Robert Holland Faculty Senate

Uncorrected Minutes of August 23, 2024

The Robert Holland Faculty Senate of Mississippi State University held its regular monthly meeting in the Grisham Room of the Library at 2:00 p.m. on Friday, August 23, 2024.

Members absent and excused were Whitney Crow, Michael Jaffe, Caroline Kobia, Kris Krishnan, and John Wyatt.

Members absent were Rocky Lemus.

Members on Sabbatical: Peter Messer and Tara Sutton

Faculty Senate President Robert Banik called the meeting to order. President Banik requested approval for the April 12, 2024 Faculty Senate meeting. Hearing no corrections, President Banik requested a motion to approve the minutes as corrected. Senator Lemley made a motion to approve the April 12, 2024 minutes. Senator Stokes seconded the motion.

Guests

Dr. Reuben Burch, Associate Vice-President, ORED

Dr. Burch gave a PowerPoint presentation which can be found in Appendix A of the online version of these minutes.

Dr. Burch spoke about PTIE (i.e., Promotion & Tenure in Innovation and Entrepreneurship). He stated that language has started to bubble up from NSF program directors about the importance of PTIE. He said they want to see an awareness of how including an innovation and entrepreneurship piece plays into the ecosystem.

Dr. Burch stated Oregon State won an NSF award for developing PTIE, and Jackson State was the primary sub-awardee. JSU offered a workshop to tech transfer offices in the state to go through a promotion & and tenure innovation & entrepreneurship workshop.

Dr. Burch requests the faculty senate investigate if there is interest by faculty to include or standardize Innovation and Entrepreneurship into the Promotion and Tenure process at any level: campus, college, or department. He said he went through the workbook that came with the JSU workshop with all of the Associate Deans of Research so they could help him understand the questions and challenges across campus. In engineering, patents, startup companies, and such are fairly understood, but for others, it would look different, and they want to make sure that it fits well with each group of faculty.

Senator Kelly asked if innovation and entrepreneurship would be a purely internal effort that stays in-house. Dr. Burch said the scope doesn't matter, but it matters that you created something, even if it stays in your specific area to your classes, no matter how small. He said you want to be able to record it so that external reviewers can recognize that you did invent something.

Senator Kelly asked if innovation and entrepreneurship could only cost money and not make any and still be valid under this model. Dr. Burch stated invention is still invention regardless of who your audience would be. He added that there have been many startups that did nothing but cost money and that education in general is giving back.

Senator Kelly stated the definition of excellence in teaching was expanded a few years ago, with an emphasis that student surveys should not be the only metric and in some cases should not be a metric at all. She said the definition of what we can use to make an argument for excellence in teaching when we go up for P&T was expanded and very broad. She added if this were going to remain flexible and one way to demonstrate excellence, not mandatory, it could be valuable. Dr. Burch said it would not be a successful program if it were mandatory and would diminish the whole trifecta of research, teaching, and service.

Senator Rai stated we should be careful that we don't start substituting a lot of other things but adding to the criteria to be certain it's another metric for evaluating success and progress.

Senator Adams asked if this would be another certification or another accreditation the university is going to have to get at some point in the future. Dr. Burch stated there were a lot of universities expected to track innovation and entrepreneurship output. He said he does not think it's looking to create new certifications or tracking mechanisms, but that the universities that have included PTIE, are starting to track it at a high level and that it is another metric that these large NSF hubs and other agency hubs are going to have a column in there that want to know how you are doing in these areas.

Mr. Jeremiah Dumas Executive Director of Transportation

Mr. Dumas gave a PowerPoint presentation which can be found in Appendix B of the online version of these minutes.

Mr. Dumas gave an update on parking services and transportation and discussed the numerous projects being planned across the campus.

Mr. Dumas said a road was added connecting Collegeview and Bost. Collegeview parallel parking was introduced into the road corridor and was important as it narrows the lane width and naturally causes people to slow down. It also gives a hard buffer between the drive lane and bike path and increases pedestrian access. Those same standards will be used on different projects over the next couple of years.

Mr. Dumas stated they have a strong and growing relationship with the City of Starkville and just finished Phase One of the Spring Street Corridor Transportation Alternative Project. He stated it's one of the busiest intersections in North Mississippi.

Mr. Dumas discussed parking permits and said they were pleased with the way they have changed over the years. He said last year the number of commuter permits allocated per zone was limited so this year the first two days of classes were more manageable than 5-6 years ago when there was nowhere to park. They knew the lots based on their monitoring to show where there were parking places. He said through the waiting list process, they immediately start letting individuals off the

waiting list to allow the appropriate numbers of people into the lots instead of front-loading those in the beginning. Mr. Dumas said when the gated process was changed this summer it was because we needed to better manage occupancy in those lots.

Senator Chamberlain stated he appreciated the bike lanes that have been put in and the other things being done to improve the campus. He asked about sidewalks from the housing developments on Old Mayhew as it is very dangerous. Mr. Dumas stated that was not on campus and there were no planned sidewalks as the road would not allow it.

Senator Chamberlain stated the gates are very big and that when riding a bike, you sometimes have to dismount or go onto the sidewalk to get past them. Mr. Dumas stated some of the gates are different sized because when they are hit they have to find another gate quickly and have several different sized ones on standby.

Senator Chamberlain raised concerns about areas where pedestrians cross as it seems precedence is given to parking lots in certain areas.

Senator Chamberlain wondered if they had considered putting solar panels on the roof of the parking garages. Mr. Dumas said they had talked at length about doing that as well as other options, however, they do have them on top of the north garage.

Senator Gregory said she recently had an issue finding parking at the Sanderson Center and the small lot that was closer to Chadwick Lake was now metered parking. She asked what the metered parking is at Sanderson. Mr. Dumas stated that the small lot is a commuter lot and staff can park in any commuter lot, but is also a ParkMobile lot. He said they have multiple lots that are dual use lots because if there is not significant demand, anyone can pay by the day to park there.

Senator Gregory stated she parked by the bookstore last year and received a ticket thinking it was a commuter lot. Mr. Dumas stated they had made changes around the bookstore and it is ok to now park there if you have a permit.

Senator Taebi stated that he is a biker and likes the plans where the bike route is separated from the street as it is safer.

Senator Tschume stated the entrance and exit of gated vehicles being limited each day is causing issues, especially at 5:00 p.m. as people are leaving for the day. He said if you scan someone in front of you out, then the gate reads that you have already left so you cannot then get out. Mr. Dumas said it is something that occurs especially at the beginning of a semester when people find their way into a gate but cannot get back out. He said the vehicle should move back even though it would cause congestion until the attendant could be called or the police could get there but it will get better as the semester progresses.

Senator Rai stated he had an issue with being unable to exit the gate last week to go off campus for a meeting and had to call parking services. Mr. Dumas said they reviewed the instance and that a campus service vehicle was exiting at the same time he was entering and for some reason in the loop, it picked up Senator Rai entering and then immediately exiting so it closed that session. He said they had never had that issue before.

Senator Kelly asked why people need permits to get out. Mr. Dumas said they close your parking session as you exit because people were triggering the gate and had figured out ways to get it to open and close with no credentials so it's a failsafe. He said a $50 ticket is not a deterrent for students and those spaces have to be reserved for the ones who purchased them. He stated people will enter through the exit gates and jump the curbs to get in.

Senator Kelly asked how the proportions of gated and regular parking were allocated. Mr. Dumas said gated lots are counted 1 to 1. Allen Hall and the two spaces around McCarthy Gym are at capacity. Hand gated and Rula are both highly underutilized so they have put 200% more people in those gated lots than they have but faculty and staff don't buy them so it's a demand issue.

Senator Beckham asked what happens if you enter or leave when the gates are open. Mr. Dumas said the gating sessions are set to neutral at 6:30 am each morning. If you come in at that point you should be able to exit because you're in a neutral session. He said there is a task that resets each permit so that you are not caught in one or the other.

Senator Williams asked if Parking Services was monitoring those in the summer who wanted the Hand lot to be their priority lot. Mr. Dumas said they were, and most everyone who wanted a priority lot in the summer received it. He said they had been selling into Hand for the last 3-4 weeks and have probably 500 on the waiting list. He said every week they add another 50-60 people but they have to give those people 4-5 days to come in so it takes time to work through that number of people.

Senator Williams asked if there had been any discussion on lowering the price on a lot if it is underutilized or sold out. Mr. Dumas stated the Student Association and Disability Support Services have approached them with detailed efforts to add students into gated and since Rula and Hand are both underutilized they will open that for students and see how it goes this year then look at how to maximize occupancy.

Senator Williams asked if there had even been discussions about restricting freshmen and residential people to park elsewhere or on the outer part of campus. He said the dorm students who have to move their cars on gameday are still paying for their spots. Mr. Dumas said it was about 100 students and they still are able to park in their zone.

Senator Williams asked if parking receives money from athletics events on campus using their spots. Mr. Dumas stated they are in a contract to manage those spaces and athletics compensates for those spaces.

Senator Williams asked if athletics control the deck next to the Hump. Mr. Dumas said they buy those passes from Parking Services and then sell them as certain types of Bulldog Club passes. They also use it for media and possibly athletic staff.

Dr. David Shaw, Provost & Executive Vice-President

Dr. Shaw stated he would be getting feedback on Dr. Burch's talking points and looking at what is best for each department. He said there was a lot to be considered and worth having a conversation about innovation and entrepreneurship in the context of how it fits within the discipline, how it fits within a department, how it fits within the college, and how it fits across the entire university.

Dr. Shaw said he was excited about the conversation on rethinking our general education curriculum which is beginning to pick up momentum. He said Mike Breazeale, Faculty Senate Vice President, is taking a 25% administrative internship to think about how we can have a faculty led effort that is rethinking General Education and about how we can go about and maximize specific, disciplinary areas in branding and marketing.

Dr. Shaw said student evaluations of teaching, will be coming up again quickly. He said it is on us to get the uptake of students doing those the way we should and it is on us how to change that. He said there are some great recommendations in the task force report. Dr. Shaw put forward a challenge that Senate, as faculty, give him recommendations on what we need to do this fall to begin to change that narrative.

Dr. Shaw discussed faculty evaluations. He said he reported earlier that he had a very good conversation with all of the deans and department heads back in the spring semester about needing to better train our department heads on how to be more effective in doing those evaluations. Dr. Shaw said he had a phenomenal department head when he came in 1985 who would spend two hours or more talking through not only what Dr. Shaw had done the previous year, but his goals and career path. Dr. Shaw said it was always a wonderful session but the more he is in the provost office, the more he is seeing that is not always the case.

Dr. Shaw said we need to double down on expecting our department heads to be more effective in those evaluations, and for things like teaching, not continuing to just rely on the student evaluations. Instead, we should expect that each other and our department heads are actively engaged in that conversation about what metrics are we going to be using. He stated the easy button is to take those numbers and include them in your annual performance review, and then in your P&T document, but that is a terrible approach to take. He said we universally agreed that is not the right thing to do, but we have not done an effective job in being able to recognize what it takes to be able to do something different. Dr. Shaw said this needs to be a faculty led and faculty driven process.

Dr. Shaw stated the Dean of Engineering search committee has been established and has met. He has seen a draft of the position description. Dr. Shaw said he told them that this was a search committee and not a screening committee. He said we all need to participate to be sure that we get a great pool of candidates to evaluate.

Dr. Shaw said he has had good conversations with the president, legal counsel, Human Resources (H.R.), and Title IX about the Ombudsman position. He has drafted an announcement to put out on campus this fall to solicit someone who would be interested in stepping into that role.

He said to be able to do that effectively, it takes a very special individual and that Hart Bailey did a really good job when he was in the position. Dr. Shaw said the person must have the right character from a standpoint of understanding confidentiality as well as neutrality, but also this position is going to require a training period because there are so many H.R., legal, and Title IX facets with that position that we will need to be sure that we not only identify the right person but invest in them to be able to do that effectively.

Dr. Shaw said there had been many conversations over the last nine months or more about the software we are using or could be using from a plagiarism standpoint. He said it's a new world, especially with the advent of AI and the improvements that we're seeing in that regard. The software that we use currently more than doubled their price in one fell swoop. He said he stepped back with the Deans and had a hard conversation about this because of some of the controversies nationally that have been out there with software packages like this and the reliability of them and

some of the legal liability that we have assuming where we're going in the future. He said they did renew the contract with Turnitin for this coming year, while we grapple with that issue. He said he is going to need a lot of consultation with the senate as representatives of our faculty about where we're going with this because, in too many cases, we have proven examples where there are false positives and false negatives with a lot of the software packages that are out there right now. He said what he is seeing at national conversations with provost groups, around the country, is that there's a lot more emphasis on maybe moving away from those kinds of packages and moving towards rethinking how we're approaching the ways that we test students and ask questions of students to be able to better defeat the plagiarism that none of us want to be seeing.

Senator Williams stated when speaking about innovation and entrepreneurship and praising people for coming up with new things remember that if the P&T document allows for it, academic freedom dictates that professors should be allowed to pursue whatever the P&T document allows them to pursue. He stated administrators should give up whatever bias they have and evaluate them on the work they're doing, and creative achievement is considered just as important as research. He added that even in Arts & Sciences people do not understand that creative achievement is part of the discipline. Dr. Shaw agreed and said we all need to challenge each other that the university P&T document does allow that. He said Dr. Jim Dunne has been collecting departmental and college P&T documents and they are seeing it is not embraced. Dr. Shaw said the challenge should be taken back to the departmental P&T committees to double down on that academic freedom.

Senator Gregory asked about the student evaluations and stated she taught a summer course and received data back that was completely different from what the Senate approved several years ago. She also received 4 emails in 3 days making it seem like it was her responsibility to make sure that the students did the evaluations. She asked why that change happened and why the Faculty Senate was not part of that change. Dr. Shaw said this was the first he had heard of it, but as far as the changes go, nothing should have changed in terms of the questions that were asked in comparison to what was passed from the Senate. Senator Gregory stated she would forward the emails so Dr. Shaw could see the data as the colors and graphics were different.

Senator Tschume stated it was confusing at first but liked the online portal of the summer evaluations because it immediately had the College of Arts & Science average and the university averages so they were built in versus him needing to email OIRE for the data.

Report of the Faculty Senate President

Welcome back, senators! I hope everyone had a relaxing and productive summer, whether you were leading a group on a study abroad, working outside at home, finishing up that grant proposal, or entertaining a six-year-old for several weeks like I was. Over the summer, many of the University Committees on which I serve met. I also met with Provost Shaw and will continue to meet regularly with him during this next academic year. I am looking forward to continuing to foster my collaborative working relationship with both President Keenum and Provost Shaw throughout the coming year. They both remain committed to working closely with the Robert Holland Faculty Senate.

I was informed after the spring semester ended of three senators from the College of Arts & Sciences who were awarded sabbaticals for either the fall, spring, or full academic year. These sabbaticals include Senator Tara Sutton for this Fall 2024 semester, Senator Kimberly Kelly for the Spring 2025 semester, and Senator Peter Messer for the full academic year. I have asked Evan Kaplan and Amber Robinson to join us at our first official meeting as potential replacements for these senators based on previous methods of sabbatical replacements. The Faculty Senate will discuss this at length at the end of the meeting. Senator Derek Marshall received a promotion within the Mitchell Memorial Library, so an election was held to replace Senator Marshall. Senator Kathryn (K.C.) New is joining the Faculty Senate to finish out his two-year term.

To give an update on the University Syllabus, a Deans subcommittee was formed to add and adjust the language to the Generative AI section and Academic Integrity section of the University Syllabus. The updated syllabus can be found at https://www.provost.msstate.edu/faculty-student-resources/university-syllabus. Dr. Peter Ryan sent a copy of the suggested changes to me and Vice President Breazeale on July 22nd. I consulted with the Executive Committee of the Robert Holland Faculty Senate. We proposed some changes, and Vice President Breazeale and I met with Dr. Ryan and Dr. Tommy Anderson on July 26th. The Deans Council wanted to enact the proposed changes before the start of the Fall 2024 semester. Members of the Executive Committee felt that the Faculty Senate should review and approve any changes to the University Syllabus, but the Faculty Senate was not consulted on previous changes, thus we did not stop these changes from occurring. I have requested that AOP 13.03 Responsibilities in Instruction and Curriculum and Attendance at Class be reviewed by Faculty Senate to incorporate language concerning the University Syllabus and the process of how edits should be made to the University Syllabus.

With the start of a new academic year, one of my first responsibilities as President was to assign senators to the various university committees for which we have a designated seat. Several committees are represented are specifically identified senators, which is true of those that I and Vice-President Mike Breazeale currently serve. I sent out emails asking for volunteers for certain committees. Thanks to you all willing to serve. I worked with Dr. Jim Dunne and the rest of the Standing Committee Review Board to identify standing committees that were no longer needed. In doing so, the following list are committees that are still listed as needing representation.

