are being made closer to the areas of responsibility.
- This year I have made a point of discussing major initiatives, proposed policy changes, and campus issues with the Faculty Senate president and officers before moving forward.
- I have more intentionally highlighted campus programs, both academic and operational, as well as the faculty, staff, students, alumni, and partners who make Missouri S&T exceptional. Over the past year, my campus presentations and Friday messages have included more examples of the people behind our progress.

Note: The summary was followed by 3 pages of specific actions.

VC Research & Innov. – Kamal Khayat

Suggested Action

- More oversight of OSP operations

VC Research & Innov. – Kamal Khayat

Actions

- Launched OSP Taskforce Committee to evaluate and improve operational efficiency
 - Short-term: Process mapping, communication improvements and changes to OSP proposal timelines. Added 2 pre-award positions
 - Medium-term: Workflow redesign, additional guidance documents, improved turnaround times
 - Long-term: Systems modernization, staffing alignment, sustained performance metrics
- Hired Asst. VC Research & Innovation to support initiatives and OSP operational improvements

VC Research & Innov. – Kamal Khayat

Other Actions

- Established 3 curated funding booklets (Corporate Funding, Federal Grants, and Philanthropy and Corporate Foundations) for faculty
- Launched bi-monthly Research Newsletter to faculty/staff
- Bi-weekly funding newsletter to faculty
- Identified limited submissions and the process. Communicated to faculty.

VC Univ. Advancement - Tori Verkamp

Suggested Action

- Annually, one member of the VC Advancement staff meet with each academic department's faculty to ascertain their needs and communicate the University Advancement initiatives.

VC Univ. Advancement - Tori Verkamp

Action

- Advancement team members engage in regular, structured conversations with faculty leadership, refining shared priorities and coordinated outreach.
 - Monthly strategic meetings with each college's dean, their advancement liaison, and invited participants as appropriate.
 - Meetings with Academies, Advisory Councils, and leadership teams
 - Dean's Leadership Council (DLC)
 - Kummer College Board of Advisors
 - Campus Arts Committee
 - Individual strategy sessions with every department chair and dean each January and July.

VC Strat. Initiatives – Steve Roberts

Suggested Action

- Improve communication with regular communication to the faculty and staff about the progress of the strategic initiatives and initiatives in the planning stage.

VC Strat. Initiatives – Steve Roberts

Actions

- Starting summer 2026, will email faculty/staff a monthly update/perspective letter.
- Hosted Open Forum on Bioinnovation and Medical Engineering.
- Established Physician Engineers Pre-enrollment Pathway Program with University of Missouri School of Medicine. Program opened in 2026.
- PI or co-PI on proposals (\$9.5M) for Bioplex shared core laboratory facilities and NIH's Biomedical Research Environment & Sponsored Programs Administration Development (BRE-SPAD).
- Serve on a Bioinnovation Task Force, with several faculty, that meets bi-weekly group to develop strategy for programming research personnel and equipment for Bioplex.
- Coordinating campus's proposal for Missouri Rural Health Transformation (RHT) to the Missouri Dept. of Social Services.

VP and Dean of CASE – Mehrzad Boroujerdi

Suggested Actions

- Improve communication with college faculty and staff about “what’s happening” and “what’s on the horizon”, such as monthly emails, quarterly/semesterly town/college-halls, etc.
- Support the faculty that are focused on teaching by recognizing that teaching can carry equal weight to research. Don’t use teaching load as a punishment.

VP and Dean of CASE – Mehrzad Boroujerdi

Communication Actions

- Monthly college newsletter to college faculty, staff, alumni, and broader members of the S&T community.
- Listservs to communicate with CASE faculty, staff, and students about policy updates, grant opportunities, upcoming deadlines, and major campus and college events.
- A “State of the College” town hall meeting every semester that is open to all CASE faculty and staff.
- Attended faculty meetings in every school department in the past year.

