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9-9-2020

Senate Meeting, September 9, 2020

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Recommended Citation

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Academic Senate Meeting Minutes
Wednesday, September 9, 2020
Approved

Call to Order

Academic Senate Chairperson Senator Kalter called the meeting to order.

Roll Call

Academic Senate Secretary Martha Horst called the roll and declared a quorum.

Senator Kalter: I'm going to make the announcement that this meeting is being held electronically due to the issued disaster declaration, and because the President has determined that at this time in person Senate meetings and Senate committee meetings are not prudent, practical, or feasible.

I just also want to mention before we get started, that we will have a hard stop time again tonight between 8:15 p.m. and 8:30 p.m., so that the Faculty Caucus may seat some faculty on university committees and work groups, finish up some business from last year, and also continued discussions regarding the evaluation of faculty during stress filled and pandemic impacted year, If necessary, we will defer some of the Advisory or Action Items on this agenda to next time, but we will want to at least vote on the Exception to the Withdrawal Policy this evening.

We're going to begin our business with Senator Stephens and a presentation on our finances during this pandemic. I have asked the administration to give us detailed written information regarding our projected and actual revenues, our projected and actual expenses, including and especially our pandemic related ones. The number and full time equivalency of tenure line and non-tenure line faculty that are employed this semester, and if known, will be employed in spring compared to previous years, precise enrollment figures for both undergrad and grad in comparison to past years. The main facts of that were released a couple of days ago. And we also asked for information about financial aid, including tuition waivers that are funded by ISU, as opposed to being funded through grants or Foundation or what have you. And then information about reserves across the Color of Money areas.

So, I just want to also say we do begin this year, in my view as chair, in regard to our budget with some fortunate and some unfortunate news. Our enrollments in that press release were strong, and that is really good news. So that portion of our revenue is healthy this semester. However, I believe that Senator Stephens is also going to be letting us know that the university still needs to be running its necessary 5% holdback exercise to guard against potential reductions in revenue from the state, tuition, and or other sources, and/or increases to expenses. And even at the 1.5% hold back that some of the departments are seeing, that percentage is actually double the operating budget of some of those departments. So, belt tightening may already be hitting personnel or may start soon.

Also, the Provost Office—in my opinion, very wisely—has placed a freeze on tenure line hiring for the full year that will, unfortunately, likely have some domino like repercussions into next year and future years.

So, and the other thing I want to say before I hand it over to Senator Stephens and his team, we will be holding the Q & A for this presentation until after the Administrator Remarks, so that we'll do all of that all at once, and be efficient with our time. So we're going to have the Q & A about the presentation and the Q & A about Administrator Remarks all at the same time. And with that preface. I will hand it over to Senator Stephens our Vice President for Finance and planning and his team.

Presentation: Pandemic Financial Briefing and, time permitting, Color of Money review (Vice President of Finance and Planning Senator Stephens, Assistant Vice President for Budgeting and Planning Sandi Cavi, and University Budget Officer Amanda Hendrix, and Business Administrative Associate Rendi Cottrell)

Senator Stephens: Okay, thank you, Senator Kalter. I appreciate it. I've got a presentation that I put together that very high level on our pandemic. Hopefully it will touch upon some of those topics that you had there. I may not have all the answers exactly from each of those individual questions, but I attempted to try to gather as much information as I could, that was known at this time, and put together a kind of a comprehensive perspective of where we've had financial impacts, where we project them to be, and some of the overall institutional reserves that we are able to draw upon for this fiscal environment. So, I've got a presentation here. Again, if it's got some gaps in it, I'll be happy to gather information for further discussion. I may need some additional support from some of the tenure line discussion with Provost Tarhule to answer some of those questions. But if you don't mind, I'll go ahead and talk about this particular presentation.

Okay, I'm going to just talk through this fairly quickly. Some of the key impacts of our fiscal impact, as many of you know, started, again, in last March, and we continue since that particular time to experience some rather extensive amount of revenue reductions. We had some major fiscal implications from the student refunds from last spring. We've had COVID related expenditures, I'll talk a little bit about some of the details for these. We've had lost revenues from reduced housing. In this particular fall, we're definitely being impacted by a lower... due to the de-densification we had to put in place, we've got lower housing enrollments, and dining contracts. Our athletic events have certainly been curtailed. I've got some schedules around the bigger picture around the fiscal impact to the housing and dining areas, a little input, some references to the tuition and student fees reductions that is occurring comparing this year in a pre-pandemic to last year's fall to this fall of 2020. And then I've also got some slides where we're talking about... one of the question is, what is the institution, where have we been making some major investments in our support our online and hybrid instruction.

So, I'll start with this first one in the big picture (I've got other detailed schedules), but if you look here, kind of the summary of the fiscal impact so far. And where these numbers are being captured, we have to issue reports (along with all the state institutions) we report through the IBHE every month. We've been doing this essentially since around the April or May time frame through IBHE. We've been having to report total refunds that were occurred for last spring, as well as a projection of lost revenue, and as well as expenses that we're incurring either in and testing related things, IT related expenses, and then I've also got a reference here to the CARES Act. So, if I can speak about it in the big picture, if you look at the bottom portion for FY20, the institution has been hit close to almost \$24 million. I'll speak to it a little bit in greater detail as to where those pieces are coming from. And a large portion in 2020 was related to the student refunds that were incurring last spring, about \$18 million. As we look into FY21, and just looking at the fall term, and seeing the major impact that we've got hitting predominantly in our housing contracts and dining contracts, we've got a substantial amount of lost revenue in those areas. I do have an overall slide in a minute, I'll show you, that talks about our reserves. We're fortunate that at the university level, we've been fairly conservative, fiscally, so we've got an ability to manage through this pandemic. It is something that obviously no one prepared for. But we are fortunate that we do have a healthy amount of reserves, and a healthy organization, and we will survive this from a financial point of view.

So, let me move on to... from the big picture, if you see here in FY21 (again this is looking at fall) the numbers adding up to about \$20 million there for overall impact of about \$44 million. That line item that you see called the CARES Act Administrative Portion, what that represents, as many of you may be aware, the institution was awarded about \$16 million in federal CARES Act funds. \$8 million was earmarked for students in order to support their expenditures they incurred, and then the remaining \$8 million is to support ISU to recover either expenses or lost revenue. We've got those split into essentially two fiscal years because we're required from proper accounting reporting to separate them into the fiscal years based on the amount of student refunds that have been received through FY20. So, about half of the \$8 million that the students have been awarded, about half of it has been drawn upon through June 30, and then we anticipate the other remaining \$4 million to be applied in this particular year. So, we will be using that \$8 million to recover, substantially, a lot of the housing and dining either refunds or lost revenue and expenses.

