

#5

INDIANA STATE UNIVERSITY

FACULTY SENATE, 2018-2019

December 6, 2018

3:30 p.m., DEDE III

Approved

Members Present: A. Anderson, S. Arvin, C. Ball, M. Blaszk, M. Chambers, M. Cohen, E. Gallatin, K. Games, B. Guell, C. Hanson, T. Hawkins, L. Henson, D. Israel, M. Jackson, B. Jose, B. Kilp, J. Kinne, S. Kopaczewski, X. Li, J. Liu, R. Owegi, S. Phillips, J. Potts, B. Roberts-Pittman, A. Soleskey, S. Stofferahn, J. Weust, M. Williamson

Members Absent: L. Brown, M. Hutchins, R. Peters, E. Southard, and E. Wittenmyer

Ex-Officio Present: Provost M. Licari

Ex-Officio Absent: President D. Curtis

Guests: Jolynn Khulman, Mary Ellen Adams, Teresa McCullough, Hilary Duncan, Monica Love, Bassam Yousif, Eric Hampton, Steve Neiheisel, and Katie Butwin

1) Memorial Resolutions

a) Dr. Mary Ann Carroll (Written and presented by Jolynn Khulman & Mary Ellen Adams)

Dr. Mary Ann Carroll, dean emerita of graduate studies, died September 6, 2018. Mary Ann joined Indiana State University in 1964 as assistant dean of the School of Graduate Studies. She became dean of the School of Graduate studies in 1976 and served in that position until her retirement January 1, 1996. After retiring from Indiana State, Mary Ann became Assistant to the President and Director of Governmental Affairs at Rose-Hulman Institute of Technology; she retired from that position on December 31, 2004. Among her achievements, Mary Ann was instrumental in bringing millions of dollars of federal funds to each school while serving in these positions.

Mary Ann was born January 29, 1929, and grew up in Terre Haute. She earned bachelor's and master's degrees from Indiana State University and a doctoral degree from Indiana University. In 1996, Mary Ann was recognized with a Distinguished Alumni Award from Indiana State University.

Mary Ann taught mathematics at Sarah Scott Junior High School from 1950 to 1962; she served as Dean of Girls during her last seven years at Sarah Scott. She taught mathematics and was Dean of Girls at Wiley High School for the academic year 1963-64. Her dedication to and passion for teaching began in these positions. One of her former middle school students commented, "Dr. Carroll taught us mathematics and gave us leadership skills that have lasted us 70 years." Mary Ann's concern for students went beyond academics. She taught students to appreciate opportunities for learning beyond the classroom and how to behave in new situations through activities such as a train trip to New York City to see Broadway shows.

Throughout her 54-year career as a teacher/administrator in Terre Haute, Mary Ann had a reputation for maintaining high standards for herself and for students. Her high expectations for students were accompanied by a genuine concern for their success. One of her former graduate students commented, "As my dean, Dr. Carroll encouraged me to set high goals and put my best effort into achieving them. After I completed a doctoral degree, Dr. Carroll became my colleague, encourager, and friend." As a role model and mentor, Mary Ann touched the lives of many students academically and personally. Also she was a mentor and role model for many of her ISU

faculty colleagues. Building upon the foundation laid by Dr. Jacob Cobb, her leadership was at the heart of what is now our strong, well-respected School of Graduate and Professional Studies.

Mary Ann's professional activities attest to her belief that being a professional includes an obligation to use one's talents, time, and resources to further academic and community goals. Her professional service brought national and international recognition to the quality of ISU's graduate programs. In addition, these activities confirm the broad-based, high level of respect her professional colleagues had for her. She served on the Board and Executive Committee of the Council of Graduate Schools of the United States; held membership on the Board and Executive Committee of the Graduate Records Examinations; was President of the Indiana Association of Graduate Schools; and was President of the Midwestern Association of Graduate Schools. Through her service on the Board and as President of the North Central Association of Schools and Colleges, she assisted other colleges and universities in gaining and retaining accreditation. She served on more than 30 college accreditation visits, several of which were with international branch campuses of schools in the 17-state North Central Association region.

Mary Ann's community service included serving on the board and being president of the Wabash Valley Community Foundation. She served on the board and was president of the Board of Overseers, was a member of the Board of Managers, and Treasurer of the Swope Art Museum. She served on the Board of the Union Hospital Foundation and was Chair of its Grants and Awards Committee. She served for 27 years on Senator Richard Lugar's Air Force Academy Selection Committee.

