

Session II: Betwixt and Between:
The future of the regional
comprehensive university

- Presiding: Chris Arndt, James Madison University
Panelists: Michelle Malott, Minnesota State University, Moorhead
Dawn Latta Kirby, Kennesaw State University
Wolfgang Natter, St. Bonaventure University

“Faculty, Undergraduate Research and the University Strategic Plan”

- Michelle Malott, University of Minnesota, Moorhead



- ~ 6500 students
- 89 majors (11 graduate)
- Average class size = 23
- NCAA Division II
- Tuition, Housing and Meals = \$14, 800

FULFILLING OUR PROMISE

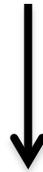
Minnesota State University Moorhead Strategic Priorities and Academic Master Plan

Inspire • Innovate • Integrate • Partner • Globalize

- Focus!
- We can't be everything to everybody!
- Who are we, who are our graduates??
- What is our regional niche?
- Let's do this!

Priority 2: Provide real-world opportunities for students to apply learning

- Provide every student with the opportunity to apply knowledge in a professional or field setting, such as an internship
- Create and support faculty-student partnerships that provide applied learning experiences
- Provide opportunities for students to simulate cross-disciplinary work teams that mirror those they will encounter in the work place
- Develop cross-disciplinary centers that bring together faculty and students from diverse fields to focus on solutions to complex problems



Transformative Goal 2A: Aim for 100% of students to have authentic and ongoing experiential opportunities to explore their passions and demonstrate their learning.



- Faculty teaching load
- Expectations of faculty
- CASE Professors
- Embedded inquiry, one-on-one mentoring
- Grant writing and challenges

Currently:

- Enrollment decline of 11.5% since FY 2010
- Faculty FTE has remained the same
- SCH/FTE has declined, cost/FYE has increased
- Ongoing budget gaps
- Program prioritization





Btwixt and Between:

- Present and future - dealing with and preparing for
- Faculty morale
- Presidents
- Decisions about resource distribution
- Enrollment management (staffing changes)
 - Changing student expectations
 - Our role in the region
 - Who are we?

Shifting Research
Expectations in a
Comprehensive University:
Foreseen and Unforeseen
Outcomes

History of Kennesaw State University

- Founded in in 1963 as a junior college
- Institution became a college
 - Tenure and promotion based on excellent teaching and time of employment as a faculty member in rank



History of Kennesaw State University

- Institution became a State University
 - Tenure and promotion based on excellent teaching, time in rank, and strength in either scholarship (largely conference presentations) or service
 - In 2007, Provost announced rising expectations in scholarship (refereed publications)
 - Faculty anxiety rose; conversations ensued
 - In 2012, tacit message was a continued increase in scholarship expected for tenure and promotion



Tenure and Promotion

- KSU sometimes tenures Assistant Professors with weak scholarship records but with excellent service and teaching records.

✓ This practice is on the decline.

✓ Teaching load now is typically 3/3 in CHSS

Tenure and Promotion

- In 2013, KSU named by BOR as a “comprehensive university”
 - ✓ 25K students
 - ✓ PhD and EdD programs
- In 2013, president of KSU announced that there would be no new increases in scholarship expectations.
 - ✓ Faculty stress lessened somewhat, but some still stressed over scholarship expectation
 - ✓ No faculty recommended for promotion to Associate Professor without some scholarship

Tenure and Promotion

- Refereed publications rare in early history of the institution
- In 2005, refereed national presentations were the norm for “scholarship”
 - Some faculty tenured and promoted without publications
 - 1st Priority for T&P: Excellent teaching
 - 2nd Priority: Excellent scholarship or service
 - Some faculty had a few refereed publications
 - Expectations increased



T&P (not P&T)

- Now, faculty are very rarely promoted without some publications, but may be tenured.
- Faculty stress has increased.
 - No raises in 6 years
 - Some small compression adjustments



Publication Record



- Faculty met increasing publication expectations.
- Refereed publications overall have increased annually for the last 4 years.
- Wide variation in number of publications by individual faculty.

2013 Publication Record for T&P, CHSS



- In 2013 T&P reviews, publications by department for Assistant to Associate Prof.
 - Communication: 3 faculty
 - mean of 6 publications
 - English: 3 faculty
 - mean of 18 publications (includes creative writers)
 - Foreign Lang. 1 faculty, 14 publications
 - Geog/Anthro: 1 faculty, 44 publications
 - History/Phil. 1 faculty, 13 publications
 - Political Sci. 1 faculty, 11 publications
 - Psychology 1 faculty, 36 publications
 - Soc/Crim. Just. 1 faculty, 12 publications
- Interdisciplinary Studies—New department; no faculty for T&P this year

CHSS T&P Publication Record in 2013

- For promotion from Assoc. to Full Prof.
 - 2 faculty, mean of 32 publications
- For promotion from Lecturer to Senior Lecturer
 - Scholarship not required
 - Most teach 5/4 load
 - Excellent teaching and reasonable scholarship required
 - 2 lecturers promoted without any scholarship
 - 2 lecturers promoted with mean of 6 publications



Future of T&P and Scholarship at KSU

- “Discovery” or “new knowledge” research not required
- Scholarship of Teaching and Learning very acceptable
- Graduate Faculty status means that faculty member teaches 50% graduate courses and has acceptable scholarship
- Grants encouraged



Future of T&P at Kennesaw State University

- Refereed publications increasing steadily overall
- Not “publish or perish,” but faculty are anxious over perceived increasing expectations
- Recent merger with a nearby technical school will cause T&P ground to remain tectonic



Dr. Wolfgang Natter, Dean of Arts and Sciences, St. Bonaventure
University

ELECTIVE AFFINITIES: ARTS & SCIENCES AND THE PROFESSIONAL SCHOOLS