

10-17-2017

October 17, 2017

Faculty Senate

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### Recommended Citation

Faculty Senate, "October 17, 2017" (2017). *Minutes*. 1101.  
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EIU Faculty Senate Session Minutes  
17 October 2017 ▪ 2:00-3:50 p.m.  
Witters Conference Room 4440, Booth Library

The 2017-2018 Faculty Senate agendas, minutes, and other information are available at <http://castle.eiu.edu/facsen/>.

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

Senators present: T. Abebe, S. Brantley, E. Corrigan, S. Eckert, S. Gosse, N. Hugo, K. Hung, J. Oliver, J. Robertson, G. Sterling, J. Stowell, J. Williams, B. Young, R. Cash

Senators absent: T. Bruns, C. Wharram

Guests in attendance: Jay Gatrell (VPAA/Provost), Jon Blitz (UPI), Brooke Schwartz (DEN), Josh Norman (Enrollment Mgmt)

*Session called to order by Chair J. Robertson at 2:02 p.m.*

### **Approval of Minutes from October 3, 2017**

*Motion to approve by Hung, seconded by Williams*

*Discussion: none*

*Vote: 10 in favor, none opposed, 2 abstentions (Eckert, Hugo) – motion carried*

*[Robertson briefly discusses the revised agenda distributed just prior to beginning of session]*

### **Executive Committee Report**

ROBERTSON: Executive Committee met with President & Provost last Tuesday – we asked about the hiring plan over the next 3 years; we received clarification about the status of tenure lines, need to redefine how we think of them: the positions we have now are what we have moving forward, new positions will be approved case by case

GATRELL: We clarified the notion of a budget line item, that doesn't exist; salary reserves have been used as a result of the budget crisis; staffing is funded from pool based on curricular need

ABEBE: All previous tenure lines have been purged?

GATRELL: Yes

ABEBE: So we start with a new position if it is approved?

GATRELL: Correct

GOSSE: Each chair has to begin the process for getting another tenure line? Is it different from the normal procedure?

GATRELL: Yes, make the case as you would – based on my experience all searches were not lines per se, they were requests that were made and approved, because there's reallocation across the board

BRANTLEY: To clarify, new tenure-track positions will be filled as needed but they do not become a line going forward?

GATRELL: Yes, the notion of a line item in a budget is no longer practice in my understanding

ROBERTSON: Another question was the mix of Unit A versus Unit B hires – my sense is that it's a contractual fact that Unit B can teach more credit hours and that there are greater costs associated with Unit A (startup costs, etc.); given budget constraints it may be more likely that Unit B positions are approved than Unit A, so we need to assess carefully within departments and colleges and make concerted arguments for the positions we need to fill

GATRELL: Some Unit B positions will be functioning as placeholders, for example Clinical Psychology that was an emergent need in Spring with the expectation of a Unit A search because it's critical for accreditation – other Unit B placeholders (3 in STEM areas, 2 of which are in Chemistry) will roll out as Unit A hires in future years – Unit B provides flexibility in cost savings but it's also part of a broader strategy to build back up Unit A resources because Unit A plays a critical role in the commitment to full-time faculty and undergraduate research that makes EIU outstanding

ABEBE: There's not any distinction in the load between Unit A and B right now, effectively we're all teaching 24 hours in Economics – there's a distinction in the status of the line

HUNG: Unit A also has scholarly research and community service elements, whereas B teaches more but doesn't do research or service – Sen. Abebe's point is that in recent years Unit A teaching load has gone up, dramatically in some cases, and the distinction between Unit A and B teaching loads has been eroded

GATRELL: That issue has been brought to my attention; I'm endeavoring to address the issue with Chairs – importance of following contract guidelines as they relate to overload in terms of maximum per annum – also an opportunity to revision conceptually our curricula and scheduling practices – I understand that teaching loads have increased and we hope to normalize

HUNG: It's not that the load increase itself is a bad thing, but problematic when it comes time for evaluation – teaching 24 hours for 2-3 years straight impacts service & scholarly development – When portfolios go to the Deans or UPC, is it articulated how those portfolios are evaluated? Is that acknowledgment being communicated to the different levels? – especially the next 2-3 years we need to remind our colleagues on those committees of the situation, to be mindful in assessment of those portfolios

GATRELL: I agree, I believe in holistic contextualized approach for every candidate's portfolio

