



Faculty Senate

MEETING MINUTES – APPROVED

Regular Meeting

September 13, 2019

Meeting called to order: 2:31 PM

Attendees

- Rich Bennett
- Wes Durham
- Charlotte Connerton
- Brooke Mathna
- Mary Doerner
- Rhonda Wheeler
- Kenny Purcell
- Rex Strange
- Peter Cashel-Cordo
- Jinsuk Yang
- Adrian Gentle
- Al Holen
- Bill Elliott
- Chuck Conaway
- Andrea Wright
- Julie Eyink
- Zachary Pilot
- Crystal Steltenpohl
- Amie McKibban
- Kyle Mara
- Kim Delaney
- Becky Sparks-Thissen
- Amy Chan-Hilton
- Shelly Blunt
- Steve Bridges
- Mohammed Khayum
- Bartell Berg
- Jamie Seitz
- Steve Gruenewald
- Kenny Purcell

I. Approval of Minutes

- A. Motion made to approve minutes from August 30, 2019 meeting
- B. Seconded
- C. Discussion
 1. Changes noted by secretary
- D. Motion passed – one abstention, all others yes

II. Chair's Report

- A. VP of Management and Enrollment will visit faculty senate at the October 18, 2019 meeting
- B. Listening Sessions
 1. Resulted in about 120 participants
 2. Overall, very productive
- C. Town hall Meetings
 1. Shooting for town hall before fall break
 2. Shooting for Tuesday, Wednesday, or Thursday afternoon
- D. Provosts Council
 1. Midwest Student Exchange program was endorsed by the Provost's Council
 2. Preferred name policy still being worked out



3. Academic Dismissal policy still has some implementation issues
 4. Deans now have a list of prospective students
 - a. Departments will likely be asked to contribute to promotion materials
 5. Next September 8-13 (2020) – The Wall That Heals will be on campus (Vietnam Memorial)
 - a. We are the first/only university to host the event
 - b. Over labor day weekend
 6. Strategic Plan
 - a. Steering committee will be formed
 - (i) Probably about 15 people
 - b. Looking at getting a document out by the end of the semester
- E. President's Council
1. Enrollment numbers were similar to the last report
 2. ISU has raised their standards for admission
 - a. Resulted in a 7% drop of enrollment
 - b. They are coming for our students
- F. Recruitment Changes
1. New legislation allows recruitment after students have chosen a college
- G. Form for external events planning have changed
- H. Honors Changes
1. Changes were more like a change in the a course, not a program
- I. Read over Faculty Constitution and Bylaws and think of any changes that need to be made and submit charges accordingly.
1. Kenny is currently working on the following issues
 - a. See Chair's report
 2. Would like to have the charges submitted and decided before spring break
- III. Provost's Report
- A. Indiana Commission of Higher Education
1. ICHE is in the process of completing its next strategic plan for 2020-2025
 2. Plan will continue to focus on meeting a goal of at least 60% of Hoosiers having a quality degree or credential beyond HS diploma by 2025
 - a. Number is about 43% right now
 3. Three sections of strategic plan
 - a. Completion
 - b. Equity – equal access to educational opportunities
 - c. Talent
 4. Each section will focus on strategies and activities in six categories
 - a. Pathways and Transitions
 - b. Affordability
 - c. Community Engagement
 - d. Educator Pipeline
 - e. Data & Research
 - f. Quality
 5. The guiding principles of the plan
 - a. Learner-centered
 - b. Talent-driven
 - c. Future-focused
- IV. Questions and Answers with Vice President Bridges

