

FACULTY COUNCIL
Minutes
Wednesday, February 24, 2016
3:00-5:00 PM – CLC 206, WTC; IC 332, LSC; Cuneo 499, SSOM

Members Present: Bryn, M.; Classen, T.; Conley, J.; Conway-Phillips, R.; Engberg, M.; Gillespie, L.; Graham, D.; Holschen, J.; Jellish, W.; Keller, R.; Knight, A.; Langman, L.; Lash, N.; Lombardo, R.; Melian, E.; Miller, H.; Morris, P.; Ruppman, T.; Shanahan, A.; Shoenberger, A.; Singh, S.; Stemen, D.; Thomas, A.; Uprichard, S.

1. Meeting was called to order at 3:03pm by Tim Classen.
2. Approval of January minutes. Moved: Holschen. Seconded: Lash. Motion passed 16-0-0.
3. Brief update on previous Council issues (Classen): The presidential search committee (on which I sit) met a few days ago and reviewed the first pool of applicants for the presidency. It is a good thing that I am on the committee, as the other faculty member (from the Senate) is leaving LUC. While the information and proceedings of the committee are confidential, I can tell you that the pool is a deep and strong one. There is some concern that the candidate be a Catholic, for fundraising issues principally — it's thought that it might be more difficult for non-Catholic to do fundraising for the University. I spoke for about an hour and a half last week, as well, with Bob Bucholz, who was one of the faculty members on the last search committee, which found us President Garanzini, to get a little guidance from him at this point in the process.

Another major issue is MAP funding. The Illinois legislature is deadlocked with the governor, and cannot pass a budget which funds this important source of education monies for many of our students. Arrupe College is particularly hard-hit, since almost all of its students receive Pell Grants and MAP funding. Several schools (including us) have indicated they will carry the MAP funds for the next semester, in the expectation of being repaid later. But it will become a potentially serious issue quickly.

No resolution yet on Faculty Handbook coverage issue for newly unionized faculty—SEIU has not contacted the University yet (Stemen). 1-year contract approvals are going ahead in the Provost's office.

4. Visit by Acting president John Pelissero
 - What have I learned this year? That's a good question. I'd say that if I've learned one thing it is the importance of communications. We've been challenged this year with issues involving the management of the University, with questions such as student concerns about race, diversity, support for social justice issues that tie in with the University's strategic plan, and the unfortunate instances involving student security in the vicinity of the campus. It's driven home to all of us the importance of frequent, timely, and strategic communications. In some of the early incidents, we in the

president's office were "behind" the issues. We were reactive, responding. I said any number of times to the communications folks: if 3 or 4 students can write a press release, issue it, and it's taken seriously by some of the local media, then we are behind the story. We have a team of paid professional communications personnel, and students seem to be doing a better job of it than we are. That's been a big lesson for me. I recently charged the university's communications and marketing with owning all the messaging that's coming out, because there has to be consistency of message, and we have to be utilizing every one of the media channels for conveying the university's position, its approach; and that's where this messaging around "respect the conversation" has been coming from.

- Question: could you address the issue of safety in and around our campuses a little further? (It is one that many of us have to answer when we talk with prospective new students and their families.) JF: it's an obvious concern to many of us. You have probably read today's Phoenix — it tells the story about the young woman, an undergraduate, who had been shot in Rogers Park, but who is now resuming her classes. She is an unfortunate victim of the gun violence that plagues Rogers Park. At the same time, it should be remembered that Rogers Park is the 4th safest neighborhood in Chicago. So how do we get that message out? That was one of the reasons behind arranging the community safety forum last week at Lake Shore campus, where we had over 300 in attendance, mostly students, who came to learn from the alderman, the police district commander, Loyola's safety chief, etc., about how to become more aware when you step off of campus, and what some of the concerns related to safety are that you should be aware of. Our first year orientation related to safety tries to get students to be aware of crime alerts about the neighborhood. We have a cross departmental group that is working on these issues, including how to communicate better with students. We have a number of students who can put in their cell phones, but not one that's easily memorable; we were trying to find one that will be. For the last 10 years, as well, we have been involved in a fairly aggressive process of acquiring real estate around the Lake Shore campus, in Rogers Park and in Edgewater. Along Kenmore, we now own everything south to Rosemont. We have acquired a fair number of properties on Kenmore and Winthrop, along Broadway, and a number of properties west of our campus across Sheridan Road. When we acquire a building, either to be used for housing or for future University development, or if it is owned by our Lakeshore Management company, we deploy the blue light emergency phones around those properties. Owners in the area are generally very positive about the University's commitment to the properties, especially the departure of a number of bad landlords from the area. (A couple of years ago the President walked out of his residence at Ignatius House, and was asked by a

man on the sidewalk if this was the place where he could buy drugs. It turned out it was the building next door — that pretty much cleared the way to the University buying it.)