Now, I talked about earlier, at end of the day, the question about how does an institution or an organization like this handle such a substantial amount of lost revenue and increased expenses. Just like everybody's individual home, essentially, you look toward your reserves or in this case is your savings account. What an institution refers to on their financial statements is there it's referred to as our audited net position. Now, because we're in our FY20 audit, and it won't be completed until around the November/ December time frame, I didn't want to reference financial fixtures that hadn't been finalized yet, so I just did a cross reference against where did we stand as of FY19. So, from an overall point of view our institution has got, at June 30, 2019 we had

about \$238 million of fiscal reserves broken out, essentially, between what's called restricted and unrestricted. The restricted portion of the reserves is really where our bond revenue system sits (that's the AFS system), and I'll talk about that, if I'm able tonight, to go through the Color of Money, I'll be able to explain a little bit more around where the restricted AFS systems, and those revenues and expenses draw from. And then the unrestricted is generally are our general revenue funds and our agency funds. But at the end of the day, the institution has been conservative, and it saved money, and will be able to handle this pandemic in order to draw upon some of these reserves in order to continue to stabilize our institution and be able to survive this, from a fiscal point of view.

One of the reasons I put this particular chart in here is to explain the issue about why would an institution in and of itself need to save the amount of resources that you see here (almost \$238 million). One of the reasons why we've been prudent in that environment is that the institution, we have to maintain our academic facilities, we have to maintain our bond facilities, our athletic facilities, our housing, our dining facilities, the Bone Center. Well, this particular reference schedule here, if you look to the far-right hand column, it shows that we've got deferred maintenance and repair backlogs. So, this is the types of expenditures that our reserves are traditionally used for. Unfortunately, in the pandemic, we're going to be needing to use some of those reserves to cover from these temporary operational hits we're having to take, and so you'll find me at the end of the presentation talking about how we're going about to minimize our cash reserves. We're going to be dialing back a lot of our capital expenditures that would have been planned to handle some of this deferred maintenance, but we're a healthy institution, financially, but this is an idea to show you that we've got a lot of a need for our deferred maintenance and repairs, and unfortunately the state hasn't provided (from a capital funding perspective), any meaningful capital for the past 12 years. Now, we do have the \$62 million dedicated to the CVA project that has been released by the Governor. That's a project that will be ongoing for the next years. But from a repairs perspective to academic buildings, we need the state to continue to support that; otherwise, we're going to have to use our reserves to do so. The bond revenue buildings have to use their own type of revenue resources in order to support themselves. The state will not provide any capital to support the AFS side of facilities.

From where these large financial hits are coming from, here's a schedule where it shows, from FY20, the refunds that we had to expend essentially last spring. You'll see there almost \$8 million of housing fees were expended. The dining contracts refunds were around \$7 million. And then we ended up with a student fee reduction of about \$3 million and then parking a couple hundred thousand. Because a lot of our conferences and facilities were locked down, we had other refunds that people had, that we had to give back, either because of ticket sales for events that couldn't occur. So, remembering out of the \$23 million, I mentioned in the summary level, it's about \$18 million came predominantly from refunds that we had to provide to our students.

From a lost revenue perspective, here's a list here, as we have we've been projecting and reporting through IBHE, in FY20, because we had to essentially shut down, likely we lost out as

close to as much as a million dollars with the NCAA revenues coming through delimited, the fact that there were no conference tournaments, and limited, little to no TV revenues being shared. If you look further down into the list, you'll see housing programs in offerings that we had over the summer, that we've got lower amounts of revenue, that would have been potentially generated if we had some of our operations. If you look in FY21 column for housing and dining programs, those are the rough estimates, where we're looking at a much lower amount of students, that due to our need to de-densify our housing and therefore less dining contracts. We've got a substantial amount of lost revenue that's going to occur in those areas. So, when you add up, again, from a lost revenue perspective at least going to fall, you know, the fall of 2021 is close to \$17 million when you combine that with fiscal year 2020 it's about \$24 million.

If I may go to the next one. Now, let's talk a little bit about expenses as we moved into the COVID environment very rapidly, we had to expend a lot of resources around IT investments. I've got schedules that I'll talk about those a little bit, and where we had to make investments in order to continue to offer our classes either online or in a hybrid environment for our students. So same thing for in the fall. It's not the environment that we wanted to do but we've been making those necessary investments to make our instructional modalities as close to the successful level we have from a face to face setting. If you look on this schedule. Our, our overall expenses that we've been capturing related to the COVID impact, in FY20 was a couple of million dollars. In FY21 it's predicted so far to be close to \$7 million. One of the largest amounts listed is the surveillance testing that we've got going on on campus. We had the Board support the Reditus testing organization, come on to campus and we've got projected, I think it's 30,000 tests that we can provide in the fall timeframe, is close to like \$3.3 million. So, we're incurring quite a bit of expenses. That is being funded by the general revenue side of our budgets.

So, if we move the conversation now to what are some, or really, how do you get to the backdrop behind why so much lower revenue from a housing point of view. Well, the easiest way to simply get your arms around that, our institution and pre COVID environment last fall, we've always been very successful at keeping our housing complex is full. And so overall, we've got an opportunity to house as much as of about 6,000-6,200 students, in our housing complex, across all the apartments and all the housing complexes we have. Well, this particular fall, unfortunately, due to the COVID environment, I believe, our numbers are ending somewhere around the 3,800 level. Well, that's causing a reduction over prior year operational results down almost 40%, or 2,400 housing contracts. If you multiply that times the amount of the housing revenue on a per term basis, around \$2,700 on average per contract, it's a pretty substantial hit. It's like \$6.5 million.

We're seeing a similar kind of hit on the dining side. We've got capacity at the institution to be well above 8,000 dining contracts both serving on campus students who live with us, and we've had a positive trend in the past of getting students who live off campus to also acquire some of our, you know, dining facilities as well. Well, because, again, because of the lower students in housing and the moving into the apartment community, not as many contracts were acquired this

year. So, the number dropped from around 8,300 in the past, down to about 4,800 this fall. So again, somewhere around the 40% range. That itself is definitely going to have a substantial hit to the dining facilities, almost \$7.98 million.

