

Minutes of the March 22, 2017
Special General Faculty Meeting

Note: Video of this meeting is online at: <https://youtu.be/KTuvIitba-8>

Call-to-Order

The Special General Faculty meeting was called to order at 3:31 p.m. by Interim Chancellor Hank Foley in the Jesse Wrench Auditorium, Memorial Union. The meeting was then turned over to Faculty Council Chair Ben Trachtenberg.

Presentation from Faculty Council – Ben Trachtenberg

Faculty Council (FC) Chair Ben Trachtenberg thanked all for coming and participating in faculty governance. Before turning to President Choi, he wished to address the lessons of the past two years. At the Fall 2015 General Faculty Meeting he said his agenda as chair was to use all means to help faculty pursue their holy work. This has turned out to be quite a challenge. During this time, the UM president, the Chancellor, several deans and athletic coaches, as well as half the Board of Curators have left. This summer we'll see retirements of more leaders. Also, the University has undergone budget cuts with more to come. Faculty have not always received recognition for their efforts in teaching. Therefore it was a great pleasure to see Interim Chancellor Foley award our colleagues with the Kemper awards.

Bulk of research done in libraries and laboratories. Trachtenberg commended faculty who kept up their research productivity, either funded or not. He urged faculty to volunteer for campus committees. The work is important and cannot be done without broad participation. He applauded the faculty as they work under hostile conditions. He also applauded the staff that make the faculty's work possible. They too have worked under hostile conditions.

Trachtenberg then turned to administration whose job it is to create good working conditions and spoke about the modern university presidency in contrast to the pre-modern university presidency. He highlighted that while pre-modern presidents were sometimes nationally known (e.g., R.M. Hutchins, N.M. Butler), the responsibilities of modern presidents has grown. Most of these required skills are not taught, but learned on the job. It takes a university to run a university, and the president must have staff, students, faculty and stakeholders on board to succeed.

Trachtenberg then turned the meeting over to Foley to introduce the UM System President Choi.

Conversation with New University of Missouri System President Mun Choi

Foley highlighted President Choi's career and quoted Choi as saying: "Becoming president of the University of Missouri System is unquestionably the pinnacle of my professional career. As a product of, and a passionate champion for public higher education, I will advocate tirelessly on behalf of our exceptional institutions with state and national business, political and civic leaders to achieve excellence in all that we do, and make sure our great campuses realize their full potential."

Dr. Choi thanked Foley for the introduction and Trachtenberg for the invitation to speak. At the System level we know very well that we are there to support the faculty. There is no university that can claim excellence by work of administrators. Two weeks ago Choi announced that incentive pay program would be discontinued but noted that the staff receiving the incentive pay had done nothing wrong.

Dr. Choi stated that we need to know where we stand in order to go for forward. The measures of a great university are: ability to attract and retain the best faculty and students; necessary resources to pursue teaching and research; freedom to pursue critical thinking, innovation and creativity.

Ability to attract includes keeping faculty and also what happens to our graduate students after graduation. Choi walked through metrics from AAU to *U.S. News and World Report*, comparing MU to peers. Raised question of which metric we should aim for if we want to become a top 25 public university. Choi spoke to faculty diversity, which is low, and student financial aid and scholarships. He stated that MU has only a 70% graduation rate and that we can do better. We also need more scholarships as part of our philanthropic efforts.

How do we get there? We have to grow research, increase student outcomes, and have better faculty metrics around publishing and research. He is looking to make the current System strategic plan more specific. Need to build support mechanism throughout the state as well as pipeline programs. Need to go for more external grants. More support for faculty to put together multi-investigator proposals, and not just for STEM. We need to nominate our students for national awards and fellowships. Need to celebrate teaching and to engage with the public.

Choi said he has gone through facilities on the four campuses and we need to invest in these. Yes, we're in hard financial times, but in ten years if we don't invest now, it will mean more difficulties in the future. He stated that we must commit to diversity, that it can't be lip service. This is true of both students as well as faculty. Need to recruit students at undergraduate level and prepare them for the professoriate so that we have a pipeline resulting in a pool of candidates.

