

IUPUI  
**IUPUI Faculty Council (IFC)**  
**Minutes**

**April 19, 2022 ~ Campus Center 002 or Zoom ~ 3-5 p.m.**

**Faculty and Guests Present:** Mangilal Agarwal, Keith Anliker, Lisa Angermeier, Cheryl Armstrong, Leslie Ashburn-Nardo, Rafael Bahamonde, Tina Baich, Nancy Barton, Emily Beckman, Kathryn Berlin, Annabel Biruete, Brenda Blacklock, Janice Blum, Stephen Boehm, Davide Bolchini, Ben Boukai, Nicholas Brehl, Camy Broecker, Angela Bruzzaniti, Christian Buerger, Francesco Cafaro, Kenneth Carow, Jeremy Carter, Gabe Chu, Andrew Coggan, Tim Corson, Harvey Cramer, Karen Dace, Tamara Davis, Jeffrey Dean, Emilee Delbridge, John DiTusa, Kimberly Donahue, Claire Draucker, Simone Duarte, Ygal Ehrlich, Tami Eitle, Rob Elliott, Sasha Fedorikhin, Margie Ferguson, Pat Fox, Stephen Fox, Robyn Fuchs, Dominique Galli, Will Geller, Gina Sanchez Gibau, Philip Goff, Jennifer Guiliano, Paul Halverson, Michele Hansen, Kelli Herm, Debora Herold, Randy Heron, Patricia Snell Herzog, David Hoegberg, Ann Holmes, Lisa Hubbard, Muhammad Idrees, Merle Illg, Mark Jaime, Sarath Janga, Kathy Johnson, Nikki Johnson, Sara Johnson, Miyeon Jung, Navin Kaushal, Lasana Kazembe, Benjamin Keele, Jason Kelly, NiCole Keith, Andy Klein, Sarah Koskie, Daniella Kostroun, Joan Kowolik, Brian Krohn, Alexey Kuznetsov, Kim Lewis, Jiliang Li, Lei Li, Gina Londino-Smolar, Suzann Lupton, Catherine Macris, Katharine Macy, Jennifer Mahoney, Josh Mangum, Weiming Mao, Nadzeva Marozkina, James Marrs, Brendan Maxcy, Lindsey Mayo, William Mello, Kathy Miller, Willie Miller, Pamela Morris, Gwendolyn Morrison, Miriam Murphy, M. Razi Nalim, Bethany Neal-Beliveau, Janet Nes, Robin Newhouse, Jere Odell, Mathew Palakal, Kristi Palmer, Megan Palmer, Amir Pasic (alt: Patrick Rooney), Tod Perry, Ted Polley, William Potter, Sherry Queener, Rajeev Raje, Stephen Randall, Jamie Rausch, Jill Reiter, David Russomanno, Lamia Scherzinger, John Schild, Stuart Schrader, Sheila Segura, Shariq Siddiqui, Sacha Sharp, Kristy Sheeler, Carol Shieh, Mansi Singh, Margie Smith-Simmons, Teresa Sosa, Heather Staggs, Deborah Stiffler, Susan Storey, Jennifer Thorington Springer, Lisa Staten, Adam Sweeny, Mark Urtel, Nicole Vanandel, Pratibha Varma Nelson, Amy Vaughn, Joshua Vest, Ruben Vidal, Stephan Viehweg, Chandler Walker, Amy Conrad Warner, John Watson, Jeffrey Watt, Libba Willcox, Sheila Wright, Michele Yip-Schneider, Robert Yost, Hamideh Zarrinmayeh, Jayson Zeigler, and Xinna Zhang

**Members Absent:** Fredrik O. Andersson, Zina Ben Miled, Herbert Brant, Karen Bravo, Anna Carmon, Julia Cilleruelo Fernandez Del Moral, Christopher Coleman, Amber Comer, Sarah Delima, Debbie DeMeester, Cornelis De Waal, Jerome Dumortier, Christine Eckel, Alyson Essex, Peter Federman, Andrew Gavrin, Jasmine Graham, Brian Gray, Richard Gunderman, Jay Hess, Reinhold Hill, Greg Hull, Tambra Jackson, Steven Jones, Linda Kelly, Kathleen King Thorius, Amy Knopf, David Kondrat, Leonidas Koniaris, Debomoy Lahiri, Gary Maixner, Leslie Miller, George Mohler, Carol Anne Murdoch-Kinch, David Nguyen, Padhu Pattabiraman, Stefan Petranek, Celeste Phillips-Salimi, Michael Pitts, Mike Polites, Rupa Radhakrishnan, Cory Robinson, Christian Rogers, Jesse Savage, Jim Scheurich, Margaret Schwarz, Aisha Smiley, Armando Soto, John Turchi, Thomas Upton, Crystal Walcott, Jennifer Wessel, Kim White-Mills, Pamala Wiepking, Yar Luan Yeap, Constantin Yiannoutsos, and Hiroki Yokota

**Agenda Item I: Welcome and Call to Order**

IUPUI Faculty Council Vice President Deborah Stiffler called the meeting to order at 3:02 p.m.

**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**

Andrew R. Klein, IU Interim Executive Vice President and Interim Chancellor of IUPUI

Klein reported on the following:

- The search for the next chancellor is ongoing. Two candidates have visited the campus, and the president is making a decision.
- The search for the associate vice chancellor for undergraduate education and dean of University College is ongoing as well.
- Other searches are concluding the vice president of human resources and the vice president for student success.

- Commencement is scheduled for May 14. There will be on undergraduate ceremony and one graduate ceremony. Schools have set separate recognition events where students will be honored individually. Volunteers are needed to help with the ceremonies.
- Affinity group graduation ceremonies are beginning to be held.
- The Top 100 and Elite 50 events are planned and will be held in person.
- A naturalization ceremony will be held on campus next week. Judge Jane Magnus Stinson will preside over that ceremony.
- IUPUI is now an official voting site for the May primary and November general election. The election site is in the University Library. Anyone may go to this site as you no longer have to go to a certain precinct to vote.
- A Day of Remembrance will be held in May to honor former students, graduates, faculty, and staff who have passed away in the last year.
- Three faculty members have won prestigious awards: Holly Cusack-McVeigh (School of Liberal Arts) won the Thomas Ehrlich Civically Engaged Faculty Award; Lamia Scherzinger (School of Health and Human Sciences) won the President’s Award for Excellence in Teaching and Learning Technology; and Julie Goodspeed-Chadwick (IUPUC) won the Frederic Bachman Lieber Memorial Award. Other notable faculty awards include the Chancellor’s Professors rank awarded to Paul Mullins (School of Liberal Arts) and Stuart Warden (School of Health and Human Sciences).
- Klein received the Faculty Council Executive Committee’s letter regarding research centralization and has transmitted it to President Whitten.

#### **Agenda Item IV: Updates / Remarks from the IFC President**

John Watson, President, IUPUI Faculty Council

Watson reported on the following:

- The letter Interim Chancellor Klein mentioned in his report as having been sent to President Whitten was drafted by Phil Goff and Jim Scheurich of the IFC Executive Committee regarding the Faculty Council’s concerns with the proposed research centralization. A response has not yet been received from the president.
- The University Faculty Council Executive Committee entertained a proposal for how faculty are to deal with teaching evaluations. The original plan by the UFC Faculty Affairs Committee was to transmit the previous document that reports to the campuses but doesn’t provide any advice on how to conduct the evaluations. The UFC-EC asked for more information on how to conduct faculty evaluations and for data that support the changes they were proposing. The task force working on this has been languishing for two years. Watson felt that this is one of the problems with faculty governance and should be discussed in the future – how to keep things moving. There was a lot of discussion and compromises in the UFC-EC discussion. In addition to creating a resolution to transmit the task force report, the committee also advanced the set of amendments to existing UFC policies that speak to teaching. The proposed language isn’t a hard, immediate prohibition on the use of quantitative data, but it encourages the development of other evaluation methods. The language provides the following guidance: “Because the numerical summaries and the student course evaluations may reflect cultural biases and low participation rates may skew results, numerical ratings should not be used as the primary source of data for evaluating teaching. Each campus and unit faculty governance organization shall have a policy evaluating teaching that provides for qualitative student feedback and other sources of information. The use of that should not, rather than shall not, be the primary source of data for evaluating teaching are intentional and are aimed at providing guidance that is not flexible, not inflexible, and which can be adapted to different school and campus needs and practices.” There was consensus on the committee, among faculty, as well as academic administrators that this approach is appropriate and workable. The information will be shared with other faculty governance units for feedback.

