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Minutes

Faculty Senate

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FACULTY SENATE MINUTES

10 February 2015 meeting

(The 2014-2015 Faculty Senate agendas, minutes, and other information are available on the Web at:

<http://castle.eiu.edu/facsen/>)

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

I. **Call to Order by Chair Sterling at 2:00pm (Booth Library, Room 4440)**

Present: J. Ashley, T. Bruns, J. Conwell, M. Dao, S. Eckert, J. Ludlow, M. Mulvaney, J. Ochwa-Echel, J. Oliver, J. Robertson, S. Scher, G. Sterling, S. Stowell, D. Viertel, S. Ahmad (Student VP).

Guests: G. Aylesworth (PHIL), S. Bennett (Staff Senate), J. Blitz (CHEM), L. Drake (HS), M. Izadi (LCBAS), Stephanie Markham (DEN), R. Jones (CAA), S. King (CAA), B. Lord (AA), P. McCann (BA), R. McNitt (PLS), T. Michael (Athletics), C. Mitchell (CAH), D. Nadler (SA), R. Wandling (PLS)

II. **Approval of Minutes of 27 January 2015**

Minutes from 27 January 2015 Senate meeting were approved.

Motion made by Senator Ludlow, and seconded by Senator Eckert. All in favor? - Unanimous

- Abstentions = Senators Conwell and Ochwa-Echel

III. **Communications**

a. CAA Minutes from 1/22/15 and 2/05/15

b. E-mail from Andrew McNitt, Re: EIU Community Scholarships...

McNitt – we are attempting to establish additional scholarships to recruit more students. Attempt to raise money to grant additional scholarships to more students. 20-50 partial scholarships. Seeking volunteers to assist in the process.

Scholarships would have academic requirements – such as GPA and standardized test score requirements. We need to raise \$25000 for an endowment. Collectively we could possibly do this if we define the scholarship for all students, not by individual department. We would then need staff/faculty to make additional contributions. Stipulations of the funding process are being finalized. Input for this body? I've talked about VP Martin and the director of annual giving. Both are positive about this. Contributions would be on a cash-in, cash-out basis.

Sterling – just to confirm – 1st step is to get as many faculty donations as possible, and then go to larger donors to find larger contributions.

McNitt – we then can publicize the progress and look for larger donors. Any contributions will help.

Stowell – just to be sure on the purpose and intent – are they to be used to recruit a certain type of student? Or just more students?

McNitt – a certain type of student 'academic' but for any major – an ACT minimum, GPA minimum, etc. We are in the process of finalizing the paperwork to create and define the scholarship.

Ochwa-Echel – we already contribute to an annual fund. Would this be in addition?

McNitt – we won't just ask faculty. We will ask staff, administrators, alums, etc. It will be an effort from the entire community. We would reach out to alums. This would be an effort to better compete with other institutions in state that are now slightly more affordable. We are not the most expensive, but no longer as affordable as our in-state competitors.

Sterling – CUPB has talked about something similar.

McNitt – we have merged with CUPB on this proposal.

Conwell – once established, how will scholarships be distributed? Create a scholarship committee?

McNitt – possibly using an existing EIU calculator to determine eligibility.

Viertel – will this be for a student who has not already received a scholarship? Or could students already receiving a scholarship receive this scholarship as well?

McNitt – it's being considered. Still deciding on this.

Stowell – this is a preview of what I would like to discuss in the near future. I conducted analysis of net price of Illinois state universities (peers of EIU) – via IPEDs data – net price of EIU for those who receive financial assistance – EIU is the most expensive amongst our peers – in 2005-06 we were the 7th most expensive – our tuition discounting can't keep up with other competitors

Conwell – other institutions are offering more? can we keep up with tuition discounting without going broke?

Lord – other institutions are making very generous financial aid awards to prospective students

Conwell – how can EIU continue to afford this?

McNitt – this is one reason why we are pursuing this. To increase scholarship opportunities for students.

- c. Distinguished Faculty Award announcement
- d. UPC memorandum to Associate VPAA Cross

IV. Presentations to the Senate:

1) Bruns – Digital Commons is launching a nationwide survey of digital resource needs of faculty. EIU is one of four pilot participants. I will be sending out the survey to faculty soon. Here is a preview (shown on screen). Basic survey questions, what types of resources are needed?, What you need help with?, Projects in need of digital support services? Please complete the survey and encourage your colleagues to do so.