Mary Ann was a charter member of Alpha Delta Chapter of Chi Omega at Indiana State. She served as national vice president for nine years and received the Chi Omega Fraternity Woman of Achievement Award in 1994. She was a member of P.E.O. Chapter K, United Methodist Church, DAR, and Colonial Dames.

**WHEREAS**, Mary Ann Carroll, dean emerita, completed 32 years of dedicated service to Indiana State University and was recognized by her students, colleagues, and professional associates as a teacher, and scholar.

**NOW, THEREFORE, BE IT RESOLVED** that the Faculty Senate of Indiana State University make known their sincere sympathy and condolences and that it express appreciation for the dedication with which she served the School of Graduate Studies and the University.

**NOW, BE IT FURTHER RESOLVED** that this testimonial be placed in the minutes of the Faculty Senate.

b) Mrs. Marthann Markle (Written and presented by Teresa McCullough)

Marthann Bush Markle was born on April 13, 1940, in Marshall, Illinois and passed away on September 9, 2018, following an extended battle with Alzheimer's disease. She was preceded in death by her parents, Mildred Bledsoe Bush and Charles Bush, and her husband, James Markle. She is survived by her daughter, Melissa Markle Webster, and many other family members and friends.

Her career as an educator began at age 15 when she opened a dance and baton studio on her parent's front porch. While a student at Indiana State University, where she completed both Bachelors and Masters' degrees in Physical Education, she started the Sparkettes Dance and Drill Team. She, along with many student leaders, directed the team for 25 years and it is still in existence today. She was a faculty member in the ISU Department of Physical Education and spent many years teaching dance and Physical Education/Teacher Education students methodology courses to prepare them for careers in education. She also founded the Sycamore Showcase Dancers, a student dance company that featured student choreographed performances in many styles of dance.

After her retirement in 2000, she returned to ISU as an adjunct instructor to teach her first love, Ballroom Dance. Her students shared her enthusiasm by performing in the Physical Education Dance Showcase at the end of every semester.

Marthann is remembered for her smile, positive attitude, and the impact that she had on the lives of many students who have continued her legacy.

**THEREFORE, BE IT RESOLVED** that the Faculty Senate of Indiana State University express to Professor Markle's family its sincere sympathy and condolence, and that it further express its appreciation for the service, care, and dedication that Marthann gave to her students, the faculty, and the university.

**BE IT FURTHER RESOLVED** that this testimonial be placed in the minutes of the Faculty Senate and that a copy be transmitted to her family.

2) Approval of Faculty Senate Minutes of November 15, 2018 (File #1)

a) Motion to approve (B. Kilp/A. Anderson); [Vote 25-0-3](#)

3) Support Staff Report: El-Houcine Chaqra

a) No report (absent).

4) SGA Report: S. Lamb

- a) Happy study week! As you all know there was a voting center on campus for the general election. SGA and ISU's college Democrats and Republicans are writing a letter to the county clerk's office to thank them for putting a voting center here, but to respectively ask for more machines so we once again do not have a three hour wait all day. I sent out the mental health proposal this week. The student body got a link, the president's council and the board have seen it as well. Questions?
- i) J. Kinne: I am wondering if a fee is the right funding versus an increase in the budget. I know it is not your call, but it is a concern.
- ii) S. Lamb: It is our recommendation to use the fee. The budget is tight, based on conversations with VPs Banks and McKee. It will be hard to reallocate resources to provide this service so a fee is the best way to provide *and* sustain the services.
- iii) B. Guell: Having been here when resources were slashed in 2010, replace services and using a fee to pay for them is sending a bad message to future budget cutters that you can cut things and they will replace them with higher fees. I am not objecting, but just observing the bad precedent it is setting.
- iv) L. Henson: I agree, it is not a good idea to ask students to bear the brunt of services that are essential and we have provided in the past.
- v) T. Hawkins: Can you separate the proposal for services and the fee request?
- vi) S. Lamb: I suppose they can be. We can recommend resources be funneled through the budget, but I do not know where the money would come from.
- vii) J. Kinne: I would recommend submitting the services proposal and then separately the fee. It would be interesting to see the support for each.
- viii) S. Lamb: I am not sure if that is the right way to go about it. Additional resources are necessary, but I am not sure where they are going to come from when budget slashing across campus is happening.
- ix) L. Henson: Is the "slashing of resources" something you have been told or an assumption. If it is an assumption, you should ask.
- x) S. Lamb: I was told there was none to be had.
- xi) L. Henson: Okay, we should as a governance body think about how we can find resources elsewhere.
- xii) B. Jose: Where is the line for what is the university's responsibility to provide, we do not have a hospital on campus.
- xiii) S. Kopaczewski: Separating the proposal of services from the fee might be more beneficial than you think. Students might have so much support for the services that they are willing to then vote for the fee. It then becomes more bargaining for the support for the services. Support for the fee may be lower, but still passable and then you have a bargaining chip that students recognize. It does not prevent you from moving forward with the fee.
- xiv) T. Hawkins: Stephen, we will get you the minutes from this discussion quickly so you think about the issues raised here.