Committee	2023-2024
Academic Accommodations Committee	Kim Walters
Academic Deans Council	Robert Banik & Mike Breazeale
Academic Review Board	Neeraj Rai
Additional Course Fees Committee	Neeraj Rai
Associate Deans Council	Andy Perkins
Athletic Council	Robert Banik
Calendar Committee	Mike Breazeale
Commencement Committee	Robert Banik
Committee on Campus Access	Mike Breazeale
Committee on Courses and Curricula	Jacob Tschume
Design Review Committee	Robert Banik

Dining Advisory Committee	Barry Stewart & Fred Musser
Employee Benefits Committee	Kim Walters
Executive Council	Robert Banik
Faculty Research Advisory Committee	Beth Stokes
Faculty/Staff Housing Appeals Committee	Robert Banik
Galleries and Museums Committee	Alexis Gregory
Gerontology Committee	------------------------------------
Inclusive Excellence Leadership Council	Robert Banik
Institutional Effectiveness Committee	Kevin Williams
Instructional Technology Advisory Committee	James Sobaskie
Library Committee	Krish Krishnan
Master Plan Development and Advisory Committee	Robert Banik & Mike Breazeale
Parking and Traffic Regulation Committee	Robert Banik
President's Committee on Planning	Robert Banik
Registration and Scheduling Committee	Jacob Tschume
Special Events and Game Day Operations	Robert Banik
Sustainability Committee	Robert Banik
Teaching Evaluation Committee	Alexis Gregory
Textbook Committee	Paul Spurlin
Undergraduate Research and Creative Discovery Committee	Mike Breazeale
Health and Wellness Committee	Lauren Priddy
Work-Life Balance Committee	Christine Coker

Some committees are being paused/removed from being standing committees. I may have more to share than these, but for now, these include:

      IT Council

      Instructional Improvement Committee

I have also asked Senator Beth Stokes to serve as our parliamentarian for this academic year. She did state that if anyone else was willing, she would allow another to be parliamentarian as her term expires this year.

Again, thank you to each of the senators who volunteered to represent the Senate on the above-standing university committees. I appreciate your time and commitment.

Reports from Committees on which I Serve:

Athletic Council – This committee has not met since our last meeting in April, but I met with Dr. Brent Fountain, the chair, on July 25th to discuss meeting times and dates, as well as the potential faculty members who could replace faculty who have rolled off the council. New members of the council include Mark Fincher, Beth Baker, and Morgan Green. Our first monthly meeting will be September 11th.

Dean's Council – This committee met on May 13th and July 8th. On May 13th, AOP 12.21 Veteran's Academic Status was approved from the changes that were done by Faculty Senate in the Spring. As

it did not need to be seen again by Faculty Senate due to no additional changes by the Associate Deans or Deans, it was sent directly to Executive Council on July 22nd for approval. AOP 12.04 Final Examination was also discussed with changes from Faculty Senate and Associate Deans Council. At the May 13th meeting, it was tabled giving the deans time to discuss with their perspective colleges.

On July 8th, AOP 12.03 Awarding Degrees Posthumously, AOP 12.04 Final Examination, AOP 12.12 Credit and Grades, and AOP 12.22 Undergraduate Courseload were all discussed. AOP 12.03 was passed with little discussion and change and will be coming to Faculty Senate. AOP 12.12 was passed contingent and will also be with Faculty Senate. AOP 12.04 was sent back to Associate Deans Council for additional revisions about timing for shortened formats with final exams. AOP 12.22 was to receive slight edits before being sent to Faculty Senate.

Dean's Council did not meet in person in August, but an email vote concerning rescinding AOP 11.05 Requirements for Shortened-Format courses was held. Much of the language in AOP 11.05 is now included in AOP 12.12. As of this report, I do not know the outcome of that vote.

Design Review Committee – Did not meet in May, June, or July. The committee met on August 1st to discuss two agenda items. First, the committee discussed the design of National Pan-Hellenic Council Plaza to be located at the corner of George Perry Street and Barr Avenue, across from Old Main Academic Center. This is an adjacent site to the new dormitory. The second agenda item concerned the Kappa Delta Sorority House renovation. The renovation would take approximately 14 months to complete, beginning next summer. The front house would be demolished and rebuilt entirely. Both projects were approved, and work would begin when finances become available.

Executive Council – This committee met on July 22nd. AOP 12.21 Veterans Academic Status was the only AOP on the agenda, and it was approved as edited by the Faculty Senate. OP 03.07 Clery Act Compliance, OP 70.09 Financial Conflict of Interest in Sponsored Activities, OP 91.304 Free Speech and Assembly, and OP 91.305 Domestic Travel by Students were also passed at Executive Council. OP 91.300 Blood Procurement had minor changes to modify personnel and system titles and to clarify language about responsibility for debts. OP 91.301 Use of Tobacco on Campus was expanded to all university locations, as opposed to only Starkville and Meridian. One technical change was to OP 95.501 Traffic and Parking Rules and Regulations which updated grammar to reflect the new name of the office responsible, which is the Office of Transportation.

Fall Convocation Group – This committee met on June 7th with a follow-up meeting held on August 9th. Fall Convocation will be held on August 27th @ 6 pm in Humphrey Coliseum. Whitney Lipscomb from the Attorney General of Mississippi's Office will be the highlighted speaker. The meeting on August 9th was to clear up logistics with flow of students into Humprey Coliseum and placement of the choir, band, and stage. I would ask that, if possible, please come out to this event and represent the faculty to the new freshman and transfer students at this university. Faculty will be seated on the first few rows in the stands behind the floor seats. Regalia is not required.

Game Day and Special Events – This committee met on July 18th. There were some changes discussed concerning the entrance to campus from the Highway 12/Russell Street intersection. This entrance will close 4 hours before game time to allow pedestrians to come onto campus without traffic trying to come down Stone Blvd to Bost Drive. Vehicles will be allowed to come onto campus

at College View and move south along the new Bost Extended by the MSU Soccer field. There will also be a greater distance between tailgating and the sidewalks throughout the Junction. The tents will be marked off at 12 feet from the sidewalk. More space will also be marked between the tents. Otherwise, much of the gameday experience will be similar to what was last year.

This committee also met on August 13th. The agenda included setting up a tailgate for former players for the Florida (1974 and 1999 teams), Texas A&M (2014 team), and UMass games. Also discussed was having Lot 32 (lot north of the Chapel of Memories) be set up as a tailgate for coaches' families provided by Southern Tradition Tailgate. A third item was the route for the Alumni Association Fun Run on Friday before Homecoming. The route will begin near Memorial Hall and go downtown near City Hall, progress back down Main Street/University Drive/Barr Avenue, and end by going through Davis Wade Stadium and finish outside the stadium at the southeast plaza. All three items were passed at the meeting.

Inclusive Excellence Leadership Council – This committee met on May 21st. Dr. Barber from the National Science Foundation shared a document on legislative tracking regarding DEI legislation. A discussion was held concerning college-level practices for the upcoming academic year and beyond.

Information Technology Council – Earlier this year, an IT governance advisory audit was conducted, identifying several areas for improvement in IT governance at MSU. Considering these findings, Provost Shaw has decided to pause the Information Technology Council for reevaluation of its charter and role within the university. To my knowledge, this will be my last report concerning the IT Council.

Master Plan Development and Advisory Committee – This committee did not meet in May, June, July, or August.

Parking and Traffic Regulations Committee – This committee met on June 27th. The agenda included a proposed $30 fine for any vehicle caught charging on campus without the correct permit or a vehicle parked in a garage charging station. This item was passed unanimously. A second item was the rezoning of certain parking spaces for the College of Agriculture and Life Sciences due to the loss of Dorman Hall parking during renovations. These changes were also approved. A third item was a request from the Dean of the College of Veterinary Medicine. The request to create reserved parking for each dean of each college. This action item was tabled pending further investigation.

Sustainability Committee – This committee met on July 25th. There are two new undergraduate interns and one returning undergraduate intern. The interns have been hosting Sustainable Saturdays in June and July at Fire Station Park discussing native plants and composting. The coffee composting is continuing this fall with Fresh Foods Market and Starbucks.
MSU Sustainability won the Glass Recycling Egg Bowl against the University of Mississippi by collecting over 8000 pounds of glass. There was so much glass that some could not be taken to recycle, so the undergraduate interns are planning to use some of the glass in other projects around campus.
Check out the MSU Green Fund. You can find it under your myState Banner page under Personal Information. As of this writing, the fund has just over $700 total in it, and the vast majority of that was given in April/May 2024.

The committee voted to approve the energy savings percentage for the Perry Cafeteria renovation. The campus strives to be a minimum of 30% over the national standard when renovating a structure. This 30% mark is a self-imposed standard. Perry will be 15% over the national standard, so a vote was needed and was approved.

Chadwick Lake will now move to point-based treatments to prevent runoff from fertilizers into the lake. Bigger fish have been added and wood duck boxes are also installed. The lake even had swimmers in it this summer (which is not illegal). There are also pollinating areas and plants installed around the Sonny Montgomery statue near McCool Hall and an area for native plants at the College of Veterinary Medicine.

Two new autonomous transit vehicles will begin running on the north side of campus on September 1st and run through November 30th. These will loop from Old Main Academic Center to the Sanderson Center to College View and down to Giles Architecture and back to Old Main. MSU will be the first in the Southeastern Conference to implement these vehicles.

United Faculty Senate Association of Mississippi (UFSAM) – This committee met on April 10th to discuss the Family Leave response from Dr. Al Rankins that I shared last spring. We also discussed whether we should form a committee to contact IHL about faculty salaries. I mentioned that our senate just discussed faculty salaries at our April meeting, and the motion failed to pass. Discussion was held to not use data on how far behind salary averages are compared to other schools, but to tell stories and use testimonials to convey these are people they are making decisions about. There was also a discussion of a retreat/meeting to talk in person about the group. This retreat did not happen.

This committee also met on August 13th. The main topic was a discussion concerning an article in *Mississippi Today* about Professor Dawn McLin, the faculty senate president at Jackson State University. Dr. McLin was placed on leave August 1st pending termination for allegedly abusing the power of the position. On Aug. 1st, she received a letter of recommendation of termination based on interfering with accreditation, harassment, and bullying. Members of the Executive Committee for JSU asked to meet with the JSU President, but they stated that he has not made himself available. Dr. McLin's attorney advised her to not join in with the meeting. There was an AAUP letter sent to their provost, president, IHL, and faculty senate. Members of the executive committee from JSU would like the UFSAM to support Dr. McLin by including a letter of support. A letter was discussed to support the idea of her position as faculty senate president and the fact she is a tenured professor, not necessarily her personally. At this time, no letter has been drawn up, and I will consult with the Robert Holland Faculty Senate Executive Committee and Senate when and if a letter is drawn up.

The only other business discussed was to elect a new chair for this committee. Dr. Joshua Bernstein (University of Southern Mississippi) was elected as the new chair of the body.

Senator Gregory asked about the location of the senate meetings being moved from Bost. She said in looking back at old meeting minutes, in April 2022, the University Resources Committee did a report and investigation of spaces as Grisham Room was deemed inadequate for the Senate and it was also not listed on the list of spaces. She asked if any of the other spaces were considered and why the Grisham Room was reconsidered.

President Banik stated Bost was unavailable for the complete year due to having scheduled classes and other meetings and the Grisham Room was available for each meeting. He said the Library

made their space available at no charge and wanted to host the meetings. He said the other spaces on the report were considered but there were different issues depending on what the spaces were. President Banik said he thought the space worked well, but was open to other suggestions, spaces or layouts.

Report of the Faculty Senate Vice President

Committee on Campus Access
This committee is tasked with spending the $800K budget to retrofit facilities that do not have other monies accessible for ADA updates and to make repairs that impact accessibility on campus. A report has been commissioned to locate campus spots where ADA access is limited and signage is insufficient. The report due later this fall will be assessed to determine where our budget should be spent.

Calendar Committee
No meetings have been held since the last Vice President's report, but there is one scheduled for next month.

Master Plan Development and Advisory Committee
No meetings were held since the last Vice President's report. Meetings will resume in September.

Undergraduate Research and Creative Discovery Committee
No meetings were held since the last Vice President's report. Meetings will resume in September.

Task Force on Student Evaluation of Courses
The goal of the Provost's Task Force on Student Evaluation of Courses was to develop a plan to increase response rates to student course surveys. The Task Force found that students: (1) are unclear about the benefits of completing student course surveys, (2) share several misconceptions about when their feedback is released to faculty and how the information is used, and (3) have concerns about how they receive information about student course surveys and about the procedures for completing them.

The Task Force recommended a two-pronged approach to increasing response rates. The first prong is student-focused and includes both an education component and a social media component. The education component should communicate to students that their feedback matters and cannot be used against them. It should involve a coordinated series of messages explaining what student course surveys are and how students' ratings are used. It could also involve creating a Canvas course/training module about student course surveys. The social media component should include social media posts and printed materials reminding students that it is time for their voices to be heard. The dates of availability should be posted with messaging highlighting the importance we place on students' anonymity. The campaign could end with a "Thank You" event to acknowledge we appreciate their feedback.

The second prong is faculty-focused. Messaging about student course surveys (e.g., best practices for achieving high response rates, the value of students having a voice) should be included in communications faculty already receive from other offices. Faculty should also be encouraged to

tailor the optional student course survey questions toward their unique course experiences. Taken together, these recommendations for students and faculty should lead to a shift in how students and faculty view student course surveys.

Senator Herrman commented on training department heads on the course evaluations. She said years ago, the surveys used to include that global average, and her impression was that was done away with to move the department head away from just relying on those teaching evaluations. She said some department heads are recreating the global average and also disregarding the optional questions that instructors have added in, in their consideration of them, as well as in this global average that they're moving back to and could be included in the training. Vice President Breazeale stated that they also talked about making sure we encourage faculty to use those additional, optional questions to dig into the things they care about and that matter to them.

Senator Gregory if Vice President Breazeale could provide any information on the difference in the summer evaluation question. She said it seemed like the emails she received were part of this task force. Vice President Breazeale stated that there should not have been any changes implemented in the actual, administration of the evaluations that went out. He said he taught some online courses as well this summer and noticed that the report was very different but the questions were not recognized as being any different. He asked Senator Gregory to forward him those summer emails she received.

Reports from Faculty Senate Designates on University Committees

Business Sent to Committee

Business to be Sent to Committee

Standing Committee Reports

ACADEMIC AFFAIRS – **No Report**
ANCILLARY AFFAIRS – **No Report**
CHARTER & BYLAWS – **No Report**
FACULTY AFFAIRS – No Report
STUDENT AFFAIRS – **No Report**
UNIVERSITY RESOURCES – **No Report**

Old Business

New Business

1. Sabbatical Replacements

President Banik gave a history of the senator replacements when a senator takes a sabbatical leave. Before 2020 each college ran its own senate and committee elections. This changed to the Faculty Senate running those elections in 2020. Dean Travis from the College of Arts & Sciences said if they needed a replacement senator or committee member they would have gone back to the last election and selected the next nomination that had been voted on. If there were none they would have had an election. When this changed to the Faculty Senate holding the elections, the By-laws were not changed.

President Banik asked for a motion to accept Amber Robinson as the replacement for Peter Messer while he is on sabbatical leave for the year and Evan Kaplan as the replacement for Senator Sutton while she is on fall sabbatical and Senator Kelly while she is on spring sabbatical.

Senator Lemley gave the motion to accept. Senator Tschume gave the second. The motion passed by majority hand vote.

President Banik asked for a motion to allow Charter & Bylaws to consider edits to the faculty handbook to address the replacement of senators within the Bylaws of the Robert Holland Faculty Senate.

Senator Williams gave the motion. Senator Haynes gave the second. The motion passed by majority hand vote.

Senator Lemley made a motion to adjourn the meeting. Senator Nunnery seconded the motion.

The meeting adjourned at 4:41 pm.

Submitted for correction and approval.

_____

Stacy Haynes, Secretary

Dinah Jenkins, Administrative Assistant

Appendix A

PTIE INTRODUCTION:

VALUING INNOVATION & ENTREPRENEURSHIP (I&E) IMPACT FOR FACULTY PROMOTION & TENURE (P&T)

2023 PTIE Workshop
Jackson State University
November 1-2, 2023

What is the Promotion & Tenure Innovation & Entrepreneurship (PTIE) effort all about?

- Created though a grant from the National Science Foundation (CNS-1936073).

- Focuses on the inclusive recognition of I&E impact by faculty.

- Coalition-based approach involving over 65 universities.
  - Identify best practices, suggested language, metrics and process reform for evaluation of faculty promotion cases containing I&E impact.
  - Support concurrent efforts for reform in other areas of promotion & advancement and address bias within the process.
  - Created detailed set of PTIE recommendations collaboratively.

https://ptie.org

Request of the Faculty Senate

REQUEST: To ask faculty senate to investigate if there is interest by this senate to include or standardize Innovation and Entrepreneurship into the Promotion and Tenure process at any level: campus, college, or department.

NOTE: Already spoken through this process with the ADRs. Some departments already reference some elements of PTIE but its not standardized or inclusive of all six categories of Innovation and Entrepreneurship (nor does it have to be).