2) John Blitz – Presented Intercollegiate Athletics Funding vs Academic Affairs expenditures (provided handout with NCAA based-data). EIU appropriated dollars vs expenditures. Compared and contrasted the data between academic affairs vs EIU intercollegiate athletics. % funding increases between athletics and academics. Reviewed points from the handout.

- 2005-2013: The rate of athletics funding increase is 2x that of the increase in 'Ledger 1' funds
- Fact: whatever gains one unit receives is at expense of other units. For any given year it's a zero sum game.
- 2007-2013: the rate of athletics funding increase is 1.5x that of the increase in "Ledger 1" funds, 2x that of academic affairs.
- Increase in expenses and university subsidies to athletics are highly correlated. Athletics funding is strongly dependent on university funds for operations
- In 2005 EIU was at or near the top of intercollegiate athletics funding for OVC schools. Recent increases are on top of already healthy funding levels.

Viertel - % of budget of other OVC schools or real dollars?

Blitz – real dollars, not % of budget

Ashley – so it's a fixed pie. So if a dept overspends, it will come from someone else's budget.

Blitz – yes, it will be covered by someone's budget.

3) Dan Nadler – VP of Student Affairs

Nadler – experiences technical difficulty with presentation file (*library staff help to troubleshoot)

Ashley to Nadler – while waiting - would you agree or disagree with the data presented by Blitz?

Nadler – not necessarily – but I would hope that we can work together to increase the pie. Last 4 years have been challenging for all aspects of the university.

Ashley – how many positions have been lost in the past few years?

Nadler – I have info on that in the presentation. I was going to focus on general revenue and income fund. That is what I believe is at the heart of the conversation.

Ashley – for us the ‘heart’ is that we are losing positions, and if the cuts are equitable.

Nadler – we have 89 open positions in Student Affairs

Ashley - how many coaching positions are vacant? have they been replaced in the past few years? And will they be left vacant?

Nadler - some are in coaching, strength and conditioning, marketing, sports information...

Ashley – we have lost 12% of faculty, expecting 6% more this year.

Bruns – to Ashley - are the faculty positions ‘vacant’ or ‘gone’? – there is a difference

Ashley – from what we are hearing, they are gone

Nadler – restarts after the technical difficulty is resolved. I want to discuss some sense of the bigger picture of the complexity of the current situation across campus – due to enrollment declines – everybody is sacrificing.

* Student Affairs PPT

- 19 units in Student Affairs – some operated on appropriate, local-bond revenue, or combo
- Income Fund (appropriated + tuition) pie chart – Division of Student Affairs = 4%
- Student Affairs Budget Reductions – 21% cut from 4% for FY2015 = \$688000+
- Reduction in contract lengths when possible
- Eliminate part-time and extra help positions when possible
- 89 vacant positions in the division of Student Affairs – I am overseeing Counseling, Recreation, Textbook Rental
- Line graph – Total Revenue Loss from FY10 to FY14 – Cumulative loss of revenue = \$~18 million

Athletics – 452 student-athletes – 21 NCAA Sponsored Sports programs

- Student-athlete GPA data discussed – SA GPA is higher than campus average
- 15% of student-athletes are in the Pine Honors College
- Graduation rates are higher here than other campuses across the country
- Student-Athlete areas of study – broad based across campus – represented in many different majors
- Student-Athletes and Service – shared a variety of initiatives
- Student-Athlete academic profiles – a few ‘feel good’ examples/stories of SA accomplishments

Ashley – these are great stories. Would these stories change if we were Division II? Our mission seems to mirror Division II rather than Division I

Nadler – probably so. There would be an impact on the athletic dept and the quality of student-athlete we can recruit.

Nadler – we are here to help student-athletes be successful – all of us collectively. I wanted to re-establish the fact that Student Affairs is working hard, here to help students be successful and well-rounded.

Nadler – 116 of our student-athletes receive no athletic aid (26%) = walk-on. Full scholarships = (22%). Partial scholarships = 235 (52%)

Nadler – Lower Enrollment on Athletics Student Fee Revenue – shows Line Graph – most significant loss in FY14 – resulted in 1.0 million+ revenue loss.

