University Senate
Loyola University New Orleans
Multimedia I, Monroe Library
September 12, 2013

ATTENDANCE SHEET (Names in italics represent senators present)

Art and Design
Mark Grote (2014)
Daniela Marx (2015)

Biology
Rosalie Anderson (2014) proxy to E.L. Beard
E. L. Beard (2015)

Business
Karen Arnold (2015)
Walter Block (2014)
Chris Screen (2014)
Len Treviño (2015)
Frankie Weinberg (2014)
Stuart Wood (2014)

Chemistry
Joelle Underwood alt. for Jai Shanata (2014) – 13F
Bill Walkenhorst (2014)

Counseling
Thomas Foster (2014) proxy to David Khey

Criminal Justice
David Khey (2015)

English
Hillary Eklund (2014)
Barbara Ewell (2014)
Trimiko Melancon (2015)
Mark Yakich (2014)

History
Maurice Brungardt (2015)
Robert Gerlich (2014)
Behrooz Moazami (2014)

Institute for Ministry
Kathleen O’Gorman (2015)

Languages and Cultures
Blanca Anderson (2014)
Nathan Henne (2014)
Connie Rodriguez (2015)
Karen Rosenbecker (2014)

Law
Lawrence Moore, S.J. (2014)
Mitchell Crusto (2014)
Isabel Medina (2014)
Bill Neilson (2014)
Craig Senn (2014)
Keith Vetter (2014)

Law Library
Brian Barnes (2014)

Mass Communication
Cathy Rogers (2015)
Robert Thomas (2014)

Mathematical Sciences
Kasia Saxton (2015)
Ralph Tucci (2015)

Monroe Library
Teri Gallaway (2014)
Mary Hines (2015)

Music
Alice Clark (2015)
Meg Frazier (2014)
Ed McClellan (2015)
John Murphy (2014)
Nicholas Volz (2015)

Music Industry
John Snyder (2014)

Nursing
Kim Brannagan (2014)
Cindy Collins (2014)
Gwen George (2015)

Philosophy
Jon Alischul (2014)
Joseph Berendzen (2015)
Jonathan Peterson (2014)

Physics
Patrick Garrity (2015)

Political Science
Peter Burns (2015)

Psychology
Erin Dupuis (2014)
Glenn Hymel (2015)

Religious Studies
Adil Khan (2015)

Sociology
Marcus Kondkar (2015)

Theatre Arts and Dance
Geoffrey Hall (2014)

Guests:
Marc Manganaro, Provost
Elizabeth Kordahl, Exec. Asst.
Thomas Ryan, LIM
Barbara Fleischer, LIM
CALL TO ORDER
The meeting was called to order at 3:34 p.m.

INVOCATION
Joelle Underwood offered an invocation.

APPROVAL OF MINUTES
The minutes from the May 2013 and August 2013 meeting were unanimously approved.

