Indiana University-Purdue University Indianapolis
Indiana University-Purdue University Indianapolis
Indianapolis Faculty Council (IFC)
Minutes
February 6, 2018 ~ Campus Center 450A ~ 3-5 p.m.


Agenda Item I: Welcome and Call to Order
IUPUI Faculty Council Vice President Jeff Watt called the meeting to order.

Agenda Item II: Adoption of the Agenda as the Order of Business for the Day
The Agenda was adopted as the Order of Business for the Day.

Agenda Item III: Updates/Remarks from the Chancellor
Nasser Paydar, Indiana University Executive Vice President and Chancellor of IUPUI

Paydar reported on the following:

- Paydar read a statement reaffirming IUPUI’s commitment to a diverse, inclusive, and safe environment. The statement read was:
  - “As I have said on numerous occasions, and in light of the news unfolding at Michigan State University, I want to reaffirm IUPUI’s unwavering commitment to ensuring a diverse and inclusive environment in which everyone feels welcome and safe. I appreciate all that you have done and continue to do as members of this campus community to create this kind of supportive environment, which requires our collective effort. Such an environment reflects our core values as an institution and will remain a vital component in the very best education here at IUPUI, across the country, and around the world.”

- Madame Walker Theater (Soon to be: Madame Walker Legacy Center): The Madame Walker Theater building has been supported by the Lilly Endowment for many years. After completing a strategic plan, they have found they are having difficulty maintaining and managing the building. This prevents them from working on programming. IUPUI began talking of a partnership with
them. After discussions, studies, and meetings—we found a partnership with the Lilly Endowment. Lilly would provide over $15 million for major renovations, both structural and audio/visual improvements. The facility can then host programs to honor the legacy of Madame Walker. We plan to have the building bids in three to four months with renovations taking a year and a half. IUPUI would have the responsibility for the upkeep of the building thereafter. This arrangement will be wonderful for the community and gives the campus access to a performing arts venue that we have never had. This is a partnership with our community.

- Leadership appointments:
  - Doug Johnson, chief of police.
  - Kristy Sheeler, executive associate dean of IUPUI Honors College.
  - Rafael Bahamonde, acting dean of the School of Health and Human Sciences effective July 1.
  - Searches (Remainder of 2018):
    - Dean, School of Social Work: Four candidates have had interviews on campus. We hope to make a decision soon.
    - Dean, Herron School of Art and Design: Interviews will take place in March.
    - Founding Dean School of Education: Interviews will probably take place in April.
  - Searches (2018-2019):
    - Founding Dean, School of Health and Human Sciences. National search in fall 2018.
    - Dean, School of Dentistry.
    - Dean, University Library: There will be an acting dean while the search goes on.

- Research and Students:
  - As of the end of January, we received over $244 million in grants compared to $196 million at the same time last year (25 percent increase). Most awards are received at IUPUI through the School of Medicine. Outside the School of Medicine, awards are up by 30 percent.
  - Enrollment Management: As of the end of January, applications have exceeded 11,000. This is up by 22 percent from this time last year. Admits are up by 24.5 percent. We are up by 24.8 percent in non-residents. Transfers are up 16 percent. Minority admits are up as well. Average GPA is 3.57 (up from 3.55).

- Welcoming Campus Initiative Fund: Round 2 is beginning. Letters of intent are due February 23. Proposals due March 23. Notification of funds will be April 23. We will be focusing this time on applications with the 50th Anniversary in mind, as well as service projects and those engaging the community.
- The fitness center will open March 1 in the Campus Center. (Slides of the interior are appended).

Agenda Item IV: Updates/Remarks from the IFC President
Rachel Applegate, IUPUI Faculty President

Applegate reported on the following:
- Last Thursday and Friday we hosted the Trustees of Indiana University in the Tower Ballroom for their bi-monthly meeting to different campuses. Deans Michael Patchner and David Russomanno did very well on their presentations to the trustees. Christine Fitzpatrick also gave a presentation about our 50th Anniversary. Applegate spoke to the Board of Trustees about today’s report of IU Online from the Budgetary Affairs Committee.
- We will have a presentation on the revision of the PULs and PCLs today.
- We will also look at revising our constitution to better incorporate NTTF into faculty governance.

Agenda Item V: [Information Item] Faculty Census
Margie Ferguson, Senior Associate Vice Chancellor for Academic Affairs

Ferguson spoke to the appended presentation.

Ferguson continued her report with the following information:

- IRDS has reviewed four and eight-year retention rates and are treated as cohorts. At the four-year mark we are retaining 80 percent of the faculty. At the 8-year mark, 60 percent. Associate Vice Chancellor Gina Gibau and deans are interested in these data because it is costly to hire new faculty. We have research of why this happens and how to avoid it. Gibau is working on this in her office. Most data presented today is available on Data Link through IRDS. When we lose faculty, it is not through promotion and tenure. Professor Sherry Queener read every failed promotion and tenure case for a ten-year period and performed the analysis shown in the slides. The role of the chair is very important in the promotion and tenure process. She reviewed 55 cases. Three categories of errors are shown.

**Agenda Item VI: [First Read] Proposal to Update the Composition of the IUPUI Faculty Council**

John Watson, Chair, Faculty Affairs Committee
Circular 2018-04: Proposal

Watson presented the proposal below to update the composition of the IFC:

**PROPOSAL TO UPDATE THE COMPOSITION OF THE IUPUI FACULTY COUNCIL**

The goals of the proposed changes to the IUPUI Faculty Council (IFC) Constitution & Bylaws (C&B) are to:

- Increase the number of non-tenure track faculty (NTTF) in the IFC without violating IU policy ACA-18 that states “voting participation must be structured in a way that reserves at least 60% of voting weight to tenure track faculty”
- Do so by a mechanism that will automatically preserve the 60/40 split
- Give more latitude to schools to send representatives of their choice
- Give NTTF voting privileges on the IFC Executive Committee
- Give full time faculty an increased share of the voting weight within the IFC
- Reduce the redundancy of roles that a given member may play on the IFC
- Simplify the process of filling the IFC and conducting elections

To accomplish these goals, we propose to:

- Raise number of elected members to 100
  - 40 unit representatives who can be of any full-time faculty rank (including NTTF) with each unit defining its own needs and philosophy in this regard
  - 60 at-large representatives who must be TTF
- Set the number of voting administrative ex officio members at 3
  - Retain 3 voting ex-officio positions for the Chancellor and his/her two designees
  - Deans will become non-voting ex officio members but will retain the right to introduce and debate motions
- Increase the IFC Executive Committee to 10 voting ex officio members, 2 of which will be filled by NTTF
- Limit the number of positions a given member may hold to 1 in most instances
- Establish a fixed number of elected positions on the IFC rather than recalculating for each year’s elections
The outcomes of the proposed changes will be to:

- Give schools the autonomy to send whomever they please as their unit representatives, with no restrictions on what type of full-time faculty member is elected.
- Retain at least 60% of the elected seats for TTF, as defined in IU policy.
- Enable up to 40% of the elected seats to be held by NTTF, in keeping with IU policy.
- Strengthen the role of full time faculty in decision making by the IFC.
- Align our practices with our peer institutions, both nationally and within Indiana, regarding dean representation in faculty council.
- Broaden the perspective of the Executive Committee by including NTTF on its roster.
- Bring simplicity and stability to determining the size of the IFC and the election process.

