Faculty Senate Meeting Minutes  
March 16, 2017, 3:00 P.M. GBB 123

Call to Order   
Chair DeBoer called the meeting to order at 3:00 p.m.   
The Faculty Senate Admin Associate called roll.  
  
**Members Present:** B. Allred J. Banville, T. Beed, A. Belcourt, O. Berryman, S. Bitar, M. Boller, S. Caro, A. Chatterjee, G. Collins, Z. Cooper, T. Crawford, J. DeBoer, D. Erickson, L. Fern, E. Gagliardi, J. Gallo, K. Griggs, K. Harris, B. Harrison, W. Holben, L. Howell, J. Hunt, S. Johnson, U. Kamp, C. Kirkpatrick, C. Lawrence, G. Larson, J. Laskin, P. Lukacs, D. Lurie, J. Millspaugh, L. Nichols, D. Patterson, G. Peters, S. Phillips, G. Quintero, Y. Reimer, A. Sondag, S. Stan, A. Szalda-Petree, J. Thomsen, E. Uchimoto, M. Valentin, N. Vonessen, A. Ware   
 **Members Excused:** D. Beck, M. Bowman, J. Bunch, Y. Cho, L. Frey, N. Greymorning, B. Halfpap, D. MacDonald, T. Slater

**Members Absent:** A. Delaney, M. Hamon, M. Maneta, T. Sanders, J. Sears  
  
**Ex-Officio Present:** V.P. Crady, UFA President Haber, ASUM President Forstag,V.P. Reid, V.P. Whittenburg

**Guests:** T. Berkhouse, K. Krebsbach, D. Ressel S. Ross, M. Stark, P. Shock

**Minutes:** The minutes from February 9th and 28th, 2017 were approved. The draft minutes from February 28th were shared with President Stearns and will also be shared with Commissioner Christian, so they are aware of the discussion that took place.

## Communications

* Vice President Mike Reid – Budget Update  
  He explained the various [information slides](http://www.umt.edu/planningassessmentcontinuum/Budget/budgetdocs/meeting%20documents/03.02.17/UBC_Presentation_03.02.17.pdf) that were shared with the Budget Committee on March 2nd. The first represents enrollment trends. Next year we are projecting 900 fewer students. Everything is based on a fall head count of 11,465. Enrollment has dropped every semester since fall 2010. Overall spending for the institution has remained relatively stable with a slight increase. The main reason for this is because research funds have been increasing. The big concern is the decline in the general fund, which has dropped roughly $10 million since 2015. Eighty-one present of the general fund goes toward personnel (salaries and benefits), about 8% goes to scholarships and fellowships, and 9% goes toward operating expenses, of which 6% is fixed costs (utilities, insurance) So there is not a lot of discretionary income. There is not a lot of spending money. Our dollars have shrunk and we shifted more into personnel and less into operating in order to maintain the staff that we have.

The fourth slide showed expenditures compared to enrollment. Basically we are spending about the same amount as we did in 2010. Part of the reason for this is that expenses have remained relatedly flat and we generated more revenue from an increase in non-tuition dollars. The challenge we have is that any additional increases in non-resident enrollment will make the cost too high and we will not be able to attract non-resident students. We are 78th in affordability in the Rocky Mountain Region. The fiscal year 2017 is made up of $60,981,593 in state appropriations. The state appropriation is based on the average three-year enrollment compared to the other institutions in the state percentage. So if our enrollment stayed steady, but another institution increased, we would receive a decrease in our funding. Our enrollment would need to increase at a rate greater than or equal to the system average in order to receive an increase in state appropriations. The legislature debates about present law adjustments, salaries and etc. to determine how much funding higher education needs. Then the Board of Regents allocates it solely on enrollment. Tuition for FY17 was $84,333,745, and other misc. (such as interest on investments) was $1,151,109 other monies to give to higher education such as salary increases. The projected state appropriation based on an enrollment of 11,000 is $59,324,418. Tuition will drop approximately $5 million. This is an optimistic look for the next biennium. As a point of reference a 1% tuition increase creates $300,000. The less optimistic look at the next biennium projects a 5% reduction in state appropriation to higher education. This would change the state allocation to $56,471,450. The legislature is now discussing a 2.5% reduction. But we still don’t know the final outcome of the legislative session.   
  
