



Missouri University of Science and Technology

Faculty Senate Meeting

Innovation Lab and Online

18 September 2025

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 – 9/18/2025

Curriculum Committee Report

Approval of the 26 June 2025 Minutes

Approval of the 23 July 2025 Minutes

CCC Meeting - 12 Aug 2025

Total Committee Activity

- 26 Course Change Requests (CC Forms)
- 2 Program Change Requests (PC Forms)
- 13 Experimental Course Requests (EC Forms)
- Election of new chair
- Approval of meeting schedule

CCC Meeting – 12 Aug 2025

Course Change Requests

File: 10305 ART 1790 : Introduction to Glassmaking
File: 5023 BME 5100 : Drug and Gene Delivery Systems
File: 5024 BME 5200 : Materials as Hard Tissue Devices
File: 5025 BME 5300 : Vaccine Manufacturing
File: 5043 BME 6400 : Biomanufacturing
File: 5044 BME 6500 : Pharmaceutical Process Engineering
File: 1817 CHEM 1319 : General Chemistry Laboratory
File: 10311 CHEM ENG 5390 : Energy Engineering
File: 6363 ENGLISH 2241 : Young Adult Literature
File: 10327 KC 5001 : Special Topics
File: 1128 MIN ENG 4097 : Capstone Design Project
File: 1257 MIN ENG 5113 : Mine Atmosphere Control
File: 1599 MIN ENG 5742 : Sustainability in Mining
File: 10326 MIN ENG 6141 : Computational Fluid Dynamics for Particulate and Fire Simulations
File: 4317 MIN ENG 6712 : Managing Social and Environmental Risks in Mining
File: 2176 MIN ENG 6735 : Sustainability Assessment In Mining
File: 9020 MIN ENG 6922 : Optimization Applications In Mining

CCC Meeting – 12 Aug 2025

Course Change Requests

File: 1374 PSYCH 4310 : Psychology Of The Exceptional Child
File: 905 SP&MS 3255 : Discussion And Conference Methods
File: 10038 STAT 3113 : Applied Engineering Statistics
File: 10313 TCH COM 3591 : Writing for the Games Industry
File: 10315 TCH COM 3592 : Critical Game Analysis
File: 10317 TCH COM 3593 : Creating Narrative Games, Interactive Fiction, and Simulations
File: 10321 TCH COM 3640 : Video Design and Editing
File: 10323 TCH COM 5630 : Persuasive AI
File: 10322 TCH COM 5640 : Advanced Video Design and Editing



CCC Meeting - 12 Aug 2025

Program Changes (DC) Requested

File: 259 GAME-MI : Game Studies Minor

File: 347 GEOPHY-CT : Geophysics Graduate CT

CCC Meeting - 12 Aug 2025

For Informational Purposes; No Senate Approval Required

Experimental Course (EC) Requested

File: 526	AERO ENG 5001.018: Numerical Optimization in Dynamic Systems and Control
File: 531	BIO SCI 5001.029: Fish Biology
File: 529	BIO SCI 6001.022: Drugs We Use and Abuse
File: 530	BIO SCI 6001.023: Analysis, Interpretation, and Presentation of Biological Data
File: 527	ENG MGT 5001.002: Team Innovation Projects
File: 523	HISTORY 4001.048: Leadership in History
File: 524	HISTORY 4001.049: France and the Second World War
File: 521	MECH ENG 5001.45: Biomanufacturing and Biofabrication for Mechanical Engineers
File: 525	MIN ENG 6001.036: Advanced Mining Economics and Risks Management
File: 520	PHYSICS 5001.005: Quantum Science and Technology
File: 528	PHYSICS 5001.006: Introduction to superconductivity
File: 522	PHYSICS 6001.009: Quantum Field Theory
File: 519	PSYCH 5001.005: Workplace Psychology for Business Leaders



Missouri University of Science and Technology

CCC Meeting - 12 Aug 2025

Outgoing CCC Chair

- ▶ Petra DeWitt

New CCC Chair

- ▶ Cecil Chua

CCC Meeting - 12 Aug 2025

Curriculum committee moves for FS to approve the 26 CC form, and 2 PC form action requests.

Discussion: Questions or comments?

IV. President's Report

P. Runnion



Faculty Senate Officers, 2025-2026

- President: Paul Runnion
- President-Elect: Joshua Schlegel
- Secretary: Frank Han
- Parliamentarian: Mike Gosnell
- Past President: Dave Westenberg



Resolution of Thanks and Appreciation

- > Whereas Professor David J. Westenberg has served the Faculty Senate of the Missouri University of Science and Technology as Secretary (2021-2022 and 2022-2023), President-Elect (2023-2024), and President (2024-2025);
- > Whereas Professor Westenberg, as an Officer of the Faculty Senate, has exhibited thoughtful, compassionate, effective, and steady leadership by recognizing and defending faculty rights and interests;





Resolution of Thanks and Appreciation

- > Whereas Professor Westenberg has strongly promoted open dialogue among faculty, staff, and campus leadership to assist in addressing campus climate issues;
- > Whereas Professor Westenberg directly addressed issues related to faculty shared governance by listening to, advocating for, and providing a voice for all faculty and staff;



Resolution of Thanks and Appreciation

- > Whereas Professor Westenberg is continuing his distinguished service to shared governance as the Chair of the Intercampus Faculty Cabinet (2025-2026); and
- > Whereas Professor Westenberg has steadfastly encouraged all faculty to Be Involved, Be Engaged, and Do Something; now, therefore, be it



Resolution of Thanks and Appreciation

- > *Resolved* that the Faculty Senate of the Missouri University of Science and Technology does hereby sincerely thank Professor David J. Westenberg for his energy and efforts on behalf of Faculty Senate and wish him continued success in his future endeavors.



Faculty Senate

Thank You Dave!



