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Fall 10-24-1990

Senate Meeting, October 24, 1990

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ACADEMIC SENATE MINUTES

October 24, 1990

Volume XXII, No. 5

Call to Order

Roll Call

Chairperson's Remarks

Vice Chairperson's Remarks

Student Body President's Remarks

Administrators' Remarks

- Action Items:
1. Approval of Student Appointments to University Programming Board Committees
 2. Approval of Rules Committee Appointment to Facilities Planning Committee

Information Items: NONE

Communications

Committee Reports

Adjournment

Meetings of the Academic Senate are open to members of the University community. Persons attending the meetings may participate in discussion with the consent of the Senate. Persons desiring to bring items to the attention of the Senate may do so by contacting any member of the Senate.

ACADEMIC SENATE MINUTES

(Not Approved by the Academic Senate)

October 24, 1990

Volume XXII, No. 5

CALL TO ORDER

Chairperson Len Schmaltz called the meeting of the Academic Senate to order at 7:05 p.m. in the Circus Room of the Bone Student Center.

ROLL CALL

Secretary Jan Johnson called the roll and declared a quorum present.

Approval of Minutes of October 10, 1990 Academic Senate Meeting

XXII-29 Motion to approve the Minutes of October 10, 1990 by Teater (Second, Nelsen) carried on a voice vote.

Chairperson's Remarks

Chairperson Len Schmaltz thanked the Vice Chair for presiding in his absence at the October 10th meeting. He also thanked the Senators for their cards and letters during his illness.

Vice Chairperson's Remarks

Vice Chairperson Eric Raucci had no remarks.

Student Body President's Remarks

Student Body President Terrence Sykes had no remarks.

Administrators' Remarks

President Wallace read a prepared statement:

"I wish to assure the Senate that the University is continuing the internal audit of Physical Plant Operations which began in early September.

This particular audit was originally planned for January 1991 under a newly established schedule of cyclical audits initiated at my request last year. The audit was undertaken at this time in response to expressed concerns about certain perceived problems arising in the physical plant area. I am deeply troubled that some believed it necessary to go outside the University

to express their concerns and frustrations rather than address them within available University processes.

It is also troubling that some individuals have been inferentially linked to some of the problems reported. The members of the Senate, and particularly those with experience on personnel committees, appreciate the importance of fairness in judging personnel and the need to have reliable data upon which to base judgments. I know that you recognize the significance of awaiting the outcome of the audit before seeking to attribute blame or fault.

In responses to reported problems and needs, Vice President Alexander has been endeavoring to enhance the delivery and quality of physical plant services since his arrival on campus last fall. The results of the audit will provide additional information to assist him in identifying procedures and systems which may require improvement or modification.

As I believe you also know, the State Police are continuing an investigation of complaints directed to that agency. The University is fully cooperating in that effort.

We believe that we can complete the internal audit process and submit our report to the Board of Regents at its December meeting. I will also provide the Executive Committee of the Senate with a report so that the Senate leadership may be kept informed of our findings and actions. Meanwhile, we will continue to utilize our internal procedures and staff in completing this review."

Provost Strand: A year ago I announced that a special committee would be established to undertake a major review of the University Studies program. In the spring the members of that committee were announced to the University community and they began their work in the summer. The Committee has a draft statement of the philosophy for general education at Illinois State University and that statement will soon be distributed to all members of the Academic Senate and to many other members of the University community. Because the statement is thirteen pages in length, it will not be distributed to every member of the faculty, but it will be distributed to key committees and to the membership of those committees. Copies will be made available in departmental offices, Milner Library, and other strategic locations on campus. There will be an opportunity for faculty members to react to that draft document in a series of meetings that will be scheduled during the month of November. You will be receiving more information about this. The document will be distributed prior to the next meeting of the Senate. I wanted members of the Senate to be aware that these developments will be taking place.

Senator Zeidenstein: Will the statement indicate what the next step or stages will be?

Provost Strand: Yes, there will be some description of that in the cover letter that comes with the document.

Vice President for Student Affairs, Neal Gamsky, had an excused absence.

Vice President for Business and Finance, James Alexander, had no remarks.

