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Senate Meeting, September 13, 2023

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Illinois State University

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Academic Senate Meeting Minutes
Wednesday, September 13, 2023
Unapproved

Call to Order

Academic Senate Chairperson Martha Callison Horst called the meeting to order.

Roll Call

Academic Senate Secretary Mainieri called the roll and declared a quorum.

Public Comment: All speakers must sign in with the Senate Secretary prior to the start of the meeting.

None.

Presentation: Color of Money (Vice President for Finance and Planning Dan Stephens, Associate Vice President for Planning & Budgeting Sandi Cavi, and Executive Director of the University Budget Office Amanda Hendrix) (Documents will be provided on TEAMS)

Senator Horst: The next item is the Color of Money presentation.

*The presentation is in Appendix I

Senator Blair: This is just minor, so if I'm reading that right on our expenditures and our total revenue, it is evenly balanced. Do we always make a point to do that?

Vice President Stephens: Yes, we're talking about self-sustaining issues where we've got extra revenues over our expenses where we've got to set aside money for repairs, the Bone Student Center over the years saved money in order to fund all of this renovation without issuing debt. So, but we do what report as a balance budget.

Senator Horst: I have one question just because of the next presentation coming up. Could you try to articulate the difference between a fee, differential tuition, the academic enhancement fee and tuition?

Vice President Stephens: A student fee is going to be very specific. Our Academic Enhancement Fee is written to be dedicated to only Academic facilities. In the general revenue side and then IT support that is inside those academic facilities that cannot be used for like Hovey Hall -- certainly can't be used for the Bone Student Center. But we put in the Academic Enhancement Fee because the state was struggling to give us any deferred maintenance hours to maintain our academic facilities.

Senator Midha: I have a question similar to the one that I asked previous year. Thank you for sharing the information first of all, but last year and for the several past years we have seen that Illinois State University had the lowest student appropriation from the state. So, could you elaborate on the approach that would be different this year when the administration talks to the state representatives?

Vice President Stephens: If I may I like to request our president to speak on that.

Interim President Tarhule: yes, there are two things that could help us. One, there is an equitable funding commission that is currently working. The governor set that up to try to see if they can revise the formula that is being used to allocate funds to the public institutions. Sandy serves on one the committees and I serve on another. We haven't seen the final formula yet, but at least we are at the table and the discussions are being held. We'll see what that outcome is. If it actually changes the current allocation or substantially changes it, that may benefits us. That's one thing that could be different. The other is from our point of view, one of the things that I'd like to do this year is to strengthen our relationship with our government representatives. We need to build a coalition of government supporters, alums, in the legislature as well as representatives so that we can walk through them and have them push for us in the house the fact that we are just not getting a fair share of the appropriation. So, we're going to try that slightly different -- trying to put together a coalition and the new government relations person that we hired, Director Brad Frankie, this is one of his high priorities. So, you might hear or start talking about the Redbird Caucus in Springfield. This is something that we used to have any years ago. It's sort of when there was a combination of our alums that serve in the legislature, plus those legislators that represent the districts in which we sit. We are going to reactivate that and try to work through them to see if we can get some traction towards this request that we'll be making. Hopefully one of those two might work but it's still a long haul.

Senator Horst: and there's tentative plan to have Brad Frankie to come in the spring, so that would be an appropriate question for him as well. And if you have an update for the Equitable Funding Commission in the future, if there's some resolution, it would be great to hear about it here.

Senator Bowden: So, it looks like the state is using an FTE model for how they fund students. Is that the same model we use internally? And if not is that a direction we're headed?

Vice President Stephens: No, our internal funding, our tuition resources come into the institution centrally and then just working with the leadership team, working with the Provost office, the President and the Deans. We allocate resources for tuition and appropriation for those resources that come in there. But we don't have a specific allocation that way. It's basically somewhat indirect because, obviously, we try to provide more resources to areas that have gather substantially more enrollments than others. We are trying to get the state to realize that we are substantially lower. We are also in the 90% range of our 90 to 95% of our students are from Illinois. That is another measurement that we hope they will include in what President Tarhule was talking about. There'll be a number of metrics, quantitative and qualitative, but we believe in the end that when this is all said and done that Illinois State University should have a higher appropriation; we just don't know yet as to exactly what it would be.

Senator McLauchlan: on your pie chart one of the things that we're really been pushing for doesn't seem to be one of the colors you're showing. You've mentioned CEFCU Arena then on the sort of pie chart, there is no licenses and royalties which is its own color. Where would that fit in our pie chart?

Sandy Cavi: I think it falls under our agencies account. So we have some unrestricted agencies and some restricted agencies.

Senator McLauchlan: But the LAC doesn't group those because they are unrestricted.

Sandy Cavi: I can double check, but I believe there is probably an unrestricted agency account that they go into as opposed to restricted. I don't know what the pie size would be if it was on there, but it would be the 12%.

Senator McHale: Given excursions to the Golden Garter Gentlemen's Club, what does unrestricted mean?

Vice President Stephens: Unrestricted got a couple of definitions. One of the definitions is an accounting definition. That the generally accepted accounting principles across higher education will indicate unrestricted means the board can designate resources or reserves for the overall purpose, and they are not restricted by a third party and out bonding, our AFS system sits inside a restricted set of funds, so they are bond covenants that will restrict resources in there to be designated to restricted activities. We have two main buckets, unrestricted and restricted; our goal is to have as much as we can certainly in an unrestricted category.

Senator McHale: And this really goes to the investigation or the inquiry isn't...

Senator Horst: But we're doing a color of money presentation.

Senator McHale: This is related to the question that was just asked by Senator McLaughlan. I mean we're talking about fiscal expenditures here and I'm wondering from which element did the questionable charges for Uber within the Athletics department, where did it fall? Was it under unrestricted foundation funds?

Sandy Cavi: I don't know the background on the exact details, but I do know it wasn't student fees. We might have to touch base with Athletics and get you an email back.