VP and Dean of CASE – Mehrzad Boroujerdi

Support of Teaching Actions

- CASE supports teaching through professional development funding, strategic resource allocation, and curricular innovation grants.
- NTT faculty (26% of CASE) are supported through travel funding, curricular development grants, course releases for significant service responsibilities, and other professional development opportunities.
- Faculty workload assignments are determined in accordance with each department's established policies, expectations, and evaluation processes. As dean, my role is to ensure that these procedures are followed consistently and that faculty responsibilities are assigned through the appropriate departmental mechanisms.

VP and Dean of CEC – David Borrok

Suggested Actions

- Improve communication with college faculty and staff about “what’s happening” and “what’s on the horizon”, such as monthly emails, quarterly/semesterly town/college-halls, etc.

VP and Dean of CEC – David Borrok

Actions

- Attended faculty meetings in every school department in the past year. Consulted with dept. chairs for the most effective way to improve communication with faculty.
- Continued to publish internal newsletters two times a semester
- Hold regular (bi-weekly) leadership meetings with department chairs. Hopefully, the key points from these meetings are relayed to departmental faculty and staff.

VII. Committee Reports

B. Budgetary Affairs

B. Lea



Missouri University of Science and Technology

Budgetary Affairs Committee

Academic Year: 2025 - 2026

Report To Faculty Senates: 06-18-2026

Budgetary Affairs Committee (BAC) Members

6-18-2026 Report

- ❑ Financial position updates

- ❑ Referrals

1. Correction: Faculty Workload & Distance Education Classes
2. External Marketing Consulting Expenditures

- ❑ AY 25-26 Referrals

- ❑ Annual Referral Reporting/updates, Resolved referrals, and In-Progress Referrals

- ❑ AY 26-27 Plans



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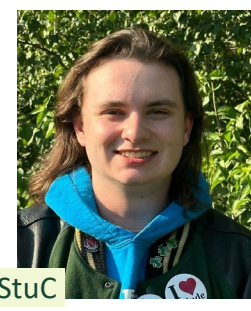
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Student Council, EMSE

FY27 Recurring investments modified slightly

● amount adjusted

◆ program consolidation

* Total amount decreased from 5,390,000 to 5,000,000

Strategic Investment	Recurring	
Faculty lines	750,000	
IT Network Infrastructure	500,000	
Maintenance strategy (\$500k/yr)	500,000	
Maintenance budget increase for new buildings	500,000	
Marketing - National Visibility/Program specific/Staffing	500,000	◆
Enrollment Mgmt - OOS recruiters, software, communications	500,000	●
Miscellaneous Instruction Funds	360,000	●
IT Personnel, software, equipment	250,000	●
Market/Retention	250,000	
Promotion & Tenure, Post Tenure awards	175,000	
Advancement campaign	170,000	
Grounds and landscape support	150,000	
Library Acquisitions	100,000	
Academic advisors (CASE & Kummer College)	90,000	
On-line learning - Instructional designer	80,000	
Nuclear reactor E&E	75,000	
Athletics shortfall (2 Asst Coaches)	50,000	●
Total	5,000,000	*

Data Correction: Distance Education Classes and Faculty Workload

- Salaries are GRA funded (F 25-26 **\$604,752**).
-  FY 25-26: No GRA funding for E&E.
 - One-time funds (from Strategic Reallocation and campus reserves) have been provided for E&E in the past few years rather than recurring GRA funds.

Budget shortfall	covered with one-time funding	covered with recurring funding
FY 23	\$1,468,496	-
FY 24	\$1,821,597	-
FY 25	\$561,045	\$1,080,765
FY 26	TBD - estimated \$505,000	\$1,280,765 (prior year + 200,000 new)

Revenue from Distance Classes (Appendix 1)

- FY 25 -26: ~~\$5,454,611.20~~ **\$3,409,132.00**
 - Fall 2025: ~~\$2,716,572.80~~ **\$1,358,286.40**
 - Spring 2026: ~~\$2,738,038.40~~ **\$1,711,274.00**
- Revenue distribution:
 - 20% Departments: **\$681,826.4**
 - 80% Campus: **\$2,727,305.60**

Operational Funding Summary:

- FY25 Strategic Reallocation (**\$121,852.02** of \$300,000 allocated)
- FY26 Strategic Reallocation (**\$150,000**)
- Special IGSET Grants
- Carry forward in FY 26: **\$690,000**
 - Planning to spend down reserves to \$213,000 by the end of FY27 based on current recruitment/ marketing/ operations plans



Referral: Budgetary Review of External Marketing Consultant Expenditures

... when we hired a new leader for Marketing & Communication (MarComm), it was because they were qualified to do the work. Instead, we've heard that they are hiring consultants.

