

President Renee Cramer called the regular meeting of the 2018-2019 Faculty Senate to order at 3:30 p.m. The following senators were present for all or part of the meeting: Dan Alexander, Godfried Asante, Robyn Cooper, Carrie Dunham-LaGree, Bengu Erguner-Tekinalp, Bruce Gilbert, Jerry Honts, Terri Koch, Maura Lyons, Erik Maki, Jennifer McCrickerd, Chip Miller, Elizabeth Robertson, Heidi Sleister, Ron Torry, Jill Van Wyke, Mark Vitha, Melissa Weresh, Cris Wildermuth, Craige Wrenn; and David Courard-Hauri.

Absent: Nicholas Roth, Lou Ann Simpson

The February 2019 meeting minutes were approved.

College/School Announcements:

School of Education:

- Todd Hodkinson was elected as a board member to Iowa Talented and Gifted Association
- Jerrid Kruse was selected as 2019 Outstanding Science Teacher Educator of the Year by Association of Science Teacher Education. This was announced at the international conference

School of Journalism & Mass Communication

- Multiple awards have been won by students for their journalistic work and with magazines.

College of Arts & Sciences:

- Announced the 48th Student Work Exhibition has just opened. The acceptance criteria for pieces is very selective. The gallery is open Tuesdays through Friday.

Cowles Library

- Nominations are being solicited, due at the end of the week, of scholar's names to be added to the list at the south doors.

President Martin Report:

President Martin opened his report by stating he appreciated have the set of questions concerning the budget and other issues submitted prior to the meeting. His opening statement concerned the timing of the current Fiscal Year (FY)19 budget concerns. While there were several factors which indicated there would be a lower retention rate for the Fall 2018 entering undergraduate class to the Spring 2019 semester, it was important to wait for the Spring official enrollment figures to understand the full impact. The lower retention percentage turned out to be real and yet the actual numbers were offset some by more than budgeted Spring entering first years and transfer students.

There was a scheduled request to have quarterly FY19 budget usage projections reported by March 15th. This was a procedure started last year. This is a step to be aware and prepare, as best as the institution can, for budget variances rather than to wait until the end of the year to learn the budget actuals. The submissions are due this Friday and depending on those numbers "we'll know better where we are at." President Martin continued addressing the questions by stating that over the past ten years there has only been one deficit budget. Last year, it was planned for and approved by the Board of Trustees. This year (FY19), he stated his confidence in that we'll end the year with a strong balance sheet. Many institutions run their unrestricted gifts through their operational budgets which is not what Drake does. He stated, it is not good to plan and budget for un-planned money, and we do not follow that model.

The budget revenue projection models allowed for some variance in the retention of cohorts. The modeling did not account for sufficient factors and there were revenue shortages in this year's budget. In late February, President Martin became aware of the depth of the situation. He indicated the current work is to clarify what is left to spend and while it is not a pleasant task, he thinks the situation can be managed. He stated that personnel layoffs are not being considered. The solution for Drake

remains on the revenue side. There has been one full year of the online programs and those enrollments are well above budget. The College of Business and Public Administration (CBPA) budget is also projecting an increase. Recently the CBPA graduate committee approved a change from pre-admission to conditional admission which will allow more students to be eligible for financial aid and hopefully enroll. Additionally the decision last year to allow for Associate degree recipients from Iowa community colleges to automatically have their AOI's completed has helped to recruit students. An additional way that Drake is making ourselves available in a positive revenue fashion can be seen in the online programs. These are quality degree offerings and instruction which is a way to grow and retain our strengths.

Concerning communication, his message when to the President's Council concerning a hiring freeze with requested exceptions coming directly from him. Each Council member was told to make discretionary dollar decisions for their divisions. President Martin offered that if he had sent out a system wide email it would be challenging or controversial. Then, very quickly, local media outlets are contacting Drake and there is nothing to be gained from that media coverage. He indicated he has been in close contact with the Board of Trustee (BOT) Chair and will continue to communicate with the Board's Stewardship Committee Chair, as well.

Concerning the FY20 budget situation, President Martin indicated next year will be challenging. As stated at the December Social, there is a budgeted increase in the employee benefits line from 35% to 38%. This will be the first increase in multiple years. While Drake is not locked in at 38%, it is a reasonable increase. There is a proposed change to the tuition rebate program which will not be implemented yet. The proposal is to institute a charge of \$300 per semester per student. The tuition benefit is a positive situation yet it is a benefit that is not spread over all the employees. There is a reasonable argument to install a per student fee as multiple other institutions require.

