

University Senate  
**General Assembly**  
Meeting Minutes  
January 17, 2020

**Senators Present:** Francis Alonzo, Emily Chin, Eilene Edejer, Zelda Harris, Sarita Heer, Ashley Howdeshell, Diane Jokinen, Kristin Krueger, Kelly Moore, Richelle Rogers, Tania Schusler, Steven Todd, Susan Uprichard, Maria Wathen, Kathleen Steinfelds, Mario Guerrero, Carlos Martinez, Niki Safakas, Thomas Sallese, Krislyn Zhorne, Justin Sia, Thomas Kelly, Nancy Tuchman, Tavis Jules, Margaret Callahan, Kevin Kennedy

**Absent:** Laura Goldstein, Abraham Singer, Michael Kelly, Tobyn Friar, Peter Kotowski, Todd Malone, Anita Nasser, Gouthman Menon, Jo Ann Rooney (*ex officio*)

**Guests:** Karen Paciero (VP Advancement)

**Quorum (23/31):** Voting members present at start of meeting; quorum is **satisfied**.

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Chairperson Susan 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 November 22 meeting**  
Motion to approve by Sen. Thomas Kelly, seconded by Sen. Thomas Sallese.  
Minutes approved.
- III. Vote: New Chair of the Diversity Subcommittee**  
Chair Uprichard announced that Senator Ben Feliche, who was also chair of the Diversity Committee, has left Loyola for a new position. Chair Uprichard requests nominations for a new chair of the Diversity Committee.

Sen. Zelda Harris requested that members of the Diversity Committee be recognized to remind the Senate of the current membership. Chair Uprichard listed members of the Diversity Committee, Sen. Emily Chin, Sen. Carlos Martinez, Sen. Kelly Moore, Sen. Anita Nasser, and Sen. Richelle Rogers.

Sen. Richelle Rogers nominates Sen. Carlos Martinez to be chair, seconded by Sen. Kelly Moore.

Sen. Martinez is elected, no abstentions or nays.



**IV. Information/Discussion Item: ELLP (English Language Learning Program)**

Chair Uprichard introduced the topic and gave Provost Margaret Callahan (*ex officio*) the floor.

Provost Callahan: It was always Loyola's intention to have English language services for international students, but to provide those services in a cost effective and efficient manner. The recent difficulties in students obtaining visas to come to US to study has affected enrollment numbers, but there has been a downward trend in enrollment for several years. ELLP currently is a mix of full-time faculty and part-time staff to provide services to students. The program hopes to increase enrollment, but acknowledges this challenging climate.

Sen. Sarita Heer: Can you address the *Open Doors* report and how it documents an increase of international students at other schools like University of Chicago and Northwestern University? Why the decline at Loyola?

Provost Callahan: We are aware of this report and that difference is due to large endowments and program mix at those schools. Discounted tuition is another difficulty, as Loyola cannot match that discount in the same manner as larger schools. It should be noted that Loyola did not decrease the budget for recruitment of international students until the last six months.

Sen. Kelly Moore: Can you please clarify Figure 2 in the ELLP handout?

Provost Callahan: This chart is of incoming international freshman by year and the label "Investments in International Student Recruitment" points to the funding increase for recruitment.

Sen. Diane Jokinen: If the program was not meant to be eliminated, can you explain the communication difficulties that led the ELLP staff/faculty to believe the program was going to disappear?

Provost Callahan: It is unclear why this miscommunication happened. There was also a rumor about \$80 million being left on the table, but that was untrue. The \$80 million number is hard figure out how it became part of the conversation, but the changes came about because of concerns about the decline in enrollment. If there are any questions, please send to me. Thank you.

**V. Information Item: Strategic Planning Update**

Chair Uprichard mentions that this is Provost Callahan's last meeting and the Senate would like to thank her for her service. Floor given to Provost Margaret Callahan (*ex officio*).



Provost Callahan announces she will be involved with the Strategy and Innovation office here at Loyola.

Provost Callahan: As we start to write our new strategic plan, we want to avoid a difficulty we had in the previous plan. The difficulty with Plan 2020 has been how to prove if the plan has been effective and how can we measure the success of the plan. The next strategic plan will work to avoid this, while also making the process highly inclusive.

Currently, the steering committee is working through all of the data collected at the events held on the three campuses in October. This data will inform the initial draft of the strategic plan. The draft will be made available in March and focus groups will be hosted on all three campuses to gather feedback about the draft. The focus groups will be made up of faculty, staff, students, alumni, and community members.

Sen. Kelly Moore: How will people be notified about the focus groups? I don't recall any notification about the initial events held in October.

Provost Callahan: We did send out emails for the October events and my apologies if you did not receive one. We have not sent out the emails about the focus groups yet, but that is how we plan to notify everyone.

Chair Uprichard: How will the focus groups be formed?

Provost Callahan: We will ask people sign up to participate. There will be 3-4 focus groups at LSC and 2-3 focus groups each at WTC and HSC.

Sen. Nancy Tuchman: Do you have an idea of what the Steering Committee has come up with so far?

