Missouri University of Science and Technology

Faculty Senate Meeting

Welcome Center Ballroom (110)

22 October 2026

MISSOURI S&T | Faculty Senate

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

J. Schlegel, President

II. Roll Call

J. Schramm, Secretary

III. Consent Agenda

J. Schlegel

Missouri S&T Faculty Senate

Consent Agenda – 22 October 2026

Curriculum Committee Report

Approval of CC and PC forms

Approval of the 10 September 2026 Regular Meeting Minutes

Approval of the 6 October 2026 Special Meeting Minutes

Informational items:
President's Report

Missouri S&T
Faculty Senate

IV. President's Report

J. Schlegel

MISSOURI S&T | Faculty Senate

Campus Highlights

- Travel Authorization Privacy, in progress.
- Town Hall, 6 Oct.
- AI Enable Tools Task Force
  - November 15 roadmap for getting AI tools into the hands of faculty and staff
- Innovation in Teaching and Learning Conference*
  - March 11, 2027
  - Proposals due November 23
- HR Updates
  - Open enrollment is coming up, so be on the lookout for updates on benefit elections
  - Electronic Data Protection and Campus Alert training – required for merit raise eligibility!
  - Campus Interest Groups
- Facilities Updates
  - Protoplex has won several design and technology awards from AIA and ASHRAE
  - ARC and Shrenk East both on track to be ready in January
- University Parking
  - STUCO resolution to expand parking ticket exemptions to include all student breaks in addition to University holidays

Date	Faculty reminder
October 24	Staff and Faculty Tailgate; free admission to that day's football game
October 26–November 6	Annual benefits enrollment for the 2027 plan year.
October 28	Faculty/staff Spooky Trivia, 3–5 p.m., University Commons Multi-Purpose Room. Join a team of up to six or register individually; questions to Alex Hutson at alexanderjhutson@mst.edu.
October 29	S&T Movies on the Green: Hocus Pocus. Activities 6–7 p.m.; movie at 7 p.m., Havener Arrival Complex oval green. Admission is free; bring chairs or blankets.
October 30	Fall Staff Appreciation Day. Check Staff Council for the event schedule and locations.
November 2	Spring and Summer 2027 registration appointments begin; advising is underway.
November 5	STEM Day; faculty, staff, and student volunteers are requested.
November 11 and 12	Veterans Day holiday November 11; next Faculty Senate meeting November 12.

MISSOURI S&T™ Faculty Senate

Missouri S&T | Faculty Senate

UM System News

- AI literacy
- Faculty Information System vendor review
- Budget planning and consultation

MISSOURI S&T | Faculty Senate

Ongoing Referrals

Committee	Referral	Requested work
Academic Freedom and Standards	Student Academic Regulations	Review the Registrar's package, including Latin Honors and voluntary medical-withdrawal language.
Academic Freedom and Standards	Test-optional admissions	Develop a long-term plan using performance and retention data with Admissions or Student Success participation.
Tenure Policy	Teacher Education eligibility	Evaluate the immediate eligibility issue and whether a durable general rule is needed.
Administrative Review	Staff survey participation	Evaluate staff participation while preserving separate faculty/staff results and protecting small groups.
Student Appeals Committee	CARD	Address overlap between activities of CARD and mission of the Student Appeals Committee.
--	Academic Reorganization Process	Negotiate a campus-wide process for academic unit reorganizations.
Bylaws (ad-hoc)	Bylaws Revisions	Develop and propose bylaws revisions to incorporate the Jaggi School of Business and address minor cleanup issues.
Public Occasions	Career Fair	Evaluate adding the fall and spring career fairs to the academic calendar.

V. Campus Reports

A. Staff Council

G. Edwards

V. Campus Reports

B. Student Council

R. Benjamin

V. Campus Reports

C. Council of Graduate Students

Missouri S&T
Faculty Senate

VI. Special Topics

A. Academic Affairs Updates

J. Harris, Provost

You are appreciated

A chiasmus of appreciation

The faculty do the work of the university, and the university is the work of the faculty.



