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Minutes

Faculty Senate

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### October 7, 2014

Faculty Senate

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## FACULTY SENATE MINUTES

07 OCTOBER 2014 meeting

(The 2014-2015 Faculty Senate agendas, minutes, and other information are available on the Web at: <http://castle.eiu.edu/facsen/>)

\* Note: These minutes are not a complete verbatim transcript of the Senate meeting. (J.Oliver)

### I. **Call to Order by Chair Sterling Sterling at 2:02pm (Booth Library, Room 4440)**

Present - T. Burns, J. Conwell, M. Dao, C. Duncan-Lane, S. Eckert, J. Ludlow, M. Mulvaney, J. Ochwa-Echel, J. Oliver, A. Rosenstein, G. Sterling, J. Stowell, D. Viertel, S. Ahmad (Student VP).

Guests: Provost Lord (AA), Leah Reynolds (Staff Senate), Mary Herrington-Perry (VPAA), Chris Dearth (Admissions), Debby Hernandez (DEN), Gary Aylesworth (Philosophy), Josh Norman (Enrollment Management), Mahyar Izadi (LCBAS), Anita Shelton (History)

### II. **Approval of Minutes of 23 September 2014**

Minutes from 23 September 2014 Senate meeting were approved. Motion made by Senator Bruns and seconded by Senator Crystal Duncan-Lane. J. Stowell abstained.

### III. **Communications**

a. more info on SUCSS situation in the near future

b. limited response from after email sent to off-campus constituents regarding the CSU situation

c. draft of open-access policy has been produced and distributed – Dean Lanham was scheduled to present to us in Nov – but presentation must be moved up to next week's meeting – Todd Bruns will present to us next week. Also we may discuss Constitution & Bylaws next week as well.

d. Letter from Senator Conwell – requesting data of staffing in departments from previous years. Do we want to forward this request to the Provost?

Viertel – I do want to see the data. But is this a Union issue? Or is it a Faculty Senate issue?

Sterling – as of right now, all we are doing is requesting data. Not a problem. Not a contractual matter.

Rosenstein – who does have final say in how tenure lines are created?

Lord – formally, the provost authorizes after consultation with deans, chairs, and faculty. Accreditation applies, disciplinary specificity, curricular needs. Formally, it's the provost who initiates the process after consulting with those specified.

Sterling – since all this is is a request for data? Do we want to see the data? (The majority of senators indicate that they do want to see the data)

Sterling – anything else in regards to the communications? – no response.

### IV. **Presentation to the Senate:** Admissions and Enrollment Management

Lord – Mary Herrington Perry (MHP) serves as AVP in Enrollment Management. Chris Dearth is our new Admissions Director. They will assist in this presentation

Lord – at the previous board meeting we reported on admissions and enrollment. Both Mary and Chris assisted with the presentation at this meeting as well. We will start by having Mary and Chris share the same report with you as they reported to the board. The EIU Board has made this a standard agenda item for upcoming meetings.

Lord – you may have read a recent newspaper article about competition for high school students. EIU numbers are not great. Environment in Higher Ed in Illinois is perhaps worse than in other parts of the country. For a variety of reasons – fewer students, exporting, costs, etc.

Dearth – thank you. My background is important. 7 years in Western New York. Similar economic considerations, shifting demographics, greater financial need, increased competition. Combined factors make it very challenging for schools to recruit students. Our approach will be to develop a 'plan of attack'. We need a list of strategies to combat the challenge. A recruitment plan has been developed. What can we do to reclaim lost market share? Areas we can expand? Into Indiana? States where we have tuition agreements? Increased visibility via college fairs – on-site admissions decisions. All of these steps and more will help add to the visibility. Local visibility – introduction to school principals and guidance counselors. Strengthening a partnership with local school districts – especially the counselors – they are consistent.