Background Context

- NSF TIP and other initiatives strongly encouraging more formalized recognition of Innovation and Entrepreneurship within P&T.
    - The NSF believes that aligning the intellectual capabilities of university faculty with the innovation economy can have a positive impact on society and the American economy. The NSF also believes that including I&E in P&T decisions can encourage researchers to participate in commercialization activities, which can help sustain a healthy innovation environment. The NSF supports the Promotion & Tenure Innovation & Entrepreneurship (PTIE) coalition.
    - PTIE is a 65+ member coalition of research-focused universities.
    - Universities have added some or all I&E categories into the P&T review criteria at the university, the college, or department levels.
    - Oregon State University added PTIE at the university level.
    - MSU has some PTIE elements already in place within a few departments.
- Numerous peer reviewed publications on guidance for how Innovation and Entrepreneurship could be incorporated into P&T.
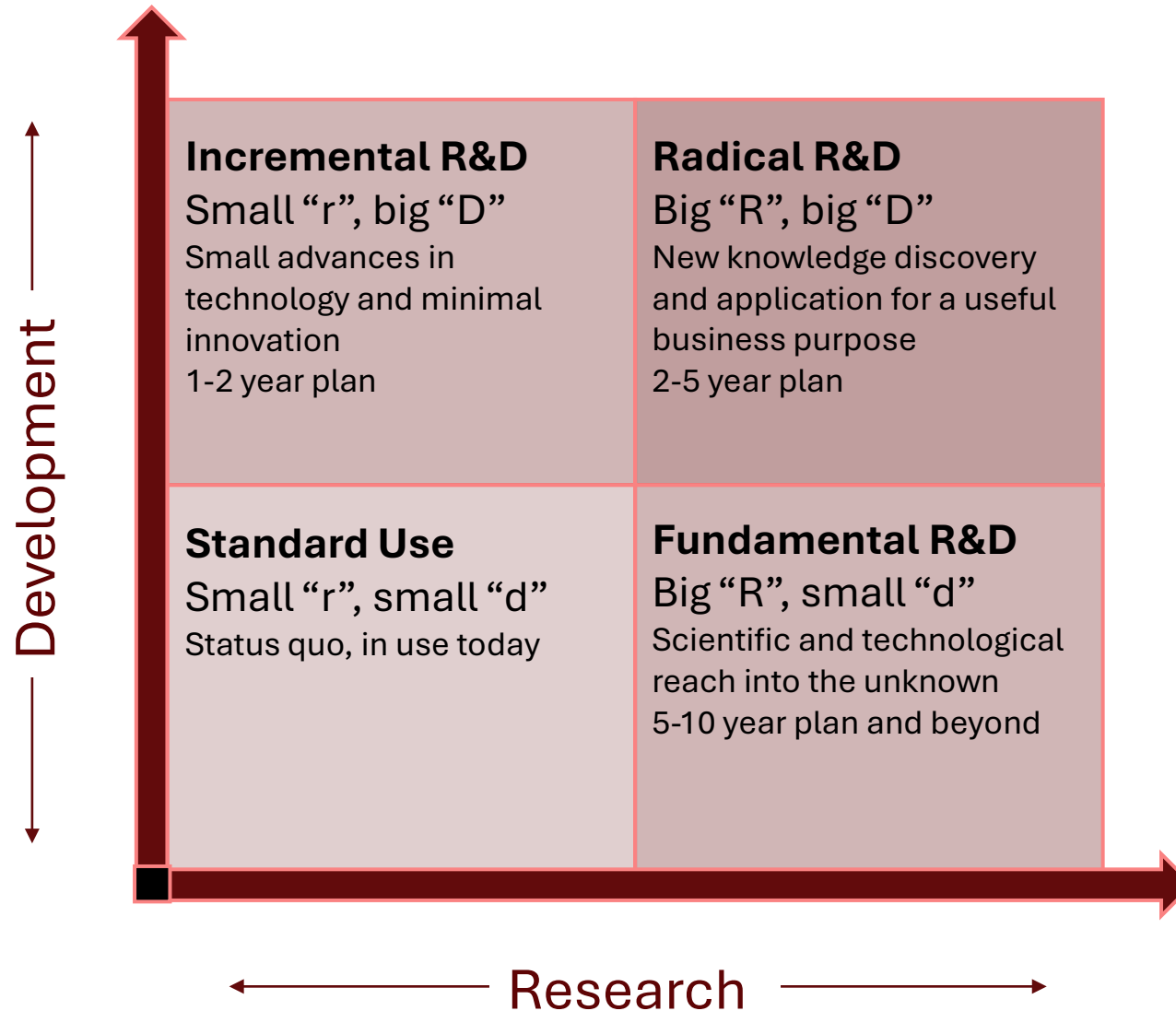
Intent of this Effort

What it is not	Intent
✗ This effort does **not** seek to make I&E a required component for faculty or dilute (or raise) the requirements for advancement.	☑ The intent is to broaden the bar of promotion and tenure to be **more inclusive** of faculty not fully valued under the current paradigm.
✗ This effort does **not** seek to reduce or remove the importance of basic research in any way.	☑ The intent is to provide **equal representation** for other areas of scholarship not currently valued fully in the current paradigm.
✗ This effort is **not** seeking to make faculty into business people.	☑ The intent is to **support faculty** who have desire to seek impacts beyond the publication/grant paradigm.
✗ This effort is **not** supportive of justifying a focus on I&E as a money-making mechanism.	☑ This intent is to be an essential component of **realizing the institution's mission to society**.

Breadth of I&E Impact

- I&E-impact can occur in **all** areas – not just research

- PTIE recommendations focus in valuing I&E within each all three areas

- PTIE embraces a broad interpretation of I&E to ensure that the effort is inclusive across the institution and academic disciplines, including the arts and humanities.

Research

Teaching

Service
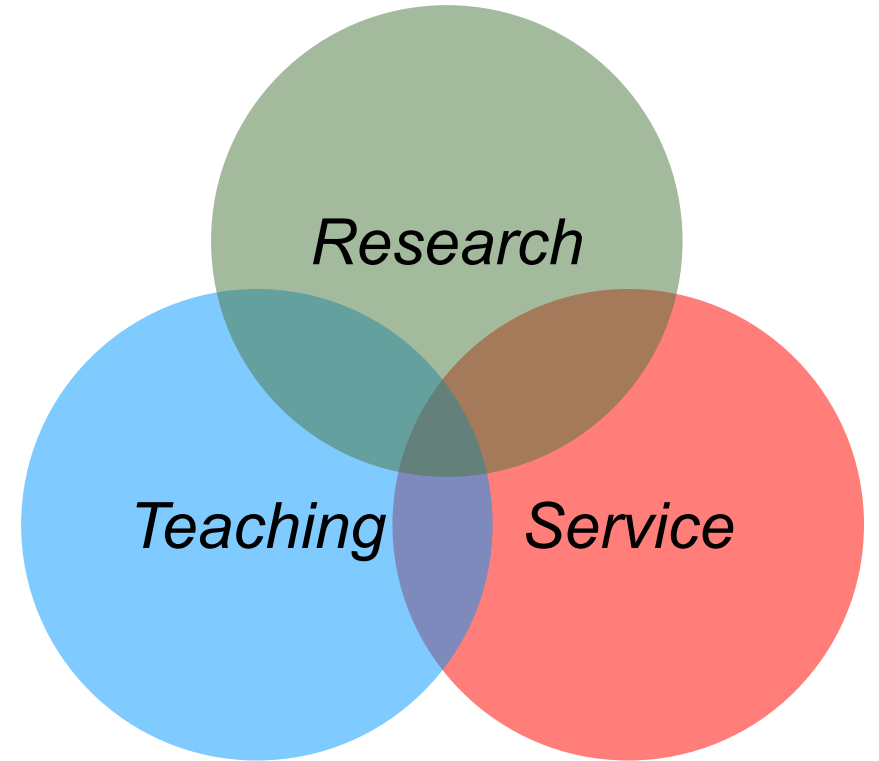
Supporting the Pursuit of Knowledge

Pursuit of knowledge is a core value of universities.
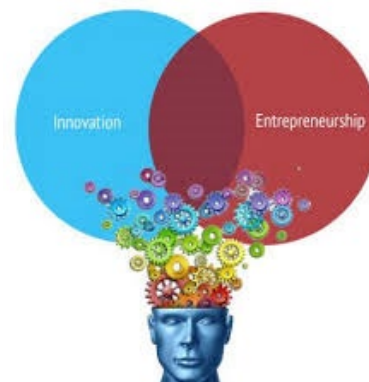
I&E-informed research should be valued the same as other areas.

This freedom enables discovery.

Current paradigm for I&E **retards** (not protects) the pursuit of knowledge.

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Publications on PTIE Work

- PTIE Recommendations: "Expanding Promotion and Tenure Guidelines to Inclusively Recognize Innovation and Entrepreneurial Impact." (https://ir.library.oregonstate.edu/concern/defaults/jw827k251)

- Carter, R. G.; Mundorff, K.; Risien, J.; Bouwma-Gearhart, J.; Bratsch-Prince, D.; Brown, S. A., Campbell, A. L.; Hartman, J. C.; Hasemann, C. A.; Hollenbeck, P. J.; Lupiani, B.; McCarty, O. J. T.; McClure, I. D.; Mealey, K.; Mimura, C.; Romero, A. J.; Sztajn, P.; Van Egeren, L. "Innovation, entrepreneurship, promotion, and tenure." *Science* **2021**, *373*, 1312-1314 (**DOI:** 10.1126/science.abj2098).

- Bouwma-Gearhart, J.; Lenhart, C.; Carter, R.; Mundorff, K.; Cho, H.; Knoch, J. Inclusively Recognizing Faculty Innovation and Entrepreneurship Impact within Promotion and Tenure Considerations. *J. Open Innov. Technol. Mark. Complex.* **2021**, *7*, 182 (**DOI:** 10.3390/joitmc7030182)

- Bouwma-Gearhart, J.; Carter, R. Mundorff, K. "A Call For Promoting Faculty Innovation and Entrepreneurship." *Change* **2021**, *53 (2)*, 18-24 (**DOI:** 10.1080/00091383.2021.1883973)

Significant additional content is available on the ptie.org website

1. University-Wide Language

Institution-specific language that cites the mission statement and/or stated university priority

Link those priorities to the evaluation process

Connect faculty member contributions to broader societal impacts

2. I&E Metrics in Teaching, Research & Service
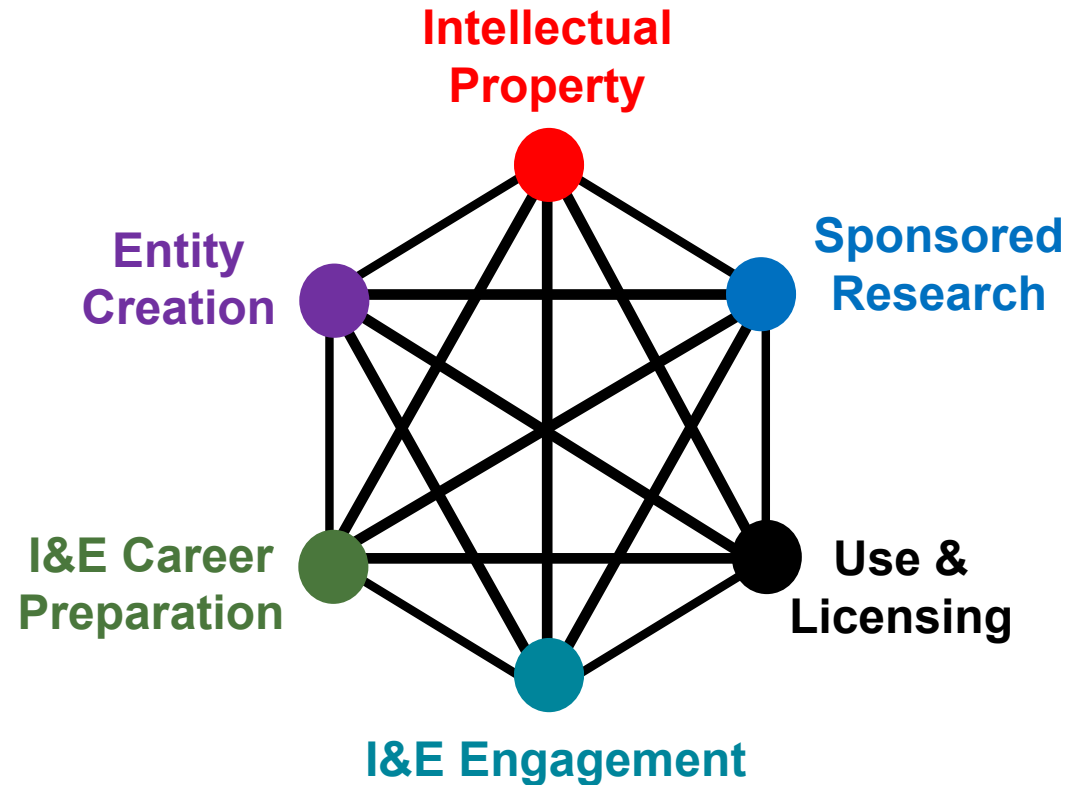
Collection of metrics should be used as indicator data for narrative thesis of impact

Metrics	Metric Examples
Intellectual Property	patent applications, patents awarded, copyrights (including software), trademarks, tangible property (e.g., cell lines), trade secrets & know how, germplasm protection, invention disclosures, novel data products, novel processes & procedures, installation of creative works, commissioned works.
Sponsored Research	industry sponsored activities (contracting and material transfer agreements, research, services and testing), non-profit and foundation support, government commercialization programs (e.g., STTR and SBIR grants, NSF PFI, state and/or local funding opportunities)
Use & Licensing	licensed intellectual property and technologies (e.g., database access, cultivar and software releases, novel animal models for industrial use), royalty generated, usage of product/service/methods, discipline and/or unit-specific evidence of societal impact.
Entity Creation	startup/spinout organizations (including for-profit, non-profits and foundations to allow for broad recognition of societal impact) founded on specific university intellectual property including funds raised/follow-on funding (e.g., private and public commercialization funds beyond SBIR/STTR, private equity investment), revenue/funds generated, people impacted & people employed.
I&E Career Preparation	students & researchers trained/mentored as part of the work/curriculum, student-led innovations and startups under faculty mentorship, incorporation of I&E skills into classroom, curricular development/enhancements based on I&E work.
I&E Engagement	engaging with industry, government, non-profit, foundation, community and/or other entities/individuals that can be linked to the university mission, serving in leadership role for university I&E priorities (e.g., Industry-Sponsored Institute, Industry Affiliate Program, IUCRCs, programs that foster entrepreneurialism for students).

3. I&E Text for Evaluation Criterion

- I&E-impact can occur in **all** areas – not just research

- PTIE recommended providing category-specific language and structure that can be utilized as appropriate within P&T guidelines
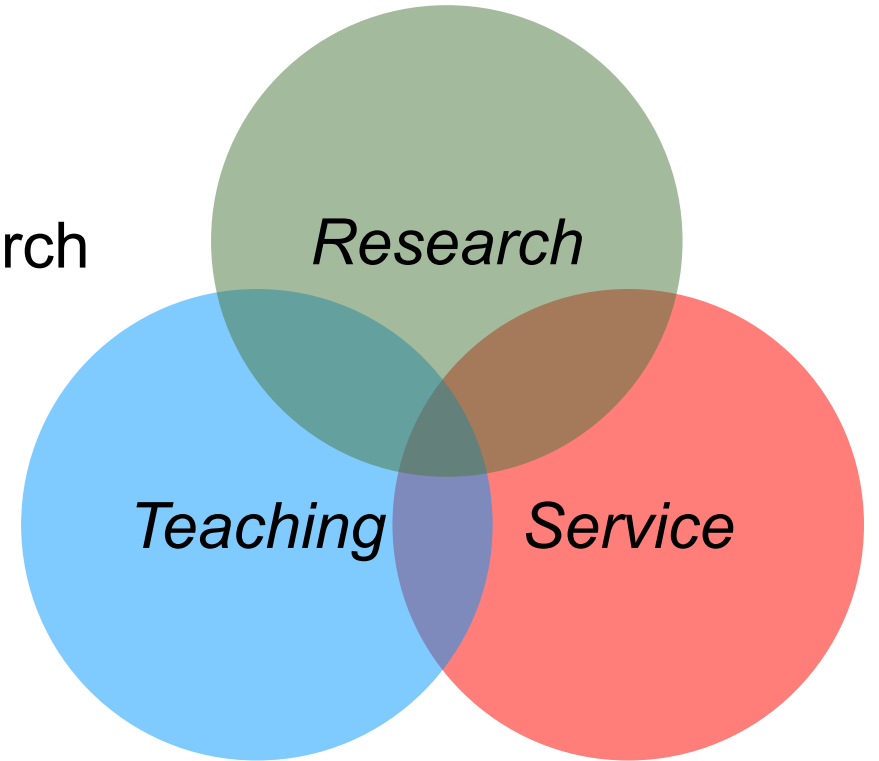
4. Process Reforms

Changing P&T guidelines alone will **not** change university culture

Also address P&T practices

Align with other efforts to advance change in promotion & advancement

Select Examples of Process Reforms

Personal Statement

Letter of Instruction for External Reviewers

Proactive Engagement by I&E Leadership

External Reviewer Resource and Guidance

Process Consultant / Proponent

Importance of Diversity, Equity and Inclusion (DEI)

Utilization of Resources to Validate Societal Impact

Expanded Training

Engagement with DEI Offices

Annual Evaluations

Alignment of Interest Review and Reframing

University Level Commitments to DEI and I&E

Core Recommendations

URL: https://ptie.org/ptie-recommendations/
1. **University-Wide Language** directly linking the evaluation of faculty to institutional mission, values & goals in the university P&T guidelines and additional levels at the institution (e.g., college, school, department).
2. **I&E Metrics** to serve as indicator data to be used in a narrative thesis of impact. Metrics are grouped into six sub-categories: (a) intellectual property, (b) sponsored research, (c) use & licensing, (d) entity creation, (e) I&E career preparation and (f) I&E engagement.
3. **I&E Text for Evaluation Criterion** to be incorporated into the (a) research (scholarship & creative activity), (b) teaching & advising and (c) service categories found in university P&T guidelines.
4. **Process Changes** for supporting systemic culture change, improving transparency and addressing bias (e.g., directions for personal statement, external reviewer resource and guidance, involvement of P&T process consultants, expanded training, reframing & importance of DEI).