If I now look at what Senator Kalter spoke about, we were fortunate enough that our enrollments ended up this fall at a very successful level, despite the COVID environment, the students continued to vote with a high regard for ISU from an attendance perspective. So, in fall, when you compare fall of 2019 enrollments (from a headcount perspective), we were 20,874. This particular fall we ended up with 20,720. So, that is a drop in students, around 154, or a little less than 1%. So, we're very, very proud of that. That does have an impact to our general revenue side. It's certainly not nearly as significant as we're seeing on the housing and dining side, due to the de-densification. But if you multiply out kind of the lost tuition revenue for the fall for those reduced students, it's averaging out (in this particular term) somewhere around \$892,000 to \$900,000. And then correspondingly, the student fee reductions for the 154 students less is about a quarter of a million dollars.

Moving on to the conversation a lot of people have had, what has the institution done? Where are the investments that we've had to make, and rightfully so, to make sure that our students that, despite the fact that we would love to be in a face to face teaching environment, we wanted to make sure that we invested our money wisely to support our faculty and teaching in a different modality. Now, what you see on this particular schedule, in the big picture, is prior to the COVID environment, the institutions had investments in delivering online and hybrid programs. Our College of Nursing has had online programs over the number of years. And so the institution had been supporting that with Reggienet, and hardware and software expenditures close to about \$3.8- \$4 million. Well, when COVID-19 hit, which is this bottom section of the charts, we ended up just in FY20 in a quick expenditure level, spending close to \$200,000 and some to add, to support the faculty, but the major investment that had to be made for this particular fall is close to \$1.5 million. So, COVID itself has moved our infrastructure (from an IT perspective) up an estimated right now almost \$1.7 million, pushing our overall investment at about \$5.5 million in total, just to help support this new modality and teaching.

I'm going to talk about a little bit of some of those areas for those in the audience. Where did some of these expenditures occur? It's obviously a lot of money. From just a software, and this is just representing the COVID investments made essentially since March, some of the major categories. From just a category captured from software and hardware, over half a million dollars. A couple of major items here, we had to invest heavily more in virtual desktop licensing about \$65,000, desktop hardware about \$30,000. Probably the most expensive one is because we had to go substantially online, and to protect the privacy information of our faculty and students, we've had to spend almost close to \$250,000 to protect from malware and phishing. So, that type of investment, Charley Edamala and his team is investing in that to make sure that we can very much protect the integrity of our instructional environment.

As you move over to a category, Student Technology Access. One of the things that we noticed quickly was not everybody had the necessary IT equipment in order to have a successful online course. So, one of the things the leadership said is let's invest in laptops necessary to offer for any student who needs technology and needs of support in that area. So, the institution invested in and in this particular case, almost closed to over \$4,000 in a laptop program, a student loaner program that we've been able to offer. I think we've released to a couple of hundred students. But we've got I think 400 to 500 more laptops that are available out there. So, if any of the students listening to this are aware of anybody in the ISU community that is needing some IT equipment in order to make their academic experience more successful this term, reach out to the institution because we do have loners available. It's brand new equipment and it's designed to make the student success as good as we can have it.

Classroom Upgrades. As you can imagine, unfortunately, because we could not allow the teaching to occur in the classroom space, we had to convert the classroom to allow the faculty member to adequately communicate well with students. So, from a classroom upgrade. We made major investments, almost \$200,000 in just acquiring tracking cameras, additional microphones, document cameras in order for the faculty to interact well with the students. So, that collectively together and investing in those classrooms is close to \$375,000. And from another, from just an instructional support perspective, we had to also make some additional investments in some high performance computing clusters. We had a gap in some of our computing labs, especially related to undergraduate and graduate research. We had to definitely invest in more high performance computing systems in order to make sure that our research continued at a quality level.

Other additional expenditures that we normally would not necessarily need was an online proctoring solution. Obviously, with most of our classes needing to be done online, we have to maintain the integrity of offering those tests, so the institution is investing well over \$100,000 to make sure that is secured. So, that's also reporting, if you see this little over \$300,000.

And lastly, what I've spoken about is obviously a lot of the revenue losses and expenses that we've incurred. So, what are we in general as the leadership been doing is, how are we going to manage through this? Well, as I was sitting here trying to prepare for this, I decided to write down in general, some very high level, what the institution has been doing, and thinking, and what we're planning to do in the future in order to reduce costs, and predominantly preserve cash reserves. As I talked about earlier, from a deferred maintenance perspective, and a desire to have renovated projects on campus, one of the things that we put in place is we are delaying a lot of major capital projects that we had hoped to have already gotten started on campus. These are, a lot of them on the academic side of the house, they are not projects themselves that are being cancelled, they're just simply being delayed in order for us to preserve our capital, and make sure that we can continue to be successful through this pandemic and come out of it, you know, still a very successful and viable organization. So, I went ahead listed here some of the things that we've got that had been, you know, talked about, or in the beginning planning stages. Got a Student Success Center, a fairly major project that we will be wanting to move forward for the

first floor Milner Library, that's being delayed. The Felmlly Science Lab building that many of you are aware of on campus, that Biology greenhouse facility, has been earmarked as a very important renovation effort. That also has been delayed in the interim. We've been needing to expand our Nursing simulation lab, in order to handle a lot more clinical hours done in a simulation environment for our nursing students. We have been planning for, and need to plan for a Faculty Success Center. As many of you know, we've made the decision little over a year ago to renovate the CTLT building to be a Multicultural Center. While having done that, we had to move the faculty training and the CTLT operations out of that facility, and one of the key locations that we're going to move that operations to is over into the Milner Library. So, we're going to need to invest capital in the Faculty Success Center. So, that's still on the books for us to do, but at the time, we're going to have to delay that.

