IUPUI FACULTY COUNCIL COMMITTEE

IUPUI CAMPUS PLANNING COMMITTEE

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ANNUAL REPORT

2006-2007

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CAMPUS PLANNING STANDING COMMITTEE COMPOSITION AND CHARGE

Composition. This committee shall include at least one representative from the IUPUI Executive Committee and from the other IUPUI Faculty Council standing committees, plus other members appointed by the Executive Committee. The IUPUI Vice-Chancellor for Planning and Institutional Improvement shall be an ex officio member. Duties. Broad faculty involvement in institutional planning is valued. The Committee is not itself the faculty planning body, but works to facilitate involvement and communication among the Faculty Council, Executive Committee, Budgetary Affairs Committee, and committees and academic units concerning institutional planning and improvement at IUPUI. This Committee shall be responsible for continued communication with the Administration, particularly the Vice-Chancellor of Planning and Institutional Improvement (Bylaw III.B.4).

CAMPUS PLANNING STANDING COMMITTEE ROSTER

Members with Term Expiring June 30, 2007
Chakrabarti, Subir (Liberal Arts)
Grahame, Nick (Science: Psychology)
Khaja, Khadija (Social Work)
Rogers, Richard (Business)
Windsor, L. Jack (Dentistry) (**Chair**)

Members with Term Expiring June 30, 2008
Baldwin, Daniel (Engineering & Technology) (**Secretary**)
Gonzalez, Ed (University Library)
Hoyt, Delores (University Library)
Kareken, David (Medicine: Neurology)
Lall, Chandana (Medicine)

Liaisons for 2006/07(or Ex Officio)
Banta, Trudy (IUPUI Administration: Planning and Institutional Improvement) (**Administrative Liaison**)
Martin, Robert (IUPUI Administration: Administration and Finance) (**Administrative Member**)
Wokeck, Marianne (**Executive Committee Liaison**)

CAMPUS PLANNING STANDING COMMITTEE SUMMARY OF ACTIVITIES

Meetings: October 26, 2006
                                 December 12, 2006
                                 February 2, 2007
                                 March 20, 2007
                                 May 22, 2007

Joint Meeting of Budgetary Affairs and Campus Planning Committees with
Chancellor Bantz   October 23, 2007

Budget/Planning Hearing: January/February/April, 2007

Summary:

The following priorities from the IUPUI Faculty Council Executive Committee
were shared with the Campus Planning Committee by the chair of the Planning
Committee.

- Examine growth of Informatics around the University
- Examine hiring and search policies and procedures for diversity initiatives
- Monitor development of Office of Institutional Research and examine coordination with other campus-level offices
- Work with University-level capital priorities, building planning, etc.
- Participate in enrollment planning

The Planning Committee decided to focus mainly this year on the growth of
Informatics on campus. The committee first focused on how to address
duplications in the informatics programs around the campus. It was suggested
that the temporary Undergraduate Curriculum Committee, chaired by Trudy
Banta, would have the expertise to examine these issues more efficiently.
However, it was suggested that more faculty members (non-administrative) be
added to this committee and it be modeled after the Graduate Curriculum
Committee. It was also suggested that we make this a formal recommendation
to the Faculty Council Executive Committee.

The Chair of the Planning Committee presented the recommendation of forming
a permanent Undergraduate Curriculum Committee to the IUPUI Faculty Council
Executive Committee. The Executive Committee continues to engage in
discussions related to this issue with Trudy Banta, Sharon Hamilton, and Uday
Sukhatme.

Additional discussions related to the School of Informatics focused on the need for this
school to undergo some type of review. Therefore, the committee reviewed the
School's original academic plan and all of its annual reports to determine a plan of
action. The reviews of these materials led the committee to several areas of concern.

1)   Duplication and replication of information, content, and expertise.
   a. Are Informatics faculty creating discipline-specific content for their classes?
   b. How does this replication and duplication affect other schools?
2) The output of the school does not warrant the amount of state appropriation.
   a. Lack of research dollars and indirect costs.
   b. The persistence of new hires.
3) The mission and original intent of the School of Informatics.
   a. Are partnerships on campus being forged? What are the best practices for these partnerships?
   b. Is the school, in fact, delivering on their original mission?
4) The need for a comprehensive academic review.

The Planning Committee met with Executive Associate Dean of Informatics (Darrell Baily) and Informatics Associate Dean for Academic Affairs and Undergraduate Studies (Sara Hook) regarding these issues and to obtain a better understanding of the roles that Informatics play on the campus. The Planning Committee learned from Trudy Banta that the relationship between Informatics and other schools on campus is satisfactory in regard to entry level courses based on the findings of a special committee chaired by her. However from an email canvas of the schools that might be affected by Informatics taught courses, it appears that they are some issues at higher level courses in other schools.

Overall, the Planning Committee felt that the issues surrounding the School of Informatics needed further investigation and that, at least, a campus review of the School of Informatics is a must in the near future.

One major outcome of the Budgetary and Planning Committee Hearings was concerns over the Office of Professional Development (OPD) re-surfaced. There had been concerns in the past years regarding its ever increasing annual budget. This was also evident in their current annual report presented at the hearings. The chairs of the Budgetary and Planning Committees met with Uday Sukhatme and then with Sharon Hamilton regarding these concerns. Currently, it appears that OPD is undergoing a re-structuring in order to maximize the return on the campus's investment.

Other activities that the committee was involved in:
- Presentation by Robert Martin on the current and future building plans at IUPUI.
- The committee provided the Chancellor, at his request, a list of recommendations on investments. These recommendations, along with the recommendations of other campus committees, were shared with the campus during the Chancellor's State of the Campus address.
- The committee provided Trudy Banta with possible questions for the 2007 annual budgeting-planning reports. These questions in some form were included in the questions asked of the schools in their annual reports.

Next year

- Follow up on the action taken by the Executive Committee and the Administration regarding the recommendation about forming a permanent Undergraduate Curriculum Committee.
- Continue to dissect out how the School of Informatics impacts other schools on campus and if the school is accomplishing their mission including return on investment, as well as push for a campus review.
- Follow up on the re-structuring of OPD.

June/July 2006

Responses to Chancellor Bantz's request for recommendations on investments

Attached below is a list of areas that should be considered for investment, as well as some other concerns.

More Undergraduate Scholarships
- merit-based
- need-based
- emergency (hardship) and/or bridging scholarships followed by assessments of their effects on retention and graduation rates

University College
- more advisors are needed to better advise students in order to enhance retention and graduation rates
- a review addressing salary equity issues among campus advisors is needed
- continue training and standardization of the advisors in regard to the advice provided related to class load (hours), work load (hours), management of finances, etc.
- continue assessment of the impact that advisors have on retention and graduation rates
- assess the effects that smaller classes have on retention and graduation rates

IUPUI undergraduate work study and/or connections to research mission
- focus on getting more students to work on campus
- focus on linking students with researchers
- foster connections of students with the campus

More Life Sciences Fellowships and Scholarships (Ph.D. and Master's)
- better educate IUPUI students to be the next generation of scholars/researchers
- part of our educational mission that will strengthen our research mission
- helps provide a workforce for a State focused on the Life Sciences (realizing that some will leave the State)
- becoming a destination for a degree in the Life Sciences

Collaborations
- teaching credit given to faculty for teaching inside and outside of their schools
- have the best teachers teaching inside and outside of their own schools
- research grants focused on collaborations originating in schools other than medicine that form collaborations with medicine thus fostering the IUPUI family atmosphere in regard to the Life Sciences and enhancing the potential for external grants

