

MINUTES OF THE FACULTY SENATE
February 14, 2012

Meeting convened at 1:01 p.m. by William Recktenwald, President.

ROLL CALL

Members present: Kambiz Farhang (for Om P. Agrawal), Ira J. Altman, Ken B. Anderson, Gary Apgar, Kimberly Asner-Self, Connie J. Baker, Blaine Bartholomew, Lisa B. Brooten, Rita Cheng (*ex officio*), Tsuchin Chu, Stephen D. Ebbs, James E. Garvey, Qingfeng Ge, Stephanie Graves, Scott Ishman (*ex officio*), David M. Johnson, Jyotsna Kapur, Allan L. Karnes, Usha Lakshmanan (for Meera Komaraju), Timothy Koschmann (for Lisabeth A. DiLalla), Mary E. Lamb, John T. Legier, Douglas W. Lind, Diane Muzio, John W. Nicklow (*ex officio*), William Recktenwald, Nicole K. Roberts, Mike Robertson (for Jose R. Ruiz), Matthew Schlesinger (for Benjamin F. Rodriguez), Thomas Shaw (for Sandra K. Collins), Gerald R. Spittler, Brooke H. H. Thibeault, Stacy D. Thompson, James A. Wall, Yu-Wei Wang (for Michelle Kibby-Faglier), S. Jonathan Wiesen.

Members absent without proxy: James A. MacLean, Marla H. Mallette.

Visitors and guests: David Carlson (Library Affairs), Carl Bloom (Graduate and Professional Student Council), Codell Rodriguez (*Southern Illinoisan*), James Smith (Provost and Vice Chancellor).

MINUTES

The minutes from the meeting on December 13, 2011, were approved as presented.

REPORTS

1. W. Recktenwald reported: a) he attended various meetings, including a constituency heads meeting with the Chancellor; b) he and G. Apgar serve on the committee [drafting a position control hiring procedure]. The position control committee itself will review only new tenured and tenure track faculty hires. The committee will do the final review and recommendations to the Provost. The terms of appointment will be two years and will be staggered to start. Committee appointees will have to commit to meeting at least once over the summer. K. Anderson clarified that the committee will not approve individuals being considered for the position; c) on February 24, the Executive Director of the IBHE will be on campus to discuss performance based funding. It is very important to have a good turnout so it is clear to him the campus is interested.

Provost Nicklow explained that the [position control] committee was put together to look at strategic alignment and to take a close look at all positions across campus. The first step was to create the position request form so that anytime a position is filled--whether A/P, civil service or faculty--it is done through the form, which includes eight criteria that have to be answered. The second step [was to create signature lines on the form on which the committee could sign off]. He will collect the position request forms and forward them to the committee for review and recommendation. The third piece is a hiring plan. The template for that went to the deans this morning, and he has encouraged them to take it to the chairs, with the idea that there will be a hiring plan at every level based on the dean's information. [He will then present those to the Chancellor.] Provost Nicklow indicated that he expects the first plan [to be ready] April 1, and it would be updated every six months. The plan is essentially a prioritization, and the reasoning behind how the positions are prioritized would be available to him and to the committee so that when these positions come in, he is getting recommendations from the committee relative to their hiring plan. The added piece he needs to consider is budget and what he is able to do in terms of his approval or denial and then forwarding that to the Chancellor.

J. Kapur asked the Provost if his role is to look at the budget or the prioritization. Provost Nicklow responded that he will be looking at both. The idea is to strategically align, and with limited resources, strategically invest in these positions. He realizes that he brings one viewpoint to the table, and that is part of the point of the committee, to provide an advisory capacity to him and recommend whether the position moves forward. J. Kapur asked whether an explanation would be given for those positions that are turned down. Provost Nicklow responded that he expects there would be, but it needs to be determined what level of explanation for every position would be necessary.

S. Ebbs asked if a position request is turned down in one cycle and then resubmitted the next cycle, will it be a level playing field every time a position is resubmitted? Provost Nicklow responded that he is

looking to strategically invest, so it has to be a level playing field every time. He wants to give every unit the same opportunity to justify and bring forth positions. Chancellor Cheng added that it may likely be a change in mechanization from the dean, so that would be a factor in the second round that might have an impact; it may be a higher priority coming out of the dean's office.

