Indiana Faculty Council (IFC)
Minutes
November 5, 2013 – CE 450A ~ 3:00 – 5:00 p.m.


Agenda Item I: Welcome and Call to Order
IUPUI Faculty Council Vice President Ed Berbari called the meeting to order at 3:00 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
Charles R. Bantz, Chancellor

Chancellor Bantz gave the following report:
- IU Basketball tip off luncheon was last week and went well. IUPUI beat Kentucky State in exhibition. The Jaguars will be playing the last year in The Jungle and moving to the State Fair Coliseum next year.
- The United Way campaign is continuing. He asked the members to encourage others to give any contribution they can to the campaign. Any contribution is appreciated.
- *Indianapolis Minority Business Magazine* has chosen the campus for a Champion Diversity Award.
- Recreational space across from Hine Hall and The Tower is moving along. A basketball court is poured, and at least four hoops have been delivered. A sand volleyball court will be constructed. Students on campus will be able to use the courts in the next few weeks. Student Affairs was instrumental in the utilization of the space.
- Accreditation begins for the Herron School of Art and Design.
- Faculty appointments and searches continue all around the campus.
Agenda Item IV: Updates / Remarks from the IFC President
L. Jack Windsor, President

Windsor reported on the following items coming from the University Faculty Council (UFC):

- The Principles of Ethical Conduct was passed by the UFC and now goes to the Board of Trustees for approval.
- A committee will be formed to look at the administrative review procedures at the campus level and chancellors at the university level.
- A resolution for IU to support the Freedom Indiana Coalition in opposition of HJR6 was passed by the UFC. A resolution was proposed by the IFC Executive Committee in response to the request from the UFC for all faculty councils, schools, and staff councils to consider supporting the university’s stance.

Resolution to Support the Freedom Indiana Coalition and Indiana University
In Opposition of House Joint Resolution 6

Indianapolis Faculty Council
Proposed: November 5, 2013

Whereas Indiana University joined the Freedom Indiana coalition, a bipartisan grassroots campaign to oppose the constitutional amendment proposed in House Joint Resolution 6 (HJR6) that seeks to define marriage as between a man and a woman,

Whereas President McRobbie has stated the proposed amendment “runs counter to IU’s deeply held values” of tolerance,

Whereas Indiana University believes HJR6 would cause prospective and current faculty, staff, and students to feel unwelcome and be “a disincentive to locate in Indiana, adding to the state’s challenges to remain economically competitive,”

Whereas the University Faculty Council supports the action of the university in joining the coalition,

And Whereas Indiana University joins notable Indiana businesses working to ensure the state Constitution is not altered to enshrine intolerance “that is not representative in the best of Hoosier values,”

We, the IUPUI Faculty Council, support the action of President McRobbie and the University Faculty Council to join Freedom Indiana and oppose the amendment proposed in HJR6.

A motion was made to endorse the resolution as stated above. Mannheimer asked if the UFC approved the president’s resolution. He respond yes, unanimously. The motion passed the IFC unanimously.

Agenda Item V: [Information Item] Introduction of the Vice Chancellor for Diversity, Equity, and Inclusion
Karen Dace, Vice Chancellor for Diversity, Equity, and Inclusion

Berbari introduced Vice Chancellor Dace. Dace reported on the following:
- She has been engaged in meetings across campus and community to find ways to better work together, collaborate better, and how to do things better.
- She is searching for a director of the Multicultural Success Center and is trying to involve faculty in the process.
- In January, the Division of Diversity, Equity, and Inclusion will have a retreat to bring everyone together to work on a shared vision of the work that is done in the unit. Coming from the retreat, there may be some restructuring of the office to better support the campus.
- What is your vision? What are you going to do? She said you can’t take a cookie cutter approach; you can’t use a one size fits all attitude. She appreciates input from everyone. She is putting together a steering committee to work on a diversity plan, and estimates the process will take about one year. The process may begin in January 2014. It will include faculty, staff, and students.
- She feels it is an exciting time to be at IUPUI.