Faculty Salaries

- equity necessary to attract new faculty and retain current faculty
- assess how increasing assessments and decreased appropriations are affecting the ability of schools to keep faculty, hire quality faculty, and grow (examples are the School of Science and the School of Liberal Arts)

Use of clinical, part-time, non-tenure track as teachers, etc. (negative impact or positive)
- Increases flexibility and savings
- Replacing tenure track faculty (depletes academic mission, academic freedom, and concept of tenure)
- Avoidance of hiring tenure track

Formation of Neuroscience Department
- a focus area in Life Sciences Strategic Plan
- may attract Lilly Endowment funding

Concerns that IUPUI depends on outside revenues
- to maintain current status and to grow
- external research funds getting more competitive
- what happens if soft monies go

Manpower assessments (scanning the environment to see how many graduates are needed) needed for professional schools (medicine, dentistry, nursing, law, etc.).
- applicant pools are increasing
- increasing classes would take more faculty and resources so return on investment analyses are critical

RECOMMENDATIONS IN 2005-06 IUPUI ANNUAL REPORTS

Presented during Chancellor Bantz's State of the Campus Address (Fall 2006)

As related to Recommendations from the Campus Planning Committee (PC)

I. CAMPUS-WIDE PLANNING AND COMMUNICATION

1. Campus-wide strategic planning
   a. Assess employment needs for graduates in the fields we offer (PC)
   b. Become a destination for education and research in health and life sciences (PC)

II. TEACHING AND LEARNING

1. Enhance and coordinate recruitment of well-prepared, diverse students, including out-of-state and international students
   a. Increase undergraduate scholarship assistance (PC)

2. Enhance student support services to increase retention and graduation
   a. Strengthen advising
      - Increase number of advisors (PC)
      - Assess advising effectiveness (PC)
      -
3. Develop doctoral programs in selected areas
   a. Provide more life sciences fellowships (PC)

4. Increase faculty salaries to levels competitive with peers (PC)

5. Improve mentoring/peer review/support for adjunct faculty
   a. Study the impact on FT faculty of increasing the use of non-tenure faculty (PC)

III. RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITY

1. Connect undergraduates to the research mission via more undergraduate research and research-related jobs for students on campus (PC)

IV. COLLABORATION

1. Increase collaboration on teaching (PC)
2. Increase collaboration in research (PC)

Possible Questions for the 2007 Annual Budgeting-Planning Reports
Submitted June/July 2006

- In what ways have your unit/school contributed to the strategic plan of the campus (i.e. Life Sciences Initiative) and how does your unit/school strategic plan align with that of the campus? What steps are being taken for further alignment or what is the rationale for not being aligned

- What actions have your unit/school undertaken to improve the success of the students, especially minority students, in order to increase retention and graduate rates? In addition, what steps have your unit/school taken to improve student satisfaction?

- What steps have your unit/school taken to enhance cooperation and collaboration across departments, schools, or units especially in regard to teaching and research? What are your plans to further enhance cooperation and collaboration within IUPUI, especially in regard to teaching and research? Which units/schools are the most complementary to your mission and the ones with whom your unit/school is mostly likely to collaborate?

Questions asked in the 2005-2006 Annual Reports by the Administration

1) *Doubling goals*: In what ways has and will your responsibility center contribute to the Chancellor's doubling goals for enrollment (retention and graduation rates and degree conferrals), research and scholarship (grants and contracts), and civic engagement (service learning, internships, community collaborations)?

2) *Diversity*: What actions have you taken and what results have you achieved in retaining and graduating a diverse student body; enhancing diversity in research, scholarship, and creative activity; and recruiting, developing, and supporting diverse faculty and staff?

3) *Campus collaboration*: In what ways has your unit collaborated with other units to enhance teaching and learning and/or research and scholarship? What plans do you have to strengthen collaborative activities in coming years?

4) *International scholarship*: How extensively are faculty in your school involved in research on international topics or in collaborations with international colleagues? Please cite some examples.

5) *Internationalization of curriculum*: How extensive are international perspectives and content in curricula in your school? Are international perspectives present in the core requirements for undergraduate degrees? Are there degree or certificate programs with an international emphasis? Do you have study abroad programs?

IUPUI Budget and Planning Hearings Summaries

School of Business

There are 49 Faculty in the school and the Associate Dean does all the reviews.

Kelly Direct is shared with Bloomington. IUPUI gets a 35% share of the income, but has only 20% of the faculty and much teach 35% of courses.

Their MBA program has fewer women than men, so the school is working on changing the ratio.

Associate Dean and Director of Fiscal Affairs are in charge of the budget. This will go to the Dean (in Bloomington).

Budget News
    The credit hours have been flat (no growth). The credit hours fell short in the fall, but were back up in the spring. The issue with the credit hours has resulted in a shortage of $0.5 million.

Their IT program is down, so only need one of their two faculty members. One contract ends in 2008, so it is an issue to whether it should be filled.

New Revenues
    1. MBA applicants are up 50%. New MBA's of up to maybe 40 in Carmel (old Carmel library, rent is about $7/credit hr.) for the first two years and then to IUPUI.
Most of the school's MBA's (60-70) come from north of interstate 70.
Another market may be in Greenwood.
    2. There is a proposal for a Business Foundation Certificate on-line (mini-major).
    3. A new program of a M.S. degree in taxation has been proposed that would be on-line. It is a small market, but if on-line would be open to a national.

All new hires have a three course load per year, but there can be buy-downs.

Columbus Campus

The Columbus campus has a Faculty that is composed of 33 full-time and 33 part-time. The campus serves 1,463 students. 85% of their students are traditional students

The campus holds a meeting once a month to meet with chairs of the faculty senate. The campus had a very active budget committee. The campus had multiple board of advisors committees to provide direct and advice.

The campus uses the part of student activity fee to support student organizations.

The campus has eliminated middle administration to save money.

They have established a 2+2 program with Ivy Tech that fosters the transition from Ivy Tech to IUPUI. Ivy Tech students even utilize the campus's library (for a fee).

Student admissions up in fall and the quality better.

The faculty on campus are mentored by faculty in Indianapolis and Bloomington.

The campus consists of 60 acres and only 50 are developed.

School of Science

The report of the interim dean of the School of Science was a model of clarity and thoughtfulness. The data were to the point and in answer to the questions for those hearings. The budget process of the school is very transparent and includes input from the faculty—in marked contrast to the neglect of policies and procedures that obscured the school's financial situation before.

The quality of the report notwithstanding, the financial health of the school has been adversely affected—a substantial deficit—by poor management in the past and by the extraordinary imbalance between state appropriations and assessment that has a very negative impact, mostly on the School of Science and to a slightly lesser degree also on the School of Liberal Arts. In response to the deficit, the school put in drastic measures to regain fiscal health in five years. Given the high start-up costs of positions that center on lab-dependent research no new hires can be added to the current, already contracted roster of faculty. This is the case even assuming that the credit-hour generated as well as external-grant generated income continues to increase according to projections based on past success.

Much of the discussion centered on the difficulty in retaining faculty under circumstances of severe financial difficulties. The school must find ways to avoid that well-qualified, respected, and productive members of its faculty leave for other positions elsewhere because the measures for saving and planning toward eliminating the deficit can only work if the current level of teaching, in terms of credit hours, and the cost recovery from external grants can be maintain and even increased. This is a very serious challenge and the school may only be able to regain its financial health with help from other units on campus because a university without a vibrant School of Science is lacking one of its critical components.