- Why do we need consultants when we have new leadership that is supposedly qualified to do the work?
- Could we reconsider how we spend \$\$? The payment to the consultants could be used to do some real marketing, instead of just lining their pockets.
- The new consultants are going to tell us the same things we already know, but that only MarComm leadership doesn't know because they are new and they have not done due diligence.

Background Info

Faculty Senate Referral 5-12-2026

Concern was raised about the **budgetary justification** and **resource allocation** for hiring external marketing consultants, including **whether institutional resources** are being used in the **most effective** and **fiscally responsible manner**.

Referral: Budgetary Review of External Marketing Consultant Expenditures

Capabilities Audit: \$25,000, 6-month contract, Earned Impressions

- ❑ Conduct an independent audit of marketing and communications capabilities, benchmarking Missouri S&T against peer institutions in **tools, processes** and **knowledge**.
- ❑ **Identify gaps, strengthen internal capabilities, and develop a long-term plan** for process improvement, staff development, and technology investments.
- ❑ Leverage an **external perspective** to challenge existing practices, gain insight into peer best practices, and support continuous improvement aligned with strategic goals.

Brand Visibility & Perception Study: \$114,000, mid-July to Mid-/Late Fall, EchoDelta

- ❑ Conduct a **nationwide brand visibility** and perception study to establish a statistically valid baseline before making significant marketing investments.
- ❑ Measure brand awareness, perception, name recognition, competitive positioning, and key factors influencing consideration and differentiation.
- ❑ Use the findings to **guide marketing strategy, address perception challenges, and track brand performance** through follow-up studies every five years.

Annual Referral Reporting and Updates

- ☐ Annual 10% Budget Reallocation and One-Time Investments
- ☐ Trends in Salaries and Position Numbers for Faculty, Staff, and Executives
- ☐ Net Revenue per Student
- ☐ Schedule special topics for VCFO Alysha O'Neal to provide updates and hold Q&A at least once in each academic year.

Referral Resolved in AY 25-26

- ▶ Memo to Provost Harris on (1) Faculty Incentive Program and (2) Department Enrollment Incentive Program
 - (slides 29-33) [Faculty Senates 3-20-2024](#); (slides 68-71) [Faculty Senates 4-24-2024](#); (slides 53-55) [faculty Senates 9-18-2025](#); (slides 57-64); [faculty Senates 11-20-25](#))
- ▶ Facilities and Administration (F&A) Cost Redistribution Model (slide 52), [faculty Senates 9-18-2025](#); Summary of Capital Construction and Maintenance Spending & GRA Funding
 - (slide 56), [faculty Senates 9-18-2025](#); (slides 86-89) [Faculty Senates 02-12-2026](#);
- ▶ Recommendation on Feasibility of Expanding Library Access Hours
 - (slide 111) [Faculty Senates 12-18-2025](#);
- ▶ Supplement Instructional Funding
 - (slides 90-93) [2-12-2026 FS Minutes](#); (slides 66-67) [3-19-2026 FS Minutes](#); (slides 52- 53) [4-16-2026 FS Minute](#); (Slides ##-##) Faculty Senates 5-14-2026
- ▶ Department E&E Budget Model
 - (slides 54- 55) [4-16-2025 FS Minute](#);
- ▶ Jaggie School of Business Space Reallocation
 - (slides 63-64) [4-16-2025 FS Minute](#);

Referral: Distance Education Classes and Faculty Workload

- ❑ Special Topics with VP Dr. Debra Bourdeau, Online Learning & Educational Innovation (OLEI) on March 11.
- ❑ Topics addressed in the meeting
 - ❑ Faculty Workload & Support
 - ❑ Tuition Model & Revenue Alignment
 - ❑ Strategic Direction of Online Learning & Education
 - ❑ Target Student Population & Program Strategies
 - ❑ Key Financial and Performance Indicators
 - ❑ Revenue & Operating Funding
 - ❑ Compile a recommendation report on the impact of the new structure, funding, and strategic plan.