Interim President Tarhule: I'm not answering the question about the Athletics, but I'm answering the question about the restricted versus unrestricted. If you can make money to the university and you said I want this money to go to a scholarship to a third-year student in music. That is the restriction. That is what we mean by the restriction. People who give us the money specify how they want us to spend it. You could also say I'm giving you \$1000 spend it for something food for the university. That is unrestricted. So, I just wanted to clarify those two. When we make a report on the Athletics audit, feel free to bring up your question about the Athletics, I would be happy to answer.

Senator Horst: Yes, and we look forward to that.

Senator Midha: I have another question on the same slide. If you look at the table that you showed, it certainly shows that Illinois State University get the lowest appropriation; but if that is the picture and the state sees that, shouldn't the state be acting fairly? So that brings me to the thought that it is probably some other formula or some other representation that the state sees that we are not looking at, and I hope that in your next presentation, as Interim President Tarhule mentioned, that we are going to get a better picture of the formula. Maybe you can answer that question if he finds a new formula... how it's represented by the state.

Vice President Stephens: We reached out to legislators and they said they couldn't find the formula. 20-30 years ago a formula started where there was an allocation; and then what happened, unfortunately, isn't across the board percentage. Anything the governor, no matter which governor it was, was in there, and there was an X amount of dollars provided a 5% appropriation increase has been divided up everywhere. So there hasn't been a metrics-based level appropriation; whatever gets increased, everybody gets that same percentage across the board.

Senator Horst: any further questions? Thank you, Vice President Stephens.

Chairperson's Remarks

Senator Horst: Before I say anything, I do want to welcome our new senators we have here this evening. There was an announcement today that the board has engaged in executive search firm for the presidential search. The board stated that they will hold an open search and they encourage stakeholder participation throughout the process. There is no process outlined in any policy for how a presidential search works, for the composition of the search committee, for how the selection process of the search committee is. So, I am working directly with the liaison to the Board of Trustees to clarify what sort of faculty representation will be on the search committee. I anticipate that Katy Killian will be reaching out to the representatives of the other shared governance groups to discuss their representation on the search committee in the coming days. Regarding the faculty selection for the presidential search committee, I have recommended that each college have a representative. Also, I recommended that there be an NTT representative on the search committee. I anticipate that the board will accept this proposal for faculty representation on this search committee. I have recommended that we utilize the process used in previous presidential searches, that colleges will select up to two candidates and the Faculty Caucus will select the final members of the search committee. I am also defining faculty according to the parameters used to define who can serve on the Academic Senate and represent tenured and tenure track faculty, so that would include chairs but not associate deans or deans. The board requests that we complete this selection process in a few weeks so that the committee can get to work as soon as possible. I would be happy to discuss this process further with any faculty senators this evening. I will stay a little bit after the senate meeting

to discuss this one-on-one with people; Senator Hollywood, let's make sure to touch base after today meeting.

In other news, the State of the University address is coming up on September 21st. This is a collaborative event between the Academic Senate and the Office of the President. I hope to see everybody there. It's always a very nice event.

I wanted to highlight a recent WGLT news item. WGLT is reporting that the state of Illinois has agreed to fund most of the long promise Traffic Safety study around Illinois State University campus and on the Constitution Trail. Normal Public Works director Ryan Otto said the cost of the study to begin next year will be \$450,000. I understand that the university supports this project. This work aligns with the initiatives presented to the Academic Senate last year by the Planning and Finance Committee. I encourage the Planning and Finance Committee to monitor the progress of this study.

Tonight we have an important advisory item regarding the concept of differential tuition. The executive committee requested that Acting Provost Yazedjian give this presentation several weeks before the October board meeting so that there will be time to incorporate our suggestions. I'm glad that we will be able to offer input on the draft proposal as opposed to reviewing something that is in a final draft stage. We will have a brief Faculty Caucus meeting to elect faculty to some external and affiliated committee. We will be running these elections on Qualtrics; it will be helpful to have an electronic device. Finally, I understand that Kim Astroth, a beloved Mennonite College of Nursing faculty member and graduate in PhD program director, passed away recently. The entire campus community, including Acting Provost Yazedjian and myself, mourn the loss of this colleague.

Student Body President's Remarks

Senator Monk: Good evening, everyone and good to see everyone again. I hope you're enjoying the cooler weather as we get into fall semester. On Monday SGA partnered with EMDH counseling services and Health promotion and wellness for the your story matters mental health event. A three-part day that featured a mental health fair, RSO tabling and an informative speaker in college student mental health and suicide prevention specialist Josh Rivedal. So, I'd like to issue a very special thank you to the departments that helped pull this off. As well as Senator Hoffstetter for her efforts. Last Wednesday student government had a very productive general assembly. We passed a resolution supporting tenants' rights to help advocate for the passage of a municipal code to require leasing agencies or in town to provide a 24-hour advance notice before entering an apartment. So, I'd like to thank Senator Myers for his work on that front and I'm hopefully looking forward to seeing it come to before the Normal Town Council soon.

I'd also like to welcome our new Watterson Senator Meagan James and our new graduate school Senator Aiden Hartman to the association. I'm thrilled to see what you will accomplish in your respective roles. I'd also like to congratulate our RSO student ending rape culture for becoming our latest organization to receive ex officio status. Campus safety continues to be students most pressing issues and I could not have imagined a better RSO to fill that important role. Also, last

Wednesday Student Caucus had an opportunity to hear from Doctor Roy Magnuson on his research into AI, and its implication for the classroom which if you ask any student senator was equally as valuable as it was terrifying. Simply put AI is here and it has the potential to completely reimagine the world we live in.

Our final report for its integration in classrooms and how it could affect plagiarism will be ready by October, and I encourage anybody who's curious for more details to reach out to Doctor Roy Magnuson himself.

Finally, I'd also like to congratulate the football team for cracking the top 25 FCS rankings after defeating conference rival Western Illinois 34 to 18 on Saturday. This is a fun team this year so if you have an opportunity to attend other games, I highly encourage you to take advantage, and that is the end of my report I will answer any question.

