

FACULTY COUNCIL MINUTES

250 Student Union

May 14, 1996

President Halligan called the meeting to order with the following members present: Ackerson, Allen, Anderson, Dolezal, Finn, Harris, Horn, Knobbe, Lau, Lawry, Marks, Moretti, Paustenbaugh, Peters, Scott, Smith, Tilley, Trapp, Warde, White, Wilkinson, and Williams. Also present: Birdwell, Buchanan, Cole, Collins, Dawson, Gethner, Harrison, Hernandez, Johnson, Keener, Krenzer, Lunsford, Mitchell, Robinson, Sim, Watkins, and Weaver. Absent: Allison, Bertholf, Leong, Mayer, Morgan, Richards, Schwarz, and Stone.

HIGHLIGHTS

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Outgoing Council members introduced their replacements. Dr. Peters moved acceptance of the April 9, 1996, Minutes. Dr. White seconded the motion. The Minutes were approved. Dr. Warde moved acceptance of the May 14, 1996, Agenda. Dr. White seconded the motion. The Agenda was approved.

SPECIAL REPORT: Review of NCA Report — Dean Becky Johnson

Dr. Johnson distributed an executive summary of the strengths and concerns that were expressed in the report. Based on the evidence of what OSU has achieved in the short period since President Halligan has been here, the team recommended that accreditation be given for a ten-year period. Strengths included:

- 1) An attractive and well-maintained physical plant with lovely grounds and a telecommunications facility that is an especially impressive resource
- 2) A strong nationally-recognized honors program
- 3) A new optimism that builds on long-standing loyalty, dedication and attachment to the institution by faculty, staff and students
- 4) A clear focus on undergraduate education with a new emphasis on the student
- 5) Excellent extension and outreach programs
- 6) Strong progress in computer facilities and services for both academic and administrative support
- 7) Environment that encourages faculty involvement in developing interdisciplinary graduate and research programs.

Concerns included:

- 1) OSU has not yet fully developed a visible central core of clear institutional values, directions and plans, with critical self-assessment.
- 2) Faculty salaries continue to be very low and the problem of salary compression remains.
- 3) Lack of full understanding of, buy-in to, and implementation of assessment.
- 4) A serious space problem in the library.
- 5) The large unfunded liability in the state retirement system and the projected move away from TIAA-CREF which may cause serious faculty and staff recruiting problems in the future.
- 6) A pronounced under-representation of women and persons of color in middle and upper administrative positions and upper faculty ranks. The institution could be doing more to build pools of women and minority candidates internally for key positions.

REPORT OF STATUS OF FACULTY COUNCIL RECOMMENDATIONS:

President Halligan

1. 92-03-01-FAC **Fixed Terms for Administrators:** Under study, pending appointment of Executive Vice President.
2. 94-12-01-SALR **Composition of Future Information Technology Committee:**
Faculty Council Executive Committee's response to draft plan under review by administration.
3. 96-02-01-AS&P **Grades Earned by Students Studying Abroad:** Dr. Keener is coordinating effort to address this.
4. 96-02-02-AS&P **Issues Relative to Extension Courses:** Under study.
Dr. Keener is coordinating review.
5. 96-03-01-RFB **Accumulation of Annual Leave:** Under study. Dr. Keener is coordinating review.
6. 96-04-01-ASP **Computerized Student Enrollment and Degree Audit Program:**
Under study. Dr. Keener is coordinating review.
7. 96-04-02-ASP **University Calendars:** Under study.
Dr. Keener is coordinating review.
8. 96-04-03-ASP **Transcript Information:** The administration has sent a letter to the State Regent's Office regarding Faculty Council's opposition to the State Regent's policy requiring that probations and suspensions be recorded as part of the official transcript.
9. 96-04-04-ASP **Policy Concerning Awarding of Honorary Degrees:**
Accepted.
10. 96-04-05 **Adoption of Financial Conflict of Interest Policy:**
To President Halligan

- 11. 96-05-01-LRP **Strategic Management:** To President Halligan
- 12. 96-05-02-BUDG **Faculty Salary Program:** To President Halligan

A. ACADEMIC STANDARDS AND POLICIES: Joe Williams — Update

The top three items currently under consideration by the committee include:

- 1) Plus/minus grading systems - the committee is trying to determine whether there is sufficient interest among faculty to recommend a change to such a system,
- 2) Final week policies, and
- 3) Graduation adornments - what honors recognitions might be given and worn (Magna cum laude, etc.).

