

9-15-2015

September 15, 2015

Faculty Senate

Follow this and additional works at: https://thekeep.eiu.edu/facsen_mins

Recommended Citation

Faculty Senate, "September 15, 2015" (2015). *Minutes*. 1086.
https://thekeep.eiu.edu/facsen_mins/1086

This Minutes is brought to you for free and open access by the Faculty Senate at The Keep. It has been accepted for inclusion in Minutes by an authorized administrator of The Keep. For more information, please contact tabruns@eiu.edu.

Faculty Senate
Minutes of the meeting of September 15th, 2015
2:00 – 3:50 pm
Booth Library Conference Room

Chair Robertson called the meeting to order at: 2:02 pm

Members present: Teshome Abebe, Todd Bruns, Nichole Hugo, Jeannie Ludlow, James Ochwa-Echel, Tony Oliver, Jemmie Robertson, Amy Rosenstein, Grant Sterling, Jeff Stowell, Jason Waller, Bailey Young

Guests: John Allison, Gary Aylesworth, Suzann Bennett, Jon Blitz, David Glassman, Pete Grant, John Henderson, Diane Jackman, Renee King, Blair Lord

I. Welcome

II. President Glassman's Address to the Faculty Senate (with Q and A)

Pres. Glassman brings no prepared agenda to Senate, but prepared to comment on a couple of items he was invited to talk about.

A. Budget and adjustments: processes and decisions

Pres. Glassman will give a State of the University address on 9/28/15 at 3:30 in Doudna's Dvorak concert hall.

He will try to answer as many questions as possible re: budget and decisions and will talk about the state of our university, our accomplishments.

He will also share his vision/ideas for our future—he hopes we will all move forward together, so we will all have input into how that vision is realized.

B. We don't know what our actual budget situation is.

6.5% cut is what the legislature has agreed upon, but Gov. Rauner has suggested a 31.5% decrease in higher education funding

The magnitude of this variance is great; the different possibilities would require very different strategies and planning

Pres. Glassman anticipates that it will be "much closer to 6.5 than to 31.5." This expectation has been shaped through speaking/working with other state university presidents

He didn't want to make cuts to take us below the 6.5% and then find that they had been unnecessary; it is better not to cut too deeply if we can avoid doing so.

We simply don't know what our appropriations will be. It is not clear that we'll know them soon, either. It is possible we maybe not know them until after Jan. 1.

For perspective: every additional percentage point = about \$400 thousand; therefore, an additional decrease of 5% would mean an additional reduction of about \$2 million.

We were working to reduce the gap of a projected deficit of \$12.5-14 million for FY16.

Pres. Glassman reminded us that the university works through different monetary pools—academic operations are run thru appropriated moneys and tuition dollars. We cannot move money or services from, for example, residence halls in order to use those assets differently.

How much have we saved thus far? He cannot say today but will give an estimate at the State of the University address

We know how much we have saved through ACF contract rescissions, the administrative furloughs, etc.; we don't yet know the savings from Civil Service and other layoffs. He explained the layoffs and bumping system: we aren't necessarily laying off people but eliminating positions. We know a particular position has a particular salary, but we don't know whether the bumping yields savings that are exactly that salary amount or a lower amount.

There are other areas of revenue we might recoup: we have a stronger than predicted new first-year class and number of graduate students. This is thanks to the good work of faculty, admissions; everyone on campus has pulled together to help make this happen. This is

expected to yield a little more than an additional \$500 thousand in tuition revenue.

We have cut back on the University vehicle fleet, which should give us some savings.

Pres. Glassman is following the recommendations from CUPB and has moved some positions to fee funding when doing so is justified, which could yield some savings in appropriated moneys.

We have also reduced some employees' contract years (e.g., from 12 to 11, 10 or 9 months). This gives us some savings, too.

Pres. Glassman's intention is for EIU to position ourselves to balance our budget, after which we can live within our means and begin to rebuild and regain our optimism. We can succeed at that level.

C. Questions Faculty Senate sent to Pres. Glassman in advance of the meeting

Question: "How much of grant-in-aid goes to athletics as opposed to other talented students and/or financially needy students?"

