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Faculty Senate

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Faculty Senate Session Minutes
December 1st, 2015, 2:00 – 3:50 pm
Booth Library Conference Room

I. Welcome

MEMBERS PRESENT: Teshome Abebe, Todd Bruns, Stefan Eckert, Nichole Hugo, Jeannie Ludlow, Tony Oliver, Jemmie Robertson, Steve Scher, Stephen Simpson, Grant Sterling, Jeff Stowell, Jason Waller, CC Wharram, Bailey Young

GUESTS: Jon Blitz, Cassie Buchman, Mahyar Izadi, Blair Lord, Bob Martin, Jonathan McKenzie

NOTE: these minutes do not comprise an exact transcript of the session.

Meeting called to order at 2:06 pm.

II. Approval of Minutes from November 17th, 2015

Eckert moved to approve/Stowell seconded; motion passed, 10 yes/0 no/1 abstain

Senators Scher and Young enter the session.

III. Committee Reports

1. Executive Committee

A. Robertson: Executive Committee had a follow-up meeting with p Glassman. He expressed gratitude for the resolution we passed regarding the referendum. He affirmed that he received the message, loud and clear, of the no-confidence vote and is in the process of personnel reviews. Anything to add?

Stowell: He is definitely open to alternative modes of evaluation of administrators, too.

Robertson: We have a slightly revised agenda today, to allow VP Martin to speak with us before he needs to be elsewhere. At the most recent CUPB meeting, VP Martin spoke about the new logo and put Chair Robertson at ease regarding the new logo. Also, I look forward to working with the Senate members again next semester. At the close of the last Executive Committee meeting, Pres. Glassman asked, "What are your plans for the Faculty Senate for the Spring?" I do have some ideas for moving forward, but I don't want to further a personal agenda. I want us to move forward, as we have been, working on resolutions that Senators bring forward. I hope we are not working on my personal agenda; rather I want to work with you collaboratively. If you have any ideas or specific feedback regarding directions we need to go in, please do let me know.

B. Guest Speaker: Bob Martin, Vice President for University Advancement

Martin: I've got all good news to share. Why a new logo? With 4 universities, I've been through 4 logo changes. This is the athletic logo. I worked with Tom Michael and put together a committee: Catie Witt, Tom Michael, "some people from athletics," Mark Bonnstetter, Steve Rich, Mitch Coe from the bookstore. And I ran it by Rene Hutchinson and Tom DuBois, who are the chairman of the Board and the president of the Alumni Association. I didn't like the old logo, to be honest. I check our logo sales for merchandise and for three years in a row, royalties fell 4.48%, 18.15%, and 11%, in a three-year drop of almost 50% in royalties. I wanted our royalties to be positive for us. It is always my goal to raise revenue. Initial review: on Facebook some people liked it, some people didn't like it. We had logos.net, which has over 200 sports events and logos.com, and it had an 85% approval rating on that. I did some research, and there's a brand consultant called Lisa Merriam and she wrote a story called "The New Logo Always Sucks: Consumers Hate Change." This one started out slow, but sales at 4th Street records and the bookstore have been up over previous years. Cracker Barrel is going to accept it and Walmart has agreed to put it in their next order. The reason Walmart didn't take it in the beginning was Adidas wanted a no-announcement or secrecy agreement until they could produce it, and Walmart said "no. We're Walmart. We'll take it when we want." For mixed reviews, we're reminded that test audiences hated *Seinfeld* and it lasted nine years. I did like that. I talked with Julie Nimitz who ran Schutt Sports. She was our campaign chair, our Board of Trustees chair. I asked her will this sell? She said, "Way to go." She really liked it. Coaches liked it, Jake Spoonhour—if he could win, he'd like it more. The interesting thing is that people ask me, "Why a white panther? Panthers aren't white." I brought some pictures of logos for you, logos that don't match the color. This is art. The largest selling logo for eight years in a row in colleges was a burnt orange Texas longhorn. I don't know how many of you have seen burnt orange Texas longhorn out in the pasture. The number two selling logo in the NFL is a bright blue Detroit lion. These are other examples: Northwestern has a white panther; Columbia has a blue lion; Milwaukee Bucks has a green buck, the Buffalo Bills, surprisingly, is blue. I

just let the artistic company come up with an artistic logo. We looked at several of them: snarling ones, calm ones, mean ones. We decided on this one. If you want to know how it was paid for, it was paid for out of royalties money. Somebody told me, "It looks a lot like Penn State's." Well, Penn State's cost \$180,000 to design. It cost me \$9,656.97, so I got a hell of a deal if it looks like Penn State's." It was paid for out of royalty funds—nothing that could have gone to help any expenses for tuition dollars or state funds. What we will do is increase royalties. Royalties will be given 80% to athletics and 20% to non-athletic students. This splitting plan was put into place by President Jorns. If Pres. Glassman ever wants to change it, he has that option. I have final signature authority, but since he signs my paycheck, if he wants me to change it, I'll change it. Our royalty rate has been moved up. It was 9% and now it is 10%. That's the same rate that Michigan State, Georgetown, Cornell, Oklahoma get. That's my logo spiel in a nutshell. If you've got questions, I'll be glad to take them.

Abebe: Did the president see this logo before the 10th of July? That was the date you unveiled it.

Martin: He saw it before I unveiled it, yes.

Abebe: OK, and he approved it?

Martin: Yes, and the Chairman of the Board approved it.

Abebe: OK. In that case, I have a statement to make. I am going to read my statement so that I don't get interpreted in a way that I didn't intend: "I wish to challenge you, Sir, on the vision of beauty you have just presented. First, your vision is largely a homogenous interpretation and definition, and, I might be compelled to concede that you naturally resorted to it. And based upon the comments of our Athletic Director on the day of the unveiling, the cultural signal for success is demonstrating "classiness" and "edginess" with our logo.

Second, the changes around the image, you argue, are minute, except that the most epochal variation being that the black (natural) color of the panther has turned up white. These differences drive even the ardent protagonists crazy. What is your explanation to that?

Finally, some of us here (and I include a large group of people who have toiled hard to bring change at this institution) are really fed up that some continue to "fail to get it." Statements are made, and there is a high degree of pretention, but when people go back to their offices, they continue to crave for and do what is familiar to them. This is an example of that!"

I would like you to respond to that.

Martin: I have no response other than that I respect your opinion but I disagree.

Abebe: OK. Thank you.

Scher: Could you clarify the revenue model? My understanding is that we license this logo to—

Martin: Collegiate Licensing

Scher: OK, and they arrange for people like Adidas or Walmart to make the products?

