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INDIANA STATE UNIVERSITY

FACULTY SENATE, 2017-2018

**EXECUTIVE COMMITTEE**

November 28, 2017

3:30 p.m., HMSU 227

Approved

Members Present: L. Brown, B. Bunnett, D. Cooper-Bolinskey, T. Hawkins, M. Hutchins, A. Kummerow, L. Phillips, S. Stofferahn

Members Absent: B. Roberts-Pittman

Ex-Officio Present: President D. Bradley, Provost M. Licari

Ex-Officio Absent: None

Guests: None

1. Administrative Reports:
   1. President D. Bradley
      1. We are getting ready for the BofT meeting in two weeks. You [Exec and Senate] have some work to do!
      2. The governor [Holcomb] was on campus today. He brought an old picture of himself standing with his brother in front of Cromwell Hall. He wanted to take another in the same spot. Both he and his brother graduated from ISU, his brother with a degree in Construction Management. Both of them have done very well.
      3. We are rushing towards the end of the semester, everyone is busy.
   2. Provost M. Licari
      1. The Power of Reading and Math Summits took place on campus last week with our partner Duke Energy. This was the 3rd annual reading event, the first for math. Duke was pleased with the success of the reading summit over the last few years and was encouraged to expand the program. Three hundred and fifty people were here for the reading summit, 250 for math. This is a great opportunity to help K-12 teachers across the state.
      2. We started the Dean [College of Technology] search the Friday before Thanksgiving. Dean Chris Olsen (CAS) is chairing that search. We had a hiring consultant at the meeting on Friday. This is a critical position. We have a wonderful opportunity with the new engineering program and we are excited to get that off the ground.
2. Chair Report: L. Brown
   1. FAC passed some revisions to the 900s [section of the University Handbook] and sent them to me this morning. They will be on our agenda next Tuesday and hopefully move to the Senate on the following Thursday.
      1. D. Bradley: Is there anything that Staff Council needs to look at?
      2. L. Brown: I am not sure.
      3. D. Bradley: We should run it past them.
      4. M. Licari: Yes, we should make sure they are aware of the changes, regardless of proper procedure.
      5. L. Brown: I scanned through and it all seems reasonable, but I will send it to Staff Council as well.
   2. President Bradley sent us a staffing analysis. We will talk about it today after the approval of the minutes.
3. Approval of Executive Committee Minutes of November 14, 2017
   1. Motion to approve (A. Kummerow/T. Hawkins); Vote: 8-0-0.
4. Staffing Report, October 1, 2017 (Institutional Research)
   1. D. Bradley: This is Institutional Research’s crunching of the data from the annual October 1 staffing report. Keep in mind this is just a snapshot. It is a count of people, not of positions. You have to be careful when you look at consecutive year changes because of unfilled vacancies. The longer scale is key or you can get off track. Definitions change. We did not have any FTE or part-time categories until 2011. Finally, the foundation staff were rolled into the data this year so that accounts for 35 or 40 people who were not in the system previously. As you can see we have faculty by type, salary and the same for staff and executive positions. The biggest changes I see are in instructors, one year lecturers and part time lecturers. The decline of faculty from last year to this year are due to unexpected changes in status. I expect the number to go up due to vacancies that are currently being filled. Clearly salaries have done well over the last ten years. I think that what we have here can be updated each year by IR then FAC or AAC can put their spin on it. If you look at executives, I am not sure what happened between 2008 and 2009, it could have been in anticipation of my arrival, could be because of the definitions. For example, Leah Reynolds falls into that category now.
   2. T. Hawkins: Faculty data are not included?
   3. D. Bradley: The full report is more pages than what is here. It includes definitions and points out where things have changed. I can send this to you again, Liz.
   4. L. Brown: Yes, that would be great. I will send it out to everyone.
   5. D. Bradley: There was a big drop in staff in 2011 (when there were retirement incentives and layoffs). We have gone back up but we are still about 70 below where we were in 2008/09. There has been a decrease in staff relative to faculty but the numbers are not huge in any direction. There has been a significant increase in the ratio of students to faculty and students to staff. I cannot be sure, but I think a lot of it has been in the area of advising, in the University College for example. The university has been doing a good job moving resources to where they are needed most.