These core elements are also intended to provide a framework for concurrent efforts to reimagine other areas of scholarship in promotion and advancement.

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Request of the Faculty Senate

REQUEST: To ask faculty senate to investigate if there is interest by this senate to include or standardize Innovation and Entrepreneurship into the Promotion and Tenure process at any level: campus, college, or department.

2023 Promotion & Tenure – Innovation & Entrepreneurship (PTIE) Workshop

November 1-2, 2023

Student Center Ballrooms A & B (Third Floor)
1400 J. R. Lynch Street. Jackson, MS 39272

Key Info

Agenda:

Wednesday, November 1, 2023 – Student Center Ballroom B
- **4:00 pm-6:00 pm:** Registration and Check-In
- **6:00 pm-7:15 pm:** Dinner Buffet
- **6:40 pm:** Welcome by Provost and Senior Vice President of Academic Affairs Alisa Mosley (Jackson State University)
- 7**:15 pm-8:00 pm:** Overview of PTIE Initiative and Recommendations by Professor of Chemistry & Faculty Lead for Innovation Excellence Rich Carter (Oregon State University) and Assistant Vice President for Research & Economic Development Almesha Campbell (Jackson State University)

Thursday, November 2, 2023 – Student Center Ballroom A
- **7:00 am-8:00 am:** Breakfast
- **8:00 am-9:50 am:** GAP Analysis Workshop (See "**1.** Gap Analysis for PTIE to your Campus")
- **9:50 am-10:00 am:** Break
- **10:00 am-10:30 am:** Plenary Lecture Dean of Engineering Pamela McCauley (Widener University)
- **10:30 am-Noon:** Implementation Workshop (See: "**2.** Roadmap with Tips and Tools for Adopting PTIE on your Campus")
- **Noon-1:00 pm:** Working Lunch (See: "**3.** Build an Action Plan for PTIE on your Campus")
- **1:00 pm-2:00 pm:** Report Out from Institutions and Final Discussion

Location:
Student Center Ballrooms A & B (Third Floor) 1400 J. R. Lynch Street. Jackson, MS 39272
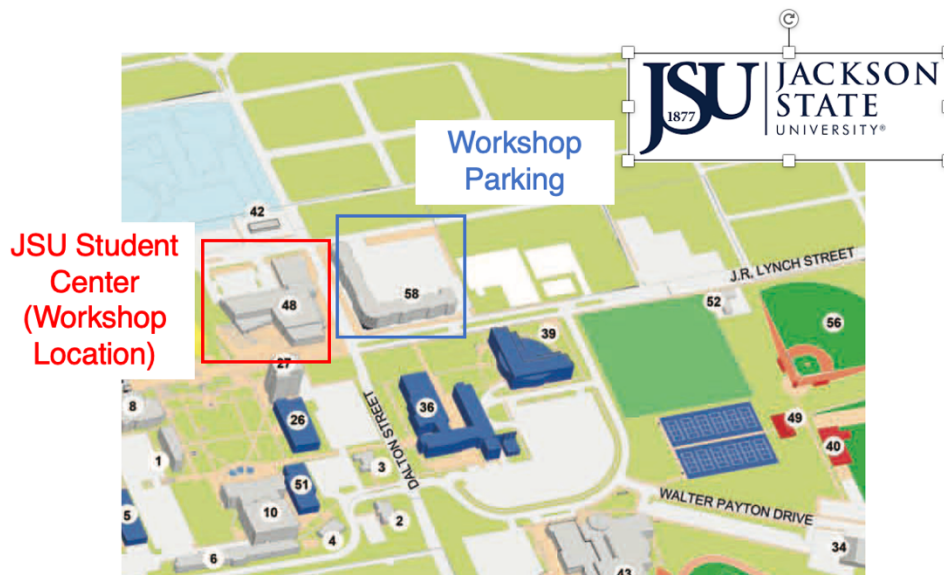
What is PTIE?

Promotion & Tenure – Innovation & Entrepreneurship (PTIE – pronounced "P-Tie") is a global movement to support the inclusive recognition of innovation & entrepreneurship (I&E) impact by university faculty in promotion, tenure & advancement guidelines and practices. Led by Oregon State University, this effort is made possible by support from the National Science Foundation (Award # CNS-1936073). A key aspect of PTIE is the networked systems approach it has taken through the nationwide PTIE coalition and PTIE stakeholder organizations. The outputs from this effort are disseminated through publications, biennial national conferences, periodic PTIE workshops and through its website.

What are the Overarching PTIE recommendations?

1	**University-wide language** directly linking the evaluation of faculty to institutional mission, values, and goals across the multiple levels at an institution (unit, department, school, college, university, and system).
2	**Innovation and entrepreneurship (I&E) metrics** to serve as indicator data to be used in a narrative thesis of impact. Metrics are grouped into six subcategories: (a) intellectual property, (b) sponsored research, (c) use and licensing, (d) entity creation, (e) I&E career preparation, and (f) I&E engagement.
3	**I&E text for evaluation criterion** to be incorporated into the (i) research (scholarship and creative activity), (ii) teaching and advising, and (iii) service categories typically evaluated for promotion and tenure (P&T).
4	**Process changes** for supporting systemic culture change, improving transparency, and addressing bias (for example, directions for personal statement, external reviewer resource and guidance, involvement of P&T process consultants, expanded training, and reframing and importance of diversity, equity, and inclusion).
	These core elements are also intended to provide a framework or superstructure for concurrent efforts to reimagine other areas of scholarship in promotion and advancement.

What can I do? *Engage!*

• **Attend** the 2023 PTIE Workshop at Jackson State University (Nov 1-2, 2023).	• **Review** the PTIE recommendations with your university leadership and colleagues.	• **Encourage** your institution to become a member of the PTIE Coalition.
https://ptie.org/events/	https://ptie.org/content/	https://ptie.org/coalition/

Workshop Organizers

	Almesha L. Campbell 2023-2024 Chair, AUTM Assistant Vice President of Research and Economic Development, Jackson State University almesha.l.campbell@jsums.edu		**Rich G. Carter** Professor of Chemistry and Faculty Lead for Innovation Excellence, Oregon State University rich.carter@oregonstate.edu

1. Gap Analysis for PTIE to your Campus

1. Who are key stakeholders and influencers on campus that must buy-in to the importance of PTIE on your campus?

Senior Administration (Provosts, Faculty Affairs office, Faculty Senate)	Mid-level Administrators (Deans, Department Chairs/Heads)	Faculty

2. Who are your PTIE allies (both on and off campus)?

On Campus	Off Campus

3. What are the top challenges to adopting PTIE on your campus? What are the possible responses to frame the consideration and acceptance of PTIE?

Challenge #1	Challenge # 2	Challenge #3
Possible Solution or Approach to Challenge #1	Possible Solution or Approach to Challenge #2	Possible Solution or Approach to Challenge #3

4. What are the key benefits to adopting PTIE on your campus?

2. Roadmap with Tips and Tools for Adopting PTIE on your Campus

Summary: The goal of the PTIE (Promotion & Tenure – Innovation & Entrepreneurship) effort is to change culture on university campuses around the country to inclusively recognize innovation & entrepreneurship (I&E) impact by university faculty. Each institution will have its own unique situation and it is important to build a personalized roadmap that will be effective for that university. The tips and tools listed below are accumulated through the shared experiences of the PTIE coalition.

General Tips and Tools:
- Take Advantage of the Coalition. We have found that universities (both faculty and administrators) see significant value in best-practices recommendations that have been developed by the 65+ member PTIE coalition. In addition, the fact that this work was funded by the National Science Foundation and the outputs have been communicated in peer-reviewed publications (most notably the 2021 Science paper) adds additional credibility to the work.
- Be Inclusive. Messaging should be broadly focused to include individuals from across the campus (including the arts and humanities) to build broad support. Make sure to listen for other areas of impact that faculty members share that are not currently fully valued in the existing system. PTIE's recommendations are specifically set up to provide a superstructure to support those other areas of evolving impact (see Science paper). Additionally, the process change recommendations are intended to create a more fair and transparent process for all faculty going through promotion. These key components allow the vast majority of the faculty to see value in the changes – even if the individual is not focused on I&E.
- Word Choice Matter. We have found that focusing on innovation and societal impact in your messaging helps more faculty to see value in PTIE as it related to their own work. Entrepreneurship can be a term that has negative connotations for a significant section of the faculty – likely due to have a stronger link to businesses and profit motives. Be careful with when and how you discuss the financial aspects of I&E as faculty can falsely perceive that the intellectual rigor of the work will be compromised by money.
- Plan before Acting. A thoughtful, planned process is typically well-received on university campuses. Consistent and deliberate messaging broadly across campus during that effort is a key component to its success. Universities that tend to struggle with the process often neglect to include key members of the community in the early phases of the effort (Faculty Senate is the most common group that gets avoided until the end which tends to cause significant challenges).
- Education is Key. Some of the hesitancy to recognizing I&E impact is a false presumption of the lack of rigor for funding/publishing and/or lack of significant intellectual merit in the translation of a discovery into an output that has societal impact (e.g., as a product or service). For example, share with faculty that Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) grants (commonly used to help translate a discovery into a product) are peer-reviewed with funding level similar to basic science grants (For example, SBIR Phase I grants from NSF have a 10-20% funding success rate). Similarly, explain the need for patenting and other forms of intellectual property (IP) protection to develop a viable plan to have societal impact. Finally, make sure to communicate that patents are (a) rigorous, vetted documents whose impact can be tracked through citations both in publications and in other patents and (b) published 18 months after submission in an open-access format (satisfying the key concern about communicating discoveries that researchers often have).

- Not a Threat. Basic science researchers as well as scholars in the arts and humanities can feel threatened by I&E. It is important to assure those individuals that their work will continued to be valued at the same level as it is currently. The goal of PTIE is to equally recognize other areas of impact that are not currently fully valued in the existing paradigm. Dr. Laurie Leshin, former President of Worcester Polytechnic Institute, described efforts to recognize other areas of impact as "broadening the bar for promotion and advancement" to be more inclusive of the 21st century academy – not to raise or lower the requirements.
- Stepwise is OK. Some universities find that attempting to adopt all the desired changes at once is challenging. The local leaders of the effort need to recognize the realities on their campus and adjust their plan accordingly. This could mean adopting only a portion of the recommendations initially and coming back to address the remainder in a second phase.

Reminder: It is easy to primarily focus on changing the rules around promotion & tenure (P&T). Rule changes are only part of the equation. The roadmap outlined below is intended to help build the momentum for culture change which takes time (years). The goal of this document and the workshop is to give you the tools to achieve that change! The perils of culture change are not new. Niccolò Machiavelli famously said:

> *"It ought to be remembered that there is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things. Because the innovator has for enemies all those who have done well under the old conditions, and lukewarm defenders in those who may do well under the new. This coolness arises partly from fear of the opponents, who have the laws on their side, and partly from the incredulity of men, who do not readily believe in new things until they have had a long experience of them."*

Phase I: Planning and Alignment
- Get Senior Administration Buy-in (e.g., Provost, President, Vice President of Research, Vice Provost of Faculty Affairs, Chief Diversity Officer, Provost Council made up of Deans and other senior leadership)
- Identify faculty member(s) to be the champion to shepherd the effort across the finish line. Ideally, this is someone who is not in senior leadership and is (a) well-respected for their traditional research, (b) understands and is active in the I&E space, and (c) has prior/current mid-level leadership (chair/head/dean) experience.
- Confirm need from faculty for changes to P&T to recognize I&E via internal survey or some other tool to capture importance.
  - Consider developing a supporting video to include with survey that has faculty from across campus speak about what innovation, entrepreneurship, and societal impact means to them (see example in pre-work).
  - OSU has internal survey draft available that can be adapted and used on your campus. Please contact Professor Jana Bouwma-Gearhart (Associate Dean and Professor, College of Education, Oregon State University, Jana.Bouwma-Gearhart@oregonstate.edu).
- Establish "Innovation Fellows" program made up of representatives across campus (e.g. each college in a large institution or a broad cross section of departments/schools in a smaller institution) that understand I&E and can translate to their local community / stakeholders. Make sure to include foundation / alumni representatives. Have the group meet regularly with your campus-level I&E leads to share developments and resources as well as serve as a two-way

conduit for information with the faculty. Have them identify areas that they see as needing to be addressed to support I&E culture change.

- Ensure your I&E programming to support faculty is sufficient/aligned/prepared and that your messaging is broad – reaching across campus and not just to engineering and more applied disciplines.
- Identify initial points/individuals of resistance and whom in your I&E team is best equipped to work with them to address concerns.
  - Department Chairs/Deans may not fully realize the level of interest from their faculty as junior faculty rarely share the totality of the desires with their supervisors/senior colleagues. Conducting an internal campuswide survey of faculty interest in I&E to provide data can be a non-confrontational to educate them. Remember, administrators can also have "selective amnesia" about what it was like to go through the P&T process – the stresses and challenges that most junior faculty experience. It is important to create a safe space for junior faculty to share candid feedback about the process and to act on their concerns.
- Develop an introductory presentation for messaging on campus to faculty / departments / colleges (lots of content on the PTIE website to help).

Phase II: The Push for Change

- Charge a campus-wide committee to shepherd the conversation and recommendations through the review and approval process. Your identified I&E champion (faculty member) lead should be a co-chair of the committee. They should serve in partnership with another faculty member who is: (a) well-respected by the faculty, (b) supportive of the changes and (c) not an I&E person. This strategy helps to ensure the faculty that you are thinking broadly about this topic. The committee can use the PTIE recommendations as the starting point for that committee.
- Connect early on with your Faculty Senate and work closely with them to address concerns / questions they might have (the committee could even be changed by Faculty Senate).
- Co-chairs of committee should present at Faculty Senate an introduction to the effort, reinforce how this is the beginning of the conversation.
  - Layout a plan to work this effort through the campus and Faculty Senate over a 12-24 month timeframe seeking their feedback and input.
  - Offer to present to individually departments/colleges that request it.
  - Schedule open forums for faculty to attend to discuss the topic and give feedback.
  - Use anonymous feedback options (e.g., webform submissions) for people that are not comfortable identifying themselves.
  - State very clearly that you are not seeking to make this a requirement and that the intent is to recognize faculty not fully valued under the current paradigm.
  - Reinforce the national momentum around PTIE and circulate relevant documents.
  - Remind the audience of (a) the institution's mission statement / strategic priorities that link to PTIE and (b) the importance of student training in these transferable I&E skills that will help to create an agile and adaptable workforce.
    - *"People are the most important output of a university – both for the students that they educate and mentor to be leaders in our society and for the faculty/researchers/scholars that they help to realize their career goals."*
- Put in the work to get real feedback from folks and adjust plans accordingly.

- o The PTIE recommendations are only intended to be a starting point for changes that may be adopted.
- o Recognize that sometimes a staged approach for change can be more palatable on your campus.
- o Remember that you are changing culture – be patient with folks as they are adjusting their mindset. This effort takes time and often several conversations to achieve.
- o Some people will feel defensive and threatened – give them to space to air their concerns and work with them to build trust. Recognize that many faculty gain much of their identity from their work and change can be viewed as threatening.
- Report back to Faculty Senate on what you have found from your committee work and outreach.
  - o Make formal recommendations for reforms needed to be approved by the appropriate body(s) on your campus.
  - o Check in with the representatives on those bodies to make sure they are supportive and don't have any questions (take the vote before you take the vote).

Phase III: Follow Through to Support Culture Change

- Once the changes are adopted, the work continues.
  - o Make sure to not forget to follow through with the process changes needed to change culture. The PTIE recommendations have an extensive list of examples – identify which from that list (as well as others you may independently identify) are most important to tackle.
  - o Integrate the university-level changes into the local (college/department level) guidance on P&T.
  - o Amplify the messaging on your programs to support faculty in I&E.
    - ▪ Recognize that new / modified programming may be needed to support the new faculty using the programs.
  - o Align your hiring strategies to recruit faculty that support university priorities – including I&E.
  - o Adjust your annual evaluations/position descriptions to align with P&T changes.
  - o Support reforming P&T to address other areas of impact that are not recognized fully on your campus – e.g., community-engaged scholarship, open scholarship, team science, DEI scholarship, etc.
    - ▪ PTIE provides a super-structure to recognize those areas as well.

