FACULTY SENATE and UNIVERSITY ASSEMBLY
University of Missouri – St. Louis


SELF-STUDY REPORT

Spring 2007

Tim Farmer, Chairperson
(Associate Professor, College of Business Administration)

Fred Willman, Secretary
(Professor, College of Fine Arts & Communication and College of Education)

Steering Committee
Joseph Martinich
(Professor, College of Business Administration)

Mark Pope
(Professor, College of Education)

Teresa Thiel
(Professor and Associate Dean, College of Arts & Sciences)

# HISTORY

Shared governance has been the norm at the University of Missouri-St. Louis since shortly after the creation of the campus in 1963. The authority of the Faculty Senate and University Assembly to act on behalf of the faculty of the campus is granted through delegation of responsibility as set forth in the *Collected Rules and Regulations of the University of Missouri* 300.040.A.2. The Faculty Senate is guided by its bylaws as included in the *Collected Rules* (300.040.C) and the University Senate follows its bylaws stated in the *Collected Rules* (300.040.D).

Prior to 2000 shared governance on the campus was conducted under the auspices of a University Senate, which included representation of the regular (tenured and tenure-track) faculty, students, and administration. An unofficial Faculty Council met to discuss issues of particular interest to the faculty, but it had no authority to act on behalf of the faculty. During the 1999-2000 academic year, the faculty voted to eliminate the University Senate and the Faculty Council in favor of the officially recognized governance structure that exists today.

At the beginning of the 2006-2007 academic year, Provost Glen Cope directed that the Faculty Senate and University Assembly undergo a review of its operations in line with reviews being conducted of academic and administrative units on campus. It is expected that while this is the first administratively mandated review of the Senate and Assembly, the governance bodies of the faculty will participate in the 5-year rotation cycle being used for review of other units on campus.

# MISSION

There is no explicitly written mission statement for the University Assembly or the Faculty Senate.

However, the bylaws in the *Collected Rules & Regulations* state: *"It shall be the responsibility of the Senate to exercise those functions of the Faculty not reserved by the Faculty as a body or specifically delegated to the University Assembly."* According to the bylaws, "*It shall be the responsibility of the Assembly to exercise those functions of the Faculty delegated by the Faculty as a body."*

# RELATIONSHIP TO STUDENT LEARNING

The Senate and Assembly play a major, albeit indirect, role in student learning. The Senate C&I committee is perhaps most directly involved in student learning through its role in reviewing all changes in curriculum. Many of these changes, such as new or altered prerequisites, new or significantly revised courses, and entire new degree programs have a major impact on what and how students learn. For example, the Biochemistry and Biotechnology degree programs that began three years ago provide students with degrees with a clear path to careers in the biotech industry through student learning of principles and techniques important to that discipline.

## ORGANIZATIONAL STRUCTURE

Membership

The Faculty Senate includes voting members from the full-time faculty, both tenured/tenure track and non-tenure track, with proportional representation of the campus' academic units. (The chancellor, provost, and dean of the Graduate School are *ex officio*, non-voting members of the Senate.) The voting membership of the University Assembly includes all elected faculty members of the Faculty Senate, plus elected representatives of the student body, and staff, as well as the chancellor, provost, dean of the Graduate School, vice provost for student affairs, and the dean of Continuing Education . Additional *ex officio,* non-voting membership in the University Assembly is extended to other deans, vice chancellors, vice provosts, and the president of the Student Government Association. A chairperson and a secretary are elected by the membership of the Faculty Senate to serve one-year terms as officers of both the Senate and the Assembly.

Committees

Nineteen (19) committees of the Senate and Assembly are elected by the Senate to conduct analysis and oversight of various campus functions and to provide recommendations to the Senate or Assembly for action. *(See Appendix A)* Seven (7) committees are designated as University Assembly committees because of their impact on the campus community as a whole. The others are designated as Faculty Senate committees owing to their relationship to faculty responsibilities. The exceptions are the Steering Committee, Bylaws & Rules Committee, and the Committee on Committees which serve both the Senate and the Assembly.

Faculty members of committees do not have to be members of the Senate and Assembly. They are elected by the Senate or Assembly for their interest and expertise in the committees' areas of responsibility. In some cases the membership on committees is limited due to the nature of the work. (e.g. Members of the Committee on Appointments, Tenure, and Promotion must all be full professors, but they do not all have to be members of the Senate.) Students who serve on Senate and Assembly committees are elected by the student members of the Assembly based on criteria they have developed independently of the Senate and Assembly bylaws. Staff members of the Assembly and committees are chosen by the Staff Association.

