

9-2-2016

Faculty Senate Minutes - September 2, 2016

USM Faculty Senate

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The University of Southern Mississippi

Faculty Senate Meeting

Friday, September 2, 2016

2:00 pm – Union Room B, FEC 303 (IVN), Caylor 103 (IVN)

Members Present and Represented (by proxy): D. Capper, K. Davis, Kate Green, M. Grivno, C. Jenkins, N. Jordan, A. Kinnell, W. Odom, L Rackoff, S. Reishman-Fletcher, A. Cole, M. McLelland, C. Miller, C. Bomhold, B. Green, L. Hill, S. Rouse. A. Sylvest, C. Handley, S. Hrostowski, L. Neelis, T. Rehner, B. Harbaugh, B. Tinnon, M. Alford, D. Booth, F. Heitmuller, S. Herron (M. Alford), C. Sirola, T. Sulbaran, N. McPhaul, W. Follett, D. Holt, H. Lyn, S. Milroy, M. Van Norden, T. Risechel, K. Zantow, M. Coleman, E. Sailant.

Members Absent: Kevin Greene, D. Lee, W. Hornor, C. McCormick, E. Saillant,

Guests: Steven Moser.

- 1.0 The meeting was called to order by President Holt at 2:06 pm.
A quorum was recognized by Pres. Holt
Pres Holt recognized the necessity of a 2/3 membership for voting on bylaws and Resolutions.
- 3.0 The Agenda was adopted by Pres. Holt with no objections
- 4.0 Minutes for the Senate Retreat 2016 and the June 2016 were tabled.
 - 4.1 Question: When should the minutes be ready? The minutes should be posted within 30 days; they are sent out via listserv when complete.

5.0 Program

Remarks from Provost, Steven Moser

1. Unofficial enrollment 14,638 . This was a 0.53% increase over last year. The number of undergraduates for the Hattiesburg campus was down 46 students. The number of Graduate students on the Hattiesburg campus was up 2%.
The number of undergraduates on the Gulf Park campus was up 3/18%. The number of Gulf Park graduate students was up 1.92%
Student orientation participation went up 14% and the Freshman class (new students) is up by 12.4%. Our enrollment will be considered flat due to large graduating classes but the downward spiral of enrollment has decreased.
Student persistence is still a problem associated with financial aid issues and advisement.
Retention is 74% an improvement over last year.

Question: Do we know the demographics of students who failed to register?

Moser: We have not examined that yet.

Question: What quality of students are we attracting?

Moser: The GPA average of new students went from 3.26 to 3.33 and the average ACT score went from 22.52 to 22.94. For transfer students the GPA went from 3.04 in 2014 to 3.12 this year. The Honors College had an average ACT of 30.

2 .Academic leadership council (ALC) – this body along with the deans will address broad academic issues.

Question: Where do we see the role of this body that is not part of the leadership of the entire Faculty Senate?

Moser: The committee will bring information forward and communicate it to the faculty?

Holt: The Faculty Senate will provide issues to the ALC.

2. Undergraduate enrollment expectations for classes - 15 for undergraduate classes; 9 for graduate classes; this needs to be enforced for resources and space management. These are a place to start. Under enrolled classes will be allowed to proceed if there are compelling issues.

Pres. Holt – Colleges are dealing with this issue differently; these are “hard numbers” for the Coast and for upper level courses This may be a backdoor to closing a program.

Moser – There are still ways to support the coast. We still want the coast to grow but some courses have not grown. They were allowed in an effort to grow the program but they have not grown. There will be no backdoors, we will be upfront with everything. Enrollment is a problem that we need to address.

Alford – my department is concerned about prorated pay for under enrolled classes and mini session classes.

Moser – We do need a policy. The guidelines need to be clear.

Follett – if there are enough people to support an adjunct instructor then the class is allowed to run. Will we continue with this policy.

Moser – yes but there may be a shift according to resources.

3. Financial Health in Academic Affairs - Budget Adjustments – enrollments have helped but we still have budget issues; We are expecting a 3 – 6% recession in October. This will be 2.5 million dollars taken back. There is a decrease in appropriations across the nation. We will not return to the previous amount of appropriations. We need to reset our business model. This will be a challenging semester and year. The leadership from ALC will help with this process. We need long term changes to help with the challenges.