**Agenda Item V: Student Commencement Speaker Practice**

Chris Cardoza

Cardoza gave his draft Commencement speech and asked for feedback.

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

Deb Stiffler

Academic Affairs Committee

Brenda Blacklock, chair, and Kim Lewis, registrar

Blacklock and Lewis presented the following proposed changes to policy:

- [First Read] Course Repeat Policy  
Circular 2022-14: Course Repeat Policy



# Issues with School-specific Repeat Rule

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“Repeat rule” determines what happens to student’s GPA and credit hours once they have retaken a course

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Current rules vary by school and are difficult to determine.

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Students and advisors unable to anticipate impact of repeated course on academic statistics and degree progression

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Students in identical courses could have different GPA based on school. GPA could change overnight due to change in program with no change to enrollment or grades.

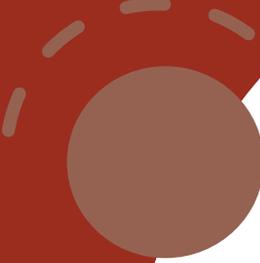
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## Campus Wide Rule Upon Course Repeat

### **Recommendation: LATEST repeat rule for all undergraduate programs @ IN, CO, FW**

- Reflects current level of student understanding
- Most common practice among IN public institutions, peer institutions, nationally
- Student-specific exception option remains
- No change to program requirements or financial aid eligibility
- Effective Fall 2022

- [First Read] Equivalency in Criteria for Admission to a Degree Program from University College and Degree Requirements



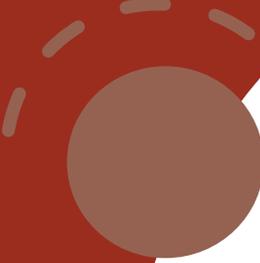
## Equivalency in Criteria for Admission to a Degree Program



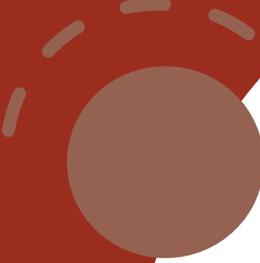
### Admission criteria for direct admits and UCOL admits

- Discrepancies discovered in minimum grades being required of UCOL students before being admitted into degree program vs. those grades being required of direct admits into same program
- **Recommendation** : Criteria used for all student admission into a degree program should be no higher than what is required for completion of the degree. UCOL admits + direct admits should have same criteria.

[First Reads] Grade Change and Grade Replacement Policy Revisions  
Circulars 2022-13, 2022-19, and 2022-20



## Grade Change & Grade Replacement Policy Revisions



### Alignment with ACA-66: Grades & Grading policy

- In Spring 2021, UFC consolidated 7 separate grading-related policies into one consolidated “Grades & Grading” policy.

<https://policies.iu.edu/policies/aca-66-grades-and-grading/index.html>

- New policy effective Fall 2021
  - Revisions to IUPUI -specific policies necessary to align
  - Opportunity to address common questions re: process
- 

# Grade Replacement ~~+~~ new display grade

## Current Policy (DX, GX, FX)

----- Beginning of Undergraduate Record -----			
Fall 2019 Indianapolis			
Program : Engineering Undergraduate			
Course	Title	Hrs	Grd
CHEN-C 101	ELEMENTARY CHEMISTRY 1	3.00	D
Attention: No Academic Program Credit or GPA (Repeat/Equiv.)			
COMM-R 110	FUNDAMENTALS OF SPEECH COMM	3.00	A
ENGR 12300	FIRST YEAR SEMINAR	1.00	A
MATH 15900	PRECALCULUS	5.00	FX
MATH 26600	INTRODUCTION TO MATHEMATICS	3.00	C
Semester:	GPA Hours:	7.00	GPA Points: 22.000
	Hours Earned:	7.00	GPA: 3.143
Cumulative:	GPA Hours:	7.00	GPA Points: 22.000
	Hours Earned:	7.00	GPA: 3.143

## Update/New (X)

Fall 2021 Indianapolis			
Program : Engineering Undergraduate			
Course	Title	Hrs	Grd
ENGR 12300	FIRST YEAR SEMINAR	1.00	A
MATH 26600	ORDINARY DIFFERENTIAL EQUATIONS	3.00	X
ME 26000	THERMODYNAMICS 1	3.00	B-
ME 27000	BASIC MECHANICS 1	3.00	B-
MSTE 29800	PROG & MODELING FOR MTRSPTS	2.00	B+
Semester:	GPA Hours:	12.00	GPA Points: 29.600
	Hours Earned:	12.00	GPA: 2.467
Cumulative:	GPA Hours:	76.00	GPA Points: 212.800
	Hours Earned:	76.00	GPA: 2.800

Clarifications include:

Request prior to conferral of 1<sup>st</sup> bachelor's degree

Applicable to all students, all careers

Course equivalencies: course owner

Academic misconduct: replacement not available

# Grade Change Updates

01

Including IUPUC and IU Fort Wayne

02

Expanded scope to now include all UGRD, GRAD, and professional programs

03

Outlined 4 types of grade changes and timelines associated with each

## Grade Change Type

## Overview

## Timeline

Grade Change Corrections	Updates made immediately following term ("corrected grades period")	~6 weeks
Grade Change Appeals	Student dispute of final grade	1 year*
Retroactive Withdrawal	For documented, extenuating circumstances only	5 years
Removal of I or R	Upon completion of coursework/requirements	At any time

*\*Aligns with records & retention schedule of graded coursework for instructors*

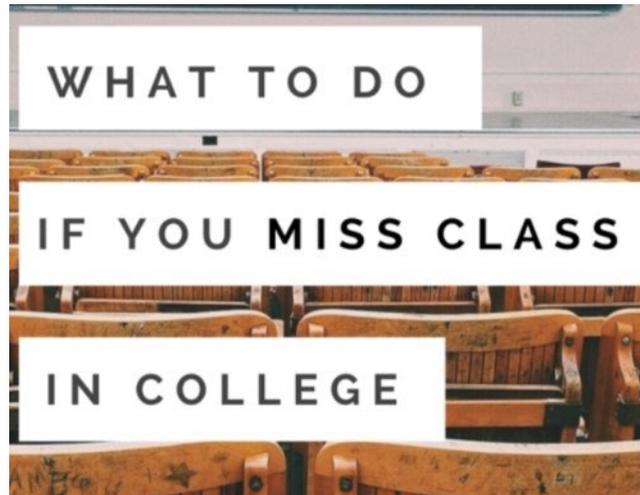
The proposed changes will be voted on at the May 3, 2022, Faculty Council meeting.

