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Minutes

Faculty Senate

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3-19-2019

### March 19, 2019

Faculty Senate

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Minutes of Faculty Senate Meeting on Mar 19, 2019  
Room 4440, Booth Library

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*Note: This minutes is a summary of the proceeding, not a verbatim transcript.*

Attendance: Abebe, Brantley, Bruns, Chahyadi, Corrigan, Eckert, Holly, Hugo, Hung, Oliver, Shaw, Stowell, Wharram  
Student Senate Representative: Gordon  
Guests: Dr. Jeannie Ludlow (CLAS), Mr. Paul McCann, Mr. Tim Zimmer, Ms. Haynes (DEN)

Bruns called meeting to order at 2:01 pm.

Bruns: Regarding the minutes from last week, Senator Hung said that “we didn’t lose any tenured track faculty,” I would dispute that. The Library did lose tenured track faculty.

Abebe moved to accept minutes from last meeting. Seconded Oliver. All pass. Stowell abstained.

Executive committee will meet April 1st. April 2<sup>nd</sup> Bower and Michael. April 16, Drake. April 30<sup>th</sup>, Glassman.

Hugo: Do we need to change Senate meeting that is scheduled at the finals’ week?

Stowell: We typically meet at the time where class is held at this time so that should allow faculty to attend.

Bruns: The gifts for retiring faculty have been ordered.

Elections Committee/Stowell: After the second extension, the volunteers were mostly those who already do a lot of service. Election ends 2 pm next Tuesday. Most positions have at least 1 candidate. 7 ballot items.

Bruns: I thank Senator Stowell for handling the delay and extension.

Nominations Committee/Oliver: Senator Chayadhi and I will meet to work out a slate of seats for appointed positions, with an eye to check if any constituency issues have changed.

Gordon: Student Action team March 27 to meet with legislators. Election has begun. Campaign going on. Debate is next week. Voting starts April 1<sup>st</sup> .

Staff Relations Committee/Hung: Responded to Staff Senate request for clarification on constituency representation.

Awards Committee/Eckert: We are waiting for a photo from Dr. Newton to update website. Working to get the monetary award (\$1000) to him.

Update from Provost via Email: They are issuing call for application for the General Education Coordinator position.

Dr. Ludlow: I am representing the ad hoc committee on the communication to faculty regarding grade submission, midterm and final. The members are Brad Bennington, Nancy Crone, Lance Hogan, Jeannie Ludlow, Steve Scher, Sam Szczur, and Vernon Woodley. The objective is to find a more streamline process for both the registrar's office and the dean's office and faculty.

Holly: Since I don't take official attendance then how does the 60% attendance for NF works?

Ludlow: I think that's the academic freedom to define a reasonable attendance policy.

Abebe: Associated with that is the issue with the last attendance date that needs to be identified if a student fails a class. Part of the reason for that date to be required is for financial aid reasons. Who are we cheating if we get the date wrong?

Holly: What I do is if a student fails a class and he didn't take the second exam then I use that date as his last class attendance.

Ludlow: Yes that seems like a common and reasonable practice.

Abebe: A second question is that I get emails from the students asking me for their grades because they couldn't find out what it is as a result of the financial hold. I will tell them the grade. Am I hurting the institution in doing so?

McCann: We have no other ways to enforce collection of outstanding bills. Getting a hold on their record is the one way we have to try to collect those bills. We have tremendous resourcefulness amongst students. If they cannot get the grade from you, they can probably get it from somewhere else.

Ludlow: In the usual case, when a student cannot pay their bills it's not because they're sitting on a pile of money and don't want to. It's because they don't have the money. Having been in situations where I cannot pay my bills, so it's a difficult situation.

Hung: Telling them their grades isn't a big deal. They still need to pay the hold if they need an actual transcript or to register.

Oliver: Those who use D2L and keep the grades up to date the students are going to know what their grades are.

Ludlow: Would it make you all feel better if we take out the 60% language?

Hung: Don't we have various demands based on the type of course? Gen Ed courses require faculty to submit midterm grades, whereas other courses have no such demand. In terms of financial aid consideration, would it be better if there's a window of date before and after?

Holly: To me, the wording in the old way is clear, i.e., if they're failing for non-attendance. It's something I can find out.

Gosse: Also this may not align with online courses.

Holly: Also the language implies assessment, as in, they are failing because they're missing 60% of classes. But we really don't know if they fail due to lack of attendance or lack of comprehension. So I think the new language just muddies the water.

Bruns: Maybe we don't need the first sentence?

Ludlow: The feedback I got is that that language is wanted. I also want shorter email messages, but so many other voices say that the emails in the old way are not recognizing how hard we are working on getting the grades in on time.

Holly: So maybe we can move to the end?

Bruns: I think the last part seems too wordy as well.