- Question: The Chronicle of Higher Education has an annual “almanac” edition, which has just come out. It has our endowment as being in about 150th place, over \$500 million with a 16% increase to year 2014. Is this real, or is it a fabricated endowment, as it was a decade or two ago? JP: no, it is real. We came out of fiscal year 2015 with about a -0.2% ROI, compared with a 14-15% return the previous year. We are down about 20% since the start of this year. This is a combination of our endowment and our long-term investments. It’s still small for University of our size and potential for giving to enrich the endowment. If you’ve read the position description for the next president, we have an item which calls for the possibility of him or her adding \$1 billion to the endowment of the University. It’ll be a stretch, but we want to do it.
- Maintaining undergraduate enrollments — we all know that there is a decline that has already begun to manifest itself; the pool of available undergraduates is getting smaller, and there is greater competition among peer universities for the same pool of high school graduates. We have reallocated our resources for recruiting to target students in the south and west of the United States. We now have about 1000 international students, and would like to recruit more. It is a challenge to grow that number, due to the difficulty the students have getting visas to come and study in the United States. We are also expanding the number of students we have enrolled in online and hybrid programs. We do not have a full bachelor’s degree offered to online students, but we do have 7 degree-completion programs for adults in our School of Continuing and Professional Studies. We are also increasing the number of students who take summer courses with us, and many of them are online. This last summer we offered about 70 online courses for undergraduates. This allows our own students to go home and take a class; but it is also a way of introducing Loyola to so-called “visitor” students at other institutions.
- Arrupe College is an experiment for us. We have 146 students of the original 159 we started with. Those students have completed 2 terms, earning 12 credits with an average GPA of 2.55. That is a new enrollment stream that we are looking at — to grow the number of city of Chicago students in particular, and especially students of color who can come into Loyola. (Arrupe’ enrolment consists of about 96% students of color.) It is our goal to retain as many of those students to matriculate and to do a baccalaureate degree as possible. We’ll be admitting 282 students as freshmen in Arrupe next year, along with 2300 new traditional baccalaureate first year students. That will bring Arrupe College to about 350 students, getting us close to the 400 which we see as our capacity for the school.

- Question: what about the MAP grant issue? JP: We lobbied the governor very, very hard to sign the budget bill; but last week he decided to veto it instead. (He received something on the order of 40,000 communications encouraging him to approve the Map grants, specifically.) The MAP grants help the neediest students in Illinois to attend university. At Loyola, over 2400 students, plus virtually all of the students attending Arrupe, receive MAP grants, for an average of \$2700 (they can be as much as \$4700). This is a political issue; virtually no one in Springfield is opposed to the MAP grants, but it has become just another one of the issues that neither the governor nor the General Assembly leaders can agree upon as a way of resolving the state budget crisis. The most recent information is that there may not be approval of the 2016 budget by June 30. (It may not even be approved before the election is over — which means that the 2016 budget may not happen until there is a new governor or legislature.) The governor is in a campaign mode, and is working hard to secure at least 3 more legislature seats. For us and our students it is a \$10 million shortfall this year. Some of you saw the announcement from the president of Depaul University Monday that they plan to continue crediting students accounts year for MAP grants, just as we have done this year. We are willing to credit our students this \$10 million for this year, in the hopes that the state will eventually repay us for this. To be honest with you, what worries me about what Depaul is doing at this time is signaling to our state leaders that, “Oh look — they can afford to provide more aid to their students; the students don’t need the MAP grants.” It may remove some of the urgency from the situation. Our Board of Trustees has been meeting to decide whether we can afford to incur \$20 million in losses to university revenue streams as a result of the state not supplying us with MAP grant money, without knowing what the future will bring. We continue to lobby the General Assembly. On the one hand, we are in a healthy financial condition, and can afford to do what many other universities cannot. On the other, students make their decisions about where to go to universities depending upon where they can get the most financial assistance. We are not as badly off as the public universities, which don’t even have a budget at this point. Even the flagship school, the University of Illinois, says that this semester they are not covering the MAP grants for their students. We don’t have a good sense of how many students might drop out if they don’t get MAP grants. We’ve been in touch with our students, but we don’t have a deep understanding.

