

**WESTERN ILLINOIS UNIVERSITY**  
**FACULTY SENATE**  
**Regular Meeting, 7 November 2017, 4:00 p.m.**  
**Capitol Rooms - University Union**

**A C T I O N   M I N U T E S**

**SENATORS PRESENT:** M. Allison, B. Bellott, V. Boynton, S. Czechowski, G. Delany-Barmann, R. Hironimus-Wendt, A. Hyde (via teleconference), N. Lino, B. Locke, S. Macchi, H. McIlvaine-Newsad, B. Perabo, J. Plos, R. Porter (via teleconference), S. Rahman, T. Roberts, S. Rock, M. Sajewski, D. Sandage, C. Tarrant, F. Tasdan  
Ex-officio: Kathy Neumann, Interim Provost; Tej Kaul, Parliamentarian

**SENATORS ABSENT:** K. Pawelko, T. Westerhold

**GUESTS:** Matt Bierman, Munia Cabal-Jimenez, Katrina Daytner, Sharon Evans, Christopher Ginn, Anita Hardeman, Buzz Hoon, Angela Lynn, Madison Lynn, Sue Martinelli-Fernandez, Kristi Mindrup, Seth Miner, Russ Morgan, Michael Murray, Nancy Parsons, Ron Williams

I.     Consideration of Minutes

A.     October 24, 2017

**MINUTES APPROVED AS DISTRIBUTED**

**Motion:** To approve minutes from the closed session of the last Faculty Senate meeting (Hironimus-Wendt/Roberts)

Chairperson Rock asked if the intention of the motion is to also open the closed minutes; both senators agreed to this friendly amendment. Senator Hironimus-Wendt clarified that if senators want to make revisions or edits, they should not vote to open the minutes at this point, whereas if they are comfortable with the minutes as written, they should vote to approve.

**MOTION TO APPROVE AND OPEN THE CLOSED SESSION MINUTES APPROVED**  
**15 YES – 0 NO – 4 AB**

II.    Announcements

A.     Approvals from the Provost

1.     RPTA 235, Programming Principles and Applications in Leisure Services, 3 s.h.

B.     Provost's Report

- Jillian Escobar, a Communication Sciences and Disorders and Music major, has been named the Lincoln Student Laureate. Ms. Escobar will attend the awards ceremony in Springfield on November 11.
- Emergency Management celebrated their ten-year anniversary on Friday, November 3. Interim Provost Neumann reported that the Department of Health Sciences and Social Work brought in Emergency Management alumni, first responders, and others for the event. She added that it was a good opportunity for current students to interact with professionals in their field.
- As part of Military Appreciation Week, a tribute to veterans will be held on November 10 at 11:00 a.m. at the Sherman Hall flagpole. Interim Provost Neumann told senators that it is a short, but affecting, ceremony to remember Veteran's Day.
- Interim Provost Neumann will speak at the Chairs' Council meeting on November 29.

- President Thomas and Interim Provost Neumann held a Town Hall meeting yesterday (November 6) with University Libraries and the School of Distance Learning, International Studies, and Outreach.

C. Student Government Association Report  
(Madison Lynn, SGA representative to Faculty Senate)

Ms. Lynn and Student Trustee Wil Gradle have been working over the past month on a bill seeking an online writing style guide comparable to the Purdue Online Writing Lab (OWL). Ms. Lynn told senators this would offer an easily accessible resource for quick questions, such as citing interviews in MLA format. Ms. Lynn acknowledged the excellent resources available to students through the English Department and the Writing Center and stated that this bill seeks to capitalize on those resources by making them available to more students. She believes an online writing style guide for WIU could also help with recruitment and would increase traffic to the WIU website. Local high school English teachers have told Ms. Lynn that they would refer their students to such a resource if offered. Ms. Lynn told senators the bill was brought to SGA two weeks ago and passed unanimously. She and Trustee Gradle will meet with the Chair of the Department of English and the Director of the Writing Center on Thursday, November 9. Senator Allison asked if this week's meeting will be the first contact with the English Department or if this idea has previously been discussed with them. Ms. Lynn responded that Trustee Gradle has been in communication with the department, and they have emailed over the past several days. She added that, based on their emails, the department had already been moving in this direction.

D. Other Announcements

1. Chairperson Rock told senators that they are invited to participate in the Admissions "Calling All Leathernecks" Phonathon on November 15. He introduced Admissions Director Seth Miner, who informed senators of changes in the Admissions communications plan. Historically the communications plan has begun in February, March, or April, but the Office of Admissions is moving that date up to kick off in November. Mr. Miner told senators the change is a result of communication from Admissions counselors, who are winding down their fall travel. He said the plan involves connecting with admitted students by utilizing student ambassadors as well as other forms of communication, such as emails and text messages. Last year senators participated by sending out handwritten note cards to undecided students, who Mr. Miner stated do not get personalized attention from departments. Mr. Miner wants to start this process (Phase 2) in December and would like to bring notecards to the November 28 Faculty Senate meeting so that senators can reach out to 15 to 20 undecided students this year. Senator Perabo asked what the results were from the notecards sent out by senators last year. Mr. Miner responded that the effort yielded about 23 percent, which is slightly higher than the overall yield. He added that Admissions will hold another phonathon in February.
2. Senator Robert Hironimus-Wendt will present his "Last Lecture" on "The Essence of Community" as part of the College of Arts and Sciences' Last Lecture series. His presentation will be held at 7:00 p.m. Wednesday, November 8 in Morgan Hall 109. The Last Lecture series, inspired by the Last Lecture of Carnegie Mellon University Professor Randy Pausch in 2007, gives WIU faculty an opportunity to reflect on their lives' journeys and speak to students as if it were their last lectures ever.
3. An election notice has been mailed to eligible faculty in the College of Education and Human Services for a one-semester vacancy on Faculty Senate. Faculty are invited to submit petitions by November 14 to replace Senator Delany-Barmann during her spring 2018 sabbatical.