The details of the proposed changes for the composition are shown below, followed by a table presenting a breakdown of the numbers of IFC voting members in the different categories.

**VOTING MEMBERS: 115 Total**

**Elected unit representatives: Total of 40.**

- The elected unit representatives will be voting members of the IFC having the same rights and responsibilities as described in the current C&B.
- Each Unit will develop its own process for election of unit representatives that is to be part of their faculty governance document.
  - Full time TTF are eligible to serve as unit representatives.
  - Full time NTTF are eligible to serve as unit representatives if a unit so chooses.
- Unit Representatives may not be a Dean, IFC President, IFC Vice President, or member of the IFC Executive Committee or University Faculty Council.
- The number of unit representatives will be distributed proportionately among the units according to the head count of full time TTF with each unit being guaranteed a minimum of 1 unit representative. The distribution will be determined yearly and/or when there are major unit reorganizations. The IFC Executive Committee will make the determination and then report the results to the IFC.
- The roster of elected unit representatives is to be reported to IFC Council Office by May 1.

**Elected at-large representatives: Total of 60.**

- Elected at-large representatives will be come from the ranks of the full time TTF, and will have the same rights and responsibilities as currently described in the C&B.
- Elected at-large representatives cannot be deans but can have the rank of associate dean or lower; cannot be elected unit representatives, President or Vice President, EC members, or UFC members.
- Ballots are to include 1.5 times the number of seats to be elected at any given election.

**Voting ex officio members: Total of 15.**

- This proposal increases the size of the Executive Committee to 10 by adding 2 NTTF members to the current 8 TTF members. These members will be elected at-large and will have the same rights and responsibilities as currently described in the C&B.
- The President and Vice President of IFC will be elected at-large and have same rights and responsibilities as currently described in the C&B Elected at-large.
- The administration will be represented by Chancellor and 2 persons designated by the Chancellor from among the Chancellor’s Cabinet members.
- These 15 members may not serve on the IFC in any other capacity.

**NONVOTING EX OFFICIO MEMBERS**
- Elected members of the UFC will have voice and can make motions within the IFC but cannot vote. They may not serve in any other capacity within the IFC.
- The Deans (“Dean” is the title applied to the IUPUI executive of a unit represented at the IFC) will have voice and can make motions within the IFC but cannot vote.
- The additional nonvoting ex officio members listed in the current C&B will have the same rights and responsibilities as described.

### Breakdown of voting members under the proposed IFC composition

<table>
<thead>
<tr>
<th>Category</th>
<th>TTF or NTTF</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elected unit representatives</td>
<td>TTF or NTTF</td>
<td>40</td>
</tr>
<tr>
<td>Elected at-large</td>
<td>TTF</td>
<td>60</td>
</tr>
<tr>
<td>Executive Committee (Elected)</td>
<td>TTF or NTTF</td>
<td>10 (8+2)</td>
</tr>
<tr>
<td>IFC President and VP (Elected)</td>
<td>TTF</td>
<td>2</td>
</tr>
<tr>
<td>Chancellor and designees</td>
<td></td>
<td>3</td>
</tr>
</tbody>
</table>

Aggregate (maximum NTT): 70 TTF, 42 NTTF, 3 administrators (37.5% NTTF)
Aggregate (minimum NTT): 110 TT, 2 NTT, 3 administrators (1.8% NTTF)

### ACKNOWLEDGMENTS

This proposal represents the work of the Faculty Affairs Committee (Marianne Wokeck and John Watson, Co-Chairs), the Executive Committee, and an ad hoc committee formed from members of the Faculty Affairs Committee (Robert Yost, George Towers, Sasha Fedorikhin, John Watson), the Constitution and Bylaws Committee (Judith Wright, Todd Shelton, Cornelis De Waal), and the Executive Committee (Rachel Applegate, Philip Goff, Ben Boukai, Miriam Murphy). Many special thanks to Karen Lee for her insight and guidance.

### Questions / Comments

- Language change: One member suggested replacing “tenure track or” with “tenure track and,” in reference to the IFC-EC category.
- UFC: UFC members are members without vote on the IFC, correct? Will that discourage people from wanting to serve on the UFC? Goff said five of the members of the UFC are elected to the IFC anyway, so this prevents them from serving on both councils simultaneously.
- Deans: Does that include assistant or associate deans? Watson said executive associate deans cannot serve as unit representatives as they have budgetary implications. Associate deans and assistant deans are considered faculty and can serve.

Applegate said the Constitution and Bylaws changes will be brought to the council at the next meeting.

### Agenda Item VII: [Information Item] Principles of Undergraduate Learning and Principles of Co-Curricular Learning Refresh

Kristy Sheeler, Executive Associate Dean, IUPUI Honors College

Sheeler spoke to the appended presentation.
Sheeler continued her report with the following information:

- The new combined PULs and PCLs are in the diagram at the end of the presentation. There will be four areas instead of seven in the proposal. Feedback is welcome. New iterations of the proposal will come after each round of review and a town hall. Final approval is in May 2018 by the IFC.

**Questions/Comments**

- How are the units represented in the proposal? Sheeler said the task force was made up by faculty members across the units.
- When did the email go out? Yesterday at 9:30 a.m.
- When will the new PULs take place? Implementation will occur over a year.
- Will all courses mapped to the PULs have to be remapped following this change? Gladden said it would not require a course change; it is more than an accreditation change.
- Do you require one PUL per course or all of them? Sheeler said, in her opinion, if we have these for our students to aspire to be, the same model of the old PULs would fit under the new ones. Individual courses would pertain to one of the PULs.

**Agenda Item VIII: Call for IFC or UFC Standing Committee Reports**

- Distance Education Committee (Gina Londino-Smolar, Chair): The committee has four meetings each semester.
  