The business model for Arrupe depends heavily upon these grants. The tuition is a low (about \$12,000 per year). Between Pell grants and MAP grants, all but about \$1700 should be covered, and we think that students can cover that with their jobs. If MAP grants

end, if Pell grants are not renewed or expanded, that puts the business model of the school at risk.

- Question: is there a “Plan B” for Arrupe? Online teaching? JP: We have not explored that as an option for the students. The fact of the matter is that many of the students would’ve attended one of the for-profit schools or city colleges, and they would’ve dropped out, because that pedagogical approach does not work for these students. They need more intensive, every-day contact to keep them on track and on task. I think there is an opportunity to grow online enrollments among international students; but most of the international students do not need funding support. Last year we added a new position of international student advisor, based at the Water Tower Campus, to coordinate assistance to international students. We created the Chicago Center as a residence option for international students. These are initiatives designed to provide better support for international students.
- USNWR ranking: We don’t know everything that is in the mix for the ranking. Our initiatives have been organized towards improving the learning environment, rather than the rankings directly. (Hiring more faculty, getting the learning technologies we needed in the classrooms, the IDEA system, etc.; also, providing academic support to students, lowering the student to faculty ratio from 15:1 to 13:1; greater contact with full-time faculty, which improves our retention rate and graduation rate.) Not much has changed in the almost 25% of that ranking that depended upon the peer assessment of other universities. (But neither has it changed for our other peer universities.) We also need to expand the base of alumni giving above the 10% if we are to improve our ranking.
- Debt financing for the building investments: We’re coming to the end of our construction projects on the Lakeside campuses. We finished the major building at the Health Sciences campus, the Center for Translational Research and Education. That building is paid for. Cuneo Hall, the Damen Student union, The Institute for Environmental Sustainability we are paying for on short-term bonds. A good portion of that debt was designed to be retired in 7 years; we have 4 more years to pay those off. Our funded depreciation is what’s providing the money we need to meet all of our bonded indebtedness covenants. The internal bank, which is where we place money to handle these things, has about \$50 million in it. Having just completed these construction projects at the Lakeshore campus, and seeing the depreciation go up on those buildings, the overall depreciation on Lakeshore campus has come down, because we have fully depreciated some of our other assets at Lakeshore. Depreciation, however, will go up about \$2 million at the Health Sciences campus. We are working on plans for how we grow the revenue base at HSD.

- Question: What about tuition increases, particularly for professional schools? JP: That's really not a sustainable model for us. For instance, we used to get in about 250 new law students every year, but last year it was only 190. We're hoping to see that stabilize at whatever the "new normal" will be; then we will attempt to expand the new weekend hybrid part-time JD program to stabilize the revenue pattern. In business, we need more MBA students. We have robust undergraduate enrollment in business, 1700 or 1800 right now. Launching the MBA up in Vernon Hills is a good option for us.
 - Question: Are there any plans to construct a new building for an engineering school? JP: We do not have the resources at this time to build an engineering science building. We are doing some minor modifications to the Centennial Forum to have labs in there for engineering for next year, and that might become a temporary home for a combination of engineering and computer science, which are developing a very nice synergy at this point. Unless someone gives us a very large gift, we have no plans. We are still growing. We started at 35 students, and expect about 100 next year. Eventually it will become a sizable, viable program, and eligible for major fundraising.
- Trinity and HSD: I think that we have a very good relationship with Trinity health, which is the owner and operator of the Loyola University Health System. The ongoing financial support to the University will continue at least for another 5 years; that's about \$22.5 million per year as academic support payment (which comes out of clinical revenues). We found a very good partner in Trinity; there has been no hint of any kind of "pullback" or reluctance on their part. Larry Goldberg at Trinity has been very supportive of our work — as for example the new Center at HSD, jointly funded by Trinity and Loyola. There are plans for a new hospital tower, a new administrative building, and other projects on the drawing boards. LUHS is suffering a bit because the state is not making its medical payments at present.
- Equity salary raise pool: Despite the fact that we have record undergraduate enrollment this year, the number of new freshmen fell overall by about 180 students. We made a decision several years ago about the timing of pay increases for employees; it was decided that we should have knowledge about our enrollment stream before making decisions about those increases. We found out about the decrease in September, and later that month we made the decision about the merit pay pool and about the equity pool (which was intended to be a \$500,000 pool). When we saw that the revenue for FY 2016 would fall about \$6.5 million short of projections, we decided to stick with the 2.5% merit pay for January 2016, but not fund the faculty equity increase, not fund inflationary costs in the library's budget, and a number of other things which amounted to about \$1.5 million. We saw a number of these as postponements. We still intend to get all of our faculty

cohorts to the 70th percentile. As we have been developing the budget for FY 2017, we have been putting these items back in the budget plan, and are really running the analysis based upon January projections to see where we are. We have budgeted for 2300 freshmen for next year; we are trying to manage up to 2400. Counting transfers, etc., were hoping for about 3000 new freshmen. Applications are way up, about 23,000 so far, for next year.