Nadler – so the athletics department has lost out on anticipated revenue from the Athletic Fee with the declining enrollment. I stood firm on not increasing the fee during the past 7 years because of potential cost sensitivity to families. We have lost some buying power. Some operational costs have gone up. IE – bus company that we used went out of business over the summer – we had to use a different company at the last minute.

Nadler – Student athlete generated tuition revenue – Graph shown – Table discussed by group.

Annual breakdown = 3.8 million = gross tuition revenue ‘minus’ (1.9 = EIU allocation to athletics) = 1.9 million – Athletics End of Year Report ‘minus’ (1.0 EIU Additional Investment) = \$937,480 – left from revenue for the EIU income fund.

Ashley – concern – you are basically suggesting that all the tuition money generated by student-athletes should go to Athletics and not the academic department that they will graduate from?

Nadler – no

Ashley – yes, that is what you are suggesting

Nadler – no, this shows revenue generation when the system is working well – and this does not include auxiliaries of athletics events – cheer, band, etc. This past cycle, due to a short fall in enrollment, EIU athletics had a shortfall in revenue.

* Proposed Solutions to Revenue Shortfall (PPT slide)

- Actively participate in and contribute to the University's student recruitment and retention initiatives
- Increase revenue
 - o Fundraising Opportunities
 - o Panther Club Memberships
 - o Donations – donor relations
 - o Corporate Sponsorships
 - o Seek approval for a student increase of the athletics fee
 - o Move accounting functions into the business office (VPAA) – alignment with Business Operations
 - o Continue program analysis implementation strategies
 - o Continue cost containment and cost cutting measures

Conclusion – we want to work together to make the pie bigger. Student Affairs wants to be a part of the solution to the budget problem. There is a shortfall. We will continue to work hard to implement solutions.

Ashley – looking at NCAA recruiting fact sheet – the EIU mission aligns much better with a NCAA Division II institution rather than DI based on enrollment and budget averages. Are we better suited for a different division based on this data?

Nadler – there has been some initial analysis on this topic. It's a complex question. It was determined that NCAA DII would not be a better fit. It may require additional analysis. We have been NCAA DI for many years.

Scher – expresses concerns about the funding data shown.

Nadler – I was referencing the appropriated budget to Student Affairs = 4%. I believe our current problem is because of less revenue – much less than was expected, not with overspending.

Ashley – asks questions on appropriate dollars over the past years – why did appropriated \$ for athletics stay the same?

Nadler – provides clarification on the differences in dollar amounts and percentages presented

Ashley – to Lord – have appropriate \$ increased or stayed constant in Academic Affairs each year?

Lord – the actual data and answer is in the Blitz report presented earlier

Conwell – to Stowell – so EIU has the highest net total cost?

Stowell – highest net price after financial aid – (tuition, fees, + housing) – with some larger schools excluded

Conwell – how many of the 89 student affairs position vacancies are from athletics?

Michael – not sure exactly – some staffing and some coaching - I can check on that

Conwell – EIU's total athletics expenditures – how does it compare to other Illinois universities?

Nadler – not sure on the total expense – WIU has 17 sports vs 21 at EIU – they are receiving comparing data

McCann – we are collecting data on that – we will share when we have it

Scher – suggests that parents don't look at each individual fee – they look at the overall fee – how much it will cost

Nadler – I believe that parents look at the itemized fees and the overall bottom line

Viertel - # of sponsored programs – how do we compare?

Nadler – 21 sponsored programs – we have more than OVC schools

Viertel – I appreciate our sports programs – and going down NCAA Divisions seems extreme – what about reducing # of sports programs?

Nadler – this is part of the analysis – the question needs to be answered

Ashley – Tom Michael inherited the problems

Michael – that’s why we are here today. We are trying to develop solutions to this problem with campus administration. We are aware of our responsibility, both financially and from a branding perspective. We want to help build a positive image of the institution. We want to sponsor competitive programs and successful graduates. Mentions Ryan Pace-Bears

Nadler – we have to carefully consider the impact of student tuition from non-scholarship athletes before we consider cutting programs. Students pay much more to EIU in tuition than what they receive in a partial scholarship.

