Minutes of the Nov. 14, 1996
Faculty Council Meeting

Attendance
Present: Edward Adelstein, Lloyd Barrow, Leonard Forte, Allen Hahn, Peter Hall, Nancy Knipping, Charles Knowles, John Dwyer (for William Kurtz), Henry Liu, Mike Middleton, Marian Minor, Beryl Ortwerth, Alex Pickard, Patricia Plummer, Michael Porter, Jan Colbert (for Don Ranly), Ray Rothenberger, Dennis Sentilles, Mary Ellen Sievert, Robert Weagley, Gilbert Youmans, Russ Žguta, Robert Almony (Librarians) and Rod Kabrick (for Wayne Decker, Retirees). Absent: Gordon Christensen, Jere Francis, Elizabeth Geden, Hildegarde Heymann, John Miles, Robin Remington and Mable Grimes (Black Faculty & Staff).

Approval of Minutes
Chair Dennis Sentilles called the meeting to order at 3:40 p.m. in Room S110 of the Memorial Union. The minutes of the Oct. 31, 1996, meeting were approved.

Report of Officers
Dennis announced that past minutes of Faculty Council are now available on the Faculty Council Web Page, which is accessible from the University of Missouri home page. Dennis then thanked Michael Porter for presiding over the last meeting of Faculty Council and for all the work he has done for Council this year. Next, Dennis noted that he was particularly pleased to hear that Faculty Council had agreed to license Jean Hamilton and Don Sievert to work on the Task Force on the Future of MU. He believes that this is the kind of effort that faculty should undertake before any system of post-tenure review is considered or put in place, "...lest we take a chance on destroying what makes a university such a special place—a place that attracts those of each generation who are born to speculate intellectually, and that, as an institution, has endured so well." Dennis then noted that during the last meeting he was away at the invitation of President Mel George and Board President Hall, attending an Association of Governing Boards conference in Charleston along with Curator Horne. Dennis reported that he found a great deal of confidence in their respect and appreciation of what the University is, and that they want to do the right thing for our institution. He noted that one of the apparent feelings that came out at the conference was that governing boards, university presidents, and faculty leaders typically share a sense of powerlessness to affect the institution, and their real frustration in feeling that their concerns are not being heard and understood by the others.

Professor Basu, of Statistics, has offered to contribute a piece on W. Edwards Deming, the guru of QI and TQI, as it would apply to faculty work and reward.

Campus Computing is making an effort to put together a data hub to design an information organization and retrieval system for the campus based on new technology. Ralph Caruso met with the Executive Committee of Faculty Council to explain this and other Campus Computing activities. The Executive Committee has asked Professors Hahn and Sievert to represent us on the Data Hub Group.

Michael Porter then reported on the IFC meeting of Nov. 14. Mike reported that the English language proficiency document will be sent to President George today from IFC. The statement from IFC relies on the language adopted by this Faculty Council.

Next, Michael reported that President George is currently looking for an alternative way of dealing with the sexual orientation issue; in fact, a more radical step—a positive affirmation versus an exclusionary list in terms of how we view individuals and how we judge them.

Mike also reported that IFC made some basic decisions regarding a possible common calendar for the four campuses. First, spring break will take place in the last full week of the month of March, with classes beginning in the fourth full week of August. Second, classes are to begin on the second Monday in January, if possible. If that is Martin Luther King's birthday, then classes are to begin on the following Tuesday. Mike then reported on the grievance procedure for non-regular faculty that is an issue in the Kansas City area at this time. The problem seems to be one of regular faculty reviewing the grievances of non-regular faculty. Discussion on this was tabled after some time by IFC.

Next, Mike reported that there have been some major changes made in the Institute for Instructional Development. A small amount ($250,000) remains with IIC to fund good proposals, but the remainder ($850,000) is being reserved to fund some new ideas that will be determined soon. They are looking for leadership from campus provosts, and we may wish to speak with our Provost on this issue.

Mike then reported that President George has established two new task forces: 1) Research Competitiveness, and 2) Public Policy Analysis Issues. He will be seeking names from each campus to participate on these task forces to explore their roles for the system. Vice President Jim McGill and Ken Hutchinson met with IFC to discuss issues related to health-care plans. They are still looking into a vision plan at this time.

Mike then reported that Adam Fisher met with IFC regarding the presidential search process. They currently have approximately 75 resumes and plan to narrow this down to 3 to 5 by the end of this semester. At that time, they will include a panel of parking.
know at this time how these Curator professors are to be selected.