The other institutions have already begun to put their plans in place.

Harbough – If we have cuts in October, when will the cuts be produce? Will the cuts take place in October, January, or June? Will we be able to carry out obligations for the fall?

Moser – If a decision is made in October, it will have an immediate effect; no one will be pulled from classes in the fall, but there may be adjustment in the spring. We may have to look at what we support in the spring.

Harbough – We should be able to finish the semester?

Moser – yes

Question from the Coast -Can address the non-academic side of reduction?

Moser: Each division is given their target amount that they have to hit and they will divide it accordingly; academic affairs is \$ 2 – 2.5 million

Heitmuller - Are tuition increases being considered?

Moser - All things considered

Question - Are we using Delroy data for decisions?

Moser – We have been using this metric as well as others for years; but, comparative data rather than Delroy data is best to make decisions; we use more than one source

4. Teaching Track – I expect to have this proposal back next week then sent on to the president for his signature.

Coast – After the president signs when will it apply?

Moser – It will apply the first of the spring term. It can move forward in the next academic year.

President Holt – The deadline is January 2017 (according to the language from the Handbook); the deans should make everyone aware of the change in the Handbook.

Alford– Is Out of state recruitment & tuition proceeding? Will it not go above 10,000?

Steve - The college board will get this Sept 15.

Rishel – Are other institutions proceeding in this direction?

Moser - Ole miss is not changing others will. Delta State and Alcorn State University have eliminated out of state tuition; not sure about Mississippi State.

5. Vision for the Year: We have an academic master plan that's meaningful; we will move through budget changes creatively and work very hard not to damage strong healthy programs and get to the end of the year with solid ideas of how we're going to operate under new guidelines that all institutions are having to deal with. We will look to a new way of thinking about what we are doing. We will move this institution through enrollment but we have to be realistic and prioritize.

Alford – I am concerned with the reduction to 120 hours; from where are those hours going to come? Programs that get cut in GEC cuts can have significant impacts. A program may be important even if they are not meeting certain metrics. The Academic Leadership Council had a very positive “future thinking” conversation, but there is a worry that with all of those positives there is a backside. One may feel that a program is really important and still may not be meeting certain metrics; how should we think about that?

Moser – Good programs will get cut; we need to think about not reducing, but growing. We are going to have some hard conversations. Underperforming programs may be merged or consolidating. Sometimes things have to change to grow.

Rinhert – I know there are hard things going on in academics but, what is the other side of process? What is the administrative affairs strategies?

Moser – I'm so focused on academic side that I am not sure about the others. Students Affairs will become a part of Academic Affairs, so we will know their plans. I am not sure about others. I'm happy to share faculty concerns with other divisions. The stress is shared; no one else is going to dictate Academic Affairs' path forward; we're going to do this. Dr. Vinzant and I will communicate decisions and try to be as thorough as possible

Zantow – The On line classes are full – how can we adapt? It is a problem that online classes are not available to students; many of the student who are not able to enroll in these classes are new and never had the face-to-face experience.

Moser - On line classes are continuing to grow – We are adapting analytic program that can be used to predict demand. Platinum Analytics will be used to decide or predict demands that student indicate. Students can embrace academic career planning which will allow us to plan for on line classes being available for all of the students that want them.

Moser – We are committed to open and transparent relationships. The conversations about challenges will be underscored by the commitment to transparent interactions

6.0 Officer Reports

6.1 President

- a. Concerning committee reports and charges – please produce a synopsis for the secretary and notify officers if there is a vote needed in the next meeting.
- b. Section 6.0 is now for any committee items, resolutions, bylaws changes, or other that require a vote from the senate due to the new 2/3 vote requirement (proxy does not count).
- c. Senate executives will be meeting with Provost and President mid -month
- d. Executive Cabinet Meetings
 - DOD grant for #3 million
 - Recruitment target communities: Meridian, Vicksburg, and South Mississippi – focus on defense sectors