  Topics are:
  
  - Update on distance education tools (resources for faculty)
  - Discussion on Quality Matters (four IU courses have been certified via Quality Matters)
  - Revisions to the IUPUI Strategic Plan on distance education
  - Discussion with the Center for Teaching and Learning (CTL) on online teaching (course through CTL – boot camp)
  - CTL renovation with advanced visualization lab, online graduate programs and dissertations, video conference tools, Unizen, and IU e-text

- Budgetary Affairs Committee (Jack Windsor and Ben Boukai, Co-Chairs):
  
  Circular 2018-03: IU Online Education, Mission Fall 2017

  Windsor spoke to the appended presentation.

**Agenda Item IX: Question / Answer Period**

- David Jones expressed his thanks for the partnership with the Madame Walker Theater.
- Applegate said we will revisit the issue of automatic calendar invitations for the meeting.

**Agenda Item X: Unfinished Business**

There was no Unfinished Business.

**Agenda Item XI: New Business**

- David Jones said it is Black History Month. He thinks it would be very impactful if all of us would take a look at activities around the country and attend if possible. Make your presence known to show that you believe in true diversity.
Agenda Item XII: Report from the IUPUI Staff Council
Lindsey Mosier, Second Vice President

Mosier reported on the following:
- We have merged our Communication Committee to now encompass our Web Committee. We are increasing our social media presence.
- We are examining and updating the bylaws.
- The Staff and Faculty Relations Committee is focusing on pedestrian safety.
- We are trying to identify topics of interest for staff across the campus.
- The 2018 Staff Council Professional Development Mini Conference organizers are seeking proposals for speakers for the event (flyer appended to minutes).

Questions/Comments:
- Applegate said Ron Sandwina, chair of the Student Affairs Committee, has been asked that the committee be a part of the pedestrian safety discussions. They would like to be involved.

Agenda XIII: Final Remarks and Adjournment
With no further business appearing, the meeting was adjourned.

Minutes prepared by Kasey Cummins, communication and administrative specialist of The Office of Academic Affairs
University Hall 5002/274/fcouncil@iupui.edu/http://www.facultycouncil.iupui.edu

Committee Assignments

**Academic Affairs Committee**
Assigned:
- Student Achievement Record - part of Comprehensive Student Record Project - [http://www.aacrao.org/resources/record](http://www.aacrao.org/resources/record)
  - Invite Mary Beth Myers and Jay Gladden to EC meeting to discuss project. Key issue is whether student can/should be credited for learning on “achievement record” (co-curricular transcript) if there already is a RISE designation on transcript.
- Potential Policy on Credit Hour Overlap Between Minor to Major or Major to Second Major (Porter email of 5-14-14) *(Reported at February 3, 2015, IFC Meeting: The committee concludes that the academic units should have such policies and is generating a draft.)*
- Potential “refreshing/updating” of Principles of Undergraduate Learning. [Partner with Undergraduate Affairs Committee.] Can they be integrated with Principles of Co-Curricular Learning?
- Policy on the use of transferred credits being counted for award of both major and minor programs

Carry Over to 2017-18:
- Credits transferred from campuses within both the IU and Purdue systems, how credits outside these systems are viewed by IUPUI, and how many credits must be taken at IUPUI before an undergraduate diploma may be granted at the IUPUI campus.

New for 2017-18:
- Proposal to move Commencement to Saturday (Provisional approval given by email vote by 2016-17 committee.)
- Review PULs including merging PULs with Principles of Co-Curricular Learning (create ad hoc committee from Academic Affairs, Student Affairs Committee, and Undergraduate Affairs Committee)

**Budgetary Affairs**
Assigned:
- Banded tuition results
- Midwest Student Exchange
- IU Fort Wayne
- RCM Review
- Campus Conversations
- Change in Resource Planning Committee

**Campus Planning Committee**
Assigned:
Carry Over to 2017-18:
- Review and comment on Continuing Student Campus Survey
- Review and comment on PULSE surveys (e.g., campus safety, diversity, common theme).
- Review and comment on National Survey of Student Engagement (NSSE) and other tools that gather information about students and faculty
- Request updates on implementation of IUPUI Strategic Plan and Welcoming Campus Initiative. Report any concerns to IFC.

New for 2017-18:
- Campus Conversations (annual)
- Monitor impact on faculty and campus from changes in medical school operations. Make recommendations for responding to changes.
- Monitor impact of Ft. Wayne integration.
- Welcoming Campus refinement
- Higher Learning Commission mid-cycle report about IUPUI meeting criteria.

**Constitution and Bylaws Committee**
Assigned:
Carry Over to 2017-18:

New for 2017-18:
- Amend the Bylaws Grievance Procedures to allow for a Unit Recommendation Report to follow a completed Board of Review. The purpose of the Unit Recommendation Report would be for the Board of Review to recommend to the Chancellor or dean structural changes in the operations of an academic unit that would benefit the prevention of future grievances. (Received by the Committee in e-mail message from Rachel Applegate on April 24, 2017.)
- Collaborate with Ad Hoc Committee on Diversity regarding charge and function.
- Inclusion of Ft. Wayne as a unit.

**Distance Education Committee**
Assigned:
Carry Over to 2017-18:
- Monitor Graduate Faculty Council for graduate-level policies
- Follow-up with Unizin
- Follow-up with online proctoring
- Follow-up with the transition to Zoom from Adobe Connect

New for 2017-18:
- Updates from IU Online
- Updates from Quality Matters
- Support structures for students who are fully online.
- Follow up on CTL “The Forum.”
Diversity Committee (Ad Hoc) 

 Assigned:
 • Consult with Gina Gibau, associate vice chancellor for faculty diversity and inclusion, to identify faculty to serve along with you.
 • Develop a charge for the standing committee (yet to be proposed to the IFC)
 • Address the strategic plan’s goals and objectives of:
   o Create pathways for success for underrepresented students, faculty, and staff
   o Develop cross-cultural awareness and competence among all members of the IUPUI community (focusing on faculty)
   o Becoming an employer of choice for faculty by providing meaningful work, improved workplace culture and communication, and advancement opportunities

Faculty Affairs Committee

 Assigned:
 Carry Over to 2017-18:
 • NTTF Voting
 • Need for systematic analysis of policies and procedures in the Faculty to assure definitions for “faculty” and “full-time,” for example, are consistent and correctly and appropriately applied: The SAVCAA and the Constitution and Bylaws Committee need to be involved in coordinating this effort.
 • Review policies and procedures for tenure, practice plan, and compensation in the School of Medicine.
 • Determination of “full-time” for School of Medicine faculty, especially with those whose “effort” and compensation is primarily in IU Health.
 • Discuss the creation of a subcommittee of the Faculty Affairs Committee and the campus P&T Committee to review core school policy of P&T at IUPUI.
 • Discuss matching Kelley School of Business (IUB) promotion and tenure up through IUPUI.
 • Create a formal pathway to feed into the community for discussion.