General Goals for 2025-2026

- Bylaws revisions
- Improve communication
- Looking for “wins”

Bylaws Revisions

- Definite Needs
 - Need to align our bylaws with revised CRR 420.010 (Research Misconduct)
- Potential Areas of Improvement
 - NTT issues
 - General Faculty voting membership, committee chairs
 - Number of annual General Faculty meetings
 - Town Halls
 - Committee Structure

IFC Updates – Retreat, August 11-12

- Chair: Dave Westenberg
- HR Updates
 - Mandatory Training modules
 - Because of high completion rates, most of us will not be asked to complete these modules this year
 - New benefit plan options are coming
- Digital Accessibility
 - Take advantage of CAFÉ resources

IFC Updates – Retreat, August 11-12

- Honorary Degree process
 - Now two cycles per year
 - Limit of 5 honorary degrees per year per campus remains
 - It was noted that S&T has not been creating issues here
- AI Policies
- Government Relations

COACHE Survey

- Attended COACHE Strategy Workshop, August 7-8
- Survey will deploy in February 2026
- NTT Librarians will now be included in survey pool
- Watch for more information as February approaches

Academic Unit Reorganization

- A proposal for reorganizing ALP is under development
- CRR 300.030.D.1.b, paragraph (4), requires that a process for academic unit reorganization “be agreed upon by the Chancellor, Provost, Vice-Provost and Deans, and Faculty Senate.”
- Faculty Senate passed a process in March 2019
 - It has never been adopted as policy
 - The document will be distributed to Senators for review in preparation for discussion in October
 - We will debate and vote in October to potentially forward this process for adoption as official policy

Academic Advising

- Late Spring 2025: Advising Council told that changes under discussion would wait until new Provost arrived
- Changes were made effective June 1
 - Freshman advising is no longer a separate operation
 - Some CASE departments now have professional advisors
 - Academic Advising no longer has a direct reporting line to the Chief Academic Officer
- Many faculty remain unaware of these changes
- Next Advising Input Summit: September 24, Noon

Personnel Changes

- Four high profile individuals on campus were relieved of their duties
 - Dean of Students
 - Director of Residential Life
 - Vice Provost and Dean of Library
 - Registrar
- An unsigned statement from the administration was sent to Senators yesterday

Changes to Graduate Studies

- FS Officers first informed of possible changes in early July
- Multiple discussions with Provost Harris
- Provost Harris will present information today about a potential new direction for graduate studies



Faculty Senate Budget

- Provost Harris has worked with us to solidify the Faculty Senate budget
 - New Location for Meetings!

New Faculty Senate Website

- <https://facultysenate.mst.edu/>
- Thanks to Josh Schlegel and Misty House for their work on this!



V. Campus Reports

A. Staff Council

M. Evans

V. Campus Reports

B. Student Council

A. Pickett

V. Campus Reports

C. Council of Graduate Students

VI. Special Topics

A. Provost Introduction and Graduate Studies Discussion

J. Harris



Missouri University of Science and Technology

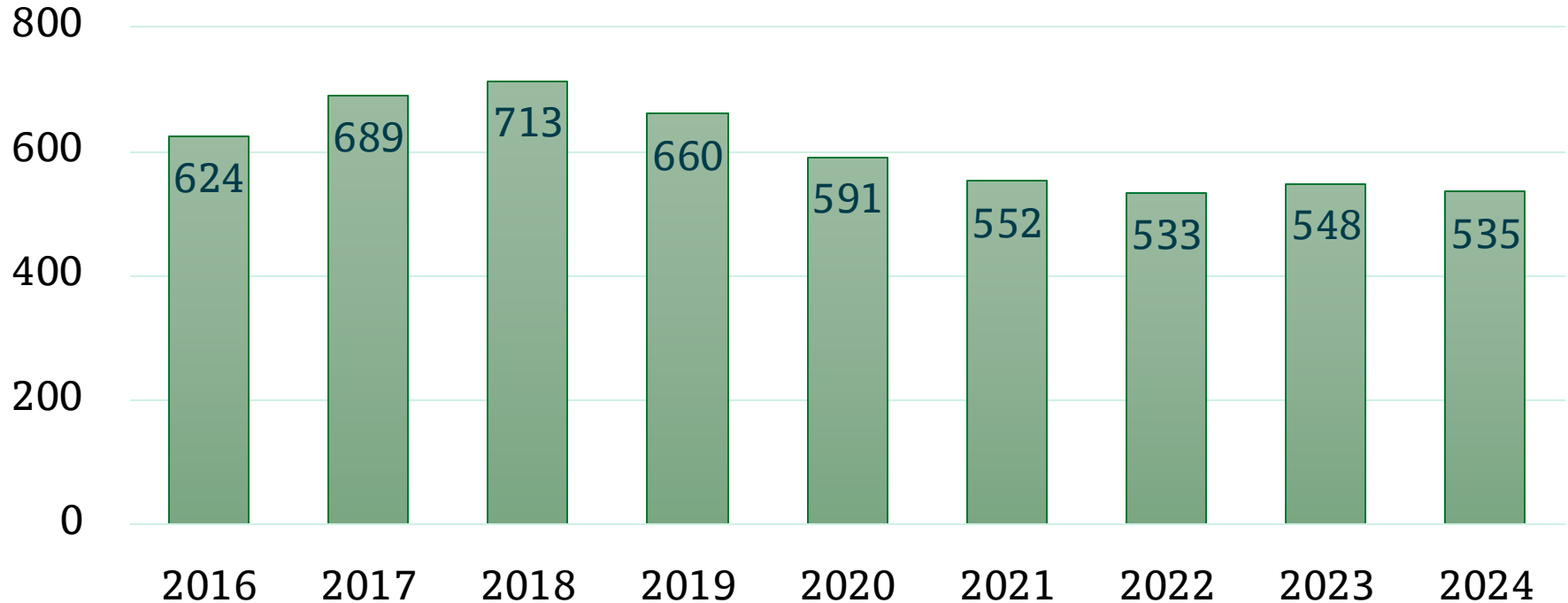
Creating a Graduate School

9/18/25

John Harris

Interim Vice Provost for Graduate Education

PhD enrollment dropping, threatening our R1 status



We have five major problems

1. PhD enrollment is dropping, threatening our R1 status.
2. MS enrollment is down, both on-campus and online.
3. Graduate students don't feel the love, focus is on undergrads.
4. Postdocs don't get any love.
5. I am the Vice Provost of Graduate Education, the 5th in 5 years.

Proposed Solution:

Form a Graduate School to focus on the needs of graduate students

Graduate education fundamentally differs from undergraduate education and requires its own structure. Let's look at other schools.