- Tripp Umbach Research Group did an impact study of University
 - Google Search approved on Web Site (full site in production)
 - Branding Discussion for Southern Miss, University of Southern Mississippi, and USM
 - Use of Eagle Head Logo by all, Black Seal Dome or lights on dome.
 - Likely mid-year cut of 2 – 5%, Planning for the possibility.
 - FLLSA impacts \$47,467 (913 per week) and less – switch to hourly and no overtime – included Grad Students – bi-weekly.
 - HR search underway
- e. ALC formed – will discuss under new business
- f. Faculty Survey Overview
- Gordon Cannon wants to talk to senate in October about low numbers in university support for research and efforts to support productive research environment. (please refine the question)
 - Communication is still a concern - charge to University Relations and Communication Committee to communicate and meet
 - Biggest Priorities: Faculty Salary, Budget Cuts, Compression, University support of Research
- g. Parking Rules
- Cost went up in Hattiesburg. Using a license plan scanner now. Everyone can register 2 cars at a time, but both cannot be on campus at the same time. You can remove any car at any time.
- h. More Committee Appointments
- Online Steering Committee
 - Design and Space Review Committee

6.2 President-Elect

1. President-Elect thanked David Holt for hosting and organizing the Faculty Senate retreat on the Gulf Park campus.
2. Positive news
 - a. Coordinated meeting with Staff Council and AAUP this summer to address AA/EEO hire with Dr. Vinzant
 - b. Excellent feedback from new faculty at the new faculty orientation
 - c. Comments from elections generally positive: people willing to serve in targeted roles
 - d. Spoke at College of Health convocation; 2 other invitations; 2 colleges already had convocations; College of Education & Psychology will work our concerns into their agenda and recognize those on advisory bodies themselves.
3. The President-Elect's charge to Faculty Senators:
 - a. Be prepared—Please read and be prepared ahead of meeting; we on the Executive Committee will do our best to push information and items to you as soon as we can.
 - b. Communicate—Please seek information from and communicate information back to your units and your colleges; if you are a college representative on the Communications Committee, try to schedule a meeting with each unit/department that lacks a senator at least once a semester.
4. We have some big agenda items this coming year: reallocation, work load policies, metrics, teaching track, annual salary reviews, strategic planning. Let's make sure the faculty are informed and that we provide needed critical feedback—we faculty are central to the university; let's not allow our role as mentors and critical thinkers be drowned out by budget concerns, infrastructure, retention rates, and so on. Let's keep the bull's-eye on scholarship, teaching, and service.

- 6.2 Secretary
- 6.3 Secretary-Elect
- 7.0 Decision/ Action Items
- 7.1 None

8.0 Committee Reports

8.1 Standing Committee Reports

8.1.1 Academics

August 19, 1016 Caucus - Dan Capper, Marcus Coleman, Cindy Handley, Frank Heitmuller, Chris Sirola, Beth Tinnon

Discussion – yearly priorities

- General Role – solicit & communicate issues from constituents
 - Faculty senate & Office of the provost
- Budget cut to Academics
 - Provost – program productivity/ IHL watch list
 - Questions to our respective units
 - What could we preferentially concede?
- Research expectations with fewer resources & greater teaching loads
 - Journal impact factors
 - Contribution percentage – publications & grants
- Faculty Evaluations – issues/ consistency/ unfair measures (e.g. single student comments)
 - Standardization
 - Teaching load increase – less research expectations
 - Discussion on why consideration of high-quality instruction is not valued as highly as research – flip-side is keeping those with good research despite poor teaching.
- Office of Provost meetings (monthly)
- Summer pay (pro-rated pay)
 - Committee – roll out September??
 - 1 winter class & two 4-week courses in the summer
- Compensation for course overloads (9smmonth employees)
 - No compensation structure
- Reduction in the number of credit hours to receive a B.A. (B.S.) – 120 hours – firm proclamation from IHL & likely not a viable issue to pursue
- Statement of Principle for looming budget reductions – Faculty driven suggestions
 - Administrative inflation in contrast to faculty declines.