New for 2017-18:
 • Promotion and Tenure Committee (primary/department and unit/school) size – 4 vs. 7. Is additional language necessary to further clarify expectations with regard to committee size and the minimum number of positive or negative votes. [REFERENCE - 2017-18 Guidelines, page 13: Primary/Department and Unit/School Level Promotion and/or Tenure Committees Responsibilities (per email from Gail Williams, July 10, 2017)].

Faculty Guide Committee

 Assigned:
 Carry Over to 2017-18:
 • Revisit the status of Circular 2017-07.1 – Creation of an IUPUI Ombudsteam (up for second read/vote at IFC)

Action Items:
 • Review the Faculty Guide to identify any policies that are potentially outdated and recommend to the IFC that the identified policies be assigned to the appropriate council committees for currency review.

Fringe Benefits Committee

 Assigned:
 • Monitor benefits

Library Affairs Committee

 Assigned:
 Carry Over to 2017-18:
 • Continue to monitor Open Access policy
 • Link open access uploading to Activity Insight.
 • Providing input to and advocating for the University Library at IUPUI
 • Evolving nature of the scholarly record
 • Explore adding doctoral student thesis information to IUPUI transcripts
 • University Library budgetary concerns: Advocate for increase in budget.

New for 2017-18:
 • Library Town Halls and Campus Tour
 • Improve communication with faculty

Promotion and Tenure Committee

 Assigned:
 • Reviewing major/substantive changes to the guidelines each year (distinguishing between cosmetic or procedures changes and those involving substance)

Research Affairs Committee

 Assigned:
 • Policy Reviews:
   o Revisions to the Sponsored Research Programs – Internal Submission Deadlines: http://policies.iu.edu/policies/categories/research/IU-Research-Policies/internal-deadlines.shtml
   o Dual Use Research of Concern: http://policies.iu.edu/policies/categories/research/IU-Research-Policies/durc.shtml
 • Policy on Centers and Institutes
 • Indirect Cost Recovery guidelines to the IFC.
 • Center designation process – inventory of active/inactive centers as a first fact-finding step.
 • IUCRG Program – faculty input into future directions/funding priorities if the program continues.

Staff Relations Committee

 Assigned:
Carry Over to 2017-18:
- Review policies and procedures in the bylaws that govern the IFC’s Staff Relations Committee and, comparably, the ISC’s Faculty Relations Committee and change them to current practices.
- Review impact of HR 2020
- Search committee training (better and more systematic across campus and at all levels)
- Effective ways of communication about issues and concerns of interest to all IUPUI employees.
- Overcome incompatible technologies that hinder effective communication across campus and systems.

New for 2017-18:
- Campus pedestrian safety

**Student Affairs Committee**

Assigned:
- Review of sexual misconduct policy brought forward by the UFC
- Off-campus student conduct (note new Greek policy)
- Review PULs including merging PULs with Principles of Co-Curricular Learning (create ad hoc committee from Academic Affairs, Student Affairs Committee, and Undergraduate Affairs Committee)

Carry Over to 2017-18:
- Update the Academic Misconduct portion of the Student Code of Rights, Responsibilities, and Conduct
- Campus climate for adult learners
- Campus climate for adult learners

**Technology Committee**

Assigned:
Carry Over to 2017-18:
- How does the committee become informed about policies, guidelines, recommendations, proposed technologies, etc., and how can it provide input before a decision is made? Matt Gunkel shared a proposal about a better dissemination plan for existing UITS resources (January 2017). We also worked on sending questions to presenters ahead of time so that they would be able to be prepared with answers and make efficient use of everyone’s time.
- Updates on new classrooms and classroom technology. Matt Gunkel, Julie Johnston, and Mary Beth Myers gave a presentation in January 2016, but were willing to return to given an update.
- Update on web collaboration tools
- Canvas update
- New Electronic and IT Accessibility Coordinator
- Have Marcia Gonzales (compliance office) come and talk about the role of UITS for accommodations and accessibility. Also launch of an ADA course for faculty that is supposed to be ready in fall 2017.
- Continue meeting in different locations to try out the technology. Can alert faculty and UITS of the joys and struggles with different technology setups.
- Top hat has a dedicated contact for IUPUI.

New for 2017-18:
- Find a better way to keep faculty informed.
Fitness Center Opening
MARGIE FERGUSON, SENIOR ASSOCIATE VICE CHANCELLOR, ACADEMIC AFFAIRS

State of IUPUI Faculty 2018

Headcounts and Demographic Characteristics
Tenure Related (TN) v. Non-Tenure Related (FN) FT Faculty
(School of Medicine Included)

Tenure Related (TN) v. Non-Tenure Related (FN) FT Faculty
(School of Medicine Excluded)
Tenure Related (TT) v. Non-Tenure Related (NTT) FT Faculty by School
All Schools as of 10/1/2017

Gender - FT Faculty: 10/1/2017 (SOM included)
Gender - FT Faculty: 10/1/2017 (SOM excluded)

Race - FT Faculty: 10/1/2017 (SOM included)
Race - FT Faculty: 10/1/2017 (SOM excluded)

Age – FT Faculty: 10/1/2017
PT Faculty – Gender
10/1/2017

PT Faculty – Race
10/1/2017
Faculty Retention

First time Tenure Track Faculty Hires – 4 and 8 year Retention

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<th>MEDICINE</th>
<th>OTHER SCHOOLS</th>
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<tr>
<td>Total Hired</td>
<td>280</td>
<td>361</td>
<td>641</td>
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<td>4 year Retained at all</td>
<td>75%</td>
<td>80%</td>
<td>488 (78%)</td>
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<td>4 year – Still on Tenure Track</td>
<td>92%</td>
<td>75%</td>
<td>443 (69%)</td>
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<td>4 year – Achieved Tenure</td>
<td>2%</td>
<td>3%</td>
<td>18 (2%)</td>
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<td>4 year – Switched to NTT</td>
<td>10%</td>
<td>2%</td>
<td>35 (5%)</td>
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<td>4 year – No longer faculty at IUPUI</td>
<td>25%</td>
<td>20%</td>
<td>143 (22%)</td>
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<td>Total Hired</td>
<td>190</td>
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<td>398</td>
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<td>8 year Retained at all</td>
<td>58%</td>
<td>61%</td>
<td>236 (59%)</td>
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<td>8 year – Still on Tenure Track</td>
<td>3%</td>
<td>4%</td>
<td>13 (3%)</td>
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<td>8 year – Achieved Tenure</td>
<td>38%</td>
<td>54%</td>
<td>185 (40%)</td>
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<td>8 year – Switched to NTT</td>
<td>17%</td>
<td>2%</td>
<td>38 (10%)</td>
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<td>8 year – No longer faculty at IUPUI</td>
<td>42%</td>
<td>39%</td>
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## RETENTION – 4 YEAR – BY DEMOGRAPHICS