U. Lakshmanan asked the Provost if, in terms of the criteria that are going to be used, he is only going to do cross comparisons across [disciplines]. She believes it may actually turn out to be unfair to some disciplines. Looking at it from a more temporal perspective or the particular discipline itself should also be factored into any kind of decision making; otherwise, it may be that some departments or disciplines may be favored. Provost Nicklow responded that he realizes they have not specified the criterion upon which the prioritization will occur; that is left open to the units/colleges. He has asked that they explain their priorities, their reasons behind their prioritizations. That criterion has not been specified, so in fact what U. Lakshmanan is saying is what he hopes would occur. The deans would then bring their prioritized lists forward. W. Recktenwald noted that some of those criteria are enrollment growth, research productivity and accreditation requirements.

T. Koschmann asked if, when the committee is given the information in doing this prioritization, they will be given an idea of salaries, start-up packages, etc., as they make these kinds of [decisions]. Provost Nicklow responded that the budget piece is his responsibility. However, he has no problem sharing what might be available early on so that maybe it informs that prioritization. He believes this is something that can be worked through as they move forward; he is open to suggestions.

K. Anderson asked how many failed searches factor into this. If a position is approved and a search is conducted and fails, does the position then have to be reapproved or does it continue to be available for the search to continue? Provost Nicklow responded that he assumes it will go back, again to a level playing field. There would have to be some sort of reaffirmation that it is still a priority. K. Anderson believes that will slow down the process tremendously because the time it takes to get a search started and underway could take some disciplines out of the hiring cycle. Provost Nicklow responded that they are working through this process together and are flexible to make the changes that need to be made to make it work and make it make sense. S. Graves asked if a position comes open as a result of a failed promotion and tenure process, should that position be automatically retained by the college so they are not pressured to [retain someone who has been with them?] Provost Nicklow responded that the task force was adamant, and he agreed, (and it is on the position request form) that if a position is vacant due to a tenure denial, he would not sweep those funds. The last thing he wants is units granting tenure to keep lines.

W. Recktenwald commented that this is still a work in progress and will continue to be fine tuned. Provost Nicklow agreed.

2. Chancellor Cheng reported: a) last week, the IBHE approved a budget to submit to the legislature for higher education that included performance funding. It is a very small amount that has been set aside--\$6.5 million (.5%) of the total higher education budget—that has been reallocated to all of the institutions based on performance in six areas (including the number of baccalaureate, masters, doctoral and professional degrees awarded; undergraduate degrees per hundred FTE students; education in general; spending per completion; and research and public service expenditures). She otherwise expects a flat budget, although the IBHE approved reimbursement of funds that were cut last year as a first step, and there were other kinds of reinvestments in higher education that were in the first steps. She has asked her staff to come up with 10 years of data on all of these measures so that she will have some sense of the raw data and where the institution stands graphically and what attention needs to be paid if there is more of the performance funding in the future. On the capital side, the Communications building is at number three on the list and is in the queue; b) on February 21, there will be the annual leadership retreat, which will include the traditional updates that she makes to the deans, chairs and directors and other campus leadership, including constituency heads. She has expanded the opportunity in order to discuss some strategic issues for the campus and share a draft of the outline of the strategic planning document. There will also be updates on the campus customer service initiative; c) the Board of Trustees will meet on March 22, at which time there will be a presentation on distance education and discussion on the Housing plan, as well as on deferred maintenance on campus and the use of the facilities maintenance fee to address that in a deliberate way; d) on February 29, President Poshard will discuss pension issues; e) there was a growth in spring enrollment numbers for new students for the fourth term in a row; f) there are between eight and ten potential candidates for the position of Vice Chancellor for Development and Alumni Relations. Candidates should be on campus for interviews in April; g) the parking garage demolition is almost complete, so the sight will be available for construction on the Student Services building. The target move is January 2014. The Transportation