Staff Support

The operations of the Senate and the Assembly are funded by the Office of the Chancellor. Financial support has included full-time staff support. In the past three years, there have been two full-time members of the Chancellor's staff assigned to the Faculty Senate and University Assembly. The chair of the Senate & Assembly acts as the direct supervisor for these office staff persons.

<u>Meetings</u>
  The Faculty Senate and University Assembly follow *Robert's Rules of Order* in the conduct of its meetings, with guidance from a parliamentarian appointed by the Senate chairperson.  All meetings of the Faculty Senate, University Assembly, and their committees are open to the public, except where personnel matters or other issues that require confidentiality are discussed.  The Senate meets each month of the academic year and the Assembly meets "every other" month during the academic year.  Committees meet as often as need; their schedules are set by the committee membership.   During the summer months, the Steering Committee is designated to act on behalf of the Senate and Assembly if a decision is required before the full bodies meet in the new academic year.

  At each meeting of the Senate and the Assembly, the chancellor is invited to give a report.   During the period covered by this study all chancellors have taken advantage of this opportunity to provide information to the membership, answer questions of concern to the campus community, and receive input from the membership.

  The president of the Student Government Association is invited to report at each meeting of the University Assembly.  These student leaders have taken this opportunity very seriously and have used it to voice their concerns to the faculty and administration, to provide information about student-sponsored events, and to exchange information and insights with the Assembly members.

<div align="center">COMMITTEE RESPONSIBILITIES</div>

<div align="center">Senate Committees</div>

<u>Academic Advisory</u>
  This committee has the general responsibility for making recommendations for the vice chancellor for academic affairs on academic issues, including recommending policies and procedures regarding academic instruction and advising.

<u>Appointments, Tenure, and Promotion</u>
  This committee's responsibilities include:
- Review of initial academic appointments that are to include tenure before recommendation to the chancellor
- Tenure recommendations for faculty holding term appointments, and recommendations for promotion above the rank of assistant professor
- Establishing, developing, and maintaining, with appropriate administrative officers, the highest standards of faculty quality

<u>Assessment of Educational Outcomes</u>
  This committee has responsibility for:
- Making recommendations concerning policies in the area of assessment of educational outcomes and related matters
- Reviewing and advising on policies and procedures in this area and recommending changes where appropriate

Bylaws and Rules

Even though the committee on Bylaws and Rules is designated as a Senate committee, is serves both the Assembly and the Senate.  It is responsible for:
- o Receiving proposals for bylaws changes, reviewing them, and recommending changes to the Assembly or Senate, whichever is appropriate
- o Interpreting the bylaws upon written request of the Senate chairperson
- o Compiling and maintaining the bylaws and operating rules
- o Initiating bylaws changes

(Committee on) Committees

This is the nominating committee of the Senate and the Assembly.  It is the responsibility of this committee to nominate:
- o Faculty members for standing committees of the Senate and Assembly
- o Faculty members for *ad hoc* committees of the Senate and Assembly
- o Faculty members for *ad hoc* or standing statewide committees for election by the Senate or Assembly or for appointment by the chancellor

Curriculum and Instruction

This committee is officially responsible for:
- o Recommending policies and procedures in the area of curriculum and instruction, including graduation requirements, special honors programs, and academic publications such as catalogs and schedules of courses
- o Academic calendar, schedules of classes, and final examination schedules
- o Review of new degrees and degree programs proposed by the separate colleges
- o Reviewing curricular additions and changes for overlap and duplication

Faculty Teaching and Service Awards

This committee is responsible for:
- o Formulating and publishing guidelines for campus-wide teaching and service awards
- o Soliciting nominations for campus-wide teaching and service awards
- o Recommending candidates for teaching and service awards to the chancellor

Research

This committee consists of two panels, a Fall Panel and a Spring Panel.  The committee meets to:
- o Establish objectives, deadline, and guidelines for campus research awards
- o Recommend internal grant funds, including summer support, support during research leaves, support for research assistants, grants for equipment and supplies, and travel funds
- o Make nominations for campus, university, and external research awards that are available campus-wide

Research Dishonesty

This committee is responsible for carrying out "Procedures Governing the Disposition of Charges of Research Dishonesty by Academic Faculty and Staff" [*Collected Rules & Regulations of the University of Missouri* (420.020)]

