

(to be considered for approval at 4/25/95 Senate meeting)

**SENATE MINUTES
UM-ST. LOUIS
April 4, 1995
3:15 p.m. 222 J. C. Penney**

The meeting was called to order at 3:17 p.m. Minutes from the previous meeting (held March 14, 1995) were approved as submitted.

The Chair prefaced his report by announcing the election of Dr. Lois Pierce as Senate Chairperson and Professor David Ganz as Senate Secretary for 1995-96. The announcement was greeted with applause.

Report from the Chairperson -- Dr. Stephen Lehmkuhle

The Chair began by reporting on activities at the March 23-24 meeting of the Board of Curators. Each chancellor was called on in turn to describe the program review process in place on his/her campus. Chancellor Kiesler's report generated the most discussion by the Board. Kiesler indicated that departments at MU must identify a unique niche in their field and develop a plan for shaping the department to fill that niche. The primary source of funding for program enhancements in Columbia is from the transfer of positions vacated through attrition and the mortgaging of future positions--not by means of reallocation from program cuts.

President Russell informed the Curators that Governor Carnahan has revised his budget recommendation for the 1996 fiscal year to include increases that will continue to fund the five-year plan. The revised budget sets aside \$11.7 million for salaries, which translates into an average increase of 3.8 percent. President Russell pointed out, however, that actual increases will be higher than this figure due to the addition of individual campus reallocations.

In other business, the Board approved residence center status for our operations in St. Charles and Jefferson counties. This recommendation will be forwarded to CBHE for final action. The Curators also ratified all of the bylaw amendments that were endorsed in our recent campus referendum.

The Chair offered to make available copies of a speech delivered by the President of AAUP at the organization's March 25 regional state conference in Kansas City. The speech discusses a number of the major issues confronting faculty today, such as attacks on tenure by legislators who confuse the issues of job performance and academic freedom, challenges to academic freedom brought about by sexual harassment policies and by the "Contract with America," the problem of relying on measures of student satisfaction and job placement success in determining accountability and assessing academic programs, and the connection between faculty

governance and labor relations. Senators interested in receiving a copy of the speech were invited to contact the Chair.

In closing, the Chair announced that the Ad Hoc Senate Committee on Faculty Teaching and Service Awards has decided to extend the deadline for nominating candidates for the Chancellor's Awards in Teaching and in Service. The new deadline is 5:00 p.m. on April 28. Notice of the deadline extension will be mailed to all faculty within the coming week.

Report from the Chancellor -- Chancellor Blanche Touhill

The Chancellor reported that contrary to earlier information, President Russell hopes to have CBHE consider our proposal for educational centers in St. Charles and Jefferson counties prior to the June meeting of the Board of Curators.

The UM Research Board has awarded grants ranging in size from \$14,000 to \$47,000 to 10 UM-St. Louis faculty members. Details will be covered in a forthcoming issue of Spectrum.

Four academic units are currently undergoing program self-studies. In March, Music had a site visit. Site visits are planned this month for Art and Art History, Mathematics and Computer Science, and the Honors College.

Chancellor Touhill announced that Dr. Robert Rickless, a world-class scholar and the author of several widely-used textbooks, will join the Biology faculty next year.

UM-St. Louis students have started a campaign to pass a referendum that would increase student fees to support the construction of a new Student Center. The proposed new building would be three times as large as the current structure.

Four thousand people attended the McDonald's All-American Slam Dunk and Three Point contest held recently at the Mark Twain Building. The event was broadcast nationally by ESPN.

Disabled Awareness Week will be observed April 10-14. During this period there will be a number of special activities, including a wheelchair marathon and an awards ceremony to honor members of the campus community who have made special contributions to students with disabilities.

The first Global Citizen Award will be presented to Dr. Philip Johnston, President of CARE, Inc., at 7:00 p.m. on April 12 in the Convocation Hall at the Pierre Laclede Honors College. Chancellor Touhill encouraged senators to attend. The Global Citizen Award was established to focus attention on the importance of global studies to our students and the importance of global

issues to our community. In accepting the award, Dr. Johnston will speak on "Sustainable Development: A Solution to the Global Refugee Crisis."