5) TFA Report: S. Monday

- a) I am still getting used to the position and the expectations. I am trying to figure out who are the key people I need to speak with should any of our temporary faculty have issues. Some issues have been brought up, they have asked their name and department not be mentioned. They have some concerns about what their role is and how the temporary faculty process works and the evaluation process. In financial aid, when I evaluate my staff there is an individual self-evaluation first, but for temporary faculty there is no way for them to do that or have a voice in their evaluation process. I want to take them seriously, but I also need to look at those concerns very closely to see if they are warranted or if we just need to get the right info to the right people. Some fear if they speak up, they are going to be blacklisted. I do not want them to feel like that so I am trying to find the best avenue to do that. Where can they go to do voice their concerns especially when it is something that might impact students and departments as a whole.
  - i) T. Hawkins: If the concerns are not idiosyncratic and there are general themes, they can go to FAC.
  - ii) S. Monday: Yes, there seems to be a theme. I will make a meatier proposal and go from there. I just want to make sure there are no repercussions from their concerns.
  
- 6) ISU Day of Giving: M. Love, H. Duncan
  - a) H. Duncan: Hello, my name is Hilary Duncan and I am the Director of Annual Giving. Along with Monica Love, the Executive Director of Strategic Initiatives, I am here to invite you to participate in our very first day of giving which will be March 13, 2019.
  - b) M. Love: This is ISU's first ever "Day of Giving." It will occur on March 13, 2019, and run midnight to midnight. We plan to engage with the entire university committee so they can be a part of the excitement of the day. If they are engaged, we hope they will be willing to make a gift. The "Day of Giving" concept has been around for 7 or 8 years. We ran a small pilot last month and had a goal of 150 donors. We ended up with 720 donors, and raise \$153,000 in 24 hours. We have great hope for a university wide event. We will need the support and involvement of every member on campus.
  - c) H. Duncan: Please, be involved, engaged, and spread the word students, faculty, staff, leadership, and alumni. Your networks are huge and greater than ours are. Together we can make an impact on our student's lives. Save the date, there will be more info to come and we will have a big, blue celebration!
  
- 7) Administrative Reports:
  - a) President D. Curtis
    - i) No report (absent).
  - b) Provost M. Licari
    - i) Earlier this week, President Curtis and I attended the Complete College America Conference in Chicago. Half of the states in US are affiliated with this organization and Indiana is one of them. A lot of the attitudes about higher education in Indiana flow from this event. Commissioner Teresa Lubbers was there as well. It is good to stay on the same page. Many initiatives such as "15 to finish," which we have already adopted, came out of this so there are many good ideas.
    - ii) On the student success issue, I want to mention the importance of fundraising. Scholarships for need-based is the top fundraising goal for Academic Affairs. We had 2,700 students who did not return to school this year and almost half had a financial

burden, which is the reason why they are not here. The overwhelmingly majority had financial concerns. That is a huge concern. I am excited about this “Day of Giving” effort and a lot of the other sustained efforts we will have going on. Steve N. and I were dealing with student who was about to drop out over \$2,000 dollars, which is not a lot in the grand scheme of things, but to a college student is an insurmountable amount.

iii) We hosted the Math and Reading Summits over thanksgiving. The Reading Summit is growing in leaps and bounds, and I fear we are running out of space in University Hall. The Math, in its second year, saw a 40% increase in participation. Thank you to Duke Energy for sponsoring this event for k-12 educators.

iv) Next week is finals week. There is a board meeting on Friday and commencement on Saturday. Please, be there to congratulate the students as they cross the finish line!

