

Meeting Minutes Archive**December 2, 1998**

To: Members of the Corporate Faculty

From: Secretary, Faculty Council

Subject: Meeting of the Faculty Council held in the Presidents Room, Marquette Center, WTC

#30. meeting called to order by Professor Shoenberger at 3:07 P.M.

Opening prayer was offered by Dr. Wendy Cotter, Theology. The prayer remembered Ms. Anne Hinman, Director, Employee Benefits and Administration on her recent illness.

#31. Minutes of the November Meeting

Chairperson asked for a motion to approve the November minutes.

Motion: That the November minutes be approved.

Moved: Dr. A. Cardoza, History

Seconded: Dr. A. Safer, Education

Action: The motion passed unanimously.

#32. Chairperson's Report

A. Professor Shoenberger began a discussion of the report of the ad hoc Committee on Governance. Dr. Micael Clarke, Chairperson of the Committee passed out to council copies of the "Report: Working Draft." The Committee is prepared to deal with the timing and procedural issues for the report. As the report is lengthy, sixty-five (65) pages and accompanying tables, she requested that the council read the report so that it can be discussed at the January Meeting. A letter will go out to all faculty in e-mail to the 1200 faculty in all the schools asking them to read the document and respond to it as well. The Committee will deal with the responses at their February meeting, present the draft report to the Board of Trustees at their March meeting, and present a final report at Faculty Council's May meeting. It was suggested that there needs to be a Faculty Convocation with the faculty and have some members of the Board of Trustees present, if possible. It was also suggested that an Executive Summary be included.

B. Professor Shoenberger informed council that the dinner will have a different format. The discussion with the Administration and the Trustees present will take place at the large dinner table. Council felt that the new system for dinner and discussion portended a loss of interaction with the Administration and Trustees. During a discussion one council member voiced an objection. Our questions are often of a difficult nature in inappropriate during dinner. We should have the question period moved up, and then, dinner.

C. Professor Shoenberger indicated that he had received a copy of the minutes of the Rome Center Faculty Council. It was noted that Dr. Jon Nilson, Theology, is taking an active part in their council and assisting its continued development.

D. Professor Shoenberger reported on the upcoming trial run of the teleconferencing system for Faculty Council's possible use in January. A test will take place on December 16, 1998. Participants will include: Dr. Allen Shoenberger, (WTC); Dr. Art Safer, (Mallin.); Dr. Thomas Ranck, (LSC); and Dr. Maria Connolly, (LUMC).

#33. Discussion of the Mallinckrodt Purchase

Professor Shoenberger began a discussion of the possible purchase of the Mallinckrodt Campus from the Sisters of Christian Charity. He indicated that he had received a communication from the Philosophy department which indicated that it was opposed to the move on the basis of space, library, raises and the Life Science Building which will be postponed. The vote of the department for purchase was 3 aye, 19 nay, and 2 abstentions. It was indicated that mis-communication has developed concerning the purchase following the comments presented in a recent Phoenix article. It was also noted that the Academic Council of the College of Arts and Sciences had also voted against the purchase. Council discussed the possible implications if the property was not purchased. Would the School of Education be dissolved? Where would it be placed? Concern was expressed about where the money would come from. It was indicated that the purchase price would come out of the income from the endowment for the purchase of the property. It would not come from the Operations budget. Council inquired of the members who are from the School of Education as to their opinions. Has

Education enough students to handle the deficit which will continue? The answer was yes. New programs such as additional Master's Degrees have been added. Several council members spoke strongly in favor of the purchase. This is a unique opportunity. We will be purchasing the property for 70% of the market value. It would allow for expansion up the North Shore. Looking to the enormous future for education in the next century, we need to purchase the property. Positive feelings were expressed for graduate education. The property is easily accessible. There is free parking, and room for an Educational Resource Building.

It was indicated that another department, Modern Languages and Literatures, had been polled. No results were announced. Discussion continued. It would cost millions to move Education back to the W.T.C. and there are apparently no rooms available as the campus is booked solid at night. A question arose as to why the Life Science Building as being delayed. It was indicated that the Life Science Building might cost in the area of \$50,000,000. Mallinckrodt would run in the area of \$7,000,000. Concern was then expressed about the undergraduate population in the School of Education. Should they be handled at L.S.C? Council tried to unravel the underlying issues. Concern was expressed that the Development Office has not been functioning at the expected level. We are apparently down a significant percentage (30%) from what we would expect from comparable institutions. How can we get them to operate more efficiently? It was questioned why there have been no additional professorial Chairs lately in other than the Medical School and the Law School. In the area of growth, we seem to be far behind comparable schools like Fordham which use faculty leadership to assist the President. It was noted that Development needs to know where to go to look for money and not come to ask faculty where to look. It was felt that Faculty Council needs to take a stand. There is value in the acquisition of property. Land will appreciate. If after three (3) years the property is not meeting our needs it could be sold.