B. BUDGET: Don Peters — Update

Dr. Peters thanked President Halligan and the Councilors for the opportunity he has had to serve as chair of the Budget Committee. He also presented a budget committee report comparing OSU faculty salaries to salaries at other institutions. He said that he would be satisfied if our salaries were truly comparable to those of our peers in the Big 12. We have to compete when we're buying new faculty members, but what do you do when they stay here? Salary compression results. Salaries are closer to peers in some colleges than in others, but some colleges, such as DASNR, have suffered a 24 percent reduction in FTE's in recent years in order to try to keep pace to the extent that they have. There are ways to address compression issues, and holding positions vacant is one way to approach this problem. OSU ranks number 8 out of 11 in the Big Twelve (Baylor salaries are not reported). As stated in the NCA report, the number of female full professors and administrators is low. A partial summary of the report is shown below. A full copy of the report may be obtained from faculty council members or from Diane LaFollette at the Faculty Council Office (312 PIO). The Peer Group includes the Big 12 and Big 10, excluding Northwestern and Baylor. Library faculty have not been included because the PBIR summaries do not include library faculties and because not all NASULGC institutions belong to the Association of Research Libraries. We gained 8 faculty members since 1994/95 but the number of student credit hours generated per FTE increased by 10 student credit hours.

**Average Salaries: Nominal Dollars 1995/96
 (10 month appointment)**

	OSU	Big 12	Peer Group	National	# OSU Faculty
Professor	60,166	67,314	70,876	69,325	331
Associate	44,781	48,401	50,762	49,834	257
Assistant	39,934	41,518	43,181	42,397	172
New Assist.	39,821	39,777	42,120	40,822	38
Instructor	31,235	31,437	30,739	29,727	7
All Ranks	50,210	54,591	57,906	56,224	767

**Salary Compression: Dollar
 Difference Between Ave. Salaries**

Prof-Assoc.	15,335
Prof-Asst.	20,232

**Budget Increases Necessary
 to meet Big 12, Peer Group
 and National Averages**

Big 12	\$4,106,446
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Prof-New Asst.	20,345	Peer Group	\$5,955,329
Assoc-Asst.	4,847	National Ave.	\$4,701,836
Assoc-New Asst.	4,960		
Asst.-New Asst.	113		

On behalf of the committee, Dr. Peters presented a recommendation as follows:

Title: Faculty Salary Program

The Faculty Council Recommends to President Halligan that: the administration use the new monies to bring OSU faculty salaries to parity with Big 12 salaries this year, or implement a plan to reach parity within three years while keeping in mind the need for appropriate staff salaries.

Rationale: There is a general recognition on the part of faculty and administration at OSU that the disparity between the average salaries of OSU faculty members and the average salaries of faculty members at other Big 12 universities constitutes a serious retention and morale problem within the institution. The recently completed North Central Association accreditation review cited faculty salary levels and salary compression as a major concern. Information provided by the OSU, Office of Planning, Budget and Institutional Research estimated the current amount needed to reach parity to be \$4,106,446. Additional funds to match raise programs at the other institutions would need to be allocated (if the general rate is 4% and it takes \$900,000 for each percent of total salary [for faculty and staff] increase, the total amount would be \$7,700,000).

The OSU publicity campaign, "Higher Education is the Best Investment in 1996" presented to legislative and civic leaders states, "Outstanding faculty are the essence of any university. Faculty salaries in Oklahoma have not kept pace with those at comparable universities. It is not unusual for a faculty member to leave for an annual increase exceeding \$10,000. A \$90-million investment in higher education will retain the state's outstanding professors and attract young faculty who will lead our educational institutions into the 21st century."

The University Administration has made a very positive commitment investment in "state of the art" physical facilities; it is reasonable to expect an equivalent investment in "human capital." In recent years large expenditures have been made to improve the infrastructure of the University by constructing new buildings and improving available technology. It is imperative that a similarly large investment now be made in the faculty. Only the combination of a hard-working, devoted, and appropriately-compensated faculty and excellent facilities will guarantee that OSU will be able to continue to meet the needs of the citizens of Oklahoma, by providing a high-quality undergraduate and graduate education and by engaging in cutting-edge research in a wide variety of fields.

Dr. Lawry proposed a friendly amendment to state that we were also concerned about staff salaries. After some discussion concerning the wording of the proposed amendment, it was agreed that "while keeping in mind the need for appropriate staff salaries" would be added to the original recommendation. Dr. White seconded the motion to amend the recommendation. The motion to amend passed unanimously.