8) Chair Report: T. Hawkins

- a) Let me begin with an update on the Agenda. On Tuesday, Exec voted to return the 350 language to FAC for minor revisions. Therefore, we will not be considering it today. Also, we will be holding the constitutional language until the January meeting. Constitutional language approved by Senate must go to the faculty for final ratification. With the winter break, the timing for such a vote is awkward. As there is precedent to defer such action to the new year, we agreed to take it off the agenda for now. So, our FAC items are deferred.
- b) Our agenda now includes two action items. Eric Hampton is here to present requested revisions to the Handbook language defining the TEC. A motion to approve this language passed Exec unanimously on Tuesday. Eric will be followed by Katie Butwin who will introduce the new Policy Library. She will request Senate endorsement of these updates. Exec unanimously endorsed this plan last week. Finally, Steve Neiheisel will report on the Fall activities of the SEM Council.
- c) Before all that, we will have our Open Discussion. I have had advanced notice of three statements, and I want to ensure time for appropriate responses, if needed.
- d) With that said, I have a couple of announcements. First, a review of the Spring calendar made it clear to Exec that we will need to set the dates for the Senate election ahead of Spring Break. You may know that it is very late this year. If we were to follow the Handbook guidelines, nominations would not close until April 5, elections would run as late as April 19, and then the new senators meeting, the officer elections, and the Exec committee elections would have to be scheduled during the remaining time. This is not a viable timeline. The Handbook provides a little wiggle-room, so we have agreed to set March 15 as the final date for submitting nominations. It is not too early to begin to encourage colleagues to consider running for Senate. Of course, we will make announcements in January and February. But, we also rely on you to bring good people into faculty governance.
- e) Second, I would like to make a brief comment about the president’s statement sent late last week regarding diversity and inclusion on campus. You probably noted one sentence in that statement: “I will be seeking assistance from our governance units in engaging their constituents in an ongoing dialogue regarding diversity.” This is where Senate comes in. On behalf of the Faculty Senate, let me take this opportunity to express our support for the president’s statement and our willingness to help create and preserve “a

welcoming and inclusive environment for all members of our community.” As initiatives designed to promote the values that unite us coalesce, I hope everyone here will commit themselves to active engagement.

- f) Finally: a reminder that we have a date with the Board of Trustees on the 14<sup>th</sup>. I look forward to seeing everyone there. Be sure to take advantage of this opportunity to mingle. The Trustees want to meet faculty—and they really know how to party.

## 9) Fifteen Minute Open Discussion

### a) B. Yousif:

“I think that that most people here know me. I am here today in my capacity as a faculty member at Indiana State University, not as associate dean for the college of Arts and Sciences and it is in that capacity as a faculty member and stakeholder of Indiana State that I take this opportunity to address the Faculty Senate.

My remarks concern the University’s response to the violence that occurred during homecoming. As many of you know there was fighting in Tent City, a massive brawl at a restaurant on Wabash (one block away from the University), a fracas at 25<sup>th</sup> and Wabash and a shooting at 5<sup>th</sup> and Deming, where we live. That incident resulted in a serious injury and possible subsequent death (I am not sure because I haven’t seen this confirmed in the press). Our house—among others—was hit with three bullets, one of them only 2 to 3 feet away from our children’s bedroom. We are all well, and have been nourished by the support that we have received from colleagues and friends.

The reason that I am here is that I would like to take issue with the narrative put forward by the University concerning these events, or the University’s reaction to these events. As such I will reference the comments of President Curtis concerning the violence surrounding homecoming. Dr. Curtis is the leading officer of Indiana State University and her statements represent the position of the University. This is not an attack on the President. **It is a criticism of longstanding University practice that simultaneously seeks to celebrate the successes of homecoming, while washing its hands clean of its violent and unwelcome repercussions.**

Indeed, true to form at the last Senate meeting, the President of the University described homecoming as characterized by “wonderful, safe activities”—noting that in 6 ½ out of the 7 days of homecoming, things went off superbly. She added that ISU has “very little control over” the violence that took place.

These statements of the University about the events of homecoming are insensitive and misleading.

Senators, violent events, including shootings and deaths, associated with homecoming have occurred in the past. And according to Terre Haute’s Assistant Chief of Police, homecoming 2018 was the most violent that he has witnessed in his 20 years of service on the Police force. The reality is that 1) Homecoming is becoming increasingly violent. And 2) that Indiana State continues to promote it.

I would like to add that it is becoming less and less tenable for Indiana State to disassociate itself from the violence and other negative outcomes of homecoming when it occurs off campus and supposedly ‘out of our control.’ Disassociating ourselves from homecoming-related violence that the local community endures is incompatible with the community engagement that we claim to promote.

It is also impossible in practice to do and we delude ourselves when we pretend otherwise. Some of those arrested in connection with the party where the shooting occurred in homecoming 2018 were ISU students. Many of us live in local communities touched by this violence. Some of my colleagues’ children attend Indiana State and are likely to attend off-campus parties and other events at homecoming. Thinking back to the night of the shooting, a young woman (who I don’t know) dived for cover in our front entryway once the shooting started. She may well have been one of our students.