We visited Effingham's senior class to campus today. Very few have applied so far, but hopefully the visit will encourage that. How and when will we communicate with students? Contacting during senior year – long-term common approach. However, this is not enough today. We are starting communication earlier in the process – juniors in high school. Honors program communications will go out during sophomore year. High achieving students are usually ahead in the process. What is the message we want to send? – EIU's reputation throughout the state is still strong. However, counselors did not hear from us very much. Goal – to communicate more regularly with the message of academic quality, cost and affordability at EIU. Safety and security of campus will also be welcomed by parents. 'Living learning' communities also need to be communicated. So we are working a communication plan here in year 1. We are already in the recruitment cycle for next year. We are already admitting students – 600 admitted – only 11 deposits received. In year two, we will advance further into our communication plan. Other tactics – working the application pool more vigorously. In the past, app #s have been strong, but we need to focus on completing the full process so students will decide to enroll here. Incomplete apps – better follow-up with these students in order to help them complete their applications.

Rosenstein – how far into the teen market are we thinking of recruiting? Are we offering academic camps for kids that would expose students to EIU campus?

MHP – we do have extensive camps program – School of Continuing Ed administers the camps. There has been a systematic effort this past summer to better communicate with camp attendees

Dearth – we have different pools of students that we try to communicate with. Freshmen are in our CRM system. We are keeping track of what info we send to them, including camp info. Increasing our presence at IHSA state events is a goal. The predictable nature of student recruitment has changed. Conditions have changed and it has become unpredictable.

Dearth – we do get requests from out of state schools for communication materials about EIU – just to get younger kids excited about college

Conwell – are you more involved in the process to put together brochures and marketing materials?

Dearth – our group meets on a regular basis to make sure our message is consistent

Conwell – have the processes become more efficient/timely?

MHP – yes, we met mailing deadlines this year

Lord – the change in leadership in communications has resulted in more influence for this team on the process

Dao – resources are limited – how are you maximizing your limited communication resources to attract students?

Dearth – my background at SUNY prepared me to do more with less – we have to utilize more grassroots approach – getting into schools and talking with students and parents. We are doing more in Indiana – out to Indianapolis – we have tuition agreement with the state of Indiana. We are trying to do more in Chicagoland. In addition, how can we get more students to campus? We are trying to be creative and cost-effective. I have made myself available for high school presentations. So far, we have received significant support from EIU development and alumni.

MHP - Carol Waldmen is here with us from our team. Josh Norman – direct Enroll Management data analysis and reporting. They provide support to Chris to help us make better informed decisions.

Norman – this includes predictive modeling. We are stair-stepping our communication plans. This helps us invest limited resources more effectively & efficiently.

Dao – yes, what prompted my question is the Effingham example. What % of Eff. students might attend JUCO vs EIU?

Dearth – it seems like a large segment of Eff graduates go to JUCO

Conwell – how far back is your data in your model

Norman – Fall 2007 – when Banner was implemented

Stowell – what role does social media play in the predictive model?

Dearth – I can not say what it's impact is in the predictive model. It seems to have an impact. During my last two years at Fredonia, social media enhanced our yield. At a certain point in the process, students want to start hearing from students and faculty. Social media can help with this.

MHP – all institutions seem to understand that they need to use social media. ROI of social media is still undetermined

Norman – we did contract with a company that allowed us to inject EIU info on to social media outlets. I asked for the data to see what the ROI was. The results revealed a positive correlation between social media and student yield. We are going to start doing this in-house.

MHP – let's move on to the 'root cause' document. Summary of data we have collected over the last 4 years.

MHP – root cause – the source of the problem – but enrollment decline is complex – many causes. Some variables are out of our control. Fewer HS graduates. More exporting out of Illinois. Fewer HS graduates are going to college. JUCO enrollment is also being impacted. Reducing supply of graduates along with 300 higher ed providers in Illinois = reduced enrollment at EIU.

MHP – some of our competitors seem to decrease admission requirements in order to increase freshman classes. They used more non-educational amenities-more use of marketing investments-declining interest in teaching as a profession has significantly impacted EIU. For the time being –there are not enough students interested in teacher education.