Top 10 Engineering Graduate Programs

Rank	Univ	PostD	Admit	Enroll	Titles
1	MIT	N	Y	3380	Senior Associate Dean and Director
2	Stanford	N	N	3660	Vice Provost for Graduate Education and Postdoctoral Affairs
3	UCB	Y	Y	2680	Vice Provost for Grad Studies and Dean of the Grad Division
4	GT	Y	Y	5315	Vice Provost of Graduate and Postdoctoral Education
5	Purdue	Y	Y	3719	Vice Provost for Graduate Students and Postdoctoral Scholars
5	Caltech	N	N	546	Dean of Graduate Studies Office
7	Illinois	Y	Y	4658	Vice Provost for Grad Ed and Dean of the Grad College
7	UT	Y	Y	2564	Sr VP for Grad and Postdoc Studies & Dean of Grad School
7	CMU	N	N	4639	Director of Graduate and Postdoctoral Affairs
10	UCSD	Y	Y	3580	Dean of Graduate Education and Postdoctoral Affairs

Other Strong Engineering Graduate Programs

Rank	Univ	PostD	Admit	Enroll	Titles
11	Mich	Y	Y	3791	Vice Provost for Acad Affairs and Dean of the Grad School
12	Cornell	Y	Y	2971	Vice provost for graduate ed and Dean of the Grad School
13	JHU	Y	N	2746	Vice Dean for Graduate and Postdoctoral Affairs
13	UCLA	Y	Y	2582	Dean and Vice Provost of Graduate Education
15	A&M	Y	Y	3272	Associate Provost and Dean Grad and Professional School
43	UF	Y	Y	2066	Associate Provost and Dean of Grad School
43	Wash U	Y	Y	1311	Vice Provost for Grad Education and Dean of Grad School
69	Arizona	Y	Y	798	VP for Grad and Postdoc Studies and Dean of Grad College
81	S&T	N	N	767	Vice Provost for Graduate Education
106	Mizzou	Y	Y	436	Vice Provost for Grad Studies and Dean of the Grad School

Observations

- ▶ **Graduate Studies Office** always under the Provost
- ▶ Most top schools had a **dean title** along with **Assoc/Vice Provost title**
- ▶ Usually a **postdoc affairs division** is associated with the office (or at least exists somewhere)
- ▶ Usually **grad admissions and recruiting** are under the grad school (Caltech, CMU, and Stanford are notable outliers)

Proposed Solution:

1. **Form a Graduate School** to focus on the needs of graduate students
2. Move **grad recruiting and admissions** to grad school
3. Combined with current **Office for Graduate Education**
4. External search for a full-time **Founding Dean of the Graduate School**
5. Add title of **Vice Provost of Graduate and Postdoctoral Studies**
6. Consider forming a true **International Affairs Office** that interfaces to undergrad admissions, grad admissions, study abroad, H1B for faculty, J-1 for visitors, etc.

Retention & well-being for Grad Students and Postdocs

- ▶ **Enhance support for Grad Students and Postdocs**
(without duplicating anything from Student Success, e.g. mental health, student clubs, student conduct, etc.)
- ▶ Oversee advising for on-campus and online students
- ▶ Professional development workshops, social events, 3-minute presentation competitions, etc.
- ▶ Work out a way to pay ~\$5K insurance fees for PhD students
- ▶ Better pay models for PhD students and Postdocs

Faculty-Engaged PhD Recruitment

- ▶ **Implement ideas from Khayat/Rogers PhD Student Recruitment Task Force**
- ▶ **Grad Education will coordinate recruitment with**
 - Graduate & International Admissions (GIA)
 - Kamal Khayat research operation and the research centers
 - Deans, Department Chairs, and Faculty
- ▶ **New PhD Models**
 - Focus on student pay, marketing, more incentives for faculty to hire PhD students
 - Distance PhD model (don't need to pay the students)
 - Dual PhD programs with international schools (2+2, final 2 years at S&T with pay)
- ▶ **Faculty engagement**
 - Inventory faculty connections to other universities (domestic and foreign), industry, and national labs.
 - Inventory existing MOUs targeting PhD recruitment
 - Begin active strategic domestic & international travel, starting with Spivey/Das trip to India in Fall.
 - Initiate new collaborations with other institutions (e.g. 15 PhD students from IIT Mendi)

**Feedback is the breakfast of
champions!**

Questions?

VII. Committee Reports

A. Budgetary Affairs

B. Lea



Missouri University of Science and Technology

Budgetary Affairs Committee

Academic Year: 2025 - 2026

Report To Faculty Senate: 09-18-2025

Budgetary Affairs Committee (BAC) Members

09-18-2025 Report

1. Updates for FY 26

- Budget Update
- 10% Budget Reallocation (feedback needed)
- F&A Cost Distribution Model
- Updates on Admin and faculty position and salary trends

2. Referrals

- Capital construction projects and funding sources
- BAC initiatives on faculty position & salary trends



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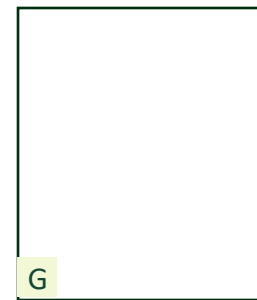
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FY26 Budget update

- ❑ \$2.93M overall reduction resulted from 3% and 5% scenarios provided by division leads last spring. These reductions enabled:
 - 2% merit program
 - A variety of new investments, including new faculty lines, IT personnel, promotion & tenure awards for faculty, marketing, maintenance & repair
- ❑ Reductions included:
 - Workforce realignment, holding some vacant positions
 - Shifting costs to sources other than general revenue
- ❑ Further reductions were necessary after the final state budget was approved in June, which reduced the planned increase from the state **from \$1.8M to \$0.9M**

Fall New Faculty Hires

	CASE	CEC	Kummer	Library	Total
Assistant Prof.	2	9	2		13
Associate Prof.		1	1		2
Prof.	1	4*			5
Research	2	1			3
NTT	2	10	1	1	14
Total by College	7	25	4	1	37
		*chair: 1			

Note: Active Search at the end of April, 2025: T/TT (19) and Department Chair (3)

Source: [Missouri S&T – News and Events – S&T welcomes new faculty](#)

Feedback Needed by September 30 for FY 26 One-Time Investments

from 10% Budget Reallocation

Description			FY25		FY26		SFA
Faculty startup			\$ 1,000,000	20.6%	\$ 800,000	20.4%	4
IT needs - Infrastructure, classroom, labs, research			700,000	14.4%	700,000	17.8%	4
Teaching lab equipment/Space upgrades			500,000	10.3%	500,000	12.7%	3
Research equipment maintenance			300,000	6.2%	400,000	10.2%	4
Supplemental core instruction			300,000	6.2%	300,000	7.6%	3
Student success & retention			300,000	6.2%	300,000	7.6%	2
Marketing - National visibility			250,000	5.1%	200,000	5.1%	5
Marketing - Academic program specific*			-		200,000	5.1%	5
Dual career hires support			200,000	4.1%	200,000	5.1%	7
On-line education program expansion			300,000	6.2%	150,000	3.8%	3
PhD recruitment*					100,000	2.5%	4
Staff and Faculty mentor & leadership programs*			-		75,000	1.9%	7
Space utilization strategy			500,000	10.3%			8
High traffic space and furniture refresh			412,000	8.5%			8
BI & Process improvement			100,000	2.1%			7
Total			\$4,862,000		\$3,925,000		