What I have highlighted today are the negatives associated with homecoming. I recognize that there are positives too. And we can only make an informed decision about homecoming if we know what those benefits are. So I am asking the University and the Faculty Senate to engage in a forthright assessment of the risks and rewards of homecoming, to ISU and the community. This *is* something that we have control over. What are the rewards? And do they rise above the very real risks, that someone—perhaps your child or mine—will be hurt as a result?

The President announced in last senate meeting that Indiana State will be hiring someone whose job, if I understood correctly, was to better convey the university’s message to the outside world. The external world is important—and so are we. **I respectfully suggest that engaging in an honest and open internal discussion with each other about the risks and rewards of homecoming is just as pressing.**

I commend this statement to the Faculty Senate and ask that it be appended to the minutes in full. Thank you.”

- i) M. Licari: Since the president is not here, I speak for myself. What Bassam has laid out is accurate, and there were a number of students involved in that party. They have been dismissed from ISU, but it was enough to tell me that we need to do an improved job to working with our students. This behavior cannot continue, and we should all expect a safe and enjoyable Homecoming. We are engaged in problem solving with the city, and have another meeting coming up with local officials next week on Thursday afternoon. The administration is committed to this issue, thank you for your comments.
- b) D. Israel: I am reiterating what Jeff Kinne brought up at our last meeting in hopes that it will not get lost in the shuffle. The email policy currently limits our university email retention to 6 months unless we do something about it actively to which we can get 4 years. In academia, 4 years is a blip. I have students asking me for a recommendations, and scholarship needs that occur year after year. There are other concerns in terms of making departmental administration more challenging, including retaining faculty, student, and alumni contacts. When the change was first made, space limitations were cited as the reason. Hoarding of email, I was prime in that. Now that we use cloud-based systems, the initial reason is no longer there. A one size fits all solution may not be necessary. I encourage we revisit this next semester and see if we can treat this as something that does not increase the budget, but improve morale.
  - i) M. Licari: I spoke with officers about this on Monday, and I think it is fine to continue the conversation and I am happy to engage in some kind of solution. I am sure we can find a happy medium somewhere.
  - ii) T. Hawkins: There is a place for some compromise.
  - iii) B. Guell: I just created a folder labeled “keep for 4 years,” circumventing the issue in 15 seconds. We can keep circumventing the policy if this is not addressed reasonably.
- c) S. Stofferahn: I would like to thank President Curtis for calling attention to—and calling out—the recent incident of vandalism featuring a racial epithet in a Stalker Hall restroom. It goes *almost* without saying (but it is important to say it loud and strong) that my colleagues and I in the Department of History and the African and African American Studies Program join with you in condemning this and any other prejudicially inspired statements or acts intended to hurt, de-value, or intimidate members of the ISU community or, indeed, anyone. And though we acknowledge this incident in our Stalker Hall home, we affirm with a united voice our calling as faculty members and colleagues to dedicate ourselves to teaching and modeling the core values of inclusion, tolerance, and humanity in all we do, both in and out of the classroom, for the benefit of our students and the community. Thank you.
- d) B. Kilp: ISU will be hosting an International Music and Culture Festival, March 12-15, 2019. There will be events every night. On the 14 and 15 there will be events throughout the day at various locations on campus. Three faculty members from LLL, some from textiles, and music will be participating in a number of performances. This will cross multiple departments and colleges. We will also have special guests from 5 countries. There will be traditional song and dance ensembles, and we will pair them up with our students and faculty. You should consider encouraging students to attend at least an event or two. I will have a draft schedule as soon as possible. There will also be an international

fashion show, including some traditional dress of our international students. The final concert will be in the Indiana Theatre. I would appreciate you all thinking about ways of inviting students to participate.

- e) S. Arvin: As you know, I represent the library. With the latest budget cut, 3%, most of our budget is in our resources, which means we will have to cut them again. I did a little bit of checking and we have the same budget as in 2010/11, which means it keeps slipping with inflation. We need to see where we can make some cuts so if you know of any subscriptions that are not being used, perhaps the faculty member is gone or the topic no longer covered in your program, talk to your liaison. They will be contacting you if they have not already.