Useful Resources

- **PTIE Recommendations:** https://ir.library.oregonstate.edu/concern/defaults/jw827k251
- **2021 Science Paper by PTIE:** https://www.science.org/doi/10.1126/science.abj2098
- **2021 Journal of Open Innovation Paper on Nationwide Survey Regarding I&E and P&T by PTIE:** https://doi.org/10.3390/joitmc7030182
- **2014 PNAS Paper by Sanberg et al (NIA):** https://www.pnas.org/doi/10.1073/pnas.1404094111
- **2022 Letter from UC System Provost Michael Brown on I&E to 10 UC member campuses:** https://ptie.org/wp-content/uploads/2023/09/Brown_Letter_to_UC_-_Innovation_Transfer_and_Entrepreneurship_4-4-2022.pdf
- **2021 Report from UC Reagents on Innovation:** https://regents.universityofcalifornia.edu/regmeet/may21/g1attach.pdf
- **2020 OSU Video on Innovation, Entrepreneurship and Societal Impact:** https://oregonstate.box.com/s/jd0zo610p94tn8g5d37te3r94pgkt57k
- **2022 PTIE Conference Proceedings:** https://ir.library.oregonstate.edu/collections/3484zr20m
- **2019 National Academies Convocation: Re-envisioning Promotion and Advancement for STEM Faculty: Aligning Incentives with Values:** https://www.nationalacademies.org/event/10-17-2019/re-envisioning-promotion-and-advancement-for-stem-faculty-aligning-incentives-with-values
- **AUTM Tech Transfer Infographic:** https://autm.net/surveys-and-tools/tech-transfer-infographic

3. Build an Action Plan for PTIE on your Campus

1. Do you have buy-in from senior leadership (e.g., Provost, President, Vice President of Research, Vice Provost of Faculty Affairs)?   **Yes**   or   **No**   (circle one)

    If no, whom do you need to still speak with? What aspects of PTIE would they most likely relate to? What are their concerns and how to overcome them?

2. Do you have an identified PTIE champion (someone who is not in senior leadership, well-respected for their traditional research, understands I&E space and has prior/current mid-level leadership (chair/head/dean) experience)?   **Yes**   or   **No**   (circle one)

    If no, who are your potential leads and when do you plan to talk to them to get their buy in?

3. Have you documented your university faculty members' desire for PTIE?   **Yes**   or   **No**   (circle one)

    If no, how do you plan to gather that input?

4. Do you have an Innovation Fellows program (representatives from each college across campus that understand I&E and can translate to their local community / stakeholders)?   **Yes**   or   **No**   (circle one)

    If yes, describe how active they are and how they might help with PTIE adoption.

    If no, outline possible names of people that might serve as the founding members for the group and a path to full constitute the fellows program.

5. Are your existing I&E programs sufficient to support additional throughput as well as a broader cross section of your community?   **Yes**   or   **No**   (circle one)

> If no, what gaps exist that you need to fill in? How do you plan to stand those up and support them?

6. Who are the likely initial points/individuals of resistance? Whom amongst your I&E team is best equipped to work with them to address their concerns? How do you plan to go about that?

7. Do you have an introductory presentation that speaks to the value of PITE for your campus? **Yes**   or   **No**   (circle one)

> If no, which individual(s) are best suited to put that together?

8. Have you spoken with the leadership in Faculty Senate about possible changes to P&T to recognize I&E?   **Yes**   or   **No**   (circle one)

> If yes, how did that go? If there was resistance, what was the resistance and how can you respond to it?

> If no, who in your team is best suited to have that conversation, how do you plan to engage and when should that take place?

9. Which individual(s)/organization oversees faculty training for P&T at your institution? Do any of the process changes resonate with current efforts on campus? How would you achieve buy-in for the process reforms?

10. What are other areas of impact that are not recognized on your campus and there is interest in addressing? Whom would you talk to build a partnership with them to link PTIE reform to addressing their concerns as well?

11. How can the PTIE leadership support your efforts on your campus?

Attendee List

First Name	Last Name	Email	Affiliation
Christina	Anderson	christy5@uga.edu	University of Georgia
Tasha	Bibb	tasha.bibb@msstate.edu	Mississippi State University
Ian	Biggs	ibiggs@uga.edu	University of Georgia
Ganesh	Bora	gbora@uncfsu.edu	Fayetteville State University
Nidhal	Bouaynaya	bouaynaya@rowan.edu	Rowan University
Michael	Brizek	mike@uidp.net	UIDP
Lichelle	Brown	brown.lichelle@gmail.com	Mississippi State University
Reuben	Burch	burch@research.msstate.edu	Mississippi State University
Almesha	Campbell	almesha.l.campbell@jsums.edu	Jackson State University
Rich	Carter	rich.carter@oregonstate.edu	Oregon State University
Austin	Check	austin.check@msstate.edu	Mississippi State University
David	Cochran	david.cochran@usm.edu	University of Southern Mississippi
Cirleen	DeBlaere	cdeblaere@gsu.edu	Georgia State University
Beverly	Downing	bldowning@htu.edu	Huston-Tillotson University
Isi	Ero-Johnson	isi.erojohnson@hamptonu.edu	Hampton University
Anthony	Fairley	afairley@htu.edu	Huston-Tillotson University
Delilah	Fernandez	dmfernandez@htu.edu	Huston-Tillotson University
Mary	Finn	mfinn@msu.edu	Michigan State University
Ryan	Gilbrech	rgilbrech@ecenter.msstate.edu	Mississippi State University
Robert	Green	rgreen@alasu.edu	Alabama State University
Charles	Hasemann	haseman1@msu.edu	Michigan State University
David	Hinton	djhinton@uark.edu	University of Arkansas, Fayetteville
Rodney	Ho	rodneyho@uw.edu	University of Washington School of Pharmacy
Dimetri	Horner	hornerd@hssu.edu	Harris-Stowe State University
Harvey	Hou	hhou@alasu.edu	Alabama State University
Sapna	Jain	sjain@alasu.edu	Alabama State University
Gulnaz	Javan	gjavan@alasu.edu	Alabama State University
Kimberley	Jones	joneskim@gram.edu	Grambling State University
Yatin	Karpe	yatinkarpe@txstate.edu	Texas State University
Owen	McCarty	mccartyo@ohsu.edu	Oregon Health & Science University (OHSU)
Pamela	McCauley	drpamelamccauley@gmail.com	Widener University

First Name	Last Name	Email	Affiliation
Samuel	Melton	smelton@mvsu.edu	Mississippi Valley State University
Alisa	Mosley	alisa.mosley@jsums.edu	Jackson State University
Renardo	Murray	rmurray@alcorn.edu	Alcorn State University
Krystal	Peters	kpeters@cheyney.edu	Cheyney University of Pennsylvania
Ricardo	Phipps	rphipps@st-aug.edu	St. Augustine's University, Raleigh, NC
Aimee	Roundtree	akr@txstate.edu	Texas State University
Mae	Stephens	maestephens@cheyney.edu	Cheyney University of Pennsylvania
Emmanuel	Tadjuidje	etadjuidje@alasu.edu	Alabama State University
David	Teek	david.teek@famu.edu	Florida Agricultural and Mechanical University
Terik	Tidwell	ttidwell@venturewell.org	VentureWell dba NCIIA
Grant	Warner	grantwarner@spelman.edu	Spelman College
Aurelia	Williams	atwilliams@nsu.edu	Norfolk State University
Lauren	Wilson	lawilson64@ua.edu	University of Alabama, Tuscaloosa
Jaime	Wood-Riley	jwoodriley@venturewell.org	VentureWell dba NCIIA

Workshop Notes

Workshop Notes

ANNUAL REPORT

OFFICE OF TECHNOLOGY MANAGEMENT

Fiscal Year Ending June 30, 2024

a year's overview
WHERE WE ARE

A LETTER FROM THE
DIRECTOR

As the Director of the Office of Technology Management, it is my pleasure to welcome you to our annual report, a reflection of our collective efforts and achievements over the past year. Our department has been at the forefront of innovation, navigating the challenges and embracing the opportunities that come with managing intellectual property assets in a dynamic academic environment.

We've hosted a series of events that fostered engagement and knowledge sharing among our staff, faculty, and external stakeholders. From the annual pig picking with researchers, to the SBA Roadshow, to MCITy open house events, the OTM team has been active in meeting MSU innovators wherever and whenever possible.   These events have been pivotal in showcasing MSU's commitment to excellence and OTM's dedication to fostering an environment where technology serves as a catalyst for research advancement, innovation, and entrepreneurship.

We are dedicated to customer service excellence. We've implemented new systems and processes that have streamlined operations, enhanced user experience, and provided valuable insights that have informed our strategic decisions.

As we look back on the year, we are filled with pride for what we have accomplished and gratitude for the support and collaboration of our university and external partners. For example, MSU saw an 80% increase in disclosures and a 9% increase in patents filed. We are excited about the future and remain committed to exploring new frontiers in technology management, driving innovation, and supporting the mission of our esteemed institution.

Thank you for your continued trust and partnership. Together, we will continue to achieve great things and set new benchmarks in the realm of technology transfer at MSU. Let us embark on another year of growth, learning, and success.

John Walters
Director, Office of Technology Management

a year's overview

September 2023

One of the highlights of our year was the OTM Pig Pickin, a networking event for researchers hosted at our building in September of 2023. We invited over 200 guests from around the university who got to enjoy some delicious homemade barbecue, learn about MSU's latest innovations, and connect with potential collaborators. A whole hog, smoked to perfection in the ORED parking lot, was accompanied by sides from Moes BBQ and our office favorite- banana pudding. Bringing together researchers and support units was not only a fun lunch, but also helped to strengthen the inter-campus relationships that make our efforts possible. We're looking forward to hosting the 4th annual Pig Pickin' at the start of the 2024-25 academic year this September.

October 2023

October started with the debut of Pitches & Pints at Biscuit Company Vicksburg, featuring 11 business pitches by eight participants. Mid-month, 25 students from Vicksburg and Warren Central toured MSU's MCITy to learn about entrepreneurship. The ppxTEC team received ongoing coaching in the CoBuilders 2023 accelerator. A full calendar of events, including I-Corps sessions, networking, VentureCatalyst Vicksburg, and Startup Coworking days, was established. MSU's cyber security seminar and ERDCWERX's use of additional conference spaces highlighted the continued focus on partnership.

a year's overview

January 2024
The Vicksburg Rotary Club welcomed Tasha Bibb and Ryan Gilbrech to speak about MSU-Vicksburg's offerings. Meanwhile, a workshop by ERDC and ERDCWERX provided small businesses with insights into government contracting, including a special focus on SBIR development by the MCITy team. The month also saw the initiation of the Million Dollar Checklist by three teams and the rollout of a comprehensive schedule of entrepreneurial events for the year.

February 2024
The SBIR Launchpad Workshop on the 7th, which gathered 50 entrepreneurs to learn about federal funding avenues, was the highlight of the month. Experts from various organizations shared their knowledge on SBIR/STTR programs, emphasizing the importance of eligibility and strategic engagement with government agencies. The session concluded with hands-on guidance on developing effective quad charts and elevator pitches.

March 2024
We achieved a milestone with the first company receiving assistance for an AirForce STTR submission and the MSU graduate entrepreneur group engaging in SBIR discussions. The first MCITy Startup Showcase saw seven teams compete, with three emerging as winners. The grand opening of MCITy on March 28 was a significant event attended by state and local dignitaries, including Senator Cindy Hyde-Smith, and featured a technical display with the Holobox in collaboration with the Center for Cyber Education.

a year's overview

April 2024

The SBIR Road Tour was a major event for us, and introduced SBIR and STTR programs collectively known as "America's Seed Fund", to a multitude of researchers from across the state. OTM organized a bus ride for a "field trip" and brought 27 MSU researchers to Jackson State University for the road show. There, they met with federal agency managers, and received feedback for their proposals. The month also saw active participation in the Startup Summit 2024 and promising leads from graduating students for the Million Dollar Checklist and Dawg Tank events. The MCITy Startup Showcase on April 26 provided updates from four teams.

May 2024

May concluded with the DAWG Tank Pitch Competition in Vicksburg, where nine companies vied for $10,000 in cash prizes. The event mirrored the real investment process seen on Shark Tank and served as a qualifier to the CoBuilders Accelerator program. Those that were recommended to the Innovate MS program were eligible for a 12-week mentorship and investment opportunity for the selected startups. The DAWG Tank's vibrant community atmosphere underscored its role as a stepping stone for success.

Outreach

Beginning in January, the OTM team began a concentrated effort to expand our outreach through social media via a revamped LinkedIn page and improvements to the OTM website. The primary efforts included our weekly Tech Tuesday, patent postings, and active repost activities on LinkedIn. As a result, OTM has seen its followers grow from 131 to 423 and average impressions growing from under 200 to a recent high of over 5,500 in June.

last year's

NUMBERS & STATISTICS

As an outgrowth of the research investments at MSU, OTM saw continued growth in its key performance indicators, notably an 80% increase in disclosures and a 9% increase in patent filings from FY 2023. As the increased research funding drives innovations through the various departments at MSU, we anticipate these growth trends to continue in FY 2025.
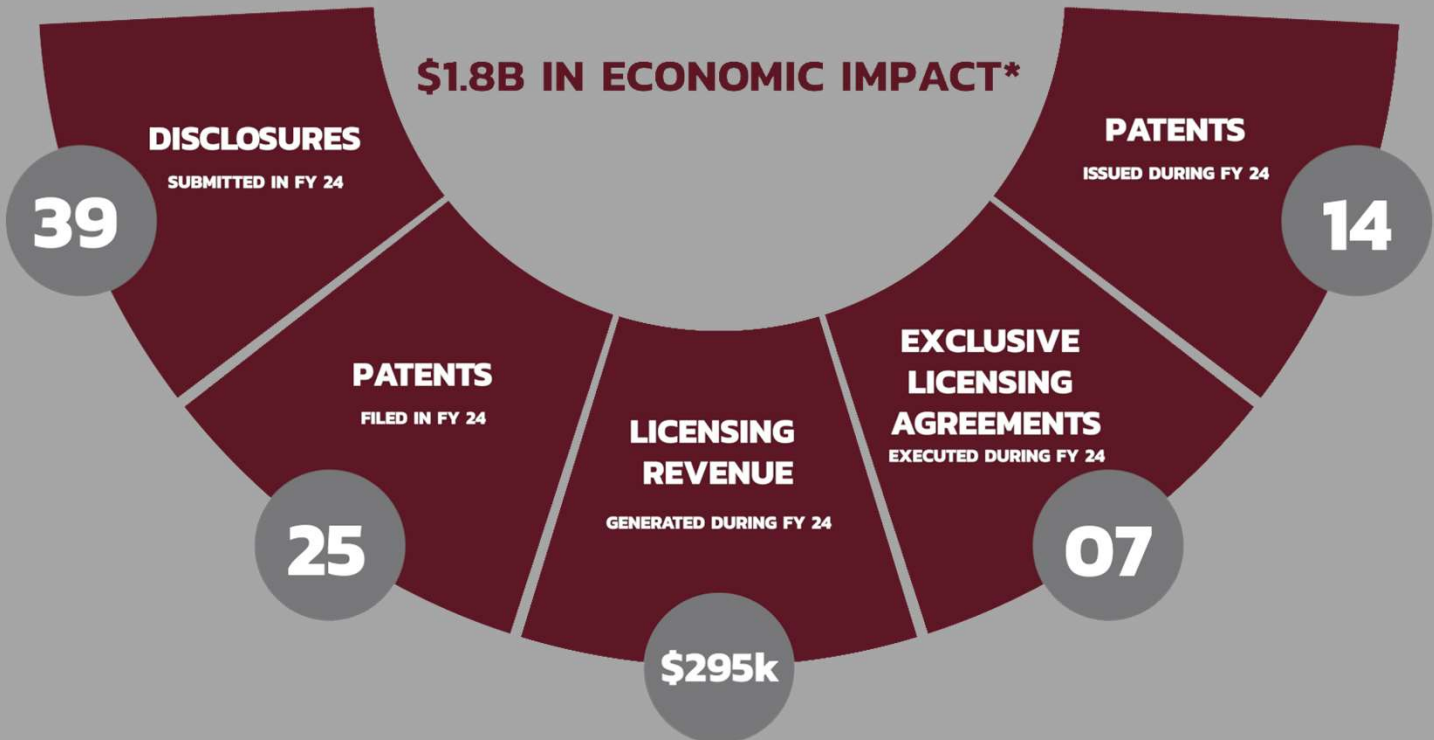
In addition, as a partner in research support our office responded to 73 requests to review intellectual property matters from the Office of Sponsored Programs during the first 7 months of calendar year 2024. These reviews included 19 STTR Projects and 16 SBIR projects, and we expect our contributions to continue to increase.

