

University Senate
General Assembly
Meeting Minutes
March 19, 2021

Senators Present: Minerva Ahumada, Francis Alonzo, Suzanne Bost, Laura Brentner, Anthony Deldin, Jenna Drenten, William Duffy, Eilene Edejer, Sarita Heer, Lee Hood, Ashley Howdeshell, Diane Jokinen, Dan Killelea, Kristin Krueger, Patricia Lee, Steven Todd, Susan Uprichard, Maria Wathen, Bill Adams, Anne Divita Kopacz, Tobyn Friar, Ella Doyle, Teresa Fister, Martin Flores, Charles Hwang, Selam Kahsay, Jacob Palmer, Krislyn Zhorne, Michael Kaufman, Nancy Tuchman, Norberto Grywacz (*ex. officio*), Tavis Jules (*ex. officio*), Kevin Kennedy (*ex. officio*)

Absent: Kevin Newman, Kathleen Steinfels, Thomas Kelly

Guests: Vice Provost of Research, Dr. Meharvan Singh, Dean of the Graduate School and Vice Provost of Graduate Education, Dr. Emily Barman, Senior Vice President, Chief Financial Officer and Chief Business Officer, Wayne Magdziarz, Benefits Advisory Committee Senate Representative, Peter Kotowski

Quorum (30/33): Voting members present at start of meeting; quorum is **satisfied**.

Chair Uprichard called public meeting to order at 3:00 PM.

- I. **Review of preliminary agenda and call for motions to amend**
No calls to amend.
- II. **Review of minutes from the February 19, 2021 meeting**
No calls to amend the minutes. The minutes are then unanimously approved as amended.
- III. **Discussion Item: Research Infrastructure Plans**
Vice Provost of Research Dr. Meharvan Singh
Chair Uprichard introduces the topic and gives the floor to Dr. Singh.

Dr. Singh: Thank you.

I want to start with a broad overview and share our strategies and investments to support our research faculty.

The road to enhancing our success in research depends on three pillars, investment, mentoring, and building a strong research infrastructure.

- Investment

- Increasing the number of pilot grants
- Aid in recruitment and retention of talented faculty
- Mentoring
 - Peer-to-peer
 - Grant writing/development programs
 - Internal grant review programs
- Building a strong research infrastructure
 - “Built infrastructure” – space, equipment
 - Systems to facilitate grant and contract submission and help with management of awards and compliance
 - Expertise in the “bureaucracy of research”

Three Pillars of the Office of the Vice Provost of Research

- Promote Awareness
 - Create awareness of the work being done here and that might spur more collaboration
 - Press Book – compilation of faculty and their research, expertise, and scholarly programs
- Define areas of Investment
 - Seed/pilot grants
 - Campus infrastructure
- Develop and Promote Mentoring Programs

This research development strategy will not happen in a vacuum and we want to gather a wide variety of feedback on how to meet these goals and better support research.

With respect to research support, one change Provost Norberto and I were able to enact was the bringing together of Sponsored Projects Accounting (SPA) and the Office of Research Services (ORS). Some structural changes were implemented to make these two offices work in concert with one another with a goal of seeing these offices as one collective entity for research support.

The goal is to build strong collaborations across research administration to better support research and faculty. This means better communication, an understanding of who is responsible for what in the life cycle of the grant, and creating a single source of truth for research faculty to turn to at all stages of their research.

Under the “always goal” of promote excellence in research, the Research Advisory Council (RAC) and the Office of the Vice Provost for Research will:

- Define excellence in research by identifying key performance indicators
- Define School-specific priorities in research
- Define barriers to research productivity
- Foster a culture of continuous improvement

Examples of investments planned for research

- Pilot seed grants
 - General pilot/seed grants – double the investment at Lakeside to \$350K
 - Diversity focused pilot grants - \$150K
 - Transformative pilot grants - \$150K
 - Summer salary support for faculty pursuing research project - \$150K
- Software Platforms
 - Nvivo – qualitative research tool
 - Electronic Research Administration system
- Contract analysts
- Faculty development
 - Grant writing assistance and workshops

Questions:

Sen. Heer: Will these resources be aimed only at tenured faculty or also for non-tenure track faculty?