Administrators' Remarks

- ***Interim President Aondover Tarhule***

Interim President Tarhule: As most probably know we have welcomed the largest freshman class in the last 36 years. In total we have 4147 freshmen on campus this year and total university school enrollment is 20,989, just 11 down from hitting 21,000. This comprises an increase of 4% in the freshman and total enrollment has gone up 1.5%.

Diversity has also gone up; approximately 41% of this year's freshman class identifies as traditionally underrepresented which brings our total university proportion of underrepresented students to 32%. I'd like to extend my heartfelt thanks to Jana Albrecht, Jeff Marvos and the enrollment management staff, Admissions, Housing, the honors program, university college, the registrar office, the graduate school, academic advisors, and everyone who worked really hard and very diligently to make this success possible. This type of enrollment numbers at a time when other universities are struggling with enrollment it doesn't happen by accident. It takes a lot of hard work and dedication, and I'm very grateful to our team for making that happen.

It's not just the total numbers that we're improving. Our retention is also up. Last year's retention was 80.3%, this year is 81.3% so almost exactly 1% increase which is very exciting. That 1% represents approximately 40 students that we've kept. So, if you can think about that we have around 36 or 37 departments that's about the equivalent of each program retaining one student, preventing one student, or helping one student from dropping out in each department. If we can save two students from dropping out our retained in each department our retention rate will go up 2% points a year. So, I encourage everyone here in your various capacities to try to make one percentage point improvement in our retention each year and I think that would be very helpful for not just to the university enrollment, but to the aspirations of the students and the families who want to get degrees. These results that you've seen and the improvement in retention is due to a variety of intentional efforts that we have created to promote existing student success initiatives now from the new redbird well website to intensive case management and student persistence micro grants.

A few days ago I was very delighted to be able to host, along with other Vice President colleagues a welcome back luncheon for university employees that happened on September 7th. Precisely, that luncheon coincided with the rollout of a revamped years of service recognition program. That acknowledges both faculty and staff at each five-year increment, and we did this with a faculty staff, years of service, medallion. Each medallion visually represents a specific element of the Illinois State experience, and if you are curious, the longest serving staff was at 55 years. We had three individuals that have worked at Illinois State for over 50 years, and we gave them those medallions to commemorate that as well.

One of the things I said when I stepped into this role was that I would try to improve transparency and communication throughout the campus. So, one of the ways that I'm trying to do that is that I created what I call a President Forum. That forum brings together all of senior university leadership across the campus, including shared governance partners, including the chair of the Academic Senate, the President of the student body. For campus wide communication dissemination, we are simultaneously trying to make sure that university leaders know what the strategic priorities are, what the challenges are, what the opportunities are and that we have this information without the traditional silos that we've had for a long time. So, on September 11th, I had a first President Forum and information was shared 45 members approximately participated on invitation. The topic we discussed was enrollment management and that resulted in interesting discussions about how we've been able to maintain our enrollment at to this point. Some of the challenges that we anticipate.

With the enrollment cliff that you've heard about and the strategic enrollment plans and initiatives that we have developed to try and help us navigate and mitigate that enrollment cliff. At this time, I anticipate that we will be having about two of these events per semester, but that could change. I also continue to work as hard as I can to engage with our alumnus. This afternoon I came back from a trip to Dallas where I met with about fifty of them. I was also able to meet with senior leadership at Caterpillar headquarters, where we're also working as hard as we can to build our industry. Our partnerships in the next coming months, I plan other trips to Arizona, and also Florida, where we have high concentrations of ISU alums.

Finally, as Chairperson Horst said, the State of the University address will take place at 2:00 PM on Thursday, September the 21st. I look forward to seeing all of you there and that event will be Live stream. If you can't participate, but it would be great if you were there in person and the venue is the Center for Performing Arts. And that concludes my comments.

- ***Acting Provost Ani Yazedjian***

Acting Provost Yazedjian: Good evening. It's with mixed feelings tonight that I announced the upcoming retirement of the Dean of the Wonsook Kim College of Fine Arts Jean Miller. Dean Miller has served in this role for over 8 years. During that time, she was part of the team that established a \$12 million gift to name the Wonsook Kim College of Fine Arts and the Wonsook Kim School of Art. She's also been at the helm during a period where there has been a dramatic increase in enrollment, and she's spearheaded the proposal to transition the programming creative technologies to the School of Creative Technologies. Since 2020, she's been a leader on the team working on the \$67.3 million Fine Arts transformation building

project, which will break ground this spring. Dean Miller has had a successful career as a faculty member, chair, Associate Dean and Dean, and will leave behind a rich legacy for the Wonsook Kim College of Fine Arts. I'm grateful for her service, and I wish her well in this next chapter. She will be missed, and tonight I also announced my intention to begin a Panel of 10 search for the next Dean of the Wonsook Kim College of Fine Arts.

As also noted in some very sad news, I wanted to announce that Doctor Kim Astroth Mennonite College of Nursing faculty member, graduate director, and PhD program director, mentor, teacher, mother, grandmother, and friend to many, passed away on September 7th. She was an experienced critical care nurse and began serving as a professor in Mennonite actually before the college even joined Illinois State University in 1999; she faced a terminal diagnosis and spent her last months on earth dedicated to ensuring a smooth transition for her colleagues and for her students after her departure and she will be missed dearly. That's the conclusion of my prepared remarks this evening because I'm going to be preparing presenting the presentation on differential tuition. So, I want to leave time for robust discussion later.

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

Vice President for Student Affairs Levester Johnson: Good evening, everyone. Interim President Tarhule mentioned the large class that we just welcome to the campus community, and I thought it would be good and informative to share some data regarding some of the student affairs events and activities that we actually put into place. In order to welcome these students transition them into campus, acclimate them and hopefully assist with their attention, I'm going to focus on a couple of different areas, including Welcome Week, Festival ISU as well as move in.