4. Senator Hironimus-Wendt received a text message from President Thomas stating that he will be hosting the Marching Leathernecks at his residence from 5:00-6:00 today and inviting anyone who wants to join them.
5. Chairperson Rock invited Senators McIlvaine-Newsad and Delany-Barmann to discuss their recent humanitarian aid trip to Puerto Rico. Senator McIlvaine-Newsad related that she and Senator Delany-Barmann spent most of their time in Ponce, on the south side of the island. Senator McIlvaine-Newsad told senators that she has worked with areas devastated by Hurricane Katrina and Mississippi River flooding, but she has never seen anything like the devastation in Puerto Rico. She stated that what has occurred there is not only a natural disaster but also a social disaster; it is geographically framed because its location is away from the coast of the United States and because the hurricane sat on Puerto Rico about 24 hours. The university that the two senators worked with was one of the most highly impacted. Senator McIlvaine-Newsad related that about 100,000 people have left the island for the United States mainland, but those that remain are looking at different ways to do things, which she thinks is really exciting. She stated that Puerto Ricans “are thinking outside the box because the box is no longer there,” so they are exploring new ways to envision their communities.

Senator Delany-Barmann related that driving in Puerto Rico was stressful with trees and downed power lines everywhere and street lights not functioning due to lack of electricity on the island. She was constantly driving over power lines in the middle of the road, but it did not matter because there was no electricity going through them. Senator Delany-Barmann felt she was surrounded by kind, generous, and resilient people, and it was an amazing trip. The senators were at the University of Puerto Rico in Utuado for its first day of classes; most of the road to the university was out, and school officials were focused on developing clean water filtration systems for their freshmen and sophomore students. Senator Delany-Barmann related that people were filling up water jugs on the sides of the road where clean water was coming out of broken pipes.

Senator McIlvaine-Newsad related that *60 Minutes* on Sunday featured about a 15-minute segment on Utuado, where the senators worked with professors. She said the area is really devastated, and although people are working together and thinking how to do things differently, it will be a long haul. She told senators that 80 percent of Puerto Rico is still without power and potable water, and the south side of the island probably will not have electricity before June. She hopes that Americans will not forget about helping the island because Puerto Rico is a colony/territory of the U.S., which definitely influences the way the federal government allocates resources and will impact how the island recovers.

6. Budget Discussion  
(Matt Bierman, Vice President for Administrative Services)

Vice President Bierman told senators that he had a good dialogue with the Senate Executive Committee, who then asked him to speak to the full Senate to address a list of budget questions, including historical data and where WIU stands as an institution. He showed a PowerPoint illustrating the *projected* FY 18 institutional budget, which includes:

- \$127.5 million in appropriated funds, comprised of 225 accounts that include tuition income funds and money coming from the state;
- \$47.8 million in restricted auxiliary funds, comprised of 89 accounts, such as University Housing and Dining Services, the University Union, and the Student Recreation Center; and
- \$60 million in Other, which is comprised of 751 accounts that include fee-generating groups, such as grants, and local charges that are collected by the University.

Vice President Bierman showed senators that the state appropriation was \$64.3 million in FY 02, \$59.9 million in FY 10, \$51.4 million in FY 15, \$14.9 million in FY 16 – a drastic reduction – \$59.8 million in FY 17 (not yet all received), and \$46.3 million for FY 18. He stated that FY 15 and 17 were level funding for all state universities except WIU, Eastern Illinois University, and Chicago State, which received emergency funding from the Illinois Board of Higher Education (IBHE). Vice President Bierman suspects that \$43.6 million is “the new normal.”

Vice President Bierman showed that WIU’s appropriated funds ebbed and flowed during the recent budget crisis. The appropriated account is helped by tuition incoming in January and August, but Vice President Bierman stated that other months were sometimes a struggle – particularly last summer before the July 6 influx of emergency funding from the state – and the University had negative cash in its income fund to meet payroll during some months of the crisis. This need was met by dipping into the Other fund. Vice President Bierman recalled that once the emergency funding passed, the state got the University cash very quickly so that auxiliary funds did not have to be used, but trying to figure out how to meet payroll on June 30 was very difficult. Senator Roberts asked if Vice President Bierman anticipates that it will be difficult to meet payroll without dipping into auxiliary funds for every June going forward. Vice President Bierman responded that really July is the issue because the University does not receive tuition money until August. He does not think WIU will have an issue this summer like it did last summer, but there will be a lot of variables for the summer of 2019. He told senators that enrollment and revenue factors will need to be considered, particularly if the state appropriation remains at \$46 million. He added that June, July, and December are always tight months monetarily for the University.

Vice President Bierman related that the state stopped paying WIU on time in FY 10; prior to that time, WIU submitted vouchers and was paid the next day. After FY 10, sometimes three to six months, or sometimes as long as ten months, would elapse before payments were made. He told senators that after the state stopped paying on time, the decision was made to try to grow the reserve fund with the goal for it to remain fairly constant from \$12 or \$15 million up to \$23 million. He related that when WIU received only \$14 million from the state, the University had to eat up most of those reserves; because of the IBHE emergency funding, a little of that has now been able to be replaced. He anticipates the FY 18 reserve fund to contain \$1.5 to \$2 million at the end of the year, depending on expenses, but he does not anticipate that the University will be able to rely on the reserve going forward. Senator Perabo asked if these figures are theoretical. Vice President Bierman replied that the reserve fund of \$9 million for FY 17 is set – it is being counted as if the funds have all been received – but the reserve amount for FY 18 is theoretical.