### Athletic Affairs Committee

Jennifer Guiliano, Chair

- Guiliano presented the following information:

## Missed Class Time Policy



## Name Image and Likeness

allows college athletes to financially benefit from their identity

[https://iupuijags.com/documents/2021/8/4/IUPUI NIL Policy 7 30 2021.pdf](https://iupuijags.com/documents/2021/8/4/IUPUI_NIL_Policy_7_30_2021.pdf)



## Horizon League All Academic Honors

- Sabrina Elder
- Madison Fry
- Alex Ratkovich
- Eric Peterson
- Eric Hoffman
- Emma Theobald
- Lauren Thompson
- Wes Wickens
- Jason Harary
- Nick Dibley
- Nick Cavanaugh
- Kevin Burke
- Rachel McLimore
- Mike DePersia
- Lucas Morefield
- Elizabeth Bueckers
- Alli Cook



## Macee Williams

- Horizon League Player of the Year (4<sup>th</sup> Straight Year)
- IUPUI's all time leading scorer
- drafted 32<sup>nd</sup> in the Women's NBA draft
- led IUPUI Women's Basketball to its first NCAA March Madness appearance after winning the Horizon League Championship



### Technology Committee

- [Information Item] Change to Google and Microsoft Storage Availability  
Jay M. Gladden, Associate Vice President for Learning Technologies, IUPUI  
Adam Sweeny, Manager, Enterprise Microsoft Administration Team, UITS

The following information was presented:

# Changes to Google Storage

IFC

Jay Gladden and Adam Sweeny, UITS

April 19, 2022



## Recent History of Cloud Storage

2012-2021



Requested \$3M annually in renewal which led to migration

2019-2024



Existing agreement with no extra expense for ~105,000 IU clients

2017-2022



Historically free

Requested \$1M over three years for storage services for current levels of storage



## Storage Footprint Keeps Expanding

Google imposing an individual limit of 5GB per person and a university total of 600TB

~ 20,000 IU clients storing more than 5GB of data

226 clients have 800TB (out of 1.4PB – 55%)

Service	May 2021	September 2021	December 2021
Drive	1.15PB	1.27PB	1.37PB
Shared Drive	286TB	441TB	463TB
Gmail	99TB	109TB	115TB
Google photos	25TB	39TB	48TB
Total Data	1.56PB	1.86PB	2.0PB
% increase from May		19.2%	28.2%

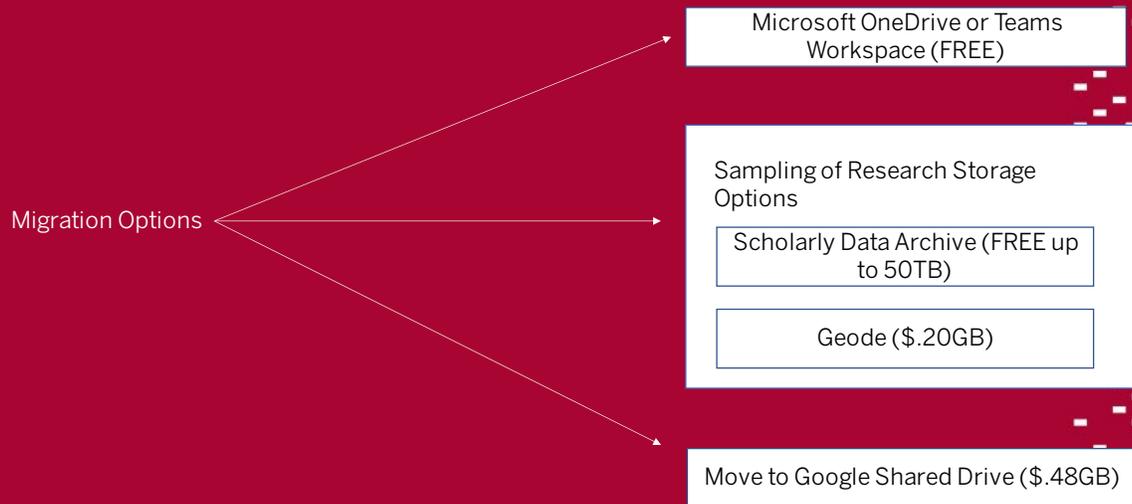


## Ongoing Efforts

- Presentations, to Deans, Faculty Council committees, and IT professionals
- Partnership with IT professionals to provide support to those with large amounts of data
- Broader communication to clients consuming >4GB
- Regular communication on options for storage, and for assistance in migrating where desired



## Simplified Overview of Options for My Drive



## Common Questions

- When will limits be imposed?
  - December 31, 2022
- Do I still have access to other Google tools
  - Yes! You will still have access to Google My Drive, Google Docs, Google Sheets, Google Slides, Google Meet, Google Chat, Jamboard, and other Google services as long as you stay below the 5GB limit
- How will data transfer from Google Drive to OneDrive/Teams
  - Through a MS tool that we will administer if you wish communication on options for this is coming soon

# Common Questions

- What if I want to keep using Google for storage of over 5GB?
  - An option exists to stay in Google at \$0.48GB per year, purchased in 100GB increments (\$48 per year for 100GB)
- Aren't we vulnerable to Microsoft doing the same thing in 2025?
  - Microsoft is already charging significantly for storage, but IU is nowhere near the existing storage limit. IU's existing investment in other Microsoft products also make this cost sustainable.



## Distance Education Committee

Lamia Scherzinger and Jennifer Mahoney, Co-Chairs

- [First Read] Proposal: Quality Assurance in Distance Education Courses  
Circular 2022-15: Quality Assurance in Distance Education Courses

The following proposal was presented:

### **2021-2022 Proposal for Quality Assurance in DE Courses**

Per IFC guidance, faculty should already be using Canvas for each course they are teaching. Therefore, the following recommendations are based on the use of Canvas for course set-up.

The importance of IUPUI's distance education (DE) courses and their ability to deliver high quality, engaging learning cannot be overstated. However, there is a wide divide in the assurance of this type of learning. Therefore, in an effort to improve and streamline the quality assurance for distance education (DE) courses at IUPUI, the Distance Education Committee is providing the following recommendations that we would like to offer as a set of guidelines for all campus units to consider adopting and the IFC to promote.

#### Course Set-up Recommendations

Per IFC guidance, faculty should already be using Canvas for each course they are teaching. Therefore, the following recommendations are based on the use of Canvas for course set-up. Units should be provided with the campus-designed Canvas template for DE courses. Recognizing that some programs have created their own Canvas templates to meet their accreditation or other needs, deviation from the campus-designed templates can be done but every

Canvas course must include:

- A landing/homepage that includes instructor contact information and instruction on where the student goes to begin the course.
  - There should also be a policy for the instructor's response time for emails; we encourage a 24-hour business day turnaround.
- A syllabus page with a downloadable and accessible syllabus.
- The use of modules to break down the requirements for assignments, readings, and assessments.

The DE Committee also encourages:

- The instructor provides opportunities (using Zoom or discussion boards) for active interaction whenever appropriate and possible.
- Instructors should use the Canvas assignments tool with dates for all graded assignments.

#### DE Course Resources

Noting that some instructors/programs may not be familiar with the ample resources available within IUPUI and DE communities, below is a list of these resources available to our faculty.

#### *IU-Approved Training Resources*

- **Quality Matters**

IU has an exclusive agreement with Quality Matters (QM) to deliver our IU-customized Applying the Quality Matters Rubric (APPQMR) foundational training for QM credit (which means it functions as a prerequisite to other QM certification training). This is delivered through the teaching centers across all campuses. To learn more, contact the IUPUI CTL at [thectl@iupui.edu](mailto:thectl@iupui.edu) or (317) 274-1300.

- **Quality Matters Peer Reviewer**

After you have completed the APPQMR certification, you can continue your certification and become a peer reviewer. In this role, you have the opportunity to review both IU and non-IU online courses for a small stipend. To learn more please [request a consultation](#) with an IU QM-certified consultant.