Senators were reminded that the Chancellor's Report to the Community will be held on May 23 at the Adam's Mark Hotel. Anyone who has not received information about this event was asked to contact University Relations. Chancellor Touhill commented that a large part of the annual event's success can be attributed to the participation of faculty who, through their academic units, invite and host alumni and other important campus constituents.

The position of Director of Institutional Safety (formerly the Police Chief) will be filled within the month. Mr. David Martin has been appointed Manager of Custodial and General Services, the Chancellor announced.

Construction on the University Meadows Apartments and on the Center for Molecular Electronics is progressing on schedule. Students will begin using the apartment complex in August, and the Center should be ready for occupation sometime in 1996.

In closing, the Chancellor reported that the number of audits conducted at colleges and universities by the Internal Revenue Service has been growing. Responding to this, the University sponsored a seminar to update unit managers on the issues that affect the campus. The areas of greatest concern are: unrelated business income, FICA for student employees, tax treatment of foreign nationals, and employees vs. independent contractors. Ernest Cornford (Director of Finance) and Robert Proffer (Director of Budget Services) have been appointed to a System-wide committee to study these issues.

Report from the Faculty Council -- Dr. Herman Smith

(see attached)

Report from the Student Government Association -- Mr. Christopher Jones

(see attached)

At the close of the report, Ms. Joan Rapp informed senators that library hours will be extended to midnight during the intensive study period.

Report from the Committee on Curriculum and Instruction -- Dr. Lawrence Friedman

On behalf of the Committee, Dr. Friedman called the Senate's attention to course actions taken by the Committee and to "housekeeping" changes that

were made to degree requirements for the B.S.W. He also presented the Committee's recommendation to approve changes to degree requirements for the B.S. in Physics and to offer a new certificate program, the Graduate Certificate in Tropical Biology and Conservation. Both proposals were approved by the Senate.

**Report from the Budget and Planning Committee -- Chancellor
Blanche Touhill**

The Chancellor reported that at its last meeting the Committee discussed her presentation on the campus's program review process. At its next meeting the Committee will examine the list of departments that have received funding from the "Visions" document and the list of departments that are scheduled to receive funding from "Visions."

**Report from the International Relations Committee -- Dr. Charles
Korr**

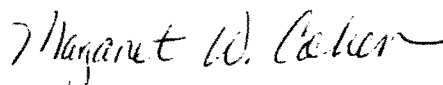
(see attached)

Report from the Committee on Student Affairs -- Dr. Bruce Wilking

(see attached)

Completing the business at hand, the Senate adjourned at 3:50 p.m.

Respectfully submitted,


Margaret Cohen
1994-95 Senate Secretary

Attachments: Report from the Faculty Council
Report from the Student Government Association
Report from the International Relations Committee
Report from the Committee on Student Affairs

(minutes written by
Ms. Joan M. Arban,
Senate Executive Assistant)

Faculty Council Report to the Senate 4/4/95

Herm Smith, Presiding Officer

As the end of the academic year nears and one of the most important academic rituals--the annual review process--begins, I thought it might help if I released some preliminary results of the first-ever survey of faculty sentiment toward UM-SL salary-increase practices. A much more detailed report will be forthcoming for the statistics and policy aficionados among us. I'll keep this particular report much shorter and simpler.

First, who answered our questionnaires? For some years now members of the Faculty Council have wondered: which full-time faculty complete and return our questionnaires? This year's questionnaire included a few demographic questions to help us answer that question. In brief, the answer is not surprising: Faculty with longer-term vested interests in UM-SL, and those most affected by salary-compression. We received only two questionnaires back from faculty with less than four-years service, most probably because they have little knowledge and are least affected by salary compression. By contrast, over 85% of faculty with 12 or more years service responded. Another way to break this down is to say that assistant professors are underrepresented and full professors are overrepresented in our surveys. If we do not count faculty with less than four-years service, those on medical leave or other leaves of absence, a very respectable 70% of my colleagues filled out this survey.

