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Minutes

Faculty Senate

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### April 14, 1992

Faculty Senate

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## FACULTY SENATE MINUTES

April 14, 1992

Volume XXI, Number 30

The meeting was called to order by Chair David Carpenter at 2:07 p.m. in the BOG Room, Booth Library.

Present: Bill Addison, David Carpenter, Marietta Deming, Craig Eckert, Robert Jorstad, Linda Leal, Ed Marlow, John Miller, Hal Nordin, Bill Phillips, Gary Wallace, Richard Wandling, Anne Zahlan

Absent: John Craft, Mary Ellen Varble

Visitors: Julia Abell, Alan Baharlou, Emily Bryson, Jason Carter, Luis Clay-Mendez, David Dodd, Ruth Dow, Shelly Flock, Gary Foster, Laurent Gosselin, Robert Hennings, Richard Hummel, Jane Lasky, Thomas Layzell, Kelly McCray, Floyd Merritt, John Morrissey, Jayne Ozier, David Radavich, Jamie Riley (*Daily Eastern News*), Timothy Roden, Richard Schilhavy, William Weber

Suspending the usual order of business, Chair Carpenter introduced BGU Chancellor Thomas Layzell to the Senate. Reviewing the "depressing" prospects for public funding of Illinois higher education and specifically the BGU, Layzell pointed out that there is \$12 million less in the system in FY92 than in FY91. Because there is little hope for improvement, the BOG will take a "very hard look" at increasing tuition even beyond the currently projected 4%. Chancellor Layzell emphasized the responsibility of everyone involved in higher education to "communicate" not only to the Governor and legislators but also "to our fellow citizens" about what we do and "why it is important to the state."

Referring to the PQP (Priorities, Quality, Productivity) initiative taken by IBHE Chair Arthur Quern, Chancellor Layzell addressed objections to the trend for expenditure on higher education administration to increase relative to expenditure for instruction. He differed, however, with proposals to "lop off administrative expenditure and put it back on instruction," asserting that the "data provide the question but not the answer." In EIU's case, for example, the largest "chunk" of increased expenditure on administration had gone to increases "at the departmental level," probably to fund reassigned faculty time.

Characterizing the attribution of increased administration expenditures to departmental allocations as "disconcerting and . . . curious" "manipulation" of the figures, Professor Laurent Gosselin called for "serious proposals . . . from administrators to show how they will cut" expenses. Gosselin noted that "we can document administrative position increases across the BGU system" and pointed out an absence of proposals to cut administration and an emphasis on "cutting [academic] programs" and "consolidating [academic] departments." Justifying some administrative increases, Chancellor Layzell reported having told state legislators that "every time they pass a law" that applies to universities, it "requires time and effort and dollars." Comments about department-level administration were intended to "disaggregate" consideration of costs, he explained, reiterating the view that statistical data on increased administrative costs "provide the question but not the answer." In another response to the comments on departmental administration, Professor Floyd Merritt noted that it had taken three years and a grievance before he was allocated even three CJs for coordinating a graduate program that had quadrupled under his leadership.

In reply to a question about the effects on education of IBHE Chair Quern's work in New York state (Jorstad), Chancellor Layzell indicated that Quern's New York service was very long ago. Reiterating the need for educators to study the PQP initiative, he warned that "it's not going to go away," and announced that the BOG was itself undertaking "a similar initiative." Citing the grim outlook for funding at a time when we're already "all doing more with less," Vice-Chair Wallace questioned whether PQP would provide the answer, and asked whether resources permit us to try to "offer education to every potential student in the state." Has the time come to "get selective," to take only those students who "meet certain standards" (Wallace)? In response, Chancellor Layzell emphasized the opportunity

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on this campus after July 31." Although the Chancellor, the President, and the Board agree on the advisability of a new president's providing "input" in the VPAA selection, Chancellor Layzell reported having reviewed "the whole situation again" with President Rives and Vice-President Colbert, and expressed willingness to hear "pros and cons." In support of an immediate decision, Senator Nordin, a member of the Search Committee, pointed out that the Committee has "already made a recommendation" and expressed concern that a delay in making the appointment might result in the loss of the external finalists. Senator Deming, also a member of the Search Committee, noted that a new president would not "fully understand what the problems of the campus are," and that the Search Committee was better able to make an appropriate selection. As arguments against proceeding with the appointment, Chair Carpenter noted that the President might not follow the recommendation of the Search Committee and that an external candidate might hesitate to accept a position before the president with whom he/she would be working had been named. Challenging the alleged need for "input" from a new president, Senator Deming noted that if (as would often be the case), all the Vice-Presidents were already in place, a new president would work with "whoever's there."