The old strategic plan set a student to faculty ratio of 18 to 1 and a staff to faculty ratio of 14 to 1 as a target goal. In 2011 the university hired faculty to accommodate the growing enrollment. Currently we have 852.5 FTE ($48,833,229) non-faculty staff. If we were operating at the target ratios we would have 42.9 ($3,040,763) fewer staff. We have 631.1 ($51,338,564) faculty and would have 52.8 ($4,984,331) fewer operating at the target ratio. If enrollment is 11,000 and were operating at the target ratio, there would be an additional 85.3 ($6,047,503) staff and 60.9 ($5,758,413) faculty reductions. The personnel percentage at the target ratio would be 75.2%. The personnel percentage at the target ratio with enrollment at 11,000 would be 68%. Nationally our peers have a personnel ratio in the 60-70% range. We have committed to the Board of Regents to start reducing the personnel ratio. An increase in the student population would also impact the equation.

#### Questions:

It was clarified that any non-faculty positions including administrators are included in staff. If the goal is a student to faculty ratio of 18 to 1 there would be an 18% reduction to faculty. The current ratio is about 16.4 to 1. Many of the other MUS institutions ratios are at 19 or 20 to 1. The current ratio is not sustainable given our current tuition rates and enrollment.

There was a lot of conversation regarding how to include graduate students in the equation. It was suggested that they be given their own line. They are degree earning students and their funding comes from a lot of different sources, so it doesn’t seem appropriate to include them with staff. Also, they do not cost the same in terms of benefits. They are in the staff category because they are doing work for pay and reported as a personnel expenditure. Externally funding graduate students are not included in these figures.

The performance funding evaluation will impact our funding for this coming fall. We are on target to get full funding provided there is no change in the metrics.

Many faculty members close to retirement age received a survey. The administration is gathering information to see whether there is an interest. What are the incentive variables? Would early retirements make a difference in the situation? There are a lot of unknowns still. We don’t know our enrollment, tuition rates, or state support. The administration is working with conservative projections. If we have to shift by 100 or so employees, do we have a sizeable population of employees interested in retirement incentives? It could be part of solving the problem. The presumption with any retirement savings is that the line will not be filled behind the retiree. However, there is a clear understanding that some lines must be replaced.

There are an equal number of employees funded from non-general funds (auxiliary, designated, and restricted). They are not tied to the 1.4:1 ratio. These are mostly self-funded operations. Some units moved employees to other funding sources, but may not be able to sustain them. The units have to be able to maintain operations. This decision is at the unit level.

Vice President Crady provided an update on a couple strategies to keep the Senate informed. In looking at the states we compete with such as California, Colorado, Oregon, Washington, and Alaska. He also used Iowa and Minnesota as comparators because he is familiar with them. To accommodate for not being able to raise in-state tuition, we raised out-of-state tuition to above what would be considered the market place price demand point. So what we decided to do this year is provide a merit based award for every out-of-state student with a 2.75 GPA or above. This makes our tuition more affordable than Colorado’s out-of-state tuition. This has potential of bringing in net revenue of $1700 per student. These scholarships are available now to new in-coming out-of-state students. So if you are aware of an out-of-state student that did not get the award let him know. He is working aggressively on some new strategies. They ran regression models on the program and found that if the strategy had been implemented last year we would have at least generated the same amount of revenue. This did not take into account the change in admission tactics, which we hope will generate more students and raise overall net revenue. Until we know the numbers we will not know whether the strategy worked.   
  
We have another problem with over spending graduate waivers by $964,000. There is $1.2 million in departmental waivers that are currently over budget. And there is $1.2 million in undergraduate waivers that were not budgeted. The good news about this is that it generated between $1 million and $1.5 million of extra revenue. So we have a deficit in waivers that we are trying to mitigate by aggressively recruiting out-of-state students. They’ve held phone camps, calling 1300 students for an hour. President Stearns and Interim Provost Edmonds participated. The strategy will be advertised more in the next few weeks. It was not releases earlier due to the potential for other campuses copying the strategy.