More impressive is the percent who completed the entire questionnaire, showing how seriously the survey was taken. In fact, those of us who worked on the questionnaire thought that the last half of the questionnaire might be too demanding because we asked faculty to specify the exact percentages of their yearly raises that were actually due to eight areas (e.g., market, teaching, research), and what those raises should be based upon. Over 90% of the returned questionnaires had usable entries and all of the data added up to 100%! Even faculty with non-mathematical and non-statistical specialties prove numerate!

Also, we included two open-ended questions about what faculty liked most and least about the present reward practices. Because open-ended questions demand much more than closed-ended questions, I was surprised that over 60% of our

5. Interestingly, years of service (split at the median of 15 years) and professorial rank make no difference in the above four results.

We also asked three questions distinguishing perceptions of fairness of colleagues', Chairs', and Deans' judgments in last year's salary-increase process. These comparisons show

6. A strongly biased fairness skew toward a mode of 9 (extremely fair) for department colleagues' assessments.

7. A similar, but slightly weaker, perception of fairness by Chairs (modes of 7,8,9).

8. A bipolar perception of fairness by Deans (modes of 0 and 8). This was the only one of the three questions where years of service or rank made a difference. More senior members of the faculty feel perceptively more unfairness of their deans. The median fairness ranking falls from 8 for junior (and newer) faculty to 5 for full professors and those with more years of service, partially explaining the polarization of feelings of fairness-unfairness. This was particularly true for Arts and Sciences responses.

Comments on dislikes of the current system are important here. Numerous respondents feel that Dean's have too much discretion and use their discretion too subjectively and are out-of-synch with published standards of merit.

I have provided two pie charts showing mean averages of perceptions of what salary decisions are actually based upon and what they ought to be based upon. For comparative purposes, the Chair's Handbook for Arts & Sciences suggests that merit pay increases should be based on a 40-40-20 split between research, teaching, and service. However, faculty estimate that 50% of last year's salary increase was determined by research (including grants). They estimate only 12% for their teaching. (A number of faculty complain that good teaching [e.g., education-orientation] is not adequately rewarded in their opened-ended comments, in spite of the recent ad hoc committee report suggesting that we should become more "student-oriented".)

Comparisons of what faculty think ought to be emphasized shows a depreciation of their research from 50 to 41%, a

nearly doubling in the appreciation of teaching-based merit from 12% to 23%, and a near doubling of service from 7% to 13%. The subjective and other factors are essentially zero in the "ought-to-be" pie chart, as they should be if rewards were made objectively. The qualitative comments of faculty indicate that they believe they are highly underrewarded for their present student-orientation.

To show the amount of discrepancy that discomforts faculty with present reward practices I subtracted "is" from "ought" figures for each of the eight pie-charted areas and then summed their absolute values. The median discrepancy is 80 points, with the lower and upper quartiles of 40 and 110 points. Were one to subtract the Arts and Sciences 40-40-20 Chairs' Handbook figures from these, an even larger discrepancy index would be created. It is clear that the average faculty member perceives great discrepancies between officially stated practice, what is practiced, and what ought to be practiced.

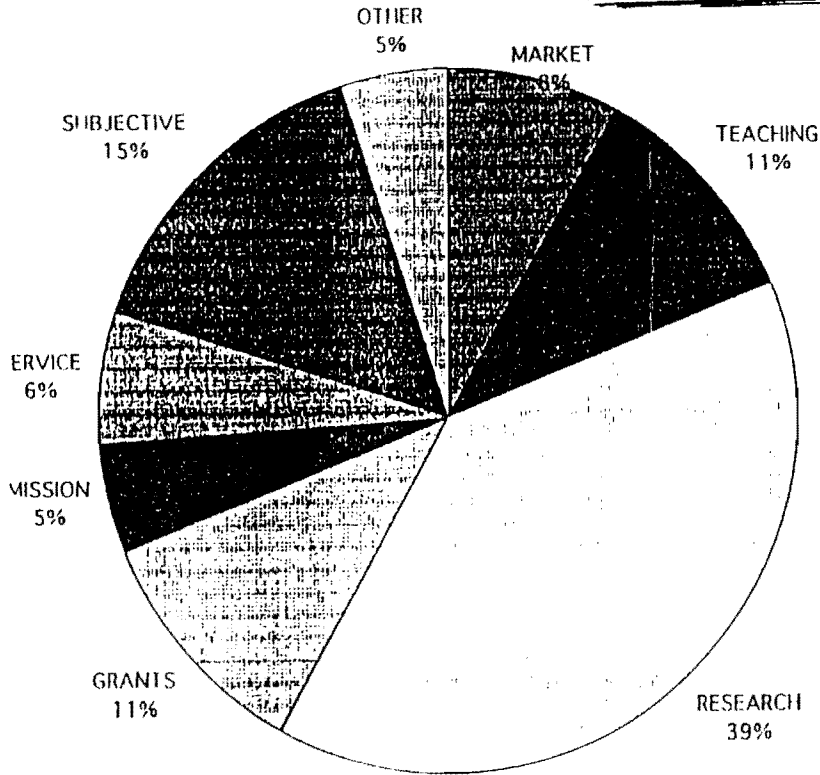
Through this talk I have eschewed the word "policy" because so many of my colleague-respondents question whether one should call it that. I think that the results I have chosen to emphasize indicate, at a minimum, (1) much dissatisfaction with specific administrative practices, and (2) much confusion of numerous issues such as merit and market (see pie charts) in both administrative and academic circles.

