

Minutes of the
Fourth Regular Meeting of the Seventh Senate
Purdue University Fort Wayne
December 9, 2024
KT G46

Agenda
(as amended)

1. Call to order
2. Approval of the minutes of November 11 and November 18
3. Acceptance of the agenda – L. Roberts
4. Reports of the Faculty Chairs
 - a. Past Chair (UPC Representative) – B. Buldt
 - b. Chair (Presiding Officer) – C. Gurgur
 - c. Chair-Elect (IFC Representative) – J. Nowak
 - d. Provost Remarks – C. Drummond
5. Special business of the day
 - a. Annual Report on the Budget, SR 24-22 – G. Nakata
6. Unfinished business
7. Committee reports requiring action
 - a. Approval of Doermer School of Business P&T Document, SD 24-9 – FAC, A. Khalifa (for discussion/action)
 - b. Bylaw Change – Charge of the MAAS Committee, SD 24-10 – SAC, S. Buttes (for discussion/action)
 - c. Bylaw Change – Revision to the Senate Bylaws to Include Faculty Membership on the Campus Conduct Review Board, SD 24-11 – SAC, S. Buttes (for discussion/action)
8. New business
9. Question time
 - a. Administration Response to October Senate Questions, SR 24-21 – R. Elsenbaumer
10. Committee reports “for information only”
11. The general good and welfare of the University
12. Adjournment*

*The meeting will adjourn or recess by 1:15 p.m.

Presiding Officer: C. Gurgur
Parliamentarian: C. Ortsey
Sergeant-at-arms: A. Nasr
Assistant: J. Bacon

Attachments:

“FY25 Annual Budget” (SR No. 24-22)
“Approval of Doermer School of Business P&T Document” (SD 24-9)
“Charge of the MAAS Committee” (SD 24-10)
“Revision to the Senate Bylaws to Include Faculty Membership on the Campus Conduct Review Board” (SD 24-11)
“Administration Response to October Senate Questions” (SR No. 24-21)

Senate Members Present:

A. Backer, K. Barker, B. Berry, A. Blackmon, B. Buldt, S. Buttes, S. Cody, B. Dattilo, Y. Deng, C. Drummond, S. Elfayoumy, R. Elsenbaumer, K. Fineran, R. Friedman, J. Givens, J. Johns, M. Jordan, D. Kaiser, A. Khalifa, J. Lawton, J. Li, V. Maloney, E. Mann, J. Mbuba, J. McHann, D. Miller, P. Mishra, D. Momoh, A. Montenegro, G. Nakata, A. Nasr, E. Ohlander, D. Ohlinger, H. Park, L. Roberts, J. Rouleau, P. Saha, R. Shoquist, S. Steiner, K. Stultz-Dessent, D. Tahmassebi, M. Wang, Y. Zhang

Senate Members Absent:

N. Adilov, J. Badia, C. Freitas, M. Hammonds, S. Hanke, S. Johnson, J. Lewis, T. Lewis, H. Luo, D. Maloney, J. Nowak, I. Nunez, J. O’Connell, S. Schory, K. Surface, K. White, M. Wolf

Guests Present:

S. Carr, A. Dirksen, C. Marcuccilli, A. Mills

Acta

1. Call to order: C. Gurgur called the meeting to order at 12:00 p.m.
2. Approval of the minutes of November 11 and November 18: The minutes were approved as distributed.
3. Acceptance of the agenda:

L. Roberts moved to accept the agenda.

L. Roberts moved to amend the agenda by adding “Provost Remarks” after “Reports of the Faculty Chairs” and before “Special business of the day.”

Motion to amend agenda passed on a voice vote.

Agenda as amended passed on a voice vote.

4. Reports of the Faculty Chairs:

a. Past Chair (UPC Representative):

B. Buldt: (Combined report with Jeff Nowak). We wish everyone a peaceful and restful upcoming holiday break.

b. Chair (Presiding Officer):

C. Gurgur: I wish you a peaceful holiday break and a healthy and happy new year. As the end of the semester becomes even more hectic than usual, I invite you to remember the phrase “**Sometimes, carrying on, just carrying on, is the superhuman achievement.**”

I also would like to join Purdue West Lafayette Senate Chair Dr. Susan South citing a few important statistics in US higher education. Below is a direct quote from her noted at the December senate meeting very honestly and spot on:

“Another study of 250,000 tenured or tenure-track faculty at U.S. institutions from 2011-2020 found that **the annual attrition risk for women faculty exceeded that for men in every year of an academic career.** Women are also less likely to be promoted. Nationwide data from AAUP show that women are almost equally represented at the assistant and associate professor levels, but only 32.5% of full professors are women. Women are also paid less than men.

Data for Purdue show that we have room for improvement. Women faculty leave academia because of workplace climate due to **harassment, discrimination, dysfunctional department leadership, and feelings of not belonging.**”

To stop the exodus, higher education can at the minimum:

- Commit to faculty development across the career lifespan.
- Welcome open and honest communication.
- Increase equity and transparency.

Most significantly, returning to talking and listening to each other with honesty, transparency, and kindness, and being supported with the vital respect by the upper administration and male faculty is an utmost need.

c. Chair-Elect (IFC Representative):

J. Nowak: (Absent. Combined report with Bernd Buldt). We wish everyone a peaceful and restful upcoming holiday break.

d. Provost Remarks:

C. Drummond: There was an extended conversation during that continuation about Gen Ed and one of the topics that came up was the inner relationships between Senate Enrolled Act 202 and our degree requirements. I understand that that was part of the discussion and I wanted to clarify sort of where we are and what's happening there because this is a fairly important issue.

I am sure almost all of you, if not all of you, know that we went through a very extensive half a decade of trying to get to a new Gen Ed program, and through the leadership of the Senate last year we were able to pass that, and are now in the process of implementing that new Gen Ed program. That Gen Ed program has in it a degree requirement that a student must complete a class that has been flagged as having meaningful DEI or globalization content. This was the will of the Senate. It's not a separate category. Students must complete a class that has been so flagged within the student information system as having those characteristics. Also, within the College of Liberal Arts, there is a pillar within their college requirements associated with DEI content. Both of these areas of degree requirements are part of, or will become part of, the degree requirements of students who will join the university next fall. That's awesome.

There was a question, I think a very legitimate question, about "does 202 allow for that?" So, I have taken that question to the Office of Legal Counsel at Purdue University for their guidance on that. At West Lafayette, they don't have an official 202 committee but they have a group of folks who get together on a regular basis to discuss how the university and the system responds to the various requirements of Senate Enrolled Act 202. That group includes the Provost, Chief Legal Counsel, Alysa Rollock, Vice President of Ethics and Compliance, and some other folks. They provide guidance to the Trustees and to the President about how to interact with the various requirements of 202.

From that committee I have gotten back is their understanding that such degree requirements are not prescribed by Senate Enrolled Act 202. That is, we can keep them in as degree requirements. In fact, within the West Lafayette Gen Ed program, there is a DEI component as well. It is not structured exactly like ours but it is present.

In the absence of any legislative requirement to change our degree requirements, which have not happened, or in the absence of any action by the Trustees precluding us from having any such degree requirement, which seems highly improbable at this moment, then we will keep them in, and I think that we will keep them in with great pride. A lot of work of a lot people over a long period of time went into the creation of those degree requirements. It is the will of the faculty that they are there, until at such a time as the Trustees supersede that, which they have the capacity to do by changing degree requirements, as we saw with the Civics Literacy, as an example, or until a state law changes, it is in, both at the college level and at the university level. I wanted to make that clear because there was a conversation about it, and that is where things stand. If

there is even a notion of anything in that space changing I will let you know as soon as I know something. Thank you for the time.

5. Special business of the day:

- a. Annual Report on the Budget (Senate Reference No. 24-22) – G. Nakata

Please see attachment.

J. McHann: I noticed that we are only showing two main sources of revenue to our top line, appropriations and tuition and fees. Apparently, donations and contributions remain so low and are so negligible that they are not even put on the chart.

G. Nakata: Yeah. We can always use more but these are our two biggest drivers of the revenue for our university. Grants, outside contracts, and things like that are going to be auxiliary revenues. Stuff like that. But, these are the two big drivers for us. To drive the point home, state appropriations, we are still getting money from the state, and it could be more. We don't want to say we are getting enough money from the state because we can always use more money from them, but obviously the tuition and fees is one of our biggest drivers to make sure we have sufficient resources for our university.

S. Steiner: Is being below the targeted cash balance the part that was threatening our accreditation?

G. Nakata: Yes. If you go back...

S. Steiner: How much time do we have before it...

G. Nakata: Oh no. We are fine. Where we got on the radar with ICHE was 2020 when we were down below 1. If you look at now we are at 3.3. We are fine.

S. Steiner: Thank you.

G. Nakata: As soon as you get below 1 you start to get looked at in terms of what's going on. If you are up in the 2s and 3s then you are fine.

