**SAINT LOUIS UNIVERSITY**  
**FACULTY SENATE**  
**MINUTES**  
**December 2, 2008**


**Absent:** R. McGuire, H. Alhorr, D. Williams, W. Perman, C. Puyo, B. Whitman, T. Kelly

<table>
<thead>
<tr>
<th>TOPIC</th>
<th>DISCUSSION/RECOMMENDATIONS/ACTION</th>
<th>FOLLOW-UP</th>
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<tr>
<td>Call to Order</td>
<td>President Miriam Joseph called the meeting to order at 3:33 p.m. in room 170 of the Busch Student Center.</td>
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<td>Call of the Roll</td>
<td>Secretary Jane Turner called the roll.</td>
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<td>Faculty Representative, Board of Trustees Investment Committee</td>
<td>Brian Till (CSB) provided an overview of the functions of the Investment Committee and his role on the committee. B. Till receives meeting materials about one week in advance of the quarterly meetings and can place items on the meeting agenda. He stated that the committee primarily develops a strategy to generate income from the endowment while maintaining a target return objective, and reminded senators that university endowments are managed for perpetuity. The committee works with Summit Associates, an investment advisory firm, to that end. S. van den Berg (A&amp;S) asked how often assets are reallocated. B. Till responded that target percentages are changed over time as asset performance changes; approval to make a shift in an investment may occur quarterly. L. Hoechst (DCHS) asked if the committee holds off-schedule meetings. B. Till answered yes, there have been such meetings, e.g., when the University considered switching from Bear Stearns to Summit. G. Marks (A&amp;S) asked if the endowment is passively managed. B. Till replied no, not completely, as sometimes a shift is made from one fund to another within an asset class on the advice of Summit. P. Schmitz (SOM) asked if the current model differs from years ago when the endowment suffered a significant loss. B. Till stated that he is unfamiliar with the model used back then. S. van den Berg asked if each fixed endowment fund can be drawn down at the rate of 4-1/2 % or whether the draw varies by fund. B. Till said he didn’t know the answer as that has more to do with the finance committee. B. Hubble (DCHS) asked about the impact on the endowment of recent financial institutions’ failures; B. Till replied that he’ll know more when the Board committee meets.</td>
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<td>Approval of the Minutes</td>
<td>The minutes of the October 28, 2008 meeting were approved with the following change: The President and Executive Committee Report: President Miriam Joseph invited senators to ask questions about or to discuss the report of the President and EC.</td>
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<td>Q&amp;A (Report of the President and Executive Committee)</td>
<td>President M. Joseph invited questions from the floor regarding the Report of the President and EC. R. Willits (PC) asked how merit increases are handled at other institutions and what is considered “meritorious” at SLU; several senators, including department chairs, shared their experiences regarding merit allocations. G. Marks asked what constitutes interest expenses. I. Redmount (A&amp;S) responded that it is money the University pays out on a debt. K. Druschel (A&amp;S) asked if room and board is included in the cost of tuition. M. Joseph replied no. T. Geller (SOM) asked how SLU’s level of tuition dependence compares with that of other Jesuit institutions; M. Joseph will</td>
<td>M. Joseph</td>
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<tr>
<td>TOPIC</td>
<td>DISCUSSION/RECOMMENDATIONS/ACTION</td>
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<td>Q&amp;A (Report …) continued</td>
<td>check into that. Y. Belyaeva-Standen asked about auxiliary enterprises; M. Joseph answered that they include, for example, Chartwells.</td>
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<td>University Budget Update</td>
<td>M. Joseph introduced the topic by stating that in light of the difficult economic times we’re in, all faculty and staff positions are being scrutinized more closely than usual. She related that the Board of Trustees will meet on December 6th and review the University’s FY10 budget, including recommendations for tuition increase and merit pool. Discussion ensued about delays in hiring for grant-funded positions which impacts SLU’s ability to meet deadlines required for funding. J. Fu (SPH) reported that a grant-funded non-tenure-track faculty position is being held up in his school and asked the EC to follow up. J. Ammann (SOL) proposed that better paid faculty increase their giving to the University and that the Faculty Senate establish a student scholarship. Supporting and dissenting views were expressed from the floor. R. Willits (PC) asked how much of one’s donation goes to the endowment vs overhead. M. Joseph replied that she’d find out from VP/CFO Bob Woodruff. R. Willits stated that she knows alumni who won’t donate to SLU because of concern about how funds are used. M. Joseph will follow up with VP/Development &amp; University Relations Tom Keefe about this matter. C. LeRouge (CSB) noted that she’d tried to split up a donation among several funds but was told she could not. M. Joseph will ask Tom Keefe about this. M. Knuepfer (SOM) said he’d like to know from T. Keefe if faculty participation in making donations makes a difference in securing external donations. P. Harrison (SOL) noted that even small donations count; it’s often the participation level rather than the dollar amounts that most matter in attracting external donors. M. Joseph said she would invite T. Keefe to a Faculty Senate meeting next semester. D. Kaplan (CSB) wondered how much the confidential interoffice mailings from the Development Office cost; M. Joseph will inquire. T. Tomazic (UU) commented about faculty using their personal funds to supplement underfunded departments and how these donations go unrecognized.</td>
<td>EC</td>
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<td>Faculty Senators’ Reports from Faculty Assemblies</td>
<td>J. Turner invited Senators to report from their units’ assemblies. K. Druschel (A&amp;S) reported that the College’s Technology Committee was preparing a report on management issues (e.g., censorship, poor presentation of academic programs) related to departmental Web sites and planned to bring it to the Senate. M. Joseph advised that it be presented to the EC first.</td>
<td>M. Joseph</td>
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<td>Shared Governance Action Plan</td>
<td>President-Elect Joanne Langan solicited comments from the floor regarding shared governance. J. Turner noted that the SOM recently had a town hall meeting for faculty with an open forum. J. Langan stated that the dean of SON is sharing more information with faculty and has asked faculty for feedback on some items. J. Romeis (SPH) said Senate reports are well received at School faculty assembly meetings; this is also the case in social work. A Doisy senator related that there’s been an increase in transparency from their dean. J. Langan discussed the EC’s proposal to the Provost for evaluations of deans, directors and chairs by faculty. The Provost is open to reviewing formats for achieving this end. M. Joseph related that she’s noticed a substantial change in transparency in the budget process this past year at the administrative level. She also informed the Senate that the EC regularly reviews policies and provides feedback to the Provost; as President of the Faculty Senate she has access to the vice presidents and represents faculty concerns to them.</td>
<td>M. Joseph</td>
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Adjournment | The meeting was adjourned at 5:20 p.m. | |