- A. What expenses/revenue shortfalls are responsible for the \$1.3M deficit? What was cut to make up the difference? How were those decisions made?
 1. Revenue shortfalls predominantly tied to loss of credit hours
 - a. We have lost 50,000 credit hours since 2010
 2. Influenced by demographic changes
 3. State appropriations are better than in the past
 4. Current unoccupied positions were cut
 5. Planning for a 4800 credit hour reduction for next year (?)
 6. May have a \$800,000 deficit next year – pure prediction
- B. When it comes to building new buildings, how do we pay for the expenses of those buildings?
 1. New buildings attract new students
 2. Arena is about \$300,000 per year to maintain
 3. Data on whether building investments attract students is lacking (at USI or other universities)
 4. Utilities meters not on each building – difficult to appropriate the cost of an individual building
 5. Total cost of utilities for all buildings is about 5.8 million per year
- C. Is there a cost-benefit analysis of buildings?
 1. Look at what the needs are
 2. Consider the effect of buildings on profitability
- D. What's the purpose of the Griffin Center?
 1. Donor-funded
 2. Decreases expenses – no need to rent out other facilities for meetings
- E. Upper Administrative Promotions? How have those promotions been justified?
 1. Total cost - \$74,500
 2. Chief IT Officer promotion – promotion in title only, no increase in salary
 3. Associate Provost of student affairs promoted to VP
 - a. Job changed quite a bit
 - b. Moved to more academic role
 4. Executive Director of OPRA/OSPRA promoted to Chief Data Officer
 - a. Additional responsibilities included with promotion
 5. Assistant Provost for Academic Affairs promoted to Associate Provost
 - a. Was not paid enough compared to the same position in peer institutions
 6. Director of University Division promoted to Assistant Vice President for Student Success
 - a. Focus is on recruitment
 7. Director of International Programs and Services being promoted first to Assistant Provost, then to Associate Provost– bigger focus of international recruiting
 8. Director of USI Foundation promoted to VP
 9. Assistant Vice President of Marketing and Communications promoted to VP
 10. Each job is different – faculty vs. administration vs. staff positions
 - a. Flexible schedules vs. on 24/7
 - b. Some overtime – some not
 - c. Sabbatical vs. no sabbatical
 - d. Shift differential vs. no shift differential
 - e. Tenure vs. non-tenured
 11. Job descriptions are not public, but aren't hidden – they can be provided
 12. Comment from gallery – tenure and administrative promotion are VERY different
 - a. We lose our jobs if we don't get promoted
- F. President didn't take a raise or bonus

- G. Is there an assessment protocol for administrators?
 - 1. Yes
 - 2. Different from faculty/tenure
- H. Is the current size of the administration the “right size”?
 - 1. All levels of employment are looked at if/when determining “right-size” of the university.
 - 2. Online programs are important for increasing enrollments
- I. In the new strategic plan, are there any plans to invest in faculty?
 - 1. If we can find ways to meet revenue levels, the first thing needs to be a merit increase
 - a. Followed by completing the Lockton survey
- J. Steve hears us (i.e. faculty)
- K. Steve is an advocate about merit raises
- L. Can you enlighten us about what was/is different about the budget process this year? I was told that graduate studies did not have a budget
 - 1. Budgets will be similar to last year
 - 2. Steve will follow up as to why departments do not have their budgets yet
- M. What do we need to do to make us solvent moving forward?
 - 1. Get financial aid out sooner to students
 - 2. Can use prior-prior year W2’s to process financial aid information
 - 3. Payment rates are improving
 - 4. We need to send out bills earlier
- N. Chrome River? Really? Why is it so complicated that we need training?
 - 1. Steve Bridges is part of Chrome River
 - 2. Was intended to prevent people from having to front as much money as before
 - 3. Got away from a paper-based system
 - 4. Chrome River does talk to Banner, which shows up in budget much more quickly
- O. Are there any anticipated cost savings with Chrome River?
 - 1. Less risk of double-spending
 - 2. Less risk of losing receipts
 - 3. Less requirement for faculty to fund their travel up front
- P. Sodexo Exclusive Rights to Catering Policies
 - 1. Sodexo pays rent
 - 2. We get 0.55 of each dollar spent
 - 3. Students are not kept from getting pizza
 - 4. Sodexo has a 95% customer service rating
 - 5. Very similar to how it’s been since the early 90s
 - 6. People can still have potlucks
- Q. Comment from Gallery – Chrome River is a nightmare for student travel. Please think about this as you make plans
- R. Comment from Gallery – Vehicle Rental for Student Field Trips – This is very difficult, negatively affects recruitment, faculty are choosing to NOT do them because of issue with acquiring vehicles
 - 1. Value of not having a USI fleet and renting from an established agency is that the agency can help you out if you break down...anywhere in the country. A USI-based fleet system would not be as agile
 - 2. Steve wants to work with faculty to solve these problems
- S. How do the benefits of the current president differ from the past president?
 - 1. Rochon’s salary is \$2,160 higher than Dr. Bennett
 - 2. Both had a housing allowance