C. Drummond: I will just say that every public regional in the country had that COVID dip. If that wasn't the situation, if it was a non-COVID year and you dropped that low then HLC would put you on a watch list and then you would have to show improvement. It is a multiyear kind of thing. Everybody had that experience, so it is not a big deal.

G. Nakata: We have come back from that and we are staying above that.

C. Drummond: I think one of the challenges for academic departments and programs is that the way that we have talked about budgets is “do we have enough money to do this thing that we want to do?” We need to change the way that we think about that because of the way in which the Purdue system views our financial structure. What we need to really concentrate on is identifying all of the things that we want to spend money on. What are our expected maximum expenses for the academic year? And then what are the sources of revenue for that? Because what we as an institution get dinged on is when we spend more than what we said we were going to spend, even though we might have the money to do it. The attention is focused on the expenditure part of the budget, not where the money is coming from. So, be as mindful as you can about projecting what might cost us a few thousand extra dollars. That attention that we are having now is that there is a change about the budget process, from historically did we have money to do something, yes, we do, to now, did we say we were going to do something far enough in advance that it is actually in the expenditure projection?

Sorry, Daren. That is the reality of it. But it is important that we think that way because otherwise we are going to keep banging against a wall.

G. Nakata: Yeah. We know what we have to do every year, the recurring dollars, the operational dollars, but what above and beyond that do we need to have monies available for? Gift monies, carry it forward, reserves, whatever, so that way we can earmark it. As Carl said, it is to make sure that we have a placeholder for those things. If there is a chance that we might do a trip, if there is a chance that someone might have to buy more equipment, blah, blah, blah. We just have to make sure that there is some type of a placeholder in the budget for that.

S. Elfayoumy: How do we compare in terms of breakdown of the Academic Affairs budget with respect to the total budget? It seems to me like it is a little off when compared to institutions like us. How do we compare with grants, in terms of Academic Affairs compared to the total budget?

G. Nakata: I have not looked at that. I don't know if we have ever looked at that. Similar to universities our size and things like that?

S. Elfayoumy: Yeah. Sometimes in their organization they might have things that we have under Student Affairs, they might have under Academic Affairs. It might be a good comparison to have Student Affairs and Academic Affairs together to see the budget compared to our peers.

G. Nakata: I will be honest. I have not looked at that but that would be something where we could definitely kind of do just a quick comparison.

S. Elfayoumy: It is about 50% of the total budget between Student Affairs and Academic Affairs.

G. Nakata: Right.

B. Buldt: Who is in charge of this change of our budgeting? Is it the Board of Trustees behind it? Or who at West Lafayette is responsible?

G. Nakata: Do you want a specific name? Bill Sullivan. It is a gentleman named Bill Sullivan. It is one of those where the mindset of West Lafayette, the way they do budgeting, and I have to watch carefully what I say here, is unique, I will say, to higher education than other institutions that I have worked at. They very much look at recurring dollars. What do you need each year to offer? That is what they look at. They want to make sure that things that happen every year are recurring dollars. We used to utilize carry forwards and reserves for other things. West Lafayette came down really hard on us and said, “no, you cannot put LTLs on carry forward money or reserve money. You hire LTLs every year, you need to put them on recurring dollars.” I get it, but there are certain things where, as Carl said, we know we have money to do this stuff, let us manage our budget. It is very much a West Lafayette mindset of how they look at budgets versus how we have in the past.

M. Jordan: How do you recommend dealing with unexpected expenses? They always come up.

G. Nakata: I think a lot of it is having a placeholder. You can have a contingency.

M. Jordan: So, it should be more imaginative?

G. Nakata: Yeah. I am not saying “I may take a trip to Tahiti.” But, if there are things that you want to earmark in dollars then we know stuff happens. We get it. That is why we want to make sure. The key is that I don’t want people to come to any of the Vice Chancellors on July 8 and claim poverty. We are only seven days into the fiscal year, you can’t be poor right now. Plan accordingly. If there are certain things, I know for you, Mark, equipment, supplies, and things like that, just having the ability to have that money there, just plan for it. If it doesn’t happen then...

J. McHann: Going back to the budget slide, I am just curious, not a negative comment, it seems to me that we need to try to find ways, and I know money is so scarce, to invest in growing our top line. How much more we can just keep cutting our expenses, I don’t know. I look at Development, it’s not a major revenue source for us right now. We are spending a low amount on it. In fact, we are decreasing the amount on it. I am just wondering if B.J. has the staff and resources that he needs. I look even at Communications and Marketing, and I don’t know how to compare that, but I was in a meeting recently with David Johnson and he made a comment just in passing that we are spending so much less than our competitors in that area, which results in our student recruiting. It was mentioned that Trine is spending about \$1,000,000 a year on it with some of their advertising. With the same line item, we were spending about \$300,000, and he had some other illustrations. I just keep wondering if we are feeding the horses that are going to drive our growth.

G. Nakata: I think it is a combination. We know that it is a zero-sum game right now. If I could gain \$20,000,000 a year in revenue, that would be great. We are not to that point. Let’s be honest. We had to do a lot of cuts after the realignment and the whole restructuring. We talked about how our campus is built for 13,000-14,000 students, but here we are at 7,000. Our

infrastructure costs a lot. It has been one thing where we have been trying to rebuild those budgets back as best as possible. We know the academic mission is the priority. That's number one. How do we get staffing and things like that in different programs going? But, for the other stuff, we know the infrastructure is also critical, and how do we attract it. A couple of big things are going to happen. Number one is retention, and can we continue to retain our students? We are. We are doing much better now than we were two, three, four, five years ago on our retention. We can always do better. The next is obviously attracting students. How do we get more? Either from Northeast Indiana or across the United States and even internationally. We are seeing some great numbers internationally, which is nice. How do we continue to do that? I know the other piece that we have been trying to work on is with Purdue West Lafayette and their redirects. Try to yank more of those redirects to us because, let's be honest, when a kid applies and has a 3.0 for Engineering, there is probably a good chance that they are not going to get into the program. We would love for a student that has a solid GPA to come to our Engineering program, our Computer Science program, our Business program, so how do we get more of that there? There is stuff in the works, but I just wish we could squeeze that tube a little harder and get more out of it.

A. Nasr: I very much appreciate the presentation, and looking at it from a holistic standpoint at the university with the concerns and issues. You mentioned something about how we have to account for the gift funds, the carry forward balances, the reserve spending, and so on. I see that particularly with academic departments and units, so faculty have to be involved with that. I am just wondering, there are so many puzzle pieces that are at play in this budget, what else is it that we can do as faculty? Because I am kind of considering this as, "alright, we do what we can." We work with our chairs and our program directors to say what our needs are and what we are budgeting, but we always seem to have a decrease in that budget and what we are allowed. From our part, from faculty, I feel that we are doing what we are supposed to and these recommendations and requests are already there. I very much understand it. What happened last year, for example, that we had a budgetary shortfall? Did I get that right? Did we have a budgetary shortfall?

G. Nakata: Yeah. Spending was greater than we had budgeted.

A. Nasr: If the point of our institution, as a university, is to provide education and we meet this in the classroom, and I am being very simplistic, and if we as faculty, and departments, and academic units are doing our best, what exactly is it that is missing in this? Again, I apologize, I am just trying to get my point across.

G. Nakata: You were talking about what we ask from departments for the year, we have a certain pool of money that we know that we have got based on the institutional research estimate for the coming fiscal year. Here is what we think enrollment is going to be, so here is the dollar amount. Are we ahead this year or are we behind this year, dollar wise? Luckily, we have been in the plus side with regard to revenues. We now know that we have a pool of X dollars. Everybody puts in their requests. My area puts in the requests, Carl's area puts in the requests, Krissy Surface's area puts in the requests. We then compile this together and have to decide what are the key initiatives

that we need to fund. Trust me, the requests are always far greater than what we are able to fund for the year. We always have stuff that is unavoidable. We know certain things are going to cost more during the year that we can't not pay for. So, the key is now making the case for your request for that year to be a priority, and articulate it well to your dean or department chair, "here's why we really need to do this." Then that goes to Carl or it goes to me or whoever. To be able to articulate that to the cabinet and say "here is the stuff that we need to fund for the year." From that standpoint, I just ask that you guys really think through about what it is that you need for the year. That is the most important.

D. Kaiser: I am wondering about the 6,000 students. Are the IU students not in there at all?

G. Nakata: No.

D. Kaiser: Can we have a rough estimate of how many there are?

G. Nakata: About 1,000.

D. Kaiser: So, we are down from 13,000. We are about half of that. It is not just the split.

G. Nakata: In regional campuses, this is a common theme throughout the country. It is not just us.

L. Roberts: It seems like it makes sense to me to plan for certainty if you know how much you are going to spend and then you spend that much. So, you have part of the budget that is set aside for accidentals, and yet you are not supposed to spend that if possible. What happens to that money at the end of the year if you play by the rules and do not spend it?

G. Nakata: It will go into a carry forward account. So, basically if you don't use it will go to a carry forward account or we will utilize it for deficits.