Students who have completed the application have already been awarded. If you have students that have not yet applied tell them about the merit based award. Students contacted during the phone caste were informed about the scholarship. Have students contact him or Kent McGowin, Director of Financial Aide if they are confused. Enrollment services will be doing phone casts every ten days. The President has been very popular. They have done them for Journalism, Business, and Exercise Physiology. These areas had 500 or more students interested. He has instituted more changes in the last few months then he normally changes in five years. There are no benchmark metrics to see whether they will work. It will take at least two years for the changes to make a difference. And will be doing them for other areas as well.

The scholarship program includes international students. Financially, the Western University Exchange (WUE) program is not a revenue generator. It requires a 3.75 GPA. We need revenue, so are making sacrifices. Normally he would be focusing on diversity and different things. These strategies are triage admissions.

Vice President Reid closed by letting senators know the information is on the University Budget Committee page and he welcomes emails and is willing to talk to departments.   
  
Chair DeBoer noted that the University Budget Committee meetings are open to the public and occur right before the Senate meeting, so you are welcome to attend.

* Strategic Planning Council update  
  Members of the Strategic Planning Council design team, Kelly Webster – Director of the Writing Center, Professor Sarah Rinfret – Political Science, and Gordy Pace – IT Communications Director. Three additional faculty members are part of the team, including Chair-Elect MaryAnn Bowman- Social Work, Elizabeth Dove- Art and Doug Emlin – DBS, are all out-of-state today otherwise they would be presenting. Director Webster provided an introduction. The team has worked hard to protect the integrity of the process by 1) holding each other accountable to thinking about what is best for the institution as a whole and not our own units; and 2) separating the planning from the current budget crisis. The process started last April and was purposefully designed to be widely inclusive and not to make short term decisions. It engaged both on-campus and off-campus (state-wide) constituents. The values of the Strategic Planning process are to be inclusive, transparent, all-along-the –way, and be data informed. Existing data, documents, and reports were reviewed including unit and departmental strategic plans. The Council also collected additional data by engaging more than 3,000 individuals. The Council hosted a Creating Change idea gallery in the UC to gather feedback. And last fall there were focus groups, listening sessions, surveys, and tables at Welcome Feast, Homecoming, and First Friday.

Director Pace has been on campus since 1988. He started in the Admissions Office. This was also a challenging time with enrollment. Then five years later the centennial was celebrated and enrollment had increased from 8,000 to a little over 11,000. He recalls a student showing the office Mosaic, the first graphical web browser, and thinking about potential possibilities of its use. The rapid changes in technology disrupted multiple industries including higher education. One of the things important in the process is thinking about how we can become more creative and adaptive as an organization. One of the ideas in the gallery was, “What if we start thinking like designers?” A lot of businesses and some institutions of higher education (Stanford, Boise State, Arizona, George Town, Michigan) are adopting design thinking. Design thinking starts with a deep understanding of the perspectives and needs of the people serving. This demonstrates that you care about people and developing and maintaining relationships. It involves constant questioning, challenging, experimenting, and iterating. You need to question even the things that you do well in order to improve. The process is most powerful when it is applied across organizational boundaries. The solutions to complex problems often come at intersections of disciplines. The Council embraced design thinking as a way of informing and leading its strategy. It really tried to understand the current situation and aspirations. It staffed the Creating Change Idea gallery for 44 hours and had the information available on the [website](http://www.umt.edu/strategy/) to gather feedback from as many stakeholders as possible. The Council has a deadline of early April. However, this will not be the end of the strategic planning process, but rather a milestone. Strategic design thinking will continue.