Vice President Bierman told senators that, going forward, enrollment and revenue are tied to each other; knowing what kind of state support to expect (\$46.3 million), the University must now focus on the revenue coming from enrollment. He explained that keeping tuition flat impacts revenue when this is combined with continuing enrollment declines. He pointed out that tuition income in FY 15 was \$73 to \$74 million, but this year it is expected to be \$63 million. He added that the University projects a \$5 million drop from last year in state appropriations and a \$5 to \$7 million drop in tuition from last year.

Vice President Bierman told senators the University has made some progress reducing expenses; operating expenses have remained fairly constant, but sacrifices have been made on the personnel side in both paychecks and number of employees. Expenses for FY 16 (\$21 million) were \$3 million lower than FY 15; expenses grew a little in FY 17 (\$23 million) and are anticipated to grow a little more in FY 18. Vice President Bierman stated that the University brought in much less than it spent in FY 16, then that flipped in FY 17, mostly due to the emergency funding, which helped replace some of the reserves. He

related that WIU's Board of Trustees passed an \$18 million deficit budget, but the real deficit number will likely be \$7 million, plus or minus \$2 million, depending on how fast vacant positions are filled throughout the year. He added that payroll is running a little less than last year, but not much, and will continue to need monitoring.

Senator Boynton asked how much of the excess saved in FY 17 is able to make up for shortfalls in FY 18. Vice President Bierman replied that the excess made up \$7.7 million, which got the University up to the \$9 million that is available to assist with expenses this year. He warned, however, that once that reserve is gone, it is gone, so the University has to be very cautious about how it uses this excess and how quickly because the University is, in essence, borrowing from itself. He explained that income in 2016-17 was \$219.6 million while expenses were \$233.6 million, a difference of \$14 million in deficit spending, leaving \$9 million in reserves.

Vice President Bierman showed senators a graph charting the history of WIU expenses by function since FY 12, prepared by data from the Budget Office and Institutional Research and Planning. He pointed out that most of the expenses, from all sources of funds across the institution, are in the Instruction category, which shows a 13.7 percent decrease in expenses over the past five years. The Organized Research category shows the greatest decrease in expenses at 47 percent. Senator McIlvaine-Newsad asked what is included in that category. Vice President Bierman responded that it represents the money spent from the research dollars that are brought into the institution. He pointed out that FY 13 through FY 17 show expenses of \$3.5 to \$3.2 million, but expenses in FY 12 were about \$6 million, which tells him that FY 12 may have been an anomaly since the subsequent years were fairly constant. Senator Allison asked if the Physical Plant category is mostly personnel or also includes taking Higgins Hall offline. Vice President Bierman responded that it would not include taking Higgins offline because that would be categorized under Independent Operations. He explained that the Physical Plant category would show loss of personnel as well as decreased operational costs – for instance, reductions in utilities, such as using less water because there are fewer individuals on campus. He added that the University has cut back on permanent improvements unless something breaks, so those reductions shaved about a half million dollars from the budget for this category. Senator Hironimus-Wendt asked if Sodexo is included under Student Services; Vice President Bierman responded it is housed under Independent Operations. Senator Hironimus-Wendt asked how much Sodexo's contract comprises; Vice President Bierman responded he thinks Sodexo's expenses are about \$11 million.

In the chart showing appropriated expenses by vice presidential category over the past five years, Vice President Bierman pulled out Institutional Aid – WIU's expenses for the Western Commitment scholarships for merit and need – from the Vice President for Student Services area where it is normally housed. He pointed out that this subcategory shows a drastic increase (476 percent) from FY 12 (\$1.2 million) to FY 17 (\$7 million), but otherwise expenses for the Student Services area have gone down 20 percent. Expenses for the Vice President for Administrative Services area, which includes Facilities Management, decreased 28 percent. Vice President Bierman added that some adjustments were made when Athletics was moved out of the Student Services area and under the President's area. Senator Macchi asked why the Western Commitment scholarships fall under Student Services when they are academic scholarships. Vice President Bierman responded that both the Scholarship and Financial Aid offices fall under Student Services. Senator Perabo asked how the scholarship funds work in terms of budgeting and whether this reflects money that is going from WIU to WIU. Vice President Bierman confirmed this is correct. He explained that there are two kinds of aid – scholarships and tuition waivers – and the University is limited as to how much can be given out for tuition waivers. He explained that tuition waivers are “negative income,” so they will come off the revenue side as a net tuition. With scholarships the University takes in revenue and then gives out a substantial amount (\$7 million in FY 17) to be reapplied to

students' accounts based on how they fall into the Western Commitment grid. Senator Perabo asked if it is correct that the \$7 million does not include tuition waivers. Vice President Bierman confirms that is correct; it is revenue that the institution has taken in and accounted for which is then being allocated back out based on certain criteria and which can be used by students to reduce the cost of attendance.

Senator Macchi asked what areas, besides Athletics, are included under the President's category. Vice President Bierman responded that Institutional Research and Planning, the Budget Office, Alumni Programs, Equal Opportunity and Access, Internal Auditing, and Legal Services are included. He explained that WIU formerly used outside legal services, so the switch to an in-house counsel made the President's expenses increase. Senator Macchi asked what falls under the category called Central. Vice President Bierman responded that this includes such things as insurance paid as an institution, unemployment, and group health insurance. He reminded senators that the chart only shows appropriated expenses, so auxiliary functions and the Center for the Application of Instructional Technology (CAIT), for example, would not be reflected.