President Martin took questions from Senators and guests. An early question concerned the communication which was received internally. He was asked to share how, in the future, he and the President's Council might make the messaging more clear and uniformly presented. President Martin stated "I should have presented talking points." He continued that talking points would have been a way to share context and process.

Another set of questions concerned expenses such as the newest buildings. President Martin indicated that new building expenses have been built into the budget. For the Boys & Girls Club Building, the lease agreement includes operating costs. The Harkin Institute contract includes personnel expenses as well. Also, regarding buildings, President Martin indicated that about \$1 million needs to be spent on elevators throughout campus. This is simply an expense which must happen.

Several questions were directed towards the overall FY19 budget variance amount and whether or not it was the worst case number or not. President Martin stated he believes it is, yet will wait to learn more after March 15th.

While happy that the online programs are going well, there remains concerns that so many decisions are being made centrally and without enough faculty involvement. President Martin replied that academic units have been involved suggesting that interested faculty should talk to their dean. The programs have been built by the collation of the willing.

Concerning the hiring freeze, individuals noted that new positions remain posted and no faculty market adjustment decisions have been announced. These factors affect faculty morale and it was stated that faculty salary prioritization plan remains unclear. President Martin indicated he did not recall at this time the specifics needed to reply and would need to refresh himself.

Clarification was sought concerning how national basketball tournament money is accounted for within Drake's budget. The question was raised based on recent local newspaper articles. The funds would be received by Drake over several years as part of the Missouri Valley Conference's (MVC) share from the NCAA. Of interest was where the funds live: within the athletics budget or considered in the University's budget. President Martin first questioned the reporting. He stated that while it is a good thing for the MVC to have the positive tournament exposure, the monetary calculations are based on units earned per game played and he stressed that the money is paid out over several years to the conference and the individual schools. He also stated that during his time at Drake, there has been a deficit in the Athletics budget and efforts are progressing to get it balanced. When asked specifically if the Athletics division is included in the current budgeting exercise, the reply was yes. They are "not getting preferential treatment" stated President Martin.

A faculty department representative asked to have what might have been the originally communicated bullet points concerning the budget situation. President Martin stated that in late February he learned of approximately 11 sources

contributing to the deficit of which 7 or 8 entries are already trending “to the good” for FY19. He stated there are areas within the University with performance issues. He has had conversations about budgeting practices within President Council and looks for these areas to address the concerns. There remains the need to adequately account for inflation in the modeling including financial aid. The overall budgeting of personnel benefits and needed steam pipe repairs were mentioned. He also stated that since he has been at Drake, the financial aid budgeting scheme and process has not been as strict as he believes it needs to be. He cited concerns of how that budget is created and handled via so much campus wide discretion.

When asked what other FY19 budget actions might come after March 15th, President Martin stated “nothing much else is yet to come”. He continued with offering there will be the continued examination towards the unspent earning of restricted accounts and whether or not they can be used yet before June 30th. Concerning the timing of acting on a current year budget when there is only a few months left to go, it was stated that the process does not feel strategic. Thus, the question was asked as to what different planning is being proposed. President Martin indicated that having a contingency is a way to prepare. That luxury, he continued, has not been available to Drake to the extent it has been needed. He cited the money spent on repairing the four residence halls, the downslide of the College of Business & Public Administration enrollments left from the accreditation situation as two budgetary negatives and yet there has been only one deficit budget in ten years. The last budget with a successful contingency fund was in Fiscal Year 2013.

There was some surprise offered from Senators that Drake has been in such good shape for the last ten years as faculty salaries and departmental budgets are not growing. The positive nature of the past balanced budgets is not what several felt they have experienced and found this disconnect frustrating. President Martin acknowledged that he did not say Drake was doing well in all areas but as compared to others in the higher education industry. The reality could be worse considering the student pool decreases and financial aid pressures. He acknowledged that what is needed to recruit and retain students is not the same as it was ten or more years ago. Faculty involvement is very important in and outside the classroom. President Martin is aware that at this point in the Fall 2019 recruitment cycle, multiple of Drake’s competitors are down in their tuition deposit numbers. This will cause them to “go crazy” and get their word out, he said.

When asked to look forward to the FY20 budget and the current enrollment targets, what level of deficit is expected? The reply was that those numbers are not available yet. A challenge is expected. One question asked if the “financial turbulence” will affect the equity & inclusion initiatives. The reply was that full cohorts for Crew and Flight are expected. He was not aware of any changes in Provost Mattison’s intentions for the scheduled initiatives. A concern was raised about the current insufficient marketing efforts for graduate students and programs. President Martin replied that a positive “spill over” effect has been noticed for graduate offerings via the number of “click through”. He suggested a conversation with the Dean to learn more about the current efforts.

