

**FACULTY SENATE**  
**September 3, 2014**  
**346 LEON JOHNSON**  
**4:10 PM – 5:00 PM**  
**MONTANA STATE UNIVERSITY – BOZEMAN, MONTANA**  
**Minutes**

**Members Present:** Adams for DeWeese (Art), Arnold (Ag Ed), Babbitt (Physics), Black (JJCBE), Bolte (Music), Bonnand (Library), Brester (Ag Econ), Burrows (Ext), Cantalupo (Ext), Gannon (Bio & Chem Eng), Geyer (Math), Hendrikx (Earth Sciences), Herbeck (Ed), Hostetler (GC), Kaiser (ECE), Lawrence (Chem/Biochem), Martin (Mod Lang), McMahon (Ecology), Miller (CE), Mosley (ARS), O'Neill (Arch), Reidy (Hist, Phil & Religious Stds), Rossmann (Library), Seright (Nursing), Swinford (Soc), Zabinski (LRES)

**Others Present:** Larry Carucci, Renee Reijo-Pera, Ron Larsen, David Singel, Chris Fastnow, Martha Potvin, Terry Leist, Isle-Mari Lee, Glenn Duff, Helen Melland, Nicol Rae, Robert Swenson, Aurelien Mazurie, Marvin Lansverk, Leila Serman, Karlene Hoo, Anton Vorontsov, Gail Schontzler, Wendy Stock

Chair Reidy called the meeting to order at 4:10 pm, and a quorum was present. The minutes from August 27, 2014 were unanimously approved.

Announcements – Chair Reidy

- The Executive Steering Committee of Faculty Senate will meet next Monday to decide how to conduct senate meetings and to set goals for the upcoming academic year.
- Chair Reidy will inform senate how the approval method for courses/programs will change.
- Renee Reijo-Pera will be attending the next Faculty Senate meeting on September 10, 2014. Dr. Pera would like to have a discussion about the importance of research to the institution. She would like faculty to come prepared to discuss:
  - What is it that faculty want to accomplish in research at MSU?
  - What are our quantitative measures, and how much of our identity might be caught up in them?
  - What are our qualitative measures as a means to measure research success? Are they the impact factors from journals, whether or not they been translated to an application outside the university or, how research impacts society?
  - If research is important, faculty should be equipped to mentor the next generation.
- Reidy encouraged senators to invite their constituents to attend the meeting and ask Dr. Pera questions.
- Reidy asked senators to reflect on what type of institution they want and how to fully engage that vision.

Provost Martha Potvin

- Status of Funding for MSU Academics - The amount of funding infused in Academic Affairs (AA) over the past ten (10) years shows increases (through enrollment growth and state funding), in the financial investments of the base budget in:
  - The Academic Affairs (AA) office;
  - Personnel budget for academic units; and
  - Total budget for academic units.
- Following the Strategic Plan recommendations, more funding has been added to graduate education. Funding has been added to base; as the F&A's decline, AA took over more of the

funding of graduate education and is making further investments this year. Graduate numbers will be up this fall; the nursing program has a new PhD program with 45 students enrolled. The biggest and most effective investment is \$18,000 worth of stipends in STEM for PhD students.

- Since FY 2013, Academic Affairs has been investing more in research. The Provost's office began start-ups and has committed \$2.25M for faculty. Last year AA assumed the Scholarship and Creativity grants and has invested more in undergraduate research.
- The number of hires over the short term shows a peak in 2014, following funding for about 35 new lines.
  - Bresters asked how many of the AY15 hires are replacing those who retired and how many are additional hires? Potvin responded that the majority are replacements; some are new lines MSU has not yet filled.
- Faculty hires by college are tracked by Planning & Analysis.
- Data show that MSU has employed more assistant professors than any other rank. However, and although verbiage in employment advertisements encourage all faculty ranks to apply, most of those who do are assistant professors. Of the ads approved in 2013-2014, half of the 31 searches were advertised as assistant professors, including 1 dean and 1 dept head. Currently, MSU has 13 active open-rank openings, including 1 dean and 1 dept head, and those ads will be placed in the Chronicle of Higher Education. The intent is to have faculty hired in January for teaching in F15.
- Trends in instructional FTE for 2014-2015 show the number of NTT at 240, and TT is 410. AA responds to increased enrollment by hiring NTT faculty first, and then hiring TT faculty.
  - Reidy asked what the FTE means, course-wise, for TT vs. NTT. The graph presented does not show how many students are taking which classes from which type of faculty.
    - Fastnow noted the graph shows the instructional funded FTE for tenurable faculty, and that their total FTE might be higher than their instructionally funded piece. If faculty have a research buy-out or are on sabbatical, for example, a decreased instructional FTE would be evident in any given year. For the most part, instructional FTE is close to a full FTE for tenurable faculty, but not entirely.
    - For NTT, instructional FTE is their full FTE; they do not have additional faculty appointments and the data represented on the graph are an accurate reflection.
    - Most of our NTT are on ½ time FTE or a small amount above.
    - With respect to course assignments, Fastnow will bring that data back to senate.
    - Reidy asked if Fastnow believed that the graph accurately represented an actual instructor per each student hour. Fastnow stated that it depends on course load; at lower division courses, most likely a NTT will be instructing; upper division/graduate level, a TT faculty member will be instructing. For students overall, however, the graph is accurate.
    - Lansverk stated that in the last accreditation report, a specific metric tracked and recorded the numbers of credit hours delivered by TT faculty vs. NTT faculty. Universities similar to MSU tend to have 60% of undergraduate credit hours delivered by NTT, and it was his belief that MSU, during the last accreditation, exceeded that amount.
- Total student/faculty ratios today are about the same as ten (10) years ago, with a slight increase in ratio in students per TT faculty and NTT faculty. A dip in enrollment 5-6 years ago shows that MSU had approximately the same number of faculty as we do today.
- TT Faculty Salary Investments – In 2011, and while TT faculty were still under the Collective Bargaining Agreement, there was a state increase in salaries of 1% plus \$500; in 2012, it was 2% and \$500; in 2013 and 2014, it was 2.25 and \$250. For both market and merit in 2011 and 2012, 100 faculty were awarded \$1000 each. AA moved away from that model in 2013/2014. In 2014 and after speaking with senate leadership, AA moved more funds to market and merit. In 2013, there was \$188,500 set aside for market; in 2014 \$144,500 was set aside. For merit in 2013 and