From a housing perspective, many of you that were returning students on campus, you are aware of our... we had a very major project going on with a third party vendor where we were very close to finalizing an agreement to design and build a 1,200 bed complex on that land next to the Campus Rec Center. At the time that project was moving forward in a very positive pace, but unfortunately, when COVID-19 hit, we had to put a moratorium on that. Again, it's a project that we will revisit in the future. It's definitely a necessity that our campus reinvests in new housing. So, it's simply a delay, and having to the delay that, we're keeping those resources, some of those fiscal resources, in order to mitigate through this lower housing and dining contracts we're dealing with now. Also from a housing and dining perspective, some of the traditional ongoing renovations that we do each year to our existing housing stock we've had to limit some of that, obviously, because of the pandemic and wanting to preserve cash. So, some of the things that we normally would have done this particular year, we had to dial that back a little bit. Now, it doesn't mean that all of our capital projects got cancelled or got delayed. As many of you aware, if you go through the Bone Student Center, we are continuing to finish that concourse renovation. That was a \$9 to \$10 million project. That's the first and second floor. That's currently being finished now, hopefully, should be finished in this academic year. As you walk down the Julian Hall across from the Alamo, you'll see the Cybersecurity project, a renovation in the first floor of Julian Hall, that's continuing. And then as I spoke to earlier, the Board approved the Multicultural Center to be developed at the old CTLT building. That is a project that is ongoing and should be hopefully finished sometime late next spring.

One of the other factors that we did to preserve cash reserves, especially on the housing side, this past summer a year ago, many of you were aware that over the summertime we had to make a very substantial investment in Waterson in order to improve the air quality in there, and the heating and air system, it was over \$31 million. Well, we, being a fiscally conservative University, used its cash reserves on its housing division in order to fund that. Well, from a fiscal point of view, we were able to, because of the COVID environment, we were able to borrow for those funds after the project, and essentially place those reserves back into our savings account in order to help mitigate this COVID fiscal environment. So, this particular few months ago, we

were able to issue debt to refinance that project, and we were able to borrow that \$31 million to put it back in the bank account in order to be used for these particular matters we're dealing with today. We borrow that, you know, at little less than 1.5%.

From an employment point of view, and we are continuing and we've always continued to monitor our staffing levels. But this actually dates back all the way to 2016, ever since we had the budget crisis in 2016, the leadership of the institution has been actively monitoring all new position approvals, and it continues to do that today. All the positions that are, especially those that are vacant, have to go through an approval process, including going through the President's office. So, we are continuing to actively monitor that, and we will continue to do that going forward, focusing our attention on positions that are vacated either by people leaving the institution or retirements. We will end up saving cost this year from travel and conferences. We don't have a moratorium on our travel efforts like we had to do in the spring. But as you can imagine, the environment for having travel, and having traditional face to face conferences will end up saving money this year because those conferences likely will be... some of those may end up being just from a virtual point of view. So, we'll achieve some of those savings.

And then there's another area that we've been monitoring over the past few years where we've traditionally used, you know, general revenue funds or housing, or a AFS system reserves to invest in capital projects in order to improve our sustainability from energy savings projects. We would invest our own resources to put things in place that maybe save the electric costs. We've got a plan in place where we'll end up working with some third party vendors who are in an environment where they come in and help you renovate some of your facilities to create an energy savings. For example, if you're reducing lighting or you're investing in your facilities plan and it's saving money, there's a financial avenue by which you can use (through the state) called an ESCO Bond, where you can actually borrow the future savings associated with those investments. And so, we are (my team, Mike Gebeke, and it started with Chuck Scott when he was here), we've been actively investing in that idea and we're in the future going to work with a third party organization to help us continue to upgrade our heating and air systems, and our water management systems here, but we're going to use a different avenue, so we can save money, our cash reserves through the issuance of these ESCO bonds.

And then, in the big picture, again, I didn't cover all the areas, but we're actively monitoring cost saving initiatives. We're going to be doing that throughout the year, as we're trying to manage through this particular pandemic.

So, that was kind of the overall presentation from an idea of trying to give the big picture. I'm sure there are going to be questions and answers that I didn't particularly be able to offer this time, and hopefully I can maybe answer those now, or either provide some of that information at a later date.

Senator Kalter: Thank you so much, Senator Stephens, not just for that presentation, but for the incredible work that you and your teams have been doing since the pandemic. We are going to hold questions, so please write down your questions while you're remembering them so that we can get back to them after Administrator Remarks.

Chairperson's Remarks

Senator Kalter: For chairperson's remarks, I don't have any further remarks at this time. So, we're going to move to Student Body President Remarks, and then after that to Administrator Remarks.

Student Body President's Remarks

Senator Harris: Yeah, I don't have much either. Just being brief for the sake of our time. I'm really just last week, myself and our Vice President met with the Mayor to kind of discuss the new ordinance that came out, to kind of see how that really affects students, and things like that. So, we're going to continue to have conversations with the Mayor.

And then tomorrow we're having conversations with Jessica McKnight, she's over McLean County Health Department, to see further what students can be doing (students that are doing the right thing), what they can be doing to help, possibly serving as contact tracers, or other things because McLean County is severely low in the contact tracers that we do need.

And then lastly, or two more things. IDPH also contacted me today looking to do a focus group with some students (10 to 15 students) and I was wanting students, not just SGA students. So, if faculty know of any students that have any experiences that they think may be useful to IDPH, please contact me so I can get in contact with those students. IDPH is looking to get that focus group started relatively soon, within the next day or two.

And then the last thing is Festival ISU is happening within... normally it's a day, but now it's virtual within the next week, so one session was today, and that was Social Sororities and Fraternities. Sunday will be Leadership and Political Organizations. Monday, September 14 will be Performance and Media Organizations. Tuesday, September 15 will be Faith and Cultural Organizations. Wednesday, September 16 will be Advocacy, Service, and Honor Society Organizations. And Thursday, September 17th will be Sports, Gaming, and Recreation Organizations. So, if you have students that are interested in still getting involved, even if they're at home or virtual, they can check out Redbird Life. So, that is all.