C. CAMPUS FACILITIES, SAFETY, AND SECURITY: Lynne Richards — Update

Dr. Richards was unable to attend the meeting so Dr. Anderson reported on her behalf. The trial run of the Trolley was a success. They had 130 riders and no complaints. It is anticipated that

a contract will be presented to the Board of Regents at their June meeting with a proposed August 15th start date.

D. FACULTY: Ed Lawry — Update

The committee has spent many hours reviewing RPT dossiers sent by the Provost for review. They are working on a report. Dr. Lawry expressed appreciation for the earlier delivery of these materials by Dr. Keener. Hilda Crane Smith reported that an AAUP chapter is being established at OSU/OKC.

E. LONG-RANGE PLANNING: Peter Moretti — Update

In his report, Don Peters addressed the second concern in the NCA report. The first concern was lack of planning. On behalf of the committee, Dr. Moretti introduced a motion to propose a process for long-range planning, which includes a method for faculty input in this. The committee had considerable feedback on their preliminary proposals.

Planning is addressing issues before they become emergencies. Long-range planning involves addressing issues that might not become emergencies for 3-10 years. For example, if undergraduate education becomes a commodity and we do not have a differentiated product, OSU may not have a bright future. There are a number of possible strategies. Under the Ostrich strategy, we could ignore the problem and see what happens. Under the Mule strategy, we could dig in our heels and slow the process as much as possible, hoping that we can retire before the problems are felt. Or we can try one of the following strategies:

- a) Try to enhance residential instruction. We would need to give added value to coming to on-campus students. It is not something you can do half-heartedly and hope to succeed.
- b) Try to leap onto the bandwagon of tele-instruction. There are some institutions that have made this a major thrust. If this were a major thrust, it would require more than we are currently doing.
- c) Do both a and b. There is some danger of serious conflicts between the two strategies: one thrust can undermine the other. If we attempt both, we need to either make both types of instruction equal in results or if they are not equal, then we need to differentiate them in reporting.

At this point in time, there is no place to go with questions this big and the above issue is not the only one of this type that needs to be discussed. We need a door for communication between the collegium and the administration on such issues. The faculty, the administration and the Regents are three points in a triangle that should be involved in such discussions. The committee has tried to lay down a vision of how this might take place.

Dr. Peters said he was prepared to vote for the recommendation but that he was not necessarily endorsing their strategy. Dr. Moretti responded that the implementation process outlined was just one possible procedure. Dr. Lawry questioned whether we did not need a more specific recommendation that outlined the exact procedure that should be followed. Dr. White said the purpose of administration is to set the vision of the University. Dr. Moretti's committee has identified that we need to have more long-range thinking. He commented that the urgent always displaces the important and this is a request to find time to start addressing these types of issues. Dr. Finn observed that planning processes encourage people to survey the environment. He cited changes in Tulsa as an example of changing environment. Dr. Moretti presented the following recommendation.

Title: Strategic Management

The Faculty Council Recommends to President Halligan that: A strategic management procedure be established, with the following features:

- opportunities for the Faculty Council and other stakeholders to enter ideas;
- participation of a Faculty Council representative in the development of long-range strategies; and
- open disclosure and discussion of strategic policies.

Rationale: We live in a changing social and technical environment. In order to adapt and survive, we need to step back from the urgencies of day-to-day operations and re-examine our vision, our environment, and our actions. Through a strategic management process, we can anticipate both problems and opportunities, make plans, and take decisive action.

A possible implementation of this recommendation is the process outlined in "Strategic Management at OSU" proposed by the Long-Range Planning Committee.

The recommendation passed.

F. RETIREMENT AND FRINGE BENEFITS: Steve Marks — No Report

G. RULES AND PROCEDURES: Glen Dolezal — No Report

H. STUDENT AFFAIRS AND LEARNING RESOURCES: Dennis Bertholf — No Report

LIAISON REPORTS:

Emeriti Association — A. B. Harrison

They recently held elections. New Chair is A. B. Harrison, and Vice Chair is Dan Lingelbach.

Staff Advisory Council — Carolyn Lunsford

A Red Cross Blood Drive will be held Thursday, June 20 in honor of former President Boger who is suffering from Leukemia. The Staff Advisory Council has passed a recommendation on implementation of a salary program for staff on a sliding scale where people making less than \$20,000 per year would receive higher percentage raises than people making more than \$20,000 per year. New officers for the Council will be elected next month.