Facilities and Administration (F&A) Cost Redistribution Model

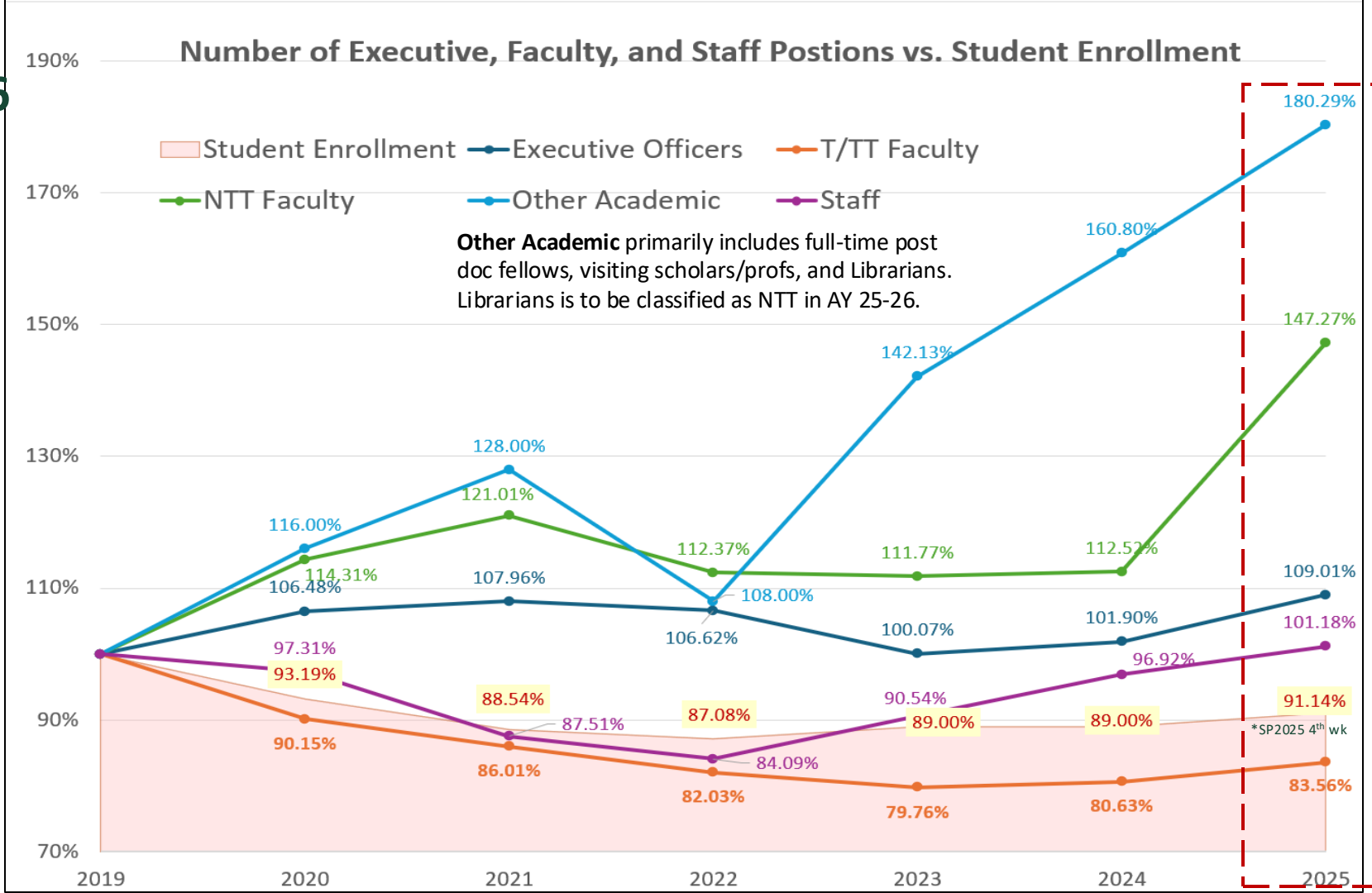
- ❑ The Facilities and Administration (F&A) cost redistribution model shown in the table will **retroactively take place on July 1, 2025**.
- ❑ The Office of the Vice Chancellor of Research and Innovation **anticipates a drop in FY26 F&A to \$10,000,000**.
- ❑ Changes are initiated to align resource distribution with **institutional priorities** and support the infrastructure that **enables research and academic excellence**.
- ❑ This redistribution model will be **reassessed in Spring 2026** and on an as-needed basis, given the growing uncertainties in federal funding

Recipient	Distribution	FY26 Projection
OVCRI	60% - down from 70%	\$6,000,000
Colleges	20% - unchanged	\$2,000,000
Facilities	10% - up from 8%	\$1,000,000
IT	7% - up from 0%	\$700,000
Library	3% - up from 2%	\$300,000