Ludlow: We've received comments that the terseness is not appreciated, so that's why we changed that.

Wharram: So will this eliminate the need for the phone calls?

Ludlow: Yes that is the goal. Another email you get is that on Monday morning when you have not entered the grades. These are the emails that have to be generated by hand. So he wants us to give some feedback if this email is still needed. In the current system, when you enter the grades for some of the students but not all, you already get an email about it.

Stowell: In the cases of the classes where it's an individual research student, it's good to get a final reminder.

Ludlow: In the interest of shared governance, we would like to get feedback from the Senate. And if that Senate wants to endorse this, that'd be great as well.

Bruns: Do we need a vote for this?

Abebe: I don't think a vote is necessary.

VanGunten: I was on the committee that moved the deadline from Saturday to Monday. One of the consequences of moving the deadline to Monday 4 pm is that we still get a lot email reminders so it doesn't feel like the deadline has moved.

Oliver: The new committee is the Student Process team.

Abebe: I don't think the Senate needs a formal vote on this because it may put him in a bad position in the future, as a precedent.

Bruns: I think our minutes will reflect the discussion and approval.

Wharram: Yes and please let Brad know that we appreciate his effort reaching out.

Oliver: There has been some collaboration. Dr. Woodley is on the list and it seems that Brad has reached out to him to participate in this.

Bruns: Thanks Dr. Ludlow for bringing this to the Senate. We will now get to Mr. McCann and Mr. Zimmer, for taking the time to share information with us today.

McCann: Thank you for having us here today. Vitalization process started in 2015 when budget impasse started. We had some layoffs, two rounds, just under 440 people, mostly civil service, 27 Unit B members. There's where the adjustments started. We had around 70 to 75% of our expenses are related to salary. That means any reaction to the budget impasse had to affect salary. In prior admins, before budget impasse, when enrollment declined, we started reducing spending. But when the budget impasse started we had to do more serious cuts. From 2012/23 to 2017, we did not have a year with surplus. Every year in the unrestricted (appropriated income fund) fund, where the academic side of the university is. It became necessary first to stabilize our finances. The layoffs and expenditure cuts we were about to do that. In 2018 we were first time in 5 to 6 years back to break even, with a little extra. We couldn't keep cutting and ending up with losses year after year. The vitalization process gave us a roadmap for that. We really needed to increase enrollment to stabilize. With all the changes, we have gotten back to a point where revenues now exceed expenditure. We will not be able to do this without extra work, because our graduating classes are larger than the incoming classes. So we have that type of structural deficit still at work.

Another point is that we have committed to keeping the tuition the same over 4 or 5 years. That is great for the parents and students, for financial planning. When we first started the

promise, it was mandated by law. What this means is that we have to calculate the differences from year to year into an up-front increase in tuition.

I am passing out a summary graph about unrestricted fund balance. The orange is gross revenue – fund + tuition + fees. General revenue decreased from \$120m to \$100m. So we lost about \$25m in revenue. If we look at the net revenue, we've been losing money since 2013 through 17. Only in 2018 are we back above the break-even point. Cash is very important in these periods, because we need cash to pay salary and bills. In those years, we contemplated borrowing from bonds to ensure we have enough cash flow. So in 2017, we got \$16m that was given to us in 2018. We put most of that back into our reserves. The reserves were why we made it through the years. It got to as low as \$7m. I don't think they will give us back the money that they didn't give us.

So coming to the current situation, we cannot release the brakes on expenditures. WE cannot afford to negative net revenue yet. We think we will be close to even in 2019. I am not certain at this point, but it's possible.

Now when the minimum wage increase, we will have to plan for that. The government says they are willing to support us on making up the difference but we won't know for sure. State is behind \$13m behind in 2018 payment. We can support it right now. We will be fine because we are at the tail end of the budget cycle.

Abebe: What percent of the gap there's a gap in income and expense between 2010 and 2012, the excess fund, went into reserves fund?

McCann: It goes to general funds, not reserves. Expenses and salaries. It's also used to cover the deficits in the years that followed.

Abebe: Another point: The brakes are on for expenditures and the campus understands. What raises issues for us is that BA office or some other offices telling faculty we cannot buy specific types of equipment for specific purposes. But since your office and others are not the experts in the area, it is not appropriate for your office to make those alterations to the orders.

McCann: I am not aware where we said you cannot buy a specific equipment. What we might have said that we don't have the money for it.

Abebe: Would you look into it if we can give you an example?

McCann: Yes. I will. I will say that the profits from 2010 to 2012, that was used as fund balances that came up in subsequent years.

Stowell: What is the target level for reserves. What is the historical level and where do you want it to be?