Finally, Mike reported that IFC has requested that the final three candidates be required to make a public presentation to the faculty. It was noted that IFC requested that there be at least one faculty member on the committee at this time, and that they were told it was “too late to expand the committee at this time.”

Discussion Items

The AY 98-99 Calendar. Gilbert Youmans, chair of Academic Affairs, presented a proposed academic calendar for the 1998/99 academic year. Various alternatives were noted on the proposed calendar and were discussed. Faculty Council then moved, seconded and passed a resolution that the academic calendar allow for a one-week break during Thanksgiving and that spring recess be held during the last week of March. A copy of the proposed academic calendar is available from the Faculty Council Office. This matter will be taken up for a final decision and approved at the next Faculty Council meeting.

A Resolution on Regularly Scheduled Final Exams. A copy of a resolution on the meeting of regularly scheduled final exams was circulated for consideration. It was then moved, seconded and passed to suspend the rules to allow for a vote on this resolution. It was then moved, seconded and passed to adopt the following resolution.

University Faculty Council calls upon all faculty to respect the needs of their colleagues who are trying to engage students in coursework up to Stop Day by not scheduling a final exam at any time other than during the regularly scheduled final exam period. This resolution is in accord with University policy. Faculty are also reminded to honor the spirit of Stop Day, and conduct no class activities of any kind on that day.

The Concept of a Faculty Ombudsman. Al Hahn reported on a faculty ombudsman position as it currently exists at Kansas State University. He noted that this has reduced grievances to only one or two per year at that institution. Furthermore, Al reported that Richard Gallagher of Kansas State University may be willing to come and speak to us about their program. The Special Projects Committee, chaired by Al Hahn, will continue to investigate this idea.

Standing Committee Reports

Academic Affairs. Academic Affairs is looking at several proposals for which they will present final details at some time in the future. This includes the possibility of proposing that only the last grade that a student receives in any class will be reported on his or her transcript. They also will propose eliminating the withdrawal/failing grade. The committee is continuing to discuss the +/- grading system and will await a survey of a student committee that is looking into this at this time. The committee has also discussed the concept of “academic bankruptcy” for students. This would allow older students to “begin anew” after some specific elapsed period of time.

Faculty Affairs. Faculty Affairs Committee is still looking at the logistics in dealing with the document from the Provost Advisory Committee on Promotion and Tenure. They will also begin soon on continuing the work of dealing with evaluation of campus administrators.

Fiscal Affairs. Mary Ellen Sievert noted that they hoped to report soon on the merit salary reporting structure.

Special Projects. It was noted that the Faculty Council Website is up and is currently receiving approximately 150 hits a week. Al Hahn asked people to suggest interesting, “hot” topics. Faculty members were reminded to continue to respond to student opinion surveys and encourage students to participate. Doug Wendt and Al Hahn reported on discussions with the IFC regarding the Math 80 problem as it was presented to us by several students several weeks ago. They are also looking into a possible code of conduct for students.

Other Business

The Executive Committee of the MU chapter of the AAUP handed out a proposed Council resolution regarding faculty participation in the selection of a president. This resolution may be considered at a future date.

Closed Session and Adjournment

Faculty Council moved into closed session at 4:50 p.m. and adjourned at 4:55 p.m.

Respectfully submitted, Robert Almony, Recorder

Minutes of the Dec. 5, 1996
Faculty Council Meeting

Attendance

Present: Lloyd Barrow, Gordon Christensen, Leonard Forte, Jere Francis, Elizabeth Geden, Allen Hahn, Peter Hall, Hildegard Heymann, Nancy Knipping, William Kurtz, Fred Springsteel for Henry Liu, John Miles, Marian Minor, Alex Pickard, Patricia Plummer, Michael Porter, Don Ranly, Robin Remington, Ray Rothenberger, Dennis Sentilles, Mary Ellen Sievert, Robert Weagley, Gilbert Youmans, Russ Zguta, Robert Almony (Librarians) and Rod Kaebrick (Retirees for Wayne Decker). Absent: Edward Adelstein, Charles Knowles, Mike Middleton, Beryl Ortwerth and Mabel Grimes (Black Faculty and Staff)

Approval of Minutes

Chair Dennis Sentilles called the meeting to order at 3:40 p.m. in Room S110 of the Memorial Union. The minutes of the Nov. 14, 1996, meeting were approved.