3. Both had vehicles
- T. What's the rationale for compensating a president \$2,160 more than his predecessor?
1. This was part of the president's recruitment package and was a nominal amount
 2. Steve was not part of the negotiations
- U. Inauguration
1. Paid for by donations
 - a. Specific list of donors is not available
 2. Total cost was \$159,500
- V. What is the role of the president's wife?
1. Most engaged partner/spouse since Dr. Rice's wife
 2. She's not paid – she is a volunteer
 3. Her expenses are either wrapped in with Rochon's business expenses or she is reimbursed if her work is separate from his
 4. She is governed by the same travel policies as everyone else
- W. Travel budget
1. Steve Bridges - \$19,700
 2. Provost - \$49,800
 3. President - \$50,419
 4. Andy Wright - \$83,000
 5. VP Student Affairs - \$5,958
- V. Is there a line item budget available for public/USI view?
- A. Yes, but faculty need to contact Steve Bridges for access
- VI. Stipends/Bonuses/Etc. for Dr. Rochon
- A. \$2,500/month for the president
 - B. No bonuses for other VPs
 - C. VPs do get cars
- VII. Action Items
- A. Read over Faculty Constitution and Bylaws and think of any changes that need to be made and submit charges accordingly.
 - B. Action item 2
 - C. Next Meeting – Date, time, location

Meeting adjourned: 4:37 PM

List of Questions for VP Bridges

- Why would President Rochon (and others) make it sound as if the ONLY other option to giving raises would be to let go or fire other faculty or staff? Surely this is a false dichotomy and there are other ways to cut back elsewhere (not incl. money for buildings, etc.). What about administrative positions? Yet we are still told every year that faculty compensation is a top priority.
- What expenses/revenue shortfalls are responsible for the \$1.3M deficit? What was cut to make up the difference? How were those decisions made?
- What happened to the notion that there will be “merit pay” raises for faculty and especially for those who excel in one or more areas?
- What has the VP for enrollment management been doing to increase enrollment and retention for the past 5 years? Why is there no apparent accountability to this position? Is there an “Enrollment Management Council” which includes representatives of units from across campus (as it says on their webpage). What does his “senior administrative associate” do?
- I currently meet the requirements to retire from the University as described in the University Handbook, but was hoping to continue working here for several more years. If my position should be eliminated due to any downsizing, would I have the option to instead leave at that time as a retiree with the applicable benefits that USI provides to retirees?
- What is being done to improve recruitment of students?
- What is being done to improve the University’s finances in OTHER ways? As in, any budget deficit for next year?
- Should faculty expect pay cuts or furloughs in the future?
- Will insurance rates go up? As in, will we need to pay more out of pocket for our plans?
- Will there be any impact on our retirement contributions? Will the university’s share go down?
- The cost for catering at USI will go up significantly if we we’re to order foods for our receptions equivalent to what we’ve been able to purchase in the past (2-3 times as expensive, depending of the items). Instead our receptions will be paltry as compared to the gallery’s receptions these past 10 years. Why is this new contract being put in place? Should Sodexo need to supply reasonable bids for items contracts or at least offer bids that seem reasonable compared to past costs?
- According to informal conversations with the Faculty and Staff, the Administration has reported that our Operating Revenues are limited to Student Fees and the part of our State Appropriation that is earmarked for our Operating Expenses. But according to the independently certified Statement of Revenues, Expenses, and Changes in Net Position report, published on USI’s website (page 18 of the report), Operating Revenues include items other than Student Fees and do not include any of our State Appropriation, the entirety of which is listed under “Non-Operating Revenues’: <https://www.usi.edu/media/5616145/18annualreport.pdf>. Furthermore, there has been no clear indication of what constitutes our Operating as compared to Non-Operating Expenses. Does USI have any certified statements that show our Operating Revenues and Expenses as defined informally by the administration when speaking to Faculty and Staff?
- Why there are so many administrators, why they make comparatively exorbitant salaries, and what would happen if we trimmed one or both?
- Chrome River: really?
- Has ANYONE EVER questioned the financial validity of spending money on events like Faculty Convocation and the Fall Faculty & Administration Welcome Reception in any meetings where