Ochwa-Echel – what about the athletics fee – you have not increased the athletics fee in years?

Nadler – we need to increase the athletics fee. We have lost buying power because of it.

Robertson – referring back to your slides – your tuition revenue generated formula seems somewhat flawed because of how you have included scholarship athletes in the formula – they are not paying tuition – not including revenue

Nadler – attempts to respond to the question

Mulvaney – question about 452 student-athletes. 26% are walk-ons. Has the overall number of student athletes been consistent over the years?

Nadler – yes. But we are offering fewer scholarships today than we were 20 years ago. Discusses why he thinks wrestling was cut.

Bruns – comments on which NCAA Division we should be and caliber of students we try to recruit. Discussed library budget cuts. It seemed during the CUPB discussion that it was all about ‘cuts’. What about the ‘investment’ philosophy?

Nadler – I see money allocated to EIU athletics as an investment. I’m not here to ask for money. We all need more money. You are right – CUPB’s focus was all about the ‘cut’.

Ashley – how much did the CUPB process create an adversarial environment?

Nadler – it played a role – it created fear - we need to be transparent

Oliver – question on lack of student fee revenue – we have fallen way behind SIUC and ISU in terms of athletics fee revenue – 7 years of no increase has created a significant revenue problem for EIU athletics – comments?

Nadler – responds to student fee question – talks about families not being able to pay for EIU tuition and fees – how many students would have decided not to come to EIU? Large % of our students do not have any household contribution

Oliver – if higher enrollment does not happen – what is your Plan B? Plan C? in case of no enrollment increase

Ochwa-Echel – why is EIU athletics spending more if the # of student athletes has been constant?

Nadler – various costs have gone up during the last few years – transportation, insurance, utilities, etc?

Stowell – question about relationship between the # of students and cost per student. Where is the minimum benchmark of revenue vs cost for Student Affairs? What is the critical level?

Nadler – we are analyzing the cost of each program. What is the break even? Costs are going up – fixed vs variable. How can we reduce costs? - Not all SAs travel. We don’t offer ‘luxuries’ to student-athletes. Trying to keep expenses down.

Sterling – question on transparency – 2 years ago - \$400,000 over-budget. Last year = \$1,000,000. My concern is that surely you knew that athletics was going to be over-budget then. Why did we not have the conversation then? The conversation did not happen in IAB, CUPB, during program analysis, Faculty Senate, etc. This is probably the most disturbing part of your presentation. No conversation happened at any level. This does not seem transparent at all.

Nadler – it’s been recent that the revenue fell off so rapidly. It caused a shortfall. I don’t see it as over-spending. The revenue has come up short.

Sterling – I am not suggesting that it was all about overspending. It’s more about EIU athletics knowing what the enrollment was in August or September, but not responding to the low enrollment and subsequent lower athletics fee revenue during the fiscal year.

Ashley – since enrollment is down again, can we anticipate athletics spending more than budgeted again this year?

Nadler – yes – we are looking at this issue during the next 2 years

Ashley – so a third consecutive year...

Bruns – my struggle with this entire process is that there seems to be ‘sacred cows’ on this campus – ITS, EIU Athletics. Every department on this campus except a few have taken massive cuts. I understand the need to invest in tech and athletics – but I have not seen that these two departments are taking cuts? what about them taking cuts like others?

Ashley – ITS made some cuts under VPBA Weber

Bruns – this may be the case, but it seems like a few departments are protected

Nadler – but we have taken a massive hit in lost revenue in Student Affairs during the last few years

Scher – the revenue you said you lost – the millions of dollars – remind us where that came from?

Nadler – responds - it comes through room and board because of fewer students, reduced fees income, etc.

Conwell – what is the flexibility on the athletics side if we have less students? Does that mean less expenditures?

Nadler – the appropriated amount was cut to athletics this year. We will continue to look at this.

Conwell – does this include intramurals?

Nadler – campus rec. fee covers intramurals. We have not been able to hire a new director because of reduced fee \$

Conwell – when will you know about this year’s spending, and potential losses (over-spending)? Can cuts be made?

McCann – we are working on it with Tom Michael and Dan Nadler. There are complications in the process, some we can control and some we cannot.