- **Quality Matters Advantage**

The QM Advantage custom self-review tool enables instructors to examine the quality of their online courses using the standards from the QM Higher Education Rubric, Sixth Edition. QM Advantage is an LTI app that integrates a Qualtrics survey with Canvas. The tool allows up to three reviewers per course to record their findings in the rubric and add free-text comments. Conducting an informal course evaluation with the tool can help you prepare your course for an official course review to put it on the pathway to QM certification. For more about QM Advantage, please visit [here](#).

- **Teaching for Student Success: An Evidence-based Approach, 2e (TSS)**

IU offers a free certificate-generating Canvas course developed through a partnership between the Faculty Colloquium on Excellence in Teaching (FACET) and eLearning Design and Services (eDS). The CTL offers facilitated semester-long cohorts or you can complete the course on your own time, receiving asynchronous feedback on your assignment submissions to secure a certificate. To enroll in the TSS modules, visit this [webpage](#).

- **The Association of College and University Educators (ACUE)**

An alternative certification to the TSS, ACUE's course in Effective Teaching Practices ensures that faculty learn about—and implement—the approaches that improve engagement

and persistence and promote deeper learning. This 25-module course concentrates on teaching practices effective in face-to-face and online instruction. To learn more about the course and how to apply, please visit [here](#).

- **Accessibility Pressbooks**

A tool that enables faculty and students to create and publish text in multiple formats, faculty can use this tool to compose and publish eTexts, deliver no-fee eTexts, build and compile collections of student reports throughout a course, publish student work, and much more. To learn more, please visit [here](#).

- **Zoom to the Next Level: Active Learning in the Virtual Classroom pressbook**

Zoom can be a simple tool to get started with video conferencing, but it's also feature-rich enough to orchestrate some complex interactions. The purpose of this book is to provide sample activities that leverage Zoom's features and demonstrate how they can work in concert to support active learning in the virtual classroom. With that in mind, we'll be adding new activities as we discover them, so please check back when you need some Zoom inspiration. To learn more, please visit [here](#).

*IUPUI DE Resources*

- [Teaching Online at IU](#)
  - Specifically [Ensuring Quality: Faculty Support](#)
- [IU Online Test Drive - IU Online](#)
- [Improving the Accessibility of Your Online Course](#)
- [Canvas Course Templates](#)
- [IUanyWare](#)
- [LinkedIn Learning](#) via [One.IU.edu](#)
  - LinkedIn Learning is a large repository of short, focused training videos on a wide variety of topics. The Technology collection includes a number of videos that would be helpful to faculty teaching online, including training clips on recording lectures, facilitating online discussions, and choosing appropriate technological tools for certain types of content.

*External DE Resources*

- [MERLOT](#): The MERLOT system provides access to curated online learning and support materials and content creation tools, led by an international community of educators, learners and researchers.
- [Online Learning Consortium](#): OLC is a collaborative community of higher education leaders and innovators, dedicated to advancing quality and leadership in digital education.
  - Specifically the [OLC Quality Scorecard Suite](#): This comprehensive Quality Scorecard Suite provides institutions with the necessary criteria and benchmarking tools to ensure online learning excellence for the entire institution.

Each of the first read items will be voted on at the May 3 IFC meeting.

**Agenda Item VII: [Discussion Item] Research at Indiana University**

Phil Goff, IFC Executive Committee Member and Co-Chair, Budgetary Affairs Committee

Jere Odell, Chair, Research Affairs Committee

Circular 2022-16: Letter to Interim Chancellor Klein re: Research Restructuring

Circular 2022-17: Report on IU University Research Budget Conference

Circular 2022[18: Questions Sent to VP re: Research Restructuring

Before beginning the business item, a motion was made and seconded to allow non-members to participate in discussion. The motion passed.

Odell gave a Research Affairs Committee report. The committee has been working on the following:

- Research centralization
- Diversity, equity, and inclusion policy to align the committee's interest with the DEI Integrative Case (promotion and tenure)
- COVID strain on research and researchers with caregiving responsibilities. The committee lost 25 percent of their members who have opted out of research life altogether or moved on to institutions with more research support.
- Thinking of research policies and university impact especially on scholars who are women
- Data sharing and discussion of the campus's support for open science, especially for graduate students who may go on to careers that will require the use of open tools to do research.
- Early information about the possibility of research centralization; receiving information from the vice president for research, but not enough information for the committee to weigh in at that point.

Odell moved on to the research centralization discussion noting that Vice President Cate watches the IFC meetings and that Odell doesn't believe Cate, as a vice president of a large university system, intends for bad things to happen; however, Odell and others do think it could. He hoped that there would be a way for others to express their concern.

The Research Affairs Committee began hearing that some large changes would happen and probably that research support offices would be consolidated or centralized as well as decision-making about budgets that support research funding. He referred to Circular 2022-17, Report to IU University Research Budget Conference (see below).

### **Report on IU University Research Budget Conference**

University Hall, IUPUI, March 23, 2022

**As a member of the UFC Budgetary Affairs Committee and on behalf of the UFC Executive Committee, I attended the Research Budget Conference as a faculty observer. In attendance were: Pamela Whitten (President), Rahul Shrivastav (IUB Provost), Jay Hess (Dean, IU School of Medicine), Andrew Klein (IUPUI Interim Chancellor), Dwayne Pinkney (VP Finance), Fred Cate (VP Research), Sam Adams (Associate VP Budget & Planning), Jeff Zaleski (IUB Vice Provost for Research), Janice Blum (IUPUI Vice Chancellor for Research), Bethan Roberts (Chief of Staff, VP Research), Marissa Pratt (VP Research Financial Operations), and David Polly (member UFC Budgetary Affairs Committee).**

*Summary:* Vice President Cate proposed to *merge the budgets, staff, and decision making of the campus-level OVPR and OVCR offices into his university-level VPR office.* Cate's proposal, which was not flagged as confidential, accompanies this report. Cate's proposal presents its own case, so I will focus my attention on reviewing the research-related issues that motivate the proposal and on the implications of the proposal, concerns relating to it, and questions the faculty councils may wish to consider in reviewing it.

***Background:* A key topic at the meeting was ICR. ICR stands for "indirect cost returns", the funds given to IU by many external granting agencies on top of the cost of a funded project to support the underlying costs of research (such as libraries, space, maintenance of research instruments, accounting and financial support, etc.). Under IU's responsibility centered management (RCM) model, the bulk of ICR is devolved to the school as an incentive for that school to support external grants; and in return, that school is expected to cover most of the costs associated with the research. A percentage of ICR is kept at the University level to support cross-campus costs for things like research compliance, grant support, and university-level centers and institutes; some ICR is retained at the Campus level to support costs such as libraries, campus-level centers, faculty startup**

costs, competitive research grants, competitive equipment funds, etc. Allocation of ICR within schools varies – some devolve a percentage to departments or the faculty who secured the grant as incentives for obtaining external funds and to allow the local unit to hire lab support staff, maintain research instruments, pay for the accounting staff who manage purchasing and travel, etc.

**Abbreviations:** ICR, indirect cost return; ORA, Office of Research Administration that provides support for grant applications and reporting; OVCR, IUPUI Vice Chancellor for Research, a campus-level office; OVPR, IUB Vice Provost for Research, a campus-level office; RCM, responsibility centered management, the accounting philosophy that whoever earns the money should make the decision how to spend it; VPR, Vice President for Research, a university-level office.