REPORT FROM CHAIR
Dr. Clark gave the following Chair’s Report:
- Senate introductions were made.
- In an effort to help set a model for budget cuts, the Executive Committee voted to eliminate food from the senate meetings, but beverages will continue to be provided. The December and May parties will also continue. The services provided by Dianna Whitfield, Recording Secretary, will continue for the purpose of transcribing the minutes.
- Following the recommendation of the Senate, President Wildes appointed Marcus Kondkar as the Faculty Ombuds Officer. Dr. Kondkar will provide a report at the November meeting.
- At the May meeting, an ad hoc committee was formed to work on the criteria for financial exigency. A report will be submitted to the Senate at an upcoming meeting. The committee is chaired by Isabel Medina, and other members include Joe Berendzen, Alice Clark, Joelle Underwood, and Thom Spence. Jay Calamia, Leon Mathes, and Marcus Kondkar have assisted the committee.
- The University Budget Committee will meet on September 18, 2013. Senate representatives are Isabel Medina and Bill Walkenhorst.
- On September 25 the consulting firm Scannell & Kurz, assisting the university with enrollment management operations and financial aid packaging policies, will meet with a small faculty focus group consisting of about fifteen people. Dr. Clark asked Senators to email her recommendations for faculty to be part of the focus group. Based on their initial work, the firm indicated that working with a smaller focus group will be more useful than an open forum with regard to matters such as how programs are connected to admissions, how involved faculty are with recruiting, and how information about post graduate outcomes is disseminated to faculty. During the campus visit, the consultants will also meet with the Vice Provosts, Deans, Associate Deans, and Directors of the Honors Program, Common Curriculum, and Service Learning, as well as staff from Enrollment Management and Financial Aid.
- Individuals who represent the Senate on university committees are asked to provide reports for the October meeting. In an effort to help increase communication across campus, senators are also asked to help set a model by reporting to their constituents.
- The Strategic Planning Team continues to work on the early stages of a strategic planning process, at this time focusing on who we are as a community. Bill Locander, Dean of the College of Business, is facilitating the process.
- The Provost’s Council now meets once a month instead of twice a month. The next meeting is September 17, 2013.
The Student Success Summit steering committee will reconvene on September 24, 2013.
The Academic Advising Council has been reconstituted, following a recommendation of the Student Success Summit. It will form several sub-groups. Alice Clark, as Senate chair, will serve on that committee, as well as its steering committee. There is representation from colleges and programs as well.
The Staff Senate announced a name change from Administrative Senate to Staff Senate.
At the September Staff Senate meeting, it was asked why the University Senate is not called the Faculty Senate. Alice Clark asked the Executive Committee whether it wanted to make a motion to change the Senate’s name, but there was not a consensus to do so. However, any senator who has an interest in the name change may submit a motion.

PROVOST’S REPORT
Dr. Manganaro reported on the following matters:

Thanks were expressed to Alice Clark and the Executive Committee for their continued work throughout the summer. The meetings were very productive.

Loyola recently had positive media coverage in the news on topics other than underenrollment. Favorable citations were received from the Princeton Review. Loyola holds its rankings among regional universities with U.S. News and World Report, and had improved rankings in other areas in terms of best value and service learning. Loyola is a very strong institution academically with a very high important mission driven student service component. The College of Law also received positive media coverage for being an innovative law school.

Monroe Hall renovations are on schedule and in some areas ahead of schedule. The renovations that involved the most noise and unattractive outer appearance are complete. Scaffolding has been removed on the Calhoun side and will come down soon on the campus side. Construction inevitably had a small negative impact on recruitment. This should improve as parts of the building begin to reopen later in the academic year. Departments were thanked for their patience with the renovations and multiple moves. A very special thanks was given to Bret Jacobs for taking the lead on the entire project. The Monroe Hall Steering Committee, faculty and staff in the affected areas were also thanked.

The implementation of the new Common Curriculum continues to move forward. John Sebastian, the new director, has been working with the standing committee on the common curriculum to ensure that a sufficient number and range of courses are offered. One advantage to having a smaller freshman class is we were able to fit nearly all students into a first-year seminar in the fall semester. We have also been able to house all upperclassmen, and students are no longer tripled in the dorms. Cabra Hall reopened in the fall.

The Student Success Steering Committee will meet soon. Over the summer a timetable with high priority action plans was constructed. They are in various phases of implementation. Recommendations from the consulting firm will form part of a proposal from the tuition pricing work group. The UBC will make recommendations on tuition pricing for undergraduate, graduate, and law.

The Strategic Planning Team worked throughout the summer. Loyola is in the fifth and final year of the 2012 strategic plan. They are working on the next strategic plan and currently trying to determine the identity of who we are, who we want to become, how we will get there, and how it will be promoted. Bill Locander is co-facilitator of the planning process with Dr. Manganaro.
Enrollment management has new leadership with Roberta Kaskel as the interim Vice President, and Carrie Glass is the Financial Aid Director. Enrollment Management Leadership meetings have been taking place every two weeks to discuss where we are, what we are doing, and what can we do to improve in the short term and long term. Participants of the meetings are Ms. Kaskel, Ms. Glass, the Provost, the Vice President for Business and Finance, members from Information Technology, marketing, and admissions.