SPEA (School of Public& Environmental Affairs)

The dean (IUB) and associate dean (IUPUI) presented the report for the school's IUPUI campus. This is a relatively small unit in terms of the number of faculty. The budget process in the school is a transparent one and takes place with input from the faculty. The budget is balanced and the school is poised for continued development even though the effects of the restructuring of IU system and core schools are unclear (as is the impact of the resignation of the dean in order to take a position at another university—a development that did not play any part in the budget hearings, which occurred months before the announcement of the change in the leadership of the school).

School of Social Work

I.   *Describe your planning process, including the ways faculty and students are involved.*

The school has a very transparent planning process that involves both an administrative and faculty team.

1. Currently following a strategic plan that was created in 1999 that outlined an increase in federal research dollars as well as an increase in PhD students.
2. Dean Patchner advised the committee that an announcement for the development of a new strategic plan will be announced to his faculty this Friday (February 2, 2007).

II. *How are you managing in the current fiscal environment?*

a. *What major expenditures are you planning for the next 3-5 years?*
   1. The development of a comprehensive online curriculum.
      i.   Training
      ii.   Technology
      iii. Resources
   2. The possibility of assimilating Labor Studies into the School of Social Work.
      i.   Staff
      ii.   Resources
   3. Expanding partnership with Moi University in Kenya, Africa.
      i.   Technology
b. *List specific steps you are taking to (1) reduce expenses, (2) increase revenues, and (3) enhance efficiency.*
   1. Maintain faculty
   2. Increase tuition and offer additional online courses
   3. Better track student records and reviews

c. *Do you plan to use any of your reserve funds? If so, how? And if yes, when will the required reserve be restored?*
1. Dean Patchner advised the committee that the school has not been wise in its use of tech fees and it has excess
2. The incorporation of Labor Studies will undoubtedly require funding from reserves

III. What will be your major priorities for the next Campaign for IUPUI (2006-13)?

1. Develop scholarships that will help to reduce debt for students
2. Cultivate endowed professorships
3. Establish centers of excellence in areas such as Child Welfare, Aging, and Family Services

School of Engineering and Technology

Planning occurs every three years and is accomplished by faculty, students, administration and staff. Students are not invited or involved in budget aspects of the planning. They readily identify champions for each area.

During the past five semesters, the school has experienced a decrease in enrollments and credit hours. This has resulted in a loss of approximately 1.6M. This resulted in faculty and staff salary raises of only 1% last year. This semester is better in regard to credit hours. The school is losing students to Ivy Tech. An additional problem is course duplicates other schools, especially Informatics.

The school receives a small amount of support from the University when compared to other big city engineering schools.

Doubling goals
1. Increase in BS numbers
2. Retention rates is 73% from freshman to sophomore years
3. Six year graduation rate is up to 29%

Most students are direct admits.

Challenges facing the school:
1. Matching funds
2. Start up funds
3. Space
4. Problem with grants and contracts process in regard to the school and industry

Grants are up in biomedical engineering.

The school is requesting a special student fee.

The school received approximately 750,000 in indirect cost recovery (ICR) from grants.

Currently, the way that the ICR and salary saving in grants are passed on is:
1. 20% to PI   (only 1 yr)
2. 20% to department (only 1 yr)

This is so the school can start to recover, so after a year the distributions should change to more support their research mission.

For strong life sciences, the university needs a strong engineering school.

School of Dentistry

- Budget seems to be in reasonable shape
- Continues to do well in teaching and research
- It could put greater emphasis on increasing the funds from research grants
- Quite a few faculty members, who are under the 18-20 retirement plan, are close to retiring. This could put the school's budget under strain if the school fails to plan carefully to provide funds for these retirements.

School of Informatics

- Should focus on consolidating its curriculum and define itself better
- Growth in credit hours has not been as much as originally envisioned.
- Needs to clarify the focus of its courses relative to similar courses offered in other units in the campus.
- At present it enjoys a much higher level of state appropriation relative to other units in the campus.

UITS (University Information Technology Services)

Presenters – Brad Wheeler and Garland Elmore

UITS will ask for no new monies.

Brad spent the first part of the meeting discussing UITS information retrieval process. They use surveys and internal evaluation on what services to continue or expand and others to reduced or curtailed.

Expansion – New resources will be allocated to disaster plan recovery. Likely a 1M per year for the next 5 years.

Reductions – Possibly student e-mail. Spam costs IU $500,000 per year in cost of filters. The largest cost of e-mail between faculty and students is storage. Students cost about $2 per year while faculty $16 per year. This is mostly in storage.

The most contentious part of the meeting was the discussion of Oncourse CL. Brad blamed faculty for not adapting, suggesting that all new platforms require transition. Both Charles and Uday analogized to the PeopleSoft debacle. Regardless of reality, the faculty perceive that Oncourse CL is problematic therefore many continue to defer and voice concerns about problems. Some units (areas) will be granted further extension of old Oncourse on a case by case basis.

School of Law

Presenter – Acting Dean Susanah Mead

The whole meeting was focused on the School of Law recovery of financial distress. At one point the fund deficit reached $2.1 million. Last year half this deficit was eliminated. The cause deficit was mostly placed mostly on the previous Dean Tony Tarr. He mismanaged hiring (excessive) and used soft money and encumbered funds for operating expenditures.

Remedies – Faculty were informed of the problem, they participated in the corrective actions (reduced travel budgets, little or no raises). Reduction in faculty will occur through attrition.

Fortunately, there are 1800 applicants for 274 slots. However, core class size limits their growth potential.

With the hiring of Gary Roberts, everyone is optimistic that the financial recovery will succeed. Within two more years the fund balance should return to zero. Joy and happiness will reign.

University College

Presenter Scott Evenbeck

Having listened to Scott before, it is important we get a better understanding of how UC adds value to the University. Scott's vision is one stop shopping. A student should be able to walk into UC and get everything worked out.

(Registration, counseling, programmatic advising, etc),   He sees UC moving into the new building to help solve some of the problems.

UC does many good things, but it is unclear how they fit into the University. Scott produces a huge amount of paper. 40 to 50 pages of handouts were given. One handout showed that after the Fall of 05, there were 131 students who had GPAs of 0.0 to 0.25. Some of these students continued to apply for loans in the spring.

It think Strategic Planning needs to discuss what UC really does, maybe identify what is value added and what is duplication. I think it is a structurally flawed model that may also be irreplaceable.

School of Library and Information Science

- The budget situation seems satisfactory
- Continues to grow steadily
- Is planning to offer online courses
- Is planning to offer more degree programs

School of Music

Fiscal Health – "strong" – 10% of budget cushion

Concerns:
1. The school has never had funds to purchase large instruments such as pianos
2. Still in discussion on status with IUB – there is no support for the IUPUI program from IUB—the status of the proposed bachelor's degree in music technology for IUPUI has never been processed by the IUB School of Music faculty—If the IUPUI program were to separate from IUB, the administrators here could see themselves as part of a broader school for the performing arts
3. The School of Informatics is hiring faculty and teaching courses in music technology which conflicts with the original agreements

Initiated a new graduate program in music therapy in 2006 – MS in Music Therapy; a Ph.D. program proposal is in process

Outreach unit –
    Music Academy--Expanded to accommodate over 500 children and adult learners
    Increased number of performances
    Collaboration with local museums, arts agencies

One goal: Establish distributed learning as a cornerstone of curriculum planning

Additional online courses are being planned

"On-line and distance course enrollments equal 32% of the SOM enrollments, Fall 2005-Spring 2006."

