



## News

---

### Judge Says Union Can Include Tenure-Track, Adjuncts

July 13, 2011

A state judge ruled Tuesday that the **University of Illinois at Chicago** does not have the right to block a faculty union from representing both those on the tenure track and adjuncts.

While the university plans to appeal, and the case is far from over, the ruling rejected the major arguments put forward by the university and largely accepted those offered by the union. The decision found no ban in Illinois law to common organizing and rejected the university's argument that the interests of the tenured and non-tenure-track faculty members were too different for them to organize together.

The union at Illinois-Chicago, the result of a joint organizing effort by the American Association of University Professors and the American Federation of Teachers, is viewed as extremely important by academic labor. Organizing wins have been few and far between of late at research universities, and the success there was part of an experiment of enhanced AAUP-AFT collaboration. (Illinois is a "card check" state, in which workers sign authorization cards to form a union -- with no formal election required. Because the union submitted many more authorization cards than required, only a legal challenge such as that made by the university would block the union.)

The university made two main arguments to try to get the state labor board to block the union. One argument was based on a close reading of the state statute authorizing faculty unions. It reads: "The sole appropriate bargaining unit for tenured and tenure-track academy faculty at each campus of the University of Illinois shall be a unit that is comprised of non-supervisory academic faculty employed more than half-time and that includes all tenured and tenure-track faculty of that university campus...."

To the university, that language means that only tenured and tenure-track faculty can be in the bargaining unit, but the union (now with the backing of a state judge) found that nothing in that wording bars the unit from including others.

The other argument made by the university relates to an issue that comes up at many campuses: whether adjuncts and those on the tenure track have enough in common to bargain together appropriately.

Nationally, there are many campuses where adjuncts and tenure-track faculty bargain together, sometimes to everyone's pleasure and other times with disagreements. There are also many campuses where the two faculty groups bargain separately or where only one group is unionized. In its legal filings in the case, the university said it would not oppose two separate unions -- but union organizers said that this was an attempt to minimize faculty power. While the union acknowledged that adjuncts have it much worse than do those on the tenure track, a major theme of the organizing campaign was that both faculty cohorts need to work together to improve the treatment of those off the tenure track.

In her ruling, Judge Ellen Maureen Strizak noted the most obvious difference between the two faculty groups: one can earn tenure and one cannot. While not dismissing the importance of this fact, she noted that Illinois labor board rulings have found that tenure rights are not necessarily the determining factor in such cases. Rather, the state requires "a community of interest factors" to unite various parts of a proposed bargaining unit. These factors include the duties performed, and the qualifications and the interchangeability of employees in the two groups, the judge said.

And this analysis led her to rule in favor of the union, as she cited many commonalities. She noted that the educational backgrounds of tenure-track and non-tenure-track faculty members are "similar and in some instances, the same." Both faculty groups "teach the

same courses," both teach undergraduate and graduate students, and the responsibilities of the instructor are the same whether a course is taught by a tenure-track or adjunct faculty member. Both types of faculty members are expected to hold office hours, and both types of faculty members serve side-by-side on many university committees, she noted.

To demonstrate the extent to which the two groups are similar, she noted that the university regularly assigns adjuncts to fill in for tenure-track faculty members who are on sabbaticals or other leaves. "The skills and functions ... are similar, and, thus, are functionally integrated," Judge Strizak wrote.

Under Illinois law, the parties can file "exceptions" to the decision, which could then require additional review. University officials indicated late Tuesday that they would do so.

— Scott Jaschik

© Copyright 2011 Inside Higher Ed



# SJ-R.COM

The State Journal-Register • Springfield, IL • The Oldest Newspaper in Illinois

## UIS employees to get raises

By **CHRIS DETTRO**

**THE STATE JOURNAL-REGISTER**

Posted Jul 12, 2011 @ 11:00 PM

Last update Jul 13, 2011 @ 06:28 AM

Most employees at the **University of Illinois Springfield** will be getting raises of about 3 percent this fall — their first since 2008 — consistent with a universitywide salary program made possible by earlier cost-saving measures.

UIS Chancellor Susan Koch, who started in her new post July 1, said about \$1 million will be spread among about 800 faculty members, academic professionals and civil service staff effective with the academic year beginning Aug. 16.

"I'm very appreciative that we'll be able to provide these long-awaited salaries," she said. "It is the employees who make the university what it is and make good on our promise to students every day."