Agenda Item VI: [Action Item] Determination of “N”
L. Jack Windsor
Circular 2013-22: Chart showing representation numbers depending on “N”

Windsor reviewed the handout appended to the minutes and discussed the following:
- “N” determines the number of unit representatives allowed on the Faculty Council.
- The recommendation from the Executive Committee is to appoint N as 50-51 which makes the number of representatives 37 and provides one more representative than from the previous N. This would be in effect for the next two years.

A question was raised about the number of faculty listed. The numbers come from the Office of Academic Affairs and represent tenured and tenure-track faculty.

The motion came out of the Executive Committee; therefore, it did not need to be seconded. A vote was taken and “N” was passed as 50-51.

Agenda Item VII: Question / Answer Period

The following questions were asked:
- Mannheimer said putting a basketball court in the area designated by Hine Hall and The Tower is of historical significance as several noted basketball players began their careers in schools right around this area and in the spot where they are currently being constructed. The chancellor agreed and said young people played basketball on nearly the same spot when the area was known as the “dust bowl.” He spoke about the opportunities that will come in the future in engaging the neighborhood in the progress of the university when there have been bad feelings in the past (since the neighborhood was taken over by the campus).
- Windsor said since the resolution to support Freedom Indiana was passed by the UFC and the IFC, he encouraged the schools to bring a resolution forward and to let the IFC know of any resolution that passes.

Agenda Item VIII: Unfinished Business
There was no Unfinished Business.
Agenda Item IX: New Business

- Goodine asked about a survey that sent to administrators of units on this campus from UITS for them to discuss how it works now that they have a centralized budget as opposed to giving units their own money. She has heard that the bursar received the survey and they were in discussion about the school’s lack of technology. Does the chancellor have any information on this? Bantz said he did not get the survey. Applegate said she was on a subcommittee of the Faculty Council Technology Committee that is reviewing the results of that survey. She will report back on the findings at another meeting. Goodine said she would be interested in the results. Gavrin said the IFC Technology Committee did their own survey that went to deans and not fiscal officers. The question was towards whether or not the services that have been introduced by UITS are adequate and whether or not there are things they have done in the past are still needed. How has the transition gone; are you happy with what you are getting, not happy? The survey he spoke of was not the same survey sent to fiscal officers. He thinks maybe the survey Goodine was talking about was a separate survey. Windsor asked her to send him an email and he will look into the matter.

Agenda Item X: Call for IFC or UFC Standing Committee Reports

The following reports were given:

- Constitution and Bylaws Committee: The following motion was made by the committee regarding the Athletics Affairs Committee. Berbari turned over the gavel to Windsor so he could speak on behalf of the committee.

  **Original Bylaw Wording:**
  Athletics Affairs Committee
  This committee participates in the development of general athletics policies related to academic matters, team competition, and practice schedules within the scope of athletics conference and association rules. The committee participates in the approval of plans for addition / elimination of sports and plans for significant modification of athletics facilities. The Chancellor shall appoint the IUPUI Athletic Affairs Committee on the recommendation of the IUPUI Faculty Council Executive Committee. The Committee shall consist of 27 voting members. The Committee's voting membership shall have a majority of faculty.

  **Proposed Bylaw Wording:**
  Athletics Affairs Committee
  This committee participates in the development of general athletics policies related to academic matters, team competition, and practice schedules within the scope of athletics conference and association rules. The committee participates in the approval of plans for addition / elimination of sports and plans for significant modification of athletics facilities. The Chancellor shall appoint the IUPUI Athletic Affairs Committee on the recommendation of the IUPUI Faculty Council Executive Committee. The Committee shall consist of 7 voting members. The Committee's voting membership shall have a majority of faculty.

  The motion to change the number of voting members from 27 to 7 was brought to the EC by the Athletics Affairs Committee and is due to the inability to get a quorum at meetings to conduct business, etc. This is a first reading with a vote at the December meeting.

  Thedwall asked the reason to choose seven. Was any other number considered? Jeff Dean replied that they chose a number that would be manageable. Ten voting members may be too difficult to get together, and they were searching for a reasonable number. There are other members on the committee that are non-voting. IUB has chosen the number of eight voting members.
Dean said the committee would be five voting faculty, one voting student, and one voting community member. Why isn’t five faculty members just noted in the motion. Mannheimer said if the intent is to have five voting faculty, shouldn’t there be five listed in the motion? Dean said seven members was the discussion as the EC suggested removing the 2 from 27 and just making the number 7. Windsor said the NCAA approved of the change.