These online programs have attracted more international students

Journalism

Much of the hearing concerned the School of Journalism's merger with IUB, as it was agreed that it is too small to stand alone.   Its focus in Indianapolis also turns more toward Public Relations, rather than traditional print journalism. A public hearing on this was apparently enthusiastic. An MA degree will be proposed. Enrollment has doubled in the last two years.

Faculty retention is a significant issue, and stems from the lack of a Ph.D. program.   This appears to be a longer-term planning issue that needs consideration, as does it's new relationships with IUB, which appears contentious and rocky, at best (per testimony at the hearing). It would seem, however, that budgetary issues now become more of IUB's concerns, rather than IUPUI, although it is not entirely clear to me how that will work, since the facilities/program remains here.

School of Physical Education and Tourism Management

Fiscal Health – Good

No major problems

Highlights of the Past Year (summarized):
  Enrollment increased by 20% although credit hours have increased by 10.2%
  Degrees increased by 55.1%
  Minority enrollment & representation among faculty have increased slightly
  Took over effective running of Camp Brosius

Notable Performance Indicators:
  Quality of teaching in major rated high by both students and alumni
  Overall job satisfaction of faculty at 76 percentile

Performance indicators to monitor:
  Retention rates dropped slightly last year (83%-80%)
  Faculty satisfaction with salary levels continues to be extremely low

Response to Questions:
  I.   Planning Process – Academic planning is done at the department level. Do have a school budgetary affairs committee which operates similar to the campus level committee. Budget information is freely shared with all faculty at school meetings.
  II.   How are you managing in the current fiscal environment?
     a. Major expenditures for the next 3-5 years?

       i. Additional faculty (2)
      ii. Space renovation – lack of office space
    b. List specific steps you are taking to:
       i. Reduce expenses – eliminate low enrolling academic programs
      ii. Increase revenues
         1. Create meaningful certificate programs
         2. Link with IUPUC for tourism program
         3. Establish online MS degree in athletic administration
      iii. Enhance efficiency
         1. Expand online offerings, especially tourism
         2. Technology consortium with other schools

Other Budgetary Issues:
    Possible consequences for Recreational Sports if minimum wage is increased
    Additional space – faculty offices
    Cap on salary increases –next to Herron, lowest faculty salaries on campus
    Do not expect to need reserves for renovations
    Have set aside monies for 18/20

Liberal Arts

Strengths include increased grant submissions to R&SP. Three programs have been eliminated, and new, stricter criteria have been developed to buy out of courses for research time that emphasize research funding. The Center for Economic Education will be eliminated.

Problems facing the School include salary equity, as newer tenure track faculty are having to be recruited with much higher incentives that result in higher salaries than existing tenured faculty. This occurs simultaneously with a decline in students in general, at least in part from increasing competition from Ivy Tech. While graduate students are up, that is small in numbers. Student retention at 68% is also low nationally. Internal priorities were listed as renovations, scholarships, and endowed chairs. Retention of, marketing to, and attraction of students seem to me to be important problems, particularly with increasing competition from Ivy Tech.

School of Nursing

The School of Nursing has in place a transparent budget process that includes input from the faculty. It is a school that is facing a structural deficit that requires measures to increase income and cost effectiveness. Although the dean made the argument that the imbalance between state appropriations and assessments affects the fiscal health of the school negatively, Nursing is far from shouldering the kinds of negative effects of that imbalance that the schools of science and liberal arts have to deal with.

The need for increased revenue determines a concerted approach, which may best be developed for the longer term with a strategic plan. It is already clear that consolidation of some of the school's tracks into more streamlined units and

operations will reduce some of the deficit. In addition, increased cost recovery from collaborative units and partnerships outside of the school and more income form external grants will have a positive impact. Both measures need to be paired with tuition and program fee increases that reflect the high national ranking of the school as well as the high structural costs of terms of facility and faculty. Most pressing is the need to attract research faculty—and issue closely related to the definition of faculty roles, especially balancing productivity and workload attractively as well as strategically.

In the discussion about the best ways in which to achieve success in educating and training a larger number of nursing students and in attracting more research faculty the uncertainties of the restructuring of the IU system schools was evident—coupled with a certain amount of frustration because the impact of this development complicated the planning process for the school unduly.

Herron School of Art and Design

The Herron School is currently in a difficult fiscal situation, partly brought about by a deficit remaining ($2.4 million) from building Eskanazi Hall. In addition, expenses to run the School are high, and tuition only covers 51% of costs, leaving the remaining amount to be paid by state appropriation. As the director pointed out, the Herron School doesn't fit neatly into the campus plan to pursue life sciences research, and while they are currently pursuing outside funding, it is much harder to obtain significant funding from this source than for other units of IUPUI. Overall, there was a somewhat defensive tone to the presentation.

To improve the funding situation, the School is approaching to trustees to raise in- and out- of state tuition, and to increase fees. They have also sought and obtained grants from external agencies. They propose cutting academic program budgets by up to 10%. They have attempted to cut budgets in several ways, including letting some staff positions go, and reduce other expenditures (e.g., travel, etc.), and adding staff positions in ways that will hopefully increase revenue – for example, a Community Learning Coordinator, and a director for their new Center for Art, Design, and Public Life.

On the other hand, they are interested in developing a new MFA program that will require hiring of new faculty, as well as equipment such as furniture; they also hope to increase enrollment, which will also require additional faculty lines. These will require increased expenditures in the future. They hope to launch the new MFA program this Fall. Faculty salaries are already quite low from a national perspective.

University Library

Unlike other divisions of the University, the library's revenues come almost entirely from taxes on other units, with some revenue coming from fines, sales, gifts, and grants. Expenditures and income are both up 4.5% from last year.

David Lewis, the director, gave a highly interesting presentation about fundamental changes occurring right now in libraries due to the increasing availability of on-line resources. The Library is moving towards having journals and books on-line, and this means that much of the planning that went into determining space needs for the library is obsolete. Specifically, they will not require much space devoted to stacks of old journals and other resources as over the next 10-15 years, these materials will migrate to electronic collections. Infrequently accessed collections will need to be retired; library visits for photocopying or reading back issues of journals are down dramatically. Mr. Lewis even proposed that some of the library's space could ultimately be given over for utilization by other objectives of the university. The Library is hoping to expand a book storage facility in Bloomington to aid in moving infrequently accessed volumes and opening up space here on campus.

At the same time, one gets the sense that the library is in front of this trend rather than behind it, and is well aware of opportunities for the future. They will need less clerical and technical staff, although librarians will continue to be required to navigate electronic resources. Dr. Lewis even advocates devoting freed space to other uses, a willingness to not engage in the typical unit trench warfare that is refreshing.

Part of changing the purpose of the library should include development of new ways to use new types of information, such as large genetic informatics resources. This planning committee member suggested that University Library meet with the School of Informatics to investigate ways to increase access to these resources where appropriate and determine how non-Medical School researchers could benefit from access to school resources.

Future priorities for the Library will be developing a Naming Gift for the Library, which should bring in $15 million. They are hoping to use Campaign funds to upgrade spaces and develop Signature Collections, such as Philanthropic Studies and the Artists Book Collection. They are also hoping to develop resources for Digital Library Projects.