Should you have any questions about our metrics, our programs, or our operations, please do not hesitate to contact us at office@otm.msstate.edu.
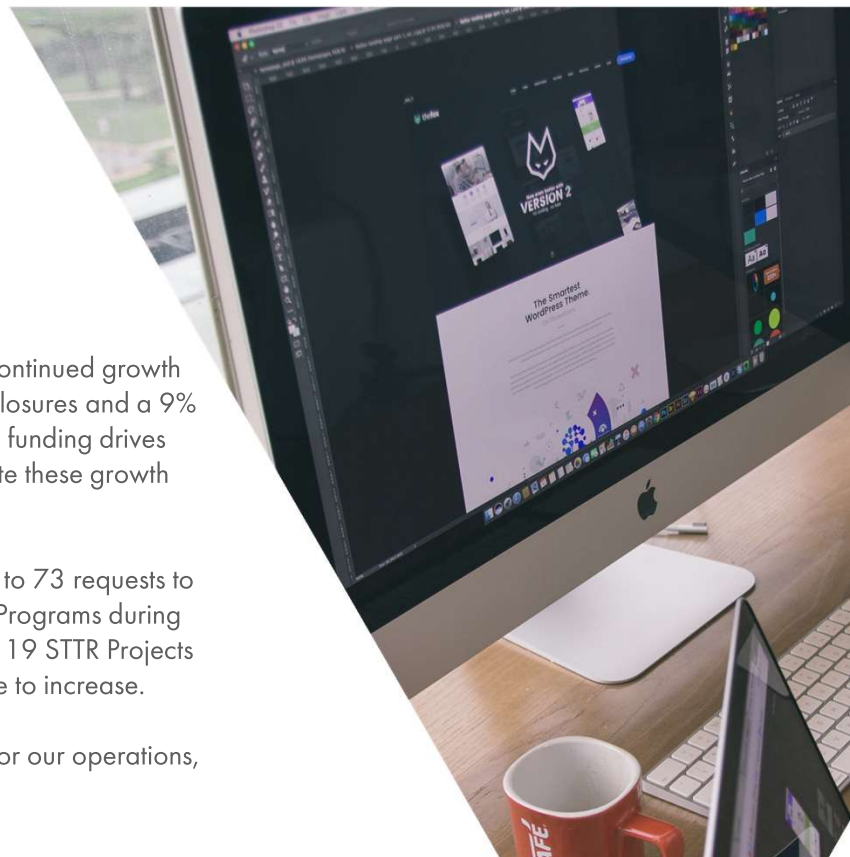
$319M IN RESEARCH

$1.8B IN ECONOMIC IMPACT*

DISCLOSURES
SUBMITTED IN FY 24
39

PATENTS
ISSUED DURING FY 24
14

PATENTS
FILED IN FY 24
25

LICENSING REVENUE
GENERATED DURING FY 24
$295k

EXCLUSIVE LICENSING AGREEMENTS
EXECUTED DURING FY 24
07

According to the last conducted EMSI Study

Last 5 year's

NUMBERS & STATISTICS

IP Numbers
Over the last 5 fiscal years

Legend:
- ■ Patents Issued
- ■ Patents Filed
- ■ Technologies Disclosed
- ■ SBIR Reviews*
- ■ STTR Reviews*
- ■ Other OSP IP Reviews*
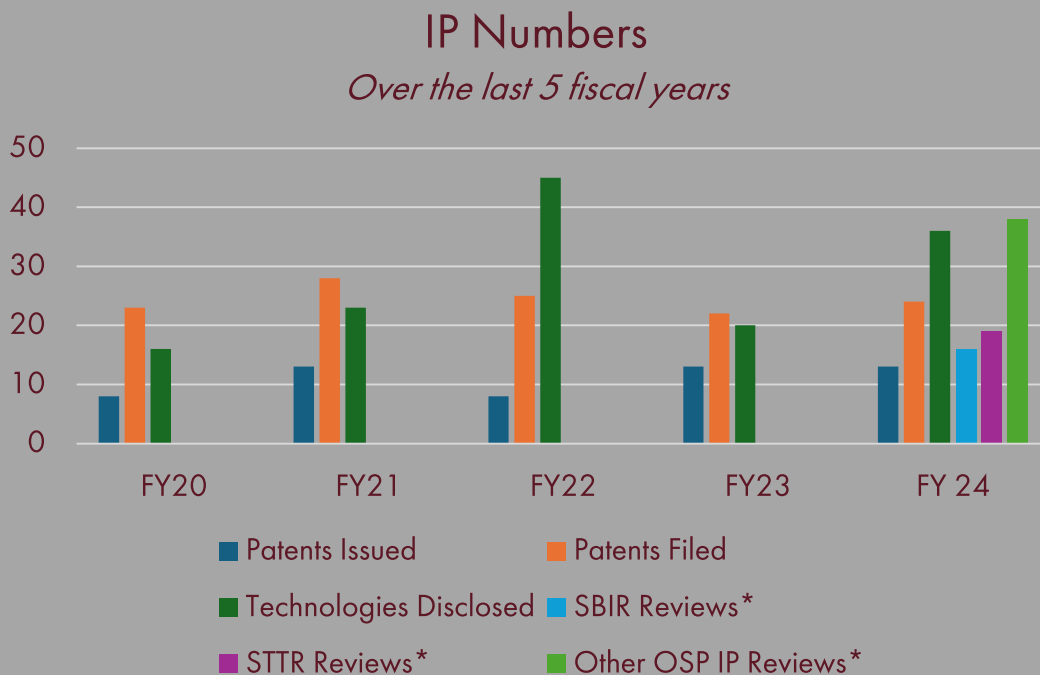
* Review numbers reflect the period between January 1st 2024 and July 19th, 2024

Agreements & Licensing Revenue
Over the last 5 fiscal years

Legend:
- ■ Non-Disclosure
- ■ Material Transfer
- ■ Licenses*
- — Income
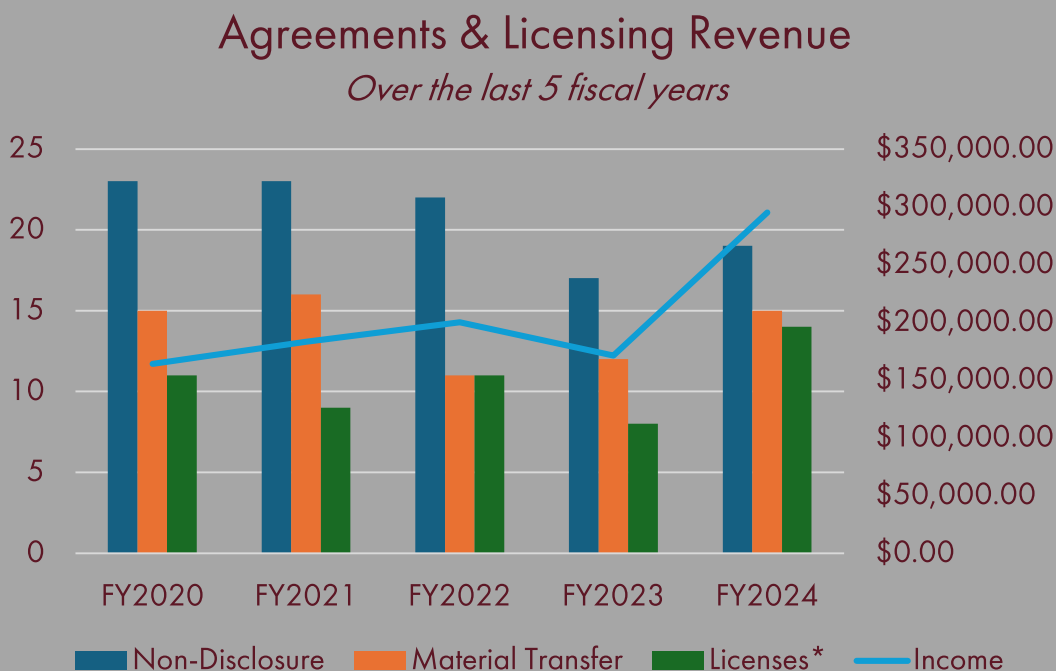
* Including Amended & Restated, Research, Exclusive, Non-exclusive, Sublicense, Research Option, Option - RTA – Nonexclusive Licenses

Appendix B

Another busy summer…

MISSISSIPPI STATE UNIVERSITY
STATE COLLEGE MISSISSIPPI
CAMPUS MASTER PLAN
WITHOUT FOLIAGE INDICATIONS

OLMSTED ASSOCIATES, LANDSCAPE ARCHITECTS
BROOKLINE, MASSACHUSETTS

24 in   24 in

25 in

24 in

24 in

25 in
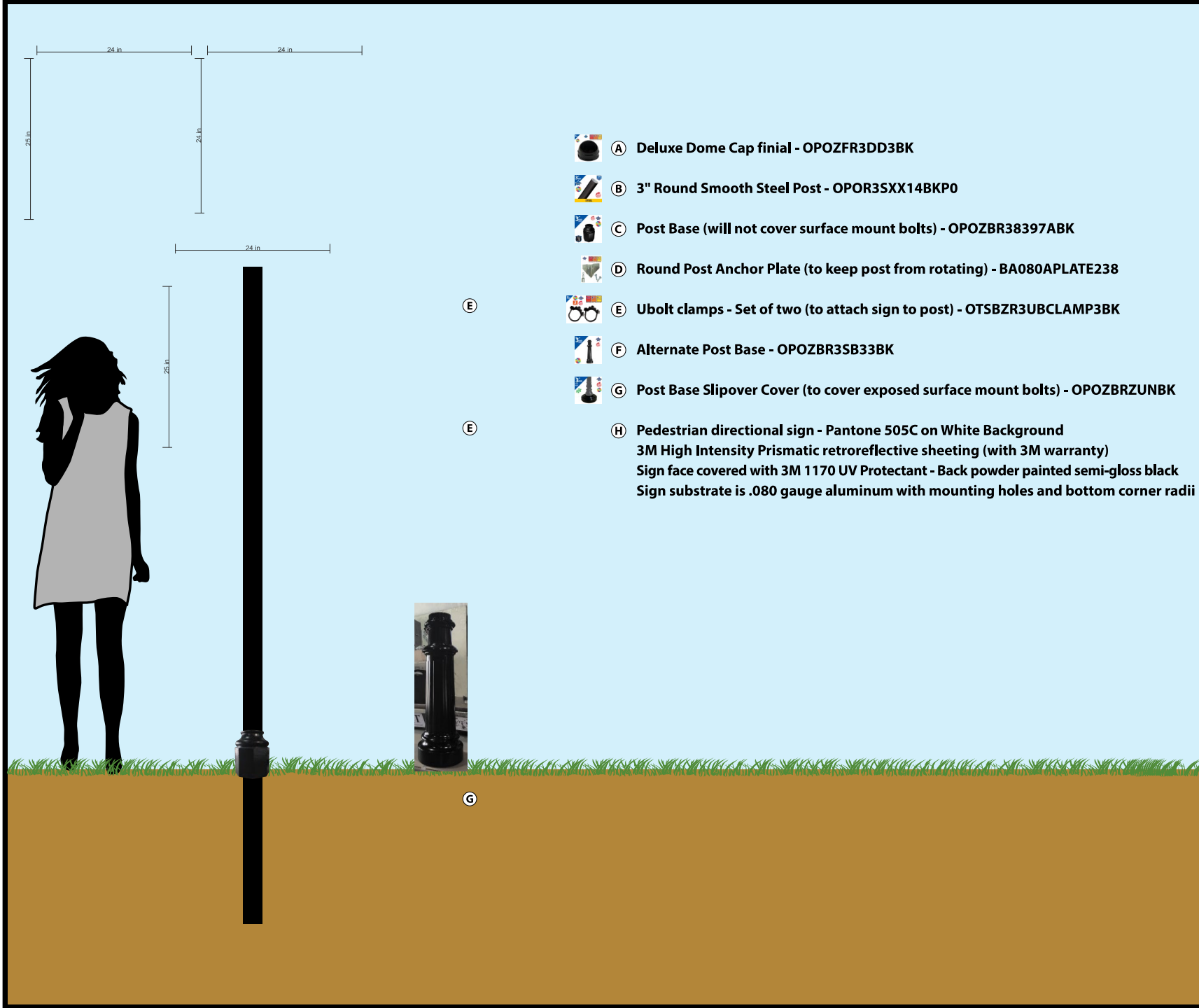
A Deluxe Dome Cap finial - OPOZFR3DD3BK

B 3" Round Smooth Steel Post - OPOR3SXX14BKP0

C Post Base (will not cover surface mount bolts) - OPOZBR38397ABK

D Round Post Anchor Plate (to keep post from rotating) - BA080APLATE238

E Ubolt clamps - Set of two (to attach sign to post) - OTSBZR3UBCLAMP3BK

F Alternate Post Base - OPOZBR3SB33BK

G Post Base Slipover Cover (to cover exposed surface mount bolts) - OPOZBRZUNBK

H Pedestrian directional sign - Pantone 505C on White Background
3M High Intensity Prismatic retroreflective sheeting (with 3M warranty)
Sign face covered with 3M 1170 UV Protectant - Back powder painted semi-gloss black
Sign substrate is .080 gauge aluminum with mounting holes and bottom corner radii

E

E

G

MISSISSIPPI STATE
UNIVERSITY

◄ Welcome Center
∧ Chapel of Memories
∧ Drill Field
∧ Library
∧ Montgomery Hall

WEST LAWN DISTRICT

Coming up...
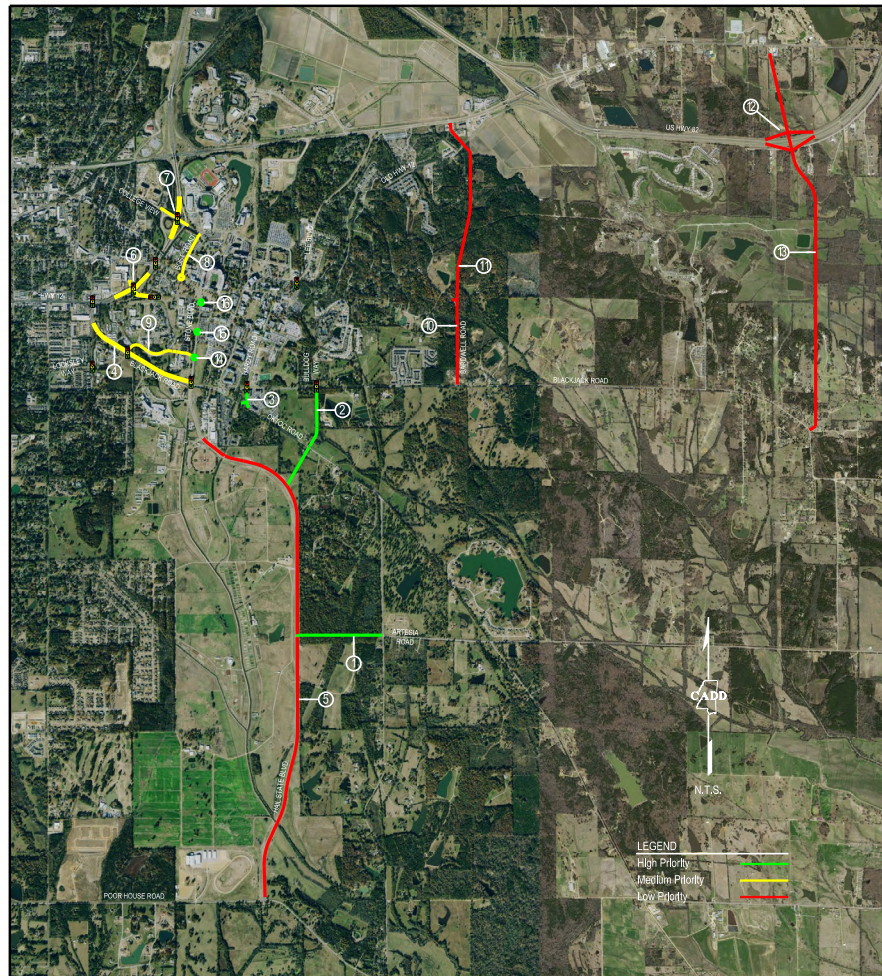
① Connect Artesia Road to Hail State Blvd. - 2,600 L.F. - 2 Lanes

② Connect Hail State Blvd. with Blackjack Road / Oktoc Road - 3,250 L.F. - 3 Lanes

③ Realign Oktoc Road to intersect Blackjack Road at Hardy Road - 700 L.F. - 3 Lanes

④ Widen Blackjack Road to 5 lanes from Stone Blvd. to Lincoln Green - 3,700 L.F. - 5 Lanes

⑤ Hail State Boulevard Sidewalk Extension - 16,000 L.F.

⑥ Bullyvard interchange reconstruction to an at-grade signalized intersection.

⑦ Collegeview Interchange reconstruction to an at-grade signalized Intersection.

⑧ Bost Road extension.

⑨ Locksley Way extension and connector.