10) TEC Handbook Revision: E. Hampton (File #4)

- a) Motion to approve (A. Anderson/C. Ball); **Vote 28-0-0**
- b) E. Hampton: On Nov 13, we met to look over suggested changes to the bylaws. The proposed changes will affect in three ways. First, we are changing the name of our accrediting body, which was the National Council for Accreditation of Teacher Education and is now the Council for the Accreditation of Education Preparation. Second, there has been an addition of a non-voting, ex-officio member, which is the BCOE Accreditation and Assessment Director. Finally, the striking of the stipulation that no member can serve more than one consecutive term on the exec committee
  - i) B. Kilp: Should this read “the” or “an” associate dean?
  - ii) E. Hampton: To my knowledge there is not a specification, I am open to any changes that make it more accurate.
  - iii) B. Kilp: Some colleges might only have more than one, in that case it would be “an.” Can we change it all to “an,” then it would be correct?
  - iv) C. Olsen: Yes, that is fine with me.
  - v) T. Hawkins: Do we have unanimous consent to change it from “the” to “an?” **Yes**

11) Policy Library: K. Butwin (File #5)

- a) Motion to endorse (A. Anderson/K. Games); **Vote 28-0-0**
- b) KB: The current format of the Handbook site causes limited use and there is no systematic review. This policy library will be an electronic repository for the policy and info for those responsible. We are going to wait until January to release this publically. There was a lot of programming on the backend that went into this. If you look at the tiles there are ones for policies “under review,” “recently updated,” and those that are “in development.” If you click on the policy tiles (100s, 200s, etc.) you will see the chapters on the left, the policy in the middle, and related information (responsible office, policy contact, related policies, process and procedures, policy history) on the right. We will also retain the concept of the handbook, in the 300s with the title “Faculty Handbook.” As far as the related information, we are still populating that contact info. One change is the move of the FERPA policy to the 200s, which are now Academics. With this new policy library, we are asking operational units to be more involved. We want the university community to use this policy library and know whom to contact for more information. Today, I am asking the Senate to endorse renumbering; there are no substantive changes today.

- i) L. Henson: For the ones under review, how will we know what stage they will be in? Who is in charge of that?
  - (1) K. Butwin: Review will begin with that particular academic year, so we will begin in the spring. We can also add any other ones that might come up as needed.
  - (2) B. Guell: Governance bodies can self-charge, they could be talking about changing a policy without you knowing. There needs to be a threshold standard for when a committee chair contacts your office to say hey we are talking about this policy.
  - (3) K. Butwin: Yes, the Senate is the most active. I am sure once something is approved by the EC we can put it out there. We built the back end of this to make modifications to the site. Morgan could let me know when something is under review by the Senate.
- ii) T. Hawkins: The EC agreed this would be a good opportunity to clean up redundant aspects of the constitution. For example, it currently reads “245.5: article 1: University Faculty.” We would like to take out that “articles” as part of the cleaning up process.
  - (1) B. Guell: There are no references to “articles” of the constitution or bylaws; striking it fits well within the editing function.
- iii) B. Jose: If we are doing that, I suggest thinking about “will” versus “shall.” The interchangeable use of them can get confusing.
  - (1) B. Guell: That is never not debated, “will,” “shall,” and so on are specifically chosen.
  - (2) B. Jose: Can we not just change them all.
  - (3) B. Guell: No, there is a legal difference between “will” and “shall.”
- iv) S. Arvin: Will there be preservation and archiving of versions?
  - (1) K. Butwin: Yes. We are double saving it right now. Drupal does it, but we are also maintaining it. It is also in the board minutes.
  - (2) J. Kinne: I would not trust Drupal.
  - (3) K. Butwin: Yes, we are backing it up.
- v) S. Arvin: There will be a search function?
  - (1) K. Butwin: Yes, there will be a search function on every page, a print function, and mobile compatibility.
- vi) B. Guell: I have already provided concerns, but there are a number of places in the 500s and 900s where if the 500s is general counsel we need to pull elements out because they are rules that more or less only govern faculty. Such as 505.12, compensation rules only involve faculty. The HR office has wanted to stay as far away from faculty as they could, and directed all concerns to the provost office. If that says, what is says it is wrong. I hope that before this goes live we have an understanding of all of the places where the right hand column mismatches with the handbook so everyone knows where to go.
  - (1) T. Hawkins: This may go partially live. We will continue to have these conversations with Kati; it is a dynamic process to make sure the info on the right is as correct as possible. We have given suggests, and we will be having conversations so it is ready in January.