and Education Center is ahead of schedule and under budget and should open in summer of 2012; h) it is hoped that [the payback] from the facilities maintenance fee can be used to jumpstart some deferred maintenance. Priorities include classroom and instructional lab upgrades, HVAC repairs, Woody Hall mechanical renovations, roof repairs and replacement of the blue barracks; i) the master plan for Housing needs to be implemented. The goal is to demo the triads this summer, with construction of the first residence hall envisioned in 2014; j) there is a task force that is examining ways to expand high impact strategies for student success. One is undergraduate research and whether or not the way it is being approached is aligned so that it is accessible to more students; k) English 101 has eight pilot sessions this fall, with great outcomes. Math faculty are doing significant work in addressing student learning outcomes and success in Math. This will be expanded on in the fall; l) she is meeting tomorrow with the international advisory board. An external review team found five high points that need to be addressed--lack of a comprehensive international strategic plan; lack of coordinated international student recruitment efforts; lack of resources to advance the international agenda; a low number of study abroad participants for an institution this size; and less than expected growth in international student enrollment; m) there is \$100 million available in [the federal budget] for stem education. She expects the institution to do well with this new funding opportunity. There is also a slight increase in research dollars in the budget; n) one concern that needs to be addressed is the discussion on linking financial aid to low tuition. This is an institution that relies on two sources of funding--state appropriations and tuition--and as state appropriations have declined, the University is left in the difficult position of looking to tuition more and more to fund the critical needs of the campus. This will be a public policy issue on many minds as the campus moves forward; o) student fees will be kept at a minimum of a 1.19% increase; this is without factoring in student insurance, which is going up 10% as a direct result of claims. There is a group committed to studying the situation. At this time, the campus experts have only found ways to reduce costs by reducing benefits, and that has not been something with which students or administrators feel comfortable; p) the recommendations of the task force on commencement are being implemented, and they are moving ahead with improvements to graduation. There are controversial pieces, such as no August graduations (it is a cost issue). There is a concerted effort to look at time to degree, so the expectation is that more students should be graduating and finishing in four years in the traditional May time. Even if students have to finish in the summer, they can still walk in May. The other controversy is the small, intimate college-wide events. The implementation team is planning with each of the deans an opportunity, if they so wish, to have those opportunities at the college level. The thrust is to make graduation very special.

QUESTION AND ANSWER SESSION

1. K. Anderson asked what Woody Hall will be used for once the Student Services Building is complete. Chancellor Cheng responded that on Monday, she asked the vice chancellors to put together a study group to make some recommendations around space use for Woody Hall. A good portion of the current occupants will vacate, and the list of potential new residents is long. She would like the first floor to stay student-oriented. There are two big needs she sees; one is to move International Student Programs to the area where Admissions is now, and the other is to find space for co-habitants of all the multicultural support offices so the campus can have a true multicultural center.

2. K. Asner-Self asked why doctoral students are not allowed to walk early, while masters students with less than six hours are given that opportunity. Chancellor Cheng responded that this was discussed at the Graduate Council and within the Graduate School. They are reluctant to have early participation by doctoral students who would be hooded. There is also some sympathy for situations such as not being able to get the committee together because of travel schedules, in which case an exception could be made; however, there was not the sense that it would be put into the policy. S. Ishman indicated the primary focus was on the hooding aspect. Many believe it is inappropriate to do [before completion]. S. Ebbs asked about someone who might defend in April, but has not yet submitted. Chancellor Cheng believes an exception could be made in such a case, but it would have to come from the committee.

M. Lamb asked if there is a way to significantly expand summer school offerings because that would be very good for time to degree issue. She is not clear as to why summer school offerings are not being emphasized. Chancellor Cheng responded that in these tight budget times, they are very conscious to make sure that summer offerings at least break even. There are limited resources for the summer budget, and many students, particularly the masters and doctoral students, are on tuition waivers; so, there is no additional revenue that comes in for those summer offerings.

She believes the deans and Provost are looking at ways to offer courses [that would break even]. Provost Nicklow added that there are two parts to the issue. One is strategize what is being offered to

students to try and break even; the second piece is advertising and branding effort. The University is being advertised in newspapers all over the state, and there is also a postcard campaign. Chancellor Cheng believes what M. Lamb is saying is that there needs to be an earlier start with [offerings] for summer; then, advertise in a much more strategic way to students that are home for the holidays. A. Karnes noted that the College of Business is in the process of expanding its summer offerings by partnering its online courses with traditional residential courses so that they offer more courses over the summer. They are hoping to capture some of those students who go home over the summer. He believes this is something everyone needs to look at because the likelihood of summer budgets going up is not very good.

REPORTS (cont.)

3. Provost Nicklow reported: a) to follow up on enrollment, all eyes are currently on fall and yield. Last year, they dramatically expanded the net thrown out for students. The pool stayed about the same, and they did not try to dramatically increase it this year. What they tried to do was be more targeted and strategic about those students. He indicated that they are currently sitting on a 6.2% increase in admitted freshman and a 2.3% increase for transfers. It is still early, but this is a good time to see admissions. Everything that happens now has to be based on yield, and this is where he would appeal to everyone—enrollment is a job for everyone. Whatever can be done to reach out to students and get them here, that is currently the sole focus; b) the CIO search is in final discussions, and the hope is to fill the position this month. There are six dean searches, four of which are permanent (Applied Sciences and Arts; Agricultural Sciences; Education and Human Services; and Library), and two interim (Mass Communication and Media Arts and Science). All are progressing, and he hopes to have those positions filled by end of the semester. There is also an admissions director search. There has been an interim for about year and a half, so they are working to fill it permanently. S. Ishman asked if there was any news on the search for a director of Office of Sponsored Projects and Administration (OSPA). Chancellor Cheng responded that there are candidates, but she has not seen any narrowing down of the list.