Start with Welcome Week: at each one of the events that we have during Welcome Week, we have students swipe in for those activities. So, we have a way of by keeping count of the participation in some of those events. I won't go through all of those activities but highlight a couple of those for you. Overall, we done had 42 / 4200 unique swipes for those events during Welcome Week. And guess what? One individual actually went to 17 different events, so hopefully that person got their money's worth attending that many. Some of the most popular events, though, did include the Welcome Week Plaza Welcome Tent, where we gave away these little micro puzzles to students and we had over 813 students attend or stop by that table. Drag bingo on the second night of drag bingo, we have 544 students attend that actual event. You can do ISU student hiring event. This is something we started a year ago where I believe we have just a couple of 100 folks last year. But this year we had over 790 students actually attend that event. As we know that getting our students connected to not just student groups and organizations, but to student employment opportunities is a great retention factor for our students, so we're very proud of that event.

Red Bird Rally we had over 1400 students participate in that event. The Spirit picnic where this is extremely popular to give away those little bamboo plants, right and so forth students love those. We had over 1600 students attend that event. And then on Saturday we have these

spirit photo. We are the President, myself, Dean Students joined over 1000 students in their first year experience on Hancock.

Finally on Sunday, we had the Multicultural Center family reunion event where we had over 400 students attend that event as well. So, a very successful Welcome Week for our new students coming in. Then if you had a chance over a two-day period attend festival ISU. We had a robust a number of students and staff and faculty attending those events. Starting with that Tuesday, we had over 31 registered campus departments actually participate. Over 156 are registered student organizations attended or have tables at that event as well. While we have no actual way of like garnering or keeping track of attendance for the day, we do know that the Dean of Students checked in over 800 students before they ran out of giveaways at their particular table. So we had good giveaway good swag. You had a lot of people stop through. I know SGA did as well.

On that Wednesday, we had 46 registered departments attend, 24 registered non for profit agencies attended and then over 155 registered student organizations had tables as well. So very popular festival ISU and I think the great weather played a good part of the great turnout. And then finally, I'd like to share again some move in on numbers for you. Again, I want to share our division and student housing appreciation for all of the folks who volunteered and supported. Our students and families moving in, as you know, the move in process, we moved it to a seven-day period and over that period we had over 6300 students actually check in or move into our residential environment. We had 211 actual faculty, staff, attend and help out with that move in process. And guess what? We even have one staff member who was recording their steps and they have over 100 and 2821 steps during that time period. So if you want to get your steps in again, don't miss out that next year and volunteer.

We had 11 athletic teams that volunteered and over 66 departments, so thank you very much. 66 departments actually participate in volunteer time. The hottest day it was 90 degrees. The lowest temperature was 57. OK. And we have two. Yes. Two days of rain. OK, so very successful move in process, but it would have been that popular or that successful had it not been for you all participating.

And then the last thing that I'd like to share is especially for the faculty, and staff in the room. If you've not already received the Dean of Students Office, has come out with this guide to helping students get help. So if you did receive this, you can pass or if you want a second copy, you can get that as well; but this guide actually includes QR codes for various types of things that students may encounter on campus, including what do you do if you have an absence or leave type of issues if you have mental health type of concerns on you, need consultation what do you do? Medical care and consultation, reporting violations of the student conduct code and other types of things that students may need help with, so encourage you to grab one of these and assist us in supporting our students and making sure that they get the help that they need in order to be successful here on campus. That should end my report.

Senator Bowden: So, a few years back, the Welcome Week stopped involving academic units to the same extent. Is there any conversation about re involving academic units and welcome week to make sure students are getting grounded in their programs and majors?

Vice President for Student Affairs Levester Johnson: I know we covered that during Preview and I would offer up then at some point we can do some background information to get you some information on what we do for Preview during the summer. I think the Welcome Week activities we're really trying to focus on them finding place, OK and actually having time in order to get acclimated to the campus community, but it's definitely something that we can put some additional thought to as we process what do we want to do for next year.

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

Vice President for Finance and Planning Dan Stephens: no remarks.

Advisory Item: Differential Tuition (Acting Provost Ani Yazedjian)

Acting Provost Yazedjian: So tonight I'm going to give you an overview of a concept that the university is hoping to put into place called differential tuition. From the start, I will acknowledge that some in this room are probably not going to like what I discussed, but I hope with this presentation I'll show you why this is a viable solution during a time when we as an institution need to do something.

My argument today is going to be about finances, so it's really great that Vice President Stevens went before me and we have some similar slides, but we just heard the color of money presentation and we can all acknowledge then that universities are businesses. Do we exist to serve the public good and to have a transformative impact on students' lives? Yes, and I firmly and wholly believe that.

I've spent my career in education. But in order to be in a place to enact those values, we need to have money and money to pay our employees money to have buildings for students to take classes in, equipment for them to learn what they're doing in their field, support services to ensure that they're retained, and they graduate residence halls for them in which to live. All these things take money, and what we can all attest to is that things have gotten more expensive, so the cost of living has gotten more expensive, rents go up, food costs more, gas costs more clothing costs more and so if you're an individual, you have a couple of choices. You can cut back on your expenses. You can work a few more hours, you can go get a different job that gives you more money, but ultimately you are looking for solutions. To a pickle that you're in that isn't of your own creation.

So right now, tonight I'm going to tell you about a solution that we have identified to help us with the pickle that we're in. We can disagree about whether or not this is the best way to approach this situation. But the reality is that costs continue to increase, and we need to find a solution. So tonight, I ask in advance that if you have concerns about this concept that you

provide them to us during the discussion period, but they also provide some solutions because we want to hear your suggestion. We need to find a solution that will allow ISU to continue to offer the great education that we have offered for over 160 years.

The first question is what is differential tuition? Right now? ISU only has a base tuition, which means that students pay the same tuition regardless of their major. Differential tuition is a designated amount that students pay above the base rate when they are in a particular major or a program. In this scenario, for example, students in nursing or engineering would pay more in tuition than a student in sociology, which was my undergraduate major. This shouldn't be a surprise about engineering, because the Senate has actually heard presentations about how this idea of differential tuition was baked into the fundamental funding model for the College of Engineering.