Motion: We do not object to the purchase of Mallinckrodt and if after the three year period, it is not living up to its potential, it can be sold.

Moved: Dr. R. Tatalovich, Political Science

Seconded: Dr. M. Lawton, Fine Arts

Discussion followed on the motion. Council membership felt that we find ourselves in a demoralizing situation. Academic Council of the College of Arts and Sciences found themselves in a similar situation. It was suggested we need a committee to look at the utilization of the campuses. One problem is the process. There has been a lack of involvement of Faculty Council or the Academic Council but we were not completely informed about the matter. We do not object to the purchase. A vote was then taken:

Action: The motion was defeated; 7 aye; 13 nay; 6 abstain.

Another motion was offered.

Motion: We do not oppose the purchase of the Mallinckrodt campus as an investment asset for two reasons:

- (1) it is an investment opportunity we do not wish to lose and
- (2) we wish to support the School of Education.

We appreciate that for the first time Faculty Council has been asked to take part in such a decision. We have several concerns, however:

- (1) we are concerned about the lack of information that was made available to us at this point;
- (2) we are concerned about the proposed plan for the use of the Mallinckrodt campus, and are not endorsing it; and we would like to be involved in planning the best uses of the Mallinckrodt campus.
- (3) we are concerned that there are other pressing needs that may be being neglected.

Moved: Dr. Micael Clarke, English

Seconded: Dr. J. McNulty, Medicine-Basic Sciences

Action: The motion passed; 24 aye, 2 nay, 2 abstain.

#34. Discussion concerning the role of the Office of Advancement/Development/Public Relations

The issue of the Development Office arose because some faculty questioned whether it was fulfilling its intended role. Faculty have been contacted to inquire whether they know any Alumni who would be available to donate to the University. The faculty were requested to contact them for lunch and then ask for donations or gifts. It was felt that this is not the way for that office to function. In the past, contributions from the profits of the Hospital were used for various purposes. Today we need to look to alumni who will make donations. They are not there. One of the problems is that many students did not feel any obligation to the life of the University because they were simply commuters looking for a degree. Council believes that the Administration Policy and Services committee needs to examine all the issues and report back to Council.

#35. The Resolution concerning Financial Matters

Council then examined the resolution concerning the Educational Mission of the University given on pages 5 and 6 of the November meeting. The Resolution was moved and discussion followed. Council expressed concern about the place of academic concerns in the university which have not been discussed. The resolution apparently leaves this issue out of its concerns. Others felt that we need to talk about a spirit of cooperation which is also missing. The issue is not dealing with bad managers but it speaks to the fact that our financial system leads to improper decisions. The Consolidated Financial Statement shows an apparent deficit for all school and the Deans need to cut back. What we need to do in the situation is begin to develop trust and integrity. Are the Colleges getting full benefit from the shared services? The faculty needs to become involved in the decision making processes of the University.

Resolution concerning Educational Mission: "Good management of any enterprise requires that administrators equate an adequate budget for necessary and market-based costs with the desired outcome of performance and efficiency at which said enterprise is to operate. Accurate information about the performance and efficiency of any segment of the enterprise is absolutely critical to effective management and leadership of any enterprise. Information is necessary for controlling costs, maintaining physical plant, planning for the future, rewarding desired outcomes and for providing incentives to change. Good management is aware that each operating segment should be charged with only those costs that it has control over when measuring performance and efficiency. The "new economic plan" neither provides this information that is crucial to decision making nor rewards those segments that are operating effectively. For example, the consolidated entity is operating at a surplus which the academic operations are operating at a deficit, partly a result of an arbitrary allocation of shared services and fixed costs allocated to segments that are not controllable by those segments. Since the enterprise as a whole is operating at a surplus, this has led to a situation where tuition revenue is "spent" on costs incurred by non-related segments such as the advancement office. As a result of this deficit, constraints have been instituted in instructional expenditures over the last several years, constraints which now are seriously jeopardizing Loyola's educational mission. It has been reported from both the Mallinckrodt and Lake Shore Campuses that a serious shortage of classroom space exists; additional sections were needed to satisfy the demands of the freshman and sophomore classes that could not be supplied.