The larger report will address these issues in greater detail. The qualitative responses of the faculty indicate that they think the details ought to aid decompression of salaries and more objectively reward the faculty for a job well done, particularly for their teaching. Thus, the final report will specify eight detailed recommendations for alleviating strong faculty resentment over differential treatment for reasons other than merit in merit-pay practices through an eleven-point merit-compensation plan. A separate market-compensation plan explicates five recommendations for mitigating salary compression. As usual, the final report will reside on the gopher system under miscellaneous documents of the Faculty Council.

Thank you, I will entertain any questions that you might have.

Sheet1 Chart 1

PERCEIVED SITUATION



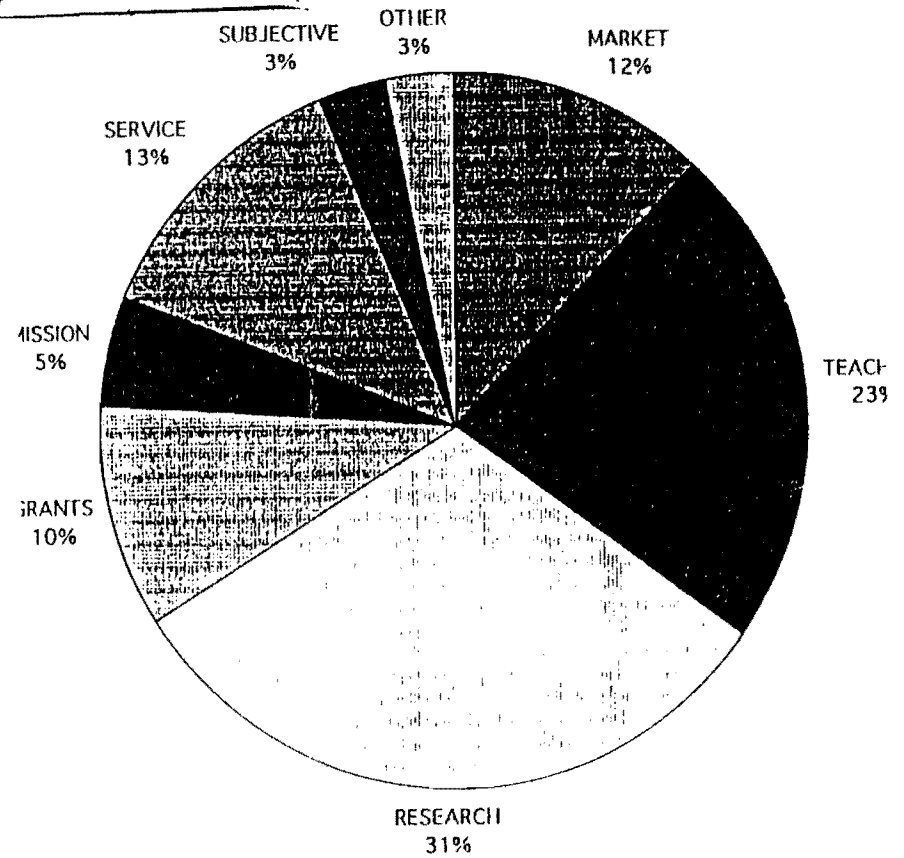
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Polarization Example