Athletic Council — Margaret White

- 1) last month Mary Ann Mowen reported to the Council that there was a \$500,000 cash surplus in the Athletic Department. Of this, \$200,000 will be used to retire debt and \$300,000 will be used to do things that need to be done.

- 2) Recently 5th grade students from 84 schools attended a special program. A satellite uplink was used to reach 15,000 additional 5th graders.
- 3) Several minor infractions have been reported to the NCAA and they are trying to implement some procedures to prevent such infractions in the future. At least some of these infractions relate to failure to centrally coordinate/clear awards of scholarships.
- 4) Stacy Coffey and Tripp Kuehne were honored as the outstanding male and female athletes at OSU.
- 5) The Athletic Council is still working on funding philosophy so let her know if you have comments.

Old Business:

Dr. Trapp moved that the motion to approve the Conflict of Interest statement be removed from the table. Dr. Warde seconded the motion. The motion to remove the motion from the table passed. A revision in the proposed policy was negotiated since the last meeting. A copy of the revised proposed policy was included with the agenda. Previously, it was proposed that individuals annually resubmit disclosure of conflict. This was changed so that disclosures need only be submitted if the person's situation changes. Under disciplinary sanctions, a phrase was added "depending upon the severity of the breach". On the form, disclosures are now limited to conflicts related to the externally funded project. Dr. Wilkinson seconded the motion of Dr. Trapp to make the proposed changes. Dr. Knobbe raised the issue of who makes sanction decisions and administers sanction proceedings. Some faculty are concerned that the EDA (a faculty member rather than an administrator) would be making personnel decisions. He proposed changing the language in section 8.01 to require that sanction decisions and implementation be performed in the same manner as is used for scientific misconduct. Dr. Dolezal seconded the motion to make this change. The motion to amend passed. Dr. Knobbe also made a motion to strike termination of employment as a possible penalty. Dr. Peters seconded that motion. Dr. Trapp suggested that an intentional falsification of a disclosure to hide a serious conflict would be about as serious as any scientific misconduct. This amendment failed by a vote of 8 yes, 10 no. Dr. Lawry asked about exemptions. He suggested that a relationship with a nonprofit agency should not receive special treatment. He moved that we eliminate the third exemption for income from service on advisory or review panels for public or nonprofit entities. Dr. Wilkinson seconded this motion. The exemption was specifically authorized in the regulations. That motion failed by a vote of 2 in favor and the rest opposed or abstentions. The original motion, as amended, passed unanimously.

New Business:

Dr. Trapp introduced a resolution as follows:

Let it duly be noted that with the adjournment of this meeting ten individuals will have completed terms as members of this Council. Throughout their terms, these Councilors actively and effectively represented the faculty and contributed creatively to the Faculty Council's consideration of the many matters brought before it. They have been generous with their time and energy and have strived at all times to hold the interest of Oklahoma State University foremost in their endeavors.

Therefore, let it be hereby resolved that Dennis Bertholf, Glen Dolezal, Jerrold Leong, Robert Mayer, Gregor Morgan, Don Peters, Margaret Scott, Thomas Stone, Marcia Tilley and Bill Warde be commended for their services to Oklahoma State University and receive the sincere thanks and gratitude of the Faculty Council.

Dr. Lawry seconded the motion. The resolution passed.

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Dr. Trapp also noted that Eddy Finley's burial was today. Dr. Finley served as Secretary of Faculty Council in 1993 before resigning due to failing health.

Dr. Moretti introduced a resolution as follows:

Whereas Dr. Jim Trapp has completed many years of service to Faculty Council, first as a Councilor, then as Vice-Chair, and finally as Chair;

and in

Recognition of his efforts to clarifying the issues facing Oklahoma State University, to bringing about better understanding between its many parts, and to making it a better place for faculty and students;

let it be

Resolved that the Faculty Council, on behalf of the entire faculty, express its sincere appreciation to Jim for his dedication to the University.

Dr. White seconded the motion. The motion passed by acclamation.

Natalea Watkins announced that the Olympic torch lighting will be held Saturday night. Peter Moretti will be performing in a barber shop chorus and Shan Rains, country/western singer, and Miss America will be present. Several members of the OSU family will be torch bearers. The ceremony will be held on the CITD lawn at 8:00 p.m.

As a parent of a special Olympian, Dr. Buchanan thanked President Halligan for OSU's support of the Special Olympics.

Dr. White moved that the meeting be adjourned. The meeting adjourned at 4:48 p.m. The next meeting of the Faculty Council is June 11, 1996.

Marcia L. Tilley, Secretary