F26

Background Information

Faculty Senate Referral 1-29-2026

Address the practice of attaching distance sections to in-person classes without compensation or workload adjustment. Managing separate materials and activities increases faculty workload and reduces instructional quality.

- ▶ (slides 68-75) [3-19-2026 FS Minutes](#)
- ▶ (slides 56 - 62) [4-16-2026 FS Minute](#)
- ▶ (slides ## -##) [5-14-2026 FS Minutes](#)

Special Topic meeting with **Dr. Wayne Jones**, Associate Vice Chancellor of Institutional Effectiveness and Chief Institutional Research Officer

☐ 12:15 – 1:45 pm, Wednesday, August 19

Program Health Index (in development, expansion on hold)

- ☐ Board of Trustees' Finance Committee & former Provost Potts
- ☐ Academic vitality and long-term sustainability of academic programs.
- ☐ Measures: Enrollment trends, student pipeline strength, retention, degree production, student credit hour generation, service-teaching contributions, etc.

Pressure Index (In ideation stage)

- ☐ Provost Harris
- ☐ Faculty workload, capacity, and the sustainability of meeting institutional expectations.
- ☐ Measures to be defined: examples include teaching load, service responsibilities, research expectations, graduate supervision, staffing levels, workload distribution, etc.

Referral: Funding/Budget Framework for hardware, software, & services

Background Info

Special Topic meeting with **Dr. Barry Robbins**, CIO

□ 12:15 – 1:45 pm, Wednesday, September 9

Related to the Referral: **Feasibility of Central Funding for Essential Faculty Services (Phone, Printing, Email)**

- [\(slide 54\) Faculty Senates 10-16-2025](#); [\(slides 113 \) Faculty Senates 12-18-25](#);

Faculty Senate Referral 4-27-2026

Request BAC to (1) assess and evaluate the budgetary impact of software funding proposals and (2) recommend guiding principles that balance fiscal responsibility, transparency, and equitable access to technology resources.

Referral: Transparency on the Chosen Annual Budget Reduction Scenarios

Background Info

Year over year, departments are asked to submit budget reduction scenarios. We only see our own "chosen" scenarios, which seem to be the most extreme. We never see reports of how much, what percent, or what institutional impact other departments or divisions are receiving. My suspicion is that squeaky wheels are being let off easy, and the units that just get the mission done are getting more and more lean in funding.

...

Are we getting evenly distributed cuts? Are even distributed cuts good for the institution (e.g., even pay raises are not said to be good)? Are there pockets that are golden child and have dodged repeatedly? Who even reviews these to decide who is

Faculty Senate Referral 5-19-2026

Concern about the **transparency** and **equity** of the **chosen Annual Budget Reduction scenarios**, including uneven impacts across units, a lack of institution-wide visibility into final reduction decisions, and whether some departments disproportionately absorb cuts while others are comparatively protected from reductions or operational scrutiny.

MISSOURI

S&T

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Referral: Budgetary Impact of Executive Office Staff Expansion During Institutional Budget Reductions

Background Info

Concerns on the Senior Executive Assistant position at the Chancellor's office

<https://www.linkedin.com/jobs/view/4417330854/?trackingId=YnO22V6uQDG%2Fs0OxStm0Qw%3D%3D>

at a time that faculty, staff, and departments across campus have been asked to reduce expenditures, absorb staffing losses, and “do more with less.”