QUESTION AND ANSWER SESSION (cont.)

1. L. Brooten asked if there is any update on travel money. A lot of travel has stopped, and for her college that is a very important venue for enrollment at the graduate level and also for maintaining a high visibility for [recruiting] undergraduates. She explained that it is a real concern for those untenured faculty who still have to meet very rigid standards. Provost Nicklow responded that he has talked with the deans about how they prioritize and award travel and about the need to support new faculty, graduate students presenting papers, etc. Some deans have reworked some of how they [award travel], and some are simply unable to because they do not have enough. He believes this is something that needs to be worked towards. The Vice Chancellor for Research does have some travel money available, though he believes it typically goes fairly quickly. The earlier in the fiscal year the request is made, the more likelihood it will be supported. L. Brooten indicated that in her college, no one is traveling because there is virtually nothing left. Faculty are not going to the major conferences in their fields. Provost Nicklow did not believe this was necessarily true across the board, and suggested maybe that is a discussion he has with the dean (or the dean with him) with respect to what to do there. Chancellor Cheng commented that this is the first she has had any discussion with any of the deans or vice chancellors about travel being an issue. She noted that there were major cuts over the last two years, so it is not surprising. She believes it may not necessarily be on the deans' or the vice chancellors' radar right now, but [she] can put that on the agenda.

2. K. Asner-Self expressed concern about some of her junior faculty who, for the past five years have put in overtime without pay or chipped in because [her department] has been unable to fill positions. Now that they are coming up for tenure, they have not been able to produce at a level that they would be expected to for scholarly work. This has been discussed before, and she was told that it is something that will need to be discussed in the college. They are good faculty, but they are being used in such a way as to keep programs going. Provost Nicklow responded that he wanted to make it clear that there cannot be inconsistencies or expectations when someone is assigned an overload, and then [the department] wonders why the research and scholarly activity is not there. K. Asner-Self indicated that everyone she talked with when participating in the strategic planning said that teaching is vitally important to tenure; but, the reality is that if faculty do not produce scholarly work, it does not matter how good they are as a teacher, they do not get tenure.

Provost Nicklow responded that, from his perspective, he does not see that as being a campus-wide problem, though he has seen it in some colleges. As a dean or department chair of a unit, there cannot

be inconsistent expectations. Chancellor Cheng indicated there are campuses that would have policies in place for [extended] time in those unusual circumstances. She believes a discussion perhaps about the clock might be fruitful. K. Asner-Self asked if the decision would go with the Provost's office because she is fairly sure it would have to be a campus policy. W. Recktenwald asked the Faculty Status and Welfare Committee to look into the issue of a campus wide policy on changing the clock in cases like this. Provost Nicklow suggested instead taking a look at the existing policy on exceptions to see if it accounts for this kind of situation. W. Recktenwald asked Faculty Status and Welfare to look into the issue and report back at the next Senate meeting.

REPORTS (cont.)

4. A. Karnes provided his report on the [January] meeting of the Faculty Advisory Council to the IBHE (included as an appendix to the minutes).
5. S. Ishman reported that at the March 1 meeting of the Graduate Council, a resolution was put forth to explore including tuition on grant proposals. The Provost's office is currently in the process of putting together a task force to address this issue further.

EXECUTIVE COUNCIL

1. G. Apgar reported the Tenured and Tenure Track Faculty FTE was provided as Attachment B to the Agenda and shows the distribution of seats by college. There is no change in representation.
2. G. Apgar reported that much of last week's Executive Council meeting was spent discussing the UEPC response to the Program Changes Review report.

UNDERGRADUATE EDUCATION POLICY COMMITTEE -- S. Ebbs/S. Graves, Co-Chairs

W. Recktenwald asked Senators to carefully read over the committee's Response to the Program Changes Review Report (included as [Attachment C](#) to the Agenda) and send any comments/feedback to S. Ebbs by the end of the month. S. Ebbs indicated that any feedback he receives will be attached to the UEPC's response and forwarded to Provost Nicklow. J. Kapur asked if the committee has completed its work. Provost Nicklow responded that, apart from the Senate and UEPC, he is collecting a large amount of comments. He would like to compile these, talk with the committee and get their suggestions on how [to incorporate them] into another draft; so, the committee does still exist.

