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Faculty Senate

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FACULTY SENATE MINUTES FOR 30 November 2010 (Vol. XXXIV, No. 7)

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Note: These minutes are not a complete verbatim transcript of the Senate meeting.

I. Call to order by Chair John Pommier at 2:00pm. (Booth Library Conference Room)

Present: A. Adom, J. Best, J. Coit, T. Leonce, A. Methven, M. Mulvaney, K. Padmaraju, J. Pommier, J. Stowell, L. Taylor, D. Viertel, A. White, M. Worthington, R. Larimore, J. Prillaman. Excused: M. Fero, F. Mullins, R. Larimore

Guests: Bill Elliott (Graduate School), Grant Sterling (CAA), William Weber (VP Business Affairs), Blair Lord (Provost/VPAA), Jeanne Snyder (Associate Dean, LCBAS), Diane Jackman (Dean, CEPS), Suzann Bennett (Staff Senate), Jacob Swanson (DEN)

II. Approval of the Minutes of 9 November

Senator Methven (White) moved to approve the minutes. Motion passed unanimously.

III. Announcements

IV. Communications

- a. Email of 13 November, from Bailey Young, re: Douglas Hall
- b. Memo of 16 November, from Members of History Department, re: Douglas Hall
- c. Email of 19 November, from Christopher Hanlon, re: Douglas Hall
- d. Email of November, from Les Hyder, re: Illinois Board of Higher Education, Faculty Advisory Council, Resolution on University Budgeting

V. Old Business

A. Committee Reports

1. Executive Committee: Chair Pommier stated that President Perry would like Faculty Senate to submit names for a committee to review the University's shared governance documents, and asked Senators to think of names for this committee.

2. Nominations Committee: Senator Methven stated that the committee met November 16, and discussed the concerns raised recently regarding Senate nominating procedures. He stated that since the committee has not heard any other concerns beyond those raised by the Institutional Review Board and the Intercollegiate Athletics Board, the Nominations Committee proposes limiting the review to those two committees. Senator Best volunteered to devise new language for IRB nominees, and Methven stated he would meet with Gail Richards to discuss language for the IAB.

Methven stated that the Faculty's representative to the IBHE Faculty Advisory Council, Les Hyder, is going on sabbatical in the Spring. Methven (Padmaraju) moved to appoint Irene Coromina, the alternate from the last election, to serve in Hyder's place during spring semester. Motion passed unanimously

3. Elections Committee: Vice Chair Mulvaney. Stated one candidate that submitted required documentation for the special election to the UPC. Mulvaney suggested Senate consider appointing the candidate rather than continue with the special election. He noted that the term to be filled is only spring semester, then Senate will hold an election again. Mulvaney (Padmaraju) moved to appoint Henry Owen to serve our remainder of the vacated College of Sciences seat on the University Personnel Committee. Best stated that such a move might not be fair to any potential write-in candidates. Mulvaney stated he agreed with the concern, but noted that Senate hasn't had a write-in candidate receive the ten votes required since the rules were changed, but that he was certainly not opposed to this election. Motion fails 5-6. Yes: Adom, Mulvaney, Padmaraju, White, Worthington. No: Best, Coit, Leonce, Methven, Pommier, Stowell

4. Faculty—Student Relations Committee: no report

5. Faculty—Staff Relations Committee: no report

6. Awards Committee: Senator Stowell asked who would present the Mendez Award at graduation. Pommier stated it is presented by the Provost.

7. Faculty Forum Committee: no report

8. Other Reports

a. Provost's Report

Lord stated that the search committee for the Associate Vice President/CATS Director has been appointed, and includes Senator Worthington, and will be chaired by the chair of the Computer Science program. He stated that the Lumpkin Dean search is ongoing, application screening began yesterday, and the committee has a couple dozen applications so far and they will continue to come in.

b. Budget Transparency Committee: Methven stated that the committee met on 11/16 and studied the expenditures for FY07-FY09 as well as FY10. Methven recommended faculty use the budget dashboard on the EIU website, stated that it is quite illuminating look at expenditures over a 3-4 year period of time. Methven stated he did not if this level of transparency exists at other institutions. Methven stated that the committee will discuss their questions with Bill Weber and then report back to the Senate.

c. Other

B. Other Old Business

Pommier noted that IBHE/FAC representative Les Hyder had asked Senate to consider the statement on budget decision-making in his report. Senator Worthington (Methven) moved to approve the statement. Motion passed unanimously.

