FACULTY SENATE
January 20, 2016
346 LEON JOHNSON
4:10 PM – 5:00 PM
MONTANA STATE UNIVERSITY-BOZEMAN, MONTANA
Minutes

Members Present: Adams (Art), Arnold (Ag Ed), Berry (CE), Babbitt (Chair), Babcock (Chair-elect), Bolte (Music), Brown (JJCBE), Downs (English), Gannon (ChBE), Greenwood (Math), Herbeck (Ed), Johnson for Rossmann (Library), Larson (MIE), Lawrence (Bio Chem), Lu (PSPP), McMahon (Ecology), Meyer (Hist & Phil), Repasky (ECE), O'Neill (Arts & Arch), Running (Nursing), Swinford (Soc/Anthro), Vorontsov (Physics), Wiedenheft (MBI), Wilmer (Pol Sci), Zabinski (LRES)

Others Present: Chris Fastnow, Maureen McCarthy, Martha Potvin, David Singel, Ron Larsen, Renee Reijo-Pera, Kellie Peterson, Kenning Arlitsch, Dave Roberts, Ilse-Mari Lee, Chris Kearns, Matt Caires, Waded Cruzado, Terry Leist, Joe Fedock, Mary Cloninger, Megan Bergstedt, Helen Melland, Alison Harmon, Ed Dratz, Keith Kothman, Erik Grumstrup, Rob Walker

Chair Babbitt called the meeting to order at 4:10 pm, and a quorum was present.

The January 13, 2016 Faculty Senate minutes were approved.

Announcements – Chair Babbitt

- VPR Reijo-Pera will speak to faculty senate on January 27, 2016.
- Chair Babbitt asked senators to provide comments to their grad council reps with regard to changes in the Graduate Committee Rep Policy. Any change to the policy recommended by Graduate Council will be brought to senate for consideration and approval.
- President Cruzado requested senate's audience at a future date, to report on progress for MSU's 125 anniversary celebration, which has already begun. The celebration will take place on February 16, 2018 and Cruzado would like to use the entire year to showcase each college. She asked faculty to get involved by joining committees for this event.

President Cruzado

- Cruzado thanked and praised those who participated in the fall convocation and the presentation/exhibit put on by the Library.
- Carnegie Reclassification of MSU:
    - Announcement to be officially made the second week in February;
    - Cruzado believes MSU will recover from its downgrade classification from Tier 1 to Tier 2.
    - MSU should seek to satisfy the new criteria put forth by Carnegie however, Cruzado believes those criteria should not limit us; we are not here to chase designations.
    - Some Carnegie criteria changed and were adapted into new analyses retroactively, so that from this point forward other elements would be important.
        - Research expenditures continue to be important but in some areas they would like to de-emphasize that e.g., non-STEM.
        - Some institutions that had strong STEM were moved to Tier 2; some who had a fraction of MSU research expenditures were promoted.
    - There have been fluctuations in federal agency research dollars for the last 6 years due to federal agencies' flat budgets.