⑩ Reconstruct / realign Bardwell Road with 2 lanes - 2,500 L.F. - 2 Lanes

⑪ Construct new connection from Hwy 182 to Bardwell Road - 6,000 L.F. - 2 Lanes

⑫ Construct new interchange with US Hwy 82 - Interchange

⑬ Connect Blackjack Road with US Hwy 82 - 8,000 L.F. - 2 Lanes

⑭ Construct mini roundabout at Stone Boulevard and Famous Maroon Band

⑮ Construct mini roundabout at Stone Boulevard and Bully Boulevard

⑯ Construct mini roundabout at Stone Boulevard and Creelman Street

| NEEL-SCHAFFER Solutions you can build upon | REGIONAL TRANSPORTATION PLAN | FIGURE 1 |
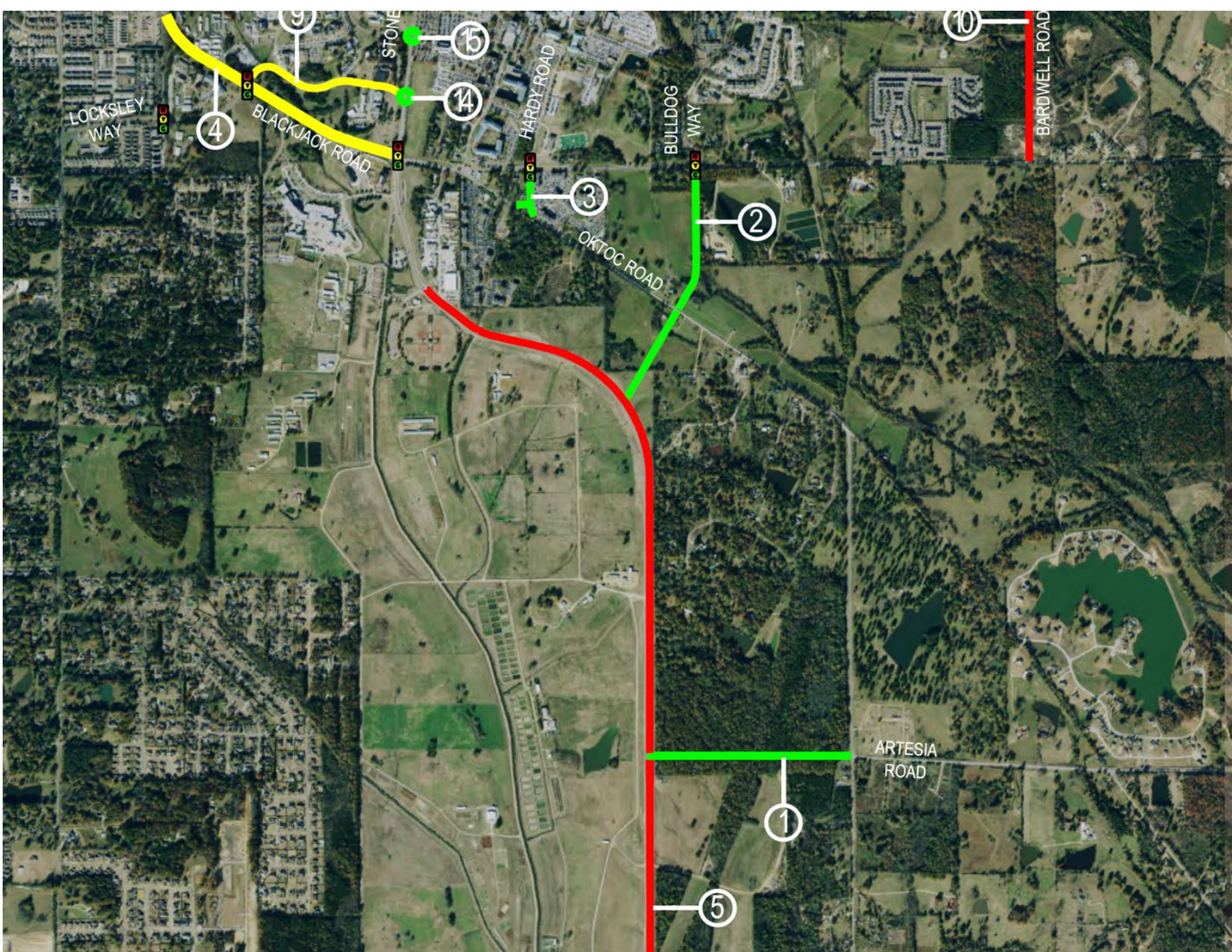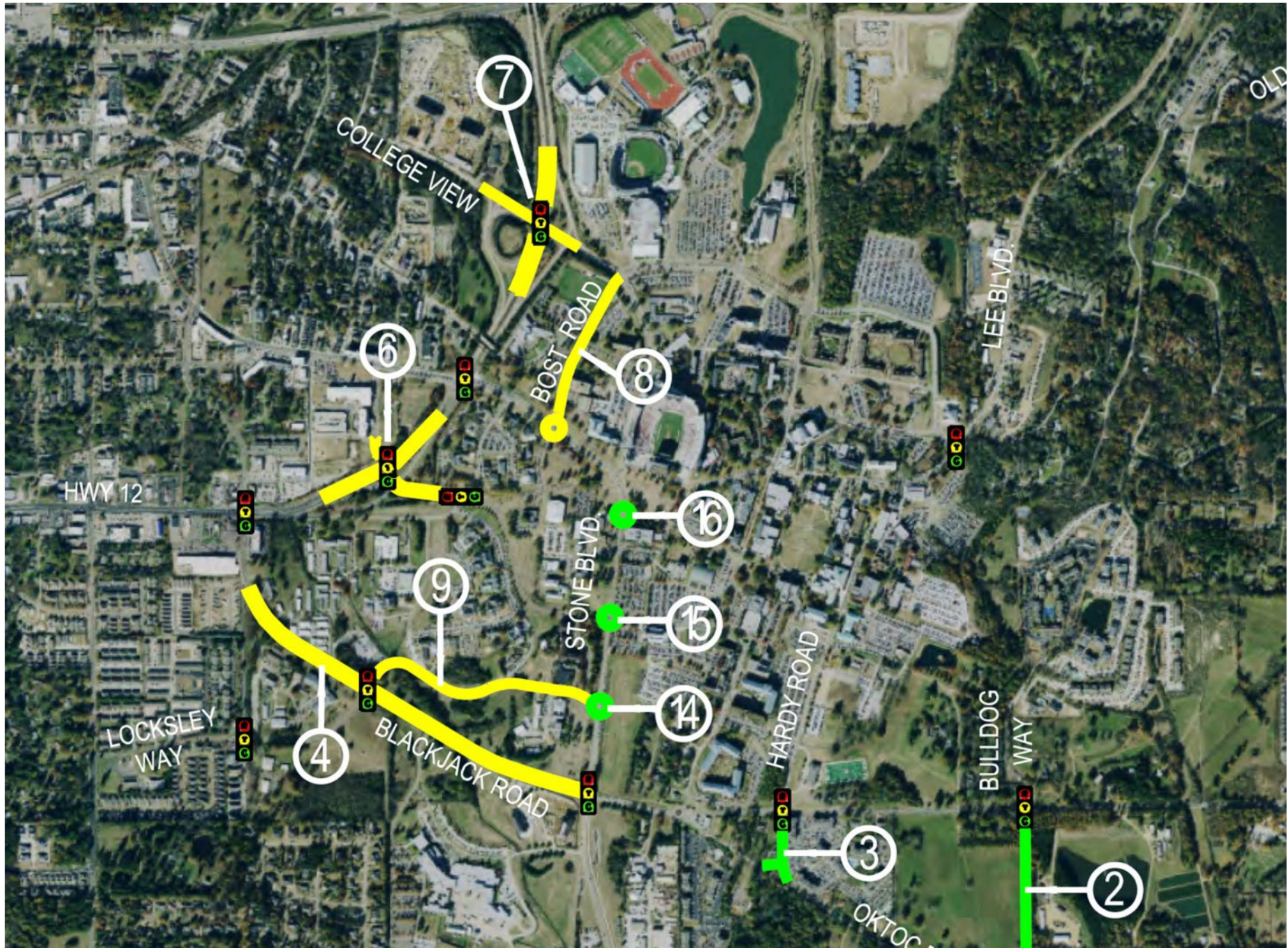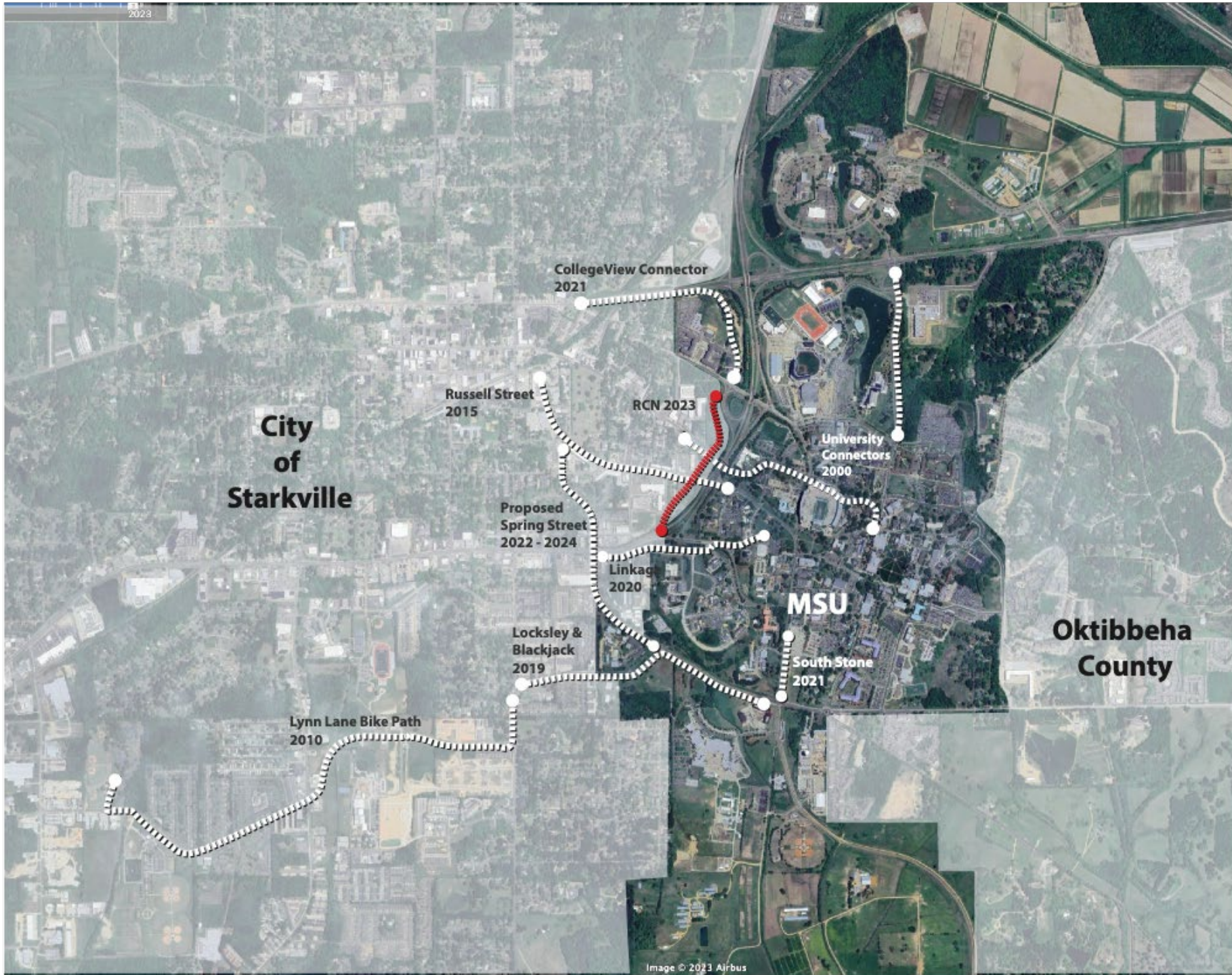
City
of
Starkville

MSU

Oktibbeha
County

CollegeView Connector
2021

Russell Street
2015

RCN 2023

University
Connectors
2000

Proposed
Spring Street
2022 - 2024

Linkage
2020

Locksley &
Blackjack
2019

South Stone
2021

Lynn Lane Bike Path
2010

Image © 2023 Airbus

Conceptual Traffic Circle Layout

STONE BOULEVARD

BOST DRIVE

BOST DRIVE

STONE BOULEVARD

EXISTING PEDESTRIAN & BIKE CROSSING

EXISTING MULTI-USE PATH
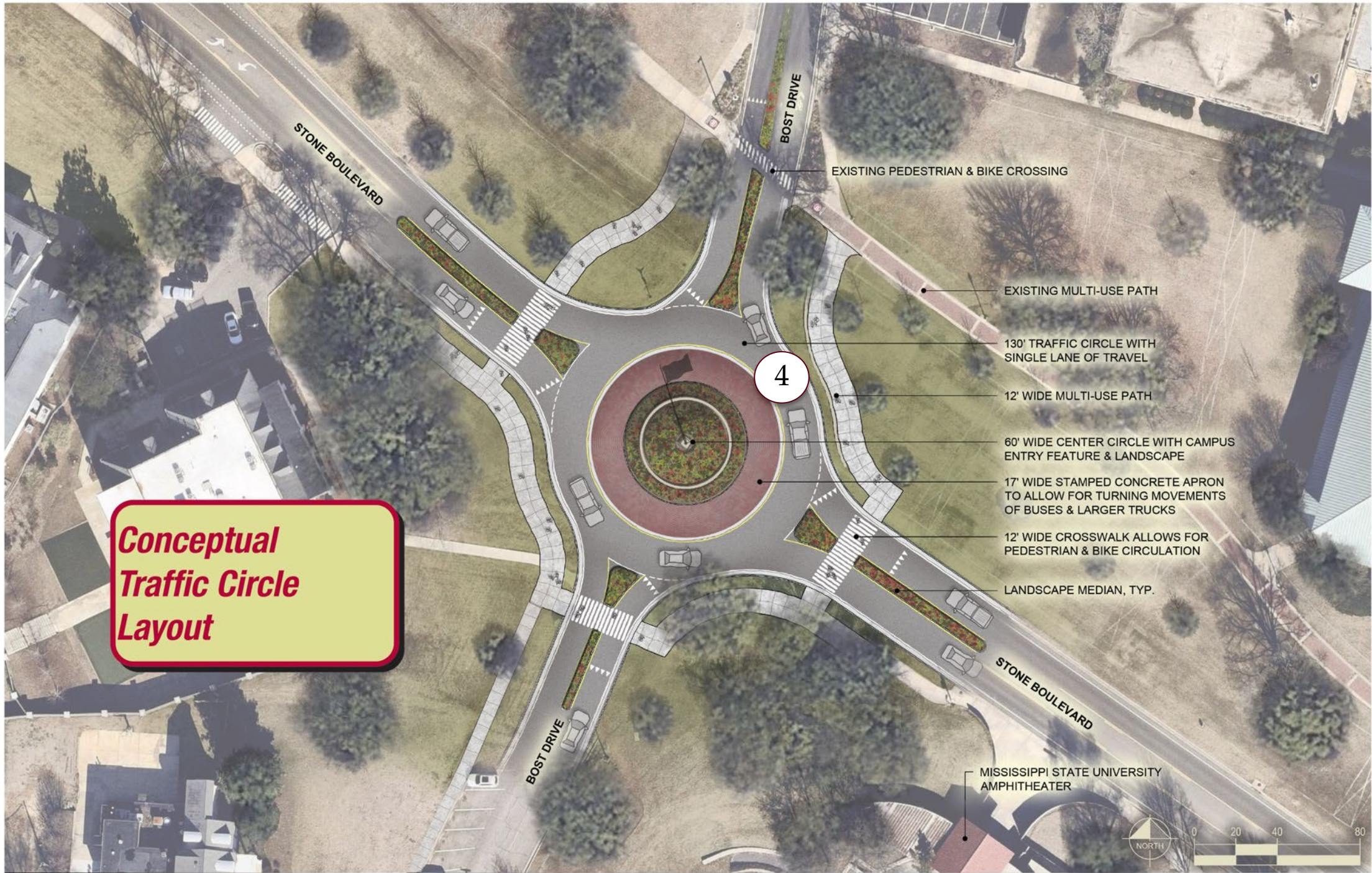
130' TRAFFIC CIRCLE WITH SINGLE LANE OF TRAVEL

12' WIDE MULTI-USE PATH

60' WIDE CENTER CIRCLE WITH CAMPUS ENTRY FEATURE & LANDSCAPE

17' WIDE STAMPED CONCRETE APRON TO ALLOW FOR TURNING MOVEMENTS OF BUSES & LARGER TRUCKS

12' WIDE CROSSWALK ALLOWS FOR PEDESTRIAN & BIKE CIRCULATION

LANDSCAPE MEDIAN, TYP.