Answer: 78% goes to athletics; 22% goes to other groups of students.

Question: "Should we post a description of all the fees on our website, so people can see where the money goes?"

Answer: this information is posted on the bursar's site; we can put it elsewhere and/or explain it more thoroughly, if we believe this would be helpful.

Question: "Do we have a credit hour-based fee structure?"

Answer: some are flat fees; some are per credit hour.

We discussed the content of the bursar's page on which fees are explained. Faculty Senate members Robertson and Oliver suggested that this information could be explained better, on a page that is easier to find and in a way that is easier for students and parents to understand.

D. Questions asked of Pres. Glassman at the meeting

Rosenstein: who is helping you figure out the strategies for the budget problem? who's your "team"?

Answer: the decisions took place in summer. If we had had more time, if we could have spent two years figuring it out, we might have been able to come up with other actions. The base of the decision-making process is Pres. Glassman's own plan, which he devised after considering several options. He shared his plan with the President's council. They discussed measures that would have to be taken. Pres. Glassman asked each VP to meet with the leaders within their units and identify savings goals and cuts to make to reach those goals (for ex., Provost Lord met with deans and chairs). Part of this process involved identification of inconsistencies and planning for those.

After he talked with the VPs re: their proposed measures for cost-cutting, decisions were implemented.

As part of the process, President Glassman met with: Faculty Senate Executive Committee; the Budget and Planning committee; members of Staff Senate; members of Staff Council. But the decisions, ultimately, were his.

Rosenstein: clarification—was info gathering the first step?

Answer: the first step was identifying the budget situation. Then the President's council met and received notification of situation. Throughout, he has tried to focus on moving forward, not dwelling on the past, blaming, etc.

The next step was meetings with constituent groups to explain what was happening. Then leaders talked with their constituents.

Rosenstein: Was this process collaborative, in your estimation, or was it hierarchical? In other words, were there efforts to collaborate with other groups on campus? Should we be working across units to identify possibilities? For ex., the first floors of residence halls are not living spaces but kind of like "storefronts"; it might be possible to use those spaces differently. For another ex., the greenhouse might be a site for savings. Was there a process for collaboration among these groups? Who are those people who helped you strategize?

Answer: it was the intention for each area to do both—to be hierarchical, in that we had to cut back funds, and to be collaborative in the process by talking with leaders. It was to be both. We did not have opportunity to have the maximum amount of discussion and

collaboration that would have been possible with additional time. The decisions were ultimately Pres. Glassman's.

Was he taking notes about future opportunities? yes. He asked the university community, if you have ideas, please send them. People have been sending ideas from across campus. Unfortunately, our situation dictated that individual positions had to be dealt with first. If we are eliminating positions, we have to follow contracts re: process and notice. This determines the order of events and changes the amount of savings that we can have through job losses.

"I know some people say this is not the best term to use, but we need to right-size the university to make our employee numbers fit our student enrollments."

The initial focus was on reducing expenses because "it's harder to implement plans to generate money and wait for the increased revenue to be realized, than to decrease expenses."

Pres. Glassman's team: himself; VPs; committees; people writing letters with suggestions/ideas.

"To me, my team is this entire university. There isn't anyone on this campus who is not focused on budget, enrollments, appropriations, etc. I am willing to listen to all groups. Ultimately the decision is mine. It is my job to make the decisions."

Now, we have a little breathing room, but perhaps not as much as we would like to think we have.

Waller: When there is a dearth of information, people guess. Guessing becomes rumors. Rumors get out of hand pretty quickly. Early in this process, your communication was very good. As we moved toward August, communication started to slow down, which is when rumors grew. I encourage you to communicate more often, even if you have to estimate.

Answer: "We tried to keep up with rumor-busting on the HR website. We had a period of time when we talked about what we were going to do, then we had the time of actually doing it, which is when communication slowed down. We were focused on acting. Then, I learned that folks were worried about ASPs and layoffs, so I sent out more information about that. When I heard about the need for more communication, I did. But could I be more communicative? more timely?"