- a) Thanks Tim [Hawkins], for joining the council, and thank you Bob [Guell]. Thank you all for the opportunity to come and present today and for trying to understand the world of Enrollment Management (EM) as it exists today. This council was formed in late August, and we have made some membership tweaks since then. I just want to take the time to compliment the team. They have met weekly since September 21. There has been great attendance and participation! Some work groups have spun off as well, thank you for your energy and effort! I started the SEM council by showing some videos that teach three lessons. The first was about trying to fix the airplane while it is still flying. That is what we are doing here. The second was from the Karate Kid, we have to focus. Finally, the third was from Indiana Jones, we have to choose wisely. This council has alternated between Short-Term and Long-Term conversations, which brings tension. This annual cycle you are on needs to change. EM must be an institutionally engaged process. I have brought the deans into our SEM workshops, of which we have had a few, all lasting 3 to 4 hours. You can go back and look at the full membership list here on the PowerPoint. [The PowerPoint being referred to can be found on the Faculty Senate Blackboard site: [Faculty Senate>Meeting Materials>Meeting #5> “SEM presentation...”](#)]
- i) Workshop #1: Here the SEM Council members came up with 19 negative factors affecting enrollment and 20 positive ones. Focusing on the negative, first we have grown enrollment out of IL, but they are finally getting their act together with a stay in state scholarship program. 21-century scholars have more competition. This is also the peak year for high school graduates across the country, and then it declines, goes flat for 7 years, and declines again (based on the birthrate). That is not coming back. We need to be diversifying transfers. If you had 250 less freshman this year, you will have 150 less sophomores next year. Those are things you cannot do much about, but having a new university president is always a boost. Can you measure that? With SEM initiatives, how big an impact will they have? You have great new facilities, and a thriving honors college. I had the group weight the impact of the positive and negative slightly pessimistic giving an overall score of 4.5 on a 10-point scale. In higher education in general, we have seen declined enrollment for six consecutive year due to both the value and demographics. Unless you are CA, TX, or UT you are declining. The Midwest and New England are especially declining.
- ii) Workshop #2: Here we looked at numbers. The decline of new students this fall, the effect of the IL scholarship and 21-century is a problem. Transfers will not offset that. There was an increase in degrees awarded. Since 2013, graduate numbers will be 500 more than 5 years ago, and 100 than last year. In terms of the state budget, we will get money out of that. It is negative for EM, because they are not coming back, well maybe a few for graduate school. We dug a hole with the smaller freshman class. The most likely scenario for next fall is you will be down 375 to 600 (3-5%). The budgeting process is recognizing that. A 3% decline with more on campus is better, but it depends on the mix. Each percentage is \$600,000 to \$1 million.
- iii) Short-Term, FALL 2019:
- (1) Continuing initiatives:
    - (a) Persistence: (Linda Maule) focus on keeping students here, work is being done in the UC.
    - (b) Targeted Academic Programs: (Brien Smith) Increase yields in popular programs.

- (c) Clearinghouse: (April Hay) 98-99% of enrollment is tracked by Clearinghouse. 8,000 of our students who applied or were enrolled we are inviting back if they were here or interested in us in the last 3 years.
- (d) Predictive modeling: (Bob Guell) looking at the data of those who apply>are accepted>end up enrolled.
- (2) One-time initiatives:
  - (a) Scholarship renewal: (Sarah Wurtz) We were giving scholarships to students in high school who had lower than a B average and asking them to keep a B average for their scholarship. Now, the requirements are good standing and full time unless there is donor or state criteria.
  - (b) Need-based aid—packaging guidelines: (Donna Simmonds) We need to put more need-based money into initial rewards, not cost a lot more, but more efficient in the dollars we have. There are processing changes we need to make.
  - (c) Financial Aid Leveraging: (TBD) 21-century
- (3) We will be monitoring:
  - (a) Admissions: revised and enhanced bi-weekly reports. Part of the decline in has been the mix of students from on campus to lower revenue students.
  - (b) Registration: We are taking out non-degree seekers in the data. They will still count in the headlines, but not for forecasting. College challenge does not generate money so you can see the difference.
  - (c) Projection forecast: Will update after the spring census and fall priority registration to see where it is.
- b) Questions so far?
  - i) B. Kilp: What about international students?
    - (1) S. Neiheisel: It is unlikely we can adapt for fall 2019.
  - ii) Long-Term, 2020-2023:
    - (1) In the spring semester, we will focus on campus engagement and input. Given the timing, in February and March you will hear more about long-term EM planning. We will develop a four-year plan, two-two year cycles. It will be updated and extended every two years. We want to move away from a top down, annual, EM exercise, to one where everyone plays his or her part. It is not more work, but we have to channel and choose wisely.
    - (2) Initiatives:
      - (a) Systems/Information Technology: For example, the scholarship process. There are too many systems, and it has to be manually entered too many times. At its core, a key component to EM is analytics and we need a good IT structure.
      - (b) Admissions standards: We will interface with student affairs and will be coming forward with a recommendation.
      - (c) Transfer Recruitment and Services: We have to become EM channels; we are not going to rebound the freshman to the levels in the past.
      - (d) Outreach and Messaging: we have to be more sophisticated.
      - (e) 8 week online courses: Samantha Penney is working on it, making us more flexible for nontraditional students.