these events, and those like them, have been discussed and/or planned? If so, what was the consensus response to that/those concern(s)?

- What is the financial validity for spending money on events like Faculty Convocation and the Fall Faculty & Administration Welcome Reception? Have any formal financial analyses been carried out to justify these costs in terms of short-term or long-term profitability...or any terms for that matter? If so, what were the methods used and what were the results?
- What was the total cost of the 2017 Faculty Convocation? What was the total cost of the 2018 Faculty Convocation? What is the expected total cost of the 2019 Faculty Convocation? How much of the 2019 Faculty Convocation cost was sunk as of August 30, 2019?
- What was the total cost of the 2019 Fall Faculty & Administration Welcome Reception?
- On August 26, 2019, Special Events and Scheduling Services announced that USI Dining Services has exclusive catering rights at USI. Upon further investigation, this means that Sodexo has exclusive catering rights at USI (see https://content-service.sodexomyway.com/media/CATERING%20POLICY_tcm298-75017.pdf?url=https://usi.sodexomyway.com/). What is the financial nature of USI's relationship with Sodexo? How does this new, more rigid, and seemingly monopolistic arrangement benefit faculty and students? Have any limits been put in place to prevent price gouging in student meal plans and/or catering menu prices going forward? The "published documents," as the email references, are very lacking in the details. How long is this "exclusive" arrangement in place? What are the repercussions if, for example, a student group decides to get pizza from Papa John's for a meeting/get-together without getting Sodexo's approval? Does this mean a group of students cannot order pizza on a Friday night without getting Sodexo's approval? Again, the details are lacking.
- Where did the money for the inauguration week in the spring 2019 semester come from? I have heard that it came from donations, and I have heard that it came from the University Foundation. Is the administration willing to provide accounting evidence of the actual source(s)?
- What is the current profitability level of the Griffin Center? What is the projected profitability of the Griffin Center?
- Are these true, and if so, to what degree:
 - President Rochon receives a \$15,000 per month stipend for unrestricted use in addition to his salary, effectively paying him nearly \$400,000 per year.
 - Some administrators received a 25% pay hike between last year and this year. I'm told that this includes Shelly Blunt and Andy Wright.
 - Some administrators are being paid bonuses for their work (e.g. exceeding quotas for marketing, etc.).
- How much do administrators across colleges and at the university level make in bonuses and did any of them get some sort of a raise?
- To what extent does upper-level administrators have to follow the procedure for travel and what are their travel budgets?
- What does administration intend to do to retain assistant professors?
- To what extent, if any, is the current president's compensation package (salary, stipends, and other benefits) different from his predecessor's?
- There have been a number of recent administrative promotions over the last few years including, but not limited to: (a) director of international programs and services being promoted first to assistant provost, then to associate provost, (b) associate provost of student affairs promoted to VP, (c) executive director of OPRA/OSPRA promoted to chief data officer, (d) executive director of information technology promoted to chief technology officer, (e) assistant provost for academic affairs promoted to associate provost, (f) director of University Division promoted to

assistant vice president for student success, (g) director of USI Foundation promoted to VP, and (h) assistant vice president of marketing and communications promoted to VP. What is the total cost of these promotions in aggregate in respect to (a) salary, (b) benefits, and (c) other costs? In what ways, if any, did these promotions result in changes to these individuals' job description? What is the process for administrative promotions like these listed?