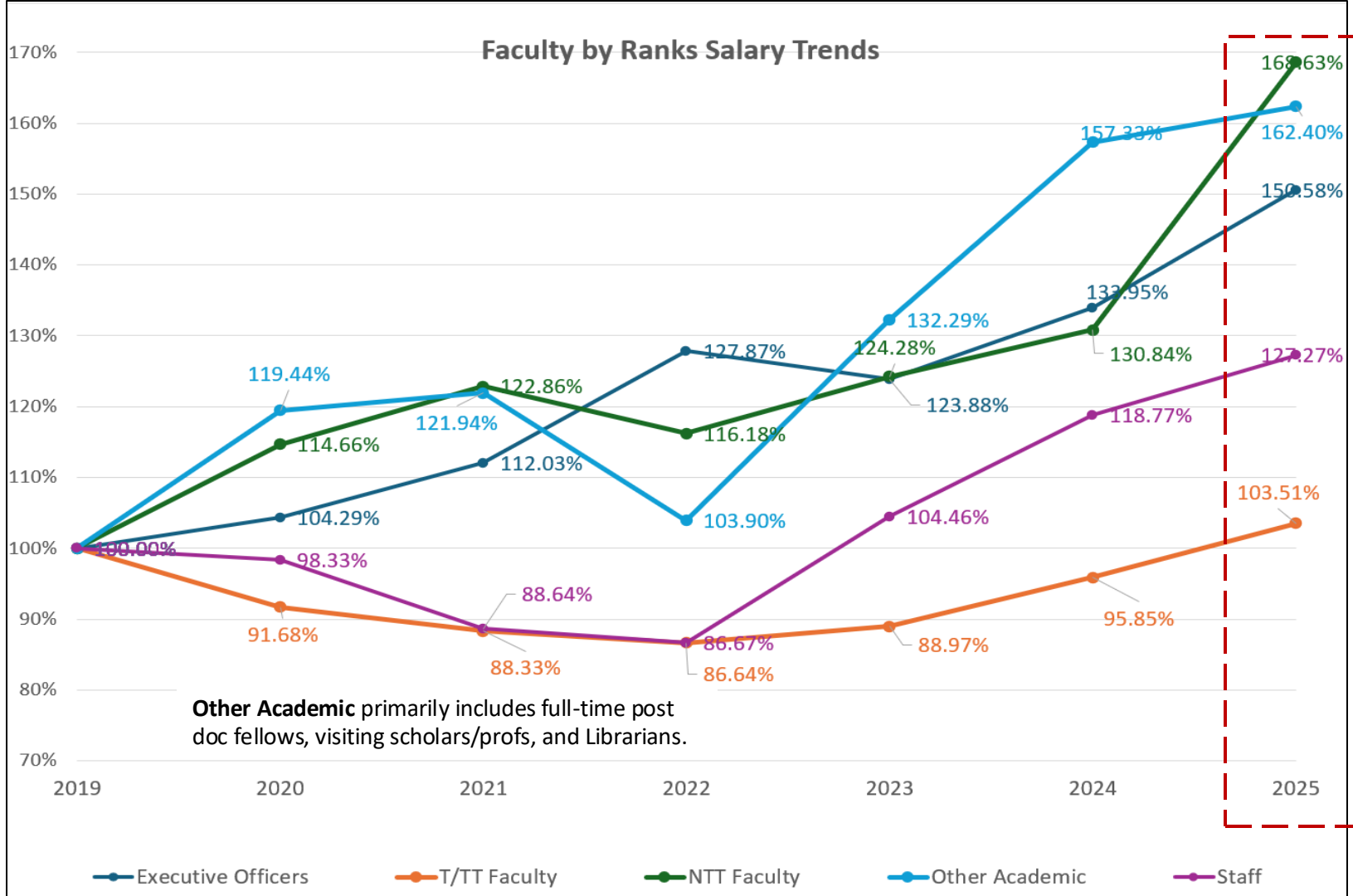
AY 25-26 Update: Executive, Faculty, and Enrollment (positions and Salaries)

	2019	2020	2021	2022	2023	2024	2025
Executive Officers	22.4	23.8	24.2	23.9	22.4	22.8	24.4
T/TT Faculty	299.4	269.9	257.5	245.6	238.8	241.4	250.17
NTT Faculty	67.1	76.7	81.2	75.4	75	75.5	98.82
Other Academic	37.5	43.5	48	40.5	53.3	60.3	67.61
Staff	804.6	783.0	704.1	676.7	728.5	779.8	814.1
Student Enrollment	7254	6760	6423	6317	6456	6456	6611
							*SP2025 4 th wk
	2019	2020	2021	2022	2023	2024	2025
Executive Officers	3,745,937.8	3,906,595.4	4,196,458.9	4,789,902.9	4,640,339.0	5,017,558.9	5,640,546.68
T/TT Faculty	\$35,832,463	\$32,849,957	\$31,652,251	\$31,045,402	\$31,878,692	\$34,345,951	37,089,064
NTT Faculty	\$5,427,413	\$6,223,055	\$6,668,084	\$6,305,792	\$6,745,240	\$7,101,379	9,152,249
Other Academic	\$2,034,695	\$2,430,197	\$2,481,060	\$2,114,027	\$2,691,733	\$3,201,184	3,304,252
Staff	35,313,542.8	34,722,104.8	31,301,251.4	30,605,189.4	36,887,477.3	41,942,883.6	44,942,951.37
	82,354,051.6	80,131,909.3	76,299,105.3	74,860,313.2	82,843,481.2	91,608,956.5	100,129,062.8

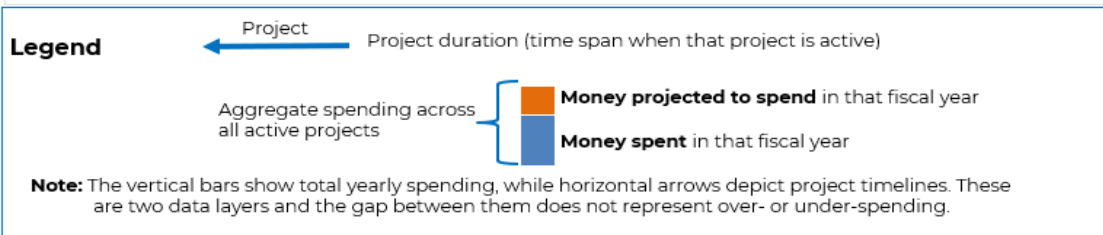
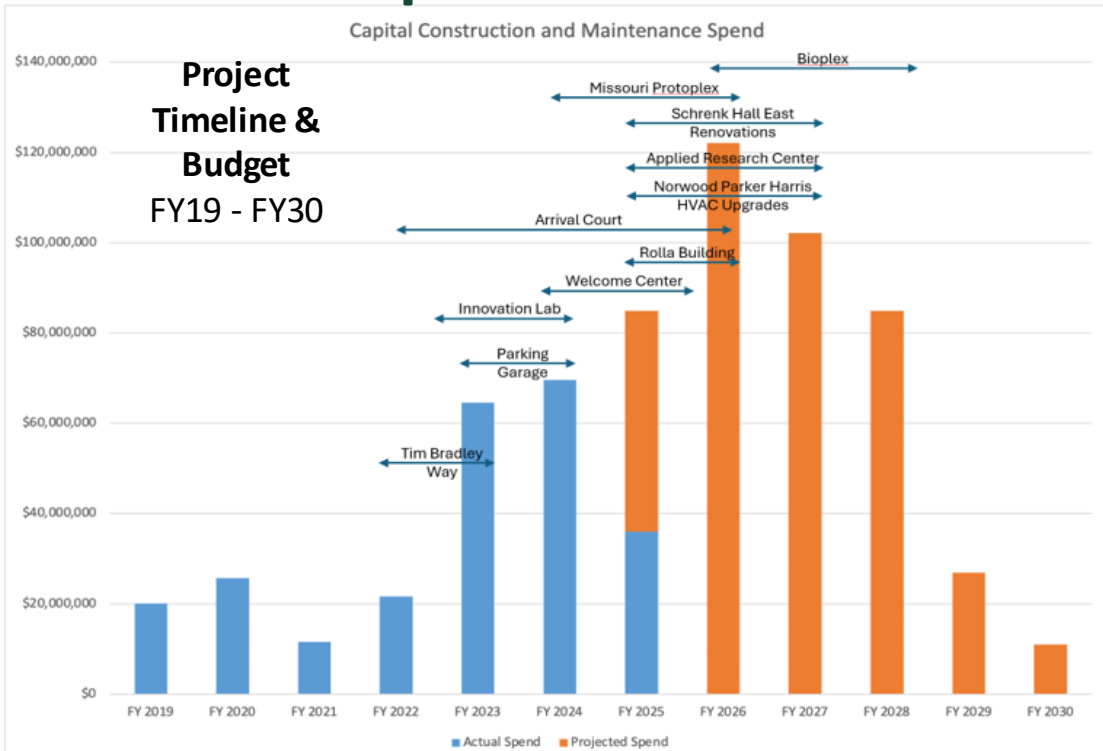
AY 25-26
Update