He spoke to the positive economic Impact of Universities, measured by spending, research, students, and athletics. We need to do a study based upon common guidelines so that UM can compare with peers.

Addressing budget challenges, Choi walked through numbers on tuition and fees, state appropriation, and other revenue. We have the ability to grow our own revenue by increasing enrollment and increasing tuition. Gap of 17% per student between state appropriations and tuition and fees. Talk in community that we're out of touch with what's happening. We are not. Compared to other universities, our tuition increases have been small. Choi also spoke to the State withholding and rescission for fiscal years 2017 and 2018. Withholds at the system level of \$37M in FY17 and rescission of \$41M to core and \$15M in partnership in FY18. Stated that this is not rosy but we're going to get through this in a way that is consultative, not top down. We will consult with faculty, staff, students.

We need to grow our own resources by increasing: enrollment, tuition, out of state and international enrollment, philanthropic contributions, research support, partnerships with industries, and by making a *compelling case for state support*. [Emphasis Choi's]

Faculty can contribute by: continuing your outstanding research teaching and outreach, developing new collaborations with UM colleagues, promoting the unique aspects of your campus, recognizing the pride in being part of the UM System with 3 sister campuses, sharing a positive narrative about the university. Choi called on faculty to challenge him and administration when improvements are needed. He is not opposed to changing direction. *We need your input and support to make difficult but necessary changes*. [Emphasis Choi's] No one enjoys cutting, especially ones that involve personnel. But if we don't, eventually we'll have to cut programs that are even stronger programs.

Dr. Choi opened the meeting for questions. Several faculty members raised the issue of demoralization among the faculty due to low salaries, low staffing, cuts in benefits, administrations failing to defend faculty, and administration's consistent funding of its own salaries and benefits.

Dr. Choi said that he knows raises for all four campuses have been infrequent and modest. He understands demoralization. Stated that it was not incentive pay but at-risk pay that administrators received. It has been discontinued. Choi stated that he will be making decisions to benefit faculty, students and staff. Give us the opportunity and we'll do right by you.

Other questions were raised regarding AAU metrics being weighted towards sciences leaving humanities unable to compete, the declining state financial support and when we're no longer considered a public university, hearing System and University business from the press instead of from administration first, how much department funds will be cut, and how Choi would support entrepreneurship.

Choi agreed that we have to be mindful of the metrics used by the AAU; however, that is not the only measure of a great university. We need to celebrate and count faculty performance. Regarding state funding, he will be making the case to the state legislature for additional support. However, current support is approximately 35%, while other universities such as Penn State and Michigan are in the single digits. Choi defended that he didn't announce plans of cuts to the Chamber of Commerce or press, simply that we need to make cuts given our current budget. He could not give specifics on cuts for FY18 as they are still working on fund recovery and do not yet know what enrollment will be. He stated that budgets and cuts will be a discussion we'll continue to have with campuses. Will be done in a consultative way. Faculty will hear it first, not from the paper. Implied that he would support entrepreneurship with incentives and spaces. Recognized that faculty who serve as mentors spend a lot of time with students.

Additional questions were raised about need to reshape university structure given current knowledge about learning and why the focus on out of state and international students when our mission is to educate people of the state. Choi said he would like to meet to discuss more about restructuring, and regarding the mission of the university, it is not an either or choice. We can share our education of in-state students will others which will broaden our students' education.

Berkley Hudson, Chair of FC Race Relations Committee stated that he was very frustrated that we missed an opportunity to become an international leader of race relations. How can we reconnect, regain this? Dr. Choi noted that he had been asked what was going on here and his reply was great things. He invites people to campus to speak to faculty and students. Hudson repeated that MU had an opportunity to use protests to lead nationally and international in discussions on race. Choi said he would like to meet with committee.

Choi turned the meeting over to FC Chair Trachtenberg. Trachtenberg thanked Dr. Choi.

Adjournment

The meeting was adjourned at 5:00 p.m.

Respectfully recorded,
Rebecca Graves, Recorder for the Faculty