VI. New Business

A. Child Care: Bill Elliott, Director of International Programs

Elliott stated that the current committee on child care at Eastern represents the third time a committee had studied this issue in the last 20 years. Elliott stated that while a lot has changed on campus, there has been very little change in what it would take to put together a child care center. The first committee convened in the early 1990s, and looked at facility cost, the cost of staffing the center with EIU employees, and the potential liability issues. The committee looked at other programs and other schools, and determined that from a cost and liability standpoint an EIU center would be too expensive. The next study was in 2005, and conducted a survey to determine was there a need. The committee had right around 100 responses, and the responses were overwhelmingly supportive. However, the discussion came back to this same issue, could we afford it? Elliott stated that the current committee has engaged in a number of activities to see if there's an interest or a demand, and has looked at other schools' solutions to this issue. The committee examined if other institutions of our size provide child care, and how they fund it. The committee also looked at the rate vacancies in existing centers in the area, and Elliott stated a big concern is how it would impact the local communities. The committee sent out a childcare survey to the entire campus community; looked at other constituencies to determine how they were impacted by a lack of childcare ; and looked at outside independent childcare providers, to see if they are interested in pursuing a partnership. The survey had over 800 responses, including 142 faculty, 216 staff, 389 full time students and over 40 part time students. 43% of staff and faculty indicated that their work has been affected by a lack of childcare; about 264 respondents said they would use an EIU facility, another 180 said they might. Elliott noted that the survey did not address how much it would cost individuals, and suggested interest might drop when you bring up the fact that this would cost more than the local market for child care. Elliott stated that all three committees have found a large percentage of respondents in favor of an EIU center, but when we look at what it will cost ins when the problems arise. Elliott stated that there is a positive enough response that we should continue to investigate the issue. It would be most advantageous to find an outside provider to partner with, having EIU lease the land for the center, and find an outside partner to run the facility. President Perry wants us to put together a timeline, see if other entities are interested, and what it would take to put that together.

Recorder Coit asked why it would cost more per capita to have Eastern run the facility rather than an outside provider. Elliott stated that that reflects the cost to construct a facility ourselves, staff it ourselves from EIU, provide benefits, and address liability. The main cost saving would be having an outside agency take on liability.

Senator White asked if the committee has an example of another University our size that's doing this? Elliott stated that Northwestern has a childcare center, and there are a number of others, and offered to send the committees' report to Senate.

Mulvaney asked if the center is something that has potential for generating additional revenue, if EIU were to lease the land to an outside provider. Elliott stated that he assumes it would, especially if EIU were to have someone come in and assume the liability. He stated that one of the reasons a private entity can charge a higher price is because they have additional educational elements to their center that are not part of the proposal. Elliott stated that determining what the gain is for cost incurred, sometimes the cost

becomes prohibitive regardless of gain, and that that may be something that made this not happen in the past.

Senator Viertel asked if the committee has investigated partnering with specific local groups. Elliott stated that the committee has not done so, but that once we reach that point, a local group could put a plan together.

Senator Stowell asked if a center would provide opportunities for students to have an educational experience. Elliott stated that such a facility is already on campus, in Buzzard, focusing on research and child study. In the past they have been asked why won't you combine those functions with a full-time child care center, and the response has always been that it is important that it stay a lab.

C. Capturing Non-Traditional Revenue: Bill Weber, Vice President for Business Affairs

Weber stated that EIU is a member of the Education Advisory Board, a group that does research into best practices of all types of universities, private and public, small, medium and large. Weber stated he recently did a presentation for CUPB members on capturing non-traditional revenue. CUPB broke into smaller subcommittees and explore the different ideas, and the committees will meet with Vice-Presidents and discuss ideas that are worth exploring or those that should come off the table.