Come out October 28 for TEDxMST.

Big believer in faculty governance

Communication is a feature of shared governance

- **Many communication channels**
- **Faculty Affairs anonymous feedback**
- **COACHE meeting, November 10**

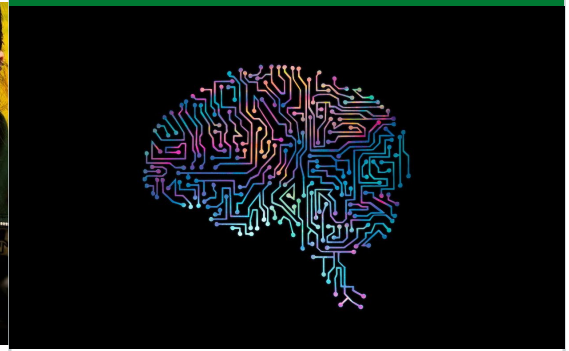


Provost first-year initiatives

Three priorities from year one



1. Graduate School



2. AI Initiative



3. St. Louis Shuttle

Provost second-year initiatives

Parallels the Northstar goals

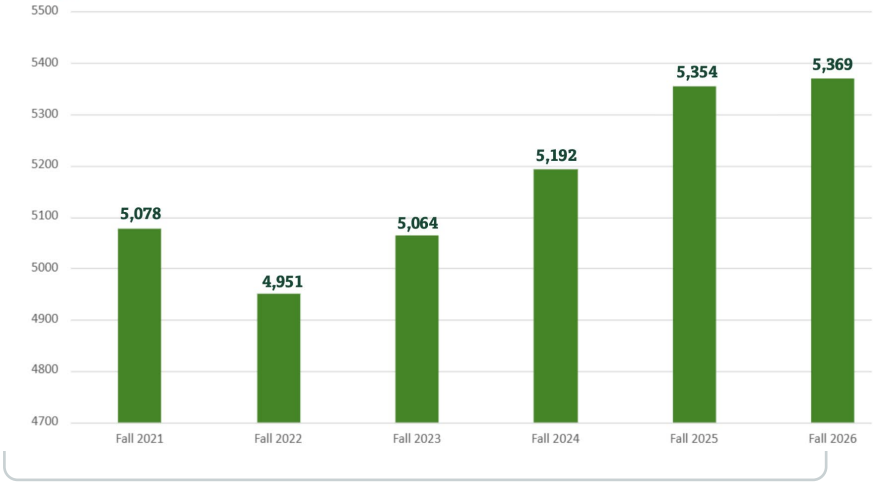
Aim 1:	**Build Financial Strength to Advance Our Mission**
Aim 2:	**Enhance Our R1 Research Enterprise**
Aim 3:	**Expand National Recognition and Reputation**

Aim 1: Build Financial Strength to Advance Our Mission

Revenue: Enrollment is the key lever

- **Undergraduate**
- **Graduate**
- **Online**

Enrollment
... total undergraduate enrollment



Enrollment management is everyone's responsibility

Reorg: Undergraduate Enrollment Management (recruiting) under Student Success

Undergraduate Admissions under Provost

Aim 1: Build Financial Strength to Advance Our Mission

Costs: We need an open discussion

Transparency on budget cuts

No good cuts

Always easier to propose cuts in someone else's area



Aim 2: Enhance Our R1 Research Enterprise

Growing research through graduate education

- New graduate school
- New founding dean
- Lots of initiatives



Aim 3: Expand National Recognition and Reputation

We need wider awareness among the people we hope to recruit

- Undergrads
- MS students
- PhD students
- Online students
- Faculty
- Deans



We have problems with both branding and marketing

Workload policy for tenured faculty

Teaching loads and research/scholarship expectations

2+2	Nominal teaching load
2+2 → 2+3	If less research/scholarship
2+2 → 2+1	Possibly with college/dept criteria
2+1 → 1+1	ONLY with course buyout

Looking at faculty research incentives

Faculty discussions

Topics for consultation and policy review

- Latin honors
- Career Day, no exams or assignments due?
- Medical absence
- Compliance for student course evaluations
- Minimum use policy for Canvas
- P&T criteria
- 5-week flags/mid-term grades
- Reduce faculty service loads

Observations on graduate issues

Curriculum, faculty status, and doctoral progression

- Some undergrads must take grad courses to graduate
- Some graduate students take undergrad courses for grad credit
- Renewal of grad faculty status
- Large number of required classes for some PhD programs
- What is the role of PhD exams?

