

University Senate
General Assembly Special Meeting
Minutes
January 28, 2022

Senators Present: Minerva Ahumada, Francis Alonzo, Suzanne Bost, Laura Brentner, Anthony Deldin, William Duffy, Yvonne El Ashmawi, Sarita Heer, Lee Hood, Leo Irakliotis, Kristin Krueger, Patricia Lee, Joe Mitzenmacher, Wei Qui, Maria Wathen, Matthew Williams, Karen Cornelius, Anne Divita Kopacz, Kevin Newman, Mark Torrez, Selam Kashay, Matt Lorentz, Elani Williams, Abby Abuya, Jonathan Okstad, Thomas Kelly, Teresa Krafcsin, Justyna Canning (*ex. officio*), Tavis Jules (*ex. officio*)

Absent: Jenna Drenten, Eve Geroulis, Tobyn Friar, Erla Dervishi, Emily Barman, Margaret Callahan (*ex. officio*)

Quorum (27/33): Voting members present at start of meeting; quorum is **satisfied**.

Chair Heer called the meeting to order at 3:02 PM.

- I. **Review of preliminary agenda and call for motions to amend**
No motions to amend.
- II. **Approval of Minutes from November 19, November 29, and December 3**
Sen. Wathen motioned to approve all three. Sen. M. Williams seconded.
- III. **Presentation: Wayne Magdziarz on University Finances**
Chair Heer introduced CFO Wayne Magdziarz.

Presentation:

- Magdziarz began by outlining how Loyola did during the “COVID Year” (FY ’21). The University ended the year \$98MM short of budgeted revenue due in part to a smaller-than-anticipated freshman class and closed residence halls. The University successfully removed \$97MM in operating expenses, including by temporarily suspending contributions to the faculty/staff retirement plan and reducing select operating budgets. Faculty positions and hiring were not impacted, and there were about 90 staff furloughs and layoffs.
- This year, the University is managing toward “break even” results of operations. It is seeing favorable revenues, enrollments, and residence hall occupancy in fall and spring and will strategically restore expenses, beginning with student-facing academic and support expenses and moving

to mission critical non-academic units such as Enrollment Management, Marketing, Advancement, and ITS.

- This year, the University is currently about \$39MM ahead on the budget, due to a large freshman class, residence hall occupancy, and favorable tuition discounting.
- This year, over 80% of non-salary budgets have been restored.
- Remaining uncertainties for this fiscal year include COVID-related expenses, recruiting/retaining faculty and staff in a competitive employment market, and responding to the financial needs of students. Magdziarz also noted that Loyola will need to recalibrate space needs as work modality changes.
- The FY23 budget includes a 3.65% tuition increase. By doing three-year budget planning, the University has been able to better regulate tuition increases over time. Keeping tuition down requires both strong planning and growing graduate programs that have the greatest possibility for enrollment and revenue growth. Loyola's tuition and mandatory fee increases over the past few years has been slightly below our peer universities. Our first-year and mandatory fees are the middle of AJCU schools. With the need to keep tuition increases modest, it is challenging to grow net tuition revenue without robust graduate program growth.
- To keep tuition increases low, Loyola needs to manage non-salary operating budgets, diligently manage its debt (which is anticipated to be \$270M in FY23), increase fundraising, and focus on programs with greater enrollment growth potential.
- The budget also includes an additional 1% in financial aid for the incoming class with a goal of continuing to increase the recruitment of Black students.

Discussion:

- Sen. Jules asked how Loyola was able to grow its endowment quickly and reach \$1 billion. Magdziarz said it is related to market performance and the effectiveness of Loyola's internal investment operation.
- Sen. Lee asked what the "other revenue" line includes. Magdziarz said it includes food service, retail and residential leases, commercial operations, and residence life operations.
- Sen. Torrez asked if there is aggregated data on how tuition increases differentially impact students compared to other institutions and how the increase impacts low-income students. Magdziarz said that it is not easy to distill that data, because Loyola cannot get granular information on financial aid and scholarship from other institutions.
- Guest Charles Hwang asked how big a role inflation played in the tuition increase. Magdziarz said that it was discussed in detail and taken into consideration.

- Sen. M. Williams asked if Loyola has tried to disaster-proof the budget. Magdziarz responded that the closest Loyola can do to disaster-proofing is to strategically cut and replace expenses.
- Magdziarz offered to make this presentation to any department or division interested in the information.