School of Education

The School of Education is operating in a revenue-neutral manner. They appear to be able to fund their expenses through tuition and state allocations. They are expanding by launching a Center for Urban and Multicultural Education, which they hope will attract faculty that will see external funding opportunities. They will

be launching an Urban Education doctoral program, which will require investment in fellowships for doctoral students to attract them to the program.

To save on expenses, the School will not fill a vacated visiting faculty line. They will also share the cost of one lecturer with University College and eliminate an hourly position. To attract new revenue, the School has looked to offering new on-line courses and has put into place incentives for faculty to develop these, which are far less expensive to teach and administer than traditional courses. They are also offering onsite professional development courses for K-12 instructors, and hope to offer new courses during intensive weekends and summer institutes. They are also hoping to increase revenue by increasing fees.

In the future, they are hoping to strengthen their programs by expanding space for classrooms and science labs and offices, to obtain fellowships for doctoral programs, and endowing a chair for urban education.

Health & Rehabilitation Sciences

1) Health and Rehab describe their planning process as following a Transparent Economic Model where they project income and expenditure through to 2013. They also have a faculty approved strategic plan for 2003-2009. They also do an overview of their yearly state of affairs at their annual faculty retreat. They also have a departmental interface with students on student technology fees.
2) To manage the fiscal environment they are paying of $880,000 of the renovation of Coleman Hall in cash. They have an investment of Graduate Professional Education of $370,000 as their base. They have investment with respect to infrastructure at $300,000 base and $300,000 cash.
3) To reduce expense they have set targets dollar amounts on minimizing paper, minimizing duplication, hiring part-time instructors, reliance on salary savings from grant contracts.
4) To increase revenue they have new graduate initiatives, graduate professional tuition, development cash, and increased in-directs.
5) To enhance efficiency they have accounted for student credit hours, individual salary, and grant submissions.
6) They did have depletion in reserve funds; usually they have 3% of reserve funds. This happened due to transitions from undergraduate to graduate development of program. They believe that they can restore the reserve fund in 2007-2008.
7) Their priority is to develop endowed student scholarships.

Chancellor Bantz praised Health and Rehab tremendously. He reported that their model is seen as something that other Deans in the university would like to follow as an example. He was particular pleased with their transparency.

School of Medicine

Steps to enhance revenue
1. 11.5% increase in tuition for medical students
2. Increase in the medical student class size over the next six years from 280 to 364. This is to meet the national recommendation of increasing medical student classes by 15-30% projected shortage of medical doctors. Currently, the medical school takes 90% in state and 10% out-of-state. In order to not affect quality, the increase will occur gradually over the 6 years.
3. To enhance indirect cost recovery (ICR) and advance the life science initiative, funded investigators will be recruited. In a sense, the school will be buying their ICR with the hopes that the state will provide funds for the needed larger stat-up packages.

Challenges
1. Expect decrease in state appropriations that will be somewhat offset by research infrastructure support.
2. President tax will have a major impact on the school and the Dean of Medicine has concerns of how the state government will view the request for additional support for the life sciences when the University is adding an additional to the schools.
3. There is drop in indirect cost recovery (ICR) from grants. There has been a reallocation of the ICR more to the departments (70%). Other sources of departmental income will be tuition and state appropriations (teaching). The departmental will be in charge of their funds and there will not be micro-managed. The school and departments will be utilizing the Data Drive Decisions (3D) process to in evaluating the departments and faculty, respectively.
4. The new President's tax for medicine is approximately 3.5 million. This means that IUPUI is paying half of all of the President's tax (total 10 million).

Research

Describe your planning process, including the ways faculty and students are involved.

The IUPUI Vice Chancellor for Research meets regularly with the Chancellor, the Executive Vice Chancellor, the Council of Associate Deans for Research (CAD) and the IUPUI Research Committee in planning the direction and scope of activities in the Office of Research and Sponsored Programs.

How are you managing in the current fiscal environment?

What major expenditures are you planning for the next 3-5 years?

> The campus goal of doubling research by 2010 requires a strengthened infrastructure for campus-based research.

> Hiring a Research Compliance Administrator and a Clerical Administrative Support to support the campus' new Director of Research Compliance

> Purchase / Development of an electronic system for human subject protocol submission and review (IRB).

> In the area of Research Development, an Assistant Director of Research Development will be hired.

> Continue to work with UITS and the KRA or Kuali Research Administration software being developed.

> Fill the position of Research Communication Specialist to develop Website.

List specific steps you are taking to (1) reduce expenses, (2) increase revenues, and (3) enhance efficiency.

> Reduce expenses – closely monitor expenses against budgeted funds.

> Increase revenue – since 2005, the Office of Research and Sponsored Programs has undergone a re-organization, with the following results:
> > a.	Added one subcontract specialist.
> > b.	Instituted an electronic submission of proposals.
> > c.	Instituted a new procedure for contacting investigators once review of grant/contract proposals has begun.
> > d.	Developed a new e-newsletter entitled "Research Enterprise"
> > e.	Revised the Research and Sponsored Programs brochure.

> Increase efficiency

Do you plan to use any of your reserve funds? If so, how? And if yes, when will the required reserve be restored?

> No.

What will be your major priorities for the next Campaign for IUPUI (2006-13)?

Raise Carnegie Foundation classification from Research University-High Activity to Very High Activity.

Revitalize research facilities.

Increase the number of research faculty.

Increase the amount of internal funding available for new research projects/institutes/centers.

Increase the amount of internal funding available for the formation of new collaborative research teams among IUPUI schools and between the IUPUI campuses.

Division of Student Life & Diversity

Vice Chancellor Karen Whitney reported on the successes for 2006 before she turned to addressing questions concerning the budget process in the division she leads and the strategies for eliminating the operating deficit.

The budget process of the division was overhauled in two ways for greater efficiency and effectiveness by employing a fiscal officer and by creating a reserve account. The new fiscal officer did not have enough time to establish a track record and the long-term usefulness of the reserve account awaits proper assessment in the future.

The Division of Student Life & Diversity focuses on the engagement of students without particular emphasis on academics, which is the major concern of the faculty and its primary measure of student success. The Division identified three major areas of expenditures in the next five years: 1) the Campus Center will open in AY 2007-2008 and challenges for its successful operation lie ahead—assuming that completion of the facility continues to be on time and on budget. 2) CAPS has reached a threshold in terms of structural soundness and its future without re-investment or re-design is threatened. 3) The need for a marketing and communication plan for the Division was articulated but not much expanded upon.

Although measures for expense reduction have yielded some positive results the Division's need to reduce its operating deficit and ensure steady sources of income for realizing its commitments and plans require additional revenues. A considerable increase in student fees was proposed as the best way to meet the needs for additional revenues. The list of the proposed new student fees is long,

with the amounts for individual items being typically small, excepting student health care, but adding up to a considerable increase over current fees. The list of student fees was not ranked in terms of priorities for funding; demand by students; and there were considerations reported as to how to prorate those fees for part-time; transfer; or graduate students

Academic Affairs

The budget hearing concerning Academic Affairs condensed an enormous amount of diverse data from several units into a very short period of time. The data for each of the units (Enrollment; International Affairs; Graduate School; Professional Development) was not available in a uniform manner, which complicated preparation for the meeting and evaluation of the materials presented. These hearings allowed little to no time for questions and responses. This hearing was mostly a repeat of last year's hearing, which was not useful or informative. Since the hearing, the Budgetary Affairs and Planning committees have followed up on this particular hearing by urging for better and more detailed data and increased transparency of the budgeting and reporting process.