ROBERTSON: regarding differences in DACs – recruiting is under service in Music DAC – if we depend on Unit Bs who are evaluated solely on teaching and primary duties yet it's a necessity that they recruit, that presents a conflict that needs to be addressed at department/college/university levels – we all need to recruit but if we hire more Unit Bs, then that's not a reasonable expectation; we need to redefine how we assess

OLIVER: correlation with difficulty in populating elected and appointed committees; response to calls has been diminishing – Unit Bs not required to serve

ABEBE: *[as an aside - congratulates Sen. Oliver on his coronation as Faculty Homecoming King]*

ROBERTSON: IBHE meeting on Oct. 5: 1) IBHE staff laying out trends, what their plan is; 2) President Glassman/EIU Administration making case for our needs; 3) communicating how they can advocate for us – their main goal for this year is to convey the needs of each campus to the legislature, not only to justify but to champion what we do – trend in reduced funding for higher ed; underfunding is causing ramping increase in investments to be compliant in meeting obligations; 90% funded by 2045; contradiction in universities experiencing increased dependency on tuition & fees while facing pressure from the state not to raise tuition & fees – part of IBHE goal is meet employment needs of the state, find ways to highlight curriculum and be relevant to employers – 2016 impasse left a “mark of historic significance”; accounting for impasse creates difficulty for universities by giving false appearance of being flush with cash now that funds are being released

HUNG: Be clear when we advocate: the budget we're getting is cut by 10% compared to 2015 (the last time we had a full budget), continuation of downward trend in funding (50% cut since the 1970s) – that's the story we need to tell, that's not being discussed in press reports; we're losing public support because of incomplete stories

ROBERTSON: Glassman & McCann showed how responsible we've been with funding resources 2015-present; EIU has lowest administrative costs of all public universities; also recapped rightsizing, staffing issues, lowest decline in enrollment in years – positive signs re: recruiting funnel for next year – our legislative representative Katie Anselment pointed out the immediate impact of the impasse at EIU due to lower reserves

HUNG: EIU's reserves are not as substantial as larger schools, but our previous leadership team did not manage resources wisely or proactively – the lesson is better stewardship of the resources we have

ABEBE: That lesson has been learned by faculty; our careers were in danger ...

BRANTLEY: Our reserves never will be at the level of [U of I] but they also weren't up to par with the other regional universities

ROBERTSON: Another factor in moving forward with additional hiring is cost share ... ; it was emphasized to IBHE that EIU is sensitive to regular payments coming in; cash flow is an issue – expressed that we're thankful for the FY17/FY18 budget but we also need a FY19 budget

ROBERTSON: CUPB meeting on Oct. 6: Health and Counseling Services gave a report, presented by Eric Davidson: medical clinic/student health services were consolidated on Aug. 1 as a result of Vitalization; fees were outlined (\$10.10 per credit hour up to 12 hours); change in planned benefits for students (maximum benefit reduced to \$15,000; 70/30 copay; deductible increased from \$50 to \$100), anticipated to save \$300,000-400,000; late/no-show fee instituted; President Glassman asked pointed questions (justify costly items), response from Davidson was that facilities are needed on campus to accurately diagnose and treat –

new bill filed by Brady & Rose would create a common application process for state universities; sticking point is that it would identify the top 8 programs for each discipline across the state, so either we justify programs to be ranked highly or we'll have to justify continuance of those programs – bills are [HB4103](#), ~~SB2243~~

YOUNG: Would it be appropriate and politic for Senate to debate the merits of such a bill, and to draw up a recommendation to send to our representatives?

GATRELL: It's permitted *[agreement from Sterling]*

HUNG: Having talked to someone in Springfield, the sentiment is that a bill sponsored by 2 Republicans passing in a Democrat-controlled legislature is not likely, though not impossible, and therefore not urgent – my personal take is that it's similar to what they did to Chicago's community college system, ranking the system for duplicate programs then keeping the top 2 and eliminating the others, driving students to campuses other than those that best serve them, leading to decrease in enrollment overall ("I don't have time to commute to that campus so I'm not going to college at all") – this proposal mirrors the same philosophy, killing the ecosystem of higher education in the name of efficiency – cuts in programs will have a rippling effect beyond the gatekeeping of our enrollment (a problem in itself, how do we manage or retain control of enrollment if it's centralized through IBHE) – it's a terrible idea, bad for regionals & for higher ed in general – we should have discussions & forums just in case, to affirm EIU's identity & role

ABEBE: True, but we shouldn't ignore the appeal of this system to students & parents, attractiveness of single application both in terms of efficiency and money-saving – a second aspect, from the enrollment management perspective, perhaps we don't have to recruit so much – we ought to compare the additional benefits versus the additional damage that this will do