Respectfully submitted,
Jane Willman Turner
Secretary of the Executive Committee of the Faculty Senate
Report of the President and Executive Committee (EC)

I. Presentation on SLU Investments and Endowments
   This annual presentation by VP-Business & Finance/CFO Bob Woodruff and Treasurer and Chief Investment Officer Gary Whitworth, planned for today’s Senate meeting, has been rescheduled for the January 27, 2009, Senate meeting. Their annual presentation on the University budget also will take place in January. All faculty will receive an invitation to attend the January Senate meeting.

II. University Budget
   The President’s Coordinating Council (PCC) and academic deans continued to meet throughout November to prepare FY10 budget recommendations for consideration by the SLU Board of Trustees. As previously noted in this report, significantly more financial information has been shared with the deans than in the past, providing improved context for decision making about budget matters. The Board’s committees meet throughout the current week; the full Board meets on December 6th and will finalize the FY10 University budget at that time. Notification about FY10 tuition rates and the faculty/staff salary merit pool are expected out early the following week. Nothing is final until the Board makes its own decisions about the University budget, but the picture isn’t encouraging.

   The Senate’s Compensation and Fringe Benefits Committee has made these recommendations for the FY10 budget year:

   1. The Committee recommends that as future budgets are determined, there be a 3-year and 5-year plan to address faculty compensation concerns for the future. Rather than view requests for merit increases and “catch-up” initiatives on a year to year basis, the goal would be to have an overall plan that would bring salaries and benefits in line with benchmarks and performance. While we recognize that the current economic environment is difficult at best, there is also the realization that it takes time to get the funds in place to support such an initiative. If a multi-year plan were crafted, we would be better able to put it into practice when the economy improves. This could be patterned after the successful implementation of the increase to 10% matching retirement funds.

   2. While we understand the need for assessing merit and performance based rewards, the University needs to address the disparities in salaries at all ranks. Associate and Assistant Professors are at the 20th percentile of AAUP salaries and Professors are at the 40th percentile. The differences are even greater when salary compression is present and when evaluating the salaries between the various schools and colleges. The University needs to implement a five year “catch-up” initiative. Consideration should be given to those faculty at the rank of Associate and Assistant Professor. Recommendation: A 2.5% average increase as the first increment of a five-year “catch up” initiative.
3. The FY2009 budget provided a 4.5% average merit increase pool. The Senate proposed a 5% increase for FY2009. This pool was distributed based on performance levels. In order to continue to be able to retain quality faculty, especially in light of the looming retirements associated with the “baby-boomer” generation of faculty, the university should continue to reward high performing faculty members at all ranks. **Recommendation: A 4.5% average merit increase for faculty.**

