

The meeting of the 2014-2015 Faculty Senate was called to order at 3:30 p.m. by President David Wright. The following senators were present for all or part of the meeting: Maria Bohorquez, Renae Chesnut, Maria Clapham, Robyn Cooper, Matt Esposito, Bruce Gilbert, Pat Heaston, Karen Leroux, Craig Owens, Chuck Phillips, Dorothy Pisarski, Eric Saylor, Bart Schmidt, Joseph Schneider, Miguel Schor, Bob Soltis, Keith Summerville, Jody Swilky, Tim Urness, Maria Valdovinos, and David Wright.

Absent: Craige Wrenn

The March 2015 meeting minutes were accepted.

President Maxwell Report:

He began by acknowledging the current rough times and yet there are many who are responsible for the future of the University. There is currently a great working relationship and collaborative spirit with the faculty and Board of Trustees. He thanked the faculty for their role in building that relationship.

President-Elect Martin will be on campus next week along with the regular April Board of Trustees meeting. One agenda item which is normally presented at April is the approval of the next year's budget. The Board approved a delay in approving the actual budget, yet this does not affect the budget assumptions which were previously approved. The authorization for the STEM Initiative is to include an individual who will be the owner's representative or project manager. This person will work with those affected faculty and staff.

The Board of Trustees did approve the persons presented Tenure and Promotions.

Also scheduled for next week are visits by the three CITO (Chief Information Technology Officer) finalists. Concerning Fall 2015 Undergraduate admission, the current tuition deposited number is close to last year. It is already known that numbers are down for the College of Business and Public Administration (CBPA) most notable due to the loss of accreditation. Interim Dean Terri Vaughan believes that should only be a one year dip.

Acting Provost Joe Lenz Report:

He indicated he was humbled to be asked to serve and will work to see to the day to day Academic Administration operations. He is excited to work with President-Elect Martin and eager to meet the challenges.

At Senior Advisory Council (SAC) recently, President-Elect Martin asked individuals to give three priorities for 2015-2016. Acting Provost Lenz indicated he mentioned (1) the STEM project, (2) the implementation of the related new programs while at the same time maintaining the array of current quality programs and (3) the upcoming Higher Learning Commission (HLC)

visit. He continued by saying that if Drake is not ready for the HLC visit, then nothing else will matter.

He closed by stating he looked forward to working together and noted, we will need mutual support and effort this next year.

President Wright Report:

The Board of Student Communications (BSC) which is a joint committee revised their funding model two years ago yet not all published locations were updated. This omission will be addressed next year.

President Wright addressed the body by stating that while rumors are racing around campus concerning Faculty Senate's role in administration issues, he believes Senators have represented their colleagues and the University very thoughtfully this year. He continued by thanking the Executive Committee for their collaborative work especially in the realm of shared information.

President Wright introduced Professor John Rozycki, Chair of the 2014-2015 Senate Budget Committee. Mr. Rozycki thanked, sincerely, the Senate for allowing him to give a presentation, although a draft. Also, he acknowledged the service of his committee. Mr. Rozycki's presentation slides included displaying the committee charge, portions of the Strategic Plan Goals, and clarifications of what the committee did and did not review. The documents reviewed spanned eleven years thus allowing for ten years of percentages. He said: "We tried to raise issues." Enrollment and investment graphs were included in the presentation. Mr. Rozycki's comments included that academic support and instruction expenses, when reviewed in the aggregate, have not been short changed in the past eleven years. The draft report included a few recommendations including creating a Cabinet level Enrollment Management Division. He concluded his presentation by stating that the Budget Committee is optimistic that they have a good sense of where the institution has been and where they want to go and that knowing that Drake's most valuable asset is the existing talented and hardworking faculty and staff.

Senator Heaston asked if the source for the financial information was the set of official financial statements. Mr. Rozycki replied yes. Senator Heaston then stated that all anyone gets out of financial statements is questions. He continued to say that answers are behind the statements and if this is all that is available to the Senate Budget Committee then the Committee is wasting their time. It was noted that a motion is upcoming which strives to clarify the Committee's relationship with a division of the administration.