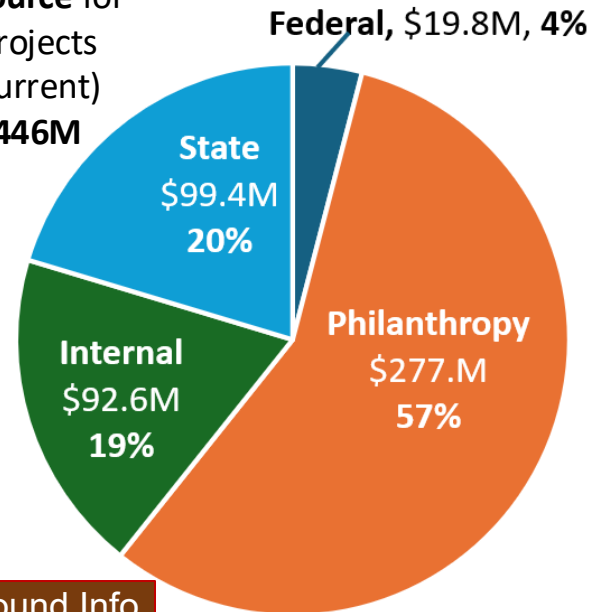
AY 25-26
Update



Referral: Capital Construction and Maintenance Spend



Funding Source for Capital Projects (FY22 - Current)
Total: \$446M



Background Info

Provide a financial summary of ongoing capital construction projects, including potential impact of current budget uncertainties.

Referral from AY 24-25: Updated Executives & Faculty Hiring Trends

BAC Initiated Meeting: Faculty Hiring Trends to Sustain R1 with Deans and Provost

- ❑ 12:15 – 1:45, August 27
- ❑ Provost Dr. Harris, Deans Drs. Boroujerdi, Borrok, Sterling, Gerlich & BAC members
- ❑ **Topics**
 - Strategies and processes currently being used or planned to implement to maintain a **strong and balanced faculty composition** to **sustain R1 status**.
 - Identify barriers and best practices
 - Brainstorm collaborative solutions

❑ **Faculty Hiring Priorities**

- Teaching needs (enrollment growth, online delivery)
- Research expansion (new programs, centers)
- Department hiring plans, accreditation, alignment with S&T vision

❑ **Key Barriers**

- Competitive salaries & startup packages (\$500K–\$1M+)
- Dual-career hiring challenges
- Dependence on soft-money funded T/TT positions
- Shortage of qualified candidates in some fields
- NTT faculty covering teaching loads more efficiently

More Details provided in Appendix 1

Referral from AY 24-25: Updated Executives & Faculty Hiring

BAC Initiated Meeting: Faculty Hiring Trends to Sustain R1 with Deans and Provost

► Best Practices & Actions

- Task force on **Ph.D. student recruitment** & support led by Drs. Khayat & Roberts
- **Incentivize T/TT faculty** to recruit & mentor Ph.D. students (P&T criteria)
- Leverage the **Kummer Fellows** program
- Cluster hiring strategies, endowment funding & naming opportunities
- **New doctoral programs**: online, DBA, 2+2 models

► Deans' Plans

- CASE (Dr. Boroujerdi): Leverage Strategic reallocations, dual-career initiatives, endowed professorships
- CEC (Dr. Borrok): Expand Ph.D. enrollment, strengthen T/TT recruitment & retention
- Kummer (Dr. Sterling): New doctoral programs, refine scholarship metrics, expand endowments
- Library (Dr. Gerlich): Support faculty research needs

More Details provided in Appendix 1

Remarks from Provost Dr. John Harris

❑ Criteria for Maintaining R1 Research University Status

- ▶ Doctoral Degree Conferred
- ▶ Research Expenditures
- ▶ Research Staff & Infrastructure

❑ S&T research expenditures almost doubled while T/TT faculty and Ph.D. student enrollment continued to decline. The Ph.D. student to T/TT faculty Ratio has remained steady since 2016.

Ph.D. Student to T/TT Faculty Ratio

	HERD Data*	PhD Enroll	T/TT Faculty	PhD/faculty
Fall 2016	\$35,800,000	624	317	1.97
Fall 2017	\$38,200,000	689	335	2.06
Fall 2018	\$43,000,000	713	337	2.12
Fall 2019	\$47,800,000	660	323	2.04
Fall 2020	\$47,000,000	591	305	1.94
Fall 2021	\$54,400,000	552	294	1.88
Fall 2022	\$53,400,000	533	264	2.02
Fall 2023	\$61,500,000	548	270	2.03
Fall 2024	\$69,500,000	535	268	2.00

* National Science Foundation's Higher Education Research and Development (HERD) Data

In-progress Referrals

- ❑ Financial implications and costs/budgets of new and vacant admin position(s)
 - **New positions:** Director of Faculty Success, Dean of Graduate School
 - **Vacant positions:** Registrar, VP & Dean of Library, etc.
- ❑ AY 24-25 Review & AY 25 – 26 Budget Updates
- ❑ BAC will continue to **seek faculty input** and **collaborate with Deans and the Leadership** to recommend **strategic budgetary priorities** that ensure adequate faculty investment and development to sustain S&T's R1 status.

BAC Seeks Your Input ...