- We lost some ground when our congressional delegation moved to a different funding paradigm. It was expected but there was an area, doctoral production, that has remained stagnant for 10 years.
    - We need more graduate students.
- Cruzado has formed three committees to assist the campus community in working together to accomplish the task of reclaiming MSU's Tier 1 status.
    - Cruzado has asked Provost and Executive Vice President for Academic Affairs Martha Potvin, Vice President for Research and Economic Development Renee Reijo Pera, and Dean of the Graduate School Karlene Hoo, along with a cadre of faculty, to form three task forces that will identify steps the university can take in the short, medium and long term. The expertise, experience and voices of our faculty, department heads and deans will be vital to the success of these task forces.
    - **Task Force 1: Improving Graduate Student Admissions and Degree Completion**
      As indicated in the Strategic Plan's Discovery and Learning goals, and in terms of the Carnegie classification system, the number of students completing doctoral degrees at MSU is not where it should be for an institution of our size. How can MSU improve graduate student recruitment, retention and timely degree completion? This group will focus on the following tasks:
        - To analyze current departmental admission processes and standards.
        - To analyze Master's and Ph.D. completion rates at MSU and provide a comparison with peer institutions.
        - To propose strategies and tactics to improve graduate student admissions and retention.
        - To accelerate graduate degree progress, with an emphasis on the completion of doctoral degrees.
    - **Task Force 2: Strengthening Research and Scholarly Work**
      While institutional research expenditures are an important category in the Carnegie classification system, the classification looks at other areas in which MSU has room to improve. Our Strategic Plan includes objectives for enhancing the research excellence and prominence of our faculty and strengthening our research infrastructure. How can we use this moment to provide a solid foundation for research and scholarly work at MSU? This group will focus on the following tasks:
        - To analyze current research and scholarly work (submissions, awards, expenditures, book and refereed journal publications, citations, patents).
        - To provide a comparison of research and scholarly work at peer institutions.
        - To study and recommend policy proposals for consideration of faculty retention, promotion and tenure cases.
    - **Task Force 3: Faculty Workload Review**
      In order for us to understand and strengthen our position in the other areas, what are faculty doing where and what is it? How can we help faculty be all that they can be? In order for us to do that we need to examine faculty

workloads: What are the clear departmental expectations for faculty participation in learning, discovery and engagement? Who is doing what?

- Cruzado, Potvin, Reijo-Pera and Hoo began their departmental visitations, to assess their status, beginning with Physics. What are they doing with respect to their strategic plan? What are they doing with student enrollment? What specific steps have they taken to improve student retentions? What are some of the strategies they have put in place and in the future? What are they going to do in regards to Carnegie classification? Physics already had instituted a plan for all topics. On average, they have 3.4 doctoral students per faculty member. What is happening in other departments? What do we do to strengthen other departments that are functioning at other levels?
- Although the Carnegie classification system pays close attention to how metrics on excellence are realized on a faculty-per-capita basis, Cruzado's goal for MSU is to satisfy those metrics regardless. In this sense, a crucial factor underpinning our aspirations is how faculty workload is distributed at the departmental, college and institutional levels. In keeping with the Strategic Plan objective focused on stewarding our human resources, how can faculty at MSU realize their full potential in the areas of our tripartite mission? This group will focus on the following tasks:
    - To analyze current faculty workloads at college and departmental levels.
    - To review best practices of comparable institutions.
    - To propose new faculty workload policies and procedures.

- Cruzado, Reijo-Pera, Hoo and Potvin will visit all MSU departments to determine how they are addressing the three task force categories. So far, only Physics has been visited and that department has addressed many of the tasks.
- Cruzado stressed that with faculty help, the university will overcome its current challenge and emerge better, brighter and stronger.
- Discussions ensued:
    - How will Cruzado take into account multi-disciplinary projects of faculty who are working across many departmental lines and are advisors to students who are housed in other departments?
        - Cruzado stated the concept was considered when forming the task forces, and she would like JAGS (Joint Academic Governance Steering Committee) to examine promotion and tenure policies to make sure the way faculty invest their time is accounted for. MSU should value and reward interdisciplinary endeavors and have a system that tracks and rewards what faculty do.
        - The task forces will not be crafted as constraint mechanisms for faculty at MSU and conversations should take place at departmental→college→institutional level.
        - We should ask, "What does an R1 institution look like and how do we make it happen?" Alchemy happens at the departmental level in a conversation between the individual faculty member and the department head.
        - Reallocation of faculty workload with respect to teaching and research are acceptable. However, fairness with respect to doctoral student ratios should be examined by the task force.