Two enrollment-management consulting firms have been hired. The Lawler Group is focusing on marketing and branding. Scannell & Kurz is focusing on an audit of the enrollment management operations and shaping of financial aid. Work has already begun and meetings are being scheduled. Provost Manganaro added that Loyola should be working with national enrollment management consultants on an annual basis to help guide us in the right direction. It is a very important process that many universities are following.

The budget deficit that was first reported by President Wildes in mid-summer was estimated at $9.5 million. That deficit is now estimated at $7.5 million. It is still a large deficit but it did decrease due to the increased retention and increased first-year and law enrollments. A workgroup was formed to submit to President Wildes several options for retirement incentives. At the October meeting of the Board of Trustees, President Wildes will present the retirement plan for approval. Upon approval, offers will be made, with decisions due by December. The amount of savings will be calculated and reduced from the deficit. In a meeting with the Executive Committee they discussed the possibility of giving an option to those who accept the plan to make it effective in January or to work through the end of the academic year.

President Wildes sent an email announcing Marcus Kondkar as the faculty ombuds person. Cecelia Bennett is the staff ombuds person.

Isabel Medina and Bill Walkenhorst were thanked for serving as the senate representatives on the UBC. The committee will begin reviewing tuition rates for undergraduate, graduate and law. The importance of the Loyola community involvement throughout the process was stressed.

Kathleen O’Gorman asked Provost Manganaro if any thought has been given to the negative affects to senior faculty taking retirement. Has there been any academic discussion on the impact for areas that have more long-term or older employees? Provost Manganaro responded that discussions have been taking place with the deans. It is not being assumed that all positions held by faculty who accept the retirement package will be replaced, but it is also not being assumed that there will be no replacements. The purpose of the retirement packages is to help reduce the salary budget. There will still be savings if a junior faculty member is hired to replace a senior faculty member. Exact numbers cannot be determined at this time. It will depend on who accepts the plan, what their position is, and what the need of that program is for replacement. Dr. O’Gorman also asked if a committee or group will be convened to review it systemically and not just program by program,
but across the university. Provost Manganaro responded that discussions will primarily take place between him and the deans. The deans will discuss things with department chairs and directors. Who will be offered the retirement plan will likely be based on age and years of service.

Isabel Medina asked if staff would be offered a package. Provost Manganaro responded that several proposals were submitted to President Wildes. He cannot speak to the question too much at this time, other than that a number of options were discussed such as retirement packages and severance packages.

Ed Vacèk asked if there is any way of knowing who may or may not accept the retirement offer. Provost Manganaro responded that there is no way of knowing. However, the deans are aware of who will fall into the category of being offered a retirement package, and he encouraged faculty to talk to their respective deans. Dr. Vacèk also inquired about voluntary severance packages and if they have been taken off the table. Provost Manganaro responded that voluntary severance packages are not off the table for consideration. A severance package is offered when an employee leaves who does not fall into the retirement age category. There is voluntary and involuntary severance.

Jon Altschul stated that it is known that some students did not choose Loyola because of sticker shock. He inquired about increased tuition for next academic year. Provost Manganaro responded that the UBC will look closely at tuition rates. They will determine what the budget and deficit would be if tuition is not increased. It will also be important to review how financial aid will be distributed to students and how that information is communicated. The university is very aware that we have to be sensitive to sticker shock. Loyola tuition is affordable compared to peer institutes but the discount rate is high. We need to look very closely at the affects of raising tuition.

Teri Gallaway, a Senate representative to the Fringe Benefits Committee, added that the committee will be looking at changes in models of compensation in terms of benefits and asked if any changes will happen after retirement packages are offered? Provost Manganaro responded that the university is not looking to reduce benefits to save money. One item on the table for consideration is a temporary reduction in the university’s contribution to the retirement plan.

Isabel Medina, senate representative to the University Budget Committee followed up on the tuition increase issue by adding that she finds it challenging that for so many years the budgets appear to have been predicated on the assumption that we will always be able to increase tuition into the indefinite future. If there is no tuition increase, the deficit will become even larger. Provost Manganaro responded that it is challenging in these economic times not to look at increasing tuition. We have to be very deliberate based on our scale and size. We also need to look to our competitors to see what their tuition prices are and discount rates are. Isabel Medina commented that she recommended to the UBC that the possibility of reducing the university’s retirement contribution should be discussed by the University Senate. Retirement benefits have remained stable over the years compared to changes in health benefits. Provost Manganaro responded that he would like Senate feedback regarding this possibility. It’s a discussion worth having and a range of opinions and options are available. Alice Clark suggested that the UBC provide a report to the senate at the next meeting as a starting point for discussion.