Senator Rahman observed that the President's area shows a 10 percent increase in expenses and asked why the University now employs an in-house legal counsel. Vice President Bierman responded that moving from outsourcing legal services to an in-house counsel was made as a strategic decision because it was thought to have value for the institution. Senator Allison observed that the University outsources its legal counsel for the negotiations mediation process and asked if that is also reflected under the President's area; Vice President Bierman responded affirmatively. He added that the University outsources legal services related to labor, immigration, and Title IX, where specific expertise is needed. Senator Roberts asked if the decision to use an in-house counsel was made to save money, but Vice President Bierman said that was not the reason. He explained that this decision was made because certain things were not getting done or were being done by individuals who were not necessarily qualified to do the work that they were doing. He added that WIU still retains a contract with the same local attorney that they have used for many years, but his services are used less than they formerly were. Interim Provost Neumann stated that until four or five years ago, for example, the University did its own legal filings for international faculty and staff. She explained that this got much more complicated over that time period, and the administration felt that the institution was not sufficiently keeping up on immigration laws and regulations and needed someone with expertise in this area.

Vice President Bierman explained that the University budget on the Budget Office website shows only a piece of the Athletics budget because only part of Athletics is paid from the appropriated account. Athletics is also funded by student fees and other income, such as payments from the NCAA, guaranteed games that WIU plays against bigger schools that pay WIU to play them, ticket revenue, concessions, etc. Athletics revenue in FY 17 included 23.4 percent from appropriated funds, 47.9 percent from student fees, and 28.7 percent other income.

Only a few coaches' salaries are paid from appropriated funds; Board of Trustees regulations specify that the amount of money that can be paid to Athletics from appropriated funds is limited to 1.5 percent. Since the appropriated budget is in decline, the amount paid to Athletics from that account has also declined. Senator Perabo asked where information about the rest of the Athletics expenses can be found; Vice President Bierman responded that it is not posted in total anywhere online, but he can provide that information to anyone who is interested. Senator Perabo observed that it appears football comprises a lot of the Athletics budget, but Vice President Bierman stated that this is not an accurate picture because Athletics is scattered throughout various accounts besides appropriated. He explained that historically only the appropriated budget is posted online because those funds come from the state, but there are 751 different entities under

Athletics, many of which are very small and practically budget themselves. Senator Hironimus-Wendt asked if the coaches' salaries posted on the Budget Office page are incomplete; Vice President Bierman responded that this is correct because it only includes those coaches who are paid out of the appropriated account.

Senator Rahman asked if the Athletics budget can be less than 1.5 percent of the total appropriated budget. Vice President Bierman responded it is allowed to be less than 1.5 percent, but it cannot be more. He stated that Athletics struggles to live within their budget, and a task force has been created to look at how to make this work better long term. He stated that particular challenges include the increasing costs of travel and of supporting scholarship athletes. He added that there are many non-scholarship athletes, however, that contribute to Athletics' bottom line instead of taking from it. Senator Roberts asked if Athletics' expenses are more than their revenue; Vice President Bierman responded that they have been for the last two years. He added that one can see "wild swings" in Athletics expenses over the past ten years – they might deficit spend \$500,000 one year and be \$500,000 positive the next year on a \$12 million operation. He explained that a lot of this depends on the success of WIU's teams. He pointed out that Denver is in the same conference as WIU and has a very successful team, so a lot of conference games are held there, which is a lot of travel for WIU's swimming and diving or tennis teams, for example.

Senator Macchi observed that some universities are wildly successful at getting revenue from their alumni. She asked if this is reported as "Other" in the Athletics' budget or if it even goes back into the program. Vice President Bierman responded that money raised as a result of fundraising goes to Foundations; the Vice President for Advancement and Public Services has a specific development person to raise money for Athletics. In certain cases, though, the money raised does offset expenses; there were a couple of instances where Athletics specifically fundraised to get a position, and that position is paid through Foundations. He added that the vast majority of money raised through fundraising, however, goes to special projects that are one-time expenses, like fixing the locker room. No Foundation funds were reported on the chart presented to senators.

Senator Allison asked if there is another unit at WIU that has wild swings, from deficit spending to a surplus of funds, similar to Athletics. Vice President Bierman responded that the best example is CAIT because their income depends on the contracts they bring in. Chairperson Rock asked how WIU's use of appropriated funds for Athletics compares to that of other public universities. Vice President Bierman responded that this is pretty common for regional public institutions, many of which allow for 2 percent of appropriated funds to be used for their athletics programs.

Senator Czechowski asked if there is another conference that WIU could join that would be closer and involve less travel, such as Northern Iowa, which would be much more financially feasible for the institution. Vice President Bierman responded that this is one of the things the task force will study. He added that WIU has looked into this in the past, but there are lots of political implications involved as well as financial considerations. One consideration is that it would cost WIU \$1 million to get out of the Summit League; additionally, WIU would have to be invited to join another conference. He explained that some conferences are just for football, while others are for football and all other sports, but athletic conferences in general do not seem to make geographic sense. He told senators that one conference that might fit WIU's profile is the Ohio Valley Conference, which would involve travel to Kentucky, Tennessee, and southern Illinois.

Senator Hironimus-Wendt pointed out that the graph shows \$7.25 million projected Athletics revenue for FY 17, but \$12 million was budgeted. He asked if the difference is gate revenues. Vice President Bierman responded that gate revenues would be reported in

the Other category. He thinks the difference involves how the NCAA reports student athletic scholarships and waivers, which may not be reflected on the revenue side.

In response to a question from the Executive Committee about CMS group health insurance, Vice President Bierman explained that prior to 2002, group health insurance was entirely paid by the state; WIU paid the employee portion, but the employer portion was paid by the state of Illinois on behalf of state universities. During the 2002 budget crunch this shifted, and a flat cost was divided among all of the state public universities. WIU's portion of this cost was \$1,944,800. Vice President Bierman stated that the flat fee was not incremental and not tied to employment growth or decline, and WIU likes it that way. There was legislation last spring to shift more group health costs to the universities, but it was defeated. Currently the state pays \$35.3 million on behalf of WIU's employees and WIU still pays \$1.9 million. Senator Hironimus-Wendt observed that the number of WIU employees has declined since 2002, so the flat cost may balance out. Vice President Bierman agreed this may be so, but he does not want to see the University have to pay \$35.3 million.