Action Items

1. Approval of Student Appointments to University Programming Board Committees

XXII-30 Motion by Raucci (Second, Schurman) to approve student appointments to the University Programming Board Committees carried on a voice vote.

University Forum Committee
Steven McCarthy
Wendy Perrigo, First Alternate
Gina Ruge, Second Alternate

Student Center Programming Board
Mike Genisio
Tracy Kraft, First Alternate
Lynda Stukenberg, Second Alternate

2. Approval of Rules Committee Appointment to the Facilities Planning Committee

Senator Raucci: The last Chair of the Rules Committee put two people from Fine Arts on the Facilities Planning Committee and no representative from Education. The Blue Book specifies one representative from each College. Michael Schwartzkopf from Fine Arts has resigned, and the Rules Committee is submitting Fred Noyes, Specialized Educational Development, to replace him for a 1993 term.

XXII-31 Motion by Raucci (Second, Sykes) to appoint Fred Noyes, SED, to the Facilities Planning Committee carried on a voice vote.

Information Items

NONE.

Communications

REPORT FROM DEAN ALVIN GOLDFARB, COLLEGE OF FINE ARTS, AND CHAIR OF THE ADMINISTRATIVE EFFICIENCY COMMITTEE

President Wallace appointed an Administrative Efficiency Committee at the end of the spring semester. The committee consists of ten individuals: Jude Boyer, Student Affairs; Bob Ritt, Math; Virginia Owen, Dean of the College of Arts and Sciences; Charles Harris, English; Mick Charles, Criminal Justice Sciences; John Godbold, College of Education; Bob Jefferson, Dean of the College of Business; Carroll Taylor, Accounting; James Alexander, Vice President for Business and Finance; and myself.

We are reviewing various administrative processes at Illinois State University. Our charge was to: review the degree of unnecessary bureaucracy in ISU central administration in regard to planning, budgeting and reporting, and to recommend how to simplify and improve upon administrative processes at ISU. I found it a little surprising to be placed as Chair of this committee. Someone sent me a quote saying: "Creativity defies efficiency." I am from the College of Fine Arts. I sent a note to the entire University community in the University Report earlier this semester asking that individuals give feedback to the efficiency committee in the various areas that our committee has been broken down into. The subcommittees include: Reporting Lines -- to see if we can streamline reporting lines across the University; Paperwork/Reports -- to streamline paperwork and reports; Data Collection -- ways of streamlining and consolidating data collected from around campus. We are looking for input from all campus constituencies about these issues. It is important to get as much input as possible into this process and to get some feedback from various groups. I indicated to Senator Schmaltz that one of my desires was to ask the Senate to take part in the process with me. I know that there are many times that the Senate has responded to lack of administrative efficiency. Many committees of the Senate are actively involved in administrative processes. I will take responses in writing. Out of the entire University community so far I have about 20 responses. These have varied from giving me a whole list of committees which could be disbanded to administrative positions that might disappear, to the possibility of faculty not filling out the sick leave form any longer. We will be meeting throughout the fall to try to structure and organize our tasks and formulate some initial recommendations. The President has given us until the end of the spring semester to bring him recommendations. This is going to be a very efficient ad hoc committee -- we are going to try to work very quickly this fall, see how many possible recommendations we can come up with; and then hopefully sometime early in the spring present our recommendations to the President. I also hope that we can come back to the Senate and bring those recommendations to you.

Senator Mohr: I notice that the structure of your subcommittees includes a committee on Committees; a committee on Reporting Lines, a committee on Paperwork/Reports; and a committee on Data Collection. The implication would be then that we would have fewer committees; stronger reporting lines; less paperwork; fewer reports and less data collection. You mentioned administrative positions. Shouldn't there be a subcommittee on eliminating administrative positions?

Dean Goldfarb: In establishing our subcommittees, we thought that perhaps the reporting lines committee could look at the this issue.

Senator Roberts: I suppose it is suggested by the subcommittee names, but data collection seems to include individuals sending in recommendations. Could you briefly describe other devices you are using.

Dean Goldfarb: The Reporting Lines Committee is collecting organizational charts and reviewing them. The Committee on Committees is collecting from across campus a list of committees and their membership and functions. The Paperwork group is meeting with Civil Service and Administrative Professional groups to try to discover what kinds of paperwork might be eliminated. We have been collecting materials from Jack Chizmar and Vice President Alexander as to the kinds of reports done regularly at ISU. Data Collection includes reviewing systems used by department chairs, deans, faculty, etc.