Other arguments in support of an immediate appointment included the need to protect the integrity of the search and the need to promote institutional stability. Emphasizing that she had "no idea who the Search Committee had recommended," Senator Leal addressed the integrity issue, reporting faculty opinion that the best way to "stack a search in favor of internal candidates" would be "to drag out the search." On stability, Senator Marlow pointed out that "we don't know when we'll have a President--it might be as late as January; meanwhile we have 'too many 'Acting' people around." As to "what's wrong with 'Acting' (Layzell), Marlow explained that "Acting" officials cannot provide real leadership but rather only "maintain the status quo": without permanent leadership, the University is "rudderless" (Nordin). If, on July 31, an "Acting President" were to be added to the already "Acting" Provost and "Acting Associate VPAA" and the relatively newly appointed WPBA, the stability of the institution could be jeopardized: "the key word is stability" (Addison).

As to the BGU position on the Early Retirement Option (Jorstad), Chancellor Layzell reviewed the exclusion of university faculty and staff from the "five + five" plan provided for other state employees, an exclusion due presumably to the adamant opposition of University of Illinois administration (despite the fact that most U of I faculty favor the plan (Carpenter reporting on conversation with U of I Faculty Senate Chair Watt)). The Chancellor declared that the BGU would support "some relaxation of the [currently available] early retirement" option, and would favor the "five + five" plan over no change.

Noting that university faculty were not engaging in much discussion of the IBHE PQP initiative, Senator Phillips asked what other universities are doing. Reporting a "big controversy" at Governor's State where a full-scale review of program priorities led to recommendations that some academic programs be eliminated, the Chancellor suggested that at Western, things seem to be going "more smoothly," perhaps because "they haven't gotten to the crunch point." Layzell warned against what he called "the classic higher education responses" (as illustrated by the U of I) of rejecting data and attacking methodology.

Responding to a question from Professor David Radavich, Chancellor Layzell addressed the issue of the Illinois System of Systems for Higher Education. Layzell disputed the notion that "governance structure is the issue": "whether I am here or the BOG is here one year or two years from now," he declared, "the same issues will be here." He did, however, defend the system from charges of being "confusing," and, responding to a question from Senator Miller, indicated that if asked to start with a clean slate and devise a plan, he would probably come up with something close to the present structure, a middle way between the extremes of boards for each university and one board for all. He might, however, consider merging the current Board of Governors and Board of Regents.

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Senators expressed satisfaction that the Chancellor had agreed to engage in a discussion with Eastern faculty and suggested that the Board could do a better job of communicating with the universities. In this connection, EIU faculty resentment at the perceived "arrogance" (Deming *et al.*) of statements issued by BGU spokesperson Michelle Brazell was brought to the Chancellor's attention.

The meeting adjourned at 4:07 p.m. The Senate will meet on Tuesday, 21 April at 2:00 in the BOG Room of Booth Library.

TENTATIVE AGENDA ITEMS: Council of Faculties Report; Progress Report on EIU Presidential Search; Campus Master Plan; Fiscal Year 1994 EIU NEPR and Capital Project Priorities; Discussion of IBHE *Guidelines for Productivity Improvements in Illinois Higher Education*; Proposal for Senate Endorsement of House Bill 1727; Possible Redefinition of Duties of Senate Vice-Chair; Redefinition of Faculty

Respectfully submitted,

Anne Zahlan

**NOTICE OF FACULTY-RETIREMENT RECEPTION:** The Faculty Retirement Reception will be held on Wednesday, 22 April 1992, from 4:30 p.m. to 5:30 p.m., in the 1895 Room of the Student Union.

**NOTICE OF APPOINTMENTS TO UNIVERSITY BOARDS AND COUNCILS:** The following positions will be filled by Senate appointment. Those interested in serving should immediately contact Senator Ed Marlow (Management and Marketing). Any committees, councils, or boards that need Faculty Senate appointments should also contact Senator Marlow immediately.