Why was there 27 members in the first place? What was the rationale? Dean said Bill Kulsrud (former committee member) provided background information. It was to get representation from all schools on campus as well as others. Having served on the committee for several years, 27 is too much. Thedwall said if the motion goes through the way stated, one faculty member could vote to have something changed. Should the committee be representative of the schools? One faculty member should not determine whether something goes forward or not. The wording will go back to the Constitution and Bylaws Committee. Windsor returned the gavel to Berbari.

- Research Affairs Committee: Kostroun said the committee is meeting this month with VP Jose about research items that affect the faculty at this level. If there are any questions to bring to the VP, send them to Simon Atkinson.

**Agenda Item XI: Report from the IUPUI Staff Council**
Lee Stone, President

Stone reported on the following:

- Special Events Committee is holding a blood drive tomorrow at Taylor Hall and Med Sci Atrium.
- The Academic Affairs Committee is planning a workshop on the relationship between faculty and staff at the December 18 council meeting.
- The Staff Affairs Committee has identified four themes they will be working on this year: campus smoking policy enforcement, continuing education and staff scheduling flexibility, sharing of PTO time, and merit raises and performance management. They are also going to look at tuition and fees and training for staff.
- Web Committee is working on a SC directory, ways to make the website more user friendly, and easier navigation for staff commenting to the council.
- The Faculty/Staff Relations Committee will have a kickoff meeting on November 13. Many of the SC member and staff members are involved in the strategic planning process.
- At the last SC meeting, the Committee on Diversity, Equity, and Inclusion gave an educational session on “LGBTQ at IUPUI: Marriage and More.” The focus was on HJR6 and life as LGBTQ on campus.
- Chancellor Bantz will be a presenter at the November 20 SC meeting.
- Stone said if the Athletics Affairs Committee will accept a staff member that would raise the number to eight members!

**Agenda Item XII: [Information Item] Update: Office of Sustainability**
Colleen McCormick, Director

McCormick spoke to the presentation appended to the end of the minutes. She was asked to share the presentation as a link on the IFC website.

**Agenda Item XVIII: Final Remarks and Adjournment**

With no further business appearing, a motion was made to adjourn. The motion passed and the meeting was adjourned for the annual State of the Campus report from Chancellor Charles Bantz.
Report on Council Actions (per Bylaws Article 1. Section C.3):

Items to be Completed (Item in red have been brought to the IFC for a first read):

Academic Affairs Committee
- RISE Initiative: Discussion/endorsement on the proposal to change the counting/tracking system. (Oct. 2013: The AAC members are requested to find out what policies their home units have with regard to this situation and report back at their November 25 meeting.)
- AP course teacher training and fees accepted for students.
- Undergraduate Curriculum Advisory Committee: Is the committee doing what the vision for the committee was set out to do.
- Attending Classes Without Being Enrolled: Policy to be voted on by AAFC, EC, and IFC fall 2013. (Oct. 2013: The AAC has put the policy on hold and will do further fact-finding.)
- Calculation of GPAs. How much campus policy harmonization is going to be suggested as a part of the student services initiative?
- UCAC Recommendation Regarding Changes in Admission Standards for 2013
- Grade Forgiveness Policy

Budgetary Affairs Committee
- Return to attending budget hearings annually.

Campus Planning Committee
- Return to attending budget hearings annually.
- Revised committee charge.
- Review the IUPUI Strategic Plan, “A Commitment to Indiana and Beyond” and its implementation in the coming year.
- Review and comment on National Survey of Student Engagement (NSSE) survey and other tools that gather information about students and faculty.
- Review and comment on PULSE surveys; the data gathered by these surveys may be reviewed by this committee; examples: campus safety; diversity; common theme.
- Review and comment on campus survey (first and second years – in house); (every third year NSSE is administered)
- Review and comment on campus survey (first and second years – in house); (every third year NSSE is administered)
- Advise IUPUI Administration: Planning and Institutional Improvement Administrative Liaison on outcomes.