Senator Tuttle: Are you including somewhere in here a look at the kinds of things that are done in the grants process?

Dean Goldfarb: That has not been a specific issue.

Senator Tuttle: That seems to be an area where there might be a problem.

Chairperson Schmaltz: We thank you for your time and the report to the Senate.

REPORT FROM ED HINES, REPRESENTATIVE TO THE FACULTY ADVISORY COMMITTEE OF THE BOARD OF HIGHER EDUCATION

Dr. Ed Hines, ISU's representative to the Faculty Advisory Committee of the Illinois Board of Higher Education, addressed the Senate.

Dr. Hines: Do all the senators receive my summaries of meetings?

Dr. Schmaltz: Yes.

Dr. Hines: You probably know that there are four committees that are advisory to the Illinois Board of Higher Education. One public, proprietary college and university and student and faculty, and I am the person whom you elected to serve as ISU's representative to the Faculty Advisory Committee for a four year term. This is my second year of the term. I am glad that you get those monthly summaries; that way I will not repeat a lot of information that you have already received. Let me give you a couple of highlights in regard to the two-year term that I have served. It is a thirty-two member committee including 12 representatives of public universities; twelve representatives of the private sector universities and eight community college representatives. Last year was a fairly uneventful year for the Faculty Advisory Committee. A number of information items tend to come up during the monthly meetings and I pass those on to the appropriate people here at ISU. For example, when we were told that the General Assembly had appointed a committee to study lab school funding, I came back and reported to the Director of the Lab Schools. This allowed them to put some things in motion a little sooner than otherwise might have been the case. Probably, my major source of input last year which coincided with some other research I was doing had to do with consideration of alternate governing structures. In higher education, last year was the year for the IBHE Scope, Structure, and Productivity Committee, a group that received testimony, and there was the Inter-governmental Legislative Commission which looked at governance issues, for which Dr. Tuttle served as a representative for ISU. There was a fairly active series of meetings and activities last year. At the end of the year, the Bradley/ICC issue arose very quickly. It came up in May and was acted upon by the Board of Higher Education. It was brought to the attention of the Faculty Advisory Committee at our June meeting. Fortunately, a few days before the meeting I had done a little bit of reading about the Bradley/ICC proposal, and along with two other colleagues from state universities (Representatives from Western Illinois University and Sangamon State University) we led the charge to pass a resolution in which the Faculty Advisory Committee opposed the tuition subsidation portion of that proposal which was then forwarded to the Board of Higher Education for consideration at their July meeting. That proposal essentially passed at the July meeting. As I look back on it, I think that it was the seed that was planted about the issue that is now talked about in Faculty Advisory Committee as the "turf war issues". In our first meeting this fall, right after the IBHE meeting where President Eikenberry and the President of Northern Illinois University exchanged words about the possibility of NIU's expansion into the Hoffman Estates area, and that day a number of articles appeared in the Northern Star, and I sent copies of these to Dr. Schmaltz. They were also of concern to the local press here. My own guess is that this issue of Northern's expansion through a possible Rockford Campus and

NIU's desire to possibly open an on-campus center in the Hoffman Estates area will continue to be a major issue of this year. At the first meeting of Faculty Advisory Committee, the subcommittees of that group were formed. One sub-committee deals with academic affairs (last year it focused on undergraduate education issues on a state-wide basis). There is an active group dealing with minority and women's issues that is passing a policy/resolution on sexual harassment which has been accepted by IBHE. There is the Budget and Finance Subcommittee, which I am chairing this year. I am currently preparing testimony that Faculty Advisory will be submitting to the Board of Higher Education at its December meeting. I will be forwarding a copy of that to the Senate. Exactly what form the turf wars issue is going to take this year has yet to be determined. I could say that there is a good deal of concern among my faculty colleagues representing other institutions about conflict between and among campuses. It is not simply over the Northern expansion issue. Although, that is the focus for the present. Certainly, the media has reported off and on for the last two years the desire not only for the private sector through IIT, but also the public sector through some combination of program offerings in the DuPage County area for program and institutional expansion in the Chicago suburbs. So, I perceive that this will be a fairly active issue this year, and will be prepared to represent ISU's interests and the interests of other public universities as well as I can. I certainly doubt that we will be moving toward censure of a given campus. I don't perceive that the Faculty Advisory Committee works that way. Hopefully, we will be giving input into the Board of Higher Education and its staff about program expansion issues. Our next meeting is a week from this Friday at which the budget for FY 92 will be discussed. I hope to have that budget testimony done at that time in a preliminary draft. It has been an interesting and active period of time. I'm glad that you receive the interpretative summaries of the meetings. I try to include as many quotes as possible, but also give you an interpretation of what I think is happening on the Faculty Advisory Committee.