Therefore, be it resolved that Faculty Council proposes:

1. Loyola reaffirm its commitment to its educational mission, to invest anew in teaching and research in addition to marketable securities and buildings, and to establish and maintain high-quality educational programs for all students. This is our top priority.
2. Loyola develop appropriate budgeting procedures for its two major operating divisions, procedure that will provide the proper information and the proper incentives for administrators to make optimal economic decisions.
3. Loyola undertake an analysis of the needs of faculty, staff, and students and create a plan to fund those needs at equitable market-based levels.

Moved: Dr. B. Leonard, Business Administration

Seconded: Dr. L. Cain, Business Administration

Action: The Resolution carried: 17 aye, 4 nay, 5 abstain.

#36. Physical Resources Committee

Dr. Wendy Cotter, Chair of the committee, reported that Dr. Larry Braskamp, Sr. Vice President and Dean of Faculties, has appointed a University Space Planning Committee to provide an overview of the needs and renewal of the Lake Shore campus.

#37. Elections Committee

Professor Shoenberger indicated that the Elections Committee is still in need of a Chairperson to replace Dr. Mary Lawton, Fine Arts. Dr. R. Tatalovich, Political Science volunteered to serve as the Chairperson.

#38. Research Committee

Dr. Leslie Fung, Chairperson, passed out the minutes of a meeting with Dr. Ronald Walker, Executive Vice President, Dr. Larry Braskamp, Senior Vice President and Dean of Faculties, and Dr. Anthony Barbato,

President and CEO for the Medical Center, regarding the Research Committee's Report, including the Arthur Anderson study of Loyola's research infrastructure. (Minutes of this November 17th meeting can be found at www.luc.edu/resources/faccouncil/committees/research/november98_admin.htm) Dr. Fung re-stated the three recommendations in the Committee's report. (The Report can be found at www.luc.edu/resources/faccouncil/committees/research/andersen.htm.)

The three recommendations were:

1. that Loyola establish a vice president in charge of research for the university. Such an individual would have a position of research advocacy in the areas of vision, communication, coordination and accountability,
2. that Loyola resolve clearly whether the Stritch School of Medicine is to function as a part of Loyola University or as a separate entity with respect to research support. This decision has implications for the research administrative structures that can be implemented,
3. that Loyola needs to make immediate changes in procedures in several research support units of the University.

In particular, Grants and Contracts and Research Services have not been able to cope with the increase in the numbers of grants they are asked to handle. In the last four years, the number of grants has increased by 40%, while staffing in these units has not increased at all. There have been and still are serious problems with timely establishment of accounts upon grant award, accurate accounting for the use of funds, and compliance in reporting to granting agencies. There are also legal concerns in being able to properly account for funds awarded to Loyola for research activities. Immediate action is needed to establish normal business procedures in Grants & Contracts and Research Services as well as other research support units. The Committee believes that the report represents the views of the majority of the Faculty, although some administrators have asked questions about the extent of the concerns. It was felt by the Council that the Faculty need to communicate their feelings concerning the report, especially those who may not agree with the report to Leslie Fund (lfung@luc.edu) by Feb. 15.

#39. As there was no further business at this time, the meeting was adjourned for dinner and discussion with the President at 5:20 P.M.

Respectfully Submitted,
Dr. Thomas Ranck, Theology
Secretary, Faculty Council

Members Present

Professional Schools

Dr. Lou Cain, School of Business Administration; Dr. Tony Castro, Medicine-Basic Sciences; Dr. Maria Connolly, School of Nursing; Dr. Janis Fine, School of Education; Dr. Allen Goldberg, School of Medicine-Clinical; Dr. Meg Gulanick School of Nursing; Dr. Helena Gunnerson, School of Medicine-Clinical; Dr. Stephen Jones, School of Medicine-Basic Sciences; Dr. Nick Lash, School of Business Administration; Dr. Barbara Leonard, School of Business; Dr. John A. McNulty, School of Medicine, Basic Sciences; Dr. Art Safer, School of Education; Dr. Carolyn Saari, School of Social Work; Dr. Allen Shoenberger, School of Law

Arts and Sciences

Dr. Ann Bugliani, Department of Modern Languages and Literatures; Dr. Anthony Cardoza, History; Dr. Micael Clarke, English; Dr. Wendy Cotter, Theology; Dr. Leslie Fung, Department of Chemistry; Dr. Sarah Gabel, Theatre; Dr. Fred Kniss, Sociology; Dr. Mary Lawton, Fine Arts; Dr. Joseph Mayne, Department of Mathematical and Computer Sciences; Dr. Gerry McDonald, Department of Mathematical and Computer Sciences; Dr. Prudence Moylan, Department of History; Dr. Thomas Ranck, Department of Theology; Dr. David Struckhoff, Department of Criminal Justice; Dr. Arnold vander Nat, Department of Philosophy