### Steering

In addition to the elected members of the Steering Committee, the Senate/Assembly chairperson, secretary, and the chancellor all serve on this committee. Its responsibilities are:

- To call regular and special meetings of the Senate and Assembly and prepare the agendas
- To coordinate the work and activities of the Senate and Assembly and their committees
- To meet with the chancellor to discuss matters of policy concerning the campus
- To act on behalf of the Senate and Assembly to maintain avenues of communication with the faculty and students of the campus, administrative officers, and the governing board of the University of Missouri
- To establish guidelines for Senate and Assembly elections and to supervise the elections

### Issues of Tenure Removal

This committee is responsible for conducting a hearing in removal cases or in disputed cases involving tenure rights and status as provided for in the Academic Tenure Regulations of the University of Missouri. This committee serves as the committee referred to as "Campus Faculty Committee on Tenure" in the Academic Tenure Regulations.

### University Libraries

The responsibilities of the Libraries Committee include:

- Advising the Dean of Libraries on policy issues, including budget
- Serving as liaison between the libraries and the university community
- Advising the university administration about policies and recommendations regarding the libraries
- Considering other matters referred to it by the Senate, the Dean of Libraries, or any member of the campus community regarding libraries

## Assembly Committees

### Administrator Evaluation

This committee is charged with conducting an annual evaluation of campus administrators by all eligible faculty on the campus, collecting the forms, and tabulating results.

### Budget and Planning

The committee shall:

- Examine general budgetary allocations and priorities for the campus
- Consider questions relating to the development of the campus and the university as a whole
- Make recommendations on development and fiscal matters to the chancellor

### Information Technology

Responsibilities of this committee include:

- General policies regarding information technology
- Advising the associate vice chancellor for information technology
- Gathering information about information technology needs and productivity

- o Identifying common information technology needs of units and groups
- o Encouraging communication between UMSL and UM system on the unique information technology needs of the campus
- o Identifying policies that foster consistent and comprehensive training and professional development opportunities for faculty and staff
- o Policies governing the development of software applications for research, teaching, and administrative services
- o Policies regarding hardware for research, teaching, and administrative services
- o Funding policies for information technology
- o Policies regarding the deployment of information technology support personnel

Physical Facilities, Space, and General Services

The responsibilities of this committee include:
- o Recommending policies and procedures in the areas of facilities and general services
- o Acting in an advisory and fact-finding capacity for the planning of physical facilities
- o Reviewing and reporting priorities regarding maintenance, construction and support services
- o Reviewing complaints and suggestions regarding physical facilities and services
- o Formulating long-range space recommendations
- o Recommending allocation of existing unused space to the chancellor

Recruitment, Admissions, Retention, and Student Financial Aid

This committee is responsible for:
- o Recommending policies and procedures to the Assembly, director of admissions, and director of student financial aid regarding recruitment, admissions, retention, and financial aid
- o Monitor recruitment, admissions, retention, and financial aid activities
- o Rule on appeals made by applicants to the university and for financial aid

Student Affairs

This committee is responsible for recommending and reviewing policies in the areas of non-academic regulations and student services and for advising the vice provost for student affairs.

Student Publications

The responsibility of this committee is for recommending and reviewing policy regarding student publications that are directly funded by the university.


FOCUS OF THE SELF-STUDY


During the fall semester 2006, chairs of Senate and Assembly committees were sent copies of their committees' annual reports for the past five years (where available) and were asked to summarize the activities of the committees. The chairs were also asked to indicate the current year's initiatives of their committee and relate these to the overall responsibility of the campus regarding student learning.

Early in the spring semester 2007, the Steering Committee reviewed the reports of the committee chairs and developed a focus for this study to help guide the Senate and the Assembly in addressing their most pressing organizational issues. The committee identified three areas of concern:

- o Committee structure
- o Bylaws
- o Faculty service commitment

Each of these areas will be discussed in turn and ideas for addressing the problems related will be offered.

Ensuring Processes Quality

The University Assembly and Faculty Senate have not, to date, explicitly instituted procedures to monitor their successes in facilitating student learning. Because our impact on student learning is indirect, assessment has been left to the direct drivers of the learning process. For example, the bachelor's and master's degrees in Biochemistry and Biotechnology have attracted over 100 students in their first three years of operation. Ensuring the academic rigor and appropriateness of these programs was due in significant ways by the curriculum review procedures under the purview of the Faculty Senate's Committee on Curriculum and Instruction. However, measurement of the success of these programs would be logically done at the level of the Department of Biology and the College of Arts & Sciences.