Vice President Bierman showed senators the change in the number of WIU FTE employees over the past four years. Faculty numbers have fallen almost 13 percent, civil service have decreased 22 percent, administrators are down 15 percent, and professionals (which are COAP positions, such as advisors, counselors, assistant directors, etc.) have gone down 1.6 percent, for a total employee FTE decrease of 16.36 percent. Vice President Bierman also showed the percentages of WIU FTE faculty who held the rank of professor, associate professor, assistant professor, instructor, and lecturer over the past ten years. The number of professors has increased 11 percent over the ten-year period but has decreased 2 percent over the past four years. Associate professors have decreased 22 percent over the ten-year period; assistant professors have decreased almost 36.5 percent over the past ten years; instructors have gone down 21 percent over ten years; and lecturers show a decrease of about 63.5 percent. While faculty numbers have decreased almost 13 percent over the past four years and 17 percent from 2007 to 2017, enrollment has gone down about 19 percent over the past four years and 30 percent over the ten-year period.

Senator Allison asked if there is any evidence that the tuition reduction helped with enrollment. Vice President Bierman responded that there is anecdotal evidence that it did but no empirical evidence. He related that in same year that WIU reduced its tuition, many of the institution's sister universities experienced dramatic declines of 6 to 20 percent in new student enrollment while WIU only went down six students. He believes this shows that something WIU did resonated with the University's clients, although enrollment did not go up as hoped but instead remained level. He added that last year enrollment overall was flat, and freshmen enrollment was down about 20 percent. Vice President Bierman told senators the group from that year was surveyed about why they chose WIU, and the number one reason remains academic programs with the second highest reason being price. Senator Perabo asked if Vice President Bierman knows the relationship between tuition costs and increases in scholarships since that affects how much money incoming students are paying; Vice President Bierman responded that this is a question for Institutional Research and Planning.

Senator Boynton observed that WIU has adopted a policy of extending in-state tuition nationwide and asked if there is evidence that this has brought in more students than would otherwise have chosen WIU. Vice President Bierman asked the Admissions Director to respond. Mr. Miner replied that WIU has not yet seen increases in the out-of-state market, but this takes time. He explained that WIU started offering in-state tuition for all domestic states over the past couple of years, and Admissions has combined this with increased marketing into a broader area. He told senators that, typically, when going into a new market it may take three to four years before seeing results. Vice President Bierman

added that typically students coming to WIU from outside Illinois are coming for a specific reason, such as athletics. He said coaches like the change to offering in-state tuition domestically, as does WIU's livestock team since they recruit nationwide. The administration hopes the change will have a positive influence on some of the institution's programs, especially those with national recognition such as Law Enforcement and Justice Administration. Senator Tasdan asked if Vice President Bierman has any numbers for international student tuition. Vice President Bierman responded that international student enrollment this past fall was just under 500, and they pay 150 percent of the in-state rate for both undergraduate and graduate students.

Senator Allison observed that WIU had a really good reserve fund, which she has heard is what saved the institution during the recent budget crisis. She has heard that the reserve funds for other institutions were not as strong as WIU's, but they did not close their doors, and she wonders what kinds of things they did to remain open during the crisis. Vice President Bierman said this is a great question. He said that while he trusts his colleagues at other institutions, they do not always share everything, and he suspects a couple of things have happened. He stated that while WIU has been open about its \$23 million reserve fund, other campuses have put their reserve funds "under the mattress" and do not talk about them openly. Vice President Bierman is unable to find where other institutions even have reserves. Reserve fund money has to be reported to the IBHE, but most other institutions are not reporting large amounts. He suspects they are hiding their reserves in other places, but he has not gotten a good answer to this question. He told senators that Eastern Illinois University cut harder and faster than WIU and did not bring any employees back. He does not know how Southern Illinois University-Carbondale continues to operate given their numbers. Northern Illinois University has slashed more quietly and gradually; while they have not had to do layoffs, they have slashed in a very specific manner. Illinois State University and Southern Illinois University-Edwardsville do not have the problems that WIU does. He does not know how Northeastern Illinois and Chicago State Universities continue to stay open. Governors State University propped themselves up with freshmen and sophomore numbers and did not have the crisis that WIU had.

Parliamentarian Kaul asked whether Vice President Bierman can predict what will happen going forward, particularly with demographics against WIU in terms of future enrollments. Vice President Bierman responded that he does not predict enrollments, but he does project the trickle down through the system. He stated that WIU's senior class is bigger than the junior class, which is bigger than the sophomore class; if everything else is able to stay level, the campus enrollment will probably go down due to these classes trickling through until freshmen and transfer student enrollments can start to increase every year. He said the crucial points are WIU's freshmen class and retention rates. He pointed out that it is cheaper to retain students than to recruit them, and WIU's retention rates have fallen from 74 percent in 2008 to 68 percent in 2016. He would like to see retention rates return to 2007/8 levels and stressed that everyone's interactions matter in keeping students at WIU. He suspects 2017 retention will remain in the same range as 2016, which matters in terms of overall enrollment revenue. Senator Rahman asked what the University did in 2012-13 to increase retention from 63 percent in 2012 to 72 percent in 2013. Vice President Bierman responded that WIU introduced the Building Connections mentorship program that year; some of the change is also the result of the type of class that was recruited that year. He explained the mix throughout the grid used for admissions was probably heavier at the bottom that year, so Admissions was able to shift up and get more students with 22 to 24 ACT scores rather than those in the 19 to 22 ACT range.