The reality is that there will be no 4.5% average merit increase in FY10, and any merit increase will be significantly smaller. Nonetheless, the Senate Executive Committee (EC) submitted these recommendations, along with the *Mean SLU Faculty Salary Comparison 1999-2008* compiled by Mark Knuepfer, for the record. In her cover letter, Senate President M. Joseph wrote: "...we ask that, as University leadership works to both address the current economic crisis and engage in future University strategic planning generally, faculty salaries be considered strategically, with a view to the long term. SLU cannot achieve or maintain academic greatness, or achieve the long-stated aspiration of becoming the finest Catholic university in the United States, without a strong faculty. Fair compensation and adequate resource support are necessities. SLU is fortunate to have so many high performing faculty who are committed to the University’s mission and values. But just as we are rightly concerned about whether the families of current and prospective students can afford for them to attend SLU, we ought not forget that our faculty (and staff, for that matter) also have bills to pay, families to support, and children to send to college. Note that the Senate CFBC’s first recommendation calls for a multi-year plan. We cannot continue to pit salary and tuition increases against each other every year. Our university must do long-term planning and visioning to commit to progress with regard to salaries."

Over the past month, we’ve all read articles from various sources—and letters from university presidents all over the country—about the likely impact of the current and projected economy on higher education in general as well as on specific institutions. Hiring freezes and budget cuts have, unfortunately, become the norm. Dr. Boyd Bradshaw and his Enrollment Management staff have been making changes in student recruitment and admissions strategies in hopes of attracting more new students, especially domestic freshmen, to SLU. They’ve also been working on the financial aid side to both help retain current students and make a SLU education more affordable to prospective students. Boyd will attend a spring Senate meeting to provide an update. Given SLU’s high degree of tuition dependence, new student recruitment is a crucial activity—and one made that much more challenging by today’s economy. The PCC and deans will meet again soon to strategize different/innovative ways in which we can use our existing resources.

**III. Faculty Representatives on Board of Trustees Committees**

The Senate EC is meeting with the faculty Board representatives, who were nominated by the EC for these positions per *Faculty Manual* Section II.E., to discuss matters of concern and ways in which interaction between the representatives and Senate might be improved. Brian Till, the current representative on the Board’s Investment Committee, will attend today’s Senate meeting to provide an overview of that Committee’s activity and his role as a member. Other faculty representatives will be invited to future Senate meetings for this purpose. A list of the current faculty Board Committee representatives is posted at [http://www.slu.edu/organizations/fs/committees/bot/bot_0809.pdf](http://www.slu.edu/organizations/fs/committees/bot/bot_0809.pdf).

**IV. Responses to Questions Raised at October 28, 2009, Faculty Senate Meeting**

1. **Thanksgiving Break Housing for International Students:** Drs. Kent Porterfield-VP/Student Development, and Alvin Sturdivant-Director/Housing and Residence Life, provided this information:
   
   These residences remained open over the Thanksgiving Break: Marchetti West, Village Apartments, Grand Forest Apartments, Lacleda Houses, and Reinert Hall. Reserved spaces at reduced rates at the Water Tower Inn Students were available to students who do not live in the...
listed locations. (Note: SLU’s current housing rates don’t breaks. Most institutions either charge for break housing by the day or build the expense into their annual room rates—which charges all residents for a service that relatively few use.) Further, International Student Services, the International Student Federation, and Campus Ministry have identified families in the community who welcome the opportunity to host SLU international students in their homes over the break.

Housing and Residence Life is exploring Winter and Spring Break options for international students who wish or need to remain on campus during those times. Longer term, the possibility of having break housing available in other campus residence halls is being explored, along with publishing that information in advance of the housing sign-up process so that students can indicate a preference during the application and contract phase of the process for a location that offers break housing.

2. **Faculty/Staff Ratios:** The annual Saint Louis University *Fact Book* provides the relevant data. A handout will be available at today’s Senate meeting. For reference, see the following:

   *Fact Book 2007-2008*

   - **Section 4: University Data: Faculty and Staff Characteristics**
     - Table 4.1: Full-Time Faculty by School/College, 2005-2007 (Page 29)
     - Table 4.2: Part-Time Faculty by School/College, 2005-2007 (Page 32)
     - Table 4.6: Fall 2007 Staff by Gender and Race/Ethnicity (Page 34)

   *Fact Book 2006-2007*

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     - Table 4.6: Fall 2006 Staff by Gender and Race/Ethnicity (Page 34)

   **Note:** Data for Staff is categorized by Primary Occupational Activity, i.e., Managerial, Professional (non-faculty), Technical/Paraprofessional, Clerical/Secretarial, Skilled Crafts, Service/Maintenance.