L. Roberts: It stays with us.

G. Nakata: Yeah. The only money that goes to West Lafayette is the admin fee that we pay. It is about \$2.1 million. It is not like money is flowing back to West Lafayette. It stays here, and that's the hill I am willing to die on. They don't touch our money.

S. Elfayoumy: Do you know the size of the student body that this campus was built for? 6,000 is too few, and I know that the budget doesn't proportionately align with the number of students.

R. Elsenbaumer: Let me answer that question in a way that I asked them when I first came here. When I came in 2017 the first question that I asked our facilities folks was, "this campus was built for how many students?" The answer I got back was, "the campus infrastructure was built for 15,000 students." We heard earlier that we had about 13,000-12,000 students on our campus, commuter students. Today, we are now down to 6,500 students. 7,500 included the IU students.

So, we have half the number of students for twice the infrastructure. That is a pretty fragile budget situation for us. You can imagine if you are living in a house that is two, three, four times the size of your annual income. It puts a strain on your budget. That is where we are right now.

As an institution, our focus, since I have been here, has been, how do we increase the main source of revenue that supports this infrastructure that supports all of us? It is student revenue, student tuition, student fees, and student housing. How do we increase that pipeline of revenue source so that we stabilize our budgets and get back to a comparable position where this institution infrastructure can be supported by the right number of students? When we went through our campus master planning just before COVID in 2019, our first phase of stabilization was to get this campus back to 10,000 students. If we have 10,000 students graduating on this campus then our budgets will be in a fairly stable position, and we will be looking at, what we have always been hoping to do, making sure that we have meaningful reoccurring substantial merit increases for our faculty and staff. Our target has been to put ourselves on the road to 10,000 students and stabilize our budgets.

What can we do as an institution to focus on that primary major source of revenue? I heard earlier about “what can we do?” What can faculty do? Let’s look at some realities. That is really important. What has been our retention rate? Students that have signed up after the first term, that retention rate for first year to second year three or four years ago was about 57%. We are now at about 62-64%. We have made significant strides because of you, the faculty, paying attention to the students in your classes, and making sure that they are finding ways to progress towards their degrees. Even 64%, you are losing 36% of your revenue every year. Think about that. Every year we are losing 36% of the revenue of the students that we brought in the year before. That’s a huge hole to fill. So, we are out recruiting, recruiting, and recruiting. We heard about recruiting budgets. Yes, we are advertising. That’s a very important component. We need to be investing in advertising, and if we are going to bring in more students, we need to invest in student housing. We are looking at redirects from West Lafayette. Those students come from all over the world. They are not going to come here if they don’t have a place to live. So, we are focused on student housing. We need to be able to bring in more people to Fort Wayne from other places because, quite honestly, the local population going to college, we have learned the last twelve years, has gone down by 35%. Our enrollments have gone down the last twelve years. That is a huge amount of revenue. We are doing everything that we can to keep focused on that.

Another initiative that we have thought hard about is increasing the yield of those students that have an interest in attending our institution. We are spending on advertising year-round in hoping that students will come here. The funnel is pretty significant in the students that are applying. It is a very significant number. The problem is that the yield rate going through that funnel is very low, very small. All of us can look to help increase that yield of prospective students that are engaged with us.

So, there is what I would ask for you to be focused on, retention and making sure that each and every one of your academic programs can find ways to ensure that students keep progressing toward their degrees, and then the second thing is that when we are recruiting students to make

sure that they are finding the appropriate attractive academic programs that they are interested in so that we increase the yield that we are getting from that very large population of interested students coming to our institution. We are focused on that second point right now, the yield from those students that have applied. Those are the two things that are really important to us, to increase revenue and help keep this institution, not just stable, but we have to look at our growth for the next 5-10 years.

6. Unfinished business: There was no unfinished business.

7. Committee reports requiring action:

a. Faculty Affairs Committee (Senate Document SD 24-9) – A. Khalifa

A. Khalifa moved to approve Senate Document SD 24-9 (Approval of Doermer School of Business P&T Document).

Resolution passed on a voice vote.

b. Student Affairs Committee (Senate Document SD 24-10) – S. Buttes

S. Buttes moved to approve Senate Document SD 24-10 (Bylaw Change – Charge of the MAAS Committee).

Resolution passed on a voice vote.

c. Student Affairs Committee (Senate Document SD 24-11) – S. Buttes

S. Buttes moved to approve Senate Document SD 24-11 (Bylaw Change – Revision to the Senate Bylaws to Include Faculty Membership on the Campus Conduct Review Board).

Resolution passed on a voice vote.

8. New business: There was no new business.

9. Question time:

a. (Senate Reference No. 24-21) – R. Elsenbaumer

(Written answer provided to Senate Reference No. 24-10).

Please see attachment.

(Senate Reference No. 24-21A uploaded to the Senate website contains additional information).

10. Committee reports “for information only”: There were no committee reports “for information only.”

11. The general good and welfare of the University:

A. Nasr: I am the chair of the International Education Advisory Board. The Office of International Education is hosting an event for international students and we are expanding this to make it inclusive of staff and faculty who are internationally affiliated, whether they come from another place or they have done study abroad themselves or anything like that. That is going to be on January 31. I will be reaching out to the deans of colleges to let them know, as well as the directors of programs and chairs, with a formal announcement. I just wanted to keep it out on your radar. This is a great opportunity for us to talk and meet with international students, and get them to know people who are from their homelands or people who have some cultural knowledge of some sort so that they know that they are supported and that they have people of their elk around. Please do keep that in mind. Thank you.

C. Gurgur: When is January 31?

A. Nasr: It is a Friday. It will be midday. Wait for that email. Thank you.

12. Adjournment: The meeting adjourned at 1:15 p.m.

Joshua S. Bacon
Senate Clerk

Senate Reference No. 24-22

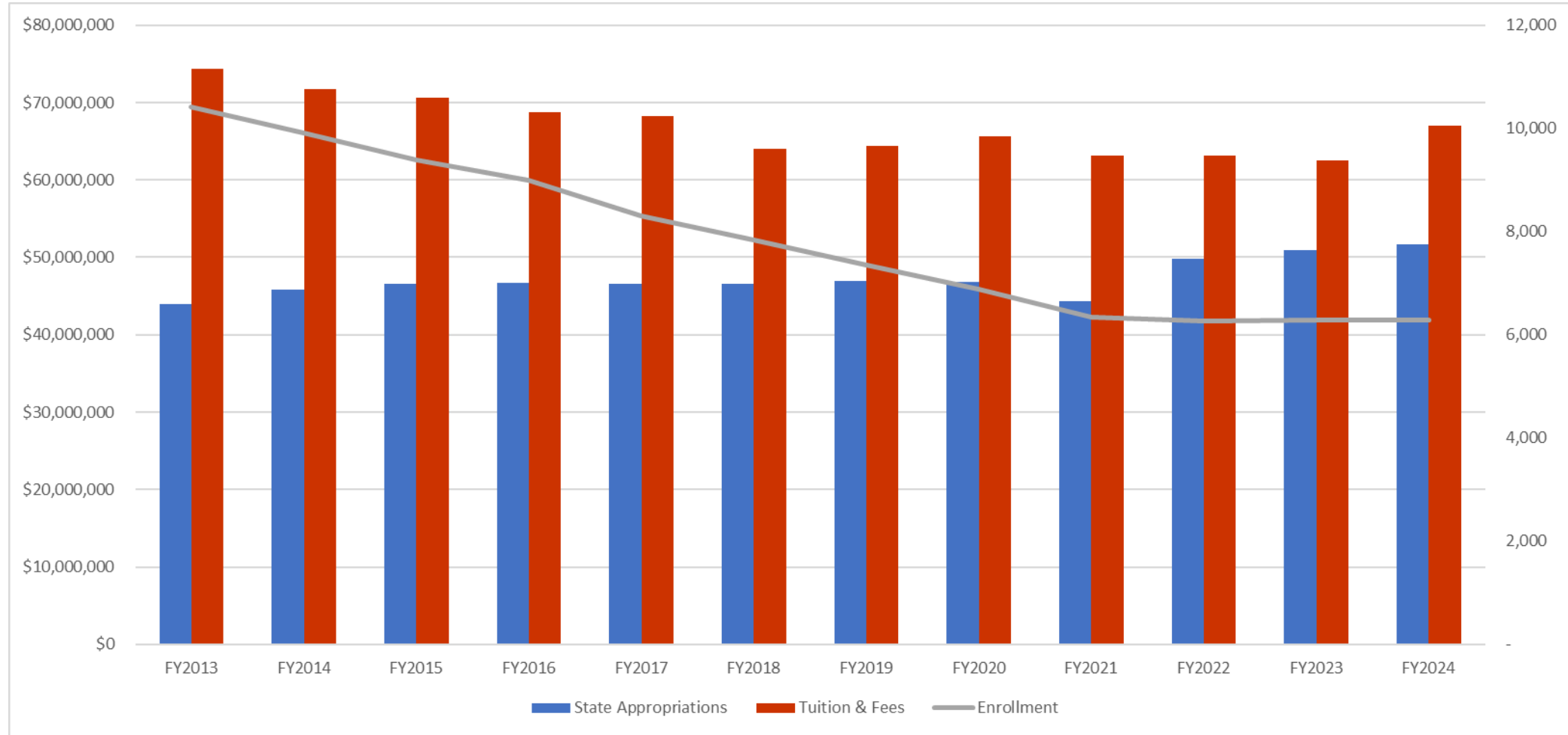
FY25 ANNUAL BUDGET

PURDUE
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Enrollment Trends Fall 2021-2024