One complication is that all our information provided in communications shows up in local papers and we have no control on how they present EIU and our activities. The media's announcements can be poorly timed for our new students and their parents as well as prospective students. We must be concerned about the information they see and how it affects them. This is, in part, why communiqués from my office need to be carefully considered.

The reality is that our student/faculty and student/staff ratios are very low, and our message needs to be that "you are going to succeed here." SIUE is projecting a persona of success. So we must be cautious about sending out a communication, and how that will translate into news about the university. "I have a vision of getting our hearts and minds looking forward with optimism."

There's no level of communication that's enough, of course.

Abebe: I am not trying to be alarmist or agitative, but I worry you are underestimating the degree of anger/disillusionment on campus. My sense is that faculty are considerably upset. Faculty enthusiasm in the last six months has not matched the last several years. We knew enrollments were going down, but we did not understand the extent of the problem. You need to heed the seething message of the faculty.

I have a second message from faculty: we will cooperate with you to the extent that your plans reflect our interests. We are not short enthusiasm and cooperation, but you need to work with us.

Bruns: Last year, housing had a million dollar net?

Answer: maybe not last year, but in past years. I don't know last year's exact net.

Bruns: where did that money go?

Answer: typically, it gets redeployed into the buildings themselves; we have completed some nice upgrades recently. Some have newer furniture, nicer restrooms, etc.

Bruns: and these are good investments regarding our students. It can help them want to come here. We know we cannot take \$1 million from housing and move it into appropriated. But could we decrease room/board expenses and increase tuition? That might effectively “move” a balance into appropriations.

Stowell: Our \$14 million deficit is from overspending in previous years?

Answer: yes.

Stowell: we had to dip into our reserves?

Answer: yes; not sure to what degree right now. We’ve had deficits every year for the last several years. Running in deficit is not a viable business plan. A deficit builds a bit each year and reserves decrease every year. That’s not what reserves are for. Reserves are for special initiatives and/or catastrophic occasions. It is important to the university’s sustainability and future success to have a budget that is balanced or has a positive balance at the end of every year.

We can’t afford strategic initiatives. We don’t have any money for salary increases. We have to find ways to save money—it has to come from every unit on campus. Yes—that’s why we have the \$14 million deficit, because it has built up over time.

Stowell: an additional 6.5% would not mean another \$14 million; it would be another \$2.4 million or so, right?

Answer: yes.

People do understand this. No one has said don’t make cuts. “We have to assume that either we had a lot of people who were not critical to the university, or we need to understand that we cannot support every critical position at this time.” In another year, we will learn from our process, and we may make adjustments accordingly. We want to be more efficient and get the job done.

Oliver: on behalf of the students, regarding student fees: we had to dig beyond the website to find out what students are paying for different fees. We recommend greater transparency on the website regarding just how much of the fees go to what expense.

Answer: in times of crisis, that’s when people really want to see where every dollar is going. For example, at Bradley, people wanted to see where every dollar was going. They were able to determine, for every student in every faculty member’s class, just how much income and cost that class generated. They were able to see just how much revenue an individual faculty member was making for the university.

Athletics is brought up in every discussion. We know how much appropriated funds go to athletics.

Oliver: As the father of an EIU student, I’d like to see more transparency regarding exactly where his money is going.

Robertson gives a description of what he sees on the bursar’s fee site and compares it with the fee calculator on the Edwardsville site, which is much more transparent. He says: We want our student athletes to be successful, but we need to be clear about where fees are going.

Sterling: You mentioned using furloughs as cost-saving measures for this fiscal year because most administrative personnel have contractual 1-year notification periods. Are there administrators who have been given that 1-year notification? if so, how many?

Answer: I’d have to look that information up and give it to you.

Renee King: And when you do look it up, I’d like a breakdown between those who are purely administrative and those who are faculty support personnel.