### Research-Related Issues at IU

**IU has several very real research-related issues. VP Cate argues that his proposal will help address many of them.**

- IU does not have enough funding to meet all its research-related needs;
- the RCM model can make budgetary collaboration between schools or campuses difficult;
- ORA has had difficulties keeping up with current demand from faculty for proposal development, submission, and reporting;
- IU lacks financial resources to support some kinds of research-related facilities and programs;
- much of IU's science facilities, including laboratory spaces, are aging and in need of upgrade or replacement;
- ICR policy differs between centers at university, campus, and school levels, between schools, and sometimes between departments, which can create barriers to collaborative grants across schools or departments and sometimes motivates faculty to “shop” for the best deal for submitting their grant proposals;
- faculty who seek funding for research programs, equipment, or infrastructure sometimes have to petition a combination of department chairs, deans, provosts/chancellors, and the president for contributions;
- the need to archive and share data is increasingly a necessary requirement of research, but there are not always easy, cost-effective methods to do this.

### Significance of the proposal

**While its significance was downplayed, the proposal has profound implications for how research resources are allocated at IU. Implied by the written proposal and the presentation by VP Cate:**

- the Vice President would gain considerable influence over what kinds of research are prioritized at IU;
- the kind of research that would be funded would be at the discretion of the Vice President rather than campus Provost/Chancellor or the Vice Provost/Chancellor for Research;
- increasing the total income from external grants would become a primary criterion for how research funds are allocated;
- some research funds currently available at IUB or IUPUI would be redeployed to cover major research infrastructure, such as a larger ORA, more staffing in the IU Collections office of VPR, more staffing in the IU Commercialization office, etc., which would necessarily mean cutting funding at the campus level;
- decisions about the size of startup packages and their recipients would be at the discretion of the Vice President;
- decisions about faculty retention offers would be at the discretion of the Vice President;
- Provost/Chancellor would lose discretion to redeploy funds to meet local needs across the areas of research, teaching, special programs, and infrastructure;

- the Vice President would have discretion over which campus-level centers and institutes are funded and which are closed or merged;
- the proportion of ICR allocated to VPR would be increased above what VPR+OVPR+OVCR currently receive, which would necessarily reduce the amount devolved to schools, departments, and faculty;
- cost savings would be made by increased sharing of financial, IT, and HR services;
- VPR would take charge of deaccessioning university collections;
- the offices of OVPR and OVCR would essentially cease to exist and be replaced by a single VPR office.

### Concerns about the proposal

**While some concerns may arise directly from the aforementioned points, additionally the Faculty Councils may want to consider that:**

- current structures of faculty governance and review are concentrated at the campus-level and are more diffuse at the university-level;
- current structures for resolving faculty grievances, including those about administrative decisions related to research, operate solely at the campus-level with the President's office serving as final arbiter;
- the selection processes for Vice Provost/Chancellor for Research have strong faculty governance inputs, whereas the process for selecting Vice President for Research does not;
- the current Vice Provost and Vice Chancellor for Research were appointed with faculty governance inputs, the current Vice President for Research was not;
- the qualifications and types of experience expected in a Vice President for Research will necessarily change if the role of this office is greatly expanded.

### Questions raised during the meeting

**A few questions and comments were made by attendees of the meeting:**

- the reorganization would reduce the ability of provost/chancellor to spread resources across research, teaching, and programmatic activities which could hamper their ability to see units through temporary periods of financial hardship;
- the reorganization would also reduce the ability of provost/chancellor to support research activities that are a priority at campus level or to reward initiative from research faculty;
- finding ways to better support faculty and students is an important goal;
- finding ways to reduce unnecessary cost is an important goal;
- it is important for higher administrators to hear concerns about the proposal.

### Questions for consideration

**Some questions that the faculty councils may wish to consider when they review VP Cate's proposal:**

- Should total grant dollars be the primary metric for allocating research funds at IU?
- Will increasing the size of ORA and commercialization offices, integrating the VPR, OVPR, and OVCR offices, and expanding shared services achieve the proposed goal of increasing the total grant income to IU?
- What factors might contribute to the number and amounts of external grants besides the ones considered in the proposal? (e.g., total number of faculty; balance between teaching, research, and service; types of incentives to obtain grants; balance between arts, humanities, sciences, professional subjects, medicine, etc.)

- Should attention be paid to other AAU indicators of research excellence (e.g., number and quality of publications; type of research output; departmental/subject area rankings; number and quality of graduate students; faculty accolades for research)? Will this proposal enhance or damage these?
- Should administration of research be decoupled from the traditional trio of research- teaching-service that fall under provost and chancellor?
- What is meant by “efficiency” and what kinds of efficiencies will be enhanced or reduced by this proposal?
- Which of the issues identified might be better solved by pushing ICR down to the level of campuses, schools, departments, or grant holders? Which might be better solved by reserving more of it at university level? Are there issues that might be made worse by removing ICR from campus level?
- What should be the balance between top-down and bottom-up oversight over allocation of research funds?
- Could some of the research-related issues be solved without changing the budgets or structure of research offices? (e.g., harmonizing ICR policy; sharing infrastructure).
- What will be the impact on individual faculty and on collaborative research centers by this proposal?
- What faculty governance procedures would need to be modified if research funding decisions are moved to the vice president level?
- Should new procedures for faculty governance in appointment and review of vice presidents be adopted if decision making is moved to that level?

#### Suggestions for faculty council review of the proposal

**Because of the far-reaching significance of the proposal and its many and varied implications for the research life of individual faculty and for disciplinary areas, it is important that it be reviewed carefully, thoughtfully, and critically by the relevant faculty councils. Some points to consider are:**

- university policy ACA-04 affirms the authority of the faculty to determine the standards and procedures for creation, reorganization, merger, and elimination of academic programs and units;
- no existing policy dictates how to review a proposal to merge research offices and shift their budgetary and operational decision making to another level so the councils must decide how they wish to do this;
- university policy ACA-79 provides a good model for evaluating a merger that simultaneously involves entities that exist at university level and on more than one campus;
- the proposal is relevant to a wide range of stakeholders: all tenure-track and research-track faculty, provosts and chancellors and their respective research offices, directors and faculty in campus-level centers, departments and programs that rely heavily on start-up funds and major equipment, deans of schools – the

**faculty councils might consider establishing a committee to consult these stakeholders before arriving at an opinion about the proposal;**

- the faculty’s views are relevant to the president and the vice presidents who will decide how to act on the proposal, as well as to deans – the faculty councils should consider sharing their opinions with them all in a written report;
- the proposal contains few data to support its characterization of research-related problems or the efficacy of its proposed solutions – the faculty councils might wish to obtain more data before arriving at an opinion about the proposal;
- the proposal contains few details of how decisions about allocating resources will be made or what the role of faculty governance will be – the faculty councils might want to request more details and to propose procedures and governance structures that are appropriate for the restructured offices.

Odell continued making these observations:

- The circular raises a number of concerns and questions including centralization and a potentially diminishment of faculty governance in future decision making and how research programs would be supported.
- The Vice President's Office doesn't report to a faculty governance body, so there will be less chances for faculty to have a say in the direction research takes.
- There is a significant change to how the indirect cost recovery model has worked at the university and how that model interacts with responsibility center management. At IUPUI, faculty get grants and a piece of those grants go to our office or the vice chancellor for research's office so that they can fund internal awards, proposal development programs, mentoring new people or established people, and to create institutes and local centers. ICR is also kept in schools and labs.
- With centralization, we will lose some autonomy and perhaps the ability to make nimble and quick decisions that we have grown accustomed to, to address our specific needs.
- He is concerned that the ability to make changes quickly when it needs to may end and that would begin to disintegrate that piece of our character.
- The IFC Executive Committee wrote a list of questions based on the report above and submitted them to Vice President Cate. He responded that he did not want to answer the questions directly but would address them when he met with the council (on April 5). At the April 5 meeting, he answered some questions but not all.
- Vice President Cate has three budgets that he discussed on April 5 \$34.5 million research budget for his office, \$7 million for the Bloomington research office, and \$3.3 million for the IUPUI office. Those three budgets would be combined under centralization. He also made the case for roughly \$13.6 million in transfers that schools make to each other.
- Collections is a piece that hasn't been fully discussed. Odell is a librarian and when he thinks of "collections," he thinks of what is contained in the library, but he thinks the majority of those collections are unique collections by department and schools, not necessarily books. There is a wide variety of collections on campus and they are under-resourced and need some coordination in order to be maintained.
- The IFC Executive Committee followed up the April 5 presentation/discussion with Vice President Cate with a memo to Interim Chancellor Klein that they hoped would be transmitted to President Whitten. The memo is as follows:

April 15, 2022

Dear Interim Chancellor Klein,

We, the IUPUI Faculty Council Executive Committee, write to ask you to convey to President Whitten our deep concern about the need to postpone implementation of the proposed restructuring of the research enterprise at Indiana University.