2014, \$168,000 and \$239,000 were set aside, respectively. Equity funds of \$84,000 were also set aside for inversion in 2013 and 2014. Promotion funds in 2011 and 2012 were \$3,000 to associate and \$6,000 for full professorship. That model was replaced due to a concern that faculty with higher salaries would move further away from those with lower salaries. Therefore, promotional percentages were instituted and in combination with an award of money, funds were distributed according to whichever was highest. In the past, deans were using their own base budget funds to accomplish retention/salary increases. Now, these retention fund responsibilities are shared with the Provost's office.

- The MSU vs. Oklahoma salary data show that of the research-high institutions, and our comparison group, MSU salaries have been increasing, somewhat, but so has the national average. The graph presented shows an average gap and peer salaries increasing for assistant and full but took a small dip, closing the gap slightly, for associates last year, although the general trend is peer salaries are up. The average salaries for peer associates have risen higher, faster. Potvin's highest priority is to get full professors up above 70%.
- Chair Reidy understands that within the constraints of legislative policy, MSU is doing the best it can with respect to faculty salaries. Reidy is more concerned about faculty numbers and hires, and even though faculty numbers are growing, it is not keeping up with the influx of students.
- Where are we putting our resources? MSU should invest in the PhD granting units such as Physics, Immunology and Infectious diseases - our centers of excellence.
- Mosley noted that the faculty salary adjustment data presented does not reflect faculty with full or partial appointments in Extension or Ag Research Stations. Money for market/merit does not affect those positions, and should be noted as such. Potvin acknowledged and noted that the data reflects state funded positions, so those presented reflect partial amounts that go to faculty salaries.
- NWCCU Accreditation - Three years ago, the accreditation process changed whereby the campus had to identify core themes. This year, MSU is having its third year review on October 6-7 and our report is almost complete. From previous accreditation visits, two recommendations included aligning resources with supporting salaries, improving undergraduate research and graduate student salaries. MSU's mission statement includes teaching, research and engagement and to best accomplish those by integrating all three. MSU aligned our Core Themes with our Strategic Plan goals. MSU will ask the BoR to approve the six (6) goals of MSU's Strategic Plan to be our Core Themes to provide uniformity. Examples of moving from objectives and measurement to metrics/outcomes include:
  - Teaching – Sociology, CORE, Film & Photography
  - Discovery – Impact of PhD enhancement funds (\$18,000 stipends)
  - Engagement – Carter County Museum in Ekalaka, MT and a partner with MSU and the Museum of the Rockies.
- Under the Shared Governance model:
  - MSU has been operating under interim personnel policies since the decertification of the Collective Bargaining Agreement. A working group, J(oint) A(dministrative) G(overnance), has been formed to migrate the interim policies to a new faculty handbook using the old faculty handbook and current interim personnel policies.
  - Subgroups of JAGs have been working on a grievance policy, tenure and promotion, and the annual review process.
  - The Graduation Success Team has been working to better serve incoming students and identify/promote graduation and retention pathways for them. The team has been working with departments to modify and generate entry pathways and AA would like to incorporate 4-year academic plans into Degree Works to allow for enrollment forecasting.
  - Determine monetary and non-monetary increases in incentives for face-to-face and online courses given in the summer.

- Potvin and Reidy have discussed processes for review and revision and assessment of MSU's general education program and CORE 2.0.
- The Center for Faculty Excellence has hired Marilyn Lockhart to continue as the director. In 2014, the center was the recipient of the Exemplary Teaching and Learning Center award at the 25<sup>th</sup> International Conference on Teaching and Learning. Some of the goals for the center include:
  - To facilitate and support innovation accomplishment and excellence in teaching, scholarship and engagement.
  - To explore emerging topics such as competency based education and prior learning assessment.
  - To invite interested faculty and interesting speakers.
- Provost Potvin thanked faculty for using Activity Insight, a web-based product that collects information for faculty annual reviews, annual reports, discipline-specific accreditation documents and other reports and publications.
- Mid-Cycle Accreditation Report – Overview
  - Larson outlined the three components of the report and how MSU has addressed them:
    - Responses to recommendations from Past Reviews:
      - Support such areas as research, graduate education, undergraduate research, faculty and staff development, facilities management.
      - Offer competitive salaries and benefits for the recruitment and retention of faculty, staff and administrators.
    - Mid-Cycle Report Part I - Status of Mission and Core Themes:
      - MSU has asked the Board of Regents to update the Core Themes to align with the strategic goals of the MSU Strategic Plan.
      - MSU has defined our approach to demonstrating mission fulfillment.
    - Mid-Cycle Report Part II - Examples of progress towards mission fulfillment of learning, discovery and engagement were cited.
- The complete summary of the Mid-Cycle Accreditation Report will be posted on the Provost web site, soon.
- Brester would like to know what accreditation is about and how it impacts the very existence of the university.

As there was no further business, the meeting adjourned at 5:03 pm.

*Signature,*  
*Michael Reidy, Chair*

*Signature*  
*Randy Babbitt, Chair-elect*