MHP-actions?-we need to recruit in new markets. We need to distinguish EIU more clearly. We need to live up to core values. Graduating students. Personal relationships. Marketing initiatives. That EIU is a great value for higher education.

MHP – teacher education issue? Focus on areas of developing teacher shortage – special ed, math, science. We need to gear up for a predictable teaching shortage in the future.

MHP – root cause – page 3, cause 4 – decreases in supply, increases in suppliers = enrollment declines. We have surveyed students in a variety of fashions - Admitted students who went elsewhere – why did they decide not to attend? Because of overall cost and financial aid package offered. What do we do when you are poorly funding by Illinois? We have to look for more affordable ways for students to attend – a 12 month payment plan? Our level of personal customer service must be excellent.

MHP – solutions? – add new high demand programs, revitalize existing programs – combination of steps. Reaffirm quality of academic programs.

MHP – what did we learn from root cause analysis? If we are going to rebuild enrollment we need to refocus on marketing, programs, and students.

Rosenstein – suggestion – I think our department websites are under-utilized. Our websites need to be more included in marketing efforts to students. Websites have info on what prospective students really need to know.

MHP – yes, this is part of our 5-year plan. And EIU faculty are also communicating with JUCO students as well.

Rosenstein – part of the education/teaching problem is the continuous changing of teacher requirements. We are making efforts to help students who are not initially up to program standards to eventually meet requirements. ED TPA is also a negative variable to teacher ed enrollment. The costs of the required tests/process are significant. Restructuring teacher ed, especially in the middle school level, will also create a teacher shortage. EIU planning for this may result in increased enrollment.

Conwell – have you been analyzing tactics of ISU? - Their enrollment has gone up this year.

MHP – it may have gone up this year, but it has decreased.

Conwell – I see a disconnect in the 5 year plan. is a 5 year plan sufficient?

MHP – we are predicting a teaching shortage in 5 years.

Conwell – what about getting the word out – like billboards in Chicago – other universities can do this

MHP – Chris has a limited budget, but the presidents have additional funding that he is offering

Lord – billboard are expensive. VP Martin is looking into billboards. They are expensive – 6 figures.

Conwell – but losing hundreds of students is also expensive – 10,000 per year per student

MHP – and Bloomington Normal is also a marketing target.

Conwell – I heard marketing plan. I heard Indy and Chicago. What about St. Louis? About the same distance.

MHP – we have recruiters in St. Louis area. Josh – do you have data on students from St. Louis area.

Norman – Omar Solomon is recruiter in that area – we have seen increases in that area during the last 5 years. Small growth

MHP – when you read the media, it suggests competitors enrollment are up? Everybody is down. Fall 14 – nobody is growing enrollment. 3-years, 5-years. Everybody is down. The data is not showing showing growing trends.

Bruns – but are they as down as much as we are?

MHP – NIU is down also

Lord – we have had larger drops. teacher education is killing us-it is a huge share of our enrollment overall pie

Conwell – I data mined at ISBE website for high school data. I looked at 12<sup>th</sup> grade enrollment for the last 7 years. It is flat – not necessarily declining or increasing.

MHP – I used that data as well. It does not include private school enrollment.

Conwell – so private school enrollment is the reason why EIU enrollment is down? Where is your data coming from?

MHP – various sources mentioned.

Ahmad – have you been utilizing students in recruiting practices?

Dearth – yes, on occasion. Student callers and focus groups.

MHP – also during spring break trips – EIU students go back to their high schools.

Ahmad – how are these students selected?

MHP – not sure

Bruns – from your report - being here is about the programs? Not the dorm rooms? Not the community? This concerns me. These are big impact factors (reasons) why students don't attend EIU. A solution needs to be added in regards with working with the city of Charleston – enhancing the infrastructure and offerings for students. What about working with the city/town of Charleston to get more involvement with students - so that students feel more welcome. Also working with the local police department.