Martin: Yes.

Scher: And we get a percentage of—

Martin: A percentage of the sales.

Wharram: So we get the 10%, is that what you—

Martin: yes.

Scher: 10% of the retail cost of the item?

Martin: I think so. I'd have to check if it is retail or wholesale.

Wharram: Do you know what they—Collegiate Licensing—receive? What percent, whether it is retail or wholesale?

Martin: I do not. I'll write that down—that's a good question.

Bruns: You contracted with a company to design this logo. Did they give you versions that were a black panther?

Martin: Probably. I looked at so many, but I don't remember exactly. They gave us many sheets.

Bruns: I'd have been curious to see those, to see where in the process that got dropped. I understand your point that logos are not real colors of the animals. But I also think we are sidestepping some of the social issues that we are looking at in this community and on this campus. It's a potentially sensitive thing when our mascot changes from a black panther to a white panther. That might sound oversensitive, but I don't think we can ignore that. I would have liked to have seen versions that were a black panther, and maybe to have seen three logos on a board, rather than a *fait accompli* "here it is." The other question: when we pay a company to do this work, we are getting a professional level of work, and as you mentioned it came out of the royalty money. Was there any consideration of doing it in-house? Of having our art students take a shot at designing something? Or was that just automatically decided?

Martin: It was automatically decided by Tom Michael and myself to go with a professional company. I've been through logo changes at Auburn, Tennessee, Tennessee Chattanooga, and we all do a professional company. We decided to go the same route.

Bruns: In that decision process, though—

Martin: Nobody brought up "should students do it."

Waller: Two quick questions. First, I want to follow up on Senator Bruns, whom I agree with. I think changing from a black panther to a white panther can be easily misinterpreted. So my first question, is the reasoning for that change anything other than simple aesthetics?

Martin: No. There's no political message or anything behind it.

Waller: Was there any marketing research done? Did the firm that did it market colors or logos to decide?

Martin: They did lots of research, and we just decided that was the best-looking logo that was presented to us.

Waller: Second question—the decline in sales the last three years, isn't that entirely due to lower enrollments?

Martin: No. Sales were up with our lowest attendance at the last two games that we've ever had.

Waller: Thank you.

Simpson: Other than the black and white panthers, were there any other colors thrown out? orange? gray?

Martin: Blue and I think gray. And there was one with yellow eyes, which was really weird looking.

Stowell: At previous institutions, implementing or revealing potential new logos, was there any voting by students or community members, any input by people on campus to say of these three, for example, we like this one best?

Martin: No. I was in the SCC, and there was no searching out of opinions there. Athletics didn't ask.

Stowell: Speaking for a Senator who is not here, one of their main concerns was that we missed an opportunity. We could have involved the campus at a time when we are struggling to have morale. This could have been something that helped bring us together. I just wanted to share that concern with the process.

Martin: That is a good point, after the fact I thought of it. If we do another logo change during my time here, I'll get more involvement.

Oliver: Thanks for presenting to us today. We appreciate the efforts you're making to help generate resources for EIU. Another concern that some of us have, as well as colleagues across campus, is that although it sounds like you got a good deal--\$10,000 to work through the process—at a time when resources are very slim, many of us in this room don't have funding for travel to professional conferences, phones in our offices, etc. \$10,000 is still \$10,000 at a time when EIU athletics doesn't cover its bills. We may have missed an opportunity procedurally or process-wise to—maybe there's a faculty member on campus or two that have expertise in graphic design, graduate students with those same type of skills. What I'm hearing you say is that you've been through this process three times, but that thought of campus-wide involvement didn't even cross your minds. So a couple of additional concerns. I doubt there's going to be—how often to athletic departments unveil a new logo? Probably not more than once a decade. We missed an opportunity, and we spent some money that, quite honestly, you might not even have had in the first place, because you are still asking the administration to cover bills unpaid.

Martin: Thank you. And we expect to make the money up in increased sales.

Oliver: Time will tell.

Robertson: In terms of moving forward, we've invested in the new logo. It's out there. Gradually, all the teams will get the new logo and our former logo will disappear. Several years ago, athletics helped purchase the marching band new uniforms, but they have the old logo now. I've heard a rumor that athletics is asking the Music Dept. to cover the costs of changing the logo. I don't know if you have any knowledge of that. In terms of moving forward and changing over the logo on campus, the cost would exceed more than our entire budget for the Music Dept. for the entire year. So there is a certain subcost element. We've invested \$10,000, there's an increased revenue stream, and I think that's positive. But there are unanticipated costs, and I wonder how we are going to share those at the university. Athletics' investing in a new logo shouldn't hurt academic departments.

Martin: I agree with you 100%. Logos should be replaced because of natural wear-and-tear or when a donor steps forward. No way should it be passed on to the university. I've not heard about the band.

Ludlow: When, through whatever process it happens, the band, the football team, the football field gets the new logo, when something is purchased by us for us, do we get royalties from those sales?

Martin: No.

Eckert: This is only the athletic logo. The rest of the university is—

Martin: The rest of the university still has the castle logo. This is termed a "secondary logo." It can be used by athletics or non-athletics either one.

Eckert: Is the previous secondary logo retired? Or can it still be used, by the marching band or others?

Martin: It can be used. I brought gifts for you guys—they are called "classic" or "vintage" logos. The merchandise sells for slightly more. Billy the Panther is a classic logo through sports licensing.

Eckert: The mascot will not change?

Martin: No.

Scher: It appears that the men's basketball team has the new logo.

Martin: I know that was the first uniform we ordered with the new logo.

Scher: So we are spending money and buying new uniforms in athletics?

Martin: Well, we would be anyway. Every year. As a college athlete, I don't inherit your uniform from the previous year. It's more of a sanitary thing.

Wharram: Regarding the problem Chair Robertson brought up about the music department: would it make sense to have those costs incurred by the royalties that are brought in by the new logo? If we have certain costs that are brought in, wouldn't it make sense of the revenues brought in by the royalties pay them? The royalties will be paying for that as well. The money would not be taken out of a different set of--

Martin: The royalties aren't that significant, to pay for the football field. They go for student aid right now. The president can change that.

Wharram: They all go for student aid?

Martin: Yes.

Wharram: 80% is athletics and 20% is non-athletics. OK.

Waller: How much money would you expect the new logo to generate?

Martin: I'm hoping—our best year has been \$88,000. I'm hoping in two years to break \$100,000. So get out and buy some merchandise.