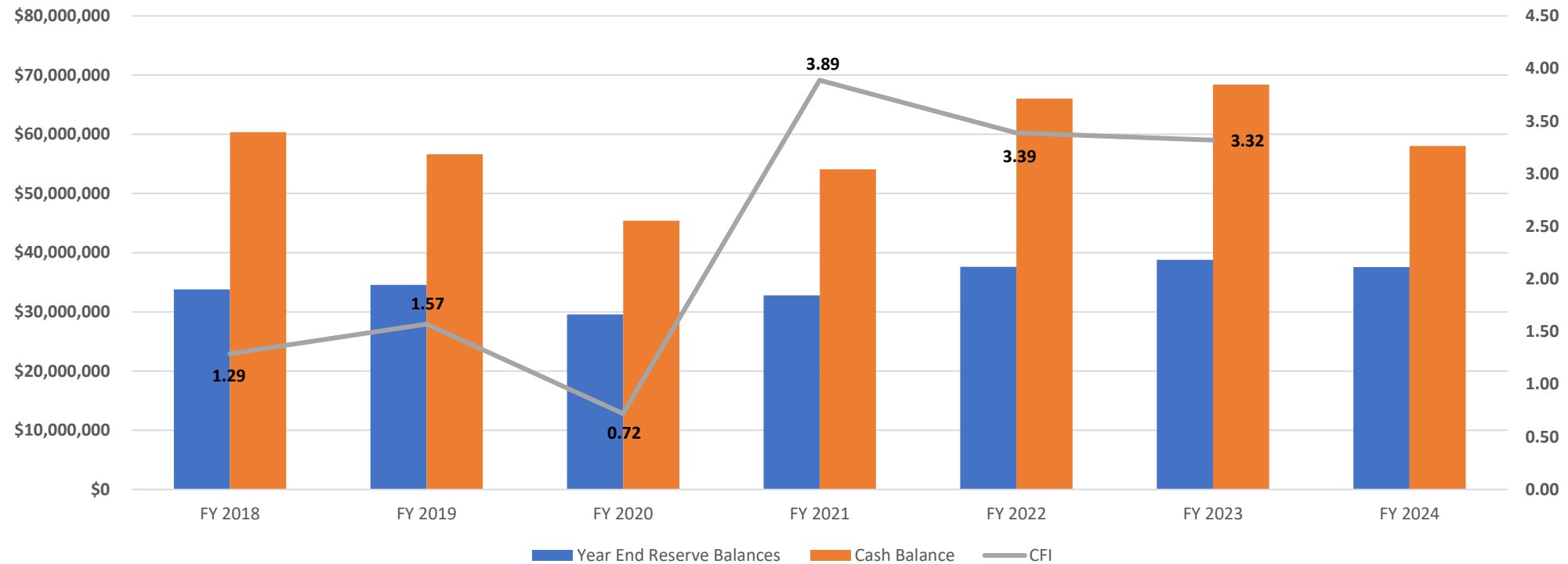
	Percent		Percent		Percent		Percent	
	Fall 2021	Inc/(Dec)	Fall 2022	Inc/(Dec)	Fall 2023	Inc/(Dec)	Fall 2024	Inc/(Dec)
UG Resident	5,116	(10.8%)	4,868	(4.8%)	4,770	(2.0%)	4,788	0.4%
GR Resident	372	(1.8%)	416	11.8%	384	(7.7%)	383	(0.3%)
UG Non Resident	587	7.5%	593	1.0%	622	4.9%	632	1.6%
GR Non Resident	43	(8.5%)	42	(2.3%)	52	23.8%	52	0.0%
UG International	109	25.3%	118	8.3%	132	11.9%	147	11.4%
GR International	115	38.6%	221	92.2%	328	48.4%	282	(14.0%)
Total	6,342	(7.8%)	6,258	(1.3%)	6,288	0.5%	6,284	(0.1%)

Historical Revenue Trends FY2013 – FY2024



Cash & Reserves Balances & CFI Trends

FY18 - FY24



- PFW's year-end cash balance was \$58.0MM
- We are still just under our targeted cash balance of \$70MM (4.5-5 mos.)

FY25 Budget

- The FY25 Budget of \$163.5MM represents a \$14.9MM increase (10.0%) over the FY24 Budget
 - It has the university operationally breaking even and includes spending reserve and carry-forward balances for one-time expenses of \$3.7MM
- The budget reflects:
 - Increase of 3.0% in the tuition and fee rate as approved by the Purdue BOT
 - Implementing a 2% Merit Pool for all employees
 - Increased recurring spend for unavoidable adjustments and new requests without asking departments to make cuts to self-fund these increases

FY25 Budget by Segment

	FY25 Budget	FY24 Budget	FY25 vs. FY24 Inc/(Decr)	Percent Inc/(Decr)
Institutional Aid	25,031,689	22,097,234	2,934,455	13.3%
Chancellor	2,471,529	1,463,208	1,008,321	68.9%
ODEI	1,148,503	1,092,879	55,624	5.1%
Communications & Marketing	3,371,286	3,063,855	307,430	10.0%
Development	1,735,682	1,764,889	(29,207)	(1.7%)
Student Affairs	20,729,481	17,665,572	3,063,909	17.3%
Finance & Administration	43,085,705	40,171,720	2,913,985	7.3%
Academic Affairs	65,956,268	61,351,641	4,604,627	7.5%
TOTAL	163,530,143	148,670,998	14,859,144	10.0%

Annual Budget Process

- The annual budget process starts within each person's department
 - Discuss with your Dean, Department Chair or Director how you plan on spending all of your resources to accomplish your goals for the coming fiscal year (e.g., recurring funding, **gift funds, carry-forward balances, reserve spending**, etc.).
 - **If it's not accounted for in the budget, it can't happen**
- Deans, Department Chairs or Directors will work with their Business Manager to compile a list of all of the new funding requests which will then be reviewed by the respective Vice Chancellors.
- The Cabinet will then discuss which requests the University are able to fund for the coming year.
- The budget is then forwarded on to West Lafayette for their review.
- Once finalized, the budget is presented to the Purdue Board of Trustees for approval.

Senate Document SD24-9
Approved, 12/9/2024

MEMORANDUM

TO: Fort Wayne Senate

FROM: Amal Khalifa, Chair
Faculty Affairs Committee

DATE: 10/24/2024

SUBJ: Approval of Doermer School of Business P&T document

WHEREAS, Fort Wayne Senate Document 14-36 states “College procedures and guiding principles must be reviewed and approved at the campus level first by the Senate Faculty Affairs Committee and then by the Senate”;

WHEREAS, Faculty Affairs Committee has reviewed these procedures in April 2024 and send it back with recommendations.

WHEREAS, Faculty Affairs Committee has reviewed the revised document in September 2024 and find them in compliance with SD 14-36 and SD 19-13;

BE IT RESOLVED, that the Fort Wayne Senate approve the Revised Promotion & Tenure Committee portion of Doermer School of Business Bylaws.

Revised Promotion & Tenure Committee portion of DSB Bylaws – with edits shown
(Approved by DSB Faculty on April 1, 2024, and revised on September 30, 2024, and
November 4, 2024)

6.2.3 Promotion and Tenure Committee (P&T)

6.2.3.1 Membership: The School's Promotion and Tenure (P&T) Committee, developed in accordance with PFW policy, shall consist of six members elected from the tenured and voting faculty of the School holding at least the rank of associate professor: one from the Department of Accounting, two from the Department of Economics and Finance, one from the Department of Hospitality and Tourism Management, and two from the Department of Management and Marketing. Each department shall be represented by two eligible faculty members, elected by the department. Members must have prior experience at lower level of process. Terms shall be two years. Members may not serve consecutive terms, and the terms are staggered. A tenured associate professor or tenured professor can serve as a voting member of their departmental promotion and tenure committee and one other (school-level or campus-level) promotion and tenure committee. No individual may serve on BOTH college and campus committee.

DSB Voting Faculty members eligible to vote in these elections are those who are tenured or tenure track.

This committee's membership will be expanded to include one Senior Lecturer or Clinical Faculty (depending on the type of case) when a Lecturer or Clinical Faculty member is applying for promotion. The added committee member must have at least the rank being sought by the candidate.