Graduation rates for the six years from 2005 to 2011 are about 50 percent. The highest rate in that period was 56 percent in 2006. Vice President Bierman expects the graduation rate to drop before it goes up. He said this is another sign regarding what needs to be done to

make sure the institution is going after those students who can be helped to succeed and to graduate. The faculty-student ratio stands currently at 14:1 and was 15:1 in Fall 2016. The UPI peer institutions had an average ratio of 18:1 in Fall 2016. Vice President Bierman stated that the reduction in personnel from Fall 2015 to Fall 2016 increased the faculty-student ratio from 14.8:1 to 15.3:1. There was not as much of a reduction in Fall 2017 because student enrollment also dropped overall. Most Illinois public institutions have ratios of 16:1. Vice President Bierman related that this ratio is something WIU wrestles with because it is an efficiency factor as enrollments continue to decline.

Vice President Bierman went over some legislative changes that might affect the University in the future. SB 42, the Pension Cost Shift legislation, has passed but is still being analyzed by the State Universities Retirement System (SURS). The first piece would require universities to pay the pension fund for any salaries over \$177,000, which is the amount of the Governor's salary. Vice President Bierman said this will not be a tremendous change for WIU where there are only four or five salaries that exceed that amount, but it will hit the University of Illinois hard since they have a hospital associated with their university. Vice President Bierman told senators that the bigger piece for WIU will be the Tier III hybrid plan. This plan, which affects new employees hired after July 1, 2017, is a model involving some portion of defined benefit and some portion of defined contribution; universities will have to pay all of the pensionable employer costs for those employees not in the self-managed plan. Vice President Bierman does not think the Tier III hybrid plan will be rolled out until FY 19 or 20; universities have been told that they will have to back-pay for some employees, but there are still a lot of unknown factors. He stressed, however, that over the course of time the University will have to take on the employer portion of the pensionable cost for every new employee who is not in the self-managed plan. Additionally, in FY 21 the state will charge a surcharge (the normal cost minus the employee contribution plus 2 percent) to universities in order pay the backlog of unfunded liability for those employees hired after Tier III went into effect but who choose to be covered under Tier II. Vice President Bierman said this is a new expense that WIU is currently not carrying and which the University will have to adjust for in its budget.

Senator Roberts observed that Vice President Bierman projected total income at about \$109 million and total expenses at about \$118 million. He also observed that it appears that FY 18 tuition and expenses are about the same as those of FY 10. Vice President Bierman confirmed this is correct. Senator Roberts asked if the problem is not expenses but rather the loss of non-tuition revenue since it appears that expenses are going down and tuition revenue is remaining the same. He wonders if the problem is other sources of revenue for the University have diminished because of cuts in state appropriations. Vice President Bierman responded there are only two sources of appropriated funds: state funding and tuition. He agrees that tuition in FY 18 is scheduled to be about where it was in FY 10, but pointed out that the difference is that there are 2,000 less students than WIU had in 2009-10. Vice President Bierman explained that the only reason tuition rates are similar to FY 10 levels are because the University raised tuition over that time period by several hundred dollars more per student, but revenue is going down. His concern is what FY 19 looks like because, while the University continues to hold down expenses, revenue may continue to come down while costs are going up. He noted that salaries have increased over the past two years even though there are fewer employees.

7. Biennial Reapportionment Results

Chairperson Rock told senators that three of the four academic colleges (Arts and Sciences, Education and Human Services, and Fine Arts and Communication) will be losing seats on Faculty Senate due to reductions in faculty numbers, partly due to chairs no longer being counted for Faculty Senate. He pointed out that the College of Arts and Sciences lost 16 chairs that were counted during the last reapportionment two years ago. Chairperson Rock stated that for those colleges that are losing a seat, no senator must

leave the table immediately, but the next time a senator from those colleges completes a term, that position will not be filled. He added that this does not affect at-large representatives because those numbers are set. He added that the formula for college-specific seats is one senator for every 40 faculty with full-time contracts in the college, or major fraction thereof.

Senator Boynton observed that with the number for at-large representatives set and the college-specific seats fluctuating, the greater proportion of seats will be at-large; according to reapportionment figures, 13 seats will be assigned to the four colleges for the next two years and seven seats are at-large. She wonders if the number of at-large seats should fluctuate as well or should remain fixed for all time. Senator Allison responded that it seems the two should be proportional. Senator Rahman does not want to reduce at-large seats because she thinks “the more senators, the better.”

Senator Hironimus-Wendt suggested that Faculty Senate could establish a fixed number of seats, such as 25. He pointed out that WIU has lost 16 percent of its full-time faculty, so perhaps the number for determining representation should be one college-specific Senate seat for every 37 faculty rather than for every 40. He alternatively suggested that since there are seven at-large seats (six Macomb faculty and one from the Quad Cities), the remaining seats could be set at 18 for a total of 25 seats, and the 18 college-specific seats could be dispersed by proportion, thus eliminating the 40 enumerator. Senator Hironimus-Wendt would like to see Faculty Senate have a fixed number. Senator Boynton agreed that it is weird for the Senate size to change every other year; she noted that the U.S. Senate does not change like that. Senator Hironimus-Wendt remarked that one year the cycle of Senate terms was adjusted, which will also be good to keep that in mind when making changes to the size of the Senate so that at least one senator is replaced each year for Arts and Sciences; Chairperson Rock promised to take a look at that. Senator Hironimus-Wendt suggested that an ad hoc committee could be established to explore ways to reapportion the Senate.