Robertson: Do you mind if we shift the conversation to fundraising?

Martin: I don't mind at all. <Reading from his handout, which is attached to the end of these minutes.> Questions?

Bruns: Very impressive work. Well done. Thank you for doing this. Where is most of this going? Is it going to—

Martin: Scholarship endowments.

Bruns: None of this is going into our rainy day fund, which has been depleted, or anything like that?

Martin: No.

Scher: The scholarships tend to be restricted to particular departments?

Martin: Most scholarships go to restricted scholarships. If you are a graduate of the school of business, you might give for a scholarship for that college. We tend to get more planned gifts in the College of Education, rather than cash gifts. Engineering gets the most, but we don't have engineering. That's where you typically have your biggest donors. We've done very well with Jan Tarble, and I've got another meeting in January with her. I sent her a proposal on University history. I'm going to try to seal the deal in January, so wish me luck.

Oliver: Out of that 97 million, how much is actual dollars or does it come in different forms?

Martin: It comes in different forms. I can't break down the 97 million, but the 63 million I can break down: 25 million was actual cash. The rest is deferred gifts, a few farms, gift-in-kinds (books, writings). Most are cash or bequests. 38-40 million in unrealized bequests. I'd like to get the endowment up over a hundred million and unrealized bequests up to a hundred million, so that we have more money to attract more students and more faculty.

Robertson: Thank you very much. Any last questions?

Ludlow: I have one, and I just thought of it. This goes back to the logo committee: were there any people of color on that committee?

Martin: No.

Ludlow: Thank you.

Martin: If I was still living in Florida, I could count my tan, but that didn't make it.

Abebe: You should be ashamed of that statement, Sir. You should be ashamed of that.

Martin: Why?

Abebe: Shame on you.

Martin: I mean, I have—

Abebe: Shame on you, again.

Martin: I totally disagree.

Abebe: This is a body that you should respect. This is an institution that you should respect.

Martin: I do respect it.

Abebe: No, you don't. You only respect one guy, your boss. That's it.

Martin: No, I respect my Lord, and—

Abebe: No, you don't. You wouldn't bring this junk in front of us if you did.

Martin: It's not junk. It's a business decision that you may not agree with, and I totally disagree with you.

Abebe: I don't want to go tit for tat with you.

Martin: But I have great respect for people of color. I have a daughter who is a person of color.

Abebe: It would serve everyone very well at this institution if you could own up to your mistake. You made a huge mistake.

Martin: That's your opinion. Sales will tell a difference.

Abebe: Well, every institution has higher objectives. That's your objective, which misses the point of what this institution is all about.

Martin: My objective is to bring in more money so that it enhances your ability to do your job.

Abebe: Of course. Otherwise you wouldn't be paid. That's your job.

Martin: And I do it quite well.

Abebe: Well, I'm glad. But you are missing what this institution is about. This institution has worked for many years to bring people together. And people like you are trying to separate all of us.

Martin: I disagree with that.

Abebe: That is precisely what you have done. This is what you did. This is what you have done, Sir. That's your measure of excellence. We don't define excellence by color.

Martin: I don't either.

Abebe: It doesn't appear that way, Sir.

Martin: I think you're way off base. Jeannie, if my statement offended, I apologize. It was in no way meant to give offense.

Ludlow: I know it wasn't meant to, but it was insensitive.

Martin: I apologize.

Ludlow: I appreciate the apology.

Robertson: Thank you for coming this afternoon. For my part, I would say that this has been eye-opening for me this afternoon. When I went to the Panther bookstore and saw the new logo, I honestly have to admit that I did not consider the social implications, and that's troubling for myself. I would say that my—and this is a regretful choice of words—skin-deep examination of the issue was OK. Our logo no longer looks exactly like the Carolina Panthers' logo, and I think that's a good thing. But I think there are other, deeper, things at play that we need to be very sensitive to. For my part, I don't think you intended to impart offense with the off-hand comment, but I do—What this brought to light for me is that this is a very sensitive issue on this campus, and there are unintentional consequences of decisions that are made without great transparency across campus. I hope I'm not putting words in anyone's mouth. I do appreciate your coming today.

Martin: For the most part, it's been a pleasure. And if you need me back at any time, I'm happy to come and talk to you.

2. Nominations Committee

no report

3. Elections Committee

no report

4. Faculty-Student Relations Committee

no report

5. Faculty-Staff Relations Committee

no report

6. Awards Committee

no report

7. Faculty Forum Committee

Bruns: We have a suggestion from Dr. Blitz that we might have a Faculty Forum in the spring where we could invite UPI to come and talk to us about the budget—the Illinois budget and the university budget.

Young: We are in the midst of a budget crisis here at Eastern and in the State of Illinois, and we think it would be in everybody's interest if Pres. Glassman were to give an update to the community on how he sees the budget situation and if we have further comment from people representing from both sides of the political spectrum who can comment on how they see money for public education in the State of Illinois and, specifically, at Eastern. So we have suggested that UPI and Faculty Senate together invite a leading figure from each political party. For example, former Gov. Jim Edgar, a former Republican governor who was involved in the decisions that were made when our own Board of Trustees was created in 1995, could possibly speak from his perspective. Several people from the Democratic side—one name that was mentioned was former Representative Naomi Jakobsson of Champaign. There's also our representatives and Chapin Rose, who was our long-time representative from our district is an expert on education in the Senate. It might be useful also to invite him to this event.

Scher: As another suggestions, Carol Ammons is the current representative in the state assembly from Urbana—both Ms. Jakobsson and Ms. Ammons are from Urbana. Also, relevant to what we were talking about a moment ago, Carol Ammons is a woman of color, which might also provide the sort of diversity we've been bemoaning a lack of in other committees.

Young: Yes. I would also point out that, in the past few years, UPI and Faculty Senate have cosponsored a number of programs on campus, regarding health care, regarding education. In one of them, President Perry spoke as well as faculty members and outsiders. These have attracted sometimes considerable audiences from the campus

community and beyond the campus community. We think that, considering the present circumstances, this could pull people from beyond the campus community and spark a useful dialog. Perhaps we should get in touch with the Charleston administration, since the Charleston mayor seems to be very engaged with the campus at this point.

Bruns: So there you have it. That's the proposal: any thoughts about it?

Stowell: I'll mention something, not from me personally, but representing someone anonymously who was concerned about any perception of the integration of Faculty Senate with UPI. A perception of whether this partnership is driving what we do as a Faculty Senate. I personally have no problem with the Forum, I think it's fine. But representing someone who had that concern.