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<td></td>
<td>Retained at all</td>
<td>Retained on Tenure-Track</td>
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</tr>
<tr>
<td>Female</td>
<td>68/94 (72%)</td>
<td>57/94 (61%)</td>
<td>117/152 (77%)</td>
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<tr>
<td>Male</td>
<td>141/186 (76%)</td>
<td>122/186 (66%)</td>
<td>173/209 (79%)</td>
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<tr>
<td>White</td>
<td>137/174 (78%)</td>
<td>115/174 (66%)</td>
<td>172/217 (79%)</td>
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<tr>
<td>Black</td>
<td>8/12 (67%)</td>
<td>7/12 (58%)</td>
<td>22/27 (81%)</td>
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<tr>
<td>Latina/o</td>
<td>8/11 (73%)</td>
<td>6/11 (55%)</td>
<td>11/13 (85%)</td>
</tr>
<tr>
<td>Asian, Pacific Islander, Native Hawaiian</td>
<td>50/75 (67%)</td>
<td>45/75 (60%)</td>
<td>76/95 (80%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Retained at all</th>
<th>Retained on Tenure-Track</th>
<th>Retained at all</th>
<th>Retained on Tenure-Track</th>
<th>Retained at all</th>
<th>Retained on Tenure-Track</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>33/57 (54%)</td>
<td>19/57 (34%)</td>
<td>52/88 (59%)</td>
<td>24/40 (60%)</td>
<td>58/145 (40%)</td>
<td>43/144 (30%)</td>
</tr>
<tr>
<td>Male</td>
<td>79/133 (59%)</td>
<td>53/133 (40%)</td>
<td>74/120 (62%)</td>
<td>71/120 (59%)</td>
<td>153/253 (60%)</td>
<td>124/253 (49%)</td>
</tr>
<tr>
<td>White</td>
<td>80/122 (66%)</td>
<td>55/122 (45%)</td>
<td>73/125 (58%)</td>
<td>71/125 (57%)</td>
<td>153/247 (62%)</td>
<td>126/247 (51%)</td>
</tr>
<tr>
<td>Black</td>
<td>4/9 (44%)</td>
<td>1/9 (11%)</td>
<td>1/16 (7%</td>
<td>1/16 (7%)</td>
<td>16/25 (64%)</td>
<td>13/25 (52%)</td>
</tr>
<tr>
<td>Latina/o</td>
<td>4/6 (67%)</td>
<td>1/6 (17%)</td>
<td>3/9 (33%)</td>
<td>3/9 (33%)</td>
<td>7/15 (47%)</td>
<td>4/15 (27%)</td>
</tr>
<tr>
<td>Asian, Pacific Islander, Native Hawaiian</td>
<td>21/51 (41%)</td>
<td>18/51 (35%)</td>
<td>37/57 (65%)</td>
<td>35/57 (61%)</td>
<td>58/108 (54%)</td>
<td>53/108 (49%)</td>
</tr>
<tr>
<td>American Indian</td>
<td>1/1 (100%)</td>
<td>1/1 (100%)</td>
<td>0/1 (0%)</td>
<td>0/1 (0%)</td>
<td>1/2 (50%)</td>
<td>1/2 (50%)</td>
</tr>
<tr>
<td>Multiracial</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>International</td>
<td>13/29 (45%)</td>
<td>6/29 (21%)</td>
<td>25/45 (56%)</td>
<td>24/45 (53%)</td>
<td>38/74 (51%)</td>
<td>30/74 (41%)</td>
</tr>
<tr>
<td>U.S. Native / Citizen</td>
<td>97/161 (60%)</td>
<td>71/161 (44%)</td>
<td>101/163 (62%)</td>
<td>98/163 (60%)</td>
<td>198/324 (61%)</td>
<td>169/324 (52%)</td>
</tr>
</tbody>
</table>

## RETENTION – 8 YEAR – BY DEMOGRAPHICS

<table>
<thead>
<tr>
<th></th>
<th>MEDICINE</th>
<th>OTHER SCHOOLS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
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<td>Retained at all</td>
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<tr>
<td>Female</td>
<td>33/57 (54%)</td>
<td>19/57 (34%)</td>
<td>52/88 (59%)</td>
</tr>
<tr>
<td>Male</td>
<td>79/133 (59%)</td>
<td>53/133 (40%)</td>
<td>74/120 (62%)</td>
</tr>
<tr>
<td>White</td>
<td>80/122 (66%)</td>
<td>55/122 (45%)</td>
<td>73/125 (58%)</td>
</tr>
<tr>
<td>Black</td>
<td>4/9 (44%)</td>
<td>1/9 (11%)</td>
<td>1/16 (7%)</td>
</tr>
<tr>
<td>Latina/o</td>
<td>4/6 (67%)</td>
<td>1/6 (17%)</td>
<td>3/9 (33%)</td>
</tr>
<tr>
<td>Asian, Pacific Islander, Native Hawaiian</td>
<td>21/51 (41%)</td>
<td>18/51 (35%)</td>
<td>37/57 (65%)</td>
</tr>
<tr>
<td>American Indian</td>
<td>1/1 (100%)</td>
<td>1/1 (100%)</td>
<td>0/1 (0%)</td>
</tr>
<tr>
<td>Multiracial</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>International</td>
<td>13/29 (45%)</td>
<td>6/29 (21%)</td>
<td>25/45 (56%)</td>
</tr>
<tr>
<td>U.S. Native / Citizen</td>
<td>97/161 (60%)</td>
<td>71/161 (44%)</td>
<td>101/163 (62%)</td>
</tr>
</tbody>
</table>
Data Link

1. Institutional Research and Decision Support (IRDS) Dashboards
   - Headcount Dashboard
   - Cohort Retention Dashboard
   - Other Dashboards:
     • Faculty satisfaction
     • Faculty engagement in high impact practices
     • Faculty perception of development opportunities