   6. T. Hawkins: The increase in enrollment has occurred in relation to a decrease in FTE faculty over the same period. So we are asking less faculty to do more for more students?
   7. D. Bradley: We are working with smaller staff too. Everybody is doing more for more students. I think if you come back in 10 years this ratio will be even higher. If not then you will see a flattening of salaries. The problem is that the only way to control costs in education is to control the number of employees. Faculty as a group have to be careful what they ask for because when we add something we have to take away from somewhere else. If we had not grown enrollment there would not have been any pay raises.
   8. T. Hawkins: I do not want to draw too many conclusions. The average salary for T/TT faculty is $84,000. That is essentially half an executive salary. If we are talking about moving resources to ensure students are not being taught by shrinking faculty than maybe we should think about how resources are being reallocated.
   9. D. Bradley: Salaries for executives are twelve month, nine month for faculty. Also, the average faculty includes a less experienced group overall. Averages for peers of execs would be higher. There is no right answer for how you allocate resources for staff and faculty.
   10. B. Bunnett: Was this created in response to the AAC report from last year?
   11. D. Bradley: Yes, but this is just data.
   12. B. Bunnett: The number of executives has increased while the number of faculty has decreased. Some committee members will want an explanation.
   13. D. Bradley: If you discount 2008, the number of executive staff has gone up from 38 to 44, two are from the foundation and Leah Reynolds is the other. Some things have bounced around due to definitions. Exec definitions have changed since 2008. You have to be a dean or vice president to be in the exec group. Associate deans are not in there.
   14. B. Bunnett: Linda thought that associate deans were in there.
   15. L. Brown: That might be too many.
   16. D. Bradley: Unfortunately, the definitions are on the page not printed here.
   17. M. Licari: For example, next year we will be up by one, Greg will be a dean, but that is just a definition. We did not spend money on the new dean, the definition changed. I am not saying new positions have not been created, because there might have been, but we cannot make a quick judgement.
   18. T. Hawkins: I do not think there is any value in fighting the old faculty versus executive battle. This is within the margin of error. I wonder if it is right to say you expect the FTE to be higher in 10 years. What if it trends down? How is the new administration going to interpret the numbers. Would it mean we can handle a stagnant FTE and growing enrollment or will we be growing FTE? I do not look forward to the former.
   19. M. Licari: Along with our discussions of resource allocation, we need some kind of understanding of how we are going to handle an enrollment increase from 13,500 to 16,000+ students. Where do we think the students going to be and what kind of resources are going to be required to educate them?
   20. D. Bradley: In terms of tenure track positions, they will bounce up next year. We had vacancies that came up late and did not get filled this year. We also have about twenty more instructors than we are supposed to have which is suppressing the number of tenure track faculty. There is no doubt that there is far less slack, less ability to absorb new students without increases in other places. It depends where these students are. Some departments cannot grow, legally, without an increase in enrollment. The big issue is how do we plan for it?
   21. M. Licari: Yes, you have to know where they are coming in.
   22. D. Bradley: Right, you have to look at it as a dynamic situation. The president sets the total then the provost sets the amount in each college. The dean’s responsibility is to allocate to each of the departments. Some deans have been very reluctant to make reassignments even though it was clear it needed to happen. We need to have more dynamic staffing conversations in the future, not a fight. How do we reallocate when one program is fat and happy and the other is struggling to survive. This is truly where shared governance happens but these conversations are hard, no one wants to be dispassionate.
   23. A. Kummerow: It seems as though the FTE has been steady from 2008 to 2017 at 550?
   24. D. Bradley: Yes, it peaked at 570 in 2010.
   25. B. Bunnett: Has it not gone down 10% since 2008?
   26. L. Brown: Tenure/tenure track numbers have gone down, instructors have gone up.
   27. D. Bradley: It has gone from 404 to 380 but it will bounce back up.
   28. M. Licari: There are conglomerates of full-time faculty replacing conglomerates of part time faculty. A number of tenure/tenure track faculty left this past summer and were not replaced by October 1. Nursing is a good example of this.