Particularly of concern was the Office of Professional Development, which has shown substantial budget growth over the last several years. It appears to have expanded into multiple areas that appear beyond its original mission and there appears to be little justification for this growth. There is a major concern that much of the activities that occur within this unit have little to no faculty involvement. This unit needs critical assessment and potential re-structuring.

IUPUI Campus Planning Committee

Minutes

10-26-2006

Present: Trudy Banta, Subir Chakrabarti, Nick Grahame, Dolores Hoyt, Richard Rogers, Jack Windsor (Chair), and Marianne Wokeck

The meeting was called to order and then the committee members introduced themselves. The chair shared with the committee a summary report prepared by Trudy Banta of recommendations to the administration in the annual reports of the 2005-2006 academic year from multiple committees, councils, cabinets, and teams. In addition, the chair of the Planning Committee shared with the committee that the chancellor in his state of the campus address thanked these committees, councils, etc. for their input and shared how investments had been made based on these recommendations.

The discussion then turned to possible focus areas for the committee to work on for the 2006-2007 academic year. The following priorities from the IUPUI Faculty Council Executive Committee were shared with the Planning Committee.

- Examine growth of Informatics around the University
- Examine hiring and search policies and procedures for diversity initiatives
- Work with University-level capital priorities, building planning, etc.
- Participating in enrollment planning

The discussion initially focused on whether this committee was the best committee equipped to examine duplications in informatics programs around the campus. It was suggested that the Undergraduate Curriculum Committee chaired by Trudy Banta would have the expertise to examine these issues more efficiently. However, it was suggested that more faculty members (non-administrative) be added to this committee and it be modeled after the Graduate Curriculum Committee. It was also suggested that we made this a formal recommendation to the Faculty Council Executive Committee and the Chancellor. Additional discussion related to the School of Informatics focused on the need for this school to undergo some type of review. Therefore, it was decided that the Planning Committee would review the School's original academic plan and all its annual reports to determine a plan of action. This would be the focus of a future meeting.

There was a brief discussion related to diversity issues. However, it was the general belief of the committee that multiple committees under the Executive Vice-Chancellor's Academic Plan would be examining these issues and that we did not want to duplicate the work of these committees. The Planning Committee briefly discussed the interactions of the committee with Trudy Banta's office and other administrative offices. The overall feeling of the committee was that all these offices were open to the free exchange of information and willing to provide assistance whenever requested.

The committee then discussed the need to have Bob Martin address the committee on University level capital priorities and building plans, and how these related to strategic directions and/or needs. It was also suggested that Bob Martin provide his insights into strategies of how to find his replacement once he retires in the near future.

The discussion then turned to enrollment and recruitment issues. Questions were asked about the strategies that IUPUI utilized to attract the gifted students in the city and state. Specially, it was asked if IUPUI sends out letters to students that perform well on the PSAT. It was also asked how proactive IUPUI is in their recruitment strategies. It was stated that we need to sell IUPUI as a quality place to attend. Additional questions were asked about the threats or opportunities that Ivy Tech and the University of Phoenix pose.

IUPUI Campus Planning Committee

Minutes

12-12-2006

Present: Trudy Banta, Dan Baldwin, Nick Grahame, David Kareken, Robert Martin, Richard Rogers, Jack Windsor (Chair), and Marianne Wokeck

The meeting was called to order. The chair welcomed everyone and quest presenter Robert Martin. The minutes from the 10-26-2006 was approved as submitted to the committee by email. The chair suggested that the committee rearranged the agenda in order to move Robert Martin's presentation up in the agenda. The committee agreed.

Robert Martin presented the current and future building plans at IUPUI. He emphasized the need for IUPUI to create a new master plan based on the current environment in the area. He then highlighted multiple current building projects on campus and possible future plans for growth. These included the following.

1. Acquisition and remodeling of the University Hotel completed (approximately 30 million including 13 million for remodeling). The hotel has been rated a four star hotel. The food court will relocate to the new Campus Center and the vacated space might be utilized for an exhibition hall.
2. Campus Center scheduled to unofficially open in November of 2007
    a. Bookstores and Credit Union will move to the Campus Center
    b. Food court on the first floor will be controlled by Chartwells
    c. The second floor will have enrollment, admissions, and student organizations
    d. Jag Tag office will move to the Campus Center
    e. The Post Office will move to the Campus Center
    f. Meeting rooms and a Ballroom will be located in the Campus Center
    g. Campus Center will be a Signature Center (focus point on campus)
    h. Area at the end of Vermont may be converted to public usage
    i. Usage of space left available in other building by the new tenants of the Campus Center is under discussion
3. Addition to Riley is underway (completion scheduled for 2008) and will include parking area. West Drive will be opened to 10th Street and possibly to New York Street. There are ongoing discussions about keeping the area between Riley and the Union building as a green area.
4. Possible exchange of land with Wishard
    a. Wishard in planning stage for new hospital
    b. Wishard would get land west of West Drive and IUPUI would get land east of West Drive
5. Research Building III on Walnut expected to open in late 2008 or early 2009 and will be connected to Research I/II (above and below ground). Research III may have fast food court.
6. Only one project on the agenda for 2007-2009 State funding (Neuroscience center near Methodist Hospital**).** There is a 10-year rounding building plan. The need for a new Dental School has been identified. Usually the funds for buildings are funded 1/3 from the State, 1/3 from the University, and 1/3 from gifts.
7. IUPUI is expected to grow north and northeast. This requires a new Master Building Plan
    a. Includes 10th Street and Indiana Avenue (under revitalization) to 16th Street
    b. Already own some of this land but not all

    c. Larue Carter Hospital want to move to north of 16th Street but this is currently on hold
    d. At the head of Canal is another development area that involves the People Mover. This area already ha**s** Clarian Pathological Laboratories Building, MISB (Med Info Science) Building, and Technology (Tech) Transfer Incubation Building. A new Hospital Administrative Building, a Simulation Laboratories Building, and a second Tech Transfer Incubation Building could occupy this area in the future.
    e. Another area of possible growth is 11th Street to St. Clair to Senate Avenue, which might need the Trustee to declare this as IUPUI border lines
    f. Indiana Avenue might be site of African American Museum
    g. Lockfield Gardens: IUPUI owns land on which the new part is located and is leased to the City that is subleased until 2035
    h. Some talk about Culture Trails along Blackford Street

8.   Campus housing is 93 % occupied, by mostly undergraduates
9.   Testing Center may move from the Union to University College
10. Indianapolis Rotary Club is pushing to make the Interchange at I465 and West Street a Gateway to the City. There is still some discussion about a bridge over West Street.
11. There is also a major need for a NEW Administration Building. It will have to be funded mainly with private money. The state will not fund it.

The committee then briefly discussed the upcoming Planning and Budgetary Hearings. Trudy Banta informed the committee that the schedule would be emailed to the chair in the next couple of days. The chair will then email everybody to get volunteers for the different hearings. The meeting was then adjourned.

IUPUI Campus Planning Committee
DS 245
February 2, 2007
9:30-11:00

<u>**Welcome and Call to Order**</u>
Representatives in Attendance:
Trudy Banta, Dan Baldwin, Khadija Khaja, David Kareken, Subir Chakrabarti, and Jack Windsor (Chair)

The Chair welcomed everyone and the meeting was called to order at 9:38.

<u>**Approval of Minutes**</u>
The December 12, 2006 minutes were approved.