- How is administration dealing with salary compression for faculty?
- There are rumors that Dr. Rochon's spouse is an "ambassador" for USI with a personal expense account. Is this true, and, if so, how is this appropriate?
- Why did the president receive a \$30,000 salary increase after six months on the job while other employees did not receive raises?
- Why is the president requesting a renovation to his office suite that costs more than most employees' homes?
- How are we paying for utilities in the new facilities?
- Why are aesthetic renovations prioritized over working doors for Rice Library or pest control in the Arts Center?
- How are our new expenses (e.g., arena) serving our students' educational needs?
- Do we have to worry about the future of USI (meaning cutting programs/majors, closing our doors)?
- How do you justify paying for admin bonuses, cars, etc. when we are in such a financial crisis? Basically, why are we still allowing this? (Administrators make more than enough money to cover their own costs and to not need bonuses or any other "perks".)
- Are you willing to look into/audit how administrative offices and individual administrators spend their money?
- Why is the president spending an excessive amount of money on things such as remodeling his office when we are in a financial crisis? Is this money not allowed to be used on other, more important, expenditures?
- Does the current administration plan to address the lack of faculty raises and compression pay in the upcoming strategic planning process? If so, what will this plan look like in regards to a time table?
- How much money is budgeted per year to operate (heat, cool, clean, etc) and maintain the three new buildings: the arena, the welcome center, and the pool.
- Please articulate in your own words the mission of this University and describe how the efforts of your division support that mission.
- Where is the money coming from to operate and maintain these new buildings? Did the state increase our operating budget to cover the increased costs? If not, are our wages declining in real terms because of these expenses?
- How much money was spent on the presidential inauguration week and associated events? Did the leadership consider the impact on morale of an expensive and extended celebration of the President at the same time that the institution is in financial jeopardy?
- The President claimed in his most recent budget presentation that employee compensation is a priority. Making his goal a 1% raise (most likely below the inflation rate for the year) already signals that it's not really a priority for the leadership. Yet USI failed to even meet the 1% goal. How is this situation being turned around? Can we expect another decade of wages that decline in real terms? How will the leadership be held accountable?
- How many senior administrators (deans and baby deans, vice presidents, provosts and their assistant and associate VPs, directors and executive directors) were promoted or received raises in the 2019 calendar year? What were their raises? What criteria are applied to justify these administrative promotions?

- Will you publicly declare to Faculty Senate all current and future title bumps, promotions, bonuses, perks and pay raises for members of the senior administration?
- Does the current administration plan on rectifying the disparity in 9 month faculty contracts for department chairs. Currently, they include 10 additional work days with no additional compensation. The only additional compensation is for the 20 days requested over the summer months.
- It has become the general practice at USI to closely scrutinize and often cancel classes with less than 10 students enrolled, regardless of who is teaching them and with little regard for the subject areas. What is the break-even point for a class taught by an adjunct in Liberal Arts vs. a class taught by an Associate Professor in Accounting or CIS?
- How can we successfully run programs, departments, and events at the university without budgets?
- We understand that the building of the Arena was funded through appropriations from the state. But, only half of the operating costs were covered. Reviewing the minutes of the USI board meeting from July 2019, it appears that “available funding for new initiatives and expenses” will be used for: institutional student aid programs; operating costs of new facility (2nd half of Screaming Eagles Arena operating budget); and compensation adjustments (faculty and staff promotions, reclassifications, and equity adjustments). How much are we paying for the operating costs of the arena? How much are we devoting to institutional student aid? What is the university’s plan for covering the operating costs going forward?