- Ratios of teaching, as divided between full-time tenure-track, full-time non-tenure-track, and part-time non-tenure-track faculty. Are we still keeping to the old 25% cap on NTT teaching? And is it possible to get detailed numbers on how much teaching is done by each of these categories of faculty, in terms of contact hours? JP: We have that data; the deans have access, as do the department chairs, for all our faculty. Anecdotally, I can say that among Jesuit institutions our full-time tenure-track faculty, at the 3-2 load, are in the middle of the pack. Most of the non-tenure-track faculty have been teaching 7 to 8 sections per year, depending upon the school they are in; that is very much the norm at other institutions. (In the CAS, that will obviously be subject to collective bargaining in the future.) Part-time faculty teach, typically, 1 to 2 sections per semester, on average.
- Online teaching: We don't have a University standard; it varies from school to school. But every school is expected to have some kind of online or hybrid curricular offerings. Opportunities to develop pedagogy for online teaching are available through the Center for Ignatian Pedagogy. We do not make online coursework mandatory for our baccalaureate degrees, but we do make them optional. This kind of flexibility and convenience is what is demanded in the marketplace right now.
- Copyright usage policy for online media: We have been trying for several years to develop a copyright usage policy that could apply across the majority of our teaching areas. It is an evolving project, because of the changing media and technology environment. We're just going to have to continue to make minor adjustments to the copyright policy for a period of time until there is more clarity about that.
- Dean and Provost hiring: In general, my philosophy is that we should pursue a national search and we have a position that calls for senior academic leadership. In 2 recent cases, interim officeholders received permanent appointments. The circumstances were different, but I considered them extenuating. In CAS we faced a scenario of 4 deans in 5 years; I polled the chairs in the college, and they, having presumably consulted their faculty, said that, while they would've preferred a national search, the college needed stability, and Tom Regan was supported. In the School of Education, the scenario was one of 5 deans within 5 years. Again, there was considerable support for Terry Pigott, so I considered it important to retain her. David

Yellen is stepping down as the Dean of Law, to become president of Marist College; we will do a national search to replace him.

5. HSD (Uprichard): On the BSI issue: We reached out to the BSI committee and to Susan Brubaker to ask them if they would participate in a survey to solicit faculty responses to their experience with the BSI. Dean Brubaker said that actually, HSD has already retained an outside compensation firm to do this, including benchmarking our experience against that of other medical schools. Also, AAMC Faculty Forward is doing a survey on employee satisfaction, etc. Dean Brubaker asked us if we would be willing to hold off on the survey until this was completed. It makes sense to me to wait until we get this information from the outside consulting firm. (Raise pool was up considerably this year — they paid out up to 55% more this year in terms of bonuses.)
6. University Senate (Classen): Last meeting was 2/5/16; the entirety was devoted to the student demonstration policy (which Pelissero sent out this week). Beforehand, the Extraordinary Committee met to consider the Faculty Handbook revisions proposed by Faculty Council. One question that emerged had to do with the 2 committees: i.e., how usual was this practice at other universities? Would we be something of an oddball by having 2 committees? Paul Jay will research this. Also, what is the scope of the Hearing Committee? Will it investigate dismissals for cause, reprimands, or what? We will meet again on the issue.
7. Diversity statement from the Executive Council on Diversity and Inclusion (Singh): We have been trying to define the structure of the Council, including faculty, the Jesuit community, and other elements. The current draft needs comments from faculty. You can send me an email, or the departments you represent can email you and forward them to me. We would prefer to get feedback before the March 3rd meeting. (If nothing else, can you simply look at item 3—do you or do you not approve of the draft going forward?)
8. Elections (Conley): We have a statement promoting the Faculty Council to our deans. We will send it out to you by Friday. Please edit and forward to your respective deans. The call for nominations will occur before spring break. A timeline will follow. Nominations can be sent to me.
9. Motion to adjourn: Miller. Second: Lombardo. Meeting adjourned 4:59pm.

Respectfully submitted by
Hugh Miller, PhD, Secretary