Dr. Tuttle: Thanks for your report. In your role on the committee do you have a sense of where the members of the private school sector are coming from in this turf war? Is there any speculation of spreading of that particular turf war beyond Bradley? What is the speculation that university X or college Y that have heretofore been held in check by a delicate balance between general revenue funding and scholarship funding for tuition and a change in the status quo might seek to copy Bradley. What is the attitude of other private schools about this?

Dr. Hines: The June meeting at which the Bradley/ICC issue was discussed was by far the most intense meeting of the year because of that issue. Representatives of three kinds of colleges in the Chicago area simply got behind the Bradley/ICC

motion because it was coming from the private sector. These three representatives chose to abstain when we took a motion to oppose the tuition subsidation part of that proposal. They didn't vote against it, but it was clear they were abstaining because they represented their private school colleagues. I think everyone felt the tension at that meeting, and yet if there is continued evidence of off-campus turf wars, I don't think Faculty Advisory Committee is going to be hesitant in wading into that issue and attempting to give the Board of Higher Education some advice as it reflects the will of the group. I think as those issues come up, we are going to see the public universities and private colleges split. That was the one occasion last year when we did see that split. The community colleges appear for obvious reasons to align themselves with the public sector, but as you know because you have served as ISU's representative, the private sector is well represented and vocally represented on the Faculty Advisory Committee. It is one reason why I am glad the leadership last year was in the hands of Bill Eaton from Southern, and this year it is in the hands of a colleague from Northeastern. I think that is a factor. I think there is a little bit of nervousness about conflict over that issue. The larger issue is the extent of conflict between and among campuses over new programs and opening new centers and I don't think Faculty Advisory will avoid any issues simply because of the conflicts. I am certainly not, because I feel too much loyalty to ISU. My Western and Sangamon State colleagues felt just as incensed as I did about the Bradley/ICC proposal. Other than the IIT expansion into DuPage County, I don't sense other areas of the state where that issue is being repeated. It seems right now that we can find the Bradley/ICC issue and the expansion of Northern Illinois University into the Rockford area of concern, but the privates have not rallied around that issue yet. Maybe they will this fall. The possibility of NIU expanding into Hoffman Estates was interesting. One point of contention was President Eikenberry and the NIU President over that issue. The other point of contention was the President of Roosevelt University and the President of Northern (LaTourette). So we did see some evidence of additional conflict, but it has not spread beyond that point.

Senator Tuttle: Do you have a sense or feeling that there might be private schools out there putting together their strategies to go after state dollars?

Dr. Hines: No. Not at all. Their interest more than that issue seems to be in enriching the monetary award program.

Senator Tuttle: They already get 2/3.

Dr. Hines: From their perspective, they would like to get 4/5. That seems to be their focal point of interest. It surfaced when the privates, at our February meeting at St. Xavier, not only pushed that issue, but pushed that privates would be guaranteed a fixed share of the Monetary Award Program.

President Wallace: I would say that there are two issues here. Illinois is ten to fifteen years behind the rest of the country. Universities in urban areas, realizing that there is a significant new market in graduate work, particularly in business, computer science, etc. Illinois is just now getting into this because the money has not been there before. We could do a lot in Peoria if we had resources. The last IBHE report states public universities have deleted more degree programs than privates have initiated. Privates have initiated 800 new programs and deleted 400, where Public Universities have initiated 300 and deleted 400 programs. There is new business out there in urban areas. Corporate and business are spending about \$60 million dollars a year in training. The number two issue is financial aid. Privates are interested in getting additional financial aid to help their high tuitions. At the same time, public universities in Illinois have realized that tuition is a problem. The ratio of private to public universities in fees and tuition is six to one. It used to be four to five. Bradley has been a leader of the Privates in getting their proposal for tuition subsidy passed. Northern is addressing a very legitimate market in the northern area of the state.