Topics for improved retention

Ideas for faculty discussion

- Math Rehab, extend to physics and chemistry?
- AI-based tutoring
- Loneliness epidemic
- Freshman year Pass/No record (MIT)
- Half-semester courses (Stevens)

VII. Committee Reports

VII. Committee Reports

A. Academic Freedom and Standards

L. Liang

Missouri S&T Faculty Senate

VII. Committee Reports

B. Administrative Review

B. Lea

Administrative Review Committee (ARC) Members

Academic Year

2026-2027

Membership:

The ARC committee consists of six (6) representatives nominated by the Rules, Procedures and Agenda Committee (with the possibility of nominations from the floor) and elected by a vote of the Faculty Senate. Committee members shall be full-time, tenured faculty members with an administrative workload of less than 50%.



Steve Corns
cornss@mst.edu
Kummer



Kelvin Erickson
kte@mst.edu
CEC



Bih-Ru Lea, Chair
leabi@mst.edu
Kummer



Kelly Liu
liukh@mst.edu
CEC



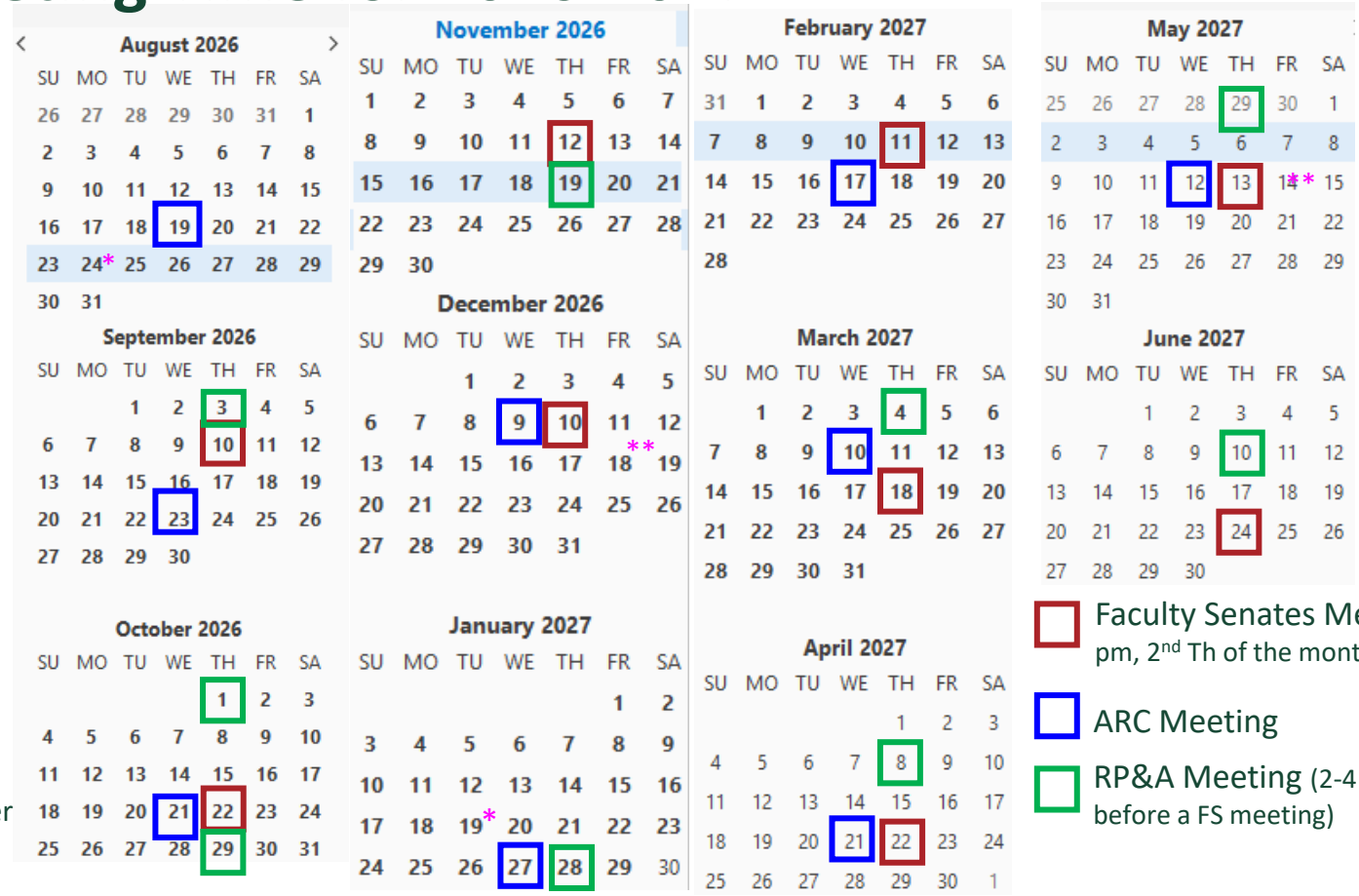
Matt Thimgan
thimgan@mst.edu
CASE



Dave Westenberg
djwesten@mst.edu
CASE

ARC Meeting Time for 2026-2027

BAC meeting time



* 1st day of a semester

** last day of a semester

Faculty Senates Meeting (2-4:30 pm, 2nd Th of the month)

ARC Meeting

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

Referral 1: Administrative Review Participants

Referral details

Staff Council has asked whether staff could be included in the annual administrative review surveys, with the results for faculty and staff reported separately.