BRANTLEY: *[correction to Senate bill number: SB2234]*

STERLING: When IBHE has evaluated programs in the past, it hasn't been on the basis of quality but on enrollment numbers; they're not really going to rank the best programs

YOUNG: If you liked the methodology of Workgroup 7, you'll love the methodology applied by these people – Sen. Hung is reassuring that this is a political nonstarter but I am concerned with the principled, philosophical p.o.v. – EIU is a regional comprehensive university, and this kind of program is designed to destroy that; you can't have centralization and preserve a regional comprehensive university – make Coles County & state of Illinois aware that these so-called efficiencies are like a virus meant to destroy

HUNG: I find it troublesome that IBHE takes on positions harmful to the organizations it oversees – Do we have members on the IBHE faculty advisory council? How do we ensure that EIU's voice is part of the conversation at IBHE?

STOWELL: That's one of the committees populated by Faculty Senate; Les Hyder was on it for years, he would come and report annually

OLIVER: IBHE Faculty Advisory Committee is on the list of appointed committees – Larry White is the current member from EIU (Jeanne Okrasinski is alternate) until 2020

HUNG: I suggest we send them an invitation to talk to Faculty Senate; I'd like to hear from them what's going on at IBHE

ABEBE: A good suggestion has been made by Sen. Young, we could have a faculty forum and discussion on both sides of this issue

ROBERTSON: Concluding thoughts from CUPB meeting: for FY17 we'll probably have a small deficit of \$352,000 in appropriated Ledger 1 funds but a \$2 million surplus in Ledger 2 funds (was a \$19 million deficit in FY16) – MAP money has been fully received for FY17 (\$4 million received on Oct. 5) – \$8 million of anticipated appropriated funds received for the fiscal year as of now; we should continue to receive 5% of appropriation per month (although that only adds up to 60%)

HUNG: Are we still anticipating that the state will claw back some of the money they promised?

GATRELL: That's been built into the budget

### **Elections Committee Report**

STOWELL: No volunteers came forward for the 1-semester appointment to CAA (at-large), so the call will be extended for another two weeks

### **Nominations Committee Report**

OLIVER: Updated list of appointed councils has been posted on the website; three remaining vacancies are Library Advisory Board (CEPS 2<sup>nd</sup> year and LCBAS 1<sup>st</sup> year) and Grant-in-aid Appeals (1 vacancy, 2<sup>nd</sup> year of 3-year term) – sent out call to populate WG8&9 Feedback Committee, no nominations received from CEPS *[distributes list of nominated candidates]*

HUNG: Only 1 volunteer from Library Services; should we settle that before discussing others? *[asks for clarification on whether Senate is endorsing candidates or relaying the list of names]*

GATRELL: I defer to Faculty Senate on how to proceed re: CEPS; there is CEPS representation among administrative members – other members will be Dana Ringuette and Denise Smith (Chairs), Stephen Lucas (Assoc. Dean), Brad Tolppanen and Doug Klarup (Deans)

ROBERTSON: We could appoint an at-large member from the candidates not selected to represent colleges

CORRIGAN: Which candidates are graduate faculty?

HUNG: All have graduate programs except Sociology

STERLING: and Philosophy – also, Riedemann is Unit B

OLIVER: We could use this list as a ballot; circle one candidate for each position, then the Nominations Committee will tally; nominated Senators should abstain from voting

ABEBE: Serving on this committee requires some form of strategic vision [because] the recommendations from Workgroups 8 and 9 are creative and forward-looking; to populate the committee with individuals without a sense of strategic vision would be a disservice – not to deny my Senate colleagues the opportunity to serve, but we will have a chance to look at the feedback from this group [*refers to review of Workgroup 7 recommendations during Vitalization Project*]

ROBERTSON: Is there a motion to decide by ballot?

HUNG: So moved

ABEBE: Second

*Discussion: none*

*Vote: 13 in favor, none opposed, no abstentions – motion carried*

*[hiatus for balloting, followed by tallying of votes by Nominations Committee]*

### **Provost's Report**

GATRELL: My report is to announce the administrative appointments to the Feedback Committee and to assure you that this is a consultative process, identifying visioning pieces ... – whatever we do, we don't want to grow administrative costs; identify the things we excel at, move forward with a framework for success

GOSSE: While we're waiting, is there any sense in reviewing and reworking the various existing committees?