Dr. Singh: Also for non-tenure track faculty, this is to support the success of all our faculty

Chair Uprichard: One of the investment areas was our cores (core is an entity that provides a service to broader constituency, not just a department or school and ideally more than one campus). What cores in particular are you looking at?

Dr. Singh: We want to look at how we are defining cores and how existing cores are being used. Those cores that we are defining as institutional cores we want to invest in whether that means replacing aging equipment, built infrastructure, staffing, and to hear from the core directors what is their volume and who are they serving. We also want to see if some cores can create a fee for service for outside entities.

Chair Uprichard: I bring it up because one of the cores that people are asking about is the biostats core.

Dr. Singh: We are keenly aware of the biostats deficiencies that we have and I'm pleased to share that conversations have been happening to create a statistical consulting center at Lakeside. We know we need to create robust statistical support.



Sen. Deldin: I'm at the Parkinson School and this is in regards to the IRB process. Currently we have two different IRB processes and the communication between the two is a bit confusing. Are there discussions to consolidate the IRBs?

Dr. Singh: We are making these types of decisions about these regulatory compliance committees based on volume. Tech transfer for example, there was not a high volume of disclosures coming from Lakeside as there was from Health Sciences Campus. So now there is one common intake process for all tech transfer. At this point I'm not convinced the two IRBs need to be consolidated, but there needs to be a common oversight and better communication.

Chair Uprichard: The biggest impediment to research right now is the contracts. I know you mentioned you are expanding that, but I wanted to know how often that will be assessed as the holdup with contracts has created delays of months for several research faculty.

Dr. Singh: I hear your frustration and right now we do not have enough contract analysts. At the moment we do not have a dedicated contract analyst for Lakeside, so those contracts go straight to General Counsel. I think that is inefficient. At the Health Sciences Campus we have two contract analysts to address a volume of about 700 contract per year. I am pleased to report that before the end of this fiscal year 2 additional contract analysts have been approved. We are also creating a more efficient intake process so contracts can be tracked better and moved through the queue quicker. Hopefully we will see real change in the next few months.

Chair Uprichard: Thank you, Dr. Singh for speaking to the Senate.

IV. Discussion Item: Graduate Program Plans

Dean of the Graduate School and Vice Provost of Graduate Education, Dr. Emily Barman

Chair Uprichard introduces the topic and gives the floor to Dean Barman.

Dean Barman: Thank you, it is a pleasure to be here.

I want to provide an overview for the Loyola vision for graduate education.

Fostering excellence in graduate education by:

- Pursuing distinct vision for Master's versus Doctoral programs
- Ensuring person, social, and professional support available to all graduate students
- Implementing equitable, consistent, and transparent policies and procedures for all graduate students and programs



- Growing diversity, equity, and inclusion for graduate student population

Master's Programs Goal: grow Master's programs that are financially sustainable with viable employment outcomes and meeting the university mission

- Master's program review and revised program development process
- Grow enrollment
- Convert Master's funding from stipend to hourly pay
- Develop professional development and career services support

PhD Programs Goal: PhD students receive quality, research-oriented education that leads to rewarding career outcomes

- Raise PhD stipend to competitive rate and ensure equity of PhD funding
- Right-size PhD programs in number and size
- Create new PhD programs, including interdisciplinary PhD
- Consideration of service-free PhD fellowships
- Grow professional development support for multiple career pathways

Graduate School Goals

- Develop equitable and consistent policies and procedures for all graduate students (graduate studies catalog)
- Ensure comprehensive support available to all graduate students
- Support graduate student research
- Diversify the graduate student population (recruitment and retention)

Questions:

Sen. Bost: I was the graduate program director for the Women's Studies and Gender Studies program. Those degrees do not lead to high-paying jobs but very meaningful jobs. How do we prioritize our mission (transformative education rooted in social justice) and career outcomes at the same time?

Dean Barman: We do want to stay focused on our mission and it is important to foster students that want to do transformative and social justice work. At the Graduate School we want to ensure that students are presented career opportunities honestly and that those opportunities are available once a student graduates. We want to ensure students have access to career development tools that help ensure employment after graduation.