Weber stated that one problem in this area is the "Gatorade problem": a lot of big revenue-producing ideas are simply not reproducible. The presentation focused on ideas that did have some sticking power and could be used in a lot of places, drawn from educationadvisoryboard.com which discusses all these 200 ideas with a bit of synopsis, along with research on all other topics.

One idea is expanding the notion of 2+2 programs. Weber stated that Eastern's done a really good job of partnering with Community Colleges across the state, and that can be expanded outside Illinois with distance learning. Arizona can't meet demand for higher education within the state; Old Dominion University set up 2+2 programs and built program through transfers.

Weber stated that the traditional student, 18-23 years old, is the slowest growing cadre in demand for university education. The highest growing groups are professionals and other adult learners, especially senior citizens. Another idea is to become more aggressive in our marketing towards seniors, including possibility opening up classes to seniors to audit, charging discounted tuition for seniors, or organizing excursion weekends.

Weber stated that another possibility would be expanding on-campus advertising, including on bus kiosks and the shuttle bus itself. He noted that the residence halls could have digital screens, ads could be added there, a possibility to generate revenue through that.

Weber stated that another idea would be a university columbaria to inter remains at University. Also possible are changes in student health insurance, where EIU 's health service, bills the parent's insurance for health care costs.

Another idea would be changed fee schedules for students. Weber stated that some institutions are moving towards fees based on services, preferences, or actual costs. For example, some institutions are charging an early-move-in fee; a peak course-time fee; or a course drop fee.

Recorder Coit asked why the demographics of college demand were changing. Weber stated that a good part of the change is people going back to school, because they were on a career path that didn't make them happy, or on a path that didn't require a degree.

Weber noted that some options carried "reputational risk," and stated that we don't want our campus to look like a giant billboard, if we increase advertising we would do it carefully.

Best stated that this is a very comprehensive, eye-opening list, and asked if Eastern is in the farming business. He suggested land bequests could be a source of alternative revenue. Weber stated that the University Foundation has received several gifts of land, farmland, and the Foundation typically does lease out that land to area farmers, and that income gets sent into student scholarships. One thing that interests us, is can we grow our own energy, that would be a strong message; you also might know the plot of land where the REC is being built, that land we have leased to an area farmer for many years, hope to have test plots for biomass there once the REC is completed.

Pommier noted that EIU is required to use centralized goods disposal, that current law requires centralized disposal of all surplus goods, and asked if the legislature might allow universities to sell their own surplus. Weber stated that this is a great idea, but the tendency in the state has been to centralize control rather than decentralize it to the universities, and stated that what's true today may not be true tomorrow.

Pommier stated that for programs like senior enrichment, we should look beyond the income generated, because these programs develop relationships with individuals that may not have had any relationship with Eastern, and that may provide you with this 400 acre farm. Pommier stated that EIU should also looking at our local high school students, and suggested that if some kind of membership available where they can attend the arts, use the athletic center, it might encourage them to see themselves as part of Eastern. Weber stated that while EIU brings in a lot of HS students, with events such as boys' state and girls' state, and HS track meets, we could become more intentional in pursuing those relationships.

B. Strategic Planning, Bill Weber, Vice President for Business Affairs

Weber stated that we are very close to having our master plan update wrapped up, and had presented the plan at last Board meeting. With President Perry being in his fourth year here, Weber stated that when Perry joined us, he held a lot of conversations across campus, to learn about EIU's priorities and values, and develop a good understanding of what type of University EIU is. The planning priorities he heard from campus were to focus on Study Abroad, Honors, Fine Arts, and the integration of personal and academic development. He and I both believe it is time to do a full-fledged campus wide strategic plan process, and it is scheduled for calendar 2011.