Current Practice:

- ❑ The current by-laws states “Committee members shall be full-time, tenured faculty members with an administrative workload of less than 50%.”
- ❑ The survey participants are restricted to faculty “**all ranked tenure/tenure-track (TT) and ranked non-tenure-track (NTT) faculty, including those holding administration positions, are eligible to participate in the surveys**,” the staff are not surveyed.

Status: In Progress

Background Info

Faculty Senate Referral 9-9-2026

Staff Council has asked whether staff could be included in the annual administrative review surveys, with the results for faculty and staff reported separately.

FY 2026 – 2027 Admin to Review

		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Chancellor		Review		Review		Review	
Chancellor's Direct Reports	Vice Chancellor Finance & Operations			Review (O'Neil)			Review
	Vice Chancellor of Communication, Outreach & Engagement		Not Reviewed (in position < 1 year)	interim, not review		Review	
	Vice Chancellor for Research & Innovation	Review (Khayat)			Review		
	Vice Chancellor - University Advancement	Review (Verkamp)			Review		
	Vice Chancellor for Student Success		Review (Gore)			Review	
	Vice Chancellor - Strat. Initiatives & COO Kummer Institute	Review (Roberts)					
	Executive Director of Operations for the Kummer Institute	Not review - in position < 1 year	Review (Brow)			Review	
	Chief Information Officer		Review (Robbins)			Review	
	Chief Institutional Resear ch Officer		Review (Jones)			Review	