~~Department Chairs and the Dean shall not be eligible to serve on the School's P&T Committee. The Dean and Department Chairs shall serve as resource persons of the School's P&T Committee, but shall not attend committee meetings unless invited.~~

6.2.3.2 Charge: The Promotion and Tenure Committee shall discharge its responsibilities as outlined in the School's Reappointment, Promotion and Tenure Handbook. This Handbook contains specific procedures to follow for promotion, tenure and retention cases.

The Committee elects a chair from eligible members. The Committee shall review how well the process has adhered to documented procedures, review the recommendation of the lower levels. If the committee questions a decision of a lower level, it may review the case based on department criteria. The Committee writes a letter that states and explains recommendation and addresses agreement/disagreement with lower levels.

Senate Document SD 24-10
Approved, 12/9/2024

MEMORANDUM

TO Cigdem Gurgur, Presiding Officer

FROM: Stephen Buttes, Chair
Student Affairs Committee

DATE: 10/22/2024

SUBJ: Charge of the MAAS Committee

WHEREAS, the Student Affairs Committee is the parent committee of the Mastodon Athletics Advisory Subcommittee (MAAS); and,

WHEREAS, the MAAS convened to review their charge and discovered some outdated language; and,

WHEREAS, the MAAS has proposed and approved some updates to their charge; and,

WHEREAS, the Student Affairs Committee met to discuss the proposal and requested no additional revisions;

BE IT RESOLVED, that the Senate consider the below updates to the bylaws proposed by the MAAS; and,

BE IT FURTHER RESOLVED, that the Senate's approval of this resolution shall be considered an approval of the MAAS resolution below.

MEMORANDUM

TO Student Affairs Committee

FROM: Michelle Parker, Chair
Mastodon Athletics Advisory Sub-Committee

DATE: 09/13/2024

SUBJ: Charge of the MAAS Committee

WHEREAS, the Senate Bylaws Section 3.3 state the Responsibilities: The Mastodon Athletics Advisory;

WHEREAS, these responsibilities have not been reviewed in many years and some responsibilities have changed;

WHEREAS, 3.3.2 charges MAAS with "establish eligibility requirements for participation in intercollegiate athletics". This is not performed by MAAS, the eligibility requirements are established by the NCAA Division I rules. These NCAA Division I rules are monitored, enforced and reported on by the Director of Compliance, Faculty Athletics Representative, Registrar and Mastodon Academic Performance Center 3 times a year after each semester has concluded.

WHEREAS, 3.3.4 charges MAAS with "approve participation in post-season activities beyond conference tournaments". The approval process is a responsibility of the Athletic Director, the MAAS committee is only in an advisory capacity for post-season activities.

BE IT RESOLVED, that section 3.3 of the Senate Bylaws is updated to state:

3.3.2 Verify eligibility requirements are being met for participation in intercollegiate activities

3.3.4 Advise Athletic Director in the participation in post-season activities beyond Conference tournaments

In Favor

Against

Abstain

Michelle Parker
Troy Tonner
Farah Combs
Michelle Shaw
Michele Shawver
Jaylyn Giradot
Nurgul Aitalieva
Barton Price

Senate Document SD 24-11
Approved, 12/9/2024

MEMORANDUM

TO Fort Wayne Senate

FROM: Stephen Buttes, chair,
Senate Student Affairs Committee

DATE: 09/19/2024

SUBJ: Revision to the Senate Bylaws to Include Faculty Membership on the Campus Conduct Review Board

WHEREAS, the Senate passed [SD 20-37](#), which endorsed a Revision of the [Student Code of Rights, Responsibilities and Conduct](#); and,

WHEREAS, that revision states that a Conduct Review Board will hear cases that “involve [student] behavior that potentially warrants removal from housing, suspension or expulsion;” and,

WHEREAS, the Student Code states that “faculty members [of the Board] shall be nominated by the Fort Wayne Faculty Senate for a one-year term;” and,

WHEREAS, SD 20-37 does not state how many faculty members shall be included in the makeup of the Board nor a process for their nomination and selection;

BE IT RESOLVED, that the Senate approves the below revision of the Senate bylaws to specify the number of faculty members needed for the Board and the process for their selection, which is consistent with both the Student Code and the selection process for other Boards included in the Senate bylaws.

Proposed Amendment to the PFW Senate Bylaws ([link to full bylaws](#))

B. THE CAMPUS APPEALS BOARD

1. **Membership.** In accordance with the PFW Code of Student Rights, Responsibilities, and Conduct, the Faculty portion of the Campus Appeals Board shall consist of a total of six (6) elected members of the Faculty, including three members and three alternates.

2. **Special Regulations.** In accordance with the PFW Code of Student Rights, Responsibilities, and Conduct, Faculty terms on this Board shall be for two years commencing one week before the beginning of regular fall classes following election. No member of the Faculty may serve more than two consecutive terms.

[BEGIN ADDITION]

C. THE CONDUCT REVIEW BOARD

1. **Membership.** The Faculty portion of the Conduct Review Board shall consist of at least ten (10) faculty members to serve as a pool of potential members of the Conduct Review Board in accordance with the PFW Code of Student Rights, Responsibilities, and Conduct.

2. **Special Regulations.** In accordance with the PFW Code of Student Rights, Responsibilities, and Conduct, Faculty terms on this Board shall be for one year commencing one week before the beginning of regular fall classes following election. During summer and other academic recess periods, the Conduct Review Board will be selected in accordance with the process outlined in the PFW Code of Student Rights, Responsibilities, and Conduct.

3. **Responsibilities.** The responsibilities of the Faculty portion of the Conduct Review Board shall be those explained in the PFW Code of Student Rights, Responsibilities, and Conduct.

[END ADDITION]

~~D.~~ THE GRADE APPEALS BOARD

1. **Membership.** The Grade Appeals Board shall consist of nine (9) members of the Faculty, elected in such manner that no more than two shall be from the same major unit.

2. **Responsibilities.** The responsibilities of the Grade Appeals Board shall be those explained in the campus grade appeals policy. If a case is to be heard, a five-member panel drawn from the Board membership shall hear the appeal. The panel shall act for the Board, and its decisions shall be final and not subject to review by other Faculty bodies.

~~E.~~ NON-SENATE COMMITTEES

1. **Rationale.** To assure that the Senate and the Faculty are informed of the activities, studies, and recommendations of any PFW committee upon which members of the Faculty serve by virtue of appointment thereto, certain reports shall be issued.

Notes from the Student Affairs Committee Discussion to Aid the Senate in its Deliberation:

1. We modeled the language for the Conduct Review Board on the existing language for the Campus Appeals Board.

2. We specify that “at least 10 faculty members” should self-nominate during the regular round of nominations and elections in the spring. The number is high when compared with other committees, Boards and Councils in the Senate bylaws. However, there are several reasons why this language and number was selected:

- the Office of Student Conduct and CARE needs to have a consistent pool of faculty to draw from. The Conduct Review Board is typically comprised of three or five people. Currently no faculty are involved because the Senate has not specified the number or selection process for faculty. The goal is to have at least one faculty member serve on each three-member review board. At times, cases (a rough average of seven (7) per semester) need to be scheduled quickly (within 1-2 weeks) to address severe behavioral situations, so a large pool is needed to ensure wide availability. Similarly, faculty may have working relationships with students who come before the Conduct Review Board. Those faculty members would need to recuse themselves from participation in the Board hearing. Having a large pool enables the Board to have faculty representation considering the challenges that scheduling and recusals may present.
- Some committee members suggested having a larger number than 10 (e.g., 20, which is the current number of staff members in the Conduct Review Board pool) so as to create a sufficient pool of faculty amid the challenge of recusals and scheduling. There was support in the committee for having a larger pool to ensure that at least one faculty member would be a part of these hearings. However, there was also of concern of not being able to fill 20 vacancies consistently. By using “at least 10,” there is flexibility for Nominations and Elections to solicit nominations beyond the minimum.
- Additionally, if the Office of Student Conduct and CARE finds that a pool of 10 faculty members is insufficient for consistently having faculty representation on the Review Board, the Office of Student Conduct and CARE could ask Student Affairs to work with Nominations and Elections to solicit more the needed number of nominations without the need to revise the bylaws, thus providing both consistency in process and needed flexibility to adapt to situations as they arise.

2. Faculty members serving on this Board receive individualized, specialized training before being allowed to serve as a panel member in a conduct hearing.

Student Code of Conduct, Section IV: Conduct Review Board

Section on Faculty Membership Highlighted in Yellow

[\(link to full Student Code in the Catalog\)](#)

IV. Conduct Review Board

The Conduct Review Board (CRB) hears conduct cases referred to it by the Office of Student Conduct & CARE or designated Conduct Officer. Cases heard by the Conduct Review Board (CRB) typically involve behavior that potentially warrants removal from housing, suspension or expulsion. Additionally, the Director of Student Conduct & CARE or designated Conduct Officer may refer other student cases to a CRB hearing.