Senator Walker: Is the legislature behind the activity to increase money for private schools.

President Wallace: The legislators don't understand the issue. I felt that there was a lot of support for Sangamon to get their proposal through. A lot of legislators were unhappy about the Bradley/ICC issue.

Senator Walker: Are we going to explain it to them?

President Wallace: Yes, we are trying to.

Senator Schmaltz: Could you just briefly explain how the Illinois Board of Higher Education justifies funding those private schools?

Dr. Hines: It seems to me, according to their research, Peoria was an underserved area. It may be underserved by higher education, but it certainly does not show it. They used that to show an exclusive access to the market for Bradley. There are a lot of things that keep both Sangamon and Western out of the Peoria market. They packaged it in a way to get public appeal because of the low access and

opportunity questions. Bradley had the votes, and it passed. On the Faculty Advisory Committee, there is not much support for that entire effort.

Senator Zeidenstein: You mentioned that three members of the committee abstained. Were there any votes from any sources, private or public, against the resolution? Were the three abstentions the most negative?

Dr. Hines: There were twenty-two people present and voting on the resolution; the 3 abstentions were from private small liberal arts colleges in the Chicago area. The vote to oppose the proposal received no other negative votes.

Committee Reports

Academic Affairs Committee - Chairperson Paul Walker distributed two communications to the Academic Senate: an October 22, 1990 letter to the Academic Affairs Committee from Academic Planning Committee regarding the ISU Mission Statement; and a copy of the Illinois Board of Higher Education Master Plan for a Mission Statement as approved in 1971, 1976, and 1990. We would like to have these documents contained in the Senate Minutes.

"Letter to Academic Affairs Committee from Academic Planning Committee regarding ISU Mission Statement, dated Oct. 22, 1990:

The Academic Planning Committee met on Monday, September 24, 1990, to discuss two items related to the ISU mission statement. We would like to have these items included as part of a committee report at a meeting of the Academic Senate.

First, the committee noted that the IBHE had not made substantive changes in the ISU mission statement contained in the 1990 Master Plan for Higher Education when compared to the statement contained in the 1976 Master Plan for Higher Education. The Academic Planning Committee concluded that no changes were needed in the ISU Mission Statement in the Academic Plan based on the 1990 Master Plan. However, the Committee will review the mission statement in the Academic Plan to determine if changes should be made to increase the compatibility of the mission statement and the ISU Strategic Plan.

Second, the Academic Planning Committee discussed the process that should be used to change the wording of the ISU statement of mission. The Academic Affairs Committee was identified as the body responsible for monitoring changes in the statement of the University's mission. The Academic Planning Committee, which reports to the Academic Affairs Committee, has the responsibility for preparing the Academic Plan, including the University Mission Statement. This committee periodically reviews the mission

statement and makes recommended changes to Academic Affairs. Hence, changes in the mission statement typically emerge from the Academic Planning Committee and are accepted or modified by Academic Affairs. While it was agreed that changes in the mission statement will normally occur through this procedure, it was also determined that the Academic Affairs Committee could initiate recommendations for changes in the ISU statement of mission as appropriate. Changes in the wording of the ISU mission statement should not be made in documents printed by the University unless these changes have been accepted by the Academic Affairs Committee."

"IBHE Master Plans"

1971 Illinois State University (Mission Statement)

Illinois State University is a multipurpose undergraduate and master's degree institution and, historically, a strong teacher-training institution. It should retain these thrusts, refining and expanding as need justifies, its doctoral programs in education and the preparation of teachers at all levels.

Illinois State University merits the Board's fullest support as the institution continues to distinguish itself, devoting its energies to innovative programs in teacher preparation. Illinois State University should explore the possibility of developing a limited number of Doctor of Arts degree programs, designed to prepare teachers for the junior colleges and senior institutions.