Sen. Krueger: Master's students will be moved from a stipend to an hourly wage and will that be the same for PhD students?

Dean Barman: No, stipends will remain for PhD students. When we provide financial support to PhD students we are really thinking about them as



mentees and we want to give them enough financial support so they can immerse themselves in the course work, teaching, research, and career development. When we think about Master's students, they are receiving a particular type of education in exchange for their tuition. Master's students who take on jobs are doing so not tied to their training in a Master's program, just as labor.

Sen. Krueger: Is there a minimum hourly wage you thinking of for the Master's students?

Dean Barman: We are aware of providing a living wage for the Chicago area, but one issue is that Master's students can only work 20 hours a week.

Provost Norberto: One thing we are going to start doing is to create differential tuition for Master's students based on perspective jobs in their fields. This means no one price for all Master's tuition.

Sen. Heer: Why would teaching not be part of a MA student's education and training. What if their goal is to teach at a two-year institution?

Dean Barman: Absolutely, there are some master's programs where training for teaching is appropriate. This would be reflected in the degree requirements of the degree and teacher training and teaching experiences would be part of what is required to obtain the degree.

Chair Uprichard: There is a theme of making the experience at the Graduate School more equitable and that makes sense for services, but when it comes to the expense does this mean all Master's programs are now tuition-based like at HSC?

Dean Barman: Tuition expectations beyond this differential pricing would be to offer support based on merit. Are their particular financial needs of qualified students? We want to create transparent criteria to make offers of support/scholarship equitable across the schools.

Chair Uprichard: You are the Dean of the Graduate School but also the Vice Provost of Graduate Education. Do you have an office for the Vice Provost that will now also oversee those professional students?

Dean Barman: Right now it is quiet preliminary. We formed the Graduate Education Committee, which has an assistant or associate Dean from each academic unit that has graduate programs. We met regularly to address issues, but as of yet there isn't much infrastructure across the university.

Chair Uprichard: Thank you for coming and presenting.



V. Discussion Item: Finance Update
Senior Vice President, Chief Financial Officer and Chief Business Officer,
Wayne Magdziarz

Chair Uprichard introduces the topic and gives the floor to Wayne Magdziars.

Wayne Magdziarz: Thank you for the invitation. This has been a tough year for everyone and it looks like we are seeing the light at the end of the tunnel.

We are looking to be as open as we can for the fall but also continuing to monitor the situation.

FY2021 Forecast

- FY2021 Forecast in the Fall \$2MM
- Net favorability \$20MM
- FY2021 Forecast as of Feb. \$22MM in the black
- So the levers we pulled in 2020 worked and we are in a favorable position

FY21 Budget Variances (as of February close)

- Revenue shortfalls
 - Net tuition/fees \$20MM
 - Other income like conference operations, etc. \$12MM
 - Auxiliary services like housing, parking \$67MM
- Expense reductions
 - Salary benefits \$26MM (~\$15MM 403b suspension)
 - Non salary operating \$71MM
 - Utilities \$3MM

FY22 Budget Assumptions

- Trustees approved the '22 budget in December
- Tuition increases of 2% across all programs
- Generally conservative revenue assumptions to avoid shortfalls that could trigger another round of cuts in '22
- Pledge to take care of people first in cost restoration moves (e.g. furloughs 30% returned and retirement contributions)
- Restoration of annual merit increase pool beginning in CY22
- New investments in key areas: graduate enrollment/recruitment; advancement; diversity and equity initiatives
- Capital spending plan for only essential projects to support academic operations

We have budgeted for 2,350 freshmen for the Fall. We are confident we will meet that budget as applications have soared as we moved to test optional and



joined the Common App, but we do understand the environment is much more competitive for the Fall.

Housing occupancy we have budgeted for 50%, 2,300 students.

Graduate and Professional enrollment are on an upward trajectory. Budgeted enrollments 5,665. 50 additional full pay students = \$1MM and 50 additional Pathways students = \$0.5MM.