   29. D. Bradley: We kind of formalized the idea of 70/15/15 but we do not have targets for instructors, part time and full time. We looked last year, our percentage is higher than our peers. Counting heads, there are 250 part-time and about 470 full-time this year. Substantially more. That ratio of full to part is going to have to be dynamic as well. There is a financial incentive to increase part time positions. You see at a lot of community colleges that have three to four times the part timers because they are cheaper to employ.
   30. L. Brown: We are doing well with the regular faculty ratio.
   31. D. Bradley: Indiana has done better by its public institutions than many other states. It is in the top ten I would think. [Deborah] Curtis is going to be surprised. Her current school’s appropriation is $15 million less and tuition is $1000 less and about the same number of students. That is nothing compared to the issues in Illinois right now. It is hard to feel good when you are hurting, but if you look around you will feel better.
   32. B. Bunnett: Can we share this with the committees?
   33. D. Bradley: Yes, this is public information.
   34. B. Bunnett: I am trying to anticipate the reaction. Some of those committees are predisposed to see the worst and I am not sure they will be placated by saying last year was an anomaly or that more faculty are on the way.
   35. D. Bradley: You cannot satisfy those who do not want to be satisfied. It is not good to simply report the number of positions. We cannot look at one year of data, say there is a trend, and extrapolate from one data point. There are no simple answers. What I wanted to do was give everyone the same data. AAC had their own data that was not the same as the staffing report. We need to start with the same data set.
   36. L. Brown: It puts everyone on the same page.
   37. D. Bradley: Yes, and it has good news and not so good news.
   38. L. Brown: We will digest this, and I will send out the entire thing.
5. Standing Committee Reports
   1. AAC
      1. T. Hawkins: AAC will meet next on December 7, no report.
   2. AEC
      1. A. Kummerow: AEC is meeting tomorrow to review this semester’s proposals.
   3. CAAC
      1. M. Hutchins: CAAC reviewed proposed changes to the Construction Management Major and approved HRD 488 Ethics and Technological Advancement for the FS Ethics and Social Responsibility category.
      2. L. Brown: I do not remember that going through the Foundational Studies, is it a hold-over from last year?
      3. M. Licari: Probably. I think it has been with FS for a while. You can check with Chris Fischer.
   4. FAC
      1. S. Stofferahn: FAC is meeting on Dec 7. It has been and will continue to discuss the 900s.
   5. FEBC
      1. B. Bunnett: FEBC will meet on Friday.
      2. L. Brown: Is Candy Barton coming?
      3. B. Bunnett: Yes
   6. GC
      1. B. Roberts-Pittman: None (absent)
   7. SAC
      1. D. Cooper-Bolinskey: SAC is meeting next month.
   8. URC
      1. L. Phillips: URC will meet again in February.
6. 15 Minute Open Discussion
   1. B. Bunnett: I wanted to bring up back the issue of the voting center on campus. Since we met last I have been in touch with Nancy Rogers, a survey has gone out. I got in touch with Nancy after the last election board meeting. The County Clerk, Brad Newman, said he told her it would cost ISU $62,000 to create an on-campus voting station with seven machines, that Nancy said the university was not interested at that cost. Nancy told me that she did speak to Brad. Here is the text from the follow up email Nancy sent to Brad: “Again thank you for taking my call yesterday. I am writing to reiterate the University’s willingness to host a voting center. We can make a space in the Hulman Memorial Student Union available without cost, designate multiple parking spaces for voting and provide funding for up to two voting machines. If this is something the Election Board interested in pursuing, please let me know.”
      1. D. Bradley: ISU was involved in similar discussions two years ago. Back then, the only way to do it was buy new machines or take them from somewhere else. The talk lately, across the country, has been about reducing the number of voting centers so there should be extra machines.
      2. B. Bunnett: They have backed off of that idea.
      3. D. Bradley: Regardless of survey, or if they approve, the county has to submit a plan to the state. Two years ago we had a different clerk. One person from each party and the clerk submit this. Party membership has changed. Two to one to make it happen.
      4. B. Bunnett: He [Brad Newman] made a big deal about being misquoted in the paper but then he misquoted Nancy. There are more people energized about it now, they will not drop it.