Now, you might say ISU is already too expensive to begin with, and in a sense you're not incorrect. ISU does cost more than some other institutions in the state of Illinois. Part of that is because we offer something different, and I would say something more than other schools have to offer. But it's also because we only have base tuition. The reality is that some majors do cost more than others. What has happened over the years, though, is that the cost for all those majors has made costs go up for a few of those majors has made costs go up for all students because we have to find a way to cover the costs of some of those more expensive majors.

So some might say, well, we don't want to increase tuition anymore at all. Well, if that's the case, then as costs continue to go up. Then we need to find ways of cutting costs to be able to stay within our budgets. It's like an example that I mentioned before. You know, if your costs go up, you can cut costs, you can work more hours. You can find a higher paying job.

I'll give you an example. I was trying to think about what's the way that I could relate this to the student experience and this might be a lame example, you can tell me that later. You live in a house, you have some roommates. Everybody lives in kind of the same sized room. You eat the same kinds of food, so you decide we're going to split all our cost equally. Or you live in a house where one of your roommates has a much bigger room and they like to eat lobster and steak for every meal. Now, would you all want to pay the same amount and split those costs evenly when one of the one of the people in your house has a bigger room and they're eating more food, you might say, well, that's not fair. In the same way, right? That is kind of what we're doing here.

There are some majors that cost more money, but everybody is paying the same amount. And so as those majors get more expensive, students and other majors still have to help cover those costs. So that's where we're with differential tuition as tuition rates go up or as costs go up, tuition rates go up for all students to subsidize. The higher costs in some majors. As I said, I was a sociology major. Most sociology courses can be offered actually in any kind of classroom, and we don't necessarily have specialized equipment that we need for sociology.

But let's compare that to students in engineering. They're going to need classrooms with specific kinds of equipment, specific kinds of spaces, and without differential tuition than I as the sociology major is going to have to have my tuition go up so that we can cover those additional expenses as an institution. So then sociology becomes more expensive in order to support

engineering, and that's why that differential model differential tuition model was baked into the very beginning of the funding model for engineering.

So by our calculations of steady-state, when we're covering all students, this strategy would impact about 30% of our undergraduate student population. Right now, increases in the costs of tuition are applied across all students, where with this solution, students in those particular majors will experience higher costs. But across the board, the rest of the students, the rest of the 70% of students may experience potentially some tuition relief.

I'm not saying we're cutting tuition. We just may not raise it as much as we would have to if we didn't have differential tuition. So you might ask, why do students have to bear these costs anyway? And the answer is because the support ISU gets from the state, which we already showed has actually decreased over the last 20 years. Right there you can see that over time, the total dollar amount has gone down, but then the value of that dollar also has gone down. And so I guess she's not the only school in this situation. The difference is the vast majority of our competitors schools actually use differential tuition.

Now as a parent, I often tell my 14 year old just because other people are doing it doesn't mean you should do it. But in this case, our competitor schools are doing this because it's a way to remain viable and competitive in this market overall, otherwise they would be raising their rates for all students as well. And as institutions, we really do want to remain accessible to our students so that we can fulfill our collective mission, which is to educate the next generation. So this is a strategy to remain competitive if we don't do this, we continue to increase tuition across the board and we could end up losing students that way as well.

The reason that some of our competitor schools might end up becoming more affordable for like a sociology major is because they're no longer having those students subsidized. The cost for the more expensive majors, those costs are focused in the areas that they're needed. So this strategy really isn't about milking anybody for money. It's about remaining competitive and it's about offering continuing to offer the great education that we have for so long to as many people as possible.

So tonight I'm really here to present a concept, as Chairperson Horst said. I'm not presenting a completed plan to you. This is a concept that we would like feedback on. There are several details that we still need to work out, and I'm happy to come back in the future and present on those as well. But what I can say for now is that we have a framework in place and that we have checked in our systems and ISU can support those frameworks, and that doesn't mean then that shared governance ends after this right. In the same way that our tuition and fee increases are presented to different bodies before approval by the board of trustees, we're going to continue to do the same with differential tuition once those details are worked out. So, the checks and balances that we have in place today will remain even with differential tuition.

So you might say ISU is already too expensive. We don't want to raise tuition for some majors. What I would say is that if we do nothing, we're going to raise tuition for all majors. You might say, well, why aren't we doing this differential thing for all of the majors and kind of figuring out different amounts? And I would say for right now, we're starting with a subset of these majors as

a pilot. This will give us more time to figure out the pricing strategy that will work across these majors.

For now, these are the ones that we feel most are the most appropriate starting point and the ones where we know we have demand, you might say aren't we going to lose students. Honestly, maybe we will, but what I would say is that we already do lose students to U of I. We lose students to U of I in Chicago UI UC and I'll show you some data in a minute.

These schools are still already using differential tuition and charge more than we do. So this is a way that we can kind of balance out some of the tuition that we are going to be charging and keep more students; so you might say, won't this price out underserved students from these major? And I would say what we're going to do is use some of that additional revenue and I'll show you a slide on that to actually supplement the financial aid that those students in those majors get, so that they don't actually end up paying more than the base tuition.

So I've done a lot of talking and I've only shown you like 3 slides. I'll stop here and I'll go through and zip through the rest of my presentation and then I'm happy to go back to any of these slides if you have questions as we go.

You can see here that state appropriations have gone down. And what has happened at the same time is what I've already said that the cost of attendance has gone up because life has gone up, right? Tuition has gone up, room and board has gone up. But these other things, personal expenses, transportation, books and supplies, these are self reported, student costs that have gone up over time. So we have declining state and state support but yet the cost of tuition is going up and the cost of attendance is going up.