<u>**Campus Planning and Budgetary Affairs Committees Hearings**</u>
The Chair reminded the committee that the Planning and Budgetary Affairs hearings were still in session. The Chair advised that the reviews of each session should be summarized in under a page and emailed to his email account - ljwindso@iupui.edu preferably on or before February 26 (the date of the last hearing).

<u>**Faculty Council Executive Committee (recommendation about Undergraduate Curriculum)**</u>
The Chair acknowledged that recommendations, with regard to duplication, about the Undergraduate Curriculum are the affairs of the Faculty Council Committee.

<u>**International Affairs Program Committee Recommendations**</u>
At the request of William Plater, Director of the Workshop on International Community Development, the Chair discussed a meeting with Marjorie Lyles regarding the International Affairs Program. The Chair stated that this item will be discussed at a later meeting.

<u>**Informatics**</u>
The following concerns were brought during in an initial discussion with regard to the review of the School of Informatics by the Campus Planning Committee:
5) Duplication and replication of information, content, and expertise
   a. Is Informatics faculty creating discipline-specific content for their classes?
   b. How does this replication and duplication affect:
      i. Music
      ii. Engineering and Technology
      iii. Herron School of Art and Design
      iv. Business
      v. Computer Science
6) The output of the school does not warrant the amount of state appropriation
   a. Lack of research dollars and indirect costs channeled into school
   b. The persistence of new hires

7) The mission and original intent of the School of Informatics
   a. Are partnerships on campus being forged?
      i. What are the best practices for these partnerships?
   b. Is the school, in fact, delivering on their original mission?
8) The need for a comprehensive academic review

In addition to this discussion by the committee, Vice Chancellor Banta interjected enrollment trends for the IUPUI School of Informatics. She stated that enrollment across Informatics is in decline, demonstrated by the number of enrolled students: *2004* – 624 students, *2005* – 610 students, and *2006* – 603 students. Furthermore, Banta pointed out that the graduate programs of Informatics are in steep decline as well: *2004* – 147 students, *2005* – 120 students, and *2006* – 110 students. Discussion ensued from the committee regarding outside forces that may be affecting those numbers. Those talks included conversation about the current trends in IT fields and industry, cultural shifts, and alternative campus pressures.

Subir Chakrabarti suggested that a review ultimately take place by the upper administration of the campus and the Campus Planning Committee serve as an advisory panel for any action that may ensue. The Chair then discussed a proposal of interviewing all interested deans by the Campus Planning Committee beginning with Dean Darrell Bailey of Informatics. The committee agreed, and the Chair will work toward arranging a time for Dr. Bailey to meet with the committee in the future.

Other Old Business
There was no old business.

New Business – New Resource Planning Committee (Chair of the Planning Committee)
The Chair discussed developing, in the future, an understanding of what role this committee needs to take with regard to the New Resource Planning Committee.

Adjournment
The meeting was adjourned at 10:35.

IUPUI Campus Planning Committee
AO 103
March 20, 2007
12:30 – 2:00 pm
Minutes

Welcome and Call to Order
Representatives in Attendance:
Dan Baldwin, Trudy Banta, Subir Chakrabarti, Delores Hoyt, Richard Rogers, Jack Windsor (Chair) and Marianne Wokeck

Introductions:
The Chair introduced Executive Associate Dean of Informatics Darrell Bailey and Informatics Associate Dean for Academic Affairs and Undergraduate Studies Sara Hook

The Chair welcomed everyone and the meeting was called to order at 12:38 pm.

Approval of Minutes
The February 2, 2007 minutes were approved.

Campus Planning and Budgetary Affairs Committees Hearings
The Chair reminded the committee that the Planning and Budgetary Affairs hearings were still in session. The Chair advised the committee that the last review for Academic Affairs would take place on April 4th. The reviews of each session should be summarized in less than one page and emailed to ljwindso@iupui.edu as soon as completed.

Faculty Council Executive Committee (recommendation about Undergraduate Curriculum Committee)
The Chair acknowledged the recommendation about the creation of an Undergraduate Curriculum Committee has been presented to the Faculty Council Executive Committee. One focus of this Undergraduate Curriculum Committee will be to examine course duplications.

Informatics Discussion
1) Sarah Hook stated the enrollment trends for the School of Informatics are:
- Undergraduate – 98% (projected)
- Graduate – 118% (projected)

2) Question from Committee – *"Can you discuss the identity of the School of Informatics?"*
- Darrell Bailey read the Mission Statement of the School of Informatics (contained within the information passed out to the committee).
- Bailey discussed the following:
- School was founded in 2000 in an attempt to create a school that could harness IT skills across a broad range of areas.
- The school was originally conceived as an undergrad program in 1999 that offered:
- A suite of New Media classes
- A suite of tagged Master degree classes
- In 2001, the University approved PhD programs
- Currently the School of Informatics has 11-12 degree programs
- Some are tagged
- The School of Informatics supports a Meta approach to education

- Bioinformatics has strong ties to other departments on campus
- Informatics has joint appointments with other schools on campus.

3) Question from Committee – *"What is the theory (Informatics-specific) that drives Informatics?"*
- Bailey stated that the concept of Informatics is aligned in Europe with Computer Science
- Bailey stated that the concept of Informatics is aligned in the U.S. with the Health Sciences, such as Medical Informatics
- Sara Hook described Informatics as a discipline that "bridges the gap" between "X" and Informatics, such as Legal Informatics
- Hook described the idea of content experts vs. technology experts
        - Informatics combines both

4) Question from Committee – *"What courses do Media Arts and Science students take?"*
- Bailey described the New Media curriculum:
        - A-Track (Application Design)
        - M-Track (Integrated Media)
        - N-Track
        - P-Track (Audio and Video Production)
        - S- Track (Digital Storytelling)
        - New Media graduate courses
- Bailey also stated that Photoshop courses could be taught in a number of different disciplines.
- Sara Hook stated that visual literacy is important today
        - Words and numbers can be translated visually
        - Cited games as an example of a discipline that bridges gaps

5) Question from Committee – *"How do you teach Photoshop?"*
- Sara Hook stated that technology plays a small part and creativity is an important aspect
- Hook said there is a life-long learning process to learn technology (software)

6) Question from Committee – *"Can you discuss the relationship of New Media to other similar programs on campus?"*
- Darrell Bailey stated that CGT classes grew out of MET (Mechanical Engineering Technology) roots
- Sara Hook stated that all outcomes should be examined
- Hook stated that Herron's drawing classes don't prepare students for Interactive Design
- Bailey cited the Scott McCloud's Informatics lecture was well attended and described him as a "World Class Animator"
- Bailey described the idea of integration
        - Bailey stated that it is essential to be able to integrate
        - Bailey stated that Informatics faculty have backgrounds in Design and HCI and are all "power users"

7) Question from Committee – *"Do students have an opportunity to take courses elsewhere?"*
- Sara Hook stated that Informatics students have cognate areas comprised of five classes
        - There are generous amounts of electives
        - There are cross listed courses and Faculty
        - There is a small group of Tenured or Tenure Track Faculty
                - 10 to 12
        - Programming courses are taught at Computer Science, not at New Media
- Hook also stated that the core Faculty (100%-75% of time) is small
- Darrell Bailey stated that Informatics does not continue to hire new faculty
        - The school is very judicious in this matter
        - There was one new-hire last year
        - There is one opening this year

- There will be no massive hiring
- Bailey advised the committee not to be confused with the Bloomington school, as they are hiring quite more than the Indianapolis school