		2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Provost		**Review**		**Review**		**Review**		**Review**
Provost's Direct Reports	Associate Provost for Acad. Operations, Accred., Assess.	Not review - interim		Review (Raper)			Review	
	Associate Provost for Faculty Affairs			Not review - in position < 1yr		Review		
	Assistant Provost for Faculty Affairs	Review (Drowne)						
	Associate Provost for St. Louis Operations				not review (El-Adaway)- in position < 1 year		Review	
	Vice Provost and Dean of CASE		Review (Boroujerdi)			Review		
	Vice Provost and Dean CEC		Review (Borrok)			Review		
	Vice Provost and Dean Kummer College	Not review - interim	Not review - in position < 1 year	Review (Sterling)			Review	
	Vice Provost and Dean Enrollment Management	Not review - In position 1 yr	Review (Spivey)					
	Dean of the Graduate School and Vice Provost of Graduate and Postdoctoral Studies	Not review - interim	Not review - interim		not review (Bourret) - in position < 1 year			Review
	Vice Provost Undergraduate Enrollment Management		Review		Review (Gore)			Review
	Vice Provost Online Education and Innovation	Not review - interim	Not review - interim	not review - in position < 1 year	Review (Bourdeau)			
	Chief Institutional Research Officer	Chancellor's director report						
	Dean of the Library	not review - in position < 1 year		not review - in position < 1 year	Review (Weaver)			review

FY 2026 – 2027 Positions Suggested for Review

Chancellor (Dehghani)

Vice Chancellor Finance & Operations (O'Neil)

Vice Provost Online Education and Innovation (Bourdeau)

Vice Provost Undergraduate Enrollment Management (Gore)

Dean of the Library (Weaver)

FY 2026 – 2027 Positions Not Reviewed

- ❑ Vice Chancellor of Communication, Outreach & Engagement (Warren): interim
- ❑ Associate Provost for St. Louis Operations ((El-Adaway): < 1 year
- ❑ Dean of the Graduate School and Vice Provost of Graduate and Postdoctoral Studies (Bourret): <1 year

2026 – 2027 Administrative Review Timeline

Tasks	Time
Review list and Timeline to faculty senate for approval	October 22, 2026
Request Job descriptions (both HR & Reviewees)	October, 2026
Development of questionnaires	November, 2026
Questionnaires to FS for review/approval	December 10, 2026
Request Faculty list from HR	List retrieve period: February 1 -10, 2027
Statement of accomplishments due	February 10, 2027
Review of administrators	March 8 – 26, 2027
Results to FS officers	Early May
Results shared with each administrator	Late May
Results shared with the direct reports	Early June
Final report to FS	June 24, 2026

Faculty Senate Motion

The Administrative Review Committee moves the following:

The Administrative Review Committee recommends that the following administrative positions be reviewed in the 2026-2027 cycle:

- ❑ Chancellor (Dehghani)
- ❑ Vice Chancellor Finance & Operations (O'Neil)
- ❑ Vice Provost Online Education and Innovation (Bourdeau)
- ❑ Vice Provost Undergraduate Enrollment Management (Gore)
- ❑ Dean of the Library (Weaver)

Faculty Senate Motion

The Administrative Review Committee moves the following:

The Administrative Review Committee recommends that the following timeline to be adopted in the 2026-2027 cycle:

Tasks	Time
Review list and Timeline to faculty senate for approval	October 22, 2026
Request Job descriptions (both HR & Reviewees)	October, 2026
Development of questionnaires	November, 2026
Questionnaires to FS for review/approval	December 10, 2026
Request Faculty list from HR	List retrieve period: February 1 -10, 2027
Statement of accomplishments due	February 10, 2027
Review of administrators	March 8 – 26, 2027
Results to FS officers	Early May
Results shared with each administrator	Late May
Results shared with the direct reports	Early June
Final report to FS	June 24, 2026

VII. Committee Reports

C. Budgetary Affairs

D. Bayless

Missouri S&T Faculty Senate

BAC Meeting October 7, 2026: Summary

What BAC heard from the CFO, what is underway, and what needs Faculty Senate attention

Discussion Items

- FY27 is near balance (a $0.51M deficit), but $3.56M of investments are on hold
- The FY28 gap could reach $12.8M, driven by a possible 10% state cut and enrollment

What is underway

- Colleges and divisions are drafting reduction plans toward a $10M target
- BAC is reviewing CFO data and the Senate's consulting-expenditures referral. Will present details in November

What needs attention

- Transparency in how reduction scenarios are chosen
- Faculty engagement may come too late if it starts only at implementation

BAC focus: move Faculty Senate engagement upstream, before reduction plans are set.