- A senator from social sciences with a PhD program would like to have their department accept more PhD's, but cannot afford to do so. Does Cruzado foresee funding for departments to bring on more graduate students as determined by the task forces?
    - Personal accountability is important and some departments exhibit that: Physics is one of them. It is true that there is insufficient funding. However, MSU is turning away qualified students even when funding is available. There are a myriad of ways that universities use to enhance funding. Going forward, all MSU researchers should include graduate student support with every grant that is submitted. MSU is generous in their waivers and how do we factor in the cost of these and other forms of funding? How can we empower the graduate school at a different level?
- How can departments without PhD programs contribute?
    - Carnegie does not ascribe weight to Master's degrees. We should not chase the designation of Carnegie; we will make sure that we continue to strengthen Master's degrees. How can the faculty members think of new opportunities?
- Metrics changed; How?
    - University of Indiana is the new examining body for Carnegie, specifically their Center for Post Secondary Research. They want to de-emphasize research expenditures as only large universities were competing. Additional emphasis has been placed on the non-STEM areas.
    - Carnegie Foundation examined individual metrics, but Indiana will be looking at the overall metrics. At this point, Cruzado is not sure what Carnegie is pursuing.
- Regardless of Carnegie, what is in the best interest of students?
    - To make sure MSU is on the Carnegie list but not to sacrifice or impede things such as our Master's programs. We do not need to reformulate MSU; we just to strengthen it.
    - We need to be more strategic.
- Could you identify some other aspects of the university that we should work on beyond the non-STEM PhD's to regain the Carnegie status?
    - Answer lies in the three task forces, especially finding a new persona for the graduate school.
    - Stay our course as we have a great Strategic Plan.
    - There are departments in the non-STEM areas that want a PhD program. I believe we should strengthen the good doctoral programs we already have.

Academic Calendar 2017- Chair Babbitt

- 2017 Calendar is similar to Calendars from recent years.
- Proposed changes to incorporate a "dead week" will be looked at over the coming year.
- Bozeman Public School District is eager for MSU to pass the 2017 calendar in order to align their spring break with ours.
- Motion to accept the calendar→seconded→all in favor→unanimously approved

Academic Calendar 2017- Chair Babbitt

- Prior Learning Assessment – University Policy
    - Contents of the state policy that passed incorporated MSU Faculty Senate input and suggestions into the policy.
    - Ron Larsen produced a campus instrument which went through JAGS and was approved.
    - Current document is posted on the FS website for senators to review and discuss/vote next week.

Annual Review and New Form

- Comments:
- Acceptable or above average performance in annual review does not guarantee tenure. Language on "met expectations" with regard to tenure should be changed.
- Definition of "partner"
    - Should it be live-in partner; or, include long distance relationships.
- Larsen stated that the form will not be part of the Faculty Handbook; rather, the handbook would guide what the form is. Fundamentally, this will be built into academic insight and will not look as it is presented here, which is a "concept" page.
- Motivation for transitioning to what we already have.
    - To weigh three different sections/areas rather than having one score for everything.
    - Make reporting easier to derive statistics.
    - Change in the "numbers" from 15 levels in old form to a scale of 8.
- Wording at the top of the colored bars attempts to standardize performance that falls within that area.
- Director of Music stated that the weighted rankings by percentages are not useful, and will devalue research in schools (art, music, e.g.) that do not have even distributions in their teaching and research loads as they are assigned. 60/30/10 ratios occur in most of the arts and cannot be broken down in clock hours. Once faculty have used 30% of their day/month, they cannot clock out of research and say they are done. This form takes away the ability of the director to evaluate faculty according to changing priorities and changing accomplishments that are not reflected in the work. Babbitt asked to think about how you could incorporate that difference and talk in the next few days before Monday.
- Guest wanted confirmation that the form states that a post tenure faculty change in assignment has to be mutually agreeable upon (between the faculty member and department head) and seems to give faculty veto power if they don't agree with the dept head. There is no appeal process and if faculty do not agree, there cannot be a change. Ratios would only change if dept head punished the faculty member, which generates post-tenure review, which takes 10 years, to get an assignment that finally works. What would make more sense is to remove the mutuality, then specify and make an appeal that would go to the dean.
    - Potvin stated that if there is a mismatch between assignments, the faculty member may not perform well and there would be a reason to adjust the percentages to improve their performance.
    - The faculty and department head would both benefit by adjusting percentages to appropriate levels.

The meeting adjourned at 5:03 pm.

Randy Babbitt, Chair
Michael Babcock, Chair-elect