1976 Illinois State University (Mission Statement)

Illinois State University should continue its major thrusts as an undergraduate and master's degree institution with selected doctoral programs and with strong emphasis on the discovery and transmission of knowledge. The University should continue to distinguish itself as a State and national leader in the art, science and content of education at all levels. In keeping with this mission, the University should maintain its existing strong liberal arts and professional programs in its attempt to develop a national reputation as a center of excellence in public post-secondary education. At the master's degree level, Illinois State University may develop a limited number of new programs based upon its undergraduate offerings.

1990 Illinois State University (Mission Statement)

Illinois State University should continue its major focus as an undergraduate and master's degree institution, with selected doctoral programs and with strong emphasis on the discovery and transmission of knowledge. The university should continue to distinguish itself as a state and national leader in the art,

science, and content of education at all levels. In keeping with this mission, the university should maintain its strong liberal arts and professional programs in order to develop a national reputation as a center for excellence. As the master's degree level, the university may develop a limited number of new programs based on its undergraduate offerings."

Senator Ritt: Does your committee feel that there is a necessary relationship between our mission statement and the IBHE's mission statement?

Senator Walker: Yes. There is a relationship in that what the IBHE has drafted can be used to support our objectives in our mission statement or it can be used against them.

Senator Ritt: Do we feel under any restraint to adjust our own mission statement to conform with either existing or essentially existing statements written for us by the IBHE?

Dr. Catherine Batsche: No. The Committee simply looked at the 1990 IBHE mission statement as a matter of information.

Senator Schmaltz: It has been my experience that someone can use the mission statement against us. We don't seem to profit much from it.

Senator White: Is there any way we can suggest that they clean up the IBHE statement. The language is muddled.

Dr. Batsche: The University was not consulted prior to publication of the 1990 mission statement by the IBHE.

Dr. Strand: We had no idea that this particular statement nor the statements for the other public universities was being reviewed by the IBHE staff. It just appeared as part of the Agenda at a recent IBHE meeting. There was no consultation with campuses regarding the language. We could go ahead and follow Senator White's suggestion and do some editorial revising of the statement, but we have no idea at what point this might reappear. It has been fourteen years since the last mission statement was revised.

Senator White: They have turned a thrust into a focus in the 1990 mission statement.

Dr. Batsche: Some of the other universities had directives. Some were told to reduce enrollments or programs.

Senator Walker: I would point out in the last paragraph of the memo from the Academic Planning Committee, in which our verbiage states how the university mission statement can be changed. "The Academic Planning Committee, which reports to the Academic

Affairs Committee, has the responsibility for preparing the Academic Plan, including the University Mission Statement. This committee periodically reviews the mission statement and makes recommended changes to Academic Affairs. Hence, changes in the mission statement typically emerge from the Academic Planning Committee and are accepted or modified by Academic Affairs." That process usually originates in the Academic Planning Committee and then is brought to the Senate as an Information Item. Academic Affairs approves or disapproves it. Academic Affairs could also initiate changes in the mission statement.

Senator White: How does the IBHE use this to interpret our mission? What is it in this statement that really speaks loud and clear?

Provost Strand: As an example, if we were to propose a professional school of some sort, they would counter that is not a part of our mission. I have not found the mission statement to be terribly constraining as far as the program initiatives that have emerged during the time that I have been in the Provost Office. That does not mean that we don't have to fight like the devil to get them to see our perspective and how a program proposal fits within the mission statement. We can say to a department or college, you cannot come forward with that proposal because it doesn't fit within the mission statement. Professional schools would be good examples of programs that would be deemed inconsistent with our stated mission.

Administrative Affairs Committee - No report.

Budget Committee - No report.

Faculty Affairs Committee - Senator Ritt reported that his committee had met and would be bringing to the Senate some materials from the University Review Committee.

Rules Committee - Senator Raucci announced a short meeting following Senate adjournment. Rules is in need of an Arts and Sciences faculty member to sit on the Reinstatement Committee.

Student Affairs Committee - No report.

Adjournment

XXII-32 Senator Baer moved to adjourn (Second, Engelhardt). Motion carried on a voice vote. Meeting of the Academic Senate adjourned at 7:56 p.m.

**FOR THE ACADEMIC SENATE
JAN JOHNSON, SECRETARY**