Clarification was requested regarding the marketing of core competencies. Mr. Rozycki indicated he did not work on defining a core set, yet confirmed he was in favor of a set being defined and marketed. Senator Summerville indicated, his opinion, this question would be appropriate for both the Senate and UCC (University Curriculum Committee). Senator Summerville continued that his perspective is that there is a level of bureaucracy which gets in

between faculty governance, the Board of Trustees and the best interests of the University. He concluded by stating “we need to work together”.

President Maxwell first offered his thanks to Mr. Rozycki and the Budget Committee for their work bringing fascinating and important results to the Senate. He reminded the group of the national decline in Law School enrollment numbers and the competition challenges with the recent creation of new pharmacy schools. He has suggested the creation of a Pricing Task Force to help know that Drake is setting tuition at the right level. Additionally, there is an enrollment management model under discussion which may well begin after President-Elect Martin starts in July 2015. He expects this to include no new administrators in this model.

Senator Owens asked how often does the Board of Trustees Finance & Investment Committee Chair meet with Senate Budget leadership. The reply was there is not a meeting. Additionally, a question was asked about investment fees. President Maxwell indicated these have been a Board concern for a couple of years.

New Business:

Senators Summerville and Owens moved and seconded motion 15-08:

Revised the Charge of the Senate Budget Committee

Description and membership

The Committee shall be a standing committee of the Faculty Senate. It shall consist of the Faculty Senate President and six faculty members appointed by the Faculty Senate Executive Committee. Terms shall be for three years and shall be staggered. Ideally, the members of the Committee will include at least two of the most recent Faculty Senate Presidents and the faculty representatives on the Board of Trustees’ Business, Finance and Investments Committee and on the Institutional Advancement Committee.

The Charge

In the spirit of shared governance, the task of the Senate Budget Committee is to help ensure that academic concerns are the central focus of Drake University’s strategic planning *as translated and implemented via the University’s budget.*

Advisory role

The Committee shall function as an advisory body for the President, his or her Cabinet, and the Faculty Senate. Every spring, in time for the Drake University Faculty Senate’s April meeting, the Senate Budget Committee should submit to the President and Faculty Senate, a report of its findings and activities. At the discretion of the Faculty Senate President, the chairperson of the SBC shall present its report to the Senate. When requested, the SBC shall also advise the Faculty Senate on budget-related Senate actions. Finally, given its faculty constituency and diverse perspectives, the Committee should be able to provide the Vice-President of Finance with useful input for financial planning purposes.

Analysis of historical enrollment, inflation, and financial data

It is difficult to evaluate current or future budget forecasts without having a historical perspective on enrollment, inflation, and selected financial data. Therefore, the Committee shall obtain financial data from the University’s publicly available audited financial statements and enrollment data from the University’s data book. Inflation data is available from the Board of Governors of the Federal Reserve System or from the U.S. Bureau of Labor Statistics. The financial statements include the following: statement of financial position (balance sheet), statement of activities (income statement), and statement of cash flows. The financial statements for the fiscal year ending June 30 are typically available late in the fall semester.² The Committee should analyze at least five years of historical data, although ten years of data is preferable. A ten-year time frame would span a typical business or educational cycle. If appropriate, the Committee could consider a comparative analysis using the University’s peer institutions or perform

other analysis as deemed appropriate. The Committee should consider examining trends for the items listed in Exhibit 1.

Exhibit 1: Recommended items for analysis by the Senate Budget Committee

Category	Specific item
Enrollment:	Undergraduate, graduate, PharmD, Law, and total enrollment
Inflation:	Consumer Price Index (CPI); Consumer Price Index for All Urban Consumers: Education (Education CPI)
Revenues:	Student tuition and fees; scholarships and fellowships; endowment income used in operations; and total operating revenues
Operating expenses:	Instruction; academic support; institutional support; total operating expenses; and the change in net assets from operations ("income")
Assets and liabilities:	Total investments and cash; bonds payable; total liabilities; and total net assets
Cash flow:	Net cash provided by (used in) operating activities; contributions for long-term investment; purchases of property and equipment

In order to put the investments trend in perspective, we recommend that investments be compared to the inflation measures and to some measure of stock market performance (e.g., S&P 500 index). (The SBC is aware that the University's investments consist of more than equity investments (stocks). Furthermore, it also reflects both inflows and outflows.)