Answer: “When I was considering furloughs, I said ‘furloughs for administrators’ by which I meant ‘anybody who is a director and above.’ Later I found out, we have directors in many different categories.” Some are in UPI, some are lower-paid (\$30 thousand), and some direct no one, they are just called directors. So the idea transitioned to “A & P,” and now we are dealing with individuals with many different titles, many different salaries. This is still not a comfortable designation. So Pres. Glassman’s decision was that no one making less than \$50 thousand would take furlough days. “I decided that a higher salary would mean more furlough days.” The actual number of days per pay scale were based on

consensus and discussion at President's council.

So, how many administrators are being laid off? I have to work to get you those numbers, based on the definitions.

Rosenstein: do all the people know? Are we done?

Answer: no. But we might be. That's the honest answer. There is a rumor among civil service employees that more layoffs are coming in November. However, the layoffs that have taken place right now are all the layoffs that we have planned to get us to balance the budget. Depending on the legislature, we may have to do more to cut expenses, which might mean some additional layoffs. But I do not believe that future layoffs, which we are not currently planning for, will be of the size and magnitude of the ones we've had. The appropriation is the wild card.

Rosenstein: but right now, all the layoffs that we think we need have been announced.

Answer: yes, or at least 90-some percent have been.

Rosenstein: anticipation is often more intense than the event. Not knowing if we are done . . . the level of uncertainty leads to anxiety. It creates a fear factor for people.

Answer: this is very difficult and uncomfortable, which is why it hasn't been done before now. We didn't do it before, and now we have to. We have no choice. It certainly isn't what I was looking forward to in my first months on campus. I wouldn't be doing my job to just pass it along to next year.

Rosenstein: people, groups, committees were asked for information and advice. Hard decisions were recommended but never put forward. We need to deal with the anxiety about what's coming.

Answer: trust of the EIU leadership will be an important factor—either trust is given from the start or one must earn it. In either case you can lose it and I will do my best not to do so.

Rosenstein: stress is in the gap between reality and what we think should be.

Oliver: a lot of faculty are still wondering how it got so bad without the former president and his council acting. Thank you for acting.

Answer: "I had no choice. I'm not going to take apart all the reasons and ways we got here. I don't mean to belittle the care and angst of everyone on campus. We do have to look forward to our future, too, and do so collaboratively and positively. Not everyone has that utopian reality. We need to work together to move forward."

We've done what we believe we need to do, but there is a possibility for more layoffs depending upon our state appropriation. After the State of the University address, the headline in the local paper will likely say "more layoffs possible," not "Glassman looks to the future." But we have great possibilities ahead of us.

Abebe: I want to caution you: don't speak of faculty as "costs to be minimized." Faculty are assets to the institution, not costs.

Answer: people are asking about this. We know we have very low student/faculty and student/staff ratios, but no one says where we should be. Is that low ratio where we should be? or what do we need to adjust? What is our optimum size? our optimum ratios?

Rosenstein: can you translate these questions into research projects and just not hire consultants?

Robertson asks about revisiting the Constitutional revisions.

Answer: the first one that talks about Presidential approval of Constitutional changes—President Glassman is not prepared to deviate from Pres. Perry's decision.

Regarding the second one, on the Council on Faculty Research—Pres. Glassman is still researching, working toward understanding why Dr. Perry thought there was a conflict of interest. He will let us know when he has figured it out.

Robertson thanks Pres. Glassman for speaking with us.

III. John Henderson and Provost Lord available for Q and A regarding CATS reorganization

Lord opens by resetting the context—the Academic Affairs reduction target was "substantial"; we work

working with a short time frame. He asked everyone who reported to him to look for potential savings. (In answer to an earlier question [see II.D, above], the number of administrators laid off in Academic Affairs was eight.) One Academic Affairs unit was CATS—CUPB had made recommendations regarding CATS. John Henderson gave recommendations to the Provost for potential changes for CATS. Others gave recommendations, too.

CATS has five functional units:

1. Center for Online Learning
2. Distributed Technology Support
3. Gregg Technology Center
4. Multimedia Unit
5. Web office

Henderson has identified and proposed a reconfiguration, a draft of which was distributed at the Faculty Senate meeting. He took questions about the draft proposal.

Stowell: mentioned several services that will still be offered; asked about the multimedia section: How might that look diff in the future?