Promotion and Tenure
### PROMOTION & TENURE

**2005-2017 (SOM Included)**

<table>
<thead>
<tr>
<th>Positive</th>
<th>Tenure Track</th>
<th>Non Tenure-Track</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive</td>
<td>806</td>
<td>390</td>
<td>1,196</td>
</tr>
<tr>
<td>Unsuccessful</td>
<td>41</td>
<td>19</td>
<td>60</td>
</tr>
<tr>
<td>Yes Tenure; No Promotion</td>
<td>7</td>
<td>-</td>
<td>7</td>
</tr>
<tr>
<td>TOTAL</td>
<td>854</td>
<td>409</td>
<td>1,283</td>
</tr>
</tbody>
</table>

**2005-2017 (SOM Excluded)**

<table>
<thead>
<tr>
<th>Positive</th>
<th>Tenure Track</th>
<th>Non Tenure-Track</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive</td>
<td>438</td>
<td>117</td>
<td>555</td>
</tr>
<tr>
<td>Unsuccessful</td>
<td>29</td>
<td>3</td>
<td>32</td>
</tr>
<tr>
<td>Yes Tenure; No Promotion</td>
<td>3</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>TOTAL</td>
<td>470</td>
<td>120</td>
<td>590</td>
</tr>
</tbody>
</table>

### PROMOTION & TENURE (2005 – 2017)

**Tenure Track Faculty Cases (All Cases)**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Positive</th>
<th>Unsuccessful</th>
<th>Yes Tenure; No Promotion</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>301 (95%)</td>
<td>14 (4%)</td>
<td>2 (1%)</td>
<td>317</td>
</tr>
<tr>
<td>Male</td>
<td>505 (94%)</td>
<td>27 (5%)</td>
<td>5 (1%)</td>
<td>537</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Positive</th>
<th>Unsuccessful</th>
<th>Yes Tenure; No Promotion</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian</td>
<td>170 (93%)</td>
<td>9 (5%)</td>
<td>3 (2%)</td>
<td>182</td>
</tr>
<tr>
<td>Black</td>
<td>32 (86%)</td>
<td>5 (14%)</td>
<td>0</td>
<td>37</td>
</tr>
<tr>
<td>Latino</td>
<td>25 (89%)</td>
<td>3 (11%)</td>
<td>0</td>
<td>28</td>
</tr>
<tr>
<td>White</td>
<td>567 (95%)</td>
<td>24 (4%)</td>
<td>4 (1%)</td>
<td>595</td>
</tr>
<tr>
<td>Two or more races</td>
<td>12 (100%)</td>
<td>0</td>
<td>0</td>
<td>12</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age</th>
<th>Positive</th>
<th>Unsuccessful</th>
<th>Yes Tenure; No Promotion</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>40 &amp; under</td>
<td>195 (97%)</td>
<td>3 (2%)</td>
<td>2 (1%)</td>
<td>200</td>
</tr>
<tr>
<td>Over 40</td>
<td>611 (93%)</td>
<td>38 (6%)</td>
<td>5 (1%)</td>
<td>654</td>
</tr>
</tbody>
</table>

Non-Tenure Track Faculty Cases (All Cases)

<table>
<thead>
<tr>
<th></th>
<th>Positive</th>
<th>Unsuccessful</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>155 (99%)</td>
<td>2 (1%)</td>
<td>157</td>
</tr>
<tr>
<td>Male</td>
<td>235 (93%)</td>
<td>17 (7%)</td>
<td>252</td>
</tr>
<tr>
<td>Race/Ethnicity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asian</td>
<td>68 (91%)</td>
<td>7 (9%)</td>
<td>75</td>
</tr>
<tr>
<td>Black</td>
<td>8 (80%)</td>
<td>2 (20%)</td>
<td>10</td>
</tr>
<tr>
<td>Latino</td>
<td>8 (89%)</td>
<td>1 (11%)</td>
<td>9</td>
</tr>
<tr>
<td>White</td>
<td>300 (97%)</td>
<td>9 (3%)</td>
<td>309</td>
</tr>
<tr>
<td>Two or more races</td>
<td>6 (100%)</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>40 &amp; under</td>
<td>72 (99%)</td>
<td>1 (1%)</td>
<td>73</td>
</tr>
<tr>
<td>Over 40</td>
<td>305 (84%)</td>
<td>18 (6%)</td>
<td>323</td>
</tr>
</tbody>
</table>

Unsuccessful Tenure and/or Promotion Cases

- Though the vast majority of promotion and tenure cases at IUPUI are successful, some common threads can be identified in unsuccessful cases.
- Dean Emerita Sherry Queener performed a qualitative analysis of all unsuccessful cases from the past ten years (including clinical promotion cases)
- 55 cases across all schools
Common Errors in Promotion and Tenure

- Administrative errors
- Strategic errors
- Candidate errors

Administrative Errors

- Poor organization of the dossier and/or CV
- Inappropriate external reviewers
- Poor letter of instruction to external reviewers
- Administrative vacuum/errors/split appointment
Strategic Errors

- Wrong area of excellence chosen
- Poor timing (too early or too late)
- Weak avenues of disseminating scholarship
- Over-emphasizing collaborative research
- Failing to develop a national reputation

Candidate Errors

- Too few publications in area of excellence
- Ignoring counsel offered by mentors/reviews
- Too little grant support
- Unsatisfactory in secondary area
Concluding Remarks

• Thanks to Michelle Hansen, Anne Mitchell and Rick Morgan we are building better capacity to follow and understand faculty retention and hopefully avoid faculty loss.

• We are making these data to the campus community for your review by school and demographic features etc.

• Working with the Office of Employment Opportunity we are improving data gathered from faculty who leave IUPUI in hopes of improving retention.