      5. D. Bradley: When this came out in the paper I called Nancy to remind her that all the other major campuses in the state have voting centers. Nancy said that 750 people completed the survey. If we do not get 1500 to participate, she is doubtful it will hold up. Do what you can.
      6. B. Bunnett: Can we remind the senators to do the survey?
      7. M. Licari: Yes, you can even use social media. Tweet it out.
      8. L. Brown: Talk to your classes.
      9. B. Bunnett: Is SGA involved?
      10. L. Brown: Did the survey not just come out yesterday? 750 is pretty good for one day.
      11. All: Yes
      12. B. Bunnett: What do we do about the misinformation about where the campus stands, follow up somehow?
      13. D. Bradley: When it is appropriate, call them out. Writing to the editor is usually a waste of time. The newspaper does not have investigative reporters, they are not the New York Times. Years ago, not here, I wrote a letter to the editor. He printed a comment at the bottom of my letter so that was the last time I did that. Point it out when they are wrong but do not go out of your way. It just creates more noise.
      14. B. Bunnett: I will follow up with Nancy and call Brad.
      15. D. Bradley: Yes, and talk about it at public meetings.
      16. B. Bunnett: These two precincts have the lowest turnout in the entire county. Is that true?
      17. M. Licari: Yes.
      18. B. Bunnett: The board’s counter argument was that the public library and VFW were close enough to campus.
      19. D. Bradley: It is not unusual for a college town’s point of view to be that students should not vote here.
   2. AK: When will the president-elect be involved in discussions?
      1. D. Bradley: She will be here one day in December then has a board meeting in Florida in January. Be patient. Having gone through this twice before, most of the things people say to you the first two weeks goes right through you. The person cannot absorb all the information. It will take a couple of months to understand the big issues. I am not suggesting you all relax but just remember that it will take her a while to understand everyone’s issues and how it fits into the larger context.
      2. A. Kummerow: Have you two had meetings?
      3. D. Bradley: We will hopefully get an hour in December but Nancy Rogers heads up the transition committee.
      4. T. Hawkins: Is there a transition committee report?
      5. L. Brown: Yes, and on the committee are S. Lamb, K. Yousif. B.J. Monahan, and R. Owegi.
      6. M. Licari: They have to finalize travel plans, make connections.
      7. T. Hawkins: The point of the committee is to ease her transition. If we find out there has been little thought given it is reasonable to expect the anxiety levels to increase.
      8. D. Bradley: I think if you want her to think about shared governance, Nancy can take that to her. Reality is that you have all these people talking to you and you do not really know who they are. It is very disconcerting until you get your bearings.
      9. T. Hawkins: That is a fair point, but she is coming in the middle of the year and there is less down time, starting in January after a day on campus. By the time she arrives on campus, her term has already begun and the year is half over. It may be April before she is up to speed.
      10. D. Bradley: I do not think you are going to lose time. If you wait to say something in a month than it will give her more time to absorb. The first person to talk to her will not get through. If you do not get to spend any time with her before she gets back from Florida it will not be of any consequence later.
   3. B. Bunnett: I wanted to follow up on the rehiring of adjuncts every semester. Since our last meeting, I have more information. It is harder to do it now than it was when we did it manually, now that it is online.
      1. D. Bradley: Many of those things are out of our control. There are new governmental requirements that have to do with safety. We have to verify if there is a break in employment.
      2. B. Bunnett: Not just with those, but the time between semesters. I know HR’s goal is not to make life more difficult.
      3. L. Brown: The biggest issue is with semester to semester lecturers.
      4. D. Bradley: Ask Lisa Spence to look into the email issue. There is no reason we should delete their accounts over such a small period of time. From what I understand there is nothing in Banner that distinguishes part-time faculty from full-time. I think that is something that can be fixed. There are lots of institutions who are giving emails out to former employees, alumni, retirees, etc. It is in the best interests of students that we have good communication path with adjuncts.
      5. B. Bunnett: What is the way forward?
      6. D. Bradley: Keep bringing it up to HR and Lisa [Spence], the Provost.

7.) Adjournment at 4:47pm.