IV. Discussion: Possible Models for New Senate

Chair Heer noted that the Bylaws Committee had offered three possible models for the composition of Senate (school-based, proportionality, and at-large) and invited discussion.

- Sen. M. Williams asked why the models were school based and not campus based and noted that the first two models were faculty heavy. He added that a certain number of Senators could come from each campus. Sen. Lee stated that it was not clear to the Bylaw Committee that a campus-based approach was desired over an at-large approach. Some schools could be disadvantaged because of where the schools are located. Chair Heer noted that faculty from each school are represented in Faculty Council and faculty issues would go there first.
- Sen. Deldin asked for clarification regarding one Senator representing a group of smaller schools in the proportionality model. Sen. Lee confirmed that smaller schools (by full-time faculty representation) would have a combined Senate seat in this model.
- Sen. Hood said that a concern with the at-large model is that larger schools or even one campus could win all the seats. Different schools and campuses should be represented somehow. Chair Heer said that the at-large model could be modified to enable campus representation. Sen. Kelly said that in general for both faculty and staff, roughly 50% are at LSC, 25% are at WTC, and 25% are at HSC.
- Sen. Krafcsin asked if the Bylaws Committee looked at pros and cons of each model. How would the Senate weigh the pros and cons and what weight would we give to each pro and con? She also asked whether Senators in a school model are representing their school or the broader constituency. Chair Heer said that the Senate should be University-wide in its interests and Senators would not be focused on their own school or department. She also wants to increase representation of staff. Sen. Krafcsin says this statement supports the at-large model, as it has an equal representation of each constituency.
- Sen. Ahumada asked if the at-large model could be divided by faculty who are tenured or tenure track, non-tenure track, or unionized. Sen. Lee pointed out that this might increase the size of the Senate. Sen. Kelly added that the mix of faculty varies by college and school.



- Sen. Duffy asked if a school-based model would be flexible enough to accommodate growing schools like Parkinson. Sen. Kelly pointed out Parkinson is still a small school percentage wise, even if it is growing.
- Sen. Deldin asked what the faculty percentages are based on. Sen. Kelly said only full-time faculty were considered in this analysis.
- Sen. Duffy said that he brought resolutions to Senate from Nursing because Nursing faculty knew he was their Senator. He is concerned that a different model like the at-large model moves the Senator away from their constituents. Sen. Kelly said that the proportionality and school-based models tries to respond to this concern, but schools already have a representative in Faculty Council.
- Sen. M. Williams would increase the staff and student representation in the proportionality and school-based models, but this could make the Senate too large. He leans toward the at-large model but encouraged the Senate to consider if some seats should be reserved for Arrupe or other groups.
- Sen. Krafcisin asked for the thinking behind the size of the Senate in the models. She suggested that the size of the at-large model could be decreased as Faculty Council, Staff Council, and the Student Government of Loyola Chicago (SGLC) exist. Sen. Lee responded that the at-large model focused on balancing stakeholders and that the number for each constituency group could change and even go lower.
- Chair Heer read an anonymous question from the chat that asked how the proportionality model was constructed. Sen. Kelly said that it is based on the proportionality of full-time faculty. The 700 jointly-employed physician faculty (LUC and LUHC) are not counted in the Stritch numbers, as most of these faculty are primarily affiliated with the hospital.
- Sen. Okstad appreciated that each of the constituent groups are equal in the at-large model. He suggested 6 each for the constituent groups. Four undergraduate students and 2 graduate students would represent the current proportion of students at Loyola. An at-large model also accommodates faculty and staff who move to different positions in the University or schools that get reconstituted.
- Sen. Ahumada asks if an Arrupe student on the Arrupe student government would get a Senate seat in any model. Sen. Kelly said that Arrupe students would be part of the general undergraduate population. The Student Government of Loyola Chicago (SGLC) has an approach to assigning members to Senate, and Senate has not gotten to that conversation.
- Sen. Ahumda and Sen. Kelly asked if Arrupe has a seat on the SGLC. Sen. Lorentz said that the selection of student Senators is not based on schools, but he could not comment on how or if Arrupe is part of SGLC.
- Sen. Torrez asked the Senate to consider where Senators are socially, politically, and physically located. For example, Nursing and Parkinson are split across campuses.