Evaluating quality of Senate and Assembly committee processes has centered on the democratic process of campus governance. Committees are primarily responsible for initiating proposals brought to the Senate and Assembly for action. (Individual members may also bring issues to the full body by motion without committee recommendation as well.) Deliberation in committees, discussion and debate on the floor of the Senate or Assembly, and acceptance or rejection of Senate/Assembly actions by the administration have been the prime means of ensuring the quality of outcomes.

Virtually any change that will affect student learning, such a change in prerequisites, change in general education requirements, or the development of new degree programs follows a rigorous path of review. This review begins at the department or unit level, continues to the college level, then to the senate C&I committee and finally to the Senate. At every level proposals are reviewed by committees until they are finally presented to, discussed by, and voted on by the entire Senate. The process is long and sometimes frustrating for those who would like to see more facile change; however it does insure that many individuals, mostly faculty, have an opportunity to review the changes to insure that they promote student learning and student success.

In general, the processes have worked. Recently, the Senate seriously debated a proposed Ph.D. in Counseling Psychology and discussed its impact both on new students hoping to earn this Ph.D. and on those already enrolled in the Ph.D. program in Clinical Psychology. The direct impact of the limited availability of internships on student learning in these two competing clinical disciplines was discussed at length before a majority of the

senators were convinced that both programs could provide an appropriate learning experience for students.  Recommendations for changes in curriculum have virtually always been accepted by the Vice Chancellor for Academic Affairs.

The other functions of the Senate and Assembly may be assessed in a similar fashion as those that could be done for curriculum review.  For example, recommendations for promotion and tenure are not voted on by the full body, but rather are made to the Chancellor, and only in rare cases has the Chancellor made promotion and tenure decisions contrary to those proposed by the ATP committee.  The chair of the ATP committee does report a summary of their recommendations to the Chancellor, but data have not been collected about the number of times the Chancellor's decisions conflict with the committee's recommendations, nor the success of faculty tenured and promoted.

The effectiveness of Senate and Assembly participation in campus policy-making process has not been explicitly assessed.  This might be accomplished through a survey of constituents – students, staff, and faculty.

Committee Structure
Challenges in filling the committees of the Senate and Assembly as well as comments about the usefulness of standing committees made by committee members provided the impetus for focusing on committee structure in this self-study.

A cursory review of the organizational structure and organization chart illustrates one issue in the shared governance at UM-St. Louis.  Nineteen committees require a significant commitment of human resources just to fill the membership of these committees.  (Additional *ad hoc* committees of the Senate and Assembly, and those appointed by the chancellor and other administrators add to the demand for faculty time and effort.)  The name of the nominating committee, "Committee on Committees," appears to be a self-indicting commentary on committee formation run amok.

There are differential workloads associated with these committees.  Committees such as those related to "Research Dishonesty" and "Issues of Tenure Removal" have not met in the past five years – and we would hope that there is never a need for them to meet.  The "Curriculum and Instruction" committee meets every month of the academic year to review hundreds of course and program proposals, and even more frequently at the end of the year when the deadline for making curricular changes looms.   While the Senate and Assembly have had good success in staffing committees, encouraging a colleague to take on the responsibilities of a "busy" committee and getting the same "credit" for it as s/he would receive for being on a committee that never meets can be a real challenge.

Some committee responsibilities overlap with those of other standing committees.  The "Academic Advisory" committee and the committee on "Assessment of Educational Outcomes" are both charged with making policy about assessing educational outcomes.  This is redundant at best and potentially conflicting, but probably unnecessary and inefficient.

All of the standing committees, with their requirements for membership and responsibilities, are specified in the bylaws, which are part of the *Collected Rules and Regulations of the University of Missouri*. The "Collected Rules" govern the entire university system and as such ANY change in this document must be approved by the Board of Curators of the University of Missouri. This legalistic organizational structure for committees limits the ability of the governance bodies to respond efficiently to a growing, dynamic campus community.

### Proposed Action
The Faculty Senate and University Assembly should review the committee structure with an eye toward making the governance process more efficient while maintaining adequate oversight of their responsibility for functions delegated to it by the Faculty of the University of Missouri-St. Louis.

Bylaws
The complexity of the bylaws of the UM-St. Louis campus governance organizations were compared to the bylaws of the other three campuses of the UM system.