McCann: A traditional fund balance for a non-profit, it's typically 2 to 3 months worth of expenditure. So if our level is \$100m, that means \$8 to \$9 million a month, so \$27m to \$30 m. At one point, we got to \$37/\$38m in net dollars but we also had more spending at that time.

Bruns: In my talks to faculty, some have shared their experience that the order they placed was changed without being informed or communicated with, but the item that they ordered has been changed. What should the faculty do?

McCann: The faculty should contact me and the provost. Not knowing the specifics I cannot comment specifically. I cannot imagine any of my procurement personnel would know specifics about equipment to know what to change. In cases where the items are generic, like a desktop computer, it might be possible to substitute one for one. In cases where we cannot make substitutes, then the office needs to know. So we might need a change in the process to get that information in.

Bruns: I think issues is communication and we need to make sure that any problems with purchasing, the resolution should involve the faculty who originally placed that order.

Hung: Looking to the future, we will hopefully be even or better in 2019 and continue to improve. So what is the plan for future revenue surplus? Is that by %? By priority? In terms of refilling reserves versus spending it on other things.

McCann: To date, I have to admit that we don't have much of a plan for that because we've been focusing a lot on getting back to the break-even point. It is something we are working on now. Certainly, some will have to be put back into the reserves, and some will have to be spent elsewhere, like for instance the salary raises for staff. A lot really depend on us moving in a positive trend in enrollment and keeping expenditure tight. We get requests for addition positions. A surplus of about \$800k, like in 2018, isn't going to support too many of those positions.

Hung: One more clarification: you mentioned that 2017/2018, there were money owed to us in 2017 but which we received in 2018. So that money went back into the reserves. Is that \$16m. So how much is our currently reserves? Are we at \$16m? Above?

McCann: Well right now, without having the direct figures, I think we are at about \$18m - \$20m in our reserves. We didn't spend all the reserves down in the previous years so we had some left in it.

Hung: You mentioned that the lowest we got was \$7m.

McCann: That's in cash. That's a little different for total reserves. An awful lot of cash flow is coming from our current reserves because the state is behind in about \$12m in terms of money scheduled for us.

Hung: I know Illinois has a habit of doing "claw backs" for budgeted funds where they will ask for some amounts of money back even though it was appropriate to us in the first place. Are we past the date yet for that announcement or are we still waiting?

McCann: We are still waiting for that news. We will see, because the deadline is really June 30 or so for that directive. The state is really going out on a limb to budget more money than they have to spend.

Hung: Before the budget shortfall years, before the impasse, is there a typical percentage that they want back? Like 3 or 5%?

McCann: From my memory, in 2014 or 2015, they wouldn't pay \$60k. So as a percent of a \$40m it's not a significant portion. We had already spent the money, so the state simply refused to reimburse.

Oliver: Are we trending in the right direction for the state, in terms of our financial state?

McCann: The problem in Illinois is we don't have the revenue stream to support what the state wants to spend. Now there are plans to increase revenue, like plastic bag tax, vaping tax, graduate income tax. Whatever method, they have to get back to the point when expense and income must be equal. But they have committed to pension and healthcare. In revenue, we have ~\$40m, but there are still ~\$80m not shown because that's in-kind payment in pension and health insurance. So when people ask me can we just go private as an institution, my response is that it's highly improbable, because there's this \$80m that we will need to come up with. So there's still an intrinsic problem in the state.

Zimmer: This summer, several significant projects. About to award \$600k contract hv/ac to Blair hall tied to campus loop, replace hv/ac in math and business office. BA was up to 94oF last summer. The electrical switch project, from capital expense, will resume. Replace switch gears in Old Main, and basement of Buzzard hall. These are state money, not EIU budget. The ADA elevator projects, one at student services and one in McAfee, will be completed. Just needs two more signatures to get started. Hope to complete early fall. That will entail some handicap accessible doors at Buzzard and Tarbles. Some sidewalk work, right outside of softball stadium. About half a dozen of those projects. The elevator project is costing us \$143k, because during impasse years, some materials are wasted and replaced and prevailing wages have increased. A design kickoff meeting two weeks ago for Life Science hv/ac update, which is \$5.4m, hope to start next summer, maybe this fall. If we work in the evening, it costs 15% more premium. Need to be mindful of impact on teaching and research. We really need this project to complete so that the ceiling tiles that have been absent for 5 years can now be restored. Now we could have replaced the tiles and light for



about \$50k, but the question was whether that's a good way to spend the money when they will have to be thrown away when the work resumes.

Hung: In those budget impasse years, I am sure there were more urgent uses for that \$50k. But I will say that for the past 2 to 3 years, Biology has been doing a Bio On The Road program where we go and visit regional high schools and do activities there with the students to promote EIU and our department. And when I walked into these high schools, that are out in remote and rural areas, and they have better facilities than we do. So when I recruit students and if they come and visit, seeing the condition of the building cannot be a bonus to their decision in coming to EIU. The most frustrating thing is that as the faculty tries to recruit students, we have our hands tied behind our back. Your team does amazing work for our building and keeps our building functioning, and we really appreciate all that you do.