Report of Officers

The chair reported on a Big Twelve Meeting of Provosts and Faculty Chairs. He stated that this is a start of an attempt to make the Big Twelve Association more than an athletic conference by promoting academic interaction between Big Twelve Universities. Dennis noted that, led by Provost Sheridan of MU, all provosts agreed to promote “a faculty exchange” program consisting of two parts. [1] Immediate activation of a “Visiting Fellows” program that will support visits by a faculty member from any institution to any other, for a period of two weeks, in the amount of $2,500 to cover expenses. Each campus will support six such fellows per year according to its own standards. The fellow will initiate the application. This is meant to be a flexible, open program of intellectual interaction between institutions at the individual faculty level. The program will commence on Jan. 1, 1997. [2] The provosts also agreed to encourage semester-long exchanges/rolls between individual faculty at two institutions, pledging to minimize the bureaucracy and to take an active role in smoothing the way for such exchanges that grow out of shared faculty interests.

Next, Dennis reported that the most frequently mentioned topic at the meeting was “post-tenure review” and the accountability of institutions to societal demands. The new Chancellor of Texas Tech, John Monteith, and recent chair of the House appropriations committee of the Texas legislature, welcomed participants and when asked: “If proponents of post-tenure review were
who are simply not doing their jobs are dismissed." Dennis then asked Council, "If that is all post-tenure review is about, can that not be accomplished using what already exists, and do faculty not have an interest in seeing this much accomplished without under-
aking what could be an insidious undermining of the most fund-
amental value in any university? And if so, then how should we go about it?" Dennis also noted two comments of other faculty,
chairs. "While proponents of post-tenure review seem most con-
cerned with the professor as a teacher, it is already becoming clear that faculty are seeing it as most focused on research—the thing we believe we can measure." With another chair asserting, "What I feel is that three or four years from now they will see that this didn't work either, and what will they then force on us?" Concern was also echoed later by the provosts, and more than once it was said, "They want to see changes in behavior—that is faculty attitude toward the full spectrum of purposes of the institu-
tion." Dennis further stated that he sees individual faculty
again being caught in a conflict between the values of their disci-
pline and department and the needs of their institution.
Reporting on the meeting of the General Officers, Dennis men-
tioned that Curator Hall has also expressed an interest in the con-
cept of a faculty ombudsman, and there seems to be support for
such a position if we as a faculty can define it. President George
is putting together an active orientation program for incoming
board members, of which there will be two or three, early in
1997. Furthermore, Dennis stated that our timely actions on the
problem of English proficiency continue to accrue to our credit.
Finally, Dennis urged faculty to start paying attention to admit-
dee will continue to work on this proposal to clarify several
issues.
Course and University Withdrawal Dates. Gilbert Youmans
presented another proposal that would consider allowing stu-
dents to withdraw from individual courses as late as they can now
withdraw from the university. After much discussion, it was
decided that the committee needs to do additional work with this
proposal.
Proposal to Eliminate WF & WP Grades. Gilbert Youmans
presented a proposal from the Academic Affairs Committee that
would eliminate WF and WP grades in the future. After discus-
sion, it was decided that the committee needs to check with the
Financial Aid Office and others as to its possible impact.
Class Start Time. Michael Porter, Council's Vice Chair,
brought to Council's attention that at some time in the future, we
may be considering a change in the class starting time on this
campus. He encourages everyone to discuss this proposal with
their various faculties to determine if it would be best to change
class starting times to the half hour or on the hour. Mike will
also be doing additional research on this idea himself for a future
presentation to Faculty Council.
Faculty Ombudsman. Al Hahn, Chair, Special Projects, report-
ed that Fred Hall, President of the Board of Curators, has also
developed independently an interest in this position. He noted
that this position does seem to exist on many other campuses. In
addition, the conflict-resolution staff in the School of Law at MU
are interested in this and will gather additional information for us
from other institutions. It has been noted that the faculty would
need to control this position, and that the position would repres-
ent the needs of the faculty.
Standing Committee Reports
Faculty Affairs. Russ Zguta reported that they are still work-
ing on the tenure document.
Special Projects. Al Hahn noted that the Promotion and
Tenure document is available on the Faculty Council Web Site.
Furthermore, President George's address to the University's
Faculty Forum is also now on the Faculty Council Web Site.
Other Business
It was reported that John Miles will be the Faculty Council
Representative to the Retired Faculty Group in discussing their
concerns regarding MU's current retirement program. In other
business, the AAUP chapter has developed a resolution that was
presented by Dr. Fred Springsteel for Faculty Council considera-
tion.
Closed Session and Adjournment
Faculty Council moved into closed session at 5:10 p.m. and
adjourned at 5:50 p.m.
Respectfully submitted, Robert Almony, Recorder