**University of Illinois President Michael Hogan** said last week that cost-cutting and resource reallocation has produced savings that can be used for merit raises for employees and administrators at all three campuses. The total pool of money authorized for salary increases is about 3 percent of each campus' salary pool, which in the case of UIS is about \$34 million.

### No raises since '08

The university hasn't had a general salary increase program since August 2008. Economic conditions in 2009 resulted in employee furlough days in fiscal 2010.

Staff members who are not part of a bargaining unit currently are eligible for raises at UIS. Raises for employees in bargaining units will be determined in negotiations with the unions.

Academic professional staff and civil service employees who received evaluations of "performs commendably" or better for fiscal 2011 will receive raises of 3 percent, Koch said in an email sent to employees last week.

For faculty, performance evaluation decisions were determined at the college level, and each college will use its own policies for administering raises, Koch said.

Non-union civil service employees who are still within their probationary employment period will not be eligible for raises until after they complete their probation. Academic professionals hired after June 1 aren't eligible for this year's program.

"Any employee who has met the requirements for performance will be getting a raise," Koch said.

### All 3 campuses

She said the UIS plan for raises is nearly identical to those at the U of I's Chicago and Urbana-Champaign campuses.

"It's pretty much a University of Illinois-wide salary program," she said.

"We're very appreciative of it," she said. "This really great news."

Hogan said one of his top priorities since being hired last year has been to avoid additional furlough days and to restore merit-based raises.

Illinois State University President Al Bowman said Monday that about 2,200 ISU employees would get merit-based raises that average 3 percent.

\*\*\*

### Looking forward to new athletic director

New University of Illinois Springfield chancellor Susan Koch said she had face-to-face interviews with the three finalists for the position of athletic director at UIS, and **Kim Pate** "will be a wonderful addition to the leadership team" at the university.

Koch didn't begin her job in Springfield until July 1, but made special trips to campus before her contract began to interview the AD candidates. Koch came to UIS from Northern Michigan University,

"Because it is such a big hire, I thought it important that I participate," she said.

Four finalists were selected, but one took another position before the interviews began, Koch said.

"I think we've made an excellent hire," Koch said of Pate. "She already is an athletic director, and we expect her to hit the ground running when she gets to campus."

Koch said she will meet with Pate, most recently athletic director at Brevard College in North Carolina, when she begins her job on July 26.

Koch said it would be inappropriate for her to comment on a lawsuit filed earlier this year against the university by The State Journal-Register. The newspaper is asking a judge to release documents concerning the forced resignations of two softball coaches in 2009 and payment of \$200,000 to a player whose attorney alleged she was sexually assaulted.

Koch did say she was "in the process of studying the situation in depth."

Copyright 2011 The State Journal-Register. Some rights reserved

**hindustantimes**

Rahat Bano, Hindustan Times  
Email Author  
New Delhi, July 12, 2011

First Published: 10:00 IST(13/7/2011)  
Last Updated: 11:10 IST(13/7/2011)

## 'I owe my success to an education in Chicago'

The going was tough but she kept going. And made it, too. Considerably. Meenu Bhambhani has post polio paralysis in her left lower limb since she was five-months-old.

Her parents tried every form of treatment - allopathy to quackery, but soon realised that "this will stay with me." What they did next is to give her "the best possible education".

Even though she started schooling a bit late, she has literally gone places with educational opportunity. Bhambhani took a BA (hons) degree in political science and public administration without the disability quota, an MS in disability and human development from the United States on a Ford Foundation fellowship and a PhD in English literature from the University of Rajasthan.

After being a lecturer in English in Government College, Kishangarh, Rajasthan, she joined the state education service in 2001. Among other assignments, she has been a consultant for South Asia Human Development at the World Bank in Washington DC. Bhambhani also took part in a United States International Visitors Leadership Programme in 2009. Winner of the individual category NCPEDP-Shell Helen Keller and other awards, Bhambhani is head of global corporate social responsibility (CSR) and diversity at Mphasis in Bangalore. At the award-winning inclusive organisation, in addition to strategising and implementing the CSR programme across its global locations, she is responsible for its diversity programme focused on persons with disabilities.

Her schooling was no cakewalk. "Yes, school was tough! Every year it was a challenge to convince the school to move classes to lower floors, exempt me from attending assembly as it was a lot of walk, help with carrying my bag, lunch box, water bottle etc to the classroom and back into the bus, asking the bus drivers to pick me up from home and drop me back," she says.

Her school was not disabled-friendly and "sometimes even though the school management was sensitive, it did not trickle down to the teachers as any exemption was seen as inability to not overcome my disability and sometimes even taking undue advantage of my disability."