As with all of the four campuses of the University of Missouri system, the bylaws of the Faculty, including their representative governance bodies, are included in the *Collected Rules and Regulations of the University of Missouri*, which governs all the functions of the university. The St. Louis campus represents an extreme in terms of codifying its governance structure within the Collected Rules. http://www.umsystem.edu/ums/departments/gc/rules/bylaws/300/040.shtml All nineteen committees are described in detail, including the specifications for membership on the committees, the charge of the committees, and the reporting requirements. The text corresponding to some committees are quite brief, only a paragraph or two. For others, the detail requires several paragraphs, and in the case of the "Information Technology" committee, the text goes on to several pages. (When printed, our bylaws run 17 pages.)

At the other extreme, within the UM system, is the description of the Faculty Council at the Columbia campus, which is given a mere six paragraphs in total with no specification of any committees within the council. http://www.umsystem.edu/ums/departments/gc/rules/bylaws/300/010.shtml

The UMKC Faculty Senate is described in much the same way as the UMC Faculty Council. http://www.umsystem.edu/ums/departments/gc/rules/bylaws/300/020.shtml

Only the UMR Academic Council comes close to UMSL in the level of detail, and even then there is substantial difference. http://www.umsystem.edu/ums/departments/gc/rules/bylaws/300/030.shtml

Thoroughly describing committees has the effect of ensuring consistency of function and format from year to year. However, the downside is the inflexible nature of

a legally specified form.  Of course, the bylaws can be changed, and often are, but the process is technical, multi-phased, and requires a minimum of a year to implement.  (Recent bylaws changes have taken up to three years to enact because of issues related to conducting the faculty referendum and ultimately getting the recommended changes onto the agenda for the Board of Curators.)

The process is described in the steps below.

1. <u>Proposed amendment</u> may be initiated by Bylaws & Rules Committee, other committee, or individual faculty member

2. Proposal reviewed by <u>Bylaws & Rules Committee</u>.  If recommended by committee, chair of the committee presents proposal to Faculty Senate or University Assembly (whichever is affected by proposal).

3. Proposed amendment is debated and voted on by <u>Senate or Assembly</u>.  If it receives majority vote of members present, it is forwarded to the Chancellor.

4. A <u>referendum</u> on the proposed amendment <u>by the tenured and tenure-track faculty</u> is conducted under the authority of the Chancellor.  If the amendment is approved by a majority of voting faculty, it is forwarded by the Chancellor to the President of the UM System.

5. President of the system forwards the proposed amendment to the <u>Board of Curators</u> for their consideration and vote.   If approved by a majority vote of the Board of Curators, the amendment is adopted.

6. Amendment is entered in the <u>*Collected Rules & Regulations of the University of Missouri.*</u>

Changing the steps by which the Collected Rules are amended is not within the purview of the Senate, Assembly, faculty, or administration of any campus.   It is possible, however, to use the structure of the bylaws and the Collected Rules & Regulations more efficiently.

**Proposed Action**
The Faculty Senate and the University Assembly has written "Operating Rules" that may be amended with action of the campus governance bodies alone. (That is, without campus referendum and subsequent approval by the Board of Curators.)  The details of membership and charges might be included as part of the Operating Rules (*see Appendix D)*, thereby allowing greater flexibility and reduced lead-time to address changes in the organizational structure of the campus or needs that may arise pertaining to the campus governance body.

A major overhaul of the bylaws to limit the necessary guidelines for inclusion in the *Collected Rules and Regulations of the University of Missouri* would need to be

undertaken to effect the proposed change.  This venture has not yet been proposed to the membership of the Faculty Senate and University Assembly.

Service Commitment

Service demands on faculty time have not been systematically compared to benchmark organizations, but reflect the experiences and perceptions of faculty involved in campus governance.  We also enlisted the assistance of the Office of Institutional Research for data about the distribution of committee assignments to faculty at UM-St. Louis.

The 19 committees of the Senate and Assembly call for a total of 91 full-time faculty members (in addition to various administrators, staff, and student members).  Committees formed by the chancellor, provost, and other administrative officers on campus to provide advice on an *ad hoc* and on-going basis are not included in this number.   Committee service within each faculty member's home unit adds to the service expectation.  While some of these committees are geared primarily to faculty personnel functions (such the Appointments, Promotion, and Tenure) or research, many of the committees are directly related to the university's teaching mission.  The committees on *Assessment of Educational Outcomes*, *Academic Affairs*, *Student Affairs*, *Student Publications, Curriculum & Instruction,* and *Recruitment, Admissions, Retention, and Student Financial Aid* all focus on issues pertaining to development and delivery of courses and programs and ensuring an appropriate environment in which the learning process can be conducted.