Minutes of the Jan. 23, 1997
Faculty Council Meeting

Attendance
Present: Edward Adelstein, Lloyd Barrow, Gordon
Christensen, Leonard Forte, John Howe (for Jere Francis), Alice
Kuehn (for Beth Geden), Allen Hahn, Peter Hall, Hildegarde
Heymann, Linda Bennett (for Nancy Knipping), Charles Knowles,
William Kurtz, Henry Lin, Marion Minor, Boyd Ortwerth, Patricia
Sperling, Robert Almony, Susan Baker, Roy Barlow, Al Hahn,
Carolyn Hahn, Michael Porter, Russ Zguta.
Robert Almonr (Librarians) and Wayne Decker (Retirees).
Absent: Mike Middleton, John Miles, Alex Pickard, Robin
Remington, Ray Rothenberger and Mable Grimes (Black Faculty
& Staff).

Approval of Minutes
Chair Dennis Sentilles called the meeting to order at 3:45 p.m.
in Room S110 of the Memorial Union. The minutes of the Dec. 5,
1996, meeting were approved as mailed.

Report of Officers
Dennis reminded those present that interviews for the Vice
Provost for Research position will be held next week. He also
announced that the Council Office will be trying out a new sched-
ule this semester.

Discussion Items
Presentation and discussion with Interim President Mel
George. President George began his comments by talking gener-
ally about the idea of assessment in higher education and dis-
cussing the question, "...what does a bachelor's degree mean?"
He is also concerned about the way standardized tests are being
used in many states and how effective they are in actually telling
what a person has learned in college.

He then began discussing the question, "What does this institu-
tion stand for, and how are new faculty oriented to this?" He dis-
cussed the tensions that exist between any chancellor and the
president of the system and the need to clarify the role of each in
order to help reduce these tensions. He is very aware of Faculty
Council's concerns regarding Executive Order #1 as it now
stands.

President George then went on to discuss what he believes are
the three things that universities will have to be aware of the
most during this next decade: cost, cost and cost. He stated that
these are 1, 2 and 3.

People wonder why our costs are exempt from market pres-
sures and the downsizing they see occurring elsewhere in soci-
ety and in the commercial sector. Productivity improvements
are needed in various areas of the university— we do need
streamlining. Furthermore, how are we going to handle the
explosion of knowledge problem?

After his remarks, which lasted approximately 40 minutes,
President George took questions from Faculty Council members.
There was some discussion of assessment and the Coordinating
Board of Higher Education's concern with "funding for results."
There is also the concern that the Coordinating Board of
Education may not be aware that costs for MU, which is a
Research I Institution, will be different from a college.

On another matter, President George noted that he is well
aware that cooperation among the four campuses has increased
significantly over the last 12 years since he left. He noted that
technology makes this easier today than it was 12 years ago. On
a question regarding his vision of UM as more graduate-oriented,
he stated that he does not see us as having a lower undergradu-
ate population; however, he does see a need for us to pay more
attention to our graduate programs.

Next, he stated that the budget request that he will be turning
in soon to the legislature will ask for mission and budget
enhancements as a whole for the University of Missouri. When
questioned about the oversupply of Ph.D.s in some fields he
replied, "...if a law degree is seen as a good overall preparation,
why not a Ph.D. in some other field?" When asked about paper-
work and bureaucracy reductions in the university, President
George said there soon will be some changes in the student sys-
tems area.

Finally, in response to another question, he stated that he did
not feel we were making as productive use of our retired faculty
as we might; however, he is not sure where to go from here in try-
ing to make more use of our retired faculty. He did state, how-
ever, that he would love to be a advisor to 35 students in the math
department once he steps down as interim president.

[Recorder's Note. There is an excellent report on President

Report on the AY98-99 Calendar. Dennis Sentilles notified
Council that we are receiving some complaints about the pro-
posed calendar for AY 1998/99 regarding the Thanksgiving
break and the time gap between the fall and winter semesters.
This will be discussed at a future Council meeting.

Discussion began and was continued into the closed session of
Council's support for Interim President George and what we
might be able to do to encourage him to be a candidate for the
position.

Closed Session and Adjournment
Faculty Council moved into closed session at 5:10 p.m. and
adjourned at 5:25 p.m.

Respectfully submitted, Robert Almonr, Recorder

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