Provost Callahan: Steering is still analyzing the data. Over 400 ideas were submitted during the university-wide events in October.

Students, faculty, and research were the three dominate themes that came out of the October events. These three themes plus support for faculty research, alumni engagement, philanthropy, how to support strategic initiatives, how to create a more diverse, inclusive, and equitable environment, greater support for Loyola's mission, stability and support for UMC and Advancement, and growing revenue enhancing programs will be the focus of the new strategic plan.

The Steering Committee will continue to work with this feedback, form writing groups, schedule the focus groups, and develop an online feedback system to maximize participation regarding the initial draft. The draft will then be revised and feedback will be requested again on that revised draft. The Board will be presented with this revised draft and their feedback will be accepted. Once a final plan is set it will be sent to the Board for approval and then distributed to the University and implemented. The final plan aims to be set by September/October of 2020.



In closing, I want to remind the Senate of our kickoff event speaker, Dr. Freeman A. Hrabowski III, President of University of Maryland Baltimore County, who encouraged everyone to go out on a limb, not fear risk, and to try new things in order to achieve our goals.

Please send me any questions or feedback you have concerning the strategic plan and visit [www.luc.edu/strategicplanning](http://www.luc.edu/strategicplanning) for more information and updates.

Chair Uprichard: Once the plan is approved will the office of Strategy and Innovation reach out to departments and units to offer help in implantation?

Provost Callahan: Yes, it will. Perhaps an Innovation Council will be set up to evaluate what should be invested in and how. But the office will certainly help with implementation.

Sen. Zelda Harris: What is the priority process for the goals in the strategic plan? How will decisions be made about where the investments should be made?

Provost Callahan: Once the plan is approved, the Board will need to be consulted. The Office of Strategy and Innovation will have some seed money, but will need the larger Loyola backing to implement this strategic plan.

Sen. Maria Wathen: How will interdisciplinary research and teaching across campuses be addressed and encouraged?

Provost Callahan: We need to gather information and work out the details and make some intentional decisions about tuition sharing for example to really encourage interdisciplinary research and teaching. I would like to see what the Schools and units have as ideas to invest in interdisciplinary teaching too.

## **VI. Information /Discussion Item: Advancement**

Chair Uprichard introduced the topic and gave the floor to the invited guest, Karen Paciero (VP for Advancement).

Karen Paciero is Loyola's new VP for Advancement and has been in her position for 12 weeks.

VP Paciero: I am new so these ideas will change but here are my goals and thoughts on building a strong future for LUC Advancement.

I started my career as a social worker working in a crisis nursery program in Detroit. I had success with the funders for this crisis nursery and made the shift to handling advancement for community-based organizations. Then I moved to St Jude Children's Hospital to help raise funds for childhood cancer treatments and cures. My previous position was at University of Chicago Medicine raising money for all aspects of basic science research.



My goal at Loyola is to build a comprehensive fundraising strategy.

#### Guiding Principles of Advancement

- Advancement enables Mission
- Gratitude and appreciation of ALL donors
- Focus on the outcomes and impacts
- Fundraising is a “Team Sport”
- Be metrics and data driven
- Focus and steer clear of tasks that will not drive results
- Listen and ask questions, hear what the donor would like to achieve
- Success of Advancement is in long-term retention of staff, fundraising is based on relationships

#### Objectives

- Examine organizational structure, policies/procedures, and staffing.
- Align and expand advancement resources to achieve aspirational fundraising and alumni engagement goals.
- Deepen partnerships with University Leadership, Deans, Faculty, Trustees, and Alumni Boards to actively gain participation in the advancement process.

There is a need to create foundational elements of a solid advancement program not just “whale hunting” for huge gifts. And those foundational elements will set Advancement up for success.

My process to achieve these stated goals and create a solid foundation will include

- Meeting constituencies, learn the organization and its needs, create plans
- Learn what is currently happening and how/if take that into the future
- Start meeting donors and trustees to see what they think are Loyola’s opportunities
- Will align with Strategic Plan once plan is set
- Look to shore up campaign strategies

#### Observations so far

- Inspired by the readiness and welcoming to the Advancement team/plan
- Good solid work is already happening but some fundamental aspects need to be added
- Work on a more comprehensive plan to engage alumni, including using technology to give them a better alumni experience
- Better track alumni opportunities

I would be happy to answer any questions.



Sen Kelly Moore: The constituencies you are consulting with, will that include faculty and staff?

VP Paciero: I have not as of yet met with teaching faculty, but look forward to having those interactions and meetings. Staff is a group I am eager to further engage with.

Sen. Zelda Harris: What are your thoughts on the various alumni groups within the University, like Law and if you find their current model successful?

VP Paciero: So far it does seem to be working well and they report through my office so I am in the loop on their activities. I see the Medical and Law alumni groups working with the larger central Advancement while maintaining their knowledgeable relationships with these alumni groups. We need to ensure those groups are staffed well and other schools and units should also see good staffing with regards to Advancement. An example would the College of Arts and Sciences, at the moment they have only one staffer but there is an obvious need for more staffing.