Constitution and Bylaws Committee
- Verbatim Minutes: Review proposal to exclude notation of taking verbatim minutes if a recording is being made during council meetings.
- Nominations Committee: Review and change bylaws so that the Nominations Committee is made up of faculty governance leaders of the schools.
- Athletics Affairs Committee: Change the committee size.
- Rewrite the charge to the Constitution and Bylaws Committee.
- Discuss the grievance process and the Board of Review procedures with the Faculty Affairs Committee.
- Recognition of Honors College
- Recognition of the Fairbanks School of Public Health (Provisional recognition granted by IFC-EC until a Post-Tenure Review and Enhancement Committee is included in the bylaws. The FSPH approved the change on 9/23/13 and modifications to the bylaws will be sent to the IFC-EC in spring 2014.)
- FGAP Bylaws revision (problem raised by Handbook Committee/Faculty Affairs Committee last year)

Distance Education Committee
- IU Online: Schedule a joint meeting between the Distance Education Committee and the Technology Committee, with leadership from IU Online.

Faculty Affairs Committee
- School of Medicine policy issued for tenure compensation guideline for tenured faculty.
- NTTF Representation: End of trial period for their representation. Review and consider making this a permanent part of the bylaws. IFC-EC approves with their continuation.
- Revision of Statement of Faculty Work: First read at April 2013 IFC meeting. Tabled until September 2013 at May 2013, IFC meeting.
- Review of campus Post Tenure Review policy (Faculty and Librarian Review and Enhancement)
- Discuss the grievance process and the Board of Review procedures with the Constitution and Bylaws Committee.
Materials for chairs and deans dealing with behavioral issues: Subcommittee, chaired by Larry Garetto, presented the most recent version of materials at the February 13, 2013, committee meeting. Work continues on this project.

Faculty Academic Misconduct: The Academic Handbook makes reference to this, but the procedure of how to deal with it is not clear. The FAC is to identify procedures.

Continued interest in creating a new rank, called Assistant Teaching Professor, Associate Teaching Professor, and Teaching Professor (that would mirror the research ranks). This would not eliminate the Lecturer/Senior Lecturer rank. This item was tabled in 2012-2013, but interest continues.

**Faculty Handbook Committee**
- Completed revision of timeline for approving the supplement. Will be presented to the IFC in the fall.

**Fringe Benefits Committee**
- Benefits: Keep pushing to get the message out about benefits in a timely manner.
- Get the word out to faculty: Shopping the best deal using the Castlight Health Transparency Tool (http://hr.iu.edu/benefits/castlight.html)
- Get the word out to faculty: Clinical Care Services at IUPUI (http://hr.iu.edu/benefits/CCServices/index.html)
- Comparison of benefits for IUPUI and IUB faculty. Mary Fisher’s office has a salary comparison and the cost of living comparison for both campuses.
- Maternity and Family leave
- Benefits for part-time faculty
- How does the IUPUI benefits plan compare to other institutions?
- Benefits for gay married couples should a law be passed.

**Library Affairs Committee**
- Open Access
- eText

**Research Affairs Committee**
- Limited submission
- Biomedical Research Institute
- Policy on Centers and Institutes
- Animal safety
- Update on Research Advisory Committee from VP Jorge Jose.
- Update on the transparency and funding of programs
- Presentation of the Indirect Cost Recovery guidelines to the IFC.
- Return of NIH funds from the administrators to the PI.
- Other study approvals – especially biosafety approvals and IACUC as centralization of oversight continues.
- Center designation process – inventory of active/inactive centers as a first fact-finding step.
- IUCRG Program – faculty input into future directions/funding priorities if the program continues.