Scher: I share that concern, partly because there are legal and constitutional issues about discussing things in UPI. But, as the person Jeff represents seems to suggest, there is also the issue of impression. We currently have several members in Senate who are very active and involved in UPI. There's no problem with that, but we do need to be sensitive, if we want to do it, to make it clear that this is a separate organization doing separate things. We both represent the faculty in different ways regarding different issues.

Robertson: I agree and appreciate that perspective. One of the issues we have at play, part of the ideological standoff we have going on with the budget on the state level, is that in my opinion the Governor is seeking to impede the ability of unions to represent their constituencies and to weaken collective bargaining. So some people of certain ideological mindsets might perceive a collaboration between UPI and Senate to co-host this event to be politically-biased. Perhaps we could counter that by being sure it is bi-partisan or non-partisan. And also I like the idea of being as inclusive as we could be. I also like the idea of hosting this event off campus, maybe in the high school gymnasium, in a place in the community. Where we could have a discussion of these issues but have it not appear simply to be an on-campus closed-knit event. Where we could be more open to the public and have more community members involved.

Bruns: I understand the question of impression. On the other hand, these are issues that are important to us as a campus community, as UPI, as Faculty Senate, so there is definitely overlap there. This may be one of those times when colleagues who might have some concerns about it, we need to have that conversation with them, to explain that this affects us all.

Scher: This is a concern for both Faculty Senate and UPI. That's why the Union has come to us with this request, and that makes sense. It's important that we remember that the way we move forward and the way we talk about this is important.

Stowell: One solution might be to say that Faculty Senate will sponsor the forum, or to say UPI will sponsor the forum and Faculty Senate will encourage faculty to attend. One way is to separate the sponsorship; have the forum but have one of the two bodies sponsor it.

Bruns: We could do something like that. We could also do something like we did for the recent vote. We didn't endorse the vote, either way. We just set up the vote and said "go for it." So, essentially, we could set up the forum and say UPI has suggested this topic and let's have this discussion.

Oliver: Jemmie, do you believe an evening forum would be practical at the High School, for example?

Robertson: I don't know if it would be practical, but I do think an evening event for this would be good.

Oliver: If you are thinking about off-campus vs. on-campus, I don't know if that's necessary, but I know that until 4 pm, parking is going to be unavailable even at Charleston High School. And I'm not sure if legislators would be available during the day or more available in the evening.

Scher: I agree with Tony. I don't see that having it off campus makes it more open to the community. Members of the community come to campus all the time. We could have it in Doudna. I think members of the community would feel comfortable coming to that. It's more a matter of how we advertise it and invite people to come.

Robertson: Are we comfortable having Todd and the forum committee move forward? They can contact President Glassman and begin to think about scheduling and invitations.

Bruns: I recommend that the Faculty Forum committee work with UPI and come up with a proposal to bring back to Senate in January. Should we aim for March?

Young: Practically speaking, it will take a while to get this organized. The time frame that CPAL envisages would be before Spring Break, probably in latter February or early March. And by this time, partisan questions should be moot because either the state of Illinois will have a budget, or we'll be completely different.

Bruns: I will come back to the Faculty Senate in January with a more detailed proposal for a late February-early March forum.

8. Budget Transparency Committee
no report

9. Constitution and By-Laws Review Committee

Scher: The section on Council on Faculty Research—I sent it to University Counsel, who said he had no problem with it. I am sending it to Bob Chesnut to take it to the CFR. I will follow up on that, and we'll take it to CFR soon.

10. Committee on Committees

Eckert: Handout summarizes what we found, Sens. Viertel, Rosenstein, and Stowell. There are a couple of findings that cry out for action. <Going over the handout.> Some committees are elected and some are nominated. A few have a question mark because we don't have full information. The Admissions Review Committee should be deleted from the Senate Bylaws because it no longer exists. The Committee of Brand Champions does not exist.

Wharram: It does exist. I know someone on it.

Ludlow: I do too, and they were quite surprised not to have been consulted regarding the logo change.

Eckert: Where is that—

Wharram: I'm waiting for a text message giving me the names of the people on the committee. It does exist.

Eckert: VP Martin has left; he sent me the email saying that this committee does not exist.

Wharram: Perhaps it exists unbeknownst to VP Martin.

Stowell: I was on the nominations committee one year when we had another committee that was not meeting. Patrick Early, when he was here, said "Let's have a committee of Brand Champions." One or two people were appointed to the committee. I don't know if it ever functioned, but there was at one point established this committee.

Eckert: So what do we do about this committee that doesn't exist?

Wharram: I'll let you know who is on the committee. They had not yet met, to my knowledge.

Eckert: Environmental Health and Safety Committee plans to meet in Spring. Dan Deeken said they planned to meet.

Stowell: He said to keep bugging him. Someone needs to follow up on this committee.

Eckert: I looked up the IGP, and it actually does not specify a committee. The Financial Aid/Grants committee is monitored by the president. I contacted Pres. Glassman, who referred me to both Senator Robertson and Dr. Lord, neither of whom knows about this committee. The question is what should be our opinion about this? IGP 72 says, "Student athletes wishing to appeal must contact the director of Financial Aid for a hearing with the Financial Aid/Grants Committee." So this is a way for students to appeal. What happens, actually, right now?

Sterling: Appeals are denied. That's what happens right now.

Ludlow: Do you know, Sen. Oliver, if they have a way to appeal?

Oliver: I imagine that they have a way. It seems like it is an ad hoc process, but I don't have a definitive answer for you.

Eckert: It seems strange that in the case where we have a clear, specified, detailed process, these procedures are not actually in place.

Scher: If you read further down in the IGP, it's not just athletes. It mentions later down, "If the department head concurs, the recommendation for termination or nonrenewal along with all pertinent material shall be forwarded to the Financial Grants Committee for consideration." So that's non-athletes. For athletes, it's a more direct process.

Eckert: The main reason I mentioned athletes is that it connects them directly to the process.

Scher: In both cases, the appeal goes through that committee.

Eckert: So since it does not exist, there clearly should be a committee for such appeals, isn't that right? Wouldn't it be in the interest of Senate to encourage such a committee to exist?

Stowell: If there's an IGP, it ought to be happening. Or we could change the IGP.

Eckert: Institutional Review Board on Human Subjects in Research—Bob Chesnut wrote that elections are no longer held for this committee, so we should delete it from the Senate Bylaws. Then comes the Parking Advisor Committee. In a conversation between Senator Rosenstein and Chief Officer Due, it was said that the tasks of this committee have been taken on by CUPB. Is that true? That seems to be strange.