Vice President Stephens already showed this, but you can see that this problem was compounded by the fact that we get less, on average, per student than other universities, and so we have to figure out how to remain competitive as an institution and find a strategy so that we're not just raising tuition for everybody in order to be able to cover our costs and so differential tuition models calculate costs on various factors. These are some of the ones that we're looking at the field of study. The student demand for the major cost of instruction in the market value of the degree. I'll show you some of these and we have some data and there's literature out there that supports this strategy. I will tell you that a lot of schools look at nursing, engineering business as and use differential tuition. So, here's an example when it talks about the cost of the offering the program.

Some faculty in some programs cost more money than faculty and other programs, and so if we are paying different faculty different amounts, but everybody's kind of paying the same tuition, then the sociology majors tuition is perhaps subsidizing the salary of a faculty member in a more expensive major. So you can see at the assistant professor and associate professor and professor annual salary.

Folks in business and accounting, marketing, etc. Are on the left side of your table and folks like School of Social work, School of Music, anthropology and sociology are on the right side of the

table, so differential tuition allows us to factor in some of these costs. In addition, demand for majors, this is one other thing that we considered and I'll give you some numbers that we have.

So for example in nursing. We got 12180 applications this year for 190 slots, so this shows that this is in demand. Major engineering before was even an idea. Here was the third most searched major at a time when we didn't actually have the major. So we see that people are interested in engineering, computer science, we grew. 119 students in that program in eight years, cyber security. We started our first year of the program with 126 students and now we're at 327 and the College of Business has experienced some really great growth in the last few years and now, it represents the third largest total enrollment in eight years.

So we have demand in these areas and we see when we compare against our top ten comparator schools that a lot of other schools are charging differential tuition in these areas. You can see Illinois State doesn't have differential tuition. You can see the areas at these other schools and Marquette University doesn't have differential tuition because they just charge all students a lot of money. Numbers don't lie.

And then the other thing that we take into account is the average earnings of the students who are graduating from these disciplines. So we have wage labor data lots of data that I don't have here, but just to say that the three-year earnings potential of students in some majors is higher. You see cybersecurity engineering, in contrast, to majors who are coming out of philosophy, communication sciences, and disorders and psychology.

So as my mother would have said, I chose the wrong major as a sociology. So let's compare what our base tuition looks like when we compared to our top 2 in state comparators and our top two out of state comparators at the in-state tuition rate. You see Illinois State in these different programs--nursing business, engineering, computer science are the same because we have a base tuition everybody pays the same. You can see from our competitor schools, some of the differences that they charge for those different programs.

So I'll leave it at that. I can come back to this, but it shows you visually that you know they charge more.

University of Ohio? Why don't they charge more? Well, I'll give you an example because they get a lot more money from the state. So we found out that the University of Iowa gets in FY23, so this is very timely that Vice President Stevens presented, we got \$73 million in FY23, which is 14% of all our funds and the University of Iowa got \$218 million. So they can do different things in terms of how much they're charging students because they get more money from the state.

So who do we lose students to? and if we can compare the slides that we just looked at. The top number is how many first time in college students we have. These are the students who are going to other schools. So you can see the schools that students are choosing instead of coming to the U of I and you can see that many of those schools are also on the competitor slide.

And they offer differential tuition, so we are not going to be losing students to schools that do not offer differential tuition. If you're an engineering major and you choose to go to U of I, you're going to pay more than you would for engineering here, even with differential tuition.

So how do we decide differential tuition? It's those variables that we talked about. Here's some work that was done looking at cost of instruction and enrollment strength, high paying employment prospects. You see, we did some X marks to see if these programs would fit into those categories. There are some that went across the board but those are the five that we are looking at to start to pilot this concept. College of Engineering, Mennonite College of Nursing, College of Business, Cybersecurity and Computer Science.

So I'm going to zip through these next few slides and basically this just gives you an idea of some of our competitors, schools and the differential tuition, which is the amount above the base tuition that these schools charge for. Some of these programs, you can see they range from 4% from Northern Illinois to 70% at the university of Missouri. Same business programs. You can see 42% to 10% information technology. Again you see the similar range engineering programs similar range.

So let's add in our proposed differential tuition of 15% and see how ISU still compares or stacks up against those same 4 competitor schools that we looked at and you could see that even with differential tuition, we would still be coming in competitive with the schools that we are competing against.

So how would the new funds be used? Here are some examples of how the funds would be used and I will just say on this slide here's a breakdown instruction, financial aid, academic support and university operating. So the specifics of these, these are things that we're still working out, but you can see going back to that concern about are we pricing out underserved students or under resourced students, that 25% of the additional revenue that we're going to be bringing in will go back as a form of need-based aid for students in those programs that are being charged differential tuition.

So that the tuition that those students pay is stays at the base tuition level, even though in that program the tuition is higher because we're going to be using differential tuition, we're going to be providing those students with additional financial aid.

So what if we do nothing? Well, it goes back to what I started with. Tuition costs would rise for all students, so we have to continue to remain competitive as a university and if we can't target where those increases are going to be, then it has to be for all students.

We're going to lose faculty and we won't be competitive because in some of these areas we already have a difficult time hiring faculty for the amount that they want to get paid. So for example, in nursing, you know, nurses can actually make more money working in a hospital than they would to come be nurse educators here at ISU so we have to remain competitive. We lose flexibility we have some reduced flexibility for supporting some areas of growth and we would have reduced flexibility for need based student aid in these high demand and expensive programs.

I'm happy to answer any questions. And if you have other suggestions or solutions, I have my pen ready and I will take notes.

Senator Horst: So first of all, the internal committee reports please forward those to AC Senate and they'll become part of the record, but we don't have to hear those orally tonight. And if we have a lot of questions is there any objection to extending the hard stop to 840? All right, so I see none,

Senator Stephens: I just want to make one quick clarity. This is truth and tuition. The rules for this apply, so as we move forward, as students come into our programs, the Provost was referring to, they apply to the year that the students enter into them. So, any decision that we make into the future doesn't impact an existing student today, it impacts a student that declares the major in the future.