Senator Roberts observed that what Senator Hironimus-Wendt is suggesting does not seem to go with what was suggested by Senator Rahman, which is that there needs to be more senators and more voices, not fewer. Senator Rahman stated she understands that there are fewer faculty, but she would not like to have fewer at-large Senate seats. She would be okay shrinking the number of college seats, but not those assigned at-large. Senator Hironimus-Wendt pointed out that there are currently 23 Senate seats, and that number will be going down to 20, but if Faculty Senate were to establish the set number of senators at 25, there would be more voices. He reiterated it might be worthwhile to create an ad hoc committee to explore this. Senator Boynton suggested the question be referred to the Executive Committee to come up with a recommendation and decide what an ad hoc committee, if recommended, should consist of. Chairperson Rock will add this to the ExCo agenda.

Senator Czechowski remarked that there will be many faculty retiring at the end of this year that previously signed the two-year irrevocable intent to retire document. She pointed out that her college is going down to two senators, and in future years reapportionment could bring the total number of senators down to 18. Senator Rahman stated that the question needs to be what is gained by shrinking the number of senators and what is to be lost by not shrinking the number. Senator Allison stated that her point is proportionality; she would be okay with keeping 23 as the number but wonders why, if one proportion is shifting, the other stays the same. She suggested it would be better to change the distribution rather than shrinking the numbers.

### III. Reports of Committees and Councils

#### A. Council on Curricular Programs and Instruction

(Anita Hardeman, Chair)

1. Curricular Requests from the Department of Broadcasting and Journalism

a. Request for New Minor

i. Broadcasting and Journalism

Senator Boynton asked if the new minor will replace the existing Broadcasting and Journalism minors or if it will be in addition to them. Broadcasting and Journalism Chair Buzz Hoon replied that the department is not keeping the existing minors. Senator Boynton asked if the Emerging Design Technologies minor will be retained. Dr. Hoon replied that this is not offered through his department; his department will only have one basic minor.

**NEW MINOR APPROVED**

b. Request for New Major

i. Broadcasting and Journalism

Senator Hironimus-Wendt asked if the case for the major is the same as that of the minor with the department getting rid of its separate majors and replacing them with one hybrid offering. Dr. Hoon responded that when Journalism joined the Department of Broadcasting in 2015, the combined faculty discussed what should be done with curriculum. He related that the decision was made to offer a single combined major with four options under it, and there was a lot of discussion regarding what to call it. Senator Hironimus-Wendt asked if the current Broadcasting and Journalism majors will disappear; Dr. Hoon responded affirmatively.

**NEW MAJOR APPROVED**

B. Writing Instruction in the Disciplines (WID) Committee  
(Munia Cabal-Jimenez, Chair)

1. Request for WID Designation

a. COMM 310, Qualitative Research Methods in Communication, 3 s.h.

**WID DESIGNATION APPROVED**

Dr. Cabal-Jimenez told senators that only one WID course, FS 495, was overenrolled for Fall 2017. She contacted the Director of Law Enforcement and Justice Administration about the overenrollment, and the professor was given one extra ACE. Chairperson Rock told senators that Faculty Senate had some time ago asked the WID Committee to inform the Senate when WID courses are overenrolled, and in this case there was an accommodation made, so it is a positive outcome.

C. Senate Nominating Committee  
(Ginny Boynton, Chair)

**SENATE COUNCILS AND COMMITTEES:**

<u>Council on General Education</u>				
Bob Intrieri, Psychology	replacing	Jongnam Choi	Social Science	Spr 2018

**UNIVERSITY COUNCILS AND COMMITTEES:**

<u>Bachelor of General Studies Advisory Committee</u>				
Brian Locke, Music	replacing	Yong Tang	FA&C	2017-18
<u>Honors Council</u>				
Janice Gates, Mgmt/Mktg	replacing	Yeongkwan Kim	B&T	Spr 2018
<u>Radiation Safety Committee</u>				
Don Powers, Curr & Instr	replacing	Jongnam Choi	At-large	Spr 2018
<u>Talent Grants and Tuition Waivers (Council on) – Macomb</u>				
Amy Ekanayake, Math	replacing	Jongnam Choi	At-large	Spr 2018

There were no further nominations, and the slate of candidates was declared elected.

IV. Old Business – None

V. New Business

A. CCPI Review of Comprehensive Majors and Academic Terms

Chairperson Rock stated that CCPI worked hard on the review last year, and then worked on it again with new members this fall until submitting a final report. He added that the current Executive Committee made some recommendations about some changes to the language, which CCPI incorporated.

**Motion:** To approve the report (Locke/Delany-Barmann)

Senator Rahman observed that there are 28 comprehensive majors and asked how many total majors are offered at WIU. Registrar Angela Lynn replied that there are 66 majors. CCPI Chair Anita Hardeman added that these are fairly evenly divided between comprehensive and non-comprehensive majors.

Senator Boynton observed that the phrase “within the degree program” is being added to the statement that a comprehensive major “includes at least 48 semester hours and includes at least 15 s.h. outside the major discipline **within the degree program.**” Dr. Hardeman stated that the degree program consists of the complete 120-plus hours. Senator Boynton asked if the 15 s.h. are part of the 43 hours of Gen Ed. Dr. Hardeman replied that they could be; most of the comprehensive majors that were reviewed by CCPI do have additional requirements, and some of those provide this specificity within Gen Ed. She added that there were no programs where the 15 s.h. were strictly limited to General Education courses; most had some courses counted within Gen Ed plus some additional ones. Senator Boynton observed, however, that there seems to be no requirement that a new comprehensive major would include anything other than the course hours not included in the major and Gen Ed courses. Dr. Hardeman responded that ideally the 15 s.h. would be beyond Gen Ed, but some of those hours have been double counted historically against Gen Ed because many majors have more than 120 hours and that is the only way that students can complete these majors. Senator Boynton expressed concern that there is no requirement for upper division work outside the discipline in the proposed definition.