Robertson: My time on CUPB has been short, but that's never been discussed.

Scher: This is going back some time, but the impression I got from people who served on that committee several years ago was that Chief Due was not a fan of the Parking Advisory Committee, as the person responsible for convening it, and did not do so, even in those days. That might be relevant to this discussion.

Eckert: Right. Under IGP 159, this committee is constituted. This other committee, the Parking Appeals Committee, doesn't actually meet as a committee, but members are called in individually, when needed. <Reading from link to parking regulations, from IGP 159.> "Each citation under appeal will be reviewed by members of the Parking Appeals Committee. The committee will consist of faculty, staff, and students who are usually assigned by their respective Senates. The Parking Appeals Committee may either affirm or reject or modify a penalty specified by the notice. The decision of the Parking Appeals Committee is final. So here it says they are called individually, and here it says they simply make a decision. I'm not sure if we can encourage them to use this committee in an open, transparent way.

Stowell: I think this may parallel what happens with Student Standards. You have a pool of faculty who can be called upon at any time for any individual hearing. They never meet all together.

Scher: Yes. Similar to Sanctions and Terminations Committee. If the committee is needed, there will be some people called in.

Wharram: We do have faculty representatives on that committee, don't we?

Eckert: I assume we do have. <Checking the Senate webpage.> It does say "each citation under appeal will be reviewed by member," so it doesn't intend for the whole committee to be called.

Ludlow: We do have two faculty and an alternate on this committee.

Scher: It might be a good idea to combine the Parking Advisory Committee and the Parking Appeals Committee. It seems a little bit redundant to have two such committees. The Parking Advisory Committee could serve as the Appeals Committee when needed. Again, I'd be interested to know how often people appeal parking citations. The Parking Advisory Committee could also advise people about parking policy, which seems, again, to be important.

Eckert: Yes. So would that be something the Senate could request? The strange part is that the committee that never meets, the Parking Advisory Committee, is required by IGP 159. The Parking Appeals Committee is indicated through a link to the IGP.

Bruns: It seems to me that there should be a much more cut-and-dried process for whether committees are meeting, whether they're dissolved, whether they're created. This is sounding completely ad hoc; it sounds like Officer Due doesn't like that committee, so it does not meet. What kind of system is that?

Scher: I'm just counting now the number of these committees on Stefan's handout that some administrator says "we don't need that committee anymore." I'm up to four, so far. Admissions Review Committee has been disbanded by someone in Admissions or Academic Affairs, I assume. Perhaps the Committee of Brand Champions is or isn't—I didn't count that one. The Parking Advisory Committee—Chief Due has decided its duties should be handled by CUPB, but that doesn't seem to be happening. The Philanthropy Communications Committee has been disbanded—

Abebe: I'm sorry. The question I have is who created these committees?

Scher: Well, a lot of them are in our Bylaws or Constitution, but I don't know who created them.

Abebe: The only person or entity who can disband them is the entity who created them.

Scher: I quite agree with that. That's why I'm saying this is a bit—and even if we didn't create it, if it is a committee that was created and is a committee of the Senate . . . Here we have the Sports and Recreation Board. Vice President Nadler says does not have a membership; that's four.

Eckert: The Textbook Rental Advisory Committee, which apparently might meet again, is another one.

Bruns: Plus these are service opportunities which no longer exist.

Eckert: And they are part of shared governance.

Bruns: Right. I would think that, before a committee is disbanded, both the Faculty Senate and the President's council would weigh in on it.

Eckert: My greater concern was with these committees, like the Sports and Recreation Board, that make decisions about the Student Activity Fees. This is a substantial amount of money that is decided on, and there isn't any transparency about what's happening in that process. The other was Textbook Rental, which we all know can be quite an obstacle. In my case, every semester I have to fill out twelve requests for sections that use the same textbooks, for example, because we have specific rules and guidelines that cannot be moved, even though they make little sense. There is no way for me to appeal to anyone, to talk to anyone about that. It feels strange that such committees don't exist, or at least have not met in the last three years.

Bruns: This work of the committee on committees—thank you so much, Stefan, for taking that up—has been an important exercise, to figure out this information. Moving forward: what is the best way to move forward? Should the executive committee take this to the president and say we need to resolve this? If so, I'll make that motion.

Scher: I'd just like to add my final count. The minimum number of committees that have been apparently arbitrarily disbanded by administrators, not counting any questionable cases, is 26.67% of the committees on this list.

Eckert: And these are only the questionable ones. There is a far larger list that all check out and seem to be functioning.

Stowell: Some of these have been through retirements. The director of Textbook Rental retired, the Environmental Health and Safety chief officer retired, so a number of these seem to be positions that have not been filled or have been filled by interim leaders who have not convened committees.

Scher: And may not be aware that they have to convene them.

Ludlow: Or maybe are doing two jobs.

Robertson: The executive committee will take these issues to the president. Thank you, Stefan, and everyone on the committee. That had to be a time-consuming task.

Sterling: I found some old emails regarding the Committee on Brand Champions and forwarded them to you (to Sen. Eckert). Bruns moved/Abebe seconded; motion passed 13 yes/0 no/0 abstain

Wharram: I do think we have to populate these committees. We have to take responsibility to do some of that. When we find out that there's a committee that we haven't been having elections for or haven't found nominees for—

Stowell: We have appointed faculty to these committees. We are populating them; they are not meeting.

Eckert: That's the problem: many of these committees exist but are not meeting.

Ludlow: People are ready to meet but aren't being called to meet.

Robertson: These are important issues to clear up. These are important steps in terms of shared governance, making sure these committees are able to meet and do their jobs.