Senator Blair: So, I just have a question on some clarification. You mentioned that one of the factors you look at is demand for the program, but you didn't state. I assume you were saying that higher demand programs would receive a higher rate of tuition. is that correct?

Acting Provost Yazedjian: No. So, at this point in the concept, we are thinking 15% for these programs, the five areas that I mentioned. So, a 15% premium above the base for those programs, the demand for the program comes into the factoring of whether or not this is one of the programs that we would choose differential tuition for.

So, for example, let me go back to the matrix. Let's use the example of physics. Our physics program is actually one of the largest undergraduate physics programs, but it is still not a huge physics program, right? So, the demand for that program for students to go into physics is not incredibly high, although it is still high compared to other physics programs, right? So that when we're considering our matrix, we would say, well, there isn't necessarily enough demand to decide to do differential tuition at this time in that program, does that make sense? Did I answer your question?

Senator Blair: I guess so. If a program had low demand, would that mean that if differential tuition was spread across as a university wide basis, would that program then receive lower tuition?

Acting Provost Yazedjian: No. So the demand for the program is really about the number of students who want to get into the program. It doesn't mean that we would charge them less, right. But it would mean that if there is low demand, we would perhaps at this time not consider them for differential tuition.

Interim President Tarhule: So Senator Blair, we know it wasn't just any one factor. If you look at the metrics, we said a program had to take on all three, but variables to be considered, psychology has a really high demand, right? There's a lot of students who want to come into psychology, but it's not very expensive to deliver. So it's not just about having a demand for the program. The program has to have enough demand such that even if we lose students who want to come to that program, we know we have enough applicants that it's not

going to affect enrollment in that program or not affected by much. But you will never use one factor in isolation. So if you look up the engineering technology, cost of instruction is very high. Students who come out of that program make a lot of money, but the enrollment is small, so if we apply differential tuition to that program, the program will probably be smaller. So you have to take all three into account. And even then, if you look at construction management, cost of instruction is very high because it's lab-based enrollment is relatively strong, and the cost is the money that students get is quite a lot, but the program as a whole is very small. So even though it ticked all three, we decided we're not going to ask for this. So programs have to be relatively large. Cost of instruction has to be large. Enrollment has to be high. And the ability of students or the potential for students to make high paying money get high paying jobs when they graduate. All those things have to apply, and even then we have considered other factors. Does that help?

Senator Blair: Yeah, that's a lot clearer. Thank you.

Senator James: Hi, my main two questions are what about undeclared majors? And what about people who are double majoring?

Acting Provost Yazedjian: So undeclared majors are not in those majors, and they wouldn't be charged differential tuition unless the undeclared major then chooses to become a cyber security major. Then when you switch into cyber security, you get charged the differential tuition. Similarly, let's say you start out in cyber security and you decide sociology is your passion. When you move to sociology, you no longer pay differential tuition. But either way, whatever rate you pay is what is Vice President Stevens was saying, the rate that was for your first year on campus and then double majors. I mean, that would be something that we would need to talk through.

Senator James: Thank you.

Senator Meyers: Yes. So it seems like the root of this issue. And of course I would be open to suggestions if I'm totally off the mark is 2 things the fact. Things are becoming more and more expensive and at the same time the state has allocated at least a stagnant amount of money in terms of our enrollment population. Do we have any confidence that we're going to be hopefully getting more money from the state? Increasing our lobbying efforts or increasing our efforts in order to get money from the state instead of asking it from students.

Acting Provost Yazedjian: We have hope. I mean, I think President Tarhule addressed that earlier talking about some of the ideas they have. I mean, we do, we certainly have strategies in place. That's what we can control. The strategies that we put into place.

Senator Beaver: OK, question here. So why are we not charging construction management and communication sciences in this order is more because it seems like in this slide they have all the same criteria?

Interim President Tarhule: We may have to update this chart. The employment prospects are this. The school fees was actually not school fees. The potential income from the job was not as high

as we thought. So the first report that we got qualified it, and then as we got additional report, it turned out that the earning potential was not strong enough.

Senator Beaver: Thank you.

Interim President Tarhule: I will also repeat that just because the program met all the requirements didn't mean that we'll charge it. Also if a program is already very small or not large enough, so that's a factor that you don't see demand doesn't equate to the size of the program.

So some programs and construction, CSD is one of those, they already don't have a lot of students. So even though a lot of students want to come in for a variety of factors, they are not as large as we would like them to be. So we don't want to risk them becoming even smaller.

Senator Peters: Hi, thank you. That's a good presentation. Thank you. Just a quick question. You know oftentimes a lot of these departments chemistry, I'll use an example, they come with pretty hefty laboratory fees; and so if department were to do this sort of tuition system with laboratory fees be affected by those at all, or would there be discussion about that?

Acting Provost Yazedjian: I think there would certainly be discussion because we're looking at the total cost of attendance at this point tonight. I don't know that I have anything specific to say, but it is part of the consideration of cost of attendance.

Senator Horst: That's what I was wondering about to those fees that we were discussing, how does that play a picture?

Acting Provost Yazedjian: We really would have to go back if we move forward and this is approved, then that's part of the total package that we're looking at; because it is very possible that some units are already using those lab fees to supplement for those increased costs and so we wouldn't do both.

Senator Tasdan: Yes. So, I very much appreciate the as we all do, the report given specifically on this, I guess just sort of a question that I had that came to my mind. You know, I was sitting here in this room that you know viewing and discussing this policy is one thing, how would this be marketed to incoming students, their parents, families, etc.? Would it be some of the same language? The talking points specifically that were discussed tonight, would there be anything more specifically that would make it more effective to market to incoming students and their families?

Acting Provost Yazedjian: So what I would say to that because we have had this discussion with the Board of Trustees. So, with our student trustee and we have looked at what other universities do and how they market it and a lot of other universities just state the cost of attendance for those programs, and there is actually literature there are articles that have done literature reviews about the clarity with which university promote their programs and you know most universities don't get out there and say we have differential tuition, not that we're trying to hide it because we'll be very honest that if this is the major that you choose, this is how much you're going to pay. So

universities that have differential tuition have calculators that you can plug in. If I'm interested in this major, how much would it cost? And so we would do something similar to that.