Administrators' Remarks

• *President Larry Dietz*

President Dietz: I too will be brief tonight. Thanks, Senator Kalter. Tomorrow at 9:00 a.m., the YouTube of State of the University addressed will be released. That was filmed earlier this week, and I did some refilming this morning, based upon an event that happened last night that I was terrifically disappointed that a group called the NELK Boys were in town, and it's a group of social media gurus who are from Canada, and are supported by advertising, and they go around

the country and try to catch people and record pranks, and catch people doing things that really are not at their best. And they were here last night, encouraging a group of students to come out and be a part of their gathering last night, it operated much like a flash mob. And there were a lot of students that came out, and the one location was the Lodge where some of this happened. The Normal Police were there to try to move the group along, and they gathered in a couple of other places. The only reason I bring this up tonight, I really appreciate Senator Harris's comments about me meeting with the McLean County Health Department, and also with Mayor Koos and others, to try to help figure out how can we encourage students to do the right thing, knowing that most of our students are doing the right thing in terms of face coverings, and social distancing, and avoiding large crowds, and so forth, but last night was an exception to that. I do want to say that part of my redoing of my remarks are related to this, and we had a meeting this afternoon with the Town of Normal, and a number of those students most likely will be able to be identified, and we plan to, as appropriate and as identification occurs, to move those individuals through the Student Code of Conduct. That's an activity that we simply cannot condone. The people that are doing things right, and all the precautions that I just mentioned are undermining... The people that not doing it right are undermining the good work of folks like Senator Harris, who are trying to encourage people to do the right thing. So, the ones that are doing the right things deserve that, they deserve our support, students deserve our support, the faculty and staff deserve our support, and the community deserves our support. So, there's more to that. Investigations are continuing. But that just was not a proud moment for the University or for the students that participated in that.

A few other things that I just wanted to highlight, and I'm not going to go through this in much detail because it'll be in my State of the University Address tomorrow, but just want to thank everyone for the good work that's gotten us to where we are in this semester. It's been a tough summer and began a tough start of the fall semester but our enrollment is very strong. And that really tells me that our brand is really strong regardless of the modality that we're offering our courses in. So, students really are voting with their feet and they're voting to come to Illinois State.

I want to say, also, again, that we're working on a lot of different fronts with COVID issues, with the social justice issues, also celebrating the Redbirds Rising Campaign that I mentioned that raised \$180.9 million. So, we've got a lot to be proud of here, but we've also got a lot of work to do. So, with that, I think I'll stop and if there are questions later, I'd be happy to entertain them. Thank you.

- ***Provost Aondover Tarhule***

Provost Tarhule: Thank you so much, Susan and Senators. Couple of updates to bring to you from Academic Affairs. As everyone has said prior, enrollments have been very robust, both at the graduate and undergraduate levels, and maybe some of you may be wondering why we keep repeating that, and part of the reason is back in spring there were some estimates that maybe enrollments might drop as much as 10%, 15%, even 20%. And so, given the fact that those

projections have, thankfully, proved to be incorrect, this is really special. It also means a lot for us from a financial perspective and as you just heard Dan Stephens explained. So, that's good news, and great kudos to all the people in the Enrollment Management team that made that happen.

Online teaching, since most or the vast majority of our courses are now online, I've been very delighted to see that that is progressing quite well indeed. We have had very few issues of technology, technology failures. So, the work that Charley Edamala and his team have done in procuring all of those equipment and software and to support online teaching has really paid off in a major way. So, if you become aware of anybody who's having challenges with technology, please let us know, and I think would be in a good position to try and fix that.

At the beginning of the semester, as you know, we had a number of complaints really from three constituents about the modalities that we had adopted for teaching, as well as the experience that people, either were getting or thought they were not getting. One constituent was the parents who had specific types of issues, and then the students, and of course the faculty. So, all of those three constituencies had major complaints. My office was getting several, and as well as President Dietz, we were getting several complaints from all of those constituents at the beginning of the semester. I'm very pleased that much of that has died down. Really, it's just a trickle now from all of those constituents. Maybe a cynical way to look at it might be to think maybe people are just tired or resigned. I prefer to think about it more optimistically, that I think a lot of those issues have worked themselves out. We have gotten better. And as people have settled into the routine, I think that things are going much better. So, we're delighted to see that, and we hope that will continue to improve. Certainly, from the point of view of the comments that are reaching us, I think, most of what we're getting now is really matter of confusion, and it's not so much substantive as people who have not been able to either understand or appreciate what we're trying to do, but once we've talked to them that seems to have worked well.

As you may be aware, the library was moved mostly... we might call it closed. It's not closed. It stays serving, except it's no longer taking physical patrons. The library was one sour point of complaints for a lot of people, because of the risk that they felt it posed, so the President and the cabinet made a decision to sort of restrict in person or patronage of the library. I've met with the Dean of Library Dallas Long, and we've had, today also, we had a very lengthy discussion about the impacts that he's seen as a result of that, and how he will mitigate it. And I think I'm very happy to report that I felt very confident that he's got the issue comprehensively thought out and in hand.

On like, well, like everything related to the pandemic, though, once the library moved offline we then got a series of complaints from faculty who opposed the move, and felt that this was the wrong thing to do. So, the library was moved offline because of complaints from people who wanted it so, and then we started getting complaints from people who thought it was the wrong

idea, but we are managing that as well. It was in connection of that that I had another meeting with Dallas, and I think we came up in a very good place.

We're looking at some big picture items going forward, several of which will impact our faculty. This concerns the ASPT process. So, back in Spring when COVID hit, we made a number of decisions with respect to tenure, promotions, stop the clock kind of mechanisms. At that time, the expectation and the hope was that COVID was going to be short lived. That has proved incorrect. And so, we're looking at revisiting those assumptions and those discussions. Trying to see which of those processes we might change or modify in light of the longer duration of COVID, and so my office is working with all of the deans, and all of the chairs and directors, and also with the executive leadership of the Academic Senate to see what we might be able to come up with. Much of those decisions reside at the level of the department, but also there's a university wide campus tenures and promotions committee that is looking at that.

Work continues on a number of areas that I mentioned to you previously, I believe. I'm very interested in having comprehensive overview of Academic Affairs, with a view to develop a new strategic plan. Part of that, I think, is a natural outcome of my being new to this position and trying to understand how everything fits together. So, we're going to be organizing an Academic Affairs Retreat sometime in early spring. We will proceed that with a dean's retreat. So, those are the major headlines that I think are important at this point from Academic Affairs. I'm happy to elaborate and talked about others during the question and answer section. Thank you.

- ***Vice President of Student Affairs Levester Johnson***

Senator Johnson: Okay, and I'm actually going to be extremely brief because Senator Harris did an excellent job covering Festival ISU, so I do not need to repeat that at all. But, again, reiterate to encourage folks, especially for our new students, to encourage them to go to the Redbird Life portal and to visit, literally on a daily basis, in order to check out what great opportunities we have for engagement virtually this year.