11. Ad hoc Committee on Extracurricular Athletics
no report

IV. Communications

1. Proposed Resolution Concerning CUPB

Abebe: First, I want to apologize to my colleagues here for the conversation that took place earlier in this meeting. It would have been easy to stop it, but when somebody mocks you when you raise diversity issues, it gets hard to tolerate. Provost, I also would like to apologize to you for that. The Council for University Planning and Budget was constituted in 1990s. Since then, it has grown. Today there are 29 individuals on the Council. That's a class, not a committee. It would be very difficult to do an effective job. The resolution before you aims first to commend the university for having established an avenue for all of us to participate particularly in budget and planning. That should be an area in which we all participate. Secondly, recognize the many meetings that the CUPB has had over many years and recognize the inability of CUPB to get a handle on the issue of budget. If they were really doing a good job, I don't think we would have had the kind of stresses we have at this institution, at least partly. In an effort to make it more effective, to deploy our resources where they are valuable to the university, Grant and I have put in front of you a resolution. So that you have an understanding from a numbers point of view, the formula that we are suggesting is 1 voting representative for every 150 employees. The university has 1522 employees. I was talking to the Chair earlier; the way to count these numbers is not to count the number of bodies but the number of paychecks that are written. And this number came from Mr. McCann. Academic Affairs has 898 individuals. Business Affairs has 268. Student Affairs has 269. University Advancement has 30 individuals, and the president's area will have 57 individuals when all the athletic area is eventually transferred under the president's umbrella. So if you take the 1-for-150 formula, Academic Affairs would have 6 individuals for CUPB; Business Affairs would have 2; Student Affairs would have 2; University Advancement would have 1 because of the minimum requirement; the president's area would have 1; and finally, we would have 1 student as a voting member. All individuals are voting members, as we are recommending here. In the previous Council, six members were nonvoting and the rest were voting. In my view, having people attend meetings and not vote is meaningless. This is not a good way of deploying our resources. If the president accepts this recommendation, we will have a CUPB that is more effective; that is the goal. We will be able to enhance the value of the university and, eventually of course, assure good governance. We should not only be interested in shared governance; we should also be interested in good governance. As the Committee on Committees was trying to ascertain who is doing what and what is functioning and what isn't. I'm going ask the co-sponsor, Grant Sterling, to add any thoughts that he might have.

Sterling: Since CUPB currently is so large and some of the people chosen as representatives don't have a strong understanding of budgeting and so on, the university traditionally has not actually assigned CUPB serious duties. The year-long program analysis was an exception, and I would argue that CUPB failed to do what it was supposed to do, even in that case. For example, it's the Council on Planning and Budget, but CUPB doesn't see the budget until it after it has already been approved. The budget is made up, it is submitted to the Board of Trustees and approved by the Board of Trustees and then the following fall when the budget is already being implemented, that's when CUPB finds out what the budget is. So it doesn't participate in the budgeting process. It doesn't regularly participate in the planning process. Occasionally a president will ask CUPB take on some specific task, but it's not part of their regular duties to engage in any part of university planning. It's our hope that making CUPB a smaller committee will allow the president to think that this is a committee that can be trusted to do planning and look over the budget.

Scher: Thanks Teshome and Grant for putting this together. I have three suggested changes to the way this is structured: there's one part of your preamble (§5: "Noting the CUPB's perceived inability to grasp fully the magnitude of the University's budget and planning problems")—I have two problems with that. First, I don't agree with essentially insulting people in a Faculty Senate resolution. Second, I'm not sure making the committee smaller will alleviate the problem, as Grant said, that there are people on the committee who do not understand budgeting issues. The gist of the resolution is to make the committee smaller, and I'm not sure how that part plays into that. It may be that we could somehow incorporate that point into the resolved section, to encourage the president to put processes in place to allow the committee to have a greater understanding of the budgeting and planning process. The other suggestion I have is to think about this 150 FTE employees. As some of you know, the Constitution of the United States says that there shall be one representative in the House for every 4000 citizens, or something like that. Obviously, we don't follow that aspect of the Constitution because we would have something like a thousand

members in the House of Representatives. Putting a fixed number on how many people get represented is problematic, first because as the university grows and shrinks, the size of the committee will change. Secondly, responding to the president's response to the vote of no confidence and that he would prefer that we not hamper him in some very important ways, I might recommend that we resolve that the committee be made smaller for improved functioning. We might want to put some range of appropriate numbers in. That might be a more effective of achieving our goal of having the president take this action. I'm also concerned a little bit about—right now, if you look at the composition of CUPB, it specifies a certain number of faculty. We are the Faculty Senate and we should represent the faculty. If we say there should be one representative per every 150 employees in Academic Affairs, that gives us six people in Academic Affairs. So, for example, it could be the Provost, the Provost's assistant, basically six people could be generated from Academic Affairs without a single faculty member ending up on the committee. Structuring that in a different way might be more appropriate. Lastly, I would like to see a stronger, more specific recommendation to Pres. Glassman about giving CUPB tasks to do. In response to Grant's explanation that they don't see the budget until it has been approved, we should say something like "CUPB plays an active role in advising the President and the Board of Trustees on the budget before its final adoption" or something like that. Something that really says "yes, this committee has some active voice in planning and budgeting."

Stowell: I agree with Steve. One of my questions was what's the existing process for getting representation, because there was probably a reason for that. Can we reduce the number and have the same desired effect? Secondly, how do you get people from these areas? This leaves is kind of open.

Abebe: We'll respond at the end to all the comments.

Bruns: I want to play devil's advocate with Steve, regarding his first comment. After the recent vote (of no confidence), we should be pretty honest with ourselves as to where we have come up short. I don't think the intention here is to insult people. I believe it is a fact that CUPB was tasked with doing this and was unable to. We need to be blunt and say that. That's part of how we are owning up to our role in not addressing the budget problems.

Oliver: Grant, do you believe that because of the 29 members—was the size of the Council the stumbling block in finding consensus regarding the core mission of the university last year? Were there too many voices? was it too splintered? That was as troubling as anything to me, that CUPB could not come to agreement regarding the core mission of the university.

Sterling: No, the number of people on the committee was not the reason. The number was one of the reasons why program analysis ended up working the way it did because the first thing CUPB did was say, "We have to break ourselves up into subcommittees" partly because they decided the magnitude of the task was so great and partly because you can't discuss anything constructive in a committee of 30 people. You can't do work as a committee of thirty people. So once CUPB was actually tasked with a job, it had to chop itself up into subcommittees of manageable size, so they could do work. I think the inability to identify the core mission of the university results from a different thing, and if I had any idea how to fix it, I would have included it in this resolution, but I don't. That stemmed from the fact that many of the people who are appointed to CUPB regard their job as defending their area of the university against any possible cuts or changes at all. So CUPB voted down a resolution which the Senate passed that said that academics was the core mission of the university. The various members of CUPB thought well, if we say academics is the core mission of the university, and the president said that cuts should be based on the university mission statement, that means my area might get cut more than somebody else's area. So I can't agree, then, that academics is the core mission of the university because my job is to prevent my area from getting cuts. If there were some way to ensure that people were appointed to CUPB in order to make decisions on the basis of what was best for the university rather than appointed to protect their VP area against any possible reductions, I would be thrilled to include that in this resolution, but I don't.

Oliver: I believe that the ratios proposed might move us in that direction, in support of the core mission of the university. I don't think it's wrong to have 50% of representation coming from Academic Affairs based on what I would suggest is the core mission of the university. Also, would that student representative be the student body president, or is that subject to additional discussion?

Abebe: Let me respond to that and also to Senator Scher's comment. As Sen. Bruns said, this is not to insult people. It is to recognize that we have also failed. I think we need to own up to our responsibilities. Those of us who have served on the various committees need to represent those who have elected them. The one-to-150 ratio intends to identify specific numbers, but it is also to make sure that the Academic Affairs area gets the lion's share of the representation. We are not trying to exclude people. We are not trying to add, obviously, we are trying to reduce the size of the committee, and we felt a formula would be a good way to start. Finally, with regard to how these individuals are appointed, the last bit of the resolution gives the president the authority and flexibility to decide how these individuals are appointed. If the Student Senate wanted to send a student president to CUPB, then that is fine. I think we need to leave a little room there regarding how individuals are appointed. The current appointment requires the Provost to have a certain number of people delegated by him. The President appoints people from

Minority Affairs. The Senate is represented. There is one Dean, one Chair, et cetera. All of that, given the formula we suggest, could be handled by the President without tying his hands regarding how individuals are appointed. There is a little bit of flexibility.

Bruns: Grant, you were asking for ideas about how better to address the question of the core mission. The last time we had a contract negotiation with UPI, it was done using a particular method of negotiation—

Abebe: interest-based negotiation.

Bruns: Yes, thank you. So, what if CUPB had done “interest-based” with a smaller committee for this exercise, for identifying the core mission? I wonder if that would have produced a better resolution than we got?

Sterling: I don’t know. Part of the problem, again, was people on CUPB knew they were undergoing program analysis.

Maybe if we could have had the discussion about the mission of the university independently of imminent program analysis with possible cuts, and so on, things would have gone a very different way. But within that context, members of CUPB asserted, basically, that everybody at EIU is an educator and, therefore, every department in the university is equally central to the university’s mission. Interest-based bargaining presupposes that you can say here are our concerns, here are the things that are important to us, so how can we work through, what proposals can we make that move us toward those interests. But when everyone’s position is there’s absolute equality in every single thing the university does, it is hard to get traction to say, so what can we do that will enhance that interest? We have to make cuts exactly across the board. If you made disproportionate cuts, you would be implying that area A was more important than area B. If some other process had been used, it might have worked. I don’t know.

Hugo: Are there any students currently serving on CUPB?

Abebe: Yes, there is a student currently serving.

Hugo: Just one?

Sterling: Four.

Hugo: Are they all undergraduates?

Eckert: No. Two are undergraduates, one is a graduate student, and one is a nontraditional student.

Hugo: That would be something we should take into consideration. Especially with budgetary cuts, I feel our graduate programs are impacted differently than our undergraduate programs. Our students are at the heart of it, are feeling these impacts. Perhaps one student from each area (grad/undergrad) would be another way to gain information about those two areas.

Scher: This might be incorporated to make this a little bit stronger. The Board of Trustees policies reads, in part, “The University shall establish a University-wide budget committee composed of faculty, staff, and students selected to provide representation of academic and support areas, consistent with a practical committee size.” That’s the Board of Trustees policy, so you might use it.

Robertson: The reality is that we are running short on time. How best should we proceed for the remainder of our time?

Young: Since there are so many issues here, we have not exhausted the discussion. We should take it up again at our next meeting.

Bruns: First thing.

Stowell: And in the meantime, if we could send you some preliminary comments—

Abebe: Yes.

Young: And I would like to thank the co-sponsors for bringing us this very important motion which deserves our very careful consideration.

Abebe: We will be very happy to receive any comments that you have, and we will look at it again. May I ask for a straw vote, just so we have a sense of what we need to do?

Robertson: I am unsure of the process—an informal show of hands?

Ludlow: Before we do that, I wanted to say that I had several people contact me about this resolution. It made me feel good because people are taking an interest in what we are doing. Most of the people who contacted me were very positive about this resolution. But there was one concern that came up several times. One of the things we could lose, as this is written, is that each college gets a faculty representative. I’m in the Humanities, folks who contacted me were in the Humanities. Several people said it’s really important to have different kinds of brains in the room when you are discussing something like budget. It’s not always the person who knows the most about accounting or budgetary issues who comes up with a perspective that is necessary. That’s one thing I heard from people. I know you don’t want to tie the President’s hands, and I know you know I am in favor of that position. But several people mentioned to me that we might end up with faculty representation that doesn’t cross all the colleges.

Bruns: And there is also faculty in the library, too.

Abebe: Yes, and it gets larger and larger. But we will see how we can work with that. I’m not sure how it will work, but we will put thought into it.

Ludlow: Of course.

Oliver: Just a thought: it may not satisfy the concern but, if a Dean is from one college and a Chair is from another, it wouldn't be the same as having faculty from each college, but could the other two faculty perhaps come from the other two colleges?

Ludlow: Instead of saying faculty, I should have said Academic Affairs representation. The concern was that in the Academic Affairs representation, if it is based only on numbers, we could end up with a body in which all six people were from, say, the Humanities and Education and none from Business or Social Sciences.

Robertson: Straw poll?

Abebe: I think I have a sense. I don't think we need to do that. If you have additional ideas, please send them to me or to Grant and we will reframe if we need to and bring it to you again.

V. Provost's Report: Blair Lord

Lord: I'll just add one little historical factoid on CUPB—if you look into the Board regulations, that is the only instrumentality of governance that is specifically provided in those Board regulations. Everything else, including this body, by way of governance it's provided merely that the institution may authorize particular bodies. CUPB is the only one named by name in those Board regulations. It's my understanding that this was propagated when we were all part of a Board of Governors system and that one of the institutions got scolded for not have something like a CUPB. It got put in, and when we got divided up, all of us got a CUPB.

Board of Trustees meeting: They approved a BA in public relations. For the last twelve years, we have had two options or concentrations, one in Journalism and one in Communication Studies. For a long time, I've been urging that we have a single program. In the CAH, the effected units got together and proposed a BA in Public Relations to be housed in Communication Studies. That went to IBHE on Monday of last week as a reasonable moderate extension, so it didn't require going before the IBHE for a vote. The staff has already approved it, so that's done. We have a significant amount of interest; about 125 current students in one of those two options right now. Presumably all of them might be interested in the new degree program. There is only one other dedicated BA in Public Relations at a public four-year in the state.