- c) There will be many opportunities to engage in February/March. Not more work, but you can choose how to participate. In long term planning, people will say, what are we going to do? We have to get to the long term you or you will never solve the annual cycle. We have to execute on the initiatives. The council is doing hard work, and it will be better the second time and third time. Those are excellent initiatives to move the dial in the short term. When the numbers surprise the senior administration, something is wrong. They should not have been surprised; this was a predictable fall enrollment. Campus needs to be engaged! The SEC council gets it; EM is complex, but also straightforward. We have to take that out to the next level of the institution. We have to get the center mass engaged on the issues. We need to learn, develop a four-year plan, so when you announce a decline and you can say this is how we are going to approach it. You are moving in the right directions, but having the deans and the SEM Council is not the same as having the entire institution.
- i) J. Kinne: What is the highest impact thing departments can do?
- (1) S. Neiheisel: Categories for four year plan: vision, strategy, targets, initiatives, institutional feedback. Those are the types of things we are going to present to react to. You have the opportunity to say this is where I want to help, can help, etc.
  - (2) T. Hawkins: It is helpful that deans are involved; we can dig down all the way to faculty. That is happening now. I hope that at department faculty meetings this will be a part of the conversations taking place. With the transparency, you will know as soon as possible.
  - (3) B. Guell: We can use this as opportunities to manage expectations of what it means for faculty searches, pay raises, travel money, and S&E budgets in hopes with transparency with where we are going that we do not return to where were in 2000, which was a very angry period. The leadership was closed in its treatment of this information. No resources were to be utilized. If we know where we are going and we know the challenges we can work with the administration rather than be at odds with one.
  - (4) M. Licari: That is the purpose for the transparency, its usefulness and the ability it gives shared governance to function.
- ii) D. Israel: When we are being presented with numbers, I do want to hear in state versus out of state. Our in state students will benefit from the geographic diversity of out of state/international students. With globalization and internationalization, I understand it is a challenging time nationally for that, but it has been done well and can continually do well.
- (1) S. Neiheisel: It depends on the mix of students; we have to talk about the targets and initiatives. International EM has to be part of the four year. How we do with out of state has to be part of that as well. Those will be topics in later conversations.
  - (2) B. Kilp: I am privy to the complications to getting them here. Some are ignored or the process is slow, but even having 50 is worth an effort. If we lose 50 that is 50 of out of state, we lost. That is not insignificant.
  - (3) S. Neiheisel: This is just an overview.
  - (4) B. Kilp: Yes, but you made it sound like it is too late.

- (5) S. Neiheisel: Everyday enrollment cycle we have to emphasize quality service to our students. It is a given, but not if it is an issue, somethings brought to my attention. When it comes to the process, I am doing things as a line manager to try to address those. Service to students, parents, and constituents.
- iii) B. Jose: In my department, LLL, numbers are painfully low. Graduate programs have seen a recent decline. One of the ideas was talk to colleges without graduate programs about what we offer and admissions said it was their job. If we are finding institutional obstacles, should we bring this up?
- (1) S. Neiheisel: Yes, a siloed approach of a contained admissions cycle needs to be broken.
- (2) J. Kinne: I could go and visit high schools or take care of international students, but I cannot do both. I do not know which one would have the highest impact.
- (3) S. Neiheisel: Everyone would like the magic bullet, but it is a magic buckshot. Where is your time spent most valuably, we can advise you on that. Bob's model coming in March, will grade the incoming class. We can give you the middle of the pack/on the fence applicants for your department and you can do additional follow up with a limited need for additional resources. Instead of here are all of the applicants we can say chase these in this tier.
- (4) B. Guell: It is my expectation that much like analysis on retention there is no silver bullet, but levers that are effective. You get your bang for the limited buck by doing X and learn things you know for sure are not true.
- (5) S. Neiheisel: Also, IU and Purdue got rid of their waitlists. We have to do pretty much what Bob is describing.
- (6) L. Maule: We also need to not be looking at just EM, but at retention. If demographics are going down we know how to solve that it is getting them here and keeping them here that counts too.
- (7) S. Neiheisel: Yes, and there are alternative segments of the population. Transfers and online. The University of California is targeting transfer students. One of the most elite in the world. If they think it is important we should too. Freshman recruitment literally does not work anymore.
- (8) C. Mallory: Keep doing a job good teaching and advising. Talk to your colleagues. What we know is that is what makes a difference for them while they are here.
- (9) S. Neiheisel: I agree, students get excited about what they do with you and go back and tell their friends. That is great recruiting.

13) Adjournment at 5:28pm.