Lord – these are some items from a larger list. VPs meet with community leaders. EIU participates in Charleston planning initiatives. At some point we have to sell what we have

MHP - and afford what we can or cannot afford

Bruns – do we conduct economic analysis of EIU students on the community?

MHP – I have been trying to find this – do you know where it is?

Dao – someone in BUS conducted economic impact studies.

Lord – possibly Norm Garrett? – retired BUS professor

Dao – maybe another faculty member who has been around for a long-time?

Lord – there is no question among Charleston leaders and business owners that EIU students have an enormous impact

Bruns – when we are discussing net price of EIU, can we continue to add more scholarships? Which may have lead to a significant whole in the budget, leading to more cuts.

MHP – no, we have to find new ways to attract students beyond additional scholarships.

Lord – I know that SIUC has had flatlined in enrollment, but a significant deficit because of too many scholarships.

Conwell – while at SUNY, what was the best return on investment to attract students?

Dearth – email campaigns and direct mailing – junior year in particular

Conwell – other non data-driven strategies that worked?

Dearth – Facebook, Social Media, etc

MHP – Josh has just completed annual ROI analysis – campus visits, open houses, and need based aid, as well as faculty working with prospective students have emerged as key strategies

Conwell – you mention that there is more of this for this coming year- what is the infrastructure for that to happen?

Dearth –academic messaging by departments. We will work with them to offer best practices.

Conwell – do departments know it is being left up to them?

Dearth – not necessarily, we are trying to provide resources and training to help get faculty involved

Conwell – some departments may need more help than others

MHP – we are building a web page related to this initiative – trying to get faculty more involved

Bruns – one strategy used elsewhere was during campus visits, parents met in library while campus tour for students.

Lord – there are parental activities during campus visits already scheduled in – this would be a good addition

Rosenstein – additional activities using technology and social media would be useful

Dao – on EIU website – I cannot find final exam schedule – where is it?

MHP – it’s on the registrar website

Dao – enrollment challenge – complex situation – education dilemma- in order to be competitive we have to offer online classes, but students will be lacking face-to-face interaction that is fundamental in education.

Bruns – in report - 4b #2 – improve and promote quality of existing academic programs. how will this occur? Through the departments?

MHP – yes, reporting on Internships? Practicum? Awards? Graduate Schools? Jobs? Salaries?

Bruns – so have departments reported this back to you?

MHP- yes, and it is starting to happen. More emphasis on outcomes then there has been.

Bruns – 3a – eliminate out-of-state tuition rates?

MHP – we really don’t have too many out-of-state students. We have the 2<sup>nd</sup> highest out of state tuition rate in Illinois.

Lord – maybe moving to a single tuition rate. Would cost-benefit analysis be favorable? Predicting this may happen in the future.

Conwell – has anybody brought up to the board the idea of lowering tuition to see if you get an increase yield?

Lord – only casual conversations about it at this point

MHP - our net price is higher so a small reduction might not make an impact

Rosenstein – has anyone done research in the state about what EIU is known for? Do we know this?

MHP – it’s been many years since we commissioned a brand impact study. Recent comments from students suggest that we are known for personal relationships, small class sizes, caring faculty, affordability.

Dearth – no data to back this up, but conversations have been positive with counselors in the area. No hesitation to recommend EIU.

MHP – CEPS recently held round-table of administrators. Any feedback from that event?

Dearth – I was there to introduce myself. Shared similar message that I am today. Commuting to college is becoming more popular – saving room/board charge on campus. It’s an on-going process – to show the value of an EIU education.

MHP – on the verge of NCA visit. We sought 3<sup>rd</sup> party comments (alumni) – anywhere in the world. EIU provided best education they could have.

Ludlow – listening to this discussion – thinking about all of those English/Philosophy/History majors that nobody is marketing to. Can we try to reach students who are really in love with the humanities? (‘narrow-casting’)

Aylesworth – have you considered using selective alumni with your strategies? Enthusiastic ambassadors of EIU. They are willing to help recruit.

MHP – use of alums with the scheduled upcoming marketing activities will potentially help.