Answer: after meeting with faculty and other units, we found some fee money that we could use to bring a position back and save appropriated money. We don't have a final budget for a technology fee, so we don't know how much money we will have. A basic part of the plan is to shift some expenses to fees, rather than appropriated funds, in order to bring people back.

Stowell: what about captioning services?

Answer: captioning is manageable and is the law. We will continue to do it. What we need is a better reporting structure from faculty and disability services, so we can deliver captions for students in need.

Rosenstein: Thank you to Pete Grant for all the captioning work and patience in working on this.

Suzanne Bennett offered a statement to the Senate: She said she is representing only herself. She works in media services and have for 23 years, with John Looby, Bev Cruse, and Henry Brown. "The four of us have been the backbone of media services." With the upcoming elimination of Media Services, she would like to know what plans are being made for the continuation of services?

"We service faculty, staff, and students. We respond to emergencies from faculty and staff quicker than people realize. We set up all the sound on campus, including sound for Commencement, Prowl, Convocation, and Charleston High School commencement, too." They do sound and equipment setup for Board of Trustees meetings and manage the equipment carts. They work with all the camps and conferences that come to campus: badminton, Boys State, state track meets, Smith Walbridge, etc. They also work with the Christian campus house and the Newman Catholic Center. "If anything goes wrong, we are there to fix it." They provide equipment for admissions efforts in Pemberton Hall. They provide large-format color printing for library exhibits, photography for all events, and file format conversion for people (ex., from 8 mm tapes to DVD), so people can have their materials available in the future.

Robertson: is multimedia services just completely ceasing?

Bennett: yes. Completely ceasing. John will be taking over ATAC services, but that's not all we do.

Lord: This is one of the issues we've been meeting about. Tech support will help with classroom services. John Looby, Dean Lanham, Dean Hild, and VP Nadler have been included in meetings to think about how these services might continue. We are working to figure out how to keep sound happening on campus. We might have to do some hiring, but we aren't sure yet about that. The photographer will still be there.

Rosenstein: regarding distributed technology support, it says in the proposal draft that instructional Support Specialists will remain in the Colleges until August of 2016.

Henderson: we repurposed money to work with CAH. We have some time to see if revenues might increase. Meeting next week with tech support to see about better redistributing support

across the university. Communication will be key. Todd Bruns has been great to get things into the Keep. We're working to help people get into D2L. John Looby will be training my staff next week to work on the projectors in the classrooms. We will have technical support. It won't be after 5 pm, like it has been. But we will have tech support. Working with fewer people is hard, but we will have the services.

Regarding classrooms: tech support is easy. Some things are not so easy. Technology changes mean new strategies for coverage.

Oliver: If I have a 7 pm 3-hour graduate class and the projector bulb burns out at 5:01 pm, can I get a bulb? Do I call CATS?

Henderson: if someone is on campus, we will get you a bulb. Call CATS. But there is staff reduction, and we are doing the best we can.

Robertson, asking Pete Grant: Kultura—will we be still be able to get help with this?

Grant: I don't know who will do that when I'm gone.

Stowell: Pete, can you talk about student opportunities through media services?

Grant: Shared impressions of students' work experiences, training, etc. "For us, that's a big thing. I love students and love working with them."

Henderson: call us if you need us.

IV. Approval of Minutes from August 25th, 2015 and September 1st, 2015

Stowell moved to approve/Bruns seconded—vote was twelve for, no against, two abstentions

V. Replacement for COTE

Dr. Larsen cannot serve in fall. We need an interim replacement. Dr. Bellville is willing to volunteer for fall term only

Rosenstein moved to approve/Bruns seconded—vote was 14 for, no against, no abstentions

VI. Faculty Senate needs a volunteer to serve on the University Naming Committee

Jason Waller volunteered

Rosenstein moved to approve/Bruns seconded—vote was 14 for, no against, no abstentions

VII. Future meetings: on Sept. 29, we will meet for 75 mins. only, in order to cover some of the business that we have not yet completed.

Meeting adjourned at 3:52 p.m.

Respectfully submitted,
Jeannie Ludlow, Acting Recorder