Weber stated he has selected Collaborative Strategic Planning in Higher Education by Pat Sanaghan as the guide for this process. The process is currently in Sanaghan's first phase, "getting organized." Assege HaileMiriam from Psychology and Ken Baker from Student Affairs have agreed to serve as co-chairs of the planning committee. The three of us, with Mike Maurer and Amy Edwards, have been meeting once every two weeks for a month and a half or so to get organized. The steering committee preference on composition will include 14 faculty from across campus and at all stages of their careers. It is especially important to have early career faculty. The next couple of months we will be sending out a formal invitation. I hope that a few from Faculty Senate will be among that number. We will put a formal call, and ask potential members to keep 12:30-1:45pm slot and then 7-9pm open on Tuesdays, we are trying to meet on opposite Tuesdays from Faculty Senate. We hope to have our steering committee set by Jan 18th, with first meeting Feb. 1, and will announce the formal call more than once. The final phase of getting organized is getting the Steering Committee together.

The committee will turn to data gathering next spring, and engage the campus, alumni, and community. Sanaghan's guide describes a number of facilitating methods for getting feedback, and we tried out several of these techniques across campus last spring. In Faculty Senate we did a future timeline; those are the types of activities, to discover what are the important themes. Perry's directive stated the committee must choose 5-10 themes to focus on. During the summer months, the steering committee will need to work through that data and try to identify the key themes to focus on, write a short concept paper on each, outlining what the issues are, the context for each, and the various perspectives offered. When we come back in the fall semester, we would move on to phase four, the vision conference. The purpose of that is to share the results with the campus community, review them with the campus and other stakeholders, see if we have done an accurate job, and then start looking ahead. For example, when we look 5-10 years, what do we want technology to look like. Phase 5, will be the last half of fall semester, and the committee will create an action plan and a set of goals to address these themes. The deadline President Perry has set is to have a final plan to present in their January 2012 meeting. Perry is quite insistent that our action plan be readable, comprehensible and focused, one page, one side, for each of our topics.

There will be a formal call for members to serve on the steering committee, and anyone interested should send Miriam, Baker, or Weber an email.

Best asked about the composition of the full committee? Weber stated the committee will have a majority of faculty, and will include 9 from A and P and civil service (including one chair and one dean), from all VP areas; one member from board of trustees, and a couple of students, one grad and one undergrad. Not including the 3 co-chairs, a total of 26, and 24-30 was the overall target. As names of volunteers come in we might adjust.

Best stated he preferred the term "Task Force" because it is action oriented, while "Steering Committee" suggests the committee will persist. Weber stated the committee has a limited life, and will present a final plan in 2012. Best stated that the goal of the process should be to get a little more clarity and suggested the analysis should focus on EIU's Strengths, Weaknesses, Threats, and Opportunities. Weber stated the emphasis of the committee will be on the things we as an institution need to address if we

are going to be successful in the next 10-15 years. He noted the process has its own website, at <http://castle.eiu.edu/~planning/process/process.php>

Weber stated that the committee will use several methods, including future timeline, SWOT analysis, and the interview technique: In the spring we will be setting up special times to participate, sometimes with homogenous groups, sometimes we will want to do heterogeneous groups.

Adom asked how integrative learning would fit in the planning process? Weber stated that it is something that President Perry hopes will be heavily discussed in the planning process. Weber stated that integrative learning initiatives don't just happen overnight, they need support, they need nurturing. Weber stated that he believes there will be something regarding academics, student engagement, and changing student demographics in the process. Weber stated that President Perry feels the outcome of the planning process needs to provide us with a sustainable academic and financial future.

Mulvaney asked if there is any other criteria, for example expertise, that would influence selection for the steering committee. Weber stated the key criteria is going to be representing the diversity across campus, and the committee wants faculty at different stages of their career. Weber stated that the formal call will only ask for basic contact information, and for volunteers to provide us with what do you see as two opportunities for the university, and one concern for the future. If we have 14 slots for faculty and 50 volunteers it will be difficult to narrow it down. Part of it will be not relying on the usual suspects. Weber stated that he hopes the committee will have balance in representing all shared governance groups. Weber stated that he hopes the committee that at least a couple of skeptics, people who are going to challenge if they see something's not right or something's getting whitewashed.

VII. Adjournment at 3:51pm

Future Agenda items:

Respectfully submitted,

Jonathan Coit
January 8, 2011