And then President Dietz also touched upon then, the incidents last night, and student behavior off campus, and I want to assure folks that our Dean of Students Office, and student conduct area is following up on the information that they've received thus far, and will continue to, I guess, receive information, and we'll be following up with individuals who we believe may have been engaging in these activities. And I will leave things for any questions that you may have later on.

Senator Kalter: Great, thank you. And we move finally to Senator Stephens, just to ask if you have remarks and in addition to the wonderful presentation that you gave.

- ***Vice President of Finance and Planning Dan Stephens***

Senator Stephens: Actually, Senator Kalter, I don't actually. I wasn't sure if tonight I was going to also offer the Presentation on the Color of Money. I am prepared for that. But I realized there's a limited amount of time, but I'll be happy to present that this evening if you'd like me to.

Senator Kalter: Let's actually move that one to the next Senate meeting, because we're coming up on 8:00 p.m., we need to do at least one Action Item tonight, and also get Q & A. And so, I think we probably won't have time for a Color of Money tonight but we would like to have you do it the next time. If that works for you.

Senator Stephens: That's perfectly fine with me. Thank you. I'll save the time, I really don't have anything, you know, extra to offer, other than comments I said earlier about things are going well on campus, especially with the capital projects we've got going. So, so far, so good.

Senator Kalter: Alright, so now we move to the Q & A for everybody. If you want to raise your virtual hand, we can call on you, and we'll have actual Q & A tonight, where you ask the question, and you have the answer. So, we'll start with Senator Toth.

Senator Toth: Great, thank you. So, first of all, excuse the background noise. I apologize. But my question is for Vice President Stephens. Could we get access to the PowerPoint that you presented tonight, if you're able to send that to Cera or whoever?

Senator Stephens: Yes, certainly. That was going to be my plan with any of the presentations that I give, any time throughout the year, I always follow up later, and provide those for all the Senators.

Senator Toth: I figured as much. Just want to confirm. Thank you.

Senator Stephens: Thank you.

Senator Torry: Yes, thank you. My question's for Senator Stephens as well. You know, kind of looking at the numbers, there was the loss of the housing contracts were down about, we're down 39%, which was about 2,800 contracts, but our enrollment was only down .7%. So, basically, we kind of stayed the same in terms of number of students, they're just not living on our campus, right, that's what that boils down to me. I'm assuming they're living off campus. The shift is meant from on campus contracts to off campus housing in that shift of those numbers, because they don't quite match up in terms of us having less freshman here not living in our dorms, so to speak, right?

Senator Stephens: Yes, you're exactly right, and I'll make a couple of comments, and then I'll invite Senator Johnson to address it as well. But you're exactly correct, as President Dietz spoke, we were very fortunate that the university was considered, you know, still the desired institution we've always been proud of. And so, our students voted with their feet and they came this year, but because of COVID-19 and the need to diversify our housing environment, we had to make those difficult decisions, realizing for the safety of the students, and the safety of everyone, to offer the opportunity to live with us, or live off campus. And so, it was not what we would prefer, we'd love to be back to where we always were, we've got, you know, with all the beds full and all the dining facilities operating like they were before, but we're fortunate the institution

we're here and that the students are living in the community. So, I'll pass it on, you know, to Senator Johnson, and let him add any more comments to those.

Senator Johnson: Yeah. The only thing I would add is to broaden that statement of living off campus, because, especially for the first-year students, they're probably living at home is where they're at. So yeah, we did have a number of folks who we gave them the opportunity for, again, a couple of weeks into the semester they felt uncomfortable and had any concerns that they could decide to end their contract and return home without any penalties. So, some students did end up doing that as well. So, some are at home. Some may have gone ahead and made decisions to just get, you know, an apartment in the community. I don't think that there's that many that probably did that for first year students, but I think the vast majority of those folks actually just decided to stay home.

Senator Torry: Okay, thank you, Senators. I'm just going to follow the comment that I think is hidden in this message. I've seen a lot of things about how the university, you know, fees and unfair to students. You know, we reimbursed everything we could: housing contracts, food contracts, we prorated. Those students who are in private housing. They didn't get any reimbursement whatsoever. And I think it bodes well for our university to promote that. We have gone out of our way for students at significant (\$20- \$24 million) so that our students felt that they weren't taken advantage of. Where the model outside this university was actually the opposite. Well, you signed a contract, we're going to hold you to that, we don't care where you live on campus, in our apartments, whatever, you're still going to pay rent, whether you're in Chicago or not. And I think that is a hidden gem that this university has done a lot at its own expense, and I don't really hear a lot of appreciation in our community, who has not treated our students in the same way. And I think we can pat ourselves on the back that our students can say, at least here on campus, you're going to be treated better than anywhere else, because that's clearly true in these numbers. That's all. I'd say thank you.

Senator Robinson: Hi. My questions are for President Dietz and Provost Tarhule because they both mentioned enrollment. So, I was just wondering, are those enrollment numbers based on first year students or is that just all students.

President Dietz: The 20,720 are all students. The number of first-time freshman was down. There was an increase, as Dr. Tarhule mentioned, of about 4% in graduate students, but a lot of the strong enrollment also came from strong retention. And I was delighted to see that, you know, students made it through the spring semester, and despite all the interruption, and the movement from face to face to online without a lot of time and the faculty made that transition, and the students adapted and adjusted that completed the spring semester in good shape. So, I'd say that the reason that we are where we are is that the brand is strong, retention was good, graduate enrollment going helped. But hopefully that answers your question, Senator Robinson.

Senator Kalter: Senator Robinson, did you have any follow up, or is that good?

Senator Robinson: Yes, I do have a follow up. I was wondering about, like, the retention rate for student who are already enrolled. So, like, or is that separate? Like, the retention you were just talking about, is that separate from the reporting numbers of us saying that, you know, like our enrollment hasn't really changed that much.

President Dietz: The retention rate is really an important factor as most folks know, and to really talk about Enrollment Management is that in any kind of a model like that it's very important to keep the people that you have currently advancing from freshman to sophomore, sophomore to junior, junior to senior, and graduate. And so those numbers have been very strong this last year and that really aided. But the 20,720 included all undergraduates and graduate students. It was a total number that came out of there, or 10th day enrollment census.

Senator Robinson: Okay, thank you.

President Dietz: You bet. Thanks.

Senator Kalter: Alright, great. So, I had a couple of questions. You may have said this already, Senator Dietz, was the 20,000 plus number was that an FTE for students or a headcount?