Senator Rahman pointed out that 19 of the 28 comprehensive majors are accredited programs; all teacher education programs must have certain requirements dictated by the state; and other programs, such as Nursing, have licensure requirements, which may cause any of them to go

beyond 120 hours. She was surprised to see that 11 of the comprehensive majors are within the College of Business and Technology; she is unsure if that is due to accreditation and licensing needs or to some other factor. Dr. Hardeman confirmed that majors within the College of Business and Technology are all accredited.

Senator Allison observed that the comprehensive major currently states that it “does not require completion of a Minor as part of the degree program,” but CCPI is recommending that “does not” be changed to “cannot.” Senator Allison believes these have the same meaning, but Dr. Hardeman explained that in the opinion of CCPI these are not the same. Senator Rahman believes that “does not” implies that someone could have a minor if one is desired but “cannot” sends the message “please don’t have a minor.” Senator Boynton believes that “does not” says that students can have a minor but they are not required to have one. College of Arts and Sciences Dean Sue Martinelli-Fernandez stated that “does not” is descriptive, while “cannot” is normative and is prohibitive. Senator Allison asserted the two seem to equal the same thing; “does not require completion of a minor” means that students do not have to have a minor, and “cannot require completion of a minor” means that a student cannot have a minor, but both ways indicate that a minor is not required. Senator Boynton stated that “does not” means that some might have a minor and some may not; “cannot” says that nobody can do this. Dean Martinelli-Fernandez asked if there is a word count restriction or if there is a way that this can be explained a little more so that everyone knows the meaning. Senator Locke pointed out that Nursing does not currently have a minor requirement, but this change says that Nursing students cannot add a minor to their degree program. He believes that “does not” implies a choice, while cannot is not a choice.

Dr. Hardeman stated that, from the viewpoint of CCPI, “does not” creates the possibility that their might be a minor, but “cannot” is proscriptive. She told senators that one of the aims of CCPI is to state what appears in the Definitions of Academic Terms as directly as possible so that they can serve as instructions for people who are trying to put together programs. She pointed out there are a number of changes because “should” versus “must” have two different connotations, and CCPI felt very strongly that, as the intent was to prohibit, the Council needed to be very explicit about that prohibition. Senator Allison stated that “cannot” is very proscriptive, but “at least 15 s.h. outside the major discipline” seems really vague; the hours could be Gen Ed and might not include any upper division courses. She thinks this seems very amorphous. Dr. Hardeman told senators that some of the programs that met with CCPI suggested that to require a certain number of upper division hours be included in the 15 s.h. outside the major discipline would be an additional burden on students because of the diversity of courses that are required in order to meet accreditation or other requirements of the degree plan. The wording represents the conclusion that CCPI reached after talking to representatives from comprehensive majors about the 15 s.h. requirement.

Senator Boynton observed that the 48 semester hour requirement for a comprehensive major is not changing, but she wonders if there is an upper limit for that. She noted that 43 s.h. of the program is Gen Ed requirements and wonders if a program could have an 80-hour major plus 43 s.h. of Gen Ed as the requirements for the degree. Dr. Hardeman responded that the upper limit of 66 s.h. for comprehensive majors is shown on the Definitions of Academic Terms chart at the back of the report, which is also posted on the CCPI website. She added that some programs on campus do have more hours.

Senator Hironimus-Wendt observed that p. 5 of the report discusses whether students should be allowed to major and minor within the same discipline. He related that last year concerns were raised regarding whether if the same faculty are teaching in a major and in a minor, such as the Computer Sciences major and the Cyber Security minor, these are considered to be different disciplines. Dr. Hardeman replied that, by the standards that CCPI has been using – such as a coherent body of research and the qualifications of the faculty – those would be considered two different disciplines. Senator Hironimus-Wendt asked if the Computer Science major and the Cyber Security minor are delivered by the exact same faculty; Dr. Hardeman replied that she does not know. She added that normally when proposals come to CCPI they do not have faculty names

attached to them. Interim Provost Neumann warned senators to be a little careful because the University now has faculty teaching in multiple areas and departments. Senator Hironimus-Wendt stated that last year concerns were expressed because a student could get a major and minor from the exact same faculty; a core of five to six professors could deliver up to 60 hours of coursework, which could be problematic. He explained that with a 45-hour major and a 15-hour minor, half of a student's education could be delivered by a small core of faculty. He asked if there is any way to connect faculty to disciplines and look at the overlap. He noted that in the Department of Sociology and Anthropology there are four anthropologists, 16 sociologists, and two different majors, but they do not teach each other's courses, and this may not be the case in Computer Sciences. Dr. Hardeman replied that this is a difficult question to answer in the current employment climate of the University. She stated that a faculty member could come into the University to teach a set roster of classes and, due to retirements or other constraints, see that change from year to year. She thinks that to say that specific people make something a discipline is not the best way to determine disciplinary expertise. She believes that to judge an area by number of faculty is also dangerous because some faculty teach in large departments, others teach in small departments, and some teach in a cumulative department like Liberal Arts and Sciences where only a few faculty members represent a disciplinary area. She does not think this is a good way to determine disciplinary responsibility. Senator Hironimus-Wendt said he is not raising the question of the number of faculty within a disciplinary area but is concerned about the overlap of faculty across disciplines within the same instructional program. Senator Allison said she had the same concerns last year. She related that there used to be a Cultural Studies minor which no longer exists; it was possible for a student to major in English while minoring in Cultural Studies and take a lot of classes from Senator Allison, which would have been problematic.

Chairperson Rock pointed out that the time was almost 6:00 p.m. and suggested that senators either move to table discussion until the next meeting, when it would appear under Old Business, or vote to extend the current meeting.

**Motion:** To table further discussion (Boynton/Sandage)

**NO OBJECTIONS**

**Motion:** To adjourn (Locke)

The Faculty Senate adjourned at 5:58 p.m.

Susan Czechowski, Faculty Senate Secretary

Annette Hamm, Faculty Senate Recording Secretary