- *Student Membership.* Students are typically recruited and selected by Office of Student Conduct & CARE during the fall semester. Student members must participate in an initial orientation before they are eligible to serve as panelists in a hearing. Student members are expected to serve through one academic year (Fall to Spring). A student member may stay a panelist for unlimited number of terms.

- ***Faculty and Professional Staff Membership.*** The faculty members shall be nominated by the Fort Wayne Faculty Senate for a one-year term. Staff employees shall volunteer and be confirmed by the Director of Student Conduct & CARE. These members must participate in an initial orientation before they are eligible to serve as panelists in a hearing. Faculty and staff employees are expected to serve a term for one calendar year (Fall to Summer). Additionally, they may serve for unlimited number of terms.
- *Quorum.* To conduct a hearing for a student conduct case, a hearing panel composed of at least three but no more than five members of the CRB, including both faculty/staff and student representation.
- *Hearing Chairperson.* The hearing shall be chaired by one member of the hearing panel designated in advance by the Office of Student Conduct & CARE. The chairperson shall be a voting member of the Board. The Director of Student Conduct & CARE, a Conduct Officer or designee will be present at all hearings as a non-voting Board Advisor to the hearing panel.
- *Hearings during Summer Session and Breaks.* To ensure the functioning of the hearing panel during summer terms and at other times when regular classes are not in session, the Dean or designee may convene a CRB hearing with a minimum of three panelists chosen from the pool of the Conduct Review Board members who are available. Should a minimum of three panelists be unavailable from the CRB pool, the Director of Student Conduct & CARE, Conduct Officer, or designee may select unappointed or unconfirmed faculty, professional employees, or students to serve.
- *Cases That Do Not Warrant Suspension.* The Director of Student Conduct & CARE or designated Conduct Officer may refer cases that do not warrant suspension or expulsion to CRB hearings. These cases may be complex in nature.

**Questions for Chancellor Ron Elsenbaumer
Faculty Senate
Purdue University Fort Wayne
October 2024**

SENATE REFERENCE NO. 24-10

Question

As the university undergoes cuts and financial challenges, could the Administration kindly clarify the status of our affairs, particularly:

1. What is the budgetary shortfall during the 2023-2024 academic year?
2. What are the factors that caused this shortfall? Could you ascertain if and how Athletics' expenditures have contributed to this outcome?
3. How has this affected filling faculty lines, decreasing travel (and departmental?) budgets, and suspending or cancelling minors?
4. In light of the above, could the administration offer insights on whether or not some administrators received new titles and if such promotions were matched with salary increases?
5. If indeed the University is under a budgetary shortfall, how does the administration reconcile overspending, administrative raises (if so), and the future of our institution and its quality education under dire circumstances?

A. Nasr (on behalf of anonymous Communication member)

Response from Chancellor Elsenbaumer:

Regarding items 1 and 2 in the question, responses to these issues were provided by Vice Chancellor Glen Nakata to Faculty Senate in the meeting of April 22, 2024. Specifically, the information provided was contained in the minutes of the meeting, which are provided below. See pages 14-16 of the minutes for the April 15 and April 22, 2024 meetings for details. Additional information regarding if and how Athletics' expenditures have contributed to this outcome is provided in the Chancellor's Annual Athletics Report provided by the Faculty Athletics Representative, Michelle Parker, in Faculty Senate meeting held on November 11, 2024. A copy of that report is also provided for reference.

[Copy, Faculty Senate Minutes, April 15 and April 22, 2024.]

[Copy, Chancellor's Annual Report on Athletics, November 11, 2024.]

Regarding item 3 in the question, *“How has this affected filling faculty lines, decreasing travel (and departmental?) budgets, and suspending or cancelling minors?”*, a response to this question was provided to the Faculty Senate at its meetings on September 9 and 16, 2024. Academic budgets and processes of prioritization of faculty lines and subsequent impacts on academic programs was addressed by Provost Drummond during the meeting and can be reviewed via the recording and transcript of that meeting. Budget constraints have required us to make difficult choices, including freezing or delaying faculty hires, reducing travel and delaying other key programmatic expenditures. College and School deans work closely with department heads to prioritize local resources within their units to preserve and sustain our core academic mission to the extent possible while managing our financial limitations. In spite of these limitations, a new academic minor in Forensic Investigations was approved and added to the College of Liberal Arts in the April, 2024, Senate Meetings.

Regarding item 4 in the question, *“In light of the above, could the administration offer insights on whether or not some administrators received new titles and if such promotions were matched with salary increases?”*; the attached Excel Spreadsheets outline all relevant administrative and faculty title changes and their subsequent salary increases associated with the title changes. Title and responsibility changes for senior administrators amounted to salary adjustments of \$120,335, which were covered within budget (budget neutral) through salary savings (\$130,000) owing to elimination of a position in HR. Title changes, promotions and responsibility changes for faculty over this time period amounted to \$963,076, of which \$135,517 was new money added above previous year’s budget to central administration.

Promoting from within is not only beneficial but essential for any organization, especially in institutions of higher education where the mission of teaching, research, and service is deeply rooted in a culture of learning and growth. Internally promoting faculty and staff also supports the creation and retention of talent, which is fundamental to the organization’s continued growth and improvement. Individuals who are given the opportunity to rise within an institution often possess an intimate knowledge of its structure, culture, and operational processes. This familiarity allows them to make informed decisions, act quickly to resolve challenges, and effectively lead others by example. Moreover, it cultivates a sense of loyalty and belonging, as employees see their dedication and hard work recognized and rewarded with meaningful advancement opportunities.

Further, the practice of promoting from within strengthens leadership succession planning. By preparing employees to take on greater responsibilities, institutions create a robust pipeline of qualified leaders who are well-prepared to step into roles vacated by retiring or transitioning individuals. Investing in internal talent builds a resilient and motivated workforce capable of driving an institution forward. It demonstrates a commitment to employee growth, encourages long-term retention, and fosters a culture where individuals aspire to contribute at higher levels. In doing so, higher education institutions secure a future grounded in continuity, stability, and continuous improvement, which ultimately benefits not only the organization but also the students and communities it serves. These are practices to which we continually aspire.

[Copy of Excel Spreadsheets outlining title changes and salary increases associated with title changes FY 23-24, and FY24-25.]

ADMINISTRATIVE FACULTY

Action Date	Employee Class	Name Sort	Career Stream Display	Position Display	Previous Employee Class	Previous Career Stream	Position Display Old	Promotion or Title Change Salary Adjustment Amount
7/1/23	Executive	ADILOV NODIR	E1 - Executive	40012409 - Interim Dean of DSB / Professor of Economics	Faculty	F6 - Faculty	40012409 - Chair and Professor of Economics	14,064.03
1/1/24	Executive	ADILOV NODIR	E1 - Executive	40074910 - Dean Doermer School of Business	Executive	E1 - Executive	40012409 - Interim Dean of DSB / Professor of Economics	64,987.80
7/1/24	Executive	DRUMMOND CARL N	E1 - Executive	40002384 - Provost and Vice Chancellor for Academic Affairs	Executive	E1 - Executive	40002384 - Vice Chancellor for Academic Affairs	0.00
7/1/24	M/P Management	FINERAN KERRIE R	M6 - Management	40063769 - Chief of Campus and Community Wellbeing	Faculty	F3 - Faculty	40063769 - Interim Associate Vice Chancellor of Student Wellness	29,998.08
7/1/23	M/P Management	O'CONNOR KIMBERLY W	M6 - Management	40018063 - Associate Vice Chancellor for Teaching & Learning	Faculty	F6 - Faculty	40011372 - Chair and Associate Professor of Organizational Leadership	11,285.00
total:								120,334.91