President Dietz: That's head count. FTE hung in there pretty well, I don't have that figure off the top of my head, but our Full Time Equivalency number is what the FTE stands for, and that number has been pretty consistent from year to year, and I don't remember what that is, right now, but we can get that to you.

Senator Kalter: Great. The other question I had about that. So, I was wondering if we know whether there was actually an increase after the August 3 announcement about pulling more classes online, whether we know that? Because one of the things I noticed was that we are up, UIUC had very strong numbers and also Illinois Wesleyan did. And I'm just wondering if, you know, accessibility may have actually encouraged those enrollment numbers, rather than discourage them as was being sort of predicted. I don't know if you know, but it would be an interesting thing to find out whether we actually had an uptick because of that.

President Dietz: We'd have to dig a little deeper on the timing of all that. Good question, and we'll look at the data, and see if we can track that, and provide an answer to you.

Senator Kalter: Terrific. And then I only have one more question. And this one is for Provost Tarhule. I don't know if you have these numbers tonight, but I'm kind of assuming that because our enrollment numbers were strong that our number of tenure line faculty and our FTE for non-tenure line faculty also stayed fairly stable compared to last year. I wonder if you don't have those exact numbers, if you would be able to get it get those to us?

Provost Tarhule: Yes. We actually ran the numbers, Dan's office ran some numbers that we were, we had a discussion this morning about whether to share those with you. But then as we looked at the numbers some more, we realized there's so much distortions that would probably

need to... we're happy to share those, but I don't think they'll be very meaningful, you'll run into the same kinds of issues with it. But we're happy to share them subsequently, maybe in discussions with you to try and work out some of those distortions, and we'll be happy to give that to you. But the raw numbers are very consistent. In fact, I could read some of them up here last year, our fall at this time, we had a total head count for faculty combined of 1,225. No, that was 2018 to 2020 numbers, 2021 numbers have not yet come out yet. But 2019 was 1,275 and the split has been approximately 50/50 between tenure track and non-tenure track numbers. But those have been very consistent. Part of the overview that we're looking at, in fact I may have mentioned to you before, is that this raw numbers can be a little bit deceiving. So, if we look for example at the number of credit hour production, our credit hour production has gone down in the last three years, but our overall cost of instructions has gone up. So, you might look at the numbers themselves and say we have this many faculty... but we're actually in some sense teaching less at a higher cost, and we are trying to figure out why is that happening. So, that's part of what I mean by the numbers themselves are a little bit... Yeah, they don't tell the whole story. But we are doing a very comprehensive analysis that Dan Elkins expects to share with you when he gives his report on the instruction cost that he typically gives every year. We expect to have worked all of that out by the time we get to that report. But if you need to see this raw report, we'll run them, and I'll be happy to share them with you also.

Senator Kalter: Yes, thank you. You're right, it does not quite make sense, given that we've had fairly good enrollments and that we have sort of the same general numbers of faculty...so why the... except sort of the COVID spending and all that, why those instructional cost may have gone up is something we should get to the bottom of, for sure.

Provost Tarhule: We do have some ideas. I don't.... This is not a place to go into details, but just to give you a sense of what's going on. Part of it has to do with release time. So if you have faculty members, you can count, but if they have some release time from teaching for whatever reason, that then you have to now hire somebody else to do that teaching so that impacts your overall cost, even though your total headcount may remain fairly consistent or your number of students may remain consistent. Those are the types of things that I think it's important to be able to pass out of the data so that as we discuss them with you, we can show you exactly what's going on. And for us too, it's important to have that deeper understanding of what the numbers represent.

Senator Kalter: Yes, and whether there have actually been changes in those release times and things like that. So, wonderful. And I don't see any other hands raised. So, we had sort of a short Q & A actually, but I think that's because of the thoroughness of the presentation and particularly about the expenses and the reserves, which you went into in great detail. And thank you so much for that, Senator Stephens.

Action Item:

08.20.20.02 Withdrawal Policy Exception (From Jess Ray)

08.28.20.09 Withdrawal Policy Exception Mark Up (From Jess Ray)

08.28.20.08 Withdrawal policy exception Clean Copy (From Jess Ray)

Senator Kalter: We're going to have time I think only tonight for our Action Item and some Committee Reports. So, we're going to move to the Withdrawal Policy Exception.

So, one of the things I wanted just to say to introduce this was to let everybody know that changes were made based on the input from Senators Nichols and Mainieri. And I don't know if you want to say anything about that, Mr. Ray.

Mr. Ray: Based on that input, there was a request for some greater clarity as to how long or where this exception would be in place, so we made those changes to be more clear about that. This would be during the pandemic. I do have another piece of information that was asked for last time. If this were to pass, the deadlines would be...for first half courses would be Tuesday, October 6. For regular session would be Friday, November 20. And for second half courses would be Tuesday, December 1. So, I know that that was a question that came up as well. That's not in the policy itself.

Senator Kalter: That's very helpful. So, I am going to have a question about the final grammar of the exception, but I first want to ask Senator Nikolaou, who is the Chair of our Academic Affairs Committee, for a motion to put this on the floor because this would have been a policy that would normally have been reviewed by the Academic Affairs Committee. So, that seems like a nice symbolic gesture towards the committee's work, towards approval of this exception.

Motion by Senator Nikolaou, on behalf of the Academic Affairs Committee, to approve the Withdrawal Policy exception.

Senator Kalter: My question is, so right now there is a sentence in there that says, "The extended deadline will move to the three weeks before the close of the semester and is proportionately extended for those classes that are less than a full semester." I read that as meaning literally, that with the "the," the deadline is all three weeks before the close of the semester. So, first, I would recommend taking the "the" out and just having it say the extended deadline will move to three weeks before, right. But I'm a little bit confused now, because we were talking about this in conjunction with the Incomplete Policy. My understanding, and maybe I'm wrong as a professor, but my understanding of the Incomplete Policy has always been that it can take effect as early as week 13, so that the last three weeks of the actual coursework, not including finals week, which is our 16th week, so that if a student falls ill or what have you, in weeks 13,14, or 15 that would be, you know, potential for an Incomplete, and that we were trying to sort of have this be the last week before you can take an Incomplete, etc. Right. So, first let me ask you, am I right about that Incomplete Policy? That it can take... if a person is ill in weeks 13 or 14 or 15 that that kicks in, or does it start in week 13?