While we understand and appreciate many of the goals set forth in what was proposed via budget hearings, and while we remain agnostic rather than antagonistic about its efficacy in increasing research across IU, we are deeply concerned about whether local aspects of such a far-reaching change have been considered. The faculty at IUPUI, who are deeply invested in research that is often of an unique nature, need time to deliberate and advise the administration about the ramifications of such a change. This would also allow time for a response to the concerns we have already identified and specific questions we have already asked.

We also assert that that there are constitutional concerns at stake here; that complex change cannot be made by simply lumping such diverse campuses into one budget and then considering how things will work after the fact; that IUPUI has unique needs and practices in regard to research that might not fit a one-size-fits-all approach; and that this proposed restructuring is part of a larger context of changes that have harmed our campus.

### **Constitutional Requirement for Consultation**

The Constitution of the Indiana University Faculty clearly delineates the areas where faculty have legislative and consultative authority. In the case at hand, the consultative authority is at play:

#### *Section 2.3: Consultation of the Faculty*

*The Trustees and administration should consult the faculty concerning:*

- A. Planning and decisions regarding physical resources.*
  - B. Budgets.*
  - C. Faculty compensation and benefits.*
  - D. Establishment of administrative offices affecting the academic mission, and appointment and review of administrators filling those offices.*
  - E. Any other aspect of University operations having an impact on the academic mission.*
- Consultation of the faculty shall be through representatives authorized by faculty governance institutions. Consultation should occur sufficiently in advance of action to permit faculty deliberation.*

In this case, B, D, and E are impacted by the proposed restructuring. As research is a basic responsibility of tenure-track and some types of non-tenure track faculty and is part of the University's academic mission, our representative units need to be consulted early enough in advance of research restructuring to permit deliberation. That was not followed. Indeed, while we have repeatedly requested that process be acknowledged, it has been ignored, pushed back to a point after a restructuring has already occurred. That is clearly in violation of the Indiana University Constitution and outside the bounds of shared governance.

### **Complex Change**

This is a large organizational change. For change to be truly transformative, it must involve all constituencies. Universities are complex, particularly in the loose way that different parts are coupled—pulling or pushing at point A can have unforeseen effects on B and C. Alterations in research structure will likely redound to Indirect Cost Recovery distribution—which would directly affect individual schools, departments, centers, and labs. The goal of the larger research enterprise to better facilitate research and even focus some research efforts is laudable. However, we must do so without hurting existing and successful structures already deeply engaged in research.

This is the reason the Constitution calls for consultation. IUPUI has many engaged and expert faculty who would welcome the opportunity to become involved in this planning and eventual change. We are relatively young and nimble institution; we do not fear change. Change achieved via consultation will have strong legitimacy and broad cooperation. Every plan bold enough to be transformational has some unknowns and will encounter problems—but thoughtful planning, use of organizational change research, process legitimacy, and cooperation can take us past those problems, as long as we begin in a consultative manner.

### **Community Engagement**

Research across Indiana University is varied and often tied to distinct and unique local circumstances. That is definitely true in Indianapolis. About half of our external funding falls under “service grants,” if we use the OVPR definitions that are largely tied to ICR rates. However, many of those grants have major research projects within them. How will they be handled? Will they receive administrative support and internal funding under a restructuring? We have formally asked these questions in writing but have not received a response.

We are concerned about the potential impacts of a restructuring on our unique mission, including DEI scholarship and community engaged research. Not only is this mission central to our charter, but it has also come to define us nationally. Becoming and remaining a premier urban research university is based on relationships with non-federal funders. We have aligned our expertise to those funders' concerns, which are, like ours, community focused. Without a fully thought out proposal on research centralization that we have had a voice in shaping, we fear this restructuring will not take our unique situation into full consideration, might undercut those relationships with the community and the funders who have worked with us, and could undermine our strong commitment to urban community engagement.

### **Context**

We would be remiss if we failed to convey that our reticence to accept an unseen restructuring proposal, about which faculty were not consulted, is tied to years of budgetary and research changes that have harmed our campus. The decision to count federal grant dollars from the IUSM on the Bloomington campus (while leaving those researchers on our faculty count) has had a devastating effect on our long goal of reaching R-1 status. This precludes us from multiple grant opportunities that would benefit our faculty and our students. In Indianapolis, we sit with our Med School colleagues on committees, tenured on the same campus, investigators on the same grants that count in IUB's column. This is wrong. We think it would be a good thing for Indiana University to

have two R-1 campuses. We cannot help but be dubious about claims that restructuring research will benefit IUPUI in the context of what has been done in the recent past.

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Therefore, we request that any plans for restructuring be delayed until faculty can play their constitutional roles in the process. Again, we are aligned with many of its goals and remain agnostic about its possible overall effects. We need time to study, continue conversations with OVPR, and deliberate about our local needs and stakeholders. We propose that local task forces be established in Indianapolis and Bloomington and that several members from each of those task forces form a UFC task force to look at the system-wide advantages and disadvantages of a restructuring. This could be accomplished over the summer and fall and would give faculty confidence in a plan that could be transparently presented early in 2023.

Respectfully,  
The IUPUI Faculty Council Executive Committee

- The memo points out what Jim Scheurich said at the April 5 meeting in that the IU Constitution was not followed in the centralization discussion process. If the Constitution were followed, we would have more time to think about the unintended consequences of the realignment. The memo points out that IUPUI is unique.
- Many awards we consider to be research awards for this campus have been categorized as service awards. If the research office categorizes them as service awards, this diminishes our research profile. It also raises the concern that the people who were doing this kind of research will now be under-supported. If the vice president's office doesn't consider their activities to be research, maybe it's not in their scope anymore.
- The letter speaks to a loss of trust.
- Change had been evident in the last few years especially in a realignment in how faculty and dollars are counted at IU such that the School of Medicine's research awards are not counted anymore at IUPUI research awards. They are counted in Bloomington all while medicine faculty are considered IUPUI faculty. So, the dollar per faculty and external awards have plummeted. That diminishes IUPUI's chance of becoming an R1 campus. This could be an indicator of why he saw faculty move on to other institutions where they thought their research could be better supported and funded.

Goff continued with these comments:

- Odell has been chair of the Research Affairs Committee for three years and Goff and Holmes have been co-chairs of the Budgetary Affairs Committee for three years. With regard to the budget, OVCR's budget is supported by a combination of campus funds and ICR. What will become of campus-specific programs that are deeply embedded in IUPUI's mission and funded by ICR if ICR is centralized. There are also questions about how much would be saved by reducing redundancies under VP Cate's plan. Certainly some, but how much will greater efficiencies save us? The \$13.6 million in transfers won't save us, that's just how much money is transferred. Will there be enough funds to cover all the things discussed at the last IFC meeting? Unlikely, as a co-chair of the Budgetary Affairs Committee. There's a claim that the president's office will put in between \$20-40 million in the research enterprise. Where will that money come from? Will more ICR be held centrally or will there be increased assessments? Every school will feel that. Schools who are barely getting by are those who have made long-term investments planning to use ICR to help them afford those investments. This is bad news.
- After the last IFC meeting, Goff had a phone conversation with VP Cate. Like Odell, Goff likes Cate and has worked with him in the past. They both feel this is a very bad idea.
- The University Faculty Council may be taking this up.

Questions:

- (Hoegberg) Regarding Circular 2022-17, it is clearly a report from a particular individual who

attended the IU research conference, but no author or identity of the individual is given. I recommend adding the author's name to the document.

- (Goff) As a historian, I don't change documents. But, the author is David Polley, a Bloomington faculty member on the UFC Budgetary Affairs Committee and attended the conference in that regard.
- (Elliott) Is there a written proposal that summarizes these changes and the proposed timeline that we could take back to our schools?
  - (Goff) David Polley sent what VP Cate proposed, but it doesn't explain much. It doesn't say "embargoed" on it, so perhaps we can share it. The timeline is to start July 1.
- Circular 2022-17 makes reference to VP Cate's written proposal as attached to the report and not flagged as confidential but to my knowledge, Cate's written proposal has not been provided to the full IFC. Can that be provided?
  - (Goff) That's the same document [as mentioned above], so...
- (Boukai) We, the UFC BAC, requested this from the VP's office but to the best of my knowledge, we have yet to receive it. We are scheduled to meet with the EVP this Friday.
  - (Watson) I sent an email asking about that document and was flat-out told no. Thank you, but no.
- (Boukai) One important issue is that the ICR income stream was used by some schools to underwrite the bond authorization for new buildings. This liability will expose should the ICR stream be centralized, this is a huge concern.
  - (Goff) That's what I was referencing earlier – trying to make some strategic investments in the future—planning to use ICR to afford them.
- (Applegate) I just want to clarify what I think I heard. This would take effect July 1<sup>st</sup> but also that there is not only no plan, but there is a refusal to provide a plan.
  - (Odell) Yes, that's how I understand.
  - (Applegate) At the last IFC meeting, I had asked you about a timeline and was told there wasn't one. I also want to share with this group that Cate said at that meeting that he had consulted with the University Faculty Council parliamentarian who said he did not need to consult with us. We asked the UFC parliamentarian who said she was not consulted.
  - (Goff) The most recent letter that Fred sent around to chairs and deans indicates that it would begin July 1<sup>st</sup>, the budgetary aspect of it. After July 1<sup>st</sup>, that when he wants to work with faculty governance and the various forms of faculty committees to structure how this will be. And, that's why the IFC's letter to Andy [Klein] that he shared with the president talked about how really at that point the ship has sailed and we would really like to be involved in the decision before then. And, we think constitutionally we're supposed to be.
- (Guiliano) I wanted to note for everyone that there's a consequence to IUPUI's brand for this research change that not everyone may be aware of. The Research Affairs Committee has had a significant number of conversations about IUPUI researchers being rebranded as Indiana University researchers in promotional materials and that members of the community don't understand that we're our own institution when that happens. Under research centralization, that would only increase over the next couple of years. So, it's not just where the money is going but it's also how that money is being used to represent our researchers in Indianapolis and that has an impact on, for example, student recruitment and retention. So, you would no longer have as much leeway in recruiting and retaining not only graduate students but also undergraduate students because our research profile would be diluted by IU Bloomington.
  - (Odell) We've been watching this with concern over the last couple of years. OVCR's website just kind of disappeared overnight. They did a really amazing job trying to find a different approach to have an IUPUI specific face for research support. But, it was quite a bit of labor and a work-around. We've been watching that slippage in IUPUI's ability to speak to its accomplishments as a research institution.
- (Elliott) Has there been a response to the Bloomington Faculty Council's requests for a task force?

I believe they requested that of their provost.

- (Goff) As I understand it, they created their own task force of the BFC; they didn't ask the provost. They did have a conversation with their provost who seemed to go along with this plan, but they have formed their own task force. Carolyn Chick Jarrold from chemistry is chairing the group. They've also passed a resolution to review the vice president's office. [Watson] He's (vice president) been here seven years and hasn't had a review.
- (Koskie) Fred Cate also indicated that staff and research administration would be maintained on both campuses. Thus, it's not clear how savings would be attained through centralization.
  - (Goff) It's a mystery to me, too.
- (Nalim) An aspect of research centralization that has already hit us badly is the use of a single DUNS numbers for IU proposals (except NIH, I believe), which appears to have cut down the number of proposals that we can submit for certain limited-submission opportunities. NSF, in particular, has returned proposals without review due to confusion on this after a great deal of hard work by IUPUI faculty. So, it is reasonable to be skeptical about more centralization.
  - (Goff) Yeah, that is something that came to this body a few years ago. And, these are some of the questions that the IFC Executive Committee posed. There were 13 or 14 questions that's involved and this is one of them. But, we haven't really gotten responses. This is why we just want to slow it down. I hope that's one of the things that come out of the letter that was sent along. Many of these ideas are good ideas, but it's just how we get there and whether we're part of the process of getting there.
- (Keele) Fred [Cate] seemed to suggest there are great amounts of money being lost in the current ICR. Do we have a sense of how great a problem that is?
  - (Odell) Yes, I have hard time understanding where the efficiency comes from. It's a little insulting to suggest that the transfers that schools make to each other, or units make to each other, are somehow wasteful. I'm pretty sure when someone needs to make a transfer to Biostats to get biostats for their research award don, that that was a useful purpose. And, it's hard for me to imagine that there's a great deal of money to be recovered from minimizing transfers. I would imagine that money has to come from somewhere else. If I put myself in the role of vice president, which I will never be, I suppose it creates a bit of some efficiency in my own decision-making so that I don't have to deal with other units or an institution or transferring funds without me so that I have more say over the direction of where research dollars go. But, I definitely get the impulse there. As far as efficiency goes, I'm still stumped where the money comes from.
  - (Goff) So, in regard to the comments about the IFC, maybe in Bloomington they are painting parking lots to tie with ICR. We're not here. I'm looking at people who have to work with ICR and knowing that really the academic mission helps to prop up research more than research does the academic mission. The Research Affairs Committee spent a few months last year looking at how we stand with ICR. Steve Martin came to talk with us. We're kosher, and I thought that comment didn't land well on this campus.
- (Chu) What can we anticipate in the new few months and what would be your recommendation to associate deans [of research]? How do we prepare?
  - (Goff) One of the most helpful things would be for associate deans to send the Executive Committee a message of how this would affect your school particularly. I think the more specific examples we have, especially as the UFC moves into conversation about this, would be helpful. They meet on May 26, I believe. I don't know whether the co-chairs are going to schedule that agenda, but I think the more we know how specifically this could affect individual schools, that would be helpful.
- (Kostroun) The Office of Research and Corporate Relations are combined at IU. Fred [Cate] said that this structure is unique to IU out of the Big 10. His presentation made it clear that this move is about bringing IU research closer to industries than Indianapolis. The efficiency is for IU to control research on our urban campus. This appears to be the main rationale behind this proposal.