Today was the IBHE meeting. Pres. Glassman was up in Chicagoland for that. We did have one other program which did require a formal approval: that was the Master of Science program in biochemistry/biotechnology. They had no questions, so I assume that by now it has been approved, although I have not yet heard. These are two programs that give us a niche.

We had a report this morning at the Academic Leadership team meeting from Dean England regarding NCUR, National Counsel on Undergraduate Research. We've had very good EIU presence at that conference in the last several years. We had 51 student presentations submitted for consideration. Our acceptance rate tends to be high. We might have another year in which we are one of the top five or ten institutions represented at NCUR. I am very pleased with all the work on undergraduate research that you all and your colleagues are doing. This is only one measure, of course, but it is one that has a pretty high profile. We've had a great deal of success and I thank you all.

It was reported by Interim Dean Hendrickson that there are six applicants for the Interim Dean position in COS. Six are being interviewed by the committee that Dean Hendrickson chairs. Pres. Glassman has asked that not fewer than four be continued for further consideration, which will include open sessions for faculty, a session dedicated to the chairs, a session for staff, and interviews by the President and myself. We are doing this on a tight time frame, so there may be a lot of activity next week.

Scher: What is your intention in terms of when you hope to have this process complete?

Lord: Effective start of Spring term.

Scher: But not before that?

Lord: I doubt it, unless a couple of things break real fortuitously. But I am pleased with the level of interest and I look forward to having a chance to meet the candidates that are brought forward. There will be an announcement, as soon as Pres. Glassman has had a chance to review it for me, regarding the Dean's position in CAH. Thank you.

VI. Vote on Stefan Eckert's substitute for Spring semester, while he is teaching overseas.

Sterling moves/Scher seconds to accept Douglas Brandt's offer to be the substitute. Motion passes, unanimously.

VII. Robertson: Any other business?

Scher: I'd like to ask the Provost if he has any updates on admissions for us?

Lord: Partial, but it's still pretty early. The top of the funnel, the number of contacts and the number of applications are ahead of last year at this time. In freshmen, the number of admits is behind, but they have gotten closer in the last two months. Mr. Dearth has reported that he believes we are catching up and will catch up, there. Transfer numbers continue to be behind last year, both the applicant and admit levels. This situation is propagated across four-year institutions in the state. At the moment, they are turning their attention to focus heavily on the yield efforts. That

has been Eastern's biggest trouble spot in recent years. The applicant flow tends to be pretty good. We've got to get the yield up. They are doing a whole host of things. I can't tell you all—

Scher: I understand. It's just that Mr. Dearth's visit to Senate has been delayed and—

Lord: I'm sorry about that. I wish he were here.

Ludlow: Do we get a sense that the smaller numbers in the bottom part of the funnel might be related to the MAP grants? It feels to me like students are freaking out. I can only imagine that families who are hoping to send new students to campus are, too.

Lord: At this point, that's a surmise, but it is a reasonable one. We do have a sense that our spring numbers are down from where they ought to be, too. It's just the angst that students and families have right now is causing them to hold back. That's a very real challenge for us. If Springfield could help us out, we would be able to move forward.

Robertson: Again, thank you, everyone. We are adjourned.

VIII. Adjournment at 4:01 pm.

IX. Future Dates and Guests:

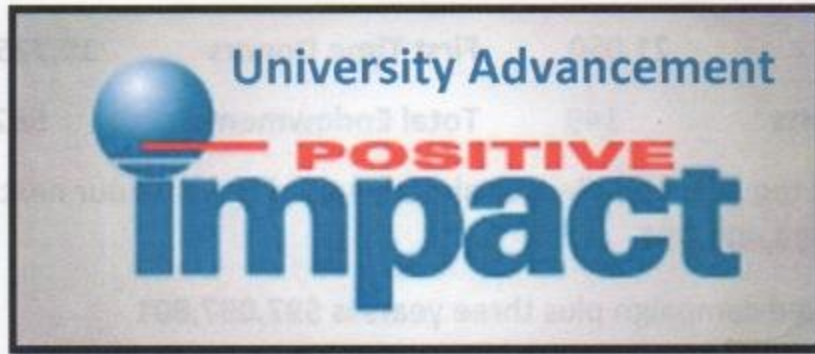
Spring 2016 Faculty Senate Sessions: January 19th, February 2nd & 16th, March 1st & 29th, April 5th & 19th

No guest, January 19th

Guests, February: Chris Dearth, Admissions; Rebecca Throneburg, Discussion of CASL Assessment Data

Minutes respectfully submitted,
Jeannie Ludlow, Acting Recorder

APPENDIX A—VP Martin's Advancement Report, on following page



- Four consecutive record breaking fundraising years, the top \$16.7 million
- A nearly 400% increase over the previous decade in average total annual support to over \$14.5 million
- Largest gift and largest pledge in university history
- 104 gifts exceeded \$100,000 with 17 over a million dollars
- EIU Foundation assets grew 50% to over \$87 million

Campaign Review

EI&U Campaign Goal	\$50,000,000	Actual	\$63,696,747 is 127% of goal
Legacy Gift Goal	\$12,000,000	Actual	\$25,171,196 is double goal+
Realized	\$1,495,734	Expected	\$23,675,462
Percentage of total is 39.52%			

(National Average is 20% to 50%. SEC and midpoint 35%) Larger campaigns average 35% planned gifts. EIU average planned gift is \$245,000

Actual Cash Received to Date

Cash (7/1/06-9/30/12) \$25,090,227

Pledges Due

FY16 – FY18 total \$432,160

Pledges Defaulted

Dollar Amount Defaulted \$134,500

Percentage Defaulted on cash gifts of \$25,090,227 is **0.54%**

National average default rate for university campaigns is 2% or \$501,804

Total Donors	21,050	First Time Donors	10,725
New Endowments	149	Total Endowments	582

Moving forward the gifts and pledges already raised towards our next campaign currently total **\$33,401,054**

Total dollars raised campaign plus three years is **\$97,097,801**

Mini Scholarship Campaign exceeded its goal of 100 new scholarships two years early with 120 to date with \$21,778,876. Cash \$5,323,876 and Planned Gifts \$16,455,000

Add the 203 from campaign for **323** new scholarships

Named labs, rooms, colleges during campaign: 24 plus 9 post campaign



EIU won 37 national and regional marketing and web awards

Record Alumni Year: Highest number of participants ever. Alumni events last year had the greatest participation ever with 6,471 up from 2,144 in 2010

Bob Martin

Vice President University Advancement

Thank You