

*Note from Secretary: per the Presiding Officer's suggestion during the meeting (see Minutes, p. 74) the following question was submitted to the PO by email after the meeting and answered subsequently.*

**Question:**

Does the IELP faculty have a response to the RCAT score presented by the administration and, if so, how do they propose lowering this score as part of their great proposal and document? It seems that is a piece in need of addressing, so I would be curious how that challenging data is being addressed.

**Answer:**

We recognize that the budget to tuition ratio as it is reflected in the RCAT has been out of balance for a number of years. However, it is critical to contextualize the RCAT number. The IELP has been evaluated as a revenue generating unit in PSU's budget model despite costs that are unique to our unit. These costs include in-house support services such as advising, registration, recruitment, and other student engagement services such as our Learning Center and a program of student activities. Therefore, enrollment decline is not the sole reason for our RCAT score. Importantly, the fact that our unit functions *in support of* revenue generation but is evaluated based solely on *generation of revenue* creates a fundamentally skewed picture of our cost to the university based on RCAT score alone.

The merger of IELP and OIA is currently the main strategy to more closely align the IELP budget with the PSU model. We are working towards long-term budget sustainability. This includes identifying a different mix of E&G and non-credit revenue as well as redistributing and/or absorbing some IELP functions that are outside of its academic functions into other OIA units that already do that work. Ron Witzack has expressed a commitment towards our budgetary goals.

We also understand that recovery of our program must be more comprehensive. Therefore, as teaching faculty, we are leveraging our training and expertise in our field to redesign our curriculum to be more flexible and reach more students.

More generally, we look to the optimistic potential of initiatives like a new 'PSU partnership with Nanjing University and PSUs "Open for fall, open for all" to provide opportunities for our faculty to serve even more students. We also hope that international students receive more priority through enhanced recruitment.