Moves Made Toward Restoration

- Brought back 403(b) non-contributory and match effective March 2021
- While we froze vacant staff lines, we are allowing units to strategically use existing budgets to hire critical roles
- Faculty hiring proceeding in key growth areas, ~80 search underway now
- We are assessing the potential impact on the second round of the Higher Education Emergency Relief Fund – discounting housing and tuition by 50% for summer sessions as a retention move
- We continue to bring back some furloughed employees whose jobs have returned (e.g. residence life, student support services approx. 30% restored)

The Outlook

- Our ability to restore additional significant expense reductions will be dependent on undergraduate enrollment and density of residence halls
- We will avoid the need for any budget cuts in FY22 as long as we are careful and prudent
- Undergraduate enrollment funnel looks exceptionally strong but many factors at play
- Graduate enrollment funnel looks strong but we will need to monitor impact of high-discount programs
- Liquidity continues to be strong; not plans to use any our lines of credit

Questions:

Sen. Adams: It seems surprising that to hire one staff member, four layers of approval are needed (supervisor -->Dean-->Vice Provost-->then a special counsel of business advisors) yet we can hire 80 faculty.

Wayne Magdziarz: It is not meant to be a time delay but just to check the necessity of the position. We will not create delays like there used to be in the 1990s. Turn around in three days or less.

Sen. Hwang: The residence life occupancy you indicated was budgeted for 50%. That does not mean 50% of the rooms correct, but 50% of the students?



Wayne Magdziarz: That is correct. We could house about 4,800 students, but in order to do single or safe occupancy that number has been halved.

Sen. Hwang: Do you anticipate the same number of graduate students as academic year 2020-2021?

Wayne Magdziarz: We do anticipate growth in graduate programs for next year.

Sen. Doyle: This is regarding the student development fee and student activities fund. With an increase in the student population why has the student activities fund, which is funded by the student development fee, stayed the same for the past 10 years? Do you think there is support for increasing the student activities fund as student enrollment increases?

Wayne Magdziarz: This a really good question, but I do not make that call on what goes into the student activities fund. I will bring it up with Jane Neufeld in Student Development and as her to get back to the Senate regarding this question.

Sen. Heer: Do these projections take into consideration that faculty union contracts are being bargained right now?

Wayne Magdziarz: Yes.

Chair Uprichard: Thank you, Wayne for joining us.

VI. Update: Benefits Advisory Committee
Benefits Advisory Committee Senate Representative, Peter Kotowski

Chair Uprichard introduces the topic and gives the floor to Peter Kotowski.

Peter Kotowski: Thank you for having me.

The Benefits Advisory Committee (BAC) had its first meeting in December on the 16th which was just an introductory meeting. We had our first real meeting on March 5, 2021.

Topic discussed: the reinstatement of the 403(b) contributions and open enrollment for benefits which will run from November 1-15, 2021. We did discuss the length of that window and from the data provided from Human Resources it seems the length of that window has been consistent with user activity. The monthly communications and benefits tools will be rolled just as last year.

Faculty Council put out a survey in February to the faculty about the switch to Aetna and it is the BAC opinion that the entire university population needs to be surveyed to get the most robust feedback. We are developing a survey that will go out to all faculty and staff to get a wider feedback about the transition to Aetna.

Topics that we are looking at for the future; the tuition exchange program as Loyola is one of four AJCU schools that does not participate and what it would look like if Loyola joined. We are looking to get feedback on the different salary bands for health insurance costs and potentially reevaluating the retirement package that Loyola offers.

Chair Uprichard: I know you have not gone into depth with these topics yet, but I will pose one general question. We wanted the BAC so we could have a say in the decisions as they are being made, so I want to get your impression if you feel like you are in on the ground floor for those decision or are they coming to you with things looking for a rubber stamp?

Peter Kotowski: I would say it is a little bit of both. For the salary bands for health insurance costs and the retirement plans it does seem like HR is just running it past the BAC for due process. The tuition exchange program it does feel like we are in on the ground floor and the BAC is working as designed. I think it will be incumbent on the shard governance bodies to push issues to us to make sure we are not just rubber stamping decisions already made.

Chair Uprichard: Thank you, Peter and please bring anything you feel warranted to the Senate from the BAC.

Peter Kotowski: Also our next meeting is April 9, 2021 so please send me anything you feel the BAC should be addressing.

VII. Action Item: Unemployment Fraud Request for Information *Senator Duffy*

Chair Uprichard: This was brought forward by Sen. Duffy. This is not a Loyola-specific issue, this is happening across the country. I think it is worthwhile to ask the administration for some information and maybe some guidance, they are really limited what they can do to “protect” us since it is happening outside of Loyola. I can tell you from experience that when it happened to me, Loyola called me and informed me about the situation. I had multiple emails and Zoom calls about the situation and they were very helpful. And with that I will hand it over to Senator Duffy.

Sen. Duffy: Thank you, Susan. This actually came up happenstance in the School of Nursing. A group of faculty were getting ready to start an online



meeting and one faculty member mentioned they had been a victim of a fraudulent unemployment claim. Three other faculty members then spoke up and said they were also victims. So the faculty at the School of Nursing asked me to bring to Senate if Loyola offer some guidance or proactive measures on this issue?

The motion I am bringing forward is that we request that the university send out a communication to the Loyola community to make everyone aware of this issue, the extent to which it has impacted Loyola employees, and what individuals can try to do protect themselves from this form of identity theft.

Chair Uprichard: Is there any discussion on the topic? If people are on board then a second for this motion?

Sen. Lee seconds the motion.

Sen. Divita Kopacz: I had a comment on the wording of the resolution. First I would suggest changing “faculty” to “employees” in the second Whereas. Also, I’m not sure HR will be able share or willing to share how many individuals have been impacted.

Sen. Tuchman: This has happened to me and three of my employees. Loyola made each of us aware and was very helpful.

Sen. Jokinen: When I polled the Biology faculty, it happened to about half of us.

Sen. Bost: This happened to my spouse who also works at Loyola.

Sen. Killelea: Several folks in Chemistry and Biochemistry have reported this happening to them.

Sen. Duffy: HR can share whatever details they feel they can share.

Chair Uprichard: I do agree with the change of faculty to employees in the language though.

Sen. Duffy: I accept that change.

Sen. Lee: I wanted to raise if there are any security concerns we should be aware of and what would be the mechanism for communicating that to the community. There is of course the training we are all privy to but if there is something more proactive employees can do that would be great to know.

Sen. Duffy: I would also like to know what can be done proactively. That is definitely the intent of this resolution.



Sen. Lee: I would add “including proactively providing with or guiding employees to additional training and resources” at the end of the Be It Resolved.

Chair Uprichard: We will figure out the grammar, but we are running out of time and need to vote. Sen. Duffy are you fine with these final amendments?

Sen. Duffy: Yes, I am.

Vote: 27 support, 2 abstain, and 1 oppose.
Motion passes.

Move to adjourn by Sen. Duff, seconded Sen. Heer.

Meeting adjourned at 5:00 PM.

Respectfully Submitted AEH 3/22/21

Senate Meeting Schedule for Academic Year 2020-2021

• University Senate Schedule:

- ~~○ September 18~~ ~~3:00-5:30pm~~ ~~Zoom~~
- ~~○ October 16~~ ~~3:00-5:00pm~~ ~~Zoom~~
- ~~○ November 20~~ ~~3:00-5:00pm~~ ~~Zoom~~
- ~~○ January 22~~ ~~3:00-5:00pm~~ ~~Zoom~~
- ~~○ February 19~~ ~~3:00-5:00pm~~ ~~Zoom~~
- ~~○ March 19~~ ~~3:00-5:00pm~~ ~~Zoom~~
- April 23 3:00-5:00pm Zoom

• Executive Committee Schedule:

- ~~○ September 8~~ ~~3:00-5:00pm~~ ~~Zoom~~
- ~~○ October 5~~ ~~3:00-5:00pm~~ ~~Zoom~~
- ~~○ November 6~~ ~~3:00-5:00pm~~ ~~Zoom~~
- ~~○ January 4~~ ~~3:00-5:00pm~~ ~~Zoom~~
- ~~○ February 10~~ ~~3:00-5:00pm~~ ~~Zoom~~
- ~~○ March 5~~ ~~3:00-5:00pm~~ ~~Zoom~~
- April 9 3:00-5:00pm Zoom