Kathleen O’Gorman asked if any consideration has been given to voluntary faculty pay cuts. Provost Manganaro responded it has not been discussed. Dr. O’Gorman also asked whether such a voluntary pay cut might send a signal to the staff that we care about them and their function at the university. Can the idea be brought up for discussion or made an option to faculty? Alice Clark suggested the idea could be put on reserve
until we know more. Provost Manganaro clarified that the idea was brought up mid-summer, but it was intended for overall salary budget cuts and not for voluntary individual salary cuts. Other ideas were to ask faculty to teach an additional course but he doesn’t think that will help. We don’t have the extra students to have that need.

**REPORTS**

None.

**UNFINISHED BUSINESS**

Motion to Assess Administrative Structures – Alice Clark gave a preamble on why the motion was first presented. Isabel Medina explained that the motion was prompted from her work on the UBC, specifically the limited participation that faculty have in the budgeting process of the institution and the structure that the institution currently has for budgeting. Our chief academic leader, the Provost, does not really have control over major aspects of the university. It is not always easy for academics and the academic mission to be prioritized in the budgeting process. A number of the departments that do have an impact on the budget are non-academic. There are issues of accountability and transparency. A national trend in higher education has been to overdevelop or increase the administrative structure or bureaucracy that drives an institution. The motion presented is motivated by structures, not individuals. Dr. Clark added that some faculty have compared this study to the instructional efficiency audit that took place last year that was designed to gather information. The Senate doesn’t have access to the data that could facilitate such a study.

Connie Rodriguez commented that the administration doing an effectiveness study on themselves would not work. It needs to be an open process and faculty need to be a part of it for transparency, so the faculty feel trust in that the study has been conducted openly and honestly.

Provost Manganaro responded that he agrees with Dr. Rodriguez. The Academic Affairs budget, however, is a huge portion of the overall university budget. The amount of salary dollars in some divisions is very small compared to Academic Affairs.

Bob Gerlich has concerns with the language of the motion. This problem has been around for years. Things are complex and deep and if you study it all the time it is difficult to put your finger on a solution. There are some philosophical issues that are very valid and need to be explained. Charging the President and Provost to explain issues on how things are prioritized for the educational budget is what we really need to know. Micromanaging will be an unending task.

Provost Manganaro asked how you decide the worth of a position. Decisions will have to be made when downsizing but it will be a very complex deliberation. Everyone must have a complete understanding of what the individuals do.

Isabel Medina explained why she thinks the study is important and needs to be done. It is aimed at budget issues in a theoretical way, not looking at dollars. Is the unit staffed in a way that achieves efficiency and competence? It could be decided that a consultant is paid to conduct the survey. There are decisions being made by non-academics and without faculty input.

Connie Rodriguez said this is an opportunity to see if there are redundancies in people and positions. Are there instances of two different offices doing the same job?
Larry Moore added that the most useful information is comparative information. There is good data with AJCU about administrative positions at other Jesuit institutions. That might be a good place to begin. How comparable are we with other Jesuit universities?

Teri Gallaway added that if we are prioritizing the mission, it makes sense to fold this into the work being done in the Strategic Planning Committee.

Connie Rodriguez called the question. A request was made for a secret ballot, so clickers were distributed. (A in favor of the motion, B against and C to abstain.) The motion was passed with 30 in favor, 4 opposed, and 2 abstentions.

**NEW BUSINESS**
Connie Rodriguez announced an upcoming lecture about a 13th-century British castle on Sept 13th.

Tom Ryan announced a celebration of Jerry Fagin’s posthumous book on September 25th.

**ADJOURNMENT**
The Senate was adjourned at 4:52 p.m.

**Attachments:**
Minutes: May 2013, August 2013
Motion to assess administrative structures