MISSISSIPPI STATE UNIVERSITY AMPHITHEATER

4

NORTH

0   20   40   80

MOBILITY FRAMEWORK

04 Frameworks

VEHICULAR NETWORK

CAMPUS GATEWAYS

MS - 12

TRANSIT NETWORK

Dr. Martin Luther King Jr Dr

George Perry St

PARKING

Lee Blvd

BIKE NETWORK

Stone Blvd

PEDESTRIAN CORE

Blackjack Dr

LEGEND:
- Vehicular Network
- Transit Network
- Bike Network
- Campus Gateways
- Pedestrian Core

Hardy Mixed-use Way

MSU LIBRARY

HAND CHEMICAL LAB

ETHEREDGE HALL

LAB
LAB

BOULEVARD WITH VEHICLE AND BIKE LANE

RULA HALL

T.K MARTIN CENTER

EXISTING ROADWAY

| 8' Sidewalk | 5' Plant | 4' Bike | 4' Bike | 2' | 18' Drive | 4' Plant | 8' Sidewalk |

Current Gated Core
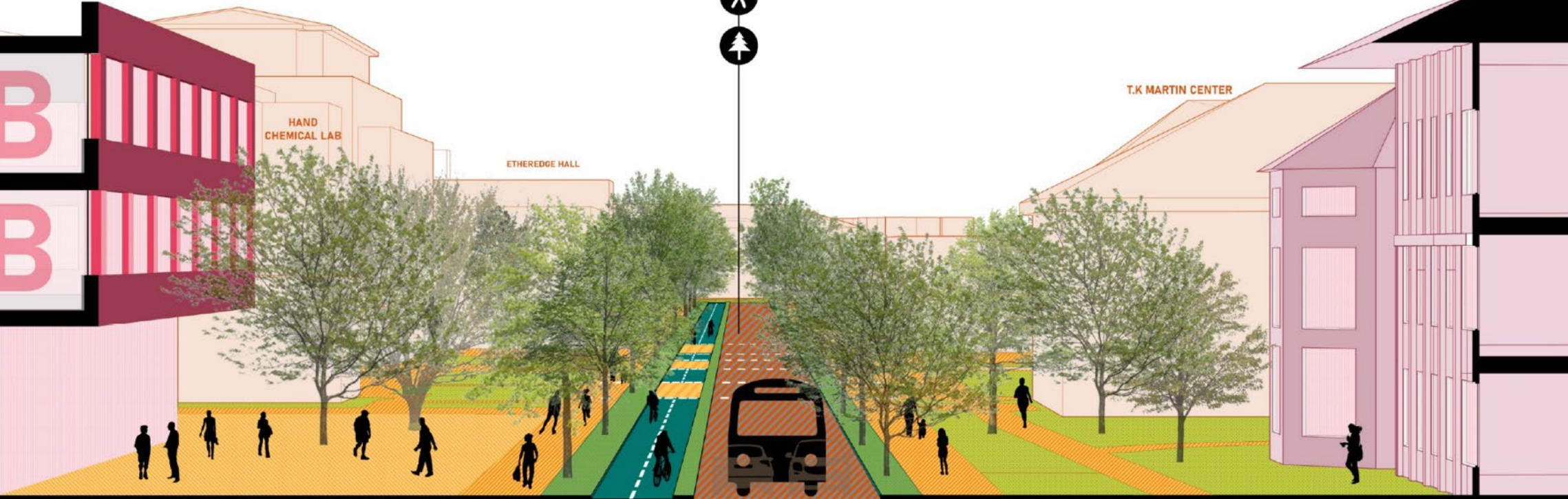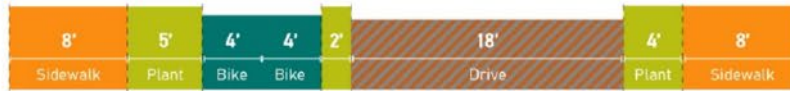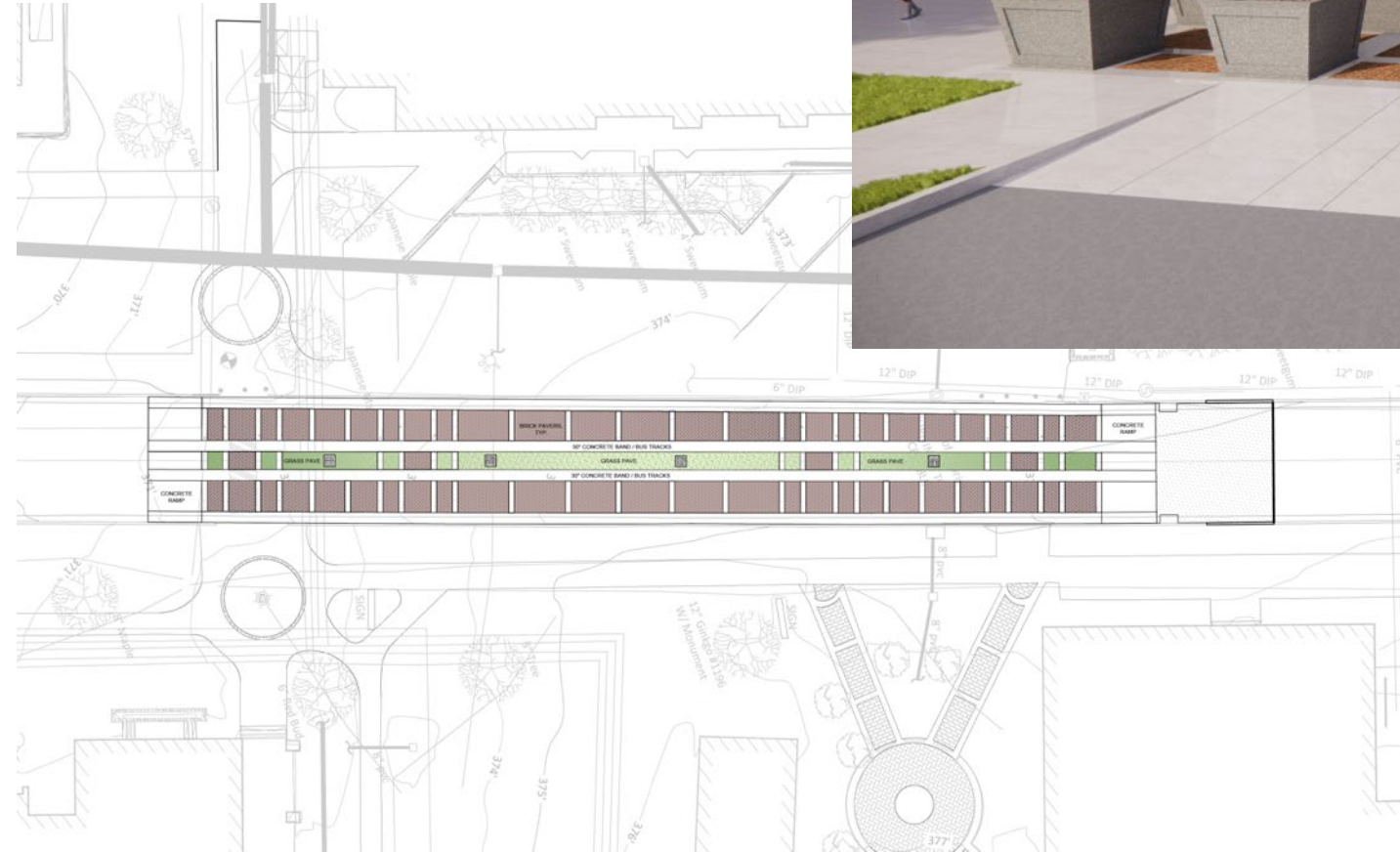
d in guideline document.

(A) **Deluxe Dome Cap finial - (2) OPOZFR3DD3BK**

(B) **3" Round Smooth Steel Post - (2) OPOR3SXX14BKP0 (10' post depicted, 2' in ground)**

(C) **Sign Panel Bracket (to attach sign to posts) - (6) OSIZ5SPR3BK**

(D) **Post Base (will not cover surface mount bolts) - (2) OPOZBR38397ABK**

(E) **Round Post Anchor Plate (to keep post from rotating) - (2) BA080APLATE238**

Insert Directory sign Option 1
Pantone 505C and digital map image on White background
3M High Intensity Prismatic retroreflective sheeting (with 3M warranty)
If map is highly detailed, map can be printed on non-prismatic vinyl for clearer image
Sign face covered with 3M 1170 UV Protectant - Sign panel is double-sided with same legend
Sign substrate is CNC routed .125 gauge aluminum with no mounting holes and no corner radii

Insert Directory sign Option 2
Pantone 505C, Black, SW 6258 Color match and digital map image printed on White sheeting
3M High Intensity Prismatic retroreflective sheeting (with 3M warranty)
If map is highly detailed, map can be printed on non-prismatic vinyl for clearer image
Sign face covered with 3M 1170 UV Protectant - Sign panel is double-sided with same legend
Sign substrate is CNC routed .125 gauge aluminum with no mounting holes and no corner radii

120 in

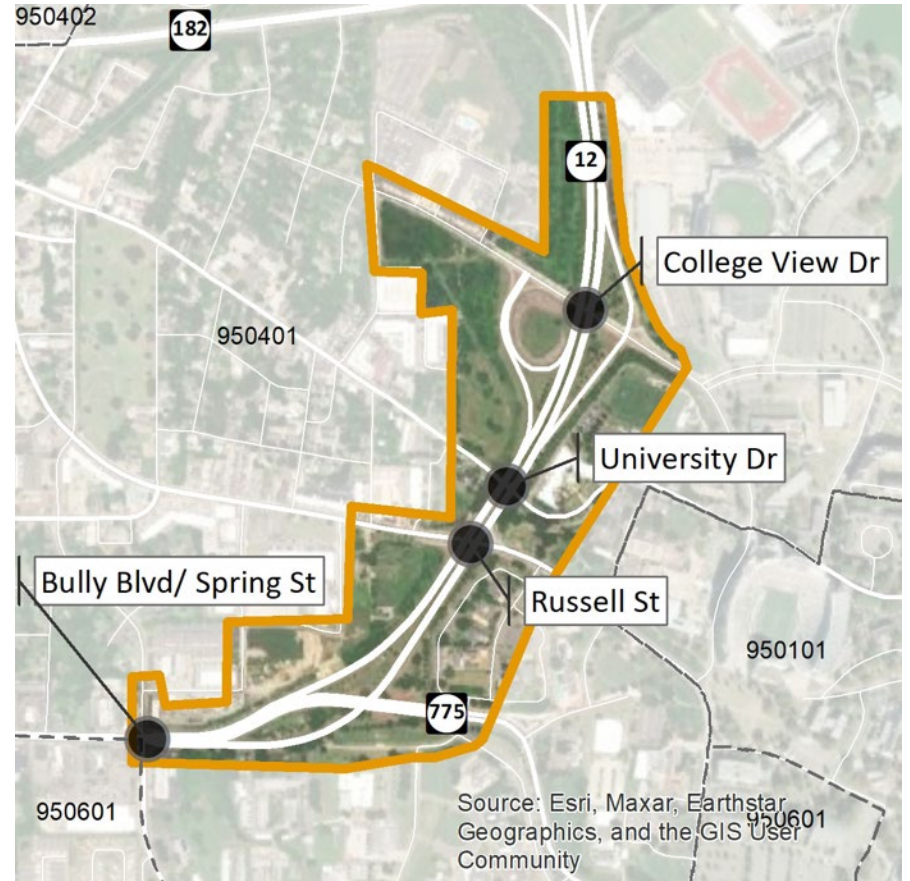Reconnecting Communities and Neighborhoods (RCN) 2023
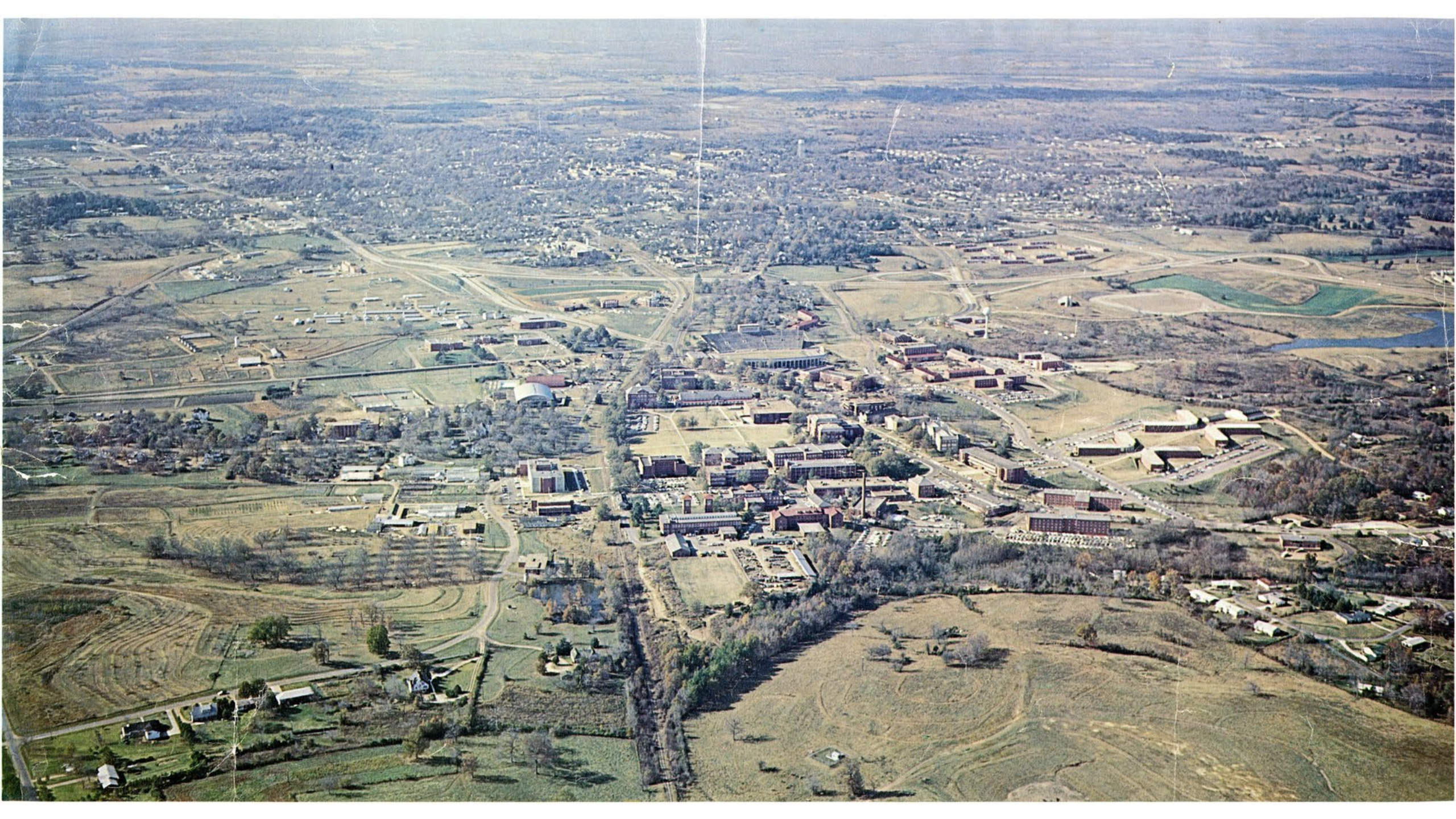
〉〉〉〉〉

MSU WEST SIDE CONNECTIVITY PROJECT

〈〈〈〈〈

PROJECT NARRATIVE || 09-28-2023

Prepared by **Neel-Schaffer**

Prepared for Mississippi State University

Campus Parking Study #24-48
Walker Consultants Technical Proposal
ORIGINAL
June 6, 2024

Operation Plan

Project Approach

Walker proposes the work in three phases. We do this to put the deliverables into context, and to present a cost proposal that is more clearly defined by task. Our three-phase process for the Mississippi State University Parking Study is as follows, with each phase building upon and being informed by the previous.

Phase 1

Discovery and Diagnosis: In the first phase, we will develop an understanding of the challenges and opportunities facing the transportation and parking system at Mississippi State University (MSU). This phase is both quantitative and qualitative in nature, including data collected from MSU, peer institution data, and stakeholder input. While requiring analysis and interpretation, the process and deliverables in Phase 1 are entirely objective.

Phase 2

Findings, Conclusions, Projections, and Recommendations: In the second phase, we will interpret the data collected and analyzed in Phase 1 and apply industry standards and professional judgment to produce an initial set of recommendations to be vetted by the University. After identifying the recommendations that MSU is interested in pursuing, Walker will produce a Phase 3 implementation plan that is both realistic and visionary.

Phase 3

Implementation Plan: Expanding upon the MSU and peer institution data collected in Phase 1, and upon the findings and conclusions from Phase 2, Phase 3 will present recommendations and strategies that build upon MSU's existing successes and core competencies and offer opportunities for growth and continual improvement. Walker's recommendations will be designed to be consistent with university preferences, culture, and objectives; to be implementable and feasible; to have a clear cost/benefit analysis; and, to show a clear path forward, including a transparent description of which recommendations are standalone and which have other recommendations as prerequisites.

Final Presentation(s), if Desired: Walker will present to the project team and/or other campus groups in an in-person or virtual environment, as desired by the University.

Thanks.