- (Goff) That would certainly be a valid way of interpreting what's going on.
- (Boehm) Fred Cate mentioned that “new faculty leaders” would be tapped that would guide research efforts within specific disciplines and funders. For example, life sciences, humanities, DOD, etc. Would these be new, salaried administrative positions? Not clear how that would be a saving.
  - (Goff) That's the way I've heard him present it in a couple of settings that you would have the local vice chancellors and associate vice presidents like we already do in Bloomington and Indianapolis, but then there would be six other areas that would also, I think he called them, sort of associate vice presidents alongside and they'd be topical or disciplinary. I don't know whether they would be full-time but certainly that would increase administrative costs.
- I can get past that inefficiency of transfers. Are they trying to discourage interdisciplinary research because this is the health care campus? And, I would think that much of that transfer would be maybe PIs in the medical school working with people in liberal arts and SPEA and maybe law and I don't know where else. And, if the NIH didn't think it was inefficient for them to be working as an interdisciplinary team, who is he to be deciding is inefficient? Is he trying to discourage the very thing that we are quite good at?
  - (Odell) I agree with what you had to say. I'm going to try to imagine it from his perspective. He did suggest that we face bureaucratic barriers to collaboration because we have a responsibility centered management structure and it's hard to share projects when you're in that structure. That was his suggestion when he came to talk to us. I don't know how you find millions of dollars out of 13.6 that's paying for legitimate research purposes. I don't understand that. From his perspective, maybe he thinks a centralized approach would give research the chance to launch collaborative programs across the system without having to worry about RCM. I think I would counter that IUPUI has shown that we can do a lot of amazing stuff and have done over the years with the School of Medicine and other schools, too. So, I'm not persuaded, I guess, that there's a lot with that approach.
- (Watson) One question I'm asked is where does the med school fit in all of this, and I don't have a clue.
  - (Goff) The med school won't be involved in this. Fred's contention is that the med school is doing it right to begin with and so they won't participate in this. It'll be the non med school research enterprise.
- (Russomanno) Just a comment that maybe is phrased as a question. If we look at the two new buildings we have here at IUPUI—Innovation Hall and the Science and Engineering Laboratory Building—both of these buildings were built under the wonderful productivity of our faculty and staff. A significant amount of our base budget obligation, as has been noted, comes directly from ICR to fun the debt service. When I reflect across the nation and look at other investments, much money often comes from the state through lobbying the state legislature. We don't have that ability here, but we do have the ability to invest in the revenue that our faculty and staff bring to this campus. So, the question I just suppose for reflection is, would we have these two new buildings on our campus if we were under this new centralized environment?
  - (Goff) Your school is the first I thought of for this day. You guys have done incredible work and now we're going to say that the ICR's are being wasted or misspent somewhere.
- (Keele) Cate claimed that it's difficult to put together retention packages. He likened it to a bake sale or passing around the hat. Is that description accurate?
  - (Applegate) To my knowledge, most schools secure the funds for start-up packages and salaries and all that from within the school. I think it is rare to go outside the school.
  - (Goff) I'm reminded of one thing he said is that schools who want to participate, to keep faculty, you could pay an extra two percent of ICR. It's like buying an insurance policy that when you need the money, you can come back to his office.
    - (Applegate) If you're a school that doesn't have much ICR, then would you get

any money for retaining faculty? [Goff shrugged.] [Inaudible] (KJohnson) And, I would say that when we're trying to retain a faculty member that has another offer, I'm often working very closely with Janice, sometimes with Karen Dace, and sometimes with Andy and the Chancellor's Office. We make it happen. I guess what worries me is the lack of control and the potential lack of nimbleness. So, I think Fred said himself that there's not going to be enough money to retain everyone that we wanted to retain and we're going to have to set some parameters and some priorities. That could be great, or it could be a problem.

- (Unknown) In the past four or five years, we recruited four or five new research faculty with the funds all coming from within the school and working with the School of Medicine. None of that will go to the campus level building at the university level, retention, or open floor for startup. Just FYI.
- (Russomanno) In my almost 12 years here at IUPUI, I can remember there was one instance this year where we did request some assistance on a start-up package. But other than that, in 12 years, we have done it within the school resources. It's primarily from ICR to invest back in start up. It's a very, very rare occurrence when our school goes out and requests help with startup.
- (Goff) I should say in full disclosure, Fred did help when we were trying to hire over the start-up package and helped cover half of the salary for the first three years. So, he does do it, but it sounds like it's not ordinary.
- (Nalim) Apart from where the money comes from, there are both organizational and intellectual reasons for decentralization of research resource allocation. Just as in the business marketplace, smaller, nimbler, and or organically formed group companies can be more innovative and respond more quickly to opportunities than a top-down Soviet-style approach. Also, since research and research ideation cannot be forced, how can the proposed new faculty leaders do a better job than enterprising and creative faculty and seeking out the right partners within or outside IU for new research directions?
  - (Odell) Hard to disagree. In my own experience as a researcher such as I am, most of my collaborations and partnerships or the outcome of relationships and relationship building is local. And I am of the opinion that IUPUI can foster that relationship building locally probably better than a centralized system could. So, I agree with your comment, Razi.
  - (Goff) And I would add that we need to remember what ICR stands for. The recovery of indirect costs. And, for the most part, indirect costs are local. They aren't really at the high level unless you're building a large superstructure and in which case, you need to be able to afford that infrastructure. But if we keep it less centralized, those indirect costs are local. And that's where most of the money should be going.
- (Koskie) Fred Cate indicated that startup funds should be the same across different disciplines. This fails to consider that the cost of research varies among disciplines. (Watson) It varies even within the discipline.
  - (Goff) I don't remember him saying that. But maybe he said it in a setting that I missed.
- (Elliott) Who determines if this is, in fact, an unconstitutional move by administration? What are the next steps?
  - (Goff) This is ultimately the president's call in some ways. But, the constitution of the faculty at Indiana University, as is quoted in that letter, talks about consultation with faculty and enough time for the faculty to deliberate. The president and vice president, our faculty members, we're all under this constitution together. Ultimately, since it's a university-wide decision or an umbrella thing, it doesn't just affect Indianapolis or Bloomington, it will be the University Faculty Council that takes whatever next steps there are. But I'm hopeful that they will hear from enough corners of the university with specific examples that maybe we can at least delay this and be part of the conversation, too. Because as I said, many of the goals are laudable. And to help facilitate and increase research, that sounds great. But faculty are the ones on the ground doing it. And I think

we need to be in the room making the decision as to how best to structure an infrastructure.

- (Stiffler) Okay, one more comment and then I think we need to call the end of comments.
- (Kostroun) Sarah [Koskie] and I spoke to Fred after his presentation last time. He also failed to indicate what safeguards, if any, are in his office to ensure that research is driven by free scientific inquiry and not corporate demands and interests.

#### **Agenda Item VIII: Unfinished Business**

- Stiffler thanked Willie Miller for sitting in for her at the last meeting as vice president.

#### **Agenda Item IX: New Business**

There was no New Business

#### **Agenda Item X: Question / Answer Period**

There were no questions.

#### **Agenda Item XI: Report from the IUPUI Staff Council**

Heather Staggs, Interim President

Staggs reported on the following:

- The Staff Council has been working to update our website not only updating content but also to replace terms such as “he” or “she” with non-gender identifying terms.
- The Bylaws Committee has also been charged with reviewing the bylaws for similar terms.
- Representative elections are underway. Voting will close on Friday and then election results will be shared at the May meeting.
- Nominations are being accepted for executive positions beginning April 26 through May 6. Election will be for first vice president and three member-at-large positions.
- The Staff Affairs Committee met with Juletta Toliver (senior director for human resources) regarding staff retention concerns and possible revisions, if applicable, to the parental paid leave policy.
- The Special Events Committee has booked blood drives through the end of the year. The next blood drive will be on June 8 in the Campus Center Atrium, from 10 a.m. to 4 p.m.

#### **Agenda Item XII: Final Remarks and Adjournment**

With no further business appearing, the meeting was adjourned.

Minutes prepared by Karen Lee, Director of Academic Affairs and Strategic Initiatives  
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