Zimmer: In the kickoff of design meeting with John Cabbage to bring students in. We are inviting students from construction management program so they can see how it all works in the real world. So with all those work, there will be fences and work on campus. We will start with the union bridge repair, to replace the failing outside concrete panels. Improved the Roberson auditorium renovation. Some new flooring. Finalizing donor-funded project for Foreign language learning center. Finishing the physics tutor room. Need to scope and estimate donor funded projection in Khlem.

McCann: Completed south side steps in Lantz. Finished work on the laundry rooms. Front stairs of the library, which is a \$100k grant from legislature, started on it and shows may need more work required. May push the cost to \$450k from \$250k. Will likely be internal project and not capital project.

Carson: It will be nice when those work are done. Right now when we take students on a campus tours we know there are areas to avoid. So all the repair and improvement will be very helpful.

Hugo: Sidewalk updates. Are there updates on campus sidewalks?

Zimmer: Yes, some of the campus spots will receive updates. The parts where the concrete has separated or otherwise damaged. We had an outside architect identify these areas that do not meet ADA standards. If our contractor doesn't get to these repairs, then we will do that repair work internally.

Bruns: Updates on bike path with city?

Zimmer: Still working on timing and funding streams. Lincoln Ave will still be repaved, possibly in Fall. A lot of work will be on signage updates.

Bruns: The panther statue?

Zimmer: Going to the memorial area.

Bruns: Landing areas of Coleman? Can we turn into lounge area?

Zimmer: Could be a fire escape issue so probably not likely.

Abebe: What would be your approach to manage the institution's finance: what's your thought on differential tuition as a way to enhance revenue?

McCann: we've been looking at it from different angles. It's a complex issue. It involves considering stable 4 year tuition rate. There's a lot of variation in how many majors we have, etc.

Hung: In the workgroup for reviewing reports from Workgroup 8 and 9, the consensus of the committee was that we have to proceed with caution in using differential tuition. One of the unintended consequences would be that you end up pricing out certain majors of certain demographic groups.

Abebe: Yes I understand. I wasn't taking a position here, just inquiring.

McCann: Course fees have to be part of the conversation – would it be easier to do a different tuition rate to allow it to be used across campus, rather than a course fee that is restricted to a specific class?

Holly: Any work on residence house and dining?

Zimmer: Working with them possibly re-designing bathrooms part of Taylor, to turn them into pods instead of communal ones, in Ford and Weller. Our large project for housing started last summer with new hot water systems. Our buildings are in disrepair, so adding water heaters, softeners, changing out valves, in theory, Tylor Lawson Andrew all benefit from it. These will have to all come from student fees. Their budget doesn't come from state money or from tuition.

Oliver: Lantz field house roof has leakage during rain. Stairs laundry and equipment room?

Zimmer: Stairs laundry and equipment room came in about \$1m. Field house roof will be half mil to have a good rubber roof and insulation.

Bruns: So how has the lay off impact on facilities and staff?

McCann: BA division lost 50% of the staff.

Bruns: Please extend our appreciation to the physical maintenance staff for the job. Your area is down in staff as the rest of the campus are but you're helping us keep the campus in shape.

Wharram: One of the casualty of the budget impasse is landscape maintenance. It will cost a lot more to bring the plants back to shape than to pay for the upkeep. There are areas that are looking better now, but there are still areas on campus that could use some updates and maintained. How far out are we in upkeeping this?

Zimmer: There was a masterplan for landscaping a few years ago. One of the recommendations is to go to a more sustainable planting that requires less maintenance. Some of the areas have started converting to that. We replaced 2 of the equipment operators, so like riding lawn mowers. We can also get 4 more seasonable grounds workers. We don't have more laid off people who are able and want to come back.

Oliver: In the weeks in May for IBHE track meets. Those are good time to attract potential students. So the beautification efforts on our campus will really pay dividends. So I thank you and your department for doing that work.

Zimmer: We do spend a lot of time leading up to commencement and throughout to the track meet.

Bruns: I would also encourage faculty so share information with BA and physical so they can fix it. In one case a faculty had a broken window. They just need to let the right people know to fix it.

Zimmer: We have a monthly meeting call Plan Works, so if you can let your deans/associate deans know, then we can give it the right attention.

Bruns: Thank you both.

Bruns: For the last item, we have a draft for the Think Tank proposal. Thanks to Senator Abebe for the draft. But since this didn't get out to people till today, maybe we should table to the next time.

Abebe moved to adjourn, Brantley seconded. All approved. Adjourned at 3:45.