Beyond the FY19 budget questions, President Martin was asked to give an update on most recent lawsuits. Of the most recent four, one has been dismissed and one settled over 8 months ago. The two suits remaining concern the father and son suits against Drake. The student case has some portions under appeal and some portions already dismissed. The suit filed by the father has also had portions dismissed at one point, the remainder dismissed later and an appeal has been filed. President Martin saw these four as strong outcomes for the University.

Regarding current fundraising activities, he expressed confidence as there has been the receipt of unbudgeted unrestricted gifts. The Harkin Institute building fundraising involved some university time and effort but not university dollars. He indicated there has been a departure from the prior practice of continually asking for money from some donors. The current Big Ideas initiative has yielded 54 submissions. These will be reviewed and presented in report form to the BOT in April and June. President Martin said there is “some good stuff in there” and looks forward to the process yielding a set of initiatives which can be presented to donors, individuals and corporations, as a reason to “give big: to Drake. A follow up fundraising question asked to know “what are the current priorities”. That is, if a faculty member was asked what is next, what should be the reply? President Martin said completing the Boys & Girls Club and Harkin Institute are important connections for Drake to the local community and national audience. He continued by stating Meredith Hall renovations and scholarships are on the list.

Provost Mattison Report was not in attendance due to off campus commitments.

President Cramer Report:

Presenting the Student Senate report was Kiley Roach, Academic Senator for the College of Arts & Sciences. Ms. Roach stated their elections for executive positions are fast approaching, Senator Patel is in conversations concerning the Bulldog Foundations course, and she urged Faculty Senate to endorse the Board of Student Communication motion.

Unfinished Business: None presented

New Business:

Senators Dunham-LaGree moved and VanWyke seconded **Motion 19-11:**

Approve the Board of Student Communications (BSC) Ad Hoc Committee request to maintain BSC's existing allocation at \$37.75 per student per year from the student activity fees

The motion passed without discussion.

Senators Koch and Dunham-LaGree moved and seconded **Motion 19-12:**

Approve the creation of an Ad Hoc Committee to examine strategic curricular concerns (including but not limited to JTerm, Summer and Independent Studies) raised within the Senate Budget Committee.

- a. The Senate Executive Committee will staff and charge the Ad Hoc Committee no later than April 15, 2019.*
- b. Membership of the committee will be broad-based, inclusive of all academic units that are impacted by decision-making regarding J-Term, Summer courses, and Independent Studies, as well as members of the Senate Budget Committee.*
- c. The ad hoc committee will be empowered to seek and rely upon administrative and research support and information from the Office of the Provost, as well as the offices of the Deans in the several colleges and schools.*

An initial report will be due to the Senate Executive Committee by November 15, 2019.

Senator Koch, chair of the University Budget Committee, offered some background information She stated there is interest in looking for cost savings through an all-inclusive look at the curriculum offered and budgeting parameters of JTerm, Summer and the Independent Study offerings. The outcome may affirm current methods or suggested revisions.

The motion passed with one abstention.

Senators Weresh and Erguner-Tekinalp moved and seconded **Motion 19-13:**

Approve revisions to the Faculty Manual Section 4.83.1 Dismissal of Tenured Faculty and Adopt Faculty Manual Section 4.10: Faculty Conduct, Corrective Action, and Discipline

Senator McCrickerd, current chair of the Academic Freedom & Tenure (AF&T), stated the current members have met and believe that there are portions of the proposal which are in conflict with the Academic Charter. She continued by stating she has some specific concerns, too, such as the Emergency Suspension section not including the Provost consulting with any faculty and the use the word suspension and immediate harm. Senator Robertson indicates a concern that it is too complicated.

The motion was tabled.

After a body approved to extend the meeting past 5:00 p.m. for five minutes, Megan Brown was asked to speak. She stated she is a fairly new department chair and found the previous Faculty Misconduct language confusing. She thanked the task force members for their work to provide faculty input into the process and a process with stated timeframes. She concluded that any policy and procedure needs to be in accordance with AAUP Guidelines.

The body determined that the current tabled motion will be reviewed by the Task Force, AF&T members and AAUP representation. Consideration will be given to holding an open meeting on the Faculty Misconduct issue, also. Depending on

the outcome of their work, the proposal will be either amended or brought back as a new motion. Anyone with comments or concerns should send these to President Cramer, Senator Weresh or Senator McCrickerd.

The meeting closed at 5:08 p.m. Submitted by Nancy Geiger, Secretary