NON-ADMINISTRATIVE FACULTY

Action Date	Employee Class	Name Sort	Career Stream Display	Position Display	Previous Employee Class	Previous Career Stream	Position Display Old	Promotion or Title Change Salary Adjustment Amount
7/1/24	Faculty	AASAND HARDIN	F4 - Faculty	40080759 - Professor of English	Faculty	F6 - Faculty	40009681 - Chair of the Dept. of English & Prof	0.00
8/14/23	Visiting Faculty	ARMSTRONG RONAN PARK	F2 - Faculty	40071820 - Visiting Clinical Assistant Professor in Music	Limited Term Lecturer	TMP - Temporary	40064117 - Limited Term Lecturer	47,840.04
8/14/23	Clinical/Research	BARRIENTES JUAN	F2 - Faculty	40063953 - Clinical Assistant Professor of Criminal Justice	Limited Term Lecturer	TMP - Temporary	40024838 - Limited Term Lecturer - Credit	63,000.00
8/14/23	Clinical/Research	BAYAT JAHAN B.	F2 - Faculty	40074349 - Assistant Professor of Practice in Mechanical Engineering Technology	Faculty	F2 - Faculty	40035868 - Assistant Professor of Mechanical Engineering Technology	0.00
8/14/23	Visiting Faculty	BENYOUSKY SHARI L	F2 - Faculty	40066788 - Visiting Assistant Professor in Rhetoric and Composition	Limited Term Lecturer	TMP - Temporary	40024803 - Limited Term Lecturer - Credit	35,880.03
7/1/24	Visiting Faculty	BENYOUSKY SHARI L	F1 - Faculty	40066788 - Visiting Instructor in Rhetoric and Composition	Visiting Faculty	F2 - Faculty	40066788 - Visiting Assistant Professor in Rhetoric and Composition	0.00
7/3/23	Faculty	BISCHOFF SHANNON T	F6 - Faculty	40059660 - Chair of Communication Sciences & Disorders / Professor of English & Linguistics / Director of Three Rivers Language Center	Faculty	F4 - Faculty	40011059 - Professor of Linguistics, Director TENL Program, & Assoc Director of Research and Innovation	13,897.92
8/14/23	Faculty	BISCHOFF SHANNON T	F6 - Faculty	40074590 - Chair of Communication Sciences and Disorders	Faculty	F6 - Faculty	40059660 - Chair of Communication Sciences & Disorders / Professor of English & Linguistics / Director of Three Rivers Language Center	(0.03)
5/20/24	Faculty	BISCHOFF SHANNON T	F6 - Faculty	40074590 - Chair of Communication Sciences & Disorders / Professor of English & Linguistics / Director of Three Rivers Language Center	Faculty	F6 - Faculty	40074590 - Chair of Communication Sciences and Disorders	0.00
9/29/23	Faculty	BULDT BERND W	F4 - Faculty	40006939 - Professor of Math Logic & Foundations of Exact Sciences	Faculty	F4 - Faculty	40006939 - Prof Math Logic & Foundations Exact Sci	0.00
9/29/23	Clinical/Research	BUTEYN JOHN M	F2 - Faculty	40041186 - Clinical Assistant Professor of Music & Director of Popular Music Industry Program	Clinical/Research	F2 - Faculty	40041186 - Clinical Assistant Professor of Music & Dir, Popular Music Industry Program	0.00
7/1/23	Faculty	BUTTES STEPHEN M	F3 - Faculty	40011440 - Associate Professor of Spanish	Faculty	F6 - Faculty	40011440 - Associate Professor of Spanish and Chair	0.00
8/30/24	Continuing Lecturer	CAMPBELL JAMES C	P3 - Professional	40004871 - Senior Lecturer in Illustration and Graphic Design	Continuing Lecturer	P3 - Professional	40004871 - Senior Lecturer	0.00
8/30/24	Faculty	CAMPBELL LAUREL H	F3 - Faculty	40011111 - Associate Professor and Director of Art Education	Faculty	F3 - Faculty	40011111 - Associate Professor	0.00
8/19/24	Faculty	CHEN CHAO	F4 - Faculty	40009107 - Professor of Computer Engineering	Faculty	F3 - Faculty	40009107 - Associate Professor Computer Engineering	8,829.99
8/12/24	Faculty	CHO HYUN JIN	F2 - Faculty	40075728 - Assistant Professor of Educational Psychology	Post Doc	PGRD - Post Graduate	40015666 - Post Doc Research Associate	67,000.05
7/1/23	Faculty	CLEGG JENS H	F6 - Faculty	40008774 - Chair of International Languages & Culture Studies /	Faculty	F3 - Faculty	40008774 - Fac Athletic Rep/Associate Professor	8,830.00
8/12/24	Clinical/Research	CORNWELL SHANE ERIC	F2 - Faculty	40074869 - Clinical Assistant Professor of Educational Leadership	Limited Term Lecturer	TMP - Temporary	40044832 - Limited Term Lecturer - Credit	44,980.65
7/1/23	Faculty	DATILLO BENJAMIN F	F4 - Faculty	40009691 - Professor of Geology	Faculty	F3 - Faculty	40009691 - Associate Professor of Geology	8,830.00
6/1/24	Clinical/Research	DAVIDSON MITCH D	F2 - Faculty	40079193 - Assistant Professor of Practice in Information Technology	M/P Management	M6 - Management	4002642 - Executive Director IT Distributed Campus Service PFW	0.00
7/1/23	Continuing Lecturer	DIRCKSEN ADAM D	P3 - Professional	40011268 - Executive Director of CELT & Senior Lecturer in	Continuing Lecturer	P3 - Professional	40011268 - Senior Lecturer in COM & Dir of CELT	14,444.64
8/12/24	Clinical/Research	DUPUIS JACQUES PIERRE	F2 - Faculty	40080623 - Clinical Assistant Professor in Music Theory and Musicology	Visiting Faculty	F2 - Faculty	40060128 - Visiting Assistant Professor in Musicology/Music Theory	5,164.02
7/1/24	Clinical/Research	ENCABO-BISCHOFF MARY ELIZABETH I	F2 - Faculty	40080889 - Clinical Assistant Professor of Linguistics	Continuing Lecturer	P2 - Professional	40027944 - Lecturer in Linguistics	5,000.04
9/1/23	Clinical/Research	FRANCIS JOE P	F3 - Faculty	40035411 - Clinical Associate Professor of Actuarial Science and Director	Clinical/Research	F3 - Faculty	40035411 - Clinical Associate Professor of Actuarial Science and Director of the Actuarial Science	0.00
8/30/24	Continuing Lecturer	GABBARD JAMES D	P3 - Professional	40004190 - Senior Lecturer in Photography	Continuing Lecturer	P3 - Professional	40004190 - Senior Lecturer	0.00
8/30/24	Faculty	GANZ CHRISTOPHER	F4 - Faculty	40002612 - Professor of Printmaking and Drawing	Faculty	F4 - Faculty	40002612 - Professor of Fine Arts	0.00
8/14/23	Clinical/Research	GOODMAN AMY BETH	F2 - Faculty	40069006 - Clinical Assistant Professor of Communication Sciences and	Visiting Faculty	F2 - Faculty	40047767 - Visiting Clinical Assistant Professor in Communication Sciences & Disorders	1,500.03
8/14/23	Clinical/Research	GRINDROD CHRISTOPHER MARK	F2 - Faculty	40073050 - Clinical Assistant Professor of CSD	Faculty	F2 - Faculty	40038607 - Assistant Professor of CSD	0.00
7/1/23	Faculty	GUREVICH NAOMI	F3 - Faculty	40022586 - Associate Professor of CSD	Faculty	F2 - Faculty	40022586 - Assistant Professor of CSD	6,627.00
7/1/23	Faculty	HERBIG ARTHUR W	F4 - Faculty	40010999 - Professor of Media Production	Faculty	F3 - Faculty	40010999 - Associate Professor of Media Production	8,830.00
8/19/24	Clinical/Research	HOGG TERESA A	F3 - Faculty	40037518 - Clinical Associate Professor of Early Childhood Education	Clinical/Research	F2 - Faculty	40037518 - Clinical Assistant Professor of Early Childhood Education	6,626.97
8/14/23	Clinical/Research	HOUSTON JENNIFER NOEL	F2 - Faculty	40069008 - Clinical Assistant Professor of Communication Sciences and	Visiting Faculty	F2 - Faculty	40038612 - Visiting Clinical Assistant Professor in CSD	1,500.03
7/1/24	Faculty	HUFFMAN DEBRAH L	F3 - Faculty	40080761 - Associate Professor of English	Faculty	F3 - Faculty	40009511 - Director of Writing/Associate Professor	0.00
8/12/24	Faculty	JIANG YELING	F2 - Faculty	40079049 - Assistant Professor of Organizational Leadership	Graduate Student	GRD - Graduate	40030249 - Grad Research Assistant	71,000.01
8/14/23	Visiting Faculty	KAUFELD JOHN PHILIP	F2 - Faculty	40061483 - Visiting Instructor in Organizational Leadership	Limited Term Lecturer	TMP - Temporary	40050812 - Limited Term Lecturer - Credit	45,144.09
7/1/23	Faculty	KIRCHNER MICHAEL J	F3 - Faculty	40022901 - Associate Professor of Organizational Leadership and	Faculty	F2 - Faculty	40022901 - Assistant Professor of Organizational Leadership and Graduate Director	6,627.00
8/14/23	Faculty	KOUDSIA SAMER M	F2 - Faculty	40070069 - Assistant Professor of Organizational Leadership	Visiting Faculty	F2 - Faculty	40059416 - Visiting Assistant Professor in Organizational Leadership	11,999.97
5/21/24	Faculty	KOUDSIA SAMER M	F2 - Faculty	40070069 - Asst Prof Organizational Leadership	Faculty	F2 - Faculty	40070069 - Assistant Professor of Organizational Leadership	0.00
8/1/24	Faculty	KRACHER CONNIE L	F3 - Faculty	40027254 - Associate Vice Chancellor for Research	Faculty	F3 - Faculty	40027254 - Director of University Research and Innovation / Associate Professor of Biology	0.00
7/1/23	Faculty	LEBLANC SARAH S	F3 - Faculty	40022432 - Associate Professor of Interpersonal Commun	Faculty	F2 - Faculty	40022432 - Asst Professor of Interpersonal Commun	6,627.00
8/12/24	Visiting Faculty	LORENZ PAUL ANDREW	F2 - Faculty	40080793 - Visiting Assistant Professor in Saxophone	Limited Term Lecturer	TMP - Temporary	40050561 - Limited Term Lecturer	36,618.03