   Earlier editions of the *Fact Book* are available in the St. Louis Room of Pius Library.

3. **SLU Expenditures vs Tuition:** See pages 4-5 of this report.

V. **Roster of Senators**

   Senators’ photos received to date have been added to the roster. REQUEST to senators: Please send current photo to M. Joseph ([josephme@slu.edu](mailto:josephme@slu.edu)) for inclusion.

VI. **Emergency Notification Registration**

   Please continue to remind your faculty and staff colleagues to register their personal contact information. Annual verification is necessary to ensure the accuracy of the information needed for this purpose. Login through Banner Self-Service at [https://fsselfserv.slu.edu/fssctprod_prod1/twbkwbis.P_WWWLogin](https://fsselfserv.slu.edu/fssctprod_prod1/twbkwbis.P_WWWLogin) .
### FY 2009 SLU Academic Operating Budget
#### General Unrestricted Funds (000's)

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<th>Category</th>
<th>Amount (000's)</th>
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<tbody>
<tr>
<td><strong>Operating Revenue</strong></td>
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<tr>
<td>Tuition &amp; fees (gross)</td>
<td>315,589</td>
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<tr>
<td>Less scholarship allowances</td>
<td>(90,053)</td>
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<tr>
<td>Net Tuition &amp; fees</td>
<td>225,536</td>
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<tr>
<td>Govt grants &amp; contracts</td>
<td>10,831</td>
</tr>
<tr>
<td>Contributions &amp; private grants</td>
<td>2,178</td>
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<tr>
<td>Endowment &amp; other invest income</td>
<td>24,858</td>
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<tr>
<td>Auxiliary enterprises</td>
<td>45,782</td>
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<tr>
<td>Other</td>
<td>5,139</td>
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<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>$314,324</td>
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<thead>
<tr>
<th>Category</th>
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<tr>
<td><strong>Operating Expenses</strong></td>
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<tr>
<td>Compensation</td>
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<td>General expense &amp; contingency</td>
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<td>Depreciation &amp; amortization</td>
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<td>Contributions &amp; private grants</td>
<td>2,178</td>
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<tr>
<td>Interest expense</td>
<td>10,941</td>
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<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>$309,940</td>
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**Surplus** $4,384

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**Notes:**

1. General Expense Categories include: Purchased Services (e.g., Chartwells, Shuttle Services, Interlibrary Loan), Utilities, Service Department Charges (charges within departments, from one department to another), Travel & Business Meetings, Books & Subscriptions, Service Repair Contracts, Insurance/Non-Fringe, Rentals (e.g., Tenet), Communications (e.g., USPS, Long Distance Telephone), Equipment Maintenance, Maintenance Supplies, Minor Equipment, Printing & Duplicating, Building Improvement, Other Expense, Other Supplies, Office Supplies, Teaching & Research Supplies (e.g., Costumes), Dues & Memberships (e.g., Internet II), Financial Aid Non-Discount, Construction Contract, Athletic Equipment, Clinical Supplies. General Expense Categories exclude Fringe Benefit Expenses, Employee Deduction/Fringe, All Recoveries, Financial Aid Discount.

2. Surplus before transfers (e.g., professorships); also used for capital improvements.

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**OTHER BUDGET NOTES (Information provided by VP-Business & Finance/CFO Bob Woodruff)**

**Key Elements of the Budget:**

- Enrollment
- Retention
- Tuition Rates
- Financial Aid
- Room & Board Rates
- Clinical Activity
- Employee Headcount
- Merit Increases
- New Spending
**Sources of Revenue (2009 Budget)**
- Tuition and Fees 72%
- Auxiliary Enterprises 15%
- Endowment 8%
- Government Grants 4%
- Contributions 1%

**Expenses (2009 Budget)**
- Personnel 65%
- General 26%
- Depreciation 6%
- Interest 3%

**How the Elements Relate to Budget:**
- Enrollment, retention, tuition rates, financial aid drive tuition and fee revenue. (72% of revenue)
- Enrollment (occupancy) and housing/board rates drive auxiliary revenue (15% of revenue)
- Funding for personnel expense is directly linked to tuition & fees which is driven by enrollment. Employee headcount is linked to enrollment. (65% of expense)
- Same for General Expense. (26% of expense)

**Enrollment Drives the Budget!**
- 87% of revenue is directly linked to enrollment.
- 91% of expense is directly linked to enrollment.
- Employee headcount is directly linked to enrollment.
- Funding for capital improvements is directly linked to budget surpluses.