Involvement in the formulation of the budget

The Senate Budget Committee should be involved and have significant input into the development of the next year's budget. (At a minimum, the entire SBC should be part of the Budget Advisory Committee.) A significant amount of time is required to understand, discuss, and debate the forecasts and associated assumptions. Therefore, the Committee should be involved in the budget planning process no later than September and preferably sooner. It would then be in a position to provide meaningful comments in November, *before the budget is sent to the Board of Trustees*. (April 2015)

Senator Gilbert believes this charge is an important step and gets Senate back to the basics. He believes Senate needs to be empowering existing committees rather than simply creating new groups.

The motion passed with a voice vote.

Vice President, Tom Delahunt, spoke to Senate regarding an admission criteria policy change. He indicated the idea of Drake using a Test Flexible standard for undergraduate admission was in response to a question which faculty raised at a Town Hall meeting. He offered it was a concept known to him when he came to Drake ten years ago. His presentation today is to share information and ask for faculty input.

Mr. Delahunt distributed materials at the meeting which was a set of Marist College data. Also, information regarding a website titled: Fair Test. Mr. Delahunt gave Senate some definitions:

- (1) Optional which would mean that a student can apply and choose to submit a test score,
- (2) Required which is Drake's current standard where a test score must be submitted and
- (3) Flexible where the school sets a threshold at which point the test is not required and some other admission requirement or element would be needed. Individual programs may establish a test score entrance threshold, which may be the reality for the other two definitions, too.

Mr. Delahunt stated that without the test score requirement, there would be more work for the Admission staff. Expected outcomes include a) the average test score will go up due to the set of students who will continue to submit scores, b) increased minority applications and c) the decrease of Drake being perceived out of reach for students who do not test well as surveys show these students currently simply do not submit an application. Several sets of students will continue to need to submit test scores such as student athletes (due to NCAA requirements), Pharmacy students, National Alumni Scholars applicants and other scholarship awards seekers.

Senator Summerville cited to the body, that the Senate Admission, Retention and Financial Aid Committee uniformly endorsed how Mr. Delahunt presented the Test Flexible option for Drake applicants. The current basis which is being proposed is for students who have an unweight GPA of 3.0 or higher.

Senator Owens stated he sees this as a great idea and asked what is expected to happen to the Pell Grant eligible of Drake students. Mr. Delahunt replied that it is a set of students who will increase in number. Senator Clapham asked what type of screening procedures will be used and also what effect is expected post-admission for the test adverse set of students. Mr. Delahunt indicated that more intentional admission reviews will happen by his staff and a Drake establishing a strong collaboration between admission and student support.

With a proper motion, the Senate extended their session.

Senator Owens questioned whether there would be a way to assess once access has been opened. The scores do represent a benchmarking item, from which Drake can make choices. Senator Chesnut asked if an assessment method is being researched as preparation for changing policy. Mr. Delahunt replied that a review of the numbers in the first years will be one assessment. This admission policy change will affect how the staff does their work. Senator Summerville indicated he has tasked the Senate Admission/Retention and Financial Aid Committee with setting up an assessment.

Senator Valdovinos asked what changes surrounding scores have been made in the past. Mr. Delahunt indicated that some of our target audience knows of Drake's success and believes they are not good enough. That is a change around the scores which Admission needs to address.

Senator Esposito asked how this change is expected to affect the rate and is this change expected to open new markets. Mr. Delahunt indicated it is expected to increase the rate and yes, open new markets.

Mr. Delahunt thanked the Senate for their time and interest.

The session ended at 5:05 p.m. and Senate moved into Exec Session to consider Honorary Degree and Drake Medal nominees.

Secretary, Nancy Geiger