Sen. Niki Safakas: What areas are we doing well in for gathering donors and engaging alumni?

VP Paciero: Business and Law have done a good job of engaging alumni as donors. They have solid communication plans and good volunteer boards for fundraising. The other groups on campus are also doing well but need more resources.

Chair Uprichard: You mentioned fundraising as a “Team Sport”, how can Senate and individuals be of help to your office?

VP Paciero: The hardest part is the learning curve. Discovering all the work that is being done can be difficult, so sharing that information with Advancement is key. Talk about the work in your area/school/dept to make sure the work gets highlighted. You are the best brand ambassadors so when you talk about Loyola you are sharing the great work and opportunities that live here. There will be other opportunities to present your work to donor and alumni groups. The sharing of the work and opportunities here doesn’t just have to come from the Advancement Office.

Prof. Bryan Pickett (Biology Department, audience member): Are we developing strategies to recruit and engage alumni who are not just the “whales”? Especially since we educate so many in the health care field and they are deeply engaged in their fields as alums.

VP Paciero: Yes, we want to develop more strategies that tap into alums donating in relation to their field. This country is incredibly generous when



people are asked to give to causes close to their interests and life experience. We must value these individuals and help connect these alums to the right channel of giving.

Chair Uprichard: Can we engage those alums not just in a monetary way?

VP Paciero: Yes, we can engage their time. Mentoring, volunteering for events, these are just some of the opportunities we can create for alums wanting to give Loyola their time.

## **VII. Information Item: Benefits Resolution**

Chair Uprichard: After the benefits discussion in the last senate meeting a resolution was drafted.

Resolution Calling for Shared Governance input in the re-establishment and expansion of the Benefits Advisory Committee (BAC) was voted for online with a result of 18 in favor; 0 opposed; 1 abstention. The resolution passed.

Chair Uprichard and Faculty Council Chair Tavis Jules meet with President Rooney this week and she appreciated this work by the Senate. One clarification was that BAC will be broad and include more than just health care. To the point that BAC should report out not just to HR and President but also to shared governance to enhance communication, President Rooney seemed very open to that reporting structure. President Rooney will make a draft relating to the BAC and share with the heads of governance bodies. Their input is welcome regarding this draft. President Rooney did not give a timeline for this process.

Sen. Kelly Moore: Thank you to Susan (Chair Uprichard) for organizing this and writing it up and meeting with Rooney regarding this issue.

## **VIII. Old Business**

- i. Executive Council on Diversity and Inclusion
- ii. New Tobacco Use Policy
- iii. Please send questions for Finance Presentation

Chair Uprichard: Wayne Magdziarz is requesting that we have specific questions regarding the finances so he does not just give the same presentation as his town hall. Please send your questions to Chair Uprichard. The slides from Wayne's town hall presentation will also be posted to help Senators generate questions.

Tobacco Use Policy: Chair Uprichard has reached out to heads of the governance bodies and the Student Government, since they created this policy, to meet with Jane Neufield and Winfried Williams to see if a committee is needed to address this policy. In process of setting up that meeting.



Executive Council on Diversity and Inclusion: Chair Uprichard reminds about the presentation by Winifred Williams. Currently, the Senate does not have representation on this council while faculty, staff councils and student government do. There is a request for a volunteer from Senate to serve on the council for potentially a two-year term, but Chair Uprichard will contact Winifred Williams to clarify this. Sen. Kevin Kennedy is Staff Council representative and can report out to Senate until a volunteer is seated.

Sen. Mario Guerrero: Are the minutes from the Executive Council on Diversity and Inclusion meetings online?

Chair Uprichard and Sen. Kevin Kennedy do not believe so.

Chair Uprichard: If anyone wants to serve on the Executive Council on Diversity and Inclusion, please let her know.

Sen. Kelly Moore motioned to adjourn. Sen. Kathleen Steinfelds seconded. **Meeting adjourned at 5:00 PM.**

*Respectfully Submitted*

### Senate Meeting Schedule for Academic Year 2019-2020

- **University Senate Schedule:**

- ~~September 6~~ 3:30-5:30pm LSC - IES, Room 123/124
- ~~October 11~~ 3:00-5:00pm LSC - IES, Room 123/124
- ~~November 22~~ 3:00-5:00pm LSC - IC 4<sup>th</sup> Floor
- ~~January 17~~ 3:00-5:00pm LSC - IC 4<sup>th</sup> Floor
- February 14 3:00-5:00pm LSC - IC 4<sup>th</sup> Floor
- March 20 3:00-5:00pm LSC - IC 4<sup>th</sup> Floor
- April 24 3:00-5:00pm LSC - IC 4<sup>th</sup> Floor

- **Executive Committee Schedule:**

- ~~August 26~~ 4:00-5:00pm Zoom
- ~~September 23~~ 3:30-4:30pm Zoom
- ~~November 8~~ 3:00-4:00pm Zoom
- ~~January 6~~ 3:00-4:00pm Zoom
- January 31 3:00-4:00pm Zoom
- March 6 3:00-4:00pm Zoom
- April 6 3:00-4:00pm Zoom