Bhambhani gives the credit for her success to her education at the **University of Illinois Chicago (UIC)** which she attended with a "generous" fellowship from the International Ford Foundation. She was assistant commissioner, disabilities, Government of Rajasthan when she came to know about the fellowship (2001-2002). Though already in the field of disability then, she says she felt the need for skills in policy making and a "better understanding" of disability issues.

"I could not have chosen any other university other than UIC as that programme fit into my goals of being into disability advocacy, research and social policy in India."

An education in Chicago added to her perspective, exposing her to a different way of learning - flexible but not lax.

"In terms of systems, infrastructure etc it was ideal especially since I had no experience of disabled-friendly systems and accessibility in India. My learning at the UIC shaped my understanding of disability... In terms of the education system also, it was extremely flexible and inculcated a lot of independent thinking. The faculty was supportive and strict at the same time. There was no compromise on quality," she says.

Bhambhani has moved into the field of disability where her experiences helped her "connect with the cause and be a strong advocate for it."

While she considers herself lucky to have realised her dreams of a good education, job, marriage, etc, she knows the challenges are not yet behind her: "I continue to face challenges vis-à-vis inaccessible transportation, not having enough choices for leading a full life due to inaccessibility and at times feel dependent and discriminated due to lack of adequate policies and systems that prevent discrimination against persons with disability," she says.

<http://www.hindustantimes.com/StoryPage/Print/720106.aspx>

© Copyright 2010 Hindustan Times

latimes.com/news/local/la-me-calstate-20110713,0,5701486.story

**latimes.com**

## Cal State trustees raise tuition 12%

**Board votes 13 to 2 in favor of the fee hike, saying 'the overriding importance is to keep doors open.' Meanwhile, Gov. Jerry Brown criticizes board for approving San Diego State president's \$400,000 salary.**

By Carla Rivera, Los Angeles Times

July 13, 2011

California State University trustees on Tuesday approved a 12% increase in tuition for this fall, saying the funds are needed to maintain student access and limit damage to programs and services after a \$650-million cut in the university's state funding. advertisement

The trustees, meeting in Long Beach, voted 13 to 2 in favor of the hike despite the protests of scores of chanting, sign-waving students. Demonstrators urged the board to impose a one-year moratorium on raising tuition, which has tripled over the last decade. The latest boost of \$294 per semester comes on top of a previously approved 10% tuition increase for the coming school year.

The board was under pressure on more than one front. Gov. Jerry Brown sent trustees a letter strongly criticizing a recommendation to pay the new president of San Diego State \$400,000 — \$100,000 more than his predecessor, even as the university faces severe budget cuts.

In making the salary recommendation for Elliot Hirshman, Cal State Chancellor Charles B. Reed has cited a system-sponsored study that found Cal State presidents to be underpaid compared to their peers at similar institutions. Hirshman, who assumed the post in San Diego on July 1, will be paid \$350,000 from the state with a supplement of \$50,000 from the campus' nonprofit foundation.

Brown rejected Reed's argument.

"I fear your approach to compensation is setting a pattern for public service that we cannot afford," he wrote in the letter to board chairman Herbert Carter. "At a time when the state is closing its courts, laying off public school teachers and shutting senior centers, it is not right to be raising the salaries of leaders who — of necessity — must demand sacrifice from everyone else."

Trustees approved the compensation package, but many expressed misgivings.

"This has nothing to do with Dr. Hirshman, who is eminently qualified and we're lucky to have him," said Steven M. Glazer, one of three trustees who voted no. "But our institution has experienced a tremendous shock in the last year.... We need a new model that de-escalates the salary spiral."

Carter voted to approve Hirshman's salary but also formed a committee to review policies on selecting and paying campus presidents. Several of the current presidents have said they plan to retire soon, officials said.

Several speakers, including Lt. Gov. Gavin Newsom, who sits on the board, criticized the message sent by the trustees' votes on tuition and Hirshman's salary.

"Plenty of people are watching, people we need as supporters, and I feel we're making mistakes today," said Newsom, who voted against both items.

Others, however, laid the blame on Sacramento and said the tuition hike was needed to avoid turning away thousands of students. "I have consistently voted no on past fee increases, but this time the overriding importance is to keep doors open," said trustee Melinda Guzman.

The recently approved state budget slashes funding for Cal State and the University of California by \$650 million each — \$150 million more than the university systems had anticipated. Even deeper cuts are possible if expected revenues do not materialize. On Thursday, UC's regents will consider raising tuition 9.6%, on top of an 8% increase already scheduled to take effect this fall.