Director Webster: The plan will likely have four to five concrete strategic directions. One example of a strategic direction revolves around the idea to reframe and reassert ourselves as the premier institution that provides an education that sets you free. There is a lot of public discourse around a liberal arts education and philosophy. A liberal education has been conflated with political liberalism and the humanities are under assault. A common theme in the feedback that this institution should embrace and strengthen our identity as the flagship institution that provides an approach to education that best prepares students for the 21st century and a rapidly changing world. The results of a survey sent to businesses around the state showed the most important skills and competencies expected in a college graduate are the ability to communicate effectively, think critically, solve complex problems, to inquire and analyze, to network, to reason, and to think and make decisions ethically. It was clarified that businesses were asked to prioritize from a list and had a blank that be filled in and included in the list.  
  
All disciplines should be infused with teaching the core abilities that prepare students to be agile thinkers and leaders including the ability to reason, to solve problems, to work collaboratively, and to integrate practice based knowledge with theoretical knowledge. So in order to do this, the institution must reframe the narrative. Think about how it tells the story of the education provided to students and why it is essential. It also needs to be self-reflective to consider whether it does teach the essential core abilities to all students. How can we ensure this is happening across disciplines?   
  
Professor Sarah Rinfret explained the second strategic direction that has emerged. Over the past several years our identity has been told by others, so we need to take back the narrative. One way we can do this is reinforce our unparalleled partnership with place. We leverage our natural setting to offer experimental learning through research and teaching. We offer the best education for Montanans. We partner with businesses and government entities across campus. And have students, staff and faculty participating in civic engagement. Examples of how to do this include becoming an anchor institution –become a true partner with our community (city, state, and region). This could involve creating a Center for Community Partnership and Engagement. There are already many sectors of campus doing this businesses and non-profit agencies. This can be improved by partnering across disciplines with a central hub that is crafting solutions. Another example is to demonstrate our commitment to diversity by becoming the premier institution for Native American education, scholarship, and research.

We have a lot of difficult decisions ahead of us. However, on April 1st the Strategic Plan will be a call to action for everyone to become engaged in the process. There will be many strategic opportunities. We can be the implementers and designers to create our pathway forward.

### Questions

On April first the comprehensive strategic directions will be announced. Then the testing and revising phase will begin with more opportunity for feedback and involvement. The strategic directions will constantly be refined for operationalizing. One idea is to form workgroups for implementation together as a campus. It is hoped that shared governance will be a part of this. The process will be iterative over time. Units will need to align with the strategic directions as well. It is hoped that the Strategic Planning Council will continue to help facilitate the next phase.

It is hoped that the data collection and analysis will be considered in the selection of the new President and Provost. The strategic directions will need to have some flexibility so the new leadership can make them their own. Two Strategic Planning Council members are on the search committee. Regent Casey Lozar visited the Creating Change Gallery and the website, so is aware of the process.

The Strategic Planning Council was thanked for all their work.

### ASUM President Sam Forstag

The [ASUM Academic Advising Resolution](http://www.umt.edu/facultysenate/documents/FSDocs%2016-17/Advising%20Resolution%20amended%203-15.docx) posted to the agenda has been discussed by ASUM for six months. ASUM started an Academic Advising Committee this September because it is an issue that ASUM hears about more than any other. It directly impacts student’s experience at UM and ability to succeed. The recommendations have been established in collaboration with Chair DeBoer, Staff Senate Chair Zellmer-Cuaresma, and UFA President Paul Haber. The committee gathered feedback from faculty and made several changes. It is clear that academic advising on campus is complex and it will be difficult to address all the issues. However, given our current situation and the impact advising has on students, some improvements should be considered. One suggestion is that a feedback mechanism be developed for evaluating advisors performance. Another recommendation is to clearly outline the expectation of the advisee and the advisor. ASUM has been working with the Office of Student Success to develop guidelines based on best practices. The intent of presenting the draft as information today is to gather additional feedback. He asked that senators send comments to the [ASUMpresident@mso.umt.edu](mailto:ASUMpresident@mso.umt.edu) email.

Comments  
Changes to the CBA will require bargaining and therefore the UFA or the administration will need to put some effort into the change. Unit standards could also be strengthened and a review of advising could occur in the 7 year program review process. There is certainly a limit of what a resolution from ASUM can address.