Conwell – how about retirements? Due to retirements we have had to reduce staff. What about Athletics?

McCann – not usually retirements in athletics

Ashley – we had an entire football staff leave, but we replaced all the football staff last year.

Nadler – coaches are paid from different funds

Bruns – I don’t think everybody is taking an equal hit in this process – there would be less infighting if everybody was

Ashley – probably more about the ‘sacred cow’ situation – discussed FTEs with faculty

Lord – I convert budget into FTEs and then distribute to colleges and departments

Dao – if # of SAs have not changed, in the presence of a short-fall, should you consider cutting programs?

Nadler – comments about minimum # of sport programs for NCAA divisions, Title IX requirements, etc

Sterling – you have to make future scholarship commitments and game schedule commitments– are we reducing # of future games & scholarships? Are we making changes in our future commitments? – Scholarships? Games? Etc.

Nadler – everything is being analyzed and carefully considering. – Conference games are less flexible.

Sterling – but have you been making changes to reduce spending for the future?

Nadler – yes, we are.

Sterling – so-in general - in the future are we committed to the same expenditure as we have now? Or are we making changes? Are we adjusting your decision-making?

Nadler – yes, we are doing this

Conwell – what are those?

Nadler – everything is being scrutinized

Conwell – can you give us specific examples?

Michael – from an operational budget, for example, tennis operational budget is less today than it was 10 years ago.

From a scheduling standpoint, we are trying to stay more regional. It’s also important to note from an expense side is that we are already very thin. We are hearing complaints from parents about the travel conditions, competition conditions, as well. I am concerned that we are not able to offer a great experience, which then might impact future recruiting. The sharp decline in revenue we are facing could have a long-term, negative impact.

V. Old Business

A. Committee Reports:

1. Executive = no report

2. Nominations = no report

3. Elections = no report

4. Faculty-Student relations = no report

5. Faculty-Staff relations = Ochwa-Echel – committee is meeting tomorrow

6. Awards = Robertson – DFA application was circulated – no nominations received yet. We need an additional student member for the committee.

Sterling – yes, the DFA committee is defined - membership.

7. Faculty Forum = Bruns – no report – a few requests received to have a forum on the same topic as today

8. Budget transparency = no report – Ashley – when we started this committee, we used to meet with the VP of Business Affairs. That has stopped happening. Can we start this again?

McCann – yes, I will have my secretary contact you to find a time that would work.

9. Constitution and Bylaws Review = Sterling – we need discuss bylaws revisions soon. Scher – we need to vote on Constitution and review bylaws, take items to Faculty for a vote by faculty during the Spring 2015 Faculty Elections. Sterling – maybe during March 10th meeting.

10. Committee on Committees = Eckert – gathering data

11. Other Reports:

a. Provost's Report – B. Lord – we are in the midst of Tarble Arts director search. Candidates on campus this week and next week. Recent Tarble gift will help fund the director position salary – making position very attractive. On the UPC item – Memo from Dr. Smith. Dr. Cross has responded to David Smith's inquiry – may want to attached. BOT meeting change – probably relevant to result of presidential candidate search process.

Scher – is NCA accreditation report available?

Lord – yes – uploaded to the EIU NCA accreditation webpage. 60+ pages of narrative.

Stowell – where are we at in terms of # of admitted students for Fall 2015?

Lord – 127 new freshmen admits ahead of last year, small # behind for transfers. New student campus day on Monday. We are focused on 'yield' of new freshmen. It's still early right now in the process.

Ashley – do we have a target number?

Lord – when I first arrived on campus, we started growing. An ad-hoc committee explored this type of question. We came up with a goal of mid-11000s in student enrollment. We probably won't reach that level again (as we were 4 years ago). We need to grow from our current enrollment.

Ashley – a Dean has suggested we can survive on 6000 students

Lord – by the time I retire, I would hope enrollment would be between 9000 and 10000.

b. Other – none

B. Other Old Business:

VI. **New Business**

A. Future Agenda: Spring 2015 Meeting Dates:

February 24 (Minority Recruitment and Enrollment)

March 10 (Review Senate Constitution and Bylaws)

March 24 (?)

April 7 (?)

April 21 (Election of Officers)

B. Other New Business –

VII. **Adjournment – Meeting adjourned at pm.**