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Subj: Intercampus Faculty Council Retreat Report – September 23 and 24, 2013

To: Faculty Council

The following summarizes important issues for our campus from the September 23 and 24 Intercampus Faculty Council (IFC) retreat.

1. Steve Graham (Senior Associate Vice President for Academic Affairs) and S.N. Balakrishnan (UM-S&T Faculty, IFC Chair) continued an IFC discussion from last academic year on faculty workload. Does the University of Missouri System (UMS) use a “one size fits all” model (e.g., a 40% research, 40% teaching and 20% service model) for faculty and is it the most effective use of faculty resources? Would there be value to have tenured and tenure-track (T/TT) faculty markedly increase their time in one area, decrease their time in another area, and have the shift be evaluated fairly in promotion and tenure decisions and annual evaluations? For example, could an associate professor whose research program has declined increase his effort in teaching, and have his teaching scholarship be considered for promotion to professor? Could a professor who has a strong research program decrease her teaching, but not be penalized in her annual evaluation because she’s not in the classroom?

In reviewing the Collected Rules and Regulations (e.g., CRR 310.080.E), there’s nothing that (in my reading) explicitly prevents these shifts and many divisions are already doing this.

Our campus (Mizzou) is in a different position from Kansas City, St. Louis and Rolla because of our (albeit potentially tenuous) American Association of Universities (AAU) status. While research is important across the UMS, the central focus on research scholarship as an AAU member makes Mizzou unique. While AAU status should not be the sole driver of decisions on faculty workload, it does suppose T/TT to excel at research over teaching and service. Do we want to encourage changes that would decrease the emphasis on the importance of research in faculty workload?

A concern, brought up by several IFC members, is that a shift from research to teaching should not be a punishment and it should be used only for faculty who excel in the area of scholarship. For example, a faculty member should shift to research emphasis because she excels at writing papers and earning grants, not because she is an ineffective teacher. Overall excellence should continue to be reinforced and other means (e.g., post-tenure review) should be used to punish faculty who have stopped putting full effort into their scholarship activities.

This ongoing discussion of faculty workload for the UMS should also include the role of non-T/TT faculty.

2. President Tim Wolfe stated that decisions on the conduct of the search for a new Mizzou Provost should be made by the Chancellor.

3. Betsy Rodriguez (Vice President for Human Resources) discussed the impact of the Affordable Care Act (ACA, a.k.a. “Obamacare”) on the UMS. While ACA will result in few changes in our health care plans and for activities for full-time faculty, the ACA will have a large impact in management and oversight of part-time employees (e.g., adjuncts and some NTT faculty) and graduate students. Dr. Rodriguez’s office has been working with divisions at each campus on new compliance policies.

The ACA has the potential to significantly alter graduate training in the UMS and across the country: Most graduate students are paid for part-time (e.g., a 50% full-time effort), but really put in more than full-time work in the laboratory. An important concern is staying within federal guidelines that have severe penalties for non-compliance, while not significantly increasing health care costs to the UMS or faculty grants.

4. President Wolfe stated that the UMS is close to final implementation of the strategic planning initiative for funding (see [http://www.umsystem.edu/ums/news/news\\_releases/083013\\_news](http://www.umsystem.edu/ums/news/news_releases/083013_news)). A total of \$22 million in new funding is being distributed to the four campuses and system, including \$13.6 million to Mizzou.

5. Hank Foley (Executive Vice President for Academic Affairs) presented data showing research expenditures for the UMS and Mizzou have been flat for the past five years. He also commented that while Missouri ranks “around the middle” of the nation in entrepreneurship, this is a critical area for the state’s growth. Dr. Foley’s comments on the importance of the UMS in economic development were echoed by President Wolfe. Dr. Foley proposed four strategies to create an ecosystem for entrepreneurship and economic development. 1) The four campuses should form a research quadrant to develop businesses across Missouri. 2) The UMS should develop intellectual property policies to attract collaboration with entrepreneurs. 3) Each campus should value invention, innovation and entrepreneurship in faculty activities, in addition to the standard measures of scholarship (e.g., published papers and grants). 4) Our educational mission should include fostering entrepreneurship.

For Mizzou, this emphasis on entrepreneurship and intellectual property has implications for promotion, tenure and faculty evaluation policies. Our Faculty Council and its Faculty Affairs subcommittee discussed the addition of economic development as a fourth area for faculty work--an addition to teaching, research and service--last academic year. The consensus was that entrepreneurship (e.g., patents) should be considered when they have value as scholarship. However, evaluations of their value must be made by a faculty member’s peers. I anticipate that there will be more emphasis on entrepreneurship in IFC and from the UMS, and our Faculty Council should establish a public statement that reflects our position.

6. Gary Allen (MU Chief Information Officer) met with our Faculty Council on September 19 to discuss developments in cyber infrastructure and these comments were continued at the IFC meeting. Briefly, Mizzou and the UMS are continually searching for new programs and consolidations to reduce costs and improve services to faculty and students. These include new enterprise technology (i.e., a potential alternative to People Soft), student management tools to improve retention and graduation rates, the new faculty achievement system, and centralized data centers.

Dr. Allen stated that the UMS has a critical need for computer security awareness training. While we have not had a major security breach, he has concerns about intellectual property theft. The IFC voted (unanimously) to encourage Dr. Allen and his colleagues to develop a mandatory training program on computer security. IFC members encouraged Dr. Allen to develop a program that is short (~15-30 minutes to complete) and has demonstrated efficacy to improve security.

Dr. Allen also asked IFC members to review desktop laptop and portable device data classification system requirements (see <http://infosec.missouri.edu/classification/>). With the proliferation of personal smartphones and flash drives, faculty and staff may not be in compliance with policies and good practices. For example, a faculty member should have encryption if student information (Level 3 data) is on a flash drive.

7. Dr. Rodriguez and Tim Richards (Interim Vice President for Finance) presented data on the increasing costs of benefits to the UMS. For example, the benefit rate for salaries has increased from ~12.5% in 2002-03 to ~32.5% in 2017-18, and the costs of health care and retirement have doubled over the past decade. While our benefit plans are in better shape than many other institutions, both Mr. Richards and Dr. Rodriguez warned the trajectory is not sustainable. A benefits task force (see <http://umurl.us/UoA>) has been established and is currently working to identify alternatives.

8. Mr. Richards presented data demonstrating that Mizzou’s tuition and fees are comparable with comparable public institutions. While Senate Bill 389 limits undergraduate resident tuition increases to inflation, we have increased revenue through fees and out-of-state tuition. The former strategy is subject to criticism from parents and the Curators due to the escalating number of fees and their costs. Would Mizzou and the UMS be better moving to a system of differentiated tuition?

Mr. Richards also stated that the UMS has gained savings in the budget by deferring maintenance and repair. The problems we have observed at Mizzou with upkeep have also been noted in Kansas City, Rolla and St. Louis.