- ❑ **From your perspective**, your evaluation of faculty investment trends after reviewing the **interconnected information** BAC presented today, including
 - ❑ the updated faculty composition and investment (i.e., salary) data
 - ❑ Fall 2025 faculty hiring data
 - ❑ the proposed 10% budget reallocation plan
 - ❑ the Ph.D. students to T/TT ratios provided by Provost Harris
- ❑ After reviewing the **faculty hiring priorities** and the **barriers** faced by deans, are there any feasible and actionable plans that the leadership team could pursue to address the faculty composition concerns you identified?
- ❑ Provide input by **11:59 pm, Monday, October 6** for including in BAC Oct. 8 meeting discussion



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

Information: Next Topic Request Due Date: 11:59 pm, 10-06-2025

- ❑ All topics or questions submitted **by Oct. 6** will be reviewed at the **Oct. 8** 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 **Oct. 16** Faculty Senate meeting, another future meeting, or an appropriate communication channel.



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

October 2025						
SU	MO	TU	WE	TH	FR	SA
			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	1

- ❑ Faculty Senate Meeting
- ❑ Budgetary Affairs Meeting
- ❑ RP&A Meeting

BAC Meeting Time for AY 2025-2026

BAC Retreat meeting
8-27 with Provost &
4 Deans “**Faculty
Hiring Trends to
Sustain R1 Status**”

BAC AY 25-26
meeting time

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

* 1st day of a semester
** last day of a semester



Missouri University of Science and Technology

August 2025	November 2025	February 2026	May 2026
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27 28 29 30 31 1 2	26 27 28 29 30 31 1	25 26 27 28 29 30 31	26 27 28 29 30 1 2
3 4 5 6 7 8 9	2 3 4 5 6 7 8	1 2 3 4 5 6 7	3 4 5 6 7 8 9
10 11 12 13 14 15 16	9 10 11 12 13 14 15	8 9 10 11 12 13 14	10 11 12 13 14 15 16
17 18 19 20 21 22 23	16 17 18 19 20 21 22	15 16 17 18 19 20 21	17 18 19 20 21 22 23
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31	30		31
September 2025	December 2025	March 2026	June 2026
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21 22 23 24 25 26 27	21 22 23 24 25 26 27	22 23 24 25 26 27 28	21 22 23 24 25 26 27
28 29 30	28 29 30 31	29 30 31	28 29 30
October 2025	January 2026	April 2026	
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Faculty Senate Meeting (2-4:30
pm, 3rd Th of the month)

Budgetary Affairs Meeting

RP&A Meeting (2-4 pm, 2 wks
before a FS meeting)

Appendix 1

Faculty Hiring Priority Practice in Use

Faculty Hiring Priorities	CASE	CEC	Kummer	Library
Teaching Needs , including enrollment increase, online asynchronous delivery	X	X	X	
Research expansion including new and promising areas, new program, research centers.	X	X		
Department's Faculty Hiring Plan		X		
Promises made in the past	X			
Accreditation requirement			X	
Supporting S&T vision				X

Tenured/Tenure-Track Faculty Hiring Barriers

Barriers in Hiring Tenured and Tenure-Track Faculty		CASE	CEC	Kummer	Library
Financial Barriers	Salary competitiveness & compression	X	X	X	X
	Start-up packages & research space (competitive STEM hires often needs \$500k – 1M+ and lab space per faculty)	X	X		
	Dual-Career hiring challenges	X	X		
	The uncertainty and sustainability of T/TT positions that rely on externally funded (soft-money) support.			X	
Scarce of Qualified Candidates in hiring areas				X	X
Higher course loads of NTT faculty can address immediate teaching needs more efficiently than T/TT faculty who teach fewer courses per semester.		X	X		

Best Practices, Actions, & Plans

- ❑ A special task force created and led by **Drs. Steve Roberts** and **Kamal Khayat** to address Ph.D. student recruitment and support
- ❑ Leverage the potential from the Kummer Innovation and Entrepreneurship Doctoral Fellows Program
- ❑ Develop KPIs and metrics as part of P&T criteria to incentivize T/TT faculty to recruit, mentor, and develop Ph.D. students

Task Force for Ph.D. Student Recruitment & Support

- **Steve Roberts (co-chair)**
- **Kamal Khayat (co-chair)**
- Daryl Beetner
- Doug Bristow
- Richard Brow
- Sajal Das
- Ryan Gilbert
- Smitty Grubbs
- Catherine Johnson
- Rachel Kohman
- Frank Liou
- Shelley Minter
- Muthanna Al Dahhan

Best Practices, Actions, & Plans (continued)

- ❑ Leverage a Cluster Hiring Strategy
- ❑ Utilizing the “Operating Endowment” and providing naming opportunities to increase financial resources for faculty investment
- ❑ Consider opportunities for new doctoral programs
 - ❑ Industry-relevant Ph.D. program (e.g., DBA)
 - ❑ Distance/online Ph.D.
 - ❑ 2 plus 2 Ph.D. program

Going Forward ...

- Dr. Boroujerdi (CASE):** The College benefits from the AY **2024–25 strategic reallocation, dual-career hiring** initiatives, **joint faculty** appointments, and **named endowed professorships** and intends to continue leveraging these proven strategies.
- Dr. Borrok (CEC):** The College has made **effective use** of its **available resources** and is on a positive trajectory to **expand Ph.D. student enrollment** and **strengthen tenure-track and tenured (T/TT) faculty recruitment and retention**, with **targeted incentives** currently being identified and developed to support the university's Research 1 (R1) status
- Dr. Sterling (Kummer):** Leverage opportunities to launch **new doctoral programs**, including **online** and **industry-relevant** offerings; redefine **faculty scholarship productivity metrics** to align with incentive structures; and enhance **operational endowments** to support and incentivize faculty recruitment and retention.
- Dr. Gerlich (Library):** Continue to support faculty research needs

VII. Committee Reports

C. Effective Teaching

J. Schramm



Missouri University of Science and Technology

S&T STAR (Supportive, Timely, Attentive, & Respectful) Certification

Jeff Schramm, Susan Murray & Leticia Steffen

September 2025

S&T Student Council's Request



Resources Ranked by Students:

- Access to Old Tests for preparation.
- Access to course lecture videos and PowerPoint notes
- Additional Practice Problems and Examples
- An up-to-date course catalog description
- Information on course expected workload
- Average course GPA per semester
- Information on resources offered for the course (LEAD, tutoring, PLC, etc.) in advance
- Access to which semester a course is offered and by which professor
- Access to historical syllabi
- Easier Access to SET Results

Our Team Members

Co-Chairs

- Susan Murray (Vice Provost for Teaching & Curriculum Excellence)
- Leticia Steffen (Assistant Vice Chancellor of Academic Achievement and Enrichment)

Faculty

- Alexander Douglas (NTT CEC), Cassie Elrod (BIT Dept. Chair), Rachel Kohman (Kummer Assist Dean), Merilee Krueger (Curator's Teaching Professor), Francisca Oboh Ikuenobe (CEC Assoc. Dean), Dan Reardon (CASE Assoc. Dean), Steve Roberts (Vice Chancellor), Jeff Schramm (CET Chair), and Dave Westenberg (Past FS President & Curator's Professor)

Staff

- Jessica Gargus (Student & Well-Being) and Beth Reardon (CAFE)

Student Council

- Shawn Rottinghaus, Lillie Zimmerman, Lucas Ethington, and Dr. Pourya Shamsi (StuCo Advisor)



Requirements

To be recognized as a STAR Instructor, faculty must meet **at least 9 of the criteria.**

These practices should be clearly reflected in the course syllabus and/or Canvas site.