GATRELL: With respect to IGP's, the President's Council will consider reasonable recommendations and is able to act quickly

GOSSE: There's a mismatch between the burden of multiple committees and the shrinking pool of potential members

ROBERTSON: We looked at that issue 2-3 years ago and made some progress

ABEBE: We should keep the committees but improve the reward system

*[Oliver announces need to revote on COS candidates due to equal distribution of votes]*

*[Young circulates flyers about upcoming public history panel presentation]*

*[Oliver announces candidates selected for appointment to Feedback Committee as Michael Dobbs (LCBAS), Jeannie Ludlow (CAH), Kai Hung (COS), Rebecca Throneburg (in lieu of CEPS) – Todd Bruns also accepted as candidate from Library Services]*

### **Discussion with Josh Norman, Associate Vice President for Enrollment Management**

NORMAN: I'm coming to this as a Q&A session

ROBERTSON: I get a weekly recruiting update but it's specific to trombonists; how do I sign up for broader updates?

NORMAN: Contact your Chair about being added to the departmental recruitment distribution

ROBERTSON: Is there a university-level update?

NORMAN: It's filtered down by department, "undecided" go to Karla Sanders – undecided students have the lowest retention rates (try to get them into identified academic program) – Dawn Zachow is the coordinator for enrollment management data analysis

ABEBE: I looked at the summary you sent but I didn't see the expected outcomes of those plans; for example, in the Enrollment Worx group you say the expected outcome is faculty involvement in giving input, but for the rest it doesn't say what you expect at the end

NORMAN: I have a strategic enrollment outline for the academic year where those goals are articulated; 18 subcommittees fall under specific outlined objectives for the enrollment cycle – talking about overall goals, undergraduate admissions for freshman and transfer students – I just met with Ryan Hendrickson, Matthew Walters, and Jeff Cross about nontraditional students – we need a certain number from each student population in fall, spring, summer to make up for the senior bubble – we're on track to meet goals – we have 1000 more applications than this time last year; we have more applications in the funnel than we've had in a decade

ABEBE: I understand that, the objective is to get us to a number, to increase the overall enrollment – what I'm suggesting is that all of these activities have an identified outcome *[gives example]*

NORMAN: They do

ABEBE: Unless we do that, we'll be in the same place we've been for the last several years

NORMAN: The difference between me and everyone who's come before me is my background in data analytics – I'm using the data to inform our decisions; strategic enrollment plan is based off of student feedback from over 700 students in the last enrollment cycle – it's a data-driven approach because you can't fix the problem if you don't understand the market, and I do – it's what I've done for the last decade – that's how you fix the problem, by talking to your prospective audience – you make sure you're not just offering what's in demand; the biggest issue is communicating well – looking at the College Choice Survey for 2017, program quality is the #3 reason why students choose EIU and also the #3 reason why they don't – that's why I've been so involved with this marketing project Stacia Lynch and I have been leading – we haven't done a great job telling students what makes EIU special, and we haven't dedicated the funds until now; we've let the external market tell the story, that's why we had 650 freshman last year – the press coverage has been markedly different since the budget impasse was remedied, and since we've taken a different approach on the information going outside the university – it's all about the why

HUNG: How are tier 1, 2, 3 high schools established? What are we doing with respect to each tier?

NORMAN: We have a territory management system; counselors have assigned schools – relational connections are huge for me, they're what weather the storm – restructuring admissions territories to maximize those relationships, not just with students but key influencers – the tiers guarantee a certain level of service to each high school, determined by population match and historical performance, prioritized to maximize return on investment

HUNG: When prioritizing, there's a conscious decision in the order of factors – one of the issues we've been talking about is the diversity level, how well do we represent student body we're trying to recruit

NORMAN: We're looking for institutions where students are the right fit; also market expansion, to be long-term viable we have to get into schools where we haven't been before – the numbers we're seeing are real, the open house was packed – I met a guidance counselor from [Duchesne?] High School in St. Louis, they brought 40 students to that open house – demographics aren't in the equation for tiering, we're looking for any student that benefits from the unique personal attention offered at EIU – in the College Choice Survey we asked students to describe EIU in one word; those who said EIU was "like home" had an 88% yield rate; in context, our freshman yield rate last year was 17% – my job is to clearly articulate what EIU has to offer those college-bound students so they can make an informed decision, not get here and [be disappointed] – I recently put together a specific initiative to reach out into additional markets; we don't get a lot of students from collar states, but currently we have more than doubled applications from Indiana, so I'm really going hard after students in Indiana – sometimes you get the homecoming queen or king, and then the students after them know that "Johnny" went to EIU and you have a pipeline from that high school – that's a strategy different from any of my predecessors ever employed – I don't care what background [students] came from, if [students] can benefit from the support of our faculty, I want [them] here; I want them academically prepared, but I don't care about any other factors

STOWELL: Do we have counselors to target shifting demographics in the state, particularly the Hispanic population?