8.1.2 Administrative Evaluations

Chair: Melinda McLelland; Members: Amber Cole, Cheryl Jenkins

Focus Areas:

1. Determine process for administering evaluations
2. Evaluate content of evaluations
3. Determine if additional administrators should be included
4. Assess Process of communicating results to University
5. Assess process of communicating results to the administrators
6. Determine who should complete the survey and when
- 7.

8.1.3 Awards – Stacy Reishman Fletcher, Chair, Sharon Rouse, Sherry Herron, Tim Rehner, Bonnie Harbaugh, Bradley Green.

- The committee is responsible for adjudicating Awards offered through the Provost’s Office, including Excellence in Teaching, Service, Librarianship,

HeadWAE, Grand Marshall, Faculty Senate Junior faculty awards. Reishman Fletcher has contacted the appropriate liaison in the Provost's Office, Allison Gillespie. Awards - have rolling deadlines and the work of the committee will be in response to that. Additional representation was added to the committee so that decision making could be across disciplines.

- The committee will look in to retroactively awarding the stipend that was (and is now, again) attached to the Grand Marshall Award.
 - The committee also decides on the Faculty Senate scholarship, for which the criteria is not clear. The committee will look in to this.
- 8.1.4 Bylaw – Elections need to be for a 3 year term instead of just fulfilling previous terms.
- 8.1.5 Elections – Tom Rishel (Chair) Sherry Herron, Eric Sallant,
- Brief organizational meeting
 - Since she works in close proximity to their office, Sherry volunteered to contact institutional research regarding suggestions for improving ballot distribution next year. Tom volunteered to provide technical guidance as his area is computer Science.
 - Proposed timeline for tasks as elections draw near (subject to change)
 - Jan 15 – ask for spreadsheet of faculty from HR to begin creating ballot
 - Distribute ballot for opt in to serve in early March
 - Distribute ballot for voting in late March/early April
 - Additional rounds as needed
 - Final results before end of may
 - No other business at this time.
- 8.1.6 Finance - The committee met on August 29, 2016 with Dr. Doug Vinzant. Committee members present were Ken Zantow, Max Van Norden, and Max Grivno.

The following issues were addressed:

Budget - Timing and nature of potential budget cuts were discussed. Dr. Vinzant informed the committee that it is not clear when the state will announce whether there will be a cut, and how much the cut will be, although it would be reasonable to expect a 3-5 % reduction in state funds this year and in the next 2-3 years. The reduction in state funding is consistent with a national trend of declining state funding of public universities. State funding is also tied largely to enrollment which has declined for four consecutive years. Though not yet final, Fall 2016 enrollment appears to be slightly higher than Fall 2015. To reverse the decline in enrollment, USM has expanded recruiting within the State of Mississippi. In addition, USM has increased non-resident recruiting efforts in existing markets (e.g., Louisiana, Florida, Alabama, Tennessee) as well as expanding efforts to recruit students from Texas. Another option being investigated for increasing revenue is differential tuition whereby a high demand/high -priced program can charge a higher tuition rate.

If cuts are required, they are expected to be strategic and made through a deliberative process beginning at the department and college levels.

Parking - The new parking system is in operation at all campuses. Some Parking Management vehicles are equipped with a device that reads license plates as it cruises the parking lots. The device then checks with a database to determine if the proper parking fee has been paid.

Athletic Funding -Max Grivno inquired about the possibility of financial self-sufficiency for Athletics. Dr. Vinzant indicated that Athletics has been making progress toward being financially self-sufficient by the end of FY 2018. This will be accomplished through a combination of expenditure reductions and by increasing revenues. Among the revenue enhancements is the scheduling of away football games with power 5 conference members and increasing private giving.

Use of Student Fees - A question was asked by Max Van Norden about the possibility of using student fees collected from graduate students at Stennis to contract with the health center and rec center at Stennis. The committee will follow up with this issue at the suggestion of Dr. Vinzant.