COMMITTEE ON COMMITTEES -- K. Asner-Self, Chair

1. K. Asner-Self presented for approval the following committee nominees:

Teaching Excellence Award Selection Committee
Christina McIntyre, Assistant Professor, Curriculum and Instruction

Nomination approved on a voice vote.

Early Career Faculty Excellence Award Selection Committee
Stephanie Dollinger, Associate Professor, Psychology

Nomination approved on a voice vote.

Staff Excellence Award Selection Committee
Morgan Chitiyo, Associate Professor, Educational Psychology and Special Education

Nomination approved on a voice vote.

Search Committee for Interim Dean of the College of Science
Rolando Bravo, Associate Professor, Civil and Environmental Engineering
Logan Park, Assistant Professor, Forestry

Search Committee for Director of Center for Teaching Excellence
Kathy Hytten, Professor, Educational Administration and Higher Education
Peter Fadde, Associate Professor, Curriculum and Instruction

K. Asner-Self indicated the committee is still working on getting names for the Search Committee for Dean of the Library. She added that the committee has also selected names for the task force on charging tuition to grants: Michael Young, Professor, Psychology; and Saikat Talapatra, Assistant Professor, Physics. Also sent forth were two names for the Scholar Excellence Award Committee: Jane Swanson, Professor, Psychology; and Jyotsna Kapur, Associate Professor, Cinema and Photography. This committee normally turns over in the middle of the summer, so the person who was on the committee is no longer serving, so there was a need to [fill the vacancy].

L. Brooten asked if there were names being forwarded for the Search Committee for Interim Dean of Mass Communication and Media Arts. K. Asner-Self responded that she has names, but was told that because it is an internal search, names were not being solicited. Provost Nicklow indicated that he indeed wanted names for the committee. K. Asner-Self responded that she did not have the names readily available, but would forward them later in the afternoon.

2. K. Asner-Self reported that the Committee on Committees was changed with forming an ad hoc committee on non-tenure track promotional lines and that had membership had to consist of Senators who are continuing their terms on the Senate (after April). The committee finally managed to narrow the list down to 5 people, who agreed to serve: Jim Wall, Senior Lecturer, Radio-Television; Brooke Thibeault, Senior Lecturer, Foreign Languages and Literatures; Stacy Thompson, Associate Professor, Curriculum and Instruction; Ira Altman, Associate Professor, Agribusiness Economics; and Ken Anderson, Professor, Geology.

FACULTY STATUS AND WELFARE COMMITTEE -- L. Brooten/S. Collins, Co-Chairs

L. Brooten reported that at the Executive Council meeting, there was discussion and brainstorming about what would be the most efficient and effective use of the committee for the rest of the semester. Issues for the committee to tackle included centralization of positions; tenure and lack of travel money; and other hiring and workload/tenure issues. She believes that since there are a lot of concerns, it might make the most sense for the committee to survey the faculty to get a sense of the issues, summarize them and bring forth those concerns that are clearly worth hearing about. The committee will also incorporate suggestions from today to look at the overload policy and the exceptions to the tenure clock policy, as well as look at peer institutions [as defined by] Southern at 150; then, they will put out an open-ended survey to get a broad range of feedback on some of these issues, compile them and forward them. L. Brooten asked that if anyone has suggestions for issues to include, let the committee know before they meet on February 24.

GOVERNANCE COMMITTEE -- None.

BUDGET COMMITTEE -- None.

OLD BUSINESS

Chancellor Cheng encouraged everyone to put on their calendars the February 29 meeting on pensions. She believes the discussion should have both faculty welfare and budget implications. She also suggested making note of the February 24 meeting (IBHE director presentation) as well.

NEW BUSINESS -- None.

ANNOUNCEMENTS

W. Recktenwald announced that Steve James ("Hoop Dreams") will have another program airing on WSIU-TV this evening called "The Interrupters" about gang violence in Chicago. He suggested all who teach at SIU might watch the program and realize from where many of SIUC's students come.

ADJOURNMENT

The meeting adjourned at approximately 2:47 p.m.

Respectfully submitted,
S. Jonathan Wiesen, Secretary

SJW:ba