NORMAN: Priscilla Gonzalez and Erica Aguilar are both bilingual admissions counselors; Priscilla is specifically targeted toward institutions with high Latino populations – but that's a piece that doesn't go into the overall formula, it's about serving those prospective students

ROBERTSON: Can you talk about the Thorburn marketing rollout? If I go to see Blade Runner this weekend, will I see an advertisement for EIU there?

NORMAN: Movie theater ads don't start until the holiday season but everything else is rolling out this week (Pandora ads, billboards, social media) – you're not my target demographic but you are in the influencer category, so you may see some ads but not others – it's all about awareness and perception – Thorburn has goals above what I've set for admissions counselors

GOSSE: Is there a different strategy for online programs?

NORMAN: This phase of the marketing initiative is focused on awareness overall; we try to offer the same experience online or on campus

GOSSE: What do you need from faculty? How can we contribute?

NORMAN: I will send out my list of departmental recommendations – a piece I initiated coming into this office that has gained traction is the EIU Advocate Program; it targets alumni teaching in high schools, some of the most valuable influencers that we can leverage – my goal for this cycle was 200; we have 133 advocates in 102 high schools – we provide them with bag swag to put all over their classrooms – we are writing custom communication to them every two weeks, equipping them to advocate; they're getting information for their institution (they know "Johnny" is considering EIU but hasn't applied yet) – if you can help identify those alums, of all the things I've done in the last 9 months, that's where I'm seeing the most bang for the buck

HUNG: We've done something like that in Bio, invited ourselves to their classrooms

NORMAN: Bio is super progressive in recruitment efforts

OLIVER: Senate has been responsible for populating the Enrollment Management Advisory Committee; those serving on EMAC have been rolled into EWORX, so what do we do with EMAC in the future?

NORMAN: EWORX has been the group where things got done, the workhorse of the operation; it's an avenue to make sure people across campus know what's going on and can discuss high level issues – Melody Wollan is serving on EWORX; Catherine Polydore is on the Committee on Retention Efforts; Don Holly is on the alumni recruitment subcommittee – EWORX used to meet with faculty and say this is what we're doing, but we weren't getting anything done; I wanted to get faculty in there to advise, not just listen; there's no better way to do that than to get faculty into those subcommittees – as you're looking at people to join the EMAC effort (which is now combined with EWORX), I need doers

OLIVER: Steve Scher and Andrew Cheetham volunteered to serve on EMAC; have they been rolled in?

NORMAN: They were not on the list given to me by Billie(?)

OLIVER: Do you have a role for them?

NORMAN: Sure, there's 18 subcommittees; I'm not going to plunk them into a group, I'm going to say "where are you passionate"; I will reach out to them

OLIVER: *[notes that these are 3-year terms]* – What's your suggestion for populating EMAC with faculty representatives?

NORMAN: Tell me what my options are – Are you suggesting I go outside Faculty Senate?

OLIVER: Would you like us to continue to recruit faculty for you?

NORMAN: Yes, I want to continue to have Faculty Senate representation within the enrollment management process

OLIVER: These two faculty members are our official representatives; would you like us to recruit more than 2?

NORMAN: I want to do a few months with them and check in, have a chance to evaluate the current process

OLIVER: We post lists of nominated committees on the Faculty Senate site

ABEBE: We ask questions because we're interested; the situation, the environment has captured the attention of the faculty; it's a good thing for you and your department

NORMAN: That's what I've talked to the press about many times, folks who are still here are so committed to the mission, to the next generation of EIU – U of I faculty member saw Journal-Gazette article and emailed us about his daughter who's attending EIU, praised dedication to student success – we're all pulling together, like the brand message "all in" ...

ROBERTSON: We didn't make it through the rest of our committee reports; I'd like to continue the discussion about a faculty forum at our next meeting – Anything else? I know we just wrapped up the Awards nominations ...

HUGO: Awards Committee is reviewing applications for the Mendez award; the rankings are due to me from the committee on Oct. 27, then I'll report on the 31<sup>st</sup>

*Session adjourned at 3:52 p.m.*