Cal State's latest increase means annual undergraduate tuition will rise to \$5,472 for fall 2011. With campus-based fees that average \$950, students will pay about \$6,422 annually, not including books and housing.

One-third of the revenue from the tuition increase will be set aside for financial aid, officials said.

But that may not help students like Dalia Hernandez, a geography major at Cal State Long Beach who said she is already looking for a second job to help meet the new expenses. The Costa Mesa resident says she commutes an hour and a half on the bus to school to save money.

"Some of my friends who are middle income and, like myself, don't receive financial aid are being forced to get several jobs while our parents are struggling to pay mortgages," Hernandez, 22, said after addressing the board. "We still have this California dream, but to progress we need an educated population."

Erik Dimitruk also works to pay his tuition and said that trustees are out of touch with student needs.

"How are you paying someone \$100,000 more a year and saying we have to raise tuition — it doesn't make much sense," said Dimitruk, 25, a Cal State L.A. graduate student. Graduate fees were raised by \$720 annually, to \$6,738. "I understand with the budget cuts that people have to tighten their belts, but everyone should have to do that."

[carla.rivera@latimes.com](mailto:carla.rivera@latimes.com)

Copyright © 2011, [Los Angeles Times](#)



## News

---

### Price Points

July 13, 2011

TAMPA, Fla. -- Discussion of discount rates, a prominent topic in higher education finance circles for so long, seemed almost nonexistent here at the annual meeting of higher education finance officers, but not for the reason many might expect.

Historically, college and university business administrators have worried that the discount rate -- put simply, the difference between their sticker prices and what students pay, on average, after accounting for financial aid -- was slowly creeping up to a level that was undermining institutions' revenues. The recession drove that rate to an all-time high of 42.4 percent in 2010. In a recent survey by *Inside Higher Ed*, 34.1 percent of chief financial officers said their current discount rate was unsustainable. These percentages were particularly high at private master's (54.4 percent) and baccalaureate (51.4 percent) institutions and public doctoral universities (31.9 percent).

While that concern was reiterated during discussions over the last four days at the annual conference of the National Association of College and University Business Officers, it wasn't the main reason the term was so out of favor.

Rather, a group of finance officers and consultants argue that "discount rate" is too simplistic an idea, especially during the recession. Tuition, financial aid and enrollment are too complex and intertwined to be filtered through a single metric like the discount rate, they say, and they fear that doing so could undermine institutions' financial health by driving down enrollment. This has been an issue for the past few years at colleges that refused to raise their discount rates to cope with increased financial need during the recession, which caused many students to drop out or decide to go to other, more affordable schools.

These officials prefer to focus on "net tuition revenue" -- the amount of money derived from each student after aid is subtracted from sticker price. They want to shift the conversations away from the discount rate toward a more integrated approach to tuition, literally striking "discount rate" from strategic plans, and make the concepts of net revenue and the actual price of college more apparent to the public, lawmakers, and potential students.

Their general argument is that colleges and universities that are heavily dependent on tuition revenue to cover expenses -- a group that is growing as states cut support, donations lag, and endowments show smaller-than-expected returns -- are going to have to ensure greater collaboration between enrollment and finance officers to make their bottom lines. It is separating the two departments, or trying to accomplish goals in one realm without taking the other into account, that is actually the unsustainable practice.

"You need chief financial officers who care about the head count and chief enrollment officers who are guardians of the bottom line," said William Hall, who runs a tuition consulting company called Applied Policy Research.

Hall, who organized two sessions on tuition at NACUBO's conference, champions greater integration of business and enrollment functions. He views sticker price, financial aid, and enrollment as three corners of a triangle. Shift one, and the other two will probably have to be moved as well. If a college wants to raise additional revenue by raising its tuition, its officials need to understand what that will require from the financial aid office and how the changes in sticker price and financial aid are going to affect enrollment.

"We know that more financial aid means more opportunity," Hall said. "More opportunity means more students, and more students should mean more money. You're probably better off getting that extra dollar where you can than losing a student."

And to better manage their head counts and bottom lines, admissions and financial aid offices are going to need better data than what they're currently working with.

Mary Piccioli, an enrollment management consultant with Scannell & Kurz, who organized a different session on how the recession affected tuition, said colleges and universities need to develop better tools to analyze how changes in sticker price, financial aid, and quality all interact. Databases that show how net tuition breaks down among different student demographics -- such as test scores, high school performance, gender, or ethnicity -- can help show how advancing one enrollment goal might affect others. She gave an example of a college where students with low standardized test scores paid higher average tuition than higher-performing students.