- Sen. Duffy asked if interested parties would be able to come to Senate to discuss resolutions from their areas, or if a Senator would have to represent their interests. Chair Heer said that the Senate has always welcomed non-Senators to add to the discussion at Senate.
- Sen. M. Williams said that the representation challenges inherent in the models are already part of the current Senate. He encouraged the Senate to invite more community members to take part in Senate meetings.
- Sen. Hood asked who counts as administrators and can they vote. Sen. Kelly said they are members of the Senate appointed by the president to represent the administration. Administrators are Senators and vote. Administrators are the fourth constituency represented in Senate along with faculty, staff, and students.
- Sen. M. Williams motioned for a straw poll on the models. Sen. Hood seconded.

Straw poll: Which option do you prefer for Senate representation?

Model 1 (school based): 6

Model 2 (proportionality): 5

Model 3 (at-large): 15

- Sen. Hood noted the school model (model 1) is basically the current model but the at-large model (model 3) needs refinements. Sen. Wathen agreed.
- Sen. Torrez pointed out that school-based voices are not guaranteed in the at-large model.
- Chair Heer encouraged Senate to refine the at-large model to include faculty and staff across Loyola's campuses. Sen. Kelly suggested that the Senate ask the Bylaws Committee to refine the model based on today's conversation.
- Sen. Deldin asked if the at-large model is driven by the total number of Senators or by the proportionality of constituencies. He suggested that the Health Sciences Campus needs additional representation and that this could be achieved by increasing the number of representatives per constituency to 8.
- Sen. Krafcisin asked the Senate to not forget the existing bodies in shared governance that would be informing the Senate. Sen. Jules encouraged the Senate to think broadly about representation and how the governance bodies will work together in the new governance structure. He said that Senate needs to be more nimble and flexible and that Senators need to spend a significant amount of time in service to their constituents and evaluation processes should recognize this.
- Sen. Duffy asked if Nursing Downers Grove is included in the Health Science Campus faculty numbers. Sen. Kelly says yes, if the faculty are employed by Loyola.

- Sen. Duffy asked if faculty are elected or appointed to Faculty Council. Chair Heer said it is an election per school.
- Sen. Ahumda encouraged the Bylaws Committee to look at what representation would be strategic to have on the Senate. How does the Senate complement what is happening in the other shared governance bodies? She encouraged the Senate to better understand how students are represented. For example, Arrupe students may not be represented in SGLC if they only have a liaison to SGLC. Sen. M. Williams prefers the at-large model with refinements including around student representation.
- Sen. Lee said that the Bylaws Committee is also the Elections Committee and it has an obligation to run the elections in February. Today's discussion will impact the timing of elections.
- Sen. Jules stated that Faculty Council is meeting in May and asked if Senate has discussed meeting in May. Chair Heer said that can be an electronic vote.
- Chair Heer motioned that Senate vote on Model 1 (school-based) and Model 3 (at-large) with refinements. Sen. Wathen seconded the motion.

Which model do you prefer?

Model 1 (school-based): 5

Model 3 (at-large) with refinements: 22

- Sen. Jules asked how Senate would transition to the new model. Chair Heer said it would be phased in to enable staggered terms. Senators with one more year would finish their terms. Sen. Jules asked if the election could be open to only current Senators. Sen. Lee said that it could be possible. Sen. M. Williams asked if some current faculty Senators could voluntarily step down to move closer to the new model.
- Sen. Kelly noted that we need to first decide the numbers for the new model of Senate before determining the transition plan. Sen. Duffy agrees.
- Chair Heer asks the Bylaws Committee to tweak model 3 and propose a transition plan.

V. Other

Chair Heer announced that the question of "Should Senate Remain on Zoom Indefinitely" would be moved to an online vote. The Senate also ran out of time to discuss the first two weeks of class.

Sen. Hood motioned for adjournment; Sen. Abuya seconded.

General Assembly meeting adjourned at 5:04 PM.

Respectfully Submitted ADK 2/11/22

Senate Meeting Schedule for Academic Year 2021-22

General Assembly Meetings

• September 10	3:00-5:30PM	Zoom
• October 15	3:00-5:00PM	Zoom
• November 19	3:00-5:00PM	Zoom
• January 28	3:00-5:00PM	Zoom
• February 25	3:00-5:00PM	Zoom
• March 25	3:00-5:00PM	Zoom
• April 22	3:00-5:00PM	Zoom

Executive Committee Meetings

• August 26	3:00-5:00PM	Zoom
• October 1	3:00-5:00PM	Zoom
• November 5	3:00-5:00PM	Zoom
• January 14	3:00-5:00PM	Zoom
• February 11	3:00-5:00PM	Zoom
• March 11	3:00-5:00PM	Zoom
• April 8	3:00-5:00PM	Zoom