Mr. Ray: I would have to pull the policy again and count backwards. I'm not sure.

Senator Kalter: And I guess in some ways, I'm not sure it matters, because I don't think there's a problem with having overlap, so that you could either take an Incomplete or you could withdraw. So, I think if we want to leave it where it is at November 20 rather than moving it to say the 6th, we should probably change that wording to say, "The deadline will be extended to the Friday of the 14th week of classes." So that it is extremely clear that the deadline is on the Friday of a particular week rather than saying, "The extended deadline would move to three weeks before the close of the semester." Do you consider that a friendly gesture?

Mr. Ray: Makes sense

Senator Kalter: Okay, for coming from the English department professor. So, I was looking at the grammar and trying to figure out the rationale there. Are there any other questions, suggestions, or any debate, before we take a vote?

The motion was unanimously approved.

Senator Kalter: Wonderful. Thank you, Senator Horst and everybody. I am going to do one thing before we move to committee reports. Bradley Pearson came specially to this meeting to talk about the Student Code changes, and we're not going to do any action on that tonight, but I just want to make sure that he does not have anything that he needs to tell us about those changes, just in case he's not able to come when we do move that to Action. So, Bradley Pearson is the Director of our Student Conduct and Conflict Resolution department and was helping with those Title IX related changes to the Student Code. Did you want to say anything either about the process or the actual text of those before we begin to close down the meeting for tonight Mr. Pearson

08.07.20.06 Student Code of Conduct 2016 version (From Dr. Davenport)

08.07.20.05 Student Code of Conduct Mark Up (From Dr. Davenport)

08.07.20.07 Student Code of Conduct Clean Copy (From Dr. Davenport)

Mr. Pearson: Sure, just, I'll just add a quick comment. The changes with the Code specific to Title IX, all that was moved into the OEOA's policies. So, what you will see with our Code is literally where we have gone through and removed our section D from our University Regulations which were those policies and regulations specific to Title IX issue. So, throughout the Code, we remove those specific language components that referred back to Section D. And that's what you see in the updated version of the Code that has been shared with you is just simply the removal of those.

Senator Kalter: Wonderful, thank you. And just wanting, wanting to know if anybody has any questions about that process that Mr. Pearson can answer tonight. (Pause) All right, I see none. I just wanted to make sure that you weren't invited to a meeting that you had to attend for an hour and a half, and then not have anything to say at it, and then have to come back. So we're going to move to Committee Reports, and then to Communications, and then we will Adjourn.

Academic Affairs Committee: Senator Nikolaou

Senator Nikolaou: In the Academic Affairs Committee today, we select our representatives to the Academic Planning Committee, and the Academic Continuity Working Group. And then we also started our discussion for the IDEAS.

Administrative Affairs and Budget Committee: Senator Marx

Senator Marx: Yes. Administrative Affairs and Budget met this evening. We began looking at a list of policies that we're going to be reviewing. And Senator Murphy volunteered for the COVID Working Group: Classroom Logistics. That was our meeting.

Faculty Affairs Committee: Senator Hollywood

Senator Hollywood: Tonight, in the Faculty Affairs Committee, we reviewed a couple of different policies that we are considering tackling for this year.

Planning and Finance Committee: Senator Avogo

Senator Avogo: We also voted for the COVID committee. And we revisit the Issues Pending list, and we anticipate that we're going to be focusing more on how to strategically place ISU, you know, for the future in terms of recruitment and retention, particularly, we think would be focusing also on the quality of online course offerings that ISU has.

Rules Committee: Senator Horst

Senator Horst: Rules Committee met. We reviewed the Issues Pending list. And we also started picking up the review of the Library Committee Blue Book page, and we hope to complete that next time.

Senator Robinson: My question is for Mr. Avogo. I was wondering about the retention. Is that focused on a certain group of students, or is it just general retention?

Senator Avogo: I think for now, we are looking at it broadly. It's going to be both general student body. But then, particularly, we know that some groups, obviously, we need to put more focus on in order to be able to retain and help those students to get through the program successfully. So, yes, so for now is broad, but we anticipate that we will be focusing more on disadvantaged groups to help them to finish their programs.

Communications

Senator Kalter: For those of you who have not been at a Senate meeting before, this is much more fun face to face. This is where you say anything that you want to let the Senate and the community know if you have an event that's going on in your college or in your major. If you want to make a statement about something that's going on on campus, if you want to...what else is there? Theater events music events, etc. Communications can also be used for Sense of the Senate Resolutions every once in a while. And I'm trying to think of what else, but they are fairly open.

Senator McLauchlan: I just want everyone to know in addition to the State of the University Address tomorrow, we're premiering from the Office of Research and Graduate Studies, the Research Awards event, (which was scheduled for April and rescheduled for September) will be premiered tomorrow on Facebook, on the Office of Research and Graduate Studies. Many award winners, all our research graduate award winners for the graduate school, from the faculty etc. will be highlighted tomorrow evening at 7:00 p.m. on Facebook. So, hope you'll watch it, and it will be available on YouTube later, if you're not available at that time.

Senator Smith: Hello. I just wanted to say tomorrow, Students Ending Rape Culture will be doing their first self-care series at 5:00 p.m. If you go to our Facebook page, you'll be able to find the Zoom link. And I think it's a really important thing to go to, especially now. Self-care is really important, and I hope you could come. If you would like to.

President Dietz: Thank you. I don't normally report under the Communications part, but I was thinking I would be remiss if I didn't mention that the Governor was here today on the front steps of Hovey Hall or that area, talking about how important it was to fill out the Census form. The numbers are good for 10 years. And so whatever numbers are counted in this community will determine to a large extent federal money that might be coming in here for social service programs and other programs such as that. So, if you haven't had time to fill out the Census forms. There's actually a website for that. And then please make sure that you're counted, because it means a lot for the community and the university to be counted. Thank you.

Senator Mangruem: Yeah. So, hello everyone. I recently spoke with the Vice President of Student Government Association and we're still in need of student mentees for the Emerging Leaders Program. So any professors, if you have freshmen in your class that would like to get involved with student government, or just positions of leadership in general on campus. Let them know to go to the Student Government Association website and check out the Emerging Leaders Program. It's very quick and easy to apply. So, Encourage. Encourage. Encourage students to do that.

Motion by Senator Pancrazio, seconded by Senator Blum, to adjourn. The motion was unanimously approved.