"SAT scores can go up, but you're going to pay for that quality," said Samantha Veeder, director of financial aid at Nazareth College, who presented with Piccioli.

### Changing the Conversation

Hall is a big proponent of stripping the language of "discount rate" out of planning entirely, and encouraged both Valparaiso University and the College of St. Benedict to do just that.

Valparaiso's previous strategic plan included the goal of "lower[ing] the unfunded discount rate by judiciously reducing the amount of unfunded aid." Unfunded aid refers to any aid dollars that don't come from a restricted source; at many colleges it is just tuition money that is taken in and earmarked for aid, often based on academic or other kinds of "merit" rather than financial need. Most measures of a college's discount rate include money that comes from endowed scholarships or other forms of institutional aid, even if that money can't be directed toward other uses.

Valparaiso officials are hoping to increase these sources of aid, which would correspondingly increase the university's discount rate, but still bring in more revenue over all. Under the new plan, which makes no mention of the discount rate, "VU will develop a net tuition revenue model matching enrollment growth and tuition revenue to sustainable levels of unfunded aid by striving to increase funded aid."

St. Benedict made one of the goals in its most recent strategic plan to "annually increase net revenue per student" without focusing on the discount rate. For the upcoming year, it raised its tuition rate 6.5 percent -- more than most colleges of its size -- and correspondingly increased financial aid. In the end, the college increased net revenue.

Not only do the conversations on campuses need to change, presenters said, but also how college and universities sell the idea of net tuition to prospective students and their families.

In a speech to convention attendees, Jim Collins, who has written several books on business practices, stressed that it is time to worry when the price of something divided by the consumer price index is greater than one. In higher education, tuition hikes have grown at about five times the inflation rate.

But unlike sticker price, net revenue has held fairly close to the consumer price index. That doesn't matter, presenters said, if nobody knows it. "Here we talk about sticker price as if it doesn't matter," said Tom Weede, vice president for enrollment management at Butler University, who joined Hall and others for a presentation. "The only thing the public knows is sticker price! If the net rate is only going up by the inflation rate, then we should tell people that."

Like Weede, several of the presenters stressed the need to have transparency in the aid process and to make it clear to students that sticker price is rarely what they end up paying. When presenters asked the audience if their colleges provided net price calculators, as will be required by the federal government starting in October, only about a quarter of the hands went up. While these tools may make the process more transparent, presenters worried that they may be too complicated for many families or too difficult to find, and said that other steps would need to be taken.

— Kevin Kiley

© Copyright 2011 Inside Higher Ed

# THE CHRONICLE

of Higher Education

## In Selecting a College, Academic Major Remains Top Factor for Students

July 12, 2011, 10:28 am

By Beckie Supiano

Nearly 63 percent of graduating seniors who have chosen a college to attend this fall are headed to their first choice, according to a new survey. Of those headed somewhere else, about 35 percent were not admitted to their top choice and 31 percent said they could not afford to go there.

These findings come from a spring followup to the 2011 College Decision Impact Survey conducted by Maguire Associates, an enrollment-management consulting firm, and Fastweb, a scholarship-search Web site.

More than 2,000 students who had participated in the original survey in January responded to the May follow-up, which asked detailed questions about students' final enrollment decisions.

"In general, given that the economy is still shaky, and there's a lot of uncertainty, we weren't quite sure what to expect," said Tara E. Scholder, a senior vice president with Maguire Associates and the lead researcher for the surveys.

But the findings ended up being consistent with what the groups' surveys have shown over the last several years, Ms. Scholder said. Affordability remains a key factor in where students enroll, but the most-cited reason for their decision is the strength of their academic major. A similar breakdown of students favors public versus private colleges compared with previous years, and a similar mix ultimately enrolls in each.

Some students who say they favor a private college end up at a public one, and a smaller number prefer a public college and enroll in a private one. The students who wanted to attend a private college but enroll in a public one report having the most difficulty choosing where to go, Ms. Scholder said. They also are the most likely to say they did not enroll at their first-choice institution.

While many of the findings remain consistent with previous years, Ms. Scholder did point to one "perhaps beginning of a trend"—more students report being placed on one or more wait lists. In 2009, 20 percent of students were placed on wait lists, compared with 28 percent in 2011. That change is big enough to suggest that some colleges are changing their strategic use of wait lists, Ms. Scholder said.

This entry was posted in Uncategorized. Bookmark the [permalink](#).