8.1.7 Governance –

8.1.8 Gulf Coast – 1st meeting next week.

8.1.9 Handbook – Issues to address in the coming year

1. The committee will work with the Office of the Provost during the fall to review all departmental guidelines for the promotion of non-tenure track faculty to make certain that the various departments are implementing the policy in a manner consistent with the intent of the faculty senate.
2. The committee will with the University's Title IX coordinator to make certain that the handbook contains guarantees of due process and safeguards for faculty accused of Title IX and Clery Act violations. The committee will also work to ensure that the language of the Faculty Handbooks is consistent with the aforementioned legislation.
3. The committee will attempt to incorporate the right to an annual salary review as part of the annual evaluation process. More specifically, we want personnel committees and/or chairs to compare each faculty member's salary against CUPA and/or industry averages, and to discuss whether and to what extent the faculty member suffers from compression or inversion. These discussion should include discussion of a plan to mitigate the situation.

8.1.10 University Relations and Communication Plan – Members: Chad Miller (chair, Lou Rackoff, Lee Follett, Adrienne R. McPhaul

Focus areas of the committee for the year

1. Identify contact and coordinate with the SGA & Staff Council
 - a. Cross representation has been established with Staff Council
 - b. Meeting on September 9th with Jesse Robinson Student Government Association Vice President to establish connections
2. Identify a faculty senate contact for each college
 - a. Cad Mill – CoB
 - b. Lou Rackoff – CoAL
 - c. Lee Follett – Gulf Coast CoAL
 - d. Mac Alford – CoST
 - e. Brad Green – CoEP

- f. Cindy Handley – CoH
- g. Adrienne R. McPhaul – UL
- 3. Determine best practices for inter-college dissemination
- 4. Creative Campus initiative
 - a. Lou is contacting Jay Dean to see if the Faculty Senate can help
- 5. Review and Possibly improve the faculty senate website
 - a. Adrienne will take the lead on this
- 6. Coordinate with the faculty senate secretary regarding meeting notes
- 7. Plan out faculty survey of the needs for the spring
- 8. See how the faculty senate can improve the internal and external image of USM
 - a. Contacted Jim Coll & Christa McLeod and they will get back in touch soon

8.1.11 Welfare and Environment - [sent to me](#) Begin an Employee assistance program Affirmative Action office to come and speak oct or nov.

8.2 Outside Committee Reports

8.2.1 None

9.0 Consent Items

9.1 Budget Expenses -

10.0 Unfinished Business

10.1 None

11.0 New Business see **notes below.**

11.1 Academic Master Plan review

12.0 Good of the Order

Susan H - School of social work – program has a food larder. Eagles nest, opening Wednesday. Non perishable foods & hygiene items

Tamara Hurst

Folliet is there one on the coast

Ken Zantow – listening session ALC – due back 9/23.

Rheiner – will you take agenda items to your sessions with the Pres & provost. You should add issue of parking for emeritis faculty. (your next session with the pres)

Pres discussed budget reductions – some reductions at depts. Colleges, and at admin. I want to know what he means.

13.0 Announcements

13.1 Next Senate Meeting: October 7, 2 PM, Union Room B and IVN

13.2 Next Senate Executive Meeting: September 20, 2:30 PM, TC

13.3 Next Senate Administration Meeting: September 20, 3 PM, TC

14.0 Adjourn

5.1 President's Report, September 2 (Draft) David Holt

- a. Concerning Committee Reports and Charges – please produce a synopsis for the secretary and notify officers if there is vote needed in the next meeting.
- b. Section 6.0 is now for any committee items, resolutions, bylaws changes, or other that require a vote from the senate due to the new 2/3 vote requirement
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 - Gordon Cannon wants to talk to Senate in October about low numbers in university support for research and efforts to support productive research environment (please refine the question)
 - Communication is still a concern – charge to University Relations and Communication Committee to communicate and meet
 - Biggest priorities: Faculty Salary, Budget cuts, Compression, University support of Research
- g. Parking Rules

Went up in Hattiesburg. Using a license plate scanner now. Everyone can register 2 cars at a time, but both cannot be on campus at the same time. You can remove any car at any time.
- h. More Committee Appointments
 - Online Steering Committee
 - Design and Space Review Committee

End Report

10.1 ALC New Business (Notes) David Holt
ALC meeting

Context:

- The Strategic Planning Council developed USM's strategic goals over a 12-month period with input from faculty, staff, alumni, and students
- The initial AMP draft was developed using information and data collected over the last 18 months
- The draft was authored by academic and governance leadership groups during mini-retreat sessions with collaborative input
- There is a crucial need to make academic affairs more efficient and to develop strategies to successfully operate within the current financial climate

Critical Questions facing Academic Affairs:

- How do we reduce costs without reducing quality?
- How do we increase efficiency across the division and the university?
- How do we develop long-term sustainable strategies while addressing short-term challenges?
- What is the most efficient and effective footprint for each academic program and their emphasis areas?
- What does a healthy operational plan look like – especially one that doesn't "live at the financial margins?"
- How can we use strengths in each academic affairs unit to support the University more collaboratively? (The AMP provides an opportunity for each unit to define the support they can provide)
- Issues Driving the ALC
 - Decrease in enrollment since 2013
 - Resulting budget reductions in 2014 – 2015 due to shortfall in tuition revenue
 - Budget reductions in 2015 – 2016 due to declining state appropriations
 - Additional reductions in state appropriations in fall 2016 due to projected shortfall in state revenues
 - Increased IHL focus on program productivity
 - Strategic vision for academic goals
- Steps Taken as of Sept 1, 2016
 1. Data reports and analysis coordination, including:
 - KPI (Key Performance Indicator) Report – distributed to deans and department chairs
 - Enrollment reports by emphasis area and program area
 - Identification of erroneous data or classifications
 2. Academic Programs and Emphasis Area Evaluation
 - Enrollment, headcount, graduation rates
 - Enrollments at or below 20/10 for UG/GR
 - Minimum number of graduates over a three-year period:
 - Baccalaureate Level – 15 students (soon to be 18 students)
 - Master's level – nine students
 - Special level – five students

- Doctorate – five students
- Process to reduce overall number of emphasis areas by 25%
 - Deans, department chairs, and directors reviewed reports and made preliminary recommendations on course of action:
 - Action A - Discontinue flagged emphasis/emphases. Either consolidate emphases or discontinue emphasis/emphases so that a student would graduate with a generic degree without an emphasis.
 - Action B: Transform/enhance/reorient/reinvent flagged emphasis/emphases to increase enrollments and graduates.
 - Describe the specific enhancements to meet IHL criteria
 - Action C: Leave the emphasis or group of emphases as is, unchanged in name(s) and substance.
 - Justify why it should be left as is: What is the relevance? What need does it fill? What would be lost if we discontinue it?
- 3. Unit Productivity review based upon metrics from IHL
 - Faculty productivity, research activity, cost of instruction
 - Effective utilization of classroom space and enrollment capacities

Ongoing Initiatives

University-wide coordination of student success initiatives

- a) *Finish in Four* (IHL Initiative)
- b) Meet goal of graduation requirements of 120 credits (except where accreditation requires an exception)
- c) Move towards 15 credit hour minimum enrollment, 30 credit hours per academic year
 - a. Summer School Initiative
 - b. Intercessions
- d) Program expansion in key areas
- e) Expansion of the Corps of Instruction
- f) Assessment and redesign of academic advising
- g) Expanded faculty development initiatives
- h) Improved and expanded online learning offerings

Next steps:

1. Compile feedback from all listening sessions to refine the Academic Master Plan framework.
2. Compile college plans into the final Academic Master Plan by the end of the Fall semester.
3. Hold additional listening sessions in the Spring semester to present the final Academic Master Plan and discuss implementation strategies.
4. Begin AMP implementation.