Senator Nepomuceno: Thank you. So with these three criterias how I guess not what cost of instruction is kind of obvious, but like with these three criterias, how do you measure that? And then also, how did you calculate the threshold at which it meets that criteria?

Acting Provost Yazedjian: So how do we measure cost of instruction and equipment? I think Vice President of Finance and Planning was involved in some of that calculation. So we have information in that division about the cost of instructors, the cost of equipment, etcetera. So those data are available in Finance and Planning. In terms of the wage labor and employment prospect, we have wage labor data that we get from the Illinois Department of Employment Security.

We've been doing this for a number of years that actually shows on a quarterly basis what students in different major make. We can see that there are differences between students for even in the first quarter out who are graduating these majors when compared to others. So that's another one in terms of the enrollment strength and enrollment demand; we certainly have some metrics. You know, they might be different.

So for example, with engineering before we even had it, we can see that there's that interest and demand through our website and our web traffic but ending, as the President said at some point, there is a little bit of subjectivity about if a program has 51 students, do we go for it or 50?

But what we're talking about here is not that level of specificity. I mean, when I go back to the example of nursing, we have 1200 applications for 190 spots. So it's that kind of demand that we're looking at and in some of these, the variable of enrollment strength may be a more prevailing or salient variable that we're looking at, whereas with others, you know, we're looking at cost of instruction.

So for example, with engineering, we're probably not going to have 1200 applicants our first year out, but we're going to have more expensive faculty and more expensive equipment needs. And engineering it was baked into the very funding model. Financial funding model for that program. So it's a constellation of variables that we're taking into account that are measured in slightly different ways and might have somewhat weights. But these are the five that as an institution, as academic leadership or institutional leadership, we've decided we would move forward with as a pilot.

Senator Horst: just to clarify those the financial model of engineering did go in front of the Senate.

Senator Holmes: I have two questions. So, early in your presentation you talked about how when certain costs are higher, you have to raise tuition across the board, and so that would imply that, like certain majors are supplementing the other majors like right now. And so this is being applied for those costs or future costs. Or do you understand where I'm going with that? Like other tuition is going to be lowered because of this because their costs are lower or how does that work?

Acting Provost Yazedjian: So, I'll defer to the President here in a minute, but I will say that what I have heard is not that tuition for other students is going to be cut, but that it in the first year. For example, if the board of trustees approves differential tuition, that it would not be increased for those other majors, so that it would be focused in the first year for those students in those majors.

Senator Holmes: OK. And then I had one other question about you said your tuition would be the tuition you had your first year on campus. And so if I was a business major, my first year on campus and like next year, I decide to become a political science. Am I going to be paying the tuition that I paid freshman year for my political science degree.

Acting Provost Yazedjian: Right. So, if you if you come in as a business major in your first year, you'll pay differential tuition. If you transition into political science in your second year, you'll pay what your counterparts in political science. So, let's say you coming in 24, you'll pay the political science 24 rate. And even if you switch in 25 or 26, does that make?

Senator Midha: Was student choice considered into this? For example like this will enforce or discourage? Let's say some students into choosing majors based on the tuition and they may not be choosing the major of their choice. And 2nd is follow up on that. If student majors which have higher strengths are being indirectly penalized right now as I see. What if the overall impact of that being that the students drop and they do not choose that as the major preferred choice and the number of students in those majors drop. Then will you roll down? Those majors out of this cycle?

Acting Provost Yazedjian: So you're saying, does at the individual student level, will some students choose not to pursue these majors? Right. I mean that's a reality. They could if they're kind of fundamentally inclined to pursue that major, they're going to look around at our competitor schools and they're going to see those schools are doing the same thing and charging more than we are. If they're not fundamentally inclined to that major, might they switch to another one? I mean, yeah, that's possible. You know, I don't think I can argue against that. In terms of the strengths of the like a stronger program being penalized. You know, I would say that goes back to that middle variable of enrollment strength is that we do have some confidence that even if some students. A handful of students or a group of students, chooses not to pursue that major. There would be other students who want that major who could fill those slots, right because these are high demand programs that are already potentially, I won't say oversubscribed, but that there are students waiting to get into them. So for example, nursing right or engineering. When we look at the demand for engineering or nursing programs, even if there is a student or a handful of students that chooses not to, we think there will be other students who would choose to?

Senator Myers: Yes, I actually was just going to ask that question about differential tuition and seeing if we would be seeing higher rates of people going into a lower costing programs.

Senator Roy: Yeah. Now my question was about the college versus program thing. So I see the College of Engineering, the Mennonite College of Nursing and the College of Business, our colleges where cyber security and computer science are programs. If there's a program under the

College of Business that doesn't meet those criteria, would they still be charged the same as the other?

Acting Provost Yazedjian: At this point, all students in the College of Business will be charged differential tuition, so there wouldn't be that same unlike cast where you know two of these programs are called out. That kind of differentiation would not happen in the College business.

Senator Horst: All right. So if there's further questions for the Provost, the Senate is perfectly happy to collect those. So please e-mail AC Senate@ilstu.edu and I'll gather those questions tomorrow. And I can forward them to you and perhaps the student Government association might wish to have another session with Provost. Sorry for saying that. You might consider inviting her because I know there was a lot of questions in your organization. We've reached the hard stop time, the faculty do have another meeting. So I'm going to call the meeting to a conclusion

Internal Committee Reports:

- ***Academic Affairs Committee: Senator Nikolaou***
- ***Administrative Affairs and Budget Committee: Senator Mainieri***
- ***Faculty Affairs Committee: Senator Lucey***
- ***Planning and Finance Committee: Senator Valentin***
- ***Rules Committee: Senator Blum***
- ***University Policy Committee: Senator Sheridan***

Communications

Adjournment