Interested faculty submit their course for review to CAFE.

Faculty participation is optional.

Criteria 1 - 4

1. **Canvas Integration**

The course uses Canvas to post the syllabus, grades, schedule, and due dates.

2. **Access to Instructional Materials**

Classroom materials (e.g., PowerPoints, handouts) are accessible to students via Canvas or elsewhere.

3. **No Penalizing Syllabus Changes**

The instructor does not make changes to the syllabus or schedule that penalizes students. This policy is stated in the syllabus. [Sample wording available]

4. **Transparent Grading Criteria**

Provides clear grading guidance, such as rubrics for major assignments. The grading scheme must appear on the syllabus.

Criteria 5 – 9

5. **Balanced Grading Structure**

No single assignment or exam counts for more than 25% of the final grade.

6. **Assessment Preparation Support**

Provides preparatory materials such as study guides, sample questions, or past exams—posted on Canvas or linked from Canvas.

7. **Post and Use AI policy** on the syllabus as defined in the [S&T GAI guidelines](#)

8. **States Course Purpose** or connection to the “real world” or your future learning experiences throughout the class. Also, list the course learning objectives on the syllabus.

9. **Active Learning**

Course includes at least one form of active learning per week (e.g., clicker quiz, think-pair-share, student discussion). This is described in the syllabus.

Criteria 10 - 13

10. Responsive Communication

Instructor commits to responding to emails within 24–48 hours (1–2 business days, M–F). This policy is stated in the syllabus. [Sample wording available]

11. Timely Grade Reporting

Grades (with relevant feedback) are posted on Canvas within one week of the assignment's due date. This commitment appears on the syllabus.

12. Posted and Flexible Office Hours

Office hours are listed on the syllabus and clearly posted (physically or digitally). The instructor offers flexible options, including virtual appointments when possible.

13. Respectful

The instructor previously scored an average of 3.5 or higher on the SET respect question.

FAQs

Who created this certification and why? The certification is being proposed by a 17-member task force made up of faculty, staff, and students. It was formed by the chancellor and co-chaired by Susan Murray & Leticia Steffen. We created the certification in response to a request from StuCo, presented to S&T Leadership and the Faculty Senate.

How does it work? A faculty member fills out a brief form marking which of the potential metrics they are meeting for a specific class. Then they submit the form and other information, such as their syllabus, to cafe@mst.edu for review. The certification is for three years for a specific instructor and a specific class. If you want to certify multiple courses, you need to apply multiple times.

Where will the certification be kept? A list of STAR courses and instructors will be kept online, where students, advisors, and faculty can see it. We are exploring whether the designation can be added to Stellic once it is fully operational. The instructor can also display it on their course homepage, email, etc.



More FAQs

Why not require all of the metrics? We want to provide some flexibility to faculty. Some metrics might not fit a specific course. New faculty or faculty teaching a new course may not have all the material for all of the metrics.

Why are some metrics recommended but not required? These suggestions, while good, are difficult to measure and track.

Don't most S&T faculty already do these best practices? Yes, but having supportive statements on your syllabus and committing to being student-centered in the way you manage your class can be very reassuring and supportive to students. Uncertainty or ambiguity can be stressful for many students.

VII. Committee Reports

C. Information Technology

D. Stutts



Missouri University of Science and Technology

Faculty Senate - ITCC

Fall Semester 2025

September 18, 2025

LAPS Update – reminding and requesting feedback

IT implemented updated LAPS system for administrative privileges

- ▶ Process simplifies upgrading/requesting the admin privileges
 - Request once per 6-month – reviewed and approved (?) by IT
 - Unlimited number of admin rights elevation during the 6-months
 - E.g. “run as admin” to install update to Zoom
 - <https://laps.mst.edu> and search LAPS on IT website
- ▶ ITCC is seeking for feedback on the process and its effectiveness

IT Performance Survey Fall 2025

Upcoming in October

Preparing to re-run the IT Performance Survey in Fall 2025

- ▶ Tentative period: month of October 2025
- ▶ Look for invitation email for the survey
 - Enabling longitudinal studies
 - Limit spamming mailbox
- ▶ Goal to assess progress on IT services and campus satisfaction with IT services

VII. Committee Reports

D. Library and Learning Resources

M. Bruening

Library and Learning Resources Committee

Mike Bruening

Library Personnel Changes

Some history:

- ▶ Before 2018, S&T had a “library director” (but not a dean)
- ▶ 2018 saw some turmoil in the library and the creation of an external review committee to assist going forward
- ▶ Librarians from MU and UMSL visited and made recommendations, one of which was the **head of the library should be a dean-level position**
- ▶ Search launched in fall 2018 for a “Dean of the library”
- ▶ Use of the new dean title “was recommended by a panel of library experts brought to our campus, but I also believe is **reflective of the centrality of the library’s mission to academics on our campus.**” Should allow us to be more competitive as well—email from Provost Marley

Personnel changes

Fall 2023, Bella Gerlich started at S&T as Vice Provost and Dean of the Library

Sept. 2025, Dean Gerlich's employment was terminated "due to budget constraints" (provost email)

Roger Weaver has assumed Dean Gerlich's duties but remain in his current position of Associate Dean of Libraries

Current understanding is that there will be no Vice Provost and Dean of Libraries in the future

VII. Committee Reports

E. Personnel

K. Northcut

Personnel committee met 9/8/2025

Referred to committee:

- ▶ STAR faculty certification (primarily for CET at this point because of concerns for overlapping faculty evaluations)

Upcoming items:

- ▶ Campus climate data report (part II, from last AY)

--Kathy Northcut, Chair

VIII. Unfinished Business

P. Runnion

IX. New Business

P. Runnion

X. Q&A with Provost

J. Harris

XI. Announcements

P. Runnion

XII. Adjourn

Thank You

facultysenate.mst.edu



P. Runnion
President, Faculty Senate