Advising graduate students can be time intensive, because they are actually interested in advice. In the History department there is resistance to considering graduate advising as part of work load. This could be complicated in many units. Often students do not come to the faculty for advising advice, but rather their advising number. Students need to recognize the value of advising, so outlining expectations for advisees to establish a working relationship with their advisor would be helpful.

The hope is to incorporate information about establishing an advising relationship into the first-year experience for all freshmen. ASUM has had feedback from students that some faculty provide advising numbers without meeting with students. The recommendations made in the resolution related to work load is to provide some recognition for faculty that are known for good advising and therefore have more advisees.

The details on how to developme performance metrics or account for students seeking advice from faculty members other than their assigned advisor would need to be worked out at the unit level with the faculty. ASUM’s resolution is asking that a framework be put in place, but is not creating one.

ASUM and Montana Associated Student Senates (MASS) are hosting a state-wide [day of action](http://www.umt.edu/facultysenate/documents/FSDocs%2016-17/ASUM_Rally.pdf) specifically targeted at the legislative budget cuts to higher education. A rally is planned at MSU, Billings, and the other 6 campuses are planning some type of event. The largest rally will likely be at UM. ASUM has consulted University Legal Services to ensure the legality of staff and faculty involvement given the complications of the state’s employment laws. The rally is scheduled from 12:00 – 1:00 on Tuesday, March 28th. So faculty and staff are allowed to participate if they are on their lunch break. ASUM is working to line up speakers. Please help get the word out to faculty and students.

### Chair’s Report

Board of Regents update  
Chair DeBoer had the opportunity to address the Board of Regents during the President’s update. She invited VP Reid, Dean Tessman, Interim Provost Edmond, ASUM President Forstag, and the Senate Chair to speak about the efforts on campus to prepare us for the FY18 budget and intentions for FY 19 budget preparation.

The administration will have an FY18 budget available for the May Board of Regents meeting. The mechanism to develop the FY19 budget will also be reported to ensure we are working on our fiscal challenges. ECOS was not in complete agreement about the ideal timeline, but was certain it was not the time currently available. The leadership of the Faculty Senate is willing to participate as is our right per the bargaining agreement. The information thus far has been very vague because the process has not yet been decided. We expect to receive a clear timeline, charge, and committee structure soon. Once the strategic plan is in place, the group assigned to establish the framework for developing the FY19 budget will be ready to work.

Vice President Whittenburg asked whether the faculty preferred to receive the correspondence before or after spring break.

Chair DeBoer responded as soon as possible is the preference. The Executive Committee of the Senate will be putting names forward to serve. ECOS will be meeting after the meeting to discuss nominations.   
  
The [Signature Authority Policy](http://www.umt.edu/policies/#/browse/governance-organization/signature-authority-interim) was forwarded to ECOS from Lucy France after approved by the President’s Cabinet. ECOS agreed that it did not require a vote by the Senate, but put it on the agenda as information. According to the new policy on policies it will be reviewed again in 2020. It simply clarifies the ultimate signature authority on campus and how it can be delegated. Send any feedback to Chair DeBoer to be brought to the Cabinet.

The [Academic Enrichment Report](http://www.umt.edu/facultysenate/documents/FSDocs%2016-17/Academic%20Enrichment%20Stats%20FY%202016.pdf) was first presented at one of the President’s Press Availability session. It is on the agenda as information for senators to take back to their constituents.

The [Build Trust in the Data Campaign document](http://www.umt.edu/facultysenate/documents/FSDocs%2016-17/GradDataMeeting2-17.docx) is from a Graduate Council meeting February 15th that involved a presentation from Dawn Ressel. She explains the efforts under way to have clear and consistent definitions of our data so that reports will be more useful. She also explains the multiple uses of the Banner fields that have created our current problems with reliable data.   
  
Dawn Ressel reported that the hope is that the definitions of five indicators will be available by July. The project will probably never be finished. The data will constantly be reviewed.

The next Senate meeting has been pushed back to April 20 due to a conflict with the Employee Recognition Day event on April 13th. This will give us more time with the Strategic Plan and information about the Forward125 process.