INTERCOLLEGIATE ATHLETIC BOARD	3, at large
LIBRARY ADVISORY BOARD	1 from Econ., Poli. Sci., Psych. 1 from Life Sci., Phy. Sci, Math. 1 from His., Geo./Geol., Soc. 1 from For. Lang., Sp. Comm., Comm. Dis. 1 from HPER 1 from Col. of Bus.
PUBLICATIONS BOARD	1, at large
UNIVERSITY UNION ADVISORY BOARD	2, at large
RECREATIONAL SPORTS BOARD	1, at large
APPORTIONMENT BOARD	2, at large
COUNCIL ON FACULTY RESEARCH	2, from Liberal Arts & Sciences
COUNCIL ON UNIVERSITY PLANNING AND BUDGET	1, from Fine Arts, HPER 1, from Liberal Arts & Sciences
FINANCIAL GRANTS	1, at large
FACULTY ADVISORY COMMITTEE	1, at large
RADIO/TV BOARD	1, at large
JUDICIAL BOARD	5, at large
AD HOC UNIVERSITY COMMITTEES, <i>e.g.</i> Search Committees	

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PQP can provide to raise key issues, such as the importance of undergraduate education relative to graduate education and research. We must use the opportunity, he insisted, to challenge state policy-makers as to whether they "really mean it" when they claim commitment to "undergraduate education," to "minority access," and to "work with elementary and secondary schools."

Professor Floyd Merritt challenged the Board of Governors to recommend a 12% to 15% tuition increase so as to secure the means to maintain quality and to "wake up the state." Indicating that in his department faculty could not make long-distance business calls and that stationery and supplies were in very short supply, Merritt asked why the Board doesn't act courageously and recommend 12% to 15%. Noting that a 12%-15% increase would not "do the trick," Chancellor Layzell added: "Let me disabuse you of the notion that the state will be shocked into action." Noting that the percentage of university costs supplied by the State dwindles every year--less than 40% of Eastern's budget now depends on State appropriations, Senator Miller wondered at what point we can assert that we are "assisted" not supported and exercise more independence. Predicting that the attitudes behind dwindling public support "are not going away," the Chancellor admitted that tuition is increasingly significant as a "revenue producer." He suggested therefore that we "need to do what [Vice-Chair Wallace] alluded to earlier" [institute selective admission] and make "do with what [we've] got." Layzell commented that "what's driving a lot of this is health care": since the State has no choice but to fund Medicare and Medicaid and spends ever-increasing sums on prisons, the money available for education continues to decrease.

On the allocation of resources within the BGU, Senator Marlow asked why Eastern, with the "highest percentage use of classrooms" in the BOG system, has "the lowest per-student funding . . . some \$2000 below the average of the other four schools." Countering the Chancellor's assertion that Eastern has recently "received the highest percent increase in the state" and is "no longer the most underfunded," Marlow pointed to the "low base" on which the percentage increases were calculated and noted that other BGU institutions "still have a lot more resources than we do." Chancellor Layzell cautioned that BGU institutions should not act as enemies of each other.

In response to Senator Deming's suggestion that budget cuts could best be effected by "chopping administration," Chancellor Layzell indicated that "chopping faculty" and "merging departments" might also be in order; he went on to urge that educators not abdicate such decisions to the IBHE or the General Assembly. In answer to a Senator Nordin's question as to what kinds of cuts and sacrifices the BGU systems office was making (other than cancelling one meeting), the Chancellor indicated that the systems staff was doing the "same kind of things" as the university faculties. Senator Nordin pointed out, however, that faculty members "don't think you are making any sacrifices." Expressing faculty concern about "administrators in Springfield deciding cuts," Senator Jorstad asked "how many people on the [BOG] staff in Springfield have had full-time teaching experience in higher education," to which the Chancellor replied, "Not many."

Expressing hope that the Chancellor could point to cuts in senior administration, Professor Luis Clay-Mendez suggested that recent consolidations in Student Affairs at Chicago State exemplified actions necessary in the system. He emphasized the importance of demonstrating that faculty will not "bear the burden of all cuts," citing the harm to morale when faculty cannot (for example) attend any professional meetings. Noting doubts expressed on BGU campuses as to whether system staff in fact represent the universities' best interests, Senator Wandling asked the Chancellor how he sees his role: is he "an advocate of Eastern Illinois University or an implementer of PQP"? Chancellor Layzell declared that he considers himself both "an advocate and a devil's advocate."

Questioning the Chancellor's declared intention to delay the appointment of a Vice-President for Academic Affairs for Eastern until after a new President has been selected, Senator Nordin expressed concern about a potentially "bad situation

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