• Academic Affairs has incorporated lessons learned from failed tenure and promotion cases into our training for faculty, chairs and deans.
PROPOSAL TO UPDATE THE COMPOSITION OF THE IUPUI FACULTY COUNCIL

The goals of the proposed changes to the IUPUI Faculty Council (IFC) Constitution & Bylaws (C&B) are to:

- Increase the number of non-tenure track faculty (NTTF) in the IFC without violating IU policy ACA-18 that states “voting participation must be structured in a way that reserves at least 60% of voting weight to tenure track faculty”
- Do so by a mechanism that will automatically preserve the 60/40 split
- Give more latitude to schools to send representatives of their choice
- Give NTTF voting privileges on the IFC Executive Committee
- Give full time faculty an increased share of the voting weight within the IFC
- Reduce the redundancy of roles that a given member may play on the IFC
- Simplify the process of filling the IFC and conducting elections

To accomplish these goals, we propose to:

- Raise number of elected members to 100
  - 40 unit representatives who can be of any full-time faculty rank (including NTTF) with each unit defining its own needs and philosophy in this regard
  - 60 at-large representatives who must be TTF
- Set the number of voting administrative ex officio members at 3
  - Retain 3 voting ex-officio positions for the Chancellor and his/her two designees
  - Deans will become non-voting ex officio members but will retain the right to introduce and debate motions
- Increase the IFC Executive Committee to 10 voting ex officio members, 2 of which will be filled by NTTF
- Limit the number of positions a given member may hold to 1 in most instances
- Establish a fixed number of elected positions on the IFC rather than recalculating for each year’s elections

The outcomes of the proposed changes will be to:

- Give schools the autonomy to send whomever they please as their unit representatives, with no restrictions on what type of full-time faculty member is elected
- Retain at least 60% of the elected seats for TTF, as defined in IU policy
- Enable up to 40% of the elected seats to be held by NTTF, in keeping with IU policy
- Strengthen the role of full time faculty in decision making by the IFC
- Align our practices with our peer institutions, both nationally and within Indiana, regarding dean representation in faculty council
- Broaden the perspective of the Executive Committee by including NTTF on its roster
- Bring simplicity and stability to determining the size of the IFC and the election process

The details of the proposed changes for the composition are shown below, followed by a table presenting a breakdown of the numbers of IFC voting members in the different categories.
VOTING MEMBERS: 115 Total
Elected unit representatives: Total of 40.
- The elected unit representatives will be voting members of the IFC having the same rights and responsibilities as described in the current C&B.
- Each Unit will develop its own process for election of unit representatives that is to be part of their faculty governance document.
  - Full time TTF are eligible to serve as unit representatives.
  - Full time NTTF are eligible to serve as unit representatives if a unit so chooses.
- Unit Representatives may not be a Dean, IFC President, IFC Vice President, or member of the IFC Executive Committee or University Faculty Council.
- The number of unit representatives will be distributed proportionately among the units according to the head count of full time TTF with each unit being guaranteed a minimum of 1 unit representative. The distribution will be determined yearly and/or when there are major unit reorganizations. The IFC Executive Committee will make the determination and then report the results to the IFC.
- The roster of elected unit representatives is to be reported to IFC Council Office by May 1.

Elected at-large representatives: Total of 60.
- Elected at-large representatives will be come from the ranks of the full time TTF, and will have the same rights and responsibilities as currently described in the C&B.
- Elected at-large representatives cannot be deans but can have the rank of associate dean or lower; cannot be elected unit representatives, President or Vice President, EC members, or UFC members.
- Ballots are to include 1.5 times the number of seats to be elected at any given election.
- The IFC Council Office will conduct the election during April.

Voting ex officio members: Total of 15.
- This proposal increases the size of the Executive Committee to 10 by adding 2 NTTF members to the current 8 TTF members. These members will be elected at-large and will have the same rights and responsibilities as currently described in the C&B.
- The President and Vice President of IFC will be elected at-large and have same rights and responsibilities as currently described in the C&B Elected at-large.
- The administration will be represented by Chancellor and 2 persons designated by the Chancellor from among the Chancellor’s Cabinet members.
- These 15 members may not serve on the IFC in any other capacity.

NONVOTING EX OFFICIO MEMBERS
- Elected members of the UFC will have voice and can make motions within the IFC but cannot vote. They may not serve in any other capacity within the IFC.
- The Deans (“Dean” is the title applied to the IUPUI executive of a unit represented at the IFC) will have voice and can make motions within the IFC but cannot vote.
- The additional nonvoting ex officio members listed in the current C&B will have the same rights and responsibilities as described.
Breakdown of voting members under the proposed IFC composition

<table>
<thead>
<tr>
<th>Category</th>
<th>TTF or NTTF</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elected unit representatives</td>
<td>TTF or NTTF</td>
<td>40</td>
</tr>
<tr>
<td>Elected at-large</td>
<td>TTF</td>
<td>60</td>
</tr>
<tr>
<td>Executive Committee (Elected)</td>
<td>TTF or NTTF</td>
<td>10 (8+2)</td>
</tr>
<tr>
<td>IFC President and VP (Elected)</td>
<td>TTF</td>
<td>2</td>
</tr>
<tr>
<td>Chancellor and designees</td>
<td></td>
<td>3</td>
</tr>
</tbody>
</table>

Aggregate (maximum NTT): 70 TTF, 42 NTTF, 3 administrators (37.5% NTTF)
Aggregate (minimum NTT): 110 TT, 2 NTT, 3 administrators (1.8% NTTF)

ACKNOWLEDGMENTS
This proposal represents the work of the Faculty Affairs Committee (Marianne Wokeck and John Watson, Co-Chairs), the Executive Committee, and an ad hoc committee formed from members of the Faculty Affairs Committee (Robert Yost, George Towers, Sasha Fedorikhin, John Watson), the Constitution and Bylaws Committee (Judith Wright, Todd Shelton, Cornelis De Waal), and the Executive Committee (Rachel Applegate, Philip Goff, Ben Boukai, Miriam Murphy). Many special thanks to Karen Lee for her insight and guidance.
Overview

1. Charge
   - Review PULs in context of Gen Ed and mission and values of IUPUI
   - Consider integrating the PCLs and PULs
   - Engage campus; secure review and approval by IFC and other bodies by May 2018

2. Task Force
   - Members from UAC: Kristy Sheeler (chair), Suzann Lupton, Jane Williams
   - Members from IFC Academic Affairs: Mark Bannatyne, Kate Thedwall, Angela White
   - Members from IFC Student Affairs: Eliee Wood, Tralicia Lewis, Suzann Lupton
   - IUPUC: Crystal Walcott

3. Process
How can you provide feedback?

1. Full document: [http://go.iu.edu/1SC8](http://go.iu.edu/1SC8) - emailed Feb 5 to all faculty and staff
2. Town Hall on February 8, 1:00 – 2:30 in Lilly Auditorium
3. Gateway Faculty meeting February 9, 12:30 – 2:00 in UL 0110
4. Attend other meetings as announced
5. Provide feedback to your unit’s
   a. IUPUI Faculty Council Representative
   b. Undergraduate Affairs Committee Rep
6. Discuss with one of the task force members
7. Request a presentation for your unit of one of the task force members
8. Community and students will also be engaged in this process

A revised document will be made available in the web portal the week of February 19 and again March 5 for feedback.

Complete the survey March 5-16.