FY27 Scorecard: A Small Deficit, Investments Paused

The near-term position is manageable, but planned investments are already on hold

($0.51M)
projected operating deficit

$3.56M
investments on hold

$3.1M
reallocation (2.6%)

2%
faculty and staff merit pool

Enrollment signals

1,176
first-time college students, down 6%

879 | 538
graduate students: on campus down 12%, online up 10%

Largest recurring cuts

$800K rate-increase contingency eliminated

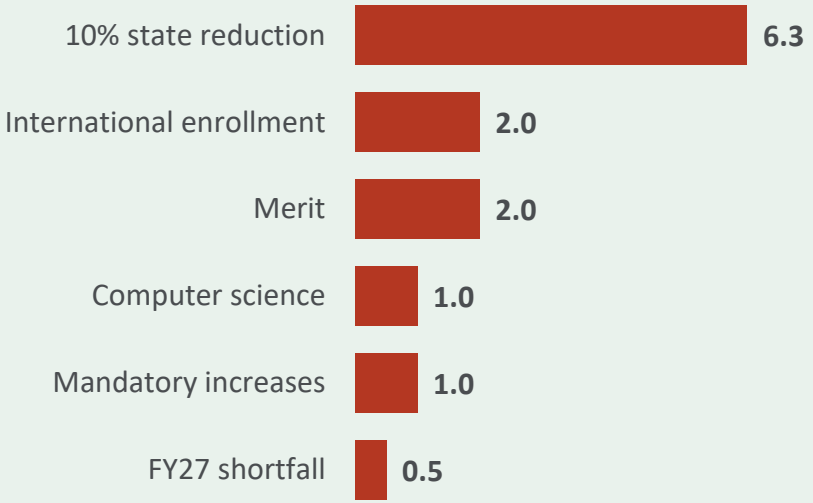
$250K cut from planned new faculty lines

$250K each cut from marketing and maintenance

FY28 Planning: Potential Gap Reaches $12.8M

A possible 10% state cut is the largest driver; enrollment and pay pressures add to it

Where the $12.8M gap comes from ($M)



Process

- $10M target in revenue gains and cost savings
- Division budget meetings run October to November

Enrollment pressure (fall 2026)

- CS/engineering new students: 146, down 37%
- New international grad students: 111, down 43%

CFO FAQ answers

- No institution-wide faculty buyout this year
- Program closures would include a teach-out plan

Recommendation: Engage Faculty Before Plans Are Set

At stake: layoffs including faculty, program quality, and possible program closures

Step 1: Planning (now)

Every unit is drafting how it would cut a set dollar amount. **Faculty can still shape options**.

Step 2: Implementation

Once the scope is known, units carry out their plans. Faculty input at this stage is of less value.

If there is no formal process, BAC recommends two actions now:

1. DCC, or its committees, meets with Deans regarding budget cuts as soon as possible
2. Senate officers meet with DCC and the Provost on likely impacts and a plan for faculty engagement during implementation

Question for the Senate: does Faculty Senate have a plan to engage early?

VII. Committee Reports

D. Tenure Policy

M. Nath

Tenure Policy Committee

22 October 2026

In the absence of an eligible tenured Associate or Full Professor in a department, the department chair will have the option to select an eligible faculty member from a different discipline to represent their department in the Tenure Policy Committee.

[Such selection can be renewed on an annual basis as needed]

Committee voted "YES" on the above motion

VII. Committee Reports

D. Campus Curricula

C. Chua

VIII. Unfinished Business

J. Schlegel

IX. New Business

J. Schlegel

Missouri S&T | Faculty Senate

Parking Committee

- We had one resignation from the Parking Committee
- We need to elect one new faculty member to the committee, with a term expiring in July 2027
  - It would be especially helpful if this person were willing to serve as Chair of the committee
- Nominations from the floor?

X. Announcements

J. Schlegel

Missouri S&T Faculty Senate

MISSOURI S&T | Faculty Senate

Announcements

XI. Adjourn

Thank You

J. Schlegel
President, Faculty Senate

facultysenate.mst.edu

Missouri S&T
Faculty Senate