- The funding source and justification for the position
- Whether the position is new, replacement, or reclassified;

- How the position aligns with current institutional budget reduction efforts

Referral Received 5-25-2026

Review the new Senior Executive Assistant position at the Chancellor's office for (1) funding source and justification, (2) alignment with budget reduction efforts, and (3) transparency and consistency in administrative staff decisions during campus-wide budget reduction

Budgetary Affairs Committee (BAC) Members

Academic Year
2026-2027



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Membership:
Faculty Senates (FS): 2
Department (D): 4
Graduate Faculty (G): 2
Student Council (StuC): 1
Chancellor Appointed (E): 1



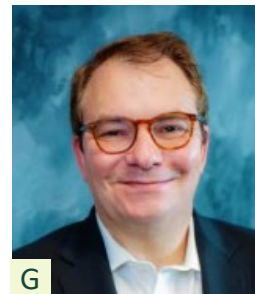
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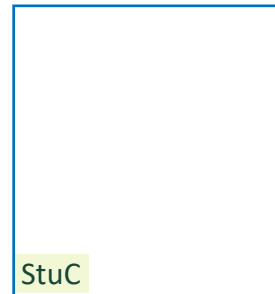
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Student Council

BAC Meeting Time for 2026-2027

BAC meeting time

Special Topics:

- Dr. Wayne Jones:
August 19
- Dr. Barry Robbins,
September 9

BAC AY 26-27
meeting time

12:15 – 1:45, 2nd
Wednesday, each
month

* 1st day of a semester

** last day of a semester

August 2026							November 2026							February 2027							May 2027							
SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	
26	27	28	29	30	31	1	1	2	3	4	5	6	7	31	1	2	3	4	5	6	25	26	27	28	29	30	1	
2	3	4	5	6	7	8	8	9	10	11	12	13	14	7	8	9	10	11	12	13	2	3	4	5	6	7	8	
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30	31																				30	31						
September 2026							December 2026							March 2027							June 2027							
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6	7	8	9	10	11	12	6	7	8	9	10	11	12	7	8	9	10	11	12	13	6	7	8	9	10	11	12	
13	14	15	16	17	18	19	13	14	15	16	17	18	19	14	15	16	17	18	19	20	13	14	15	16	17	18	19	
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27	28	29	30				27	28	29	30	31			28	29	30	31				27	28	29	30				
October 2026							January 2027							April 2027														
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Budgetary Affair M

☐ Budgetary Affair Meeting

Topics/Reporting Requests Timeline & BAC Meeting Schedule

BAC Meeting Dates & Agenda	Topics/Reporting Requests to BAC Due	Key Topics to report at Faculty Senate meeting	Faculty Senate Report Slides
8-19-2026	Special Topic	• Program Health Index & Pressure Index with Dr. Wayne Jones • (1-29) OLEI BAC finalize Action Recommendations	9-17 FS Report
9-9-2026	Special Topic	• (4-27) Software Funding Model & Framework with Dr. Barry Robbins • (Annual reporting/update) Admin-Faculty-Staff hiring & salary trends	
10-7-2026	11:59 pm, 10-5-2026	• (5-19) Transparency on the Chosen Annual Budget Reduction Scenarios • (5-25) Budgetary Impact of Executive Office Staff Expansion during Institutional Budget Reductions	10-22 FS Report
11-11-2026	11:59 pm, 11-9-2026		11-19 FS Report
12-9-2026	11:59 pm, 12-7-2026		12-17 FS Report
1-13-2027	11:59 pm, 1-11-2027		2-18 FS Report
2-10-2027	11:59 pm, 2-8-2027		
3-10-2027	11:59 pm, 3-8-2027		3-18 FS Report
4-7-2027	11:59 pm, 4-5-2027	To schedule VCFO Budget updates (special topics) at an FS meeting	4-15 FS Report
5-6-2027	11:59 pm, 5-4-2027		5-13 FS Report
No June meeting			6-17 FS Report

Information: Next Topic Request Due Date: to be determined

< **August 2026** >

SU	MO	TU	WE	TH	FR	SA
26	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	31					

❑ BAC's next meeting is in August 2026



- ❑ Faculty Senate Meeting
- ❑ Budgetary Affairs Meeting
- ❑ RP&A Meeting
- ** last day of a semester

<https://tinyurl.com/FS-referrals>

VIII. Unfinished Business

P. Runnion

IX. New Business

P. Runnion

X. Announcements

P. Runnion

Save the Date!

- Special Senate Meeting (Tentative, but likely)
Thursday July 16, 2026
2:00 PM
Online

XI. Adjourn

Thank You

P. Runnion
President, Faculty Senate

facultysenate.mst.edu



Faculty Senate