The commitment of faculty time to campus governance is substantial, especially for a university of approximately 390 tenured/tenure-track faculty that is a research-oriented institution.   According to a report from the Office of Institutional Research, statistics show approximately 300 tenured/tenure-track faculty of the University of Missouri-St. Louis had 958 committee assignments on the campus during 2006.  (This is an average of more than 3 assignments per tenured/tenure-track faculty member.)  Some faculty members are "protected" from the service commitment, primarily during the years leading up to the promotion and tenure decision.  Others decline invitations to serve to protect their own time for research, teaching, and off-campus service commitments.  Given an assumption that committee service is shared by less than all of the tenured and tenure-track faculty, the amount of service performed by individuals who are involved is significant.

There are several concerns related to the observations of who is engaged in campus service and how much is done by each faculty member.
- o Over-commitment may lead to burn-out to individual faculty
- o Dominance of viewpoint can occur when a relative few faculty contribute their expertise and insights to the policy-making and governance of the campus
- o Lack of engagement by faculty early in their careers may set up unrealistic expectations for post-tenure responsibilities
- o Perception that governance is controlled by the few people who voluntarily choose to become involved

Involvement in campus governance is a responsibility of the faculty, just as teaching and research activities are. However, unlike research, and to a lesser extent teaching, service is not rewarded but is merely expected (at best) and is often openly discouraged or implicitly discouraged by the university's reward structure. High levels of service not only go largely unrecognized, but are generally discouraged.

To continue to infuse innovation into the processes and policies of the university, there needs to be a continuous flow of new faculty into campus governance. The Faculty Senate and University Assembly have engaged in a few programs toward this end.

- o The chair of the Senate and Assembly is regularly invited to New Faculty Orientation to introduce the governance structure to the new colleagues.
- o An annual banquet is held at the end of the academic year to thank members of the Senate and the Assembly for their service to these governance bodies. Chairs of Senate and Assembly committees (who are not necessarily members of the Senate and Assembly) are also invited to this event and thanked for their leadership.
- o The Faculty Senate co-sponsors with the Center for Teaching and Learning, a forum on promotion and tenure to help untenured faculty understand the factors considered in the promotion and tenure process, which includes an evaluation of an individual's participation in service activities. (The message from these forums is that it is o.k. to do a little bit of service as long as it doesn't interfere with research activities.)
- o All faculty are invited to complete an interest survey to help the Senate's Committee on Committees identify individuals for committees of the Senate and Assembly. The response rate for this survey is very low.
- o The Committee on Committees prepares a slate of candidates for election to committees through personal interaction with colleagues in their units. This can be an effective method for bringing new faculty into campus service.

The Faculty of the campus has delegated most of their responsibilities for student learning outside the classroom to the Faculty Senate and University Assembly. Not only is the Faculty Senate responsible for reviewing and approving changes in curriculum, advising on academic policy, ensuring appropriate standards for admission, and providing oversight of library resources, but its counterpart, the University Assembly is responsible for budget recommendations, space allocations, and a wide variety of campus life issues.

Furthermore, the governance organizations at UM-St. Louis, through its inclusion of student members on the University Assembly and student representation on many committees of both the Faculty Senate and University Assembly, provides opportunities for students to develop leadership skills outside the classroom. (Two committees of the University Assembly were chaired or co-chaired by students during the 2006-2007 academic year.)

**Proposed Action**

The importance of faculty service to the campus community and the learning process needs to be elevated at UM-St. Louis. The leadership of the Faculty Senate and University should work with the Chancellor, Provost, and deans to help move campus service from the job of a few faculty to the responsibility of all faculty. This may be accomplished by:

- More explicitly evaluating faculty participation in campus governance in annual reviews
- Including an evaluation of campus service, in a significant way, into processes for determining raises, promotion, and tenure
- Establish policies at the department and college level that participation in campus governance is a shared responsibility of all faculty, while at the same time acknowledging individual differences in interest and expertise
- More frequent and visible reporting of agenda items and actions taken by the governance organizations
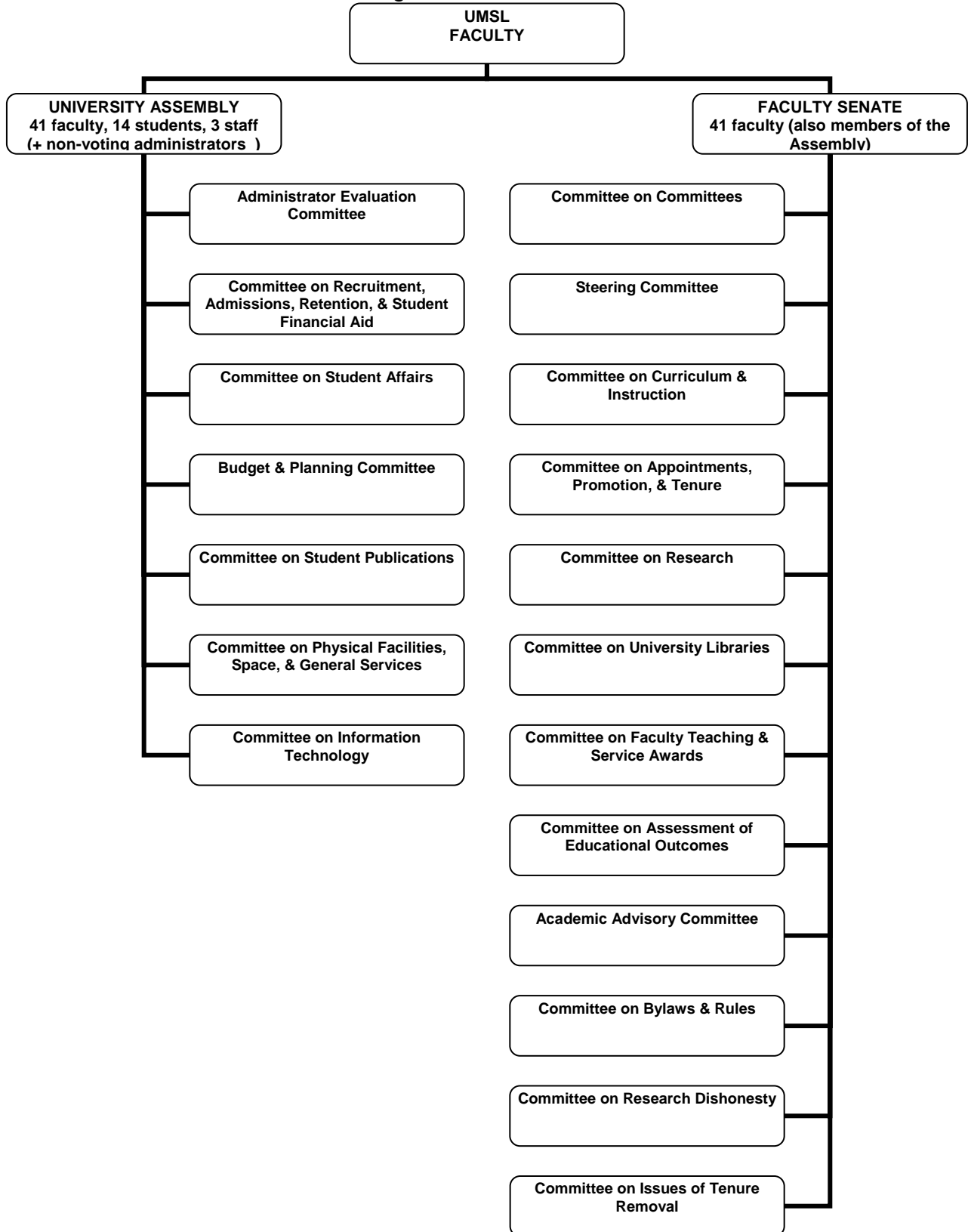
## CONCLUSIONS

The Faculty Senate and the University Assembly at the University of Missouri-St. Louis are comprised of dedicated individuals who have taken on much of the shared governance responsibilities of the Faculty as a whole. The Senate and Assembly, themselves and through their committees, are indirectly related to the learning process through from the recruiting and admission functions, curriculum review, and participation in policy-making processes of administrative units such as student affairs. Inclusion of students in campus governance in a meaningful way enhances the educational experience for participants.

The number of standing committees of the Senate and Assembly, while reflecting a desire to thoughtfully and thoroughly discharge the responsibilities delegated to these bodies, contribute to the high service demand placed on a relatively small number of active faculty.