8) Question from Committee – *"Can you discuss the relationship between the two campuses?"*
- Darrell Bailey stated that the IUPUI budget is not the IU Bloomington budget
    - Appointments are campus-specific
- Sara Hook described the HIA program
    - All Faculty hold Clinical ranks
    - Originally 12 students, currently over 100 students
        - Hook stated that these numbers are aided by the IT world

9) Question from Committee – *"Are you competing for students?"*
- Darrell Bailey stated that he couldn't speak to enrollments at other schools
- Bailey stated that it is the perception of the students
    - Bailey spoke about N100 Intro to New Media (80-100 students)
        - Students meet Faculty and gain exposure to their research agenda
        - Students meet with Advisors
- Sara Hook stated that Informatics has a great Student Services Office
    - Headed by Mark McCreary
    - Includes undergraduate advising
        - Advisors track perspective 9th Grade students to Graduate students
        - Hook discussed Career Services

10) Question from Committee – *"How do you choose a cognate area?"*
- Sara Hook stated that students decide
    - Hook described a new cognate called Sports Informatics that partners with Physical Education
        - Student determine the courses they take
- Hook said that the cognate areas can be adjusted, and Informatics is eager for that change
- Darrell Bailey stated the cognates areas in Bloomington are vaster
    - Bailey proceeded to state that model does not fit well with the IUPUI campus
- Bailey stated that the School of Informatics called out to the campus for cognate areas three years ago

11) Question from Committee – *"In attempts to reduce confusion with other programs on campus, can you define the areas of expertise of New Media?"*
- Darrell Bailey stated the areas of expertise involve the core areas of integration
    - Power computation
    - Web Design
    - Gaming
    - Bailey stated that all Faculty have been asked to work toward Life Science initiatives
    - Sequential Art
        - Bailey noted that the expertise of the Faculty determines areas of excellence and this will surely evolve

12) Question from Committee – *"What kind of faculty development plan is in place in Informatics?"*
- Darrell Bailey stated that Faculty has $2500 per year for conferences
    - For invited conferences, Faculty get fully funded to attend and present
    - Informatics Faculty regularly attend ACM SIGGRAPH and Adobe Development conferences
- Sara Hook discussed Faculty teaching loads
    - For Tenure Track and Clinical Faculty there is a policy in place
- Hook described a Faculty ListServ
- Hook stated that she meets regularly with Tenure Track Faculty

Informatics Rebuttal of February 2, 2007 Minutes
Lack of research dollars and indirect costs channeled into school

- Darrell Bailey stated that Faculty issues have perpetuated this
    - Bailey discussed former Informatics Professor – Ariel Fernandez
        - PhD from Yale, recruited for his protein research
            - Spent a lot of money to hire him
        - Fernandez left the school
    - Bailey stated that this has had an impact on research funds, etc.
- Bailey made a point to state that Informatics is a new school and it takes time to develop research agendas
    - Bailey cited an $118,000 grant that Professor Steve Manheimer recently received to develop audio solutions for visually impaired education
- Bailey stated that Matthew Palakal now works with Faculty and encourages a competitive environment for funding
- Sara Hook stated that teaching loads affect research
    - This is now resolved, and research funding should improve with time
        - All grants now flow through the office of Matthew Palakal who edits and reviews each grant

Miscellaneous Informatics Discussion
Trudy Banta stated that there are two different mission statements for Informatics. She stated that this should be addressed immediately.
- Sara Hook stated that the correct mission statement is on the Website

Darrell Bailey stated that there is a new Dean in Bloomington on the horizon
- He looks to push forward

Bailey stated that there is a lot to be thankful for
- Students and Faculty

Bailey stated that Informatics is a new school and does not have the foundation that other schools possess

Bailey stated that the school is not perfect
- He stated that he is working with the faculty on issues of governance and tenure

Bailey advised the committee that taxes are constantly increasing

Bailey stated that Informatics has a bright future ahead, and a great story to tell

Question from Committee – *"Is it time for an academic review of Informatics?"*
- Bailey stated that a review was originally scheduled for 2012, but this may need to move forward
- However, Bailey stated that results from PhD students would not be available until that time
- Bailey stated that he would not be adverse to an early review with the addition of an external committee

Question from Committee – *"How often does the Informatics advisory board meet?"*
- Bailey stated that the board meets twice a year

Old Business

There was no old business. Chair Jack Windsor stated that he will schedule the next meeting, and would like to have all budget reviews by the 15th of April (sooner if possible).

<u>Adjournment</u>
The meeting was adjourned at 2:10

IUPUI Campus Planning Committee
AO 103
May 22, 2007
3:00 – 4:30 pm
Minutes

<u>**Welcome and Call to Order**</u>
Representatives in Attendance:
Dan Baldwin, Trudy Banta, Subir Chakrabarti, Ed Gonzalez, Nick Grahame, Delores Hoyt, Khadija Khaja, Richard Rogers, Jack Windsor (Chair) and Marianne Wokeck

Introductions:
The Chair welcomed everyone and the meeting was called to order at 3:06 pm.

<u>**Approval of Minutes**</u>
The March 20, 2007 minutes were approved.

<u>**Appreciation**</u>
Vice Chancellor Trudy Banta expressed appreciation to Professor Delores Hoyt for her valuable service to the Campus Planning Committee and to the IUPUI campus as a whole.

<u>**Campus Planning and Budgetary Affairs Committees Hearings**</u>
The Chair asked the committee for recommendations for the future formats of the campus budgetary hearings. The chair asked if consideration should be made for special topics or a standardization of the presentations, themselves.

The committee discussed the fact that perhaps there are too many schools on campus to evaluate properly each year. The committee also discussed whether the current hearings match the original scope of the budgetary hearings.

Suggestions from the committee included targeting only specific schools with financial problems each year, to ensure that the committee could be of assistance. However, without an annual review of all schools, members of the committee feared that some issues with inter-school interest (duplication, etc.) might go unnoticed. Other recommendations from the committee included developing a schedule for budgetary hearings based off of school size as well as shifting towards a topics-related hearing schedule.

The Chair suggested that this discussion be continued during the next academic year.

<u>**Informatics Discussion**</u>
The committee discussed the 3/20 meeting with Informatics' representatives Executive Associate Dean of Informatics Darrell Bailey and Informatics Associate Dean for Academic Affairs and Undergraduate Studies Sara Hook.
Trudy Banta discussed that the relationship between Informatics and other schools on campus is satisfactory and it appears that "everyone is playing nice." Banta stated that the majority of entry-level IT courses across campus have more than 15 students, classes transfer from school to school easily, and that on the surface there appear to be no real issues.

The committee discussed that the respective Deans should discuss the relationship between Informatics and other schools in more detail as the campus moves forward. The committee also discussed the value of faculty from those schools attending these conversations.

International Affairs Committee
The Chair indicated that there was no new news, and the strategic plan is well laid out. Discussion from the committee included identifying international locations with multiple interests so that multiple IUPUI schools could engage in international activities at the same location.

Budgetary Review Comments from the Committee
The committee discussed highlights of the 2006-2007 IUPUI Budgetary Hearings. Discussion included:

1) The OPD budget and restructuring
2) School of Engineering and Technology is changing their system for indirect costs and allocations
3) Medical School is expanding the number of students by 240-380
4) Science has serious budgetary concerns and issues
5) Nursing is feeling the pressure to produce more graduates with limited resources

Old Business
There was no old business.

Adjournment
The meeting was adjourned at 4:32