Sheet1 Chart 2

PREFERRED SITUATION



To: U.M.-St. Louis Senate

From: Christopher B. Jones
SGA President

Date: April 4, 1995

Re: Monthly Report to Senate

Greetings from the customers of the University of Missouri-St. Louis. Many words have been traded back and forth over the characterization of the students as customers, and the privileges that go along with that connotation. I will say that the Assembly discussed this issue three weeks ago, and the conclusions were much as expected. The students feel that we pay \$1320 every semester in tuition alone. We pay for parking, computer fees, health fees, athletic fees, student activity fees, and student service fees. That brings the total up to approximately \$1500 every semester. That makes us the customers in every sense of the word. Now, the next question is what do the students expect as customers. I can sum up this answer in one word. Respect! Each student knows that the value of our diploma is gauged by the public viewing of the University. Do we expect our professors to call us if we miss class? No, we expect our professors, staff, and administrators to be courteous to us when we go to them for assistance. This is what the customer deserves, and demands. If a professor respects the students that he/she teaches, then this should be apparent. It would not be so apparent to the professor that would demean the position of the customer. All students have problems with administration, that is almost a given at every large University. It is, however, the impression of the faculty that stays with student/alum in the years to follow. It is also this impression that stays with the student/alum when recommending or not recommending their alma mater to children or friends.

In other news, the Committee on Library hours discussed the possibility of extending the hours of Thomas Jefferson during the intensive study days, and finals week. Joan Rapp agreed with the student position, and is currently seeking approval on this measure.

The Committee on the Cohesiveness of Student Groups has circulated a questionnaire to all the groups on campus in hopes of determining the areas of concern.

All Legislative Reforms before the Assembly will be voted on April 11.

Student Government Elections to be held the 19th and 20th of this month.

Report to the Senate -- April 4, 1995

Charles Korr, Chair, International Relations Committee

Last year, the Senate passed a resolution instructing the Committee to monitor and to exercise oversight function of the English as a Second Language Program. In response to the resolution, the Committee has met with the persons who have curricular and administrative responsibility for the Program on this campus as part of the contractual relation with Washington University. They shared with us their evaluation of the program and ideas for revisions. As a result of our meeting, they are writing a draft proposal concerning changes in the Program. When that draft has been completed, and discussed by the Committee, the Chair will forward its recommendations to the chancellor.

The Committee also discussed the importance of the Visiting Foreign Scholar Program and the need for obtaining funding for this valuable activity. We agreed that there might be scope for changing some of the criteria by which the Program operated, but deferred our discussion of specifics until it was clear that funding would be available for the Program.

Report to the Senate
Senate Committee on Student Affairs
April 4, 1995

The UM-St. Louis Senate Committee on Student Affairs is exploring ways to enhance student participation in campus co-curricular programs and activities. One characteristic unique to commuter college campuses is the reluctance of students to return to campus for non-academic evening and/or weekend activities. Therefore, the idea of a stop hour is being explored. The working concept is that classes would not be scheduled during one hour each week (e.g., noon to 1 P.M. Wednesday). This time slot could be used by students for organization meetings, social programs/lectures/activities, Student Government Association meetings, academic advising, or recreation/leisure activities. Special interests programs and faculty office hours could coincide with the stop hour.

As a first step, the Student Involvement Subcommittee has been informing students about the concept of a stop hour, collecting their opinions and concerns, and studying how the stop hour has been implemented on other campuses. Information on the stop hour has been distributed through letters to student organization presidents, a presentation at the March SGA meeting, and the *Current*. Opinions and concerns are being collected from student organizations, students in Ed. Foundations 111, and from a suggestion box in Marillac Hall. A phone poll conducted by the *Current* and a referendum on the April 18 SGA ballot will provide additional input from students on the stop hour. Upon collecting and disseminating this information, our Committee will report to the Senate on a future date.