Norman – and we will use the CRM system to make connections between students, faculty, and program alums. We definitely want to better connect potential students with current students and faculty, and alumni.

Conwell – how could a faculty member volunteer for this?

Norman – a mass email will be sent to clearly identify how a faculty member can get involved

Conwell – what about a web conferencing event? Skype?

Dearth – yes – website, virtual tour, and maybe a web conference. Our first choice is a physical visit to campus.

Bruns – BIO department – facility infrastructure is hurting – could be impacting recruiting – but we have Repository connected around the world – BIO is well represented in the Repository – we could use it as an additional resource beyond facilities to recruit new students

MHP – can you create a direct link from BIO website to Repository?

Sterling – on page 2 of report, 1<sup>st</sup> selected solution – ‘intensify efforts to live up to EIU core values’ – not sure if institution is committed to that? Recent announced cuts seem to contradict this. Many solutions involve institutional commitment.

Sterling – nowhere in the report does it say a root cause of enrollment decline is the ‘responsibility of an administrator or university’? EIU has suffered a severe decline relative to other universities – what about decisions made during the last 10 years by admission/enrollment managers and/or administrators? Maybe somebody here is at least partly at fault for this.

Sterling – we used to be known as ‘cheap’ and ‘teacher’s college’. We aren’t cheap anymore and teacher ed is hurting. SO EIU started to be interested in increasing diversity and recruiting at big Chicago high schools – do we not want small town students anymore? I’ve heard this multiple times from school counselors. And we used to have a reputation for a rural setting, residential campus – recruiting small town students. Over the past few years EIU has sent the message to small schools that we are not targeting you. Shouldn’t we target the students who will like us for what we have?

Lord – I wish we moved to consultant sooner than we did. Yes, we have been known as the teachers college. When market changed, that left us flat footed.

Dearth – re-establishing ties to local communities. Personal contact with local schools. Moving forward we can’t lose sight of local areas. Can’t speak on admissions focus the last few years. Now we are creating ‘state of EIU’ – and the radius in between. It’s a process. Having Effingham’s senior class on campus is one step. Some steps will go unnoticed.

Bruns – looks like plans are in place to make progress. We know need to target both seniors and juniors.

Norman – to Sterling - we have tried to recruit students from western counties – we are not receiving a great yield from these efforts. We have a recruitment staff in that area. Data is not supporting it.

Conwell – what about within 75 miles?

Norman – we have seen increased enrollment within 75 miles through increased recruitment activities

Bruns – why so small of a yield from western counties?

Norman – hard to quantify, small town-small high schools, difficult to gauge, we are getting applications just not yielding

Rosenstein – integrative learning and enrollment management – is the emphasis actually resulting in greater recruitment? Are we targeting schools? Or should we be targeting communities?

## V. Old Business

### A. Committee Reports:

1. Executive = no report

2. Nominations = Rosenstein – where is the Nominations committee notebook/binder?

Bruns – probably with former Nominations committee chair Stacey Knight Davis.

Sterling – go ahead and contact her. We do have vacancies needed to be filled.

3. Elections = Sterling - We also need candidates to fill vacancies on elected councils. Encourage your colleagues to run for positions in the Fall Special Elections.

4. Faculty-Student relations = no report

5. Faculty-Staff relations = no report

6. Awards = no report

7. Faculty Forum = Bruns – have contacted Shimkus and Thorsland campaigns – Thorsland accepted invitation to come speak and take questions from the audience.

8. Budget transparency = no report

9. Constitution/Bylaws = no report

10. Committee on Committees = no report

11. Other Reports:

a. Provost's Report – no report – defer to Enrollment Management presentation

b. Other –

B. Other Old Business:

**VI. New Business**

A. Future Agenda: Fall meeting dates: September 23; October 7; October 14 (adjusted due to NCA visit); November 4; November 18; December 2.

B. Other New Business –

**VII. Adjournment – Meeting adjourned at 4:02 pm.**