Bylaws for the Faculty Senate and University Assembly are unnecessarily detailed. This limits the flexibility and responsiveness to change in the academic landscape.

The breadth and depth of faculty responsibilities is placing a heavy demand on the limited time and efforts of a fraction of the faculty.

# APPENDIX A
## Organizational Chart

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                          UMSL
                         FACULTY
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UNIVERSITY ASSEMBLY                       FACULTY SENATE
41 faculty, 14 students, 3 staff          41 faculty (also members of the
(+ non-voting administrators )            Assembly)
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| UNIVERSITY ASSEMBLY | FACULTY SENATE |
|---|---|
| Administrator Evaluation Committee | Committee on Committees |
| Committee on Recruitment, Admissions, Retention, & Student Financial Aid | Steering Committee |
| Committee on Student Affairs | Committee on Curriculum & Instruction |
| Budget & Planning Committee | Committee on Appointments, Promotion, & Tenure |
| Committee on Student Publications | Committee on Research |
| Committee on Physical Facilities, Space, & General Services | Committee on University Libraries |
| Committee on Information Technology | Committee on Faculty Teaching & Service Awards |
| | Committee on Assessment of Educational Outcomes |
| | Academic Advisory Committee |
| | Committee on Bylaws & Rules |
| | Committee on Research Dishonesty |
| | Committee on Issues of Tenure Removal |

APPENDIX B

Operating Rules of the Faculty Senate & University Assembly

**1.** The grade point average used to determine student eligibility for service on the Assembly and on committees of the Senate and Assembly shall be overall cumulative grade point average reflected in CICS5.

**2.** For committees requiring representation from specific divisions of the College of Arts and Sciences, departments within the College shall be categorized as follows: Humanities – English, Foreign Languages and Literatures, Philosophy; Social Science – Anthropology, Criminology and Criminal Justice, Economics, History, Political Science, Psychology, Social Work, Sociology; Natural Science/Mathematics – Biology, Chemistry & Biochemistry, Mathematics and Computer Science, Physics and Astronomy.

**3.** The Faculty Senate shall meet monthly during the academic year, and the University Assembly shall meet every-other month within semesters.

**4.** All Senate and University Assembly members are strongly encouraged to attend scheduled meetings.

**5.** Agendas and minutes of Senate and Assembly meetings shall be posted on the web no later than the Thursday before the Tuesday meeting.

**6.** Committee reports should:
a. be filed with Assembly/Senate Assistant in advance of or at the meeting where actions are presented;
b. include the names of committee members;
c. present motions only as a part of the report.

**7.** A report from the Chancellor shall be presented at each meeting of the Senate and the Assembly. The report shall include information on action taken as a result of Senate and Assembly recommendations.

**8.** Minutes of the Senate and Assembly meetings should include motions as presented, with a summary of the main points of the discussion.

**9.** The Senate and Assembly rosters and the committee rosters shall be posted on the web.

**10.** The budget for athletics shall be recorded as information to the Assembly.

**11.** All students, irrespective of their status as elected, appointed, or ex-officio members of the Assembly and/or committees, are required to satisfy the eligibility requirements stated in the bylaws during their candidacy and throughout the entire period of their service. Elected students will be replaced in accordance with the bylaws if they fail to satisfy all requirements. Ex-officio student representatives will not be recognized by the Senate if they fail to satisfy all

requirements. A qualified replacement may be appointed by the Senate Chairperson to serve until such time as the ex-officio student representative meets the stated requirements.

**12.** Only voting members of the Senate and Assembly may vote at their respective meetings. Proxy voting is prohibited.

**13.** Only voting members of Senate and Assembly committees may vote as committee meetings. Proxy voting is prohibited.

**14.** To facilitate the flow of information and pertinent documents, the Assistant to the Senate Chair shall be invited to attend meetings of the Committee on Committees, the Steering Committee, the Committee on Curriculum & Instruction, and the Committee on Bylaws & Rules.

**15.** Normally, members of the Committee on Committees shall not nominate themselves for other committee assignments.

**16.** Nomination for Senate and Assembly Chair shall be submitted to the Senate/Assembly Office no later than one week prior to the March meeting of the Faculty Senate to allow dissemination of names of nominees to the voting members of the Senate. Nominations from the floor may also be made on the day of the election.

**(Note:  These operating rules <u>supplement</u> the official bylaws of the University Assembly and Faculty Senate that appear in the *Collected Rules & Regulations of the University of Missouri*.)**