The AMP for Discussion and Input

Strategic Planning Priorities	Academic Master Plan
1. Support student success to foster retention, progression and graduation.	1a. Implement a comprehensive student success and retention effort.
	1b. Provide deliberate intervention for underprepared and/or underperforming students.
	1c. Identify, evaluate, and remove challenges to progression.
	1d. Target recruitment of populations likely to succeed at Southern Miss.
	1e. Promote opportunities to further enhance the quality of students' educational experiences at Southern Miss.
2. Promote teaching, research, and creative excellence.	2a. Expand the depth and breadth of funded research and creative programs.
	2b. Increase the quality and the quantity of scholarly research and creative output.
	2c. Develop infrastructure to promote and reward excellence in teaching.
3. Strategically expand undergraduate and graduate enrollment.	3a. Expand current and new high-interest degree programs with growth potential. 3a.1. Evaluate regularly for demand and potential
	3b. Develop intentional, targeted marketing and recruitment strategies.
	3c. Explore alternative course delivery for instructional flexibility.
	3d. Revise 2009 Strategic Enrollment Plan to inform and implement the new plan.
	3e. Coordinate enrollment and admissions with academic affairs.
4. Strengthen economic and community partnerships.	4a. Grow commercialization activities that move technological research initiatives from the laboratory to the business incubator and ultimately to new businesses in the marketplace.
	4b. Utilize faculty and staff expertise effectively to form community partnerships.
	4c. Promote strategic economic development that will attract businesses to the region and utilize academic research to bolster the local and state economy.
	4d. Promote social capital development by creating and extending community partnerships focused on social, cultural and recreational engagement and opportunity; highlight the university's significant role in improving and enhancing quality of life in Mississippi and local communities.
	4e. Leverage all partnerships to enrich student learning opportunities (internships, job shadowing, etc.)
5. Invest in faculty and staff to maximize their potential.	5a. Identify, invest in, honor and celebrate our academic program strengths.
	5b. Provide and sustain competitive packages to recruit high quality faculty and staff.
	5c. Provide opportunities and infrastructure to retain high quality faculty and staff.
6. Promote a culture of inclusiveness of people and ideas	6a. Hire, retain, and develop strong, diverse faculty and staff whose talents align with institutional priorities.
	6a.1. Build development and compensation programs to recruit/retain the best

Strategic Planning Priorities	Academic Master Plan
	faculty and staff 6b. Utilize faculty and staff expertise well and foster collaboration. 6c. Model inclusiveness in and across curriculum and other educational programs, e.g. Honors Forum (intellectual diversity).
7. Enhance physical, technological, and financial infrastructure to support our mission, vision, and values.	7a. Direct resources to initiatives that grow revenue and incentivize that growth. 7b. Facilitate communication between academic affairs and other units in order to allow academic affairs to drive infrastructural changes, procedure and policy changes, etc. 7c. Develop technology facilitating a process of continuous quality improvement in academic affairs (e.g. gather qualitative and quantitative data and statistics for program review, support technology that allows for ease in communication and teaching among virtual and physical campuses, etc.). 7d. Focus on enhancing learning environments and modalities when renovating or modifying existing, and adding new academic facilities.
8. Improve efficiency and effectiveness of institutional processes and systems.	8a. Catalogue practices, procedures, and systems and review for effectiveness. 8b. Evaluate policies to reduce duplication and improve consistency. 8c. Provide technology and training to generate savings at all levels.

Faculty senate discussion 9/2/2016:

Max Grivno – compression & salary not mentioned in this document

Zantow – action items will be the hard part

Grivno – begin with a survey of salaries

Zantow 5c - ?

Folliat – category 2 & category 5

Tinnon – 2 asked to expand but support not described. Also how

Green Bradley – can this be disseminated to our faculty? Y

David – yes the chart can a

Tulio – it will be anonymous?

David you may report of the resource that is most appropriate you college, senate, etc

Lil Hill – reduce % effort to 20% research, 20% service, 60% teaching – this is not meeting the goals of a research institute

Susan Restalski – How far do we go to intervene to support students who are poor equipped to deal with college Section 1. Worry about the quality of our programs and how much hand holding we will have to do.

Anne marie Canal – it is

not just the faculty but is also the other sections drawn into, admin, etc.

Harbaugh – because it is in IHL 's funding formula.

David – those are action items which are the next phase of the plan

Handley – list of the tutorial in residence halls – can be for any student that is recommended. (most are for general education) - times in residence halls.

Rackoff – obvious financial situation – how does this fit into the plan.

Reiher – how are units / programs linked up with the academic master plans. We will get these budget reductions before this master plan is in effect

Grivno – how will this align workload with resources? The word service is also missing here. At some plan this needs to be realistic. What our expectations are for student performance