7/1/23	Faculty	LUO HAOWEN	F3 - Faculty	40021536 - Associate Professor of Finance	Faculty	F2 - Faculty	40021536 - Assistant Professor of Finance	6,627.00
8/14/23	Continuing Lecturer	MARSHALL GARRET E	P2 - Professional	40072735 - Lecturer in Mathematics	Visiting Faculty	F2 - Faculty	40046063 - Visiting Assistant Professor in Mathematics	2,999.97
8/14/23	Faculty	MCMAHON KEVIN R	F2 - Faculty	40070071 - Assistant Professor of Music	Visiting Faculty	F2 - Faculty	40039680 - Visiting Assistant Professor in Orchestra and Applied Music	9,000.00
7/1/23	Faculty	MISHRA PARESH	F6 - Faculty	40011372 - Chair and Associate Professor of Organizational Leadership	Faculty	F3 - Faculty	40013332 - Associate Professor	0.00
7/1/24	Faculty	MONTENEGRO ANDRES R	F4 - Faculty	40007316 - Professor of Computer Art	Faculty	F3 - Faculty	40007316 - Associate Professor	8,829.99
8/19/24	Faculty	MONTENEGRO ANDRES R	F4 - Faculty	40007316 - Professor of Computer Animation	Faculty	F4 - Faculty	40007316 - Professor of Computer Art	0.00
8/30/24	Continuing Lecturer	MOTZ JOHN W	P3 - Professional	40003603 - Assistant Chair and Senior Lecturer in Graphic Design	Continuing Lecturer	P3 - Professional	40003603 - Associate Director Visual Design & Innovation Center / Assistant Chair Art & Design /	0.00
7/1/24	Faculty	MUELLER DONALD W	F3 - Faculty	40030370 - Interim Chair, Civil and Mechanical Engineering / Associate	Faculty	F3 - Faculty	40030370 - Associate Professor of Mechanical Engineering	0.00
8/12/24	Faculty	MURPHY PATRICK KURTIS	F2 - Faculty	40075513 - Assistant Professor of Psychology	Graduate Student		40058253 - Bilisland Dissertation Assistantship	76,000.05
7/1/23	Faculty	NAZAROV ZAFAR E	F4 - Faculty	40014688 - Interim Chair of Economics & Finance / Professor of	Faculty	F3 - Faculty	40014688 - Associate Professor of Economics	8,830.00
7/1/24	Faculty	NAZAROV ZAFAR E	F6 - Faculty	40014688 - Chair of Economics & Finance / Professor of Economics	Faculty	F4 - Faculty	40014688 - Interim Chair of Economics & Finance / Professor of Economics	0.00
7/1/23	Faculty	NICHOLS JOEY D	F4 - Faculty	40014630 - Professor of Education	Faculty	F4 - Faculty	40014630 - Interim Chair of CSD and Professor of Education	0.00
7/3/23	Clinical/Research	PARKER MICHELLE R	F3 - Faculty	40072017 - Associate Professor of Practice in Information Technology	Clinical/Research	F3 - Faculty	40019687 - Clinical Associate Professor of Info Tech	0.00
7/1/23	Faculty	ROBERTS LEE M	F4 - Faculty	40001690 - Professor of German Studies	Faculty	F3 - Faculty	40001690 - Associate Professor German Studies	8,830.00
8/19/24	Faculty	RODESILER LUCAS B	F6 - Faculty	40053810 - Chair Teacher Education/ Professor of Secondary Education	Faculty	F6 - Faculty	40053810 - Chair Teacher Education/Associate Professor Education	13,830.03
8/19/24	Faculty	ROSS JODY M	F4 - Faculty	40010306 - Professor of Psychology	Faculty	F3 - Faculty	40010306 - Associate Professor of Psychology	8,829.99
8/14/23	Visiting Faculty	ROTH JAMES GREGORY	F2 - Faculty	40071042 - Visiting Assistant Professor in Graphic Design	Limited Term Lecturer	TMP - Temporary	40063461 - Limited Term Lecturer	41,698.08
8/30/24	Visiting Faculty	ROTH JAMES GREGORY	F2 - Faculty	40071042 - Visiting Assistant Professor of Practice in Graphic Design	Visiting Faculty	F2 - Faculty	40071042 - Visiting Assistant Professor in Graphic Design	0.00
7/1/24	Faculty	RUMSEY SUZANNE K	F6 - Faculty	40080864 - Chair of English & Linguistics	Faculty	F4 - Faculty	40006072 - Professor English	6,999.03
8/14/23	Faculty	RUSERT JONATHAN DAVID	F2 - Faculty	40066971 - Assistant Professor of Computer Science	Visiting Faculty	F2 - Faculty	40057685 - Visiting Assistant Professor in Computer Science	24,000.03
8/12/24	Clinical/Research	RUSSELL WILLIAM STEPHEN	F2 - Faculty	40075633 - Assistant Professor of Practice in Information Technology	Limited Term Lecturer	TMP - Temporary	40040721 - Limited Term Lecturer - Credit	76,000.05
8/19/24	Faculty	SAHA PROMOTHES	F3 - Faculty	40027768 - Associate Professor of Civil Engineering	Faculty	F2 - Faculty	40027768 - Assistant Professor of Civil Engineering	6,626.97
8/12/24	Faculty	SCHEURICH STEPHANIE NICOLE	F2 - Faculty	40076417 - Assistant Professor of Women's Studies	Visiting Faculty	F2 - Faculty	40059656 - Visiting Assistant Professor in Women's Studies	6,719.85
7/1/24	Faculty	SCHWAB ABRAHAM P	F6 - Faculty	40007683 - Chair of Psychology / Director of Graduate Studies /	Faculty	F4 - Faculty	40011000 - Dir of Grad Studies/Prof of Philosophy/PFW IRB	18,000.00
7/5/23	Clinical/Research	SIRK JAMES W	F2 - Faculty	40006598 - Clinical Assistant Professor Education and Associate Dean of	Clinical/Research	F2 - Faculty	40006598 - Clinical Assistant Professor Education and Associate Director of the School of	0.00
7/1/24	Faculty	SMITH JULIA E	F2 - Faculty	40079062 - Assistant Professor of Early Childhood Education	Clinical/Research	F2 - Faculty	40061550 - Clinical Assistant Professor of Early Childhood Education	0.00
8/12/24	Continuing Lecturer	SMITH KEVIN E	P2 - Professional	40079780 - Lecturer in Accounting	Visiting Faculty	F2 - Faculty	40039538 - Visiting Assistant Professor in Accounting	6,767.91
7/1/23	Faculty	STEFFEN GARY D	F3 - Faculty	40007462 - Dir School Polytechnic/Assoc Prof CEIT	Executive	E2 - Executive	40062504 - Interim Dean	5,829.96
7/1/23	Faculty	TESCAROLLO HAMILTON S	F4 - Faculty	40009700 - Professor of Music / Director of Keyboard Studies	Faculty	F4 - Faculty	40009700 - Interim Director of Music / Professor of Music / Director of Keyboard Studies	0.00
8/30/24	Continuing Lecturer	VACHON JESSICA A	P2 - Professional	40022902 - Lecturer in Web Design	Continuing Lecturer	P2 - Professional	40022902 - Lecture in Web Design	0.00
8/14/23	Faculty	WANG XIANGYU	F2 - Faculty	40070067 - Assistant Professor of Mechanical Engineering Technology	Visiting Faculty	F2 - Faculty	40059331 - Visiting Assistant Professor in Mechanical Engineering Technology	14,000.04
8/12/24	Continuing Lecturer	WARSTLER ROBERT LEE	P2 - Professional	40076575 - Lecturer in Accounting	Limited Term Lecturer	TMP - Temporary	40027277 - Limited Term Lecturer	85,860.00
8/30/24	Continuing Lecturer	WILLIAMS JAMES E	P3 - Professional	40011370 - Senior Lecturer in Foundations	Continuing Lecturer	P3 - Professional	40011370 - Senior Lecturer	0.00

Total: 963,076.43

Regarding item 5 in the question, *“If indeed the University is under a budgetary shortfall, how does the administration reconcile overspending, administrative raises (if so), and the future of our institution and its quality education under dire circumstances?”* This is a very open-ended question that can perhaps best be addressed by looking at how other academic institutions have addressed these issues. Nearly 40% of institutions of higher education across the nation have faced budget shortfalls in FY23-24, some minor and many very significant. I have attached several recent articles that outline just how these budget shortfalls may have occurred, and how many institutions are handling them.

[Copies of Relevant Recent Articles on Budget Shortfalls]

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