Committee Reports

### ASCRC Chair John Eglin

* The [ASCRC curriculum consent agenda](http://www.umt.edu/facultysenate/curriculum/approved/ascrc/ASCRC%20Consent%20Agenda_3-16-17.docx) approved
* The [International Baccalaureate Taskforce recommends](http://www.umt.edu/facultysenate/documents/FSDocs%2016-17/International%20Baccalaureate_3.16.17.docx) the adoption of the same protocols for course equivalencies as MSU. The item is informational to give units the opportunity to provide feedback. It will be voted on in April. The completion date for internal department date is April 15th. All departments should a take a look at the list to determine whether it has any concerns.

Questions:

In response to the question asking how Bozeman got out in front on this, Senator Vonnessen explained that UM does have a policy available on the admissions website. But it does not include course equivalencies. It has been reported that Montana students that take IB course predominantly attend MSU. ASCRC received a report last year and met with representatives from IB working in Missoula Highs Schools. Last spring the Workgroup tried to get programs to review the IB exams in relation to their offerings, but the process has been slow. So the Workgroup decided to adopt MSU’s equivalencies, given common course numbering, and give departments the opportunity to opt out.   
  
It’s about alignment across the system. Typically students that complete IB course work are good students. Bozeman has done a better job of recruiting them.

* The [proposed change to the Honors Policy](http://www.umt.edu/facultysenate/documents/FSDocs%2016-17/gradhonors_3.16.17.docx) primary objective is to bring the policy into compliance with Board of Regents policy. Transfer credits cannot be counted for the GPA calculation to award honors. In the course of the discussion ASCRC decided to include the option for highest honors which equates to the traditional designation of Summa cum laude. ASCRC decided to adopt the Latin designations. However there was opposition by ECOS, so a version of the draft motion included English as the designation with Latin in parentheses. ASCRC voted to reverse this so that the Latin is the designation and English is in parentheses.

Questions

This would not affect this year’s graduates.   
  
There is no good reason to change to the Latin terminology. Senator Vonessen found that the 1921 catalog used plain English.   
  
The Registrar claims that UM and MSU are the outliers in the region. So the argument would be for standardization. This gives students the option to put on their resume that they graduated Magna cum Laude. The Summa cum Laude would be available for recognition during the graduation ceremony and it would be considered aspirational (or pretentious).

### Graduate Council Co-Chair Sandy Ross

* The C[urriculum Consent Agenda](http://www.umt.edu/facultysenate/curriculum/approved/grad_council/GradConsent_3_17.docx) was approved.

## New Business

* The center review report for [National Center for Landscape fire Analysis](http://www.umt.edu/facultysenate/archives/CenterReviews/Centers16-17/ECOS%20Fire%20Center%20report%202016%20Final.docx) was approved with a correction to the report. There are 13 students not 130.
* The Senate voted to suspend the rules in order to consider a resolution authored by Professor Vicki Watson.   
    
  Senator Nichols introduced the resolution regarding the March for Science on April 20th.

*The University of Montana Faculty Senate endorses the March for Science and calls upon UM President Sheila Stearns to add UM as a partner institution for March for Science.*

Questions

Other partners include professional societies such as the American Institution of the Advancement of Science, Sigma Xi, The American Association of Geographers, Anthropologist, American Institution of University Professors, American Research Association, American Federation of Teachers, and etc. To date no other university has become a partner. This could be because of the time intensive bureaucratic process and the reluctance to be first. Professor Watkins talked to President Stearns, who said it sounds great, but she would like to hear from the shared governance bodies. There have been 100 professional science societies that have formerly become partners and 1000 entities have informally endorsed the march.

The resolution was approved.

## Good and Welfare

* Senators were reminded that the opt-in process for the Faculty Senate elections continues until March 29th. The ballots will be sent the first week in April.
* Professor Vicki Watson announced that the university will be hosting an exhibit, *A Walk through Time* starting on Earth Day. It is 95 panels created by scientists and artists to describe the creation and evolution of the universe and life on earth. It will be laid out over a mile so that the distance between the exhibit panels will be representative of time. The exhibit will start down at the river and then to campus and around the oval.

## Adjournment

The meeting was adjourned at 4:53 p.m.