---

About the Recommendation:

1. Creates a framework that works across all student-facing units on campus
2. Represents ways of thinking and doing
3. Active-orientation
4. Incorporates values such as RISE, civic engagement, diversity, global learning
5. Current PULs and PCLs in one document
   a. Inspired by the T-shaped professional
6. Student-facing language
7. Full document includes:
   a. Definitions/descriptions and Outcome statements
   b. Examples of assignments/activities and assessment mechanisms; meant to be flexible, not prescriptive
Full Document

- http://go.iu.edu/1SC8
- Visual represents a snapshot
- Each quadrant
  - Represents what we aspire for our students to acquire during their undergraduate journey at IUPUI
    - Introduced in Gen Ed and co-curricular activities
    - Practiced and refined in major disciplines of study and co-curricular activities
    - Approaching proficiency in culminating experiences

Communicator
- Speaks and Writes Effectively and Ethically
- Evaluates Information
- Builds Relationships
- Listens Actively

Problem Solver
- Collaborates
- Thinks Critically
- Analyzes and Synthesizes
- Perseveres

Innovator
- Investigates
- Makes Decisions
- Takes Risks
- Creates Designs

Community Contributor
- Navigates Own and Other Cultures
- Examines Consequences of Personal Decisions
- Builds Community
- Behaves Ethically
IUPUI FACULTY COUNCIL

BUDGETARY AFFAIRS COMMITTEE (BAC)

Ben Boukai and Jack Windsor
Co-Chairs

Agenda Items

• IUPUI Finances Updates: Vice Chancellor Camy Broker
• Campus Conversations
• Library
• IU Online
Campus Conversations

October 23, 2017: Deans
October 27, 2017: Vice Chancellors and Administrators

IFC Executive Committee, Campus Planning Committee and BAC

Questions for Campus Conversations

Summary of responses from conversatins (Karen Lee)

Generation of action items and follow-up questions with administration

Conversation with the Chancellor and members of his cabinet with the IFC EC, CPC, and BAC (April) about action items and follow-up questions
Library

Dean David Lewis’s Retirement

Funding crisis, model, and process

IFC Research Committee also discussing these issues

Cost of journal keep skyrocketing

Predatory Open Access journal issues

Formed ad hoc advisory committee from members of the IFC BAC and Library Committees in moving forward
IU Online

Budget from additional charge of $30 per Online credit hour

How revenue and fees from IU Online managed
  Compliance and regulatory fees (3%)
  Academic Programs development (30%)
  Marketing and branding (31%)
  Seamless Student services (28%)

Marketing and branding budget (specific programs/courses or general IU Online): Follow-up breakdown of budget (Chris Foley), VP for IU Online

Campuses, schools and departments establish courses, content, etc. not IU Online office
Follow-ups and Next

Conversation with Chancellor and Members of his cabinet in April regarding action items and takeaways from Campus Conversations

Follow-up with Vice President Foley about budget (especially marketing and branding budget)

Feedback from ad hoc committee from BAC and Library Committees on Library and moving forward

Thanks!
Mission of the Office of Online Education

The mission of Indiana University’s Office of Online Education (OOE) is to support student-oriented learning that provides access and opportunity to a diverse student body. We provide a world-class education and services while supporting data-driven innovation. We strive to support affordable, relevant, and flexible education.

IU Model for Online Education

To support online education across all of IU, President Michael McRobbie established OOE in 2011. Rather than centralize online education into a single office or create a “virtual campus,” IU pursued a collaborative approach toward online education. Academic programs would not be duplicated across campuses. Instead, they would be offered in ways that would allow multiple campuses to participate in their development and delivery. A single brand, IU Online, was created to maximize recruitment and marketing activities.

OOE manages the IU Online brand and coordinates the online academic coursework, programs, and student services for online students across the seven IU-managed campuses: IU Bloomington, Indiana University–Purdue University Indianapolis, IU East, IU Kokomo, IU Northwest, IU South Bend, and IU Southeast.

More information about IU’s online education model can be found in “IU Online: A Collaborative Model for Online Education at Indiana University” and “Moving Forward 2.0: IU Online Implementation Plan.” Both documents can be downloaded at teachingonline.iu.edu

Scope of Online Education at IU

Participation in online education falls along a spectrum of three types of students:

1. Students who are taking at least one online course (29,265 students, or 31% of IU students).
2. Students who are taking a fully online schedule (7,950 students, or 8% of IU students).
3. Students who are taking an online program (5,066 students, or 5% of IU students).

Research has indicated that students enrolled in a mix of online and face-to-face courses take higher numbers of courses, persist better from first to second year, and graduate at higher rates—particularly at regional campuses.

Fall 2017 Online Education at IU

- 94,698 Total IU Students
- 29,265 IU Students Taking 1 or More Online Class
- 7,950 IU Students Taking Completely Online Schedules
- 5,066 IU Students Taking Online Programs

*Fall 2017 headcounts exclude ACP students.
Budgetary Model for OOE

OOE’s operating budget for 2017–18 is $9.45 million. The budget, which supports the office’s mission, is generated by a $30 per credit hour fee on online coursework at any of IU’s seven campuses. All tuition and fees for online courses are collected and distributed according to normal IU revenue practices.

Primary Responsibilities of OOE

1. Clearinghouse
   a. Establish, in consultation with campus academic leadership and University Academic Affairs, a priority list ("pipeline") of programs to pursue as fully online degrees and certificates. Priority programs will receive time and resources to support more intensive campus participation and faster development; other proposed programs receive basic levels of support, and campuses are expected to take the lead in organizing them according to the IU Online operating principles.
   b. With University Academic Affairs, develop and maintain collaborative online programs.
   c. Maintain a public table of all proposed degrees and the status of each.
   d. Establish procedures and default terms for agreements on curriculum, revenue, and management of fully online degrees and certificates.
   e. Facilitate faculty development of the shared online curricula.
   f. Maintain quality assurance systems.
   g. Manage interactions with other academic policies, e.g., transfer, general education.

2. Compliance
   a. Ensure that IU Online courses, programs, and practices comply with standards and regulations imposed by accreditors and with federal and state law.
   b. Identify and implement best practices in online education established by academic and other organizations, as well as best practices demonstrated by other institutions.

3. Seamless student services
   a. Provide “wrap-around” student services, including orientation (“onboarding”), coaching and mentoring, online tutoring, student conduct and grievance issues, and career services, to complement and enhance services already provided by the campuses.
   b. Ensure that the quality of services for online students meet university and student expectations.

4. Marketing and recruitment
   a. Promote the IU Online brand to accomplish the enrollment goals of the university.
   b. Conduct market analysis in support of the prioritization of online academic program development.