**Staff Relations Committee**
- TIME Timekeeping System
- Parking Privatization – *(Oct. 2013: Privatization did not go through. The committee will continue to watch the proposals for changes in parking fees.)*
- Health Insurance Rates
- Performance Management
- Service with Distinction
- Intergroup Dialogue and Campus Civility
- Campus Safety

**Student Affairs Committee**
- RISE Initiative
- Wellness Center
- Student Services capabilities given the number of students

**Technology Committee**
- Research File System (RFS): Technology Committee will review again in 2013-14. Updates were planned for the system, and the committee had already planned this item for 2013-14.
- Review of FLAGS system to review enhancements made during summer 2013.
• Review of Endnote and potential switch to open source product.
• Review status of end-user evaluation of Unicom services and deployment of clearly identified emergency phones.
• Follow-up on final transition of student technology fee spending and impact on units. (Sept. 2013: A subcommittee will review and summarize the STF data and bring back to the committee for discussion.)
• IU Online
• Review status of funding for new testing center. (Sept. 2013: Revisit status.)
• Review survey data and funding mechanisms for proctoring of exams in the testing center. (Sept. 2013: At this time, proctoring in the testing center in SL and BS are free. The Classroom Testing Advisory Committee has a working group that will work to establish recommendations for a sustainable funding model.)

**Items Completed:**

**Academic Affairs Committee:**
• Campus Policy on Limits in Withdrawal: Policy to be voted on by AAFC, EC, and IFC fall 2013. (Oct. 2013: The AAC agreed that the policy was too restrictive. They agreed that students should not be allowed to enroll and withdraw (or fail) a given course numerous times. Perhaps an alternative solution is to block registration for such students, initiated at the unit level. The registrar will investigate creating lists of students who enroll repeatedly in the same course. These lists could be provided to the appropriate unit for action (registration block), if the units choose to do so.)

**Budgetary Affairs Committee:**
• Parking Monetization (Oct. 2013: The monetization steering committee did not recommend to the Board of Trustees for IUB and IUPUI to privatize.)

**Campus Planning Committee:**
• Parking Monetization: What happens if the campus privatizes? (Oct. 2013: The monetization steering committee did not recommend to the Board of Trustees for IUB and IUPUI to privatize.)
The Determination of N

Number of unit representatives for each school is determined by the number of faculty in that school as a multiple of "N" rounded UP to the next whole number.

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<td>Total # of Faculty</td>
<td># of Unit Reps.</td>
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<tr>
<td>Herron</td>
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<td>Business (Kelly)**</td>
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<tr>
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<td>Engr. &amp; Tech.**</td>
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<td>Science**</td>
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<tr>
<td>Social Work</td>
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<tr>
<td>University Library***</td>
<td>29</td>
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<td>IUPUI Total</td>
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Size of Faculty Council (# of Unit Reps. + An Equal # of At-Large Reps. + Ex-Officio Members*)

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<tr>
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<th>Minimum Size with 35 Ex-Officio Members</th>
<th>Maximum Size with 47 Ex-Officio Members</th>
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<td>117 115 113</td>
<td>109 105 103 103 103</td>
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</table>

* Ex-Officio Members include: Chancellor, 2 Chancellor's designees, 17 Deans of Schools, Dean of University College, Dean of Honors College, Dean of Fairbanks School of Public Health, Dean of Lilly Family School of Philanthropy, Chancellor of IUPUC, IFC President, Vice President and Parliamentarian, 8 IFC Executive Committee Members, 7 UFC Members, Staff Council President, Undergraduate Student Government President, Graduate Student Organization President, and Senior Academy Chair. 12 of the 47 Ex-Officio Members could already be Unit or At-Large Members of the IFC. Hence, there can be a minimum of 35 and a maximum of 47 Ex-Officio Members.

** The counts for Business, E&T, Education, Nursing, and Science include faculty/librarians from these units at IUPU Columbus.

*** The count for librarians under University Library includes IUPU Columbus, but does not include those in the Dentistry, Law, and Medical Libraries.

# Does not include NTTF. They are allowed ten representatives no matter what their total faculty count is.

10/31/2013
Sustainability at IUPUI

Colleen J. McCormick, MPH
Director, Office of Sustainability
IUPUI Sustainability

- Campus Statement of Sustainability Principles adopted 2008
- Office established August 2011
- Committees
  - Advisory
  - Steering
  - Academic
  - Energy/Built Environment
  - Campus Tree
  - Land, Air, Water
  - Public Health
  - Recycling/Waste Minimization
  - Transportation
Energy

- Conserve energy and improve energy efficiency of buildings, vehicles, equipment
- Increase use of renewable energy sources
- Progress
  - BS/SPEA Solar Panels
  - Energy Policy
  - EPA Green Power Partner
Built Environment

- Pursue Leadership in Energy and Environmental Design (LEED) silver certification
- Conserve and increase green space on campus
- Progress
  - Designated 2012 Tree Campus USA
  - Planted natives at UL in April 2013
  - Glick – First IUPUI LEED certified building
  - New York Street Garden – Outdoor learning space
Reduce, Reuse, Recycle

- Advance reduction, reuse, and recycling of waste materials
- Promote environmentally sound purchasing practices
- Progress
  - Convert campus recycling program to single stream
Transportation

- Minimize transportation demands to and from campus
- Increase use of car pooling and public transportation
- Encourage bicycling as a commuter option

Progress
- Bicycle maintenance stations
- Zip car
- Bike share
Public Health

- Raise awareness about the ways the environment impacts individual and community health
- Progress
  - Successful campus gardening effort
  - Campus Kitchen
Student Involvement

- Student Sustainability Council (SSC)
  - Year of the bike; local food
- Developing IUPUI Gardens Sustainably (DIGS)
- Environmental Law Society (ELS)
  - Student Eco-summit
- Interns
  - STARS
  - Communications
  - Recycling
  - Tree Campus USA
- Student Projects
  - SPEA
  - Herron
  - ET
  - Liberal Arts
  - Public Health
Outreach

- Indianapolis Higher Education Sustainability Roundtable
- IGCN – Indiana Green Campus Network
- Big Ten and Friends Sustainability Group
- Coalition of Urban Serving Universities Sustainability Group
- Sustainability Peninsula Committee
- AASHE – Association for the Advancement of Sustainability in Higher Education
- HEASC – Higher Education Association Sustainability Consortium
- CSHEMA – Campus Safety and Environmental Mgmt. Association
- Upper White River Watershed Alliance
- Reconnecting to our Waterways (ROW)
Get Involved

- Office of Sustainability Website/Social Media
  - www.sustainability.iupui.edu
  - https://www.facebook.com/IUPUISSustainability
- Student Sustainability Council
  - https://www.facebook.com/SustainIUPUI
- Office of Sustainability Internships
- Green Teams
- Sustainability Committees
- Fall 2013 Event
  - HEC Greening the Statehouse November 16
AASHE

- An organization of colleges and universities that are working to advance sustainability in higher education
- Member Benefits with your campus email address:
  - Online resource center for sustainability policies, best practices, case studies, planning and assessment tools, surveys, reports, how-to guides, discussion forums, job descriptions, campus profiles
  - Networking, information sharing, collaboration, and professional development
  - AASHE’s annual conference, workshops, webinars, and other events
  - Newsletter and Bulletins provide the latest news, invaluable resources, opportunities, and events related to sustainability in Higher Education
  - Awards program to recognize outstanding efforts in advancing campus sustainability, including efforts by students; Campus Sustainability Case Study Award, Student Sustainability Leadership Award, and Student Sustainability Research Award
AASHE STARS

- Sustainability Tracking, Assessment, and Rating System
  - A transparent, self-reporting tool to measure sustainability progress in the areas of: environmental, economic, and social indicators, which are divided into four categories related to campus activities: Education & Research, Operations, Planning, Administration & Engagement, and Innovation.
- Provides a framework for understanding sustainability in all sectors of higher education
- Enable meaningful comparisons over time and across institutions using a common set of measurements developed with broad participation from the campus sustainability community
- Create incentives for continual improvement toward sustainability
- Facilitate information sharing about higher education sustainability practices and performance
- Build a stronger, more diverse campus sustainability community
IUPUI STARS Report

IUPUI STARS Points Summary

Score 52.09
Rating: Silver

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<th>Category</th>
<th>IUPUI Score</th>
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<td>Education &amp; Research</td>
<td>46.58%</td>
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<td>Operations</td>
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<td>37.48%</td>
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<td>Planning, Administration &amp; Engagement</td>
<td>66.08%</td>
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<td>Innovation</td>
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IUPUI STARS Report

STARS Rated Urban 13 Universities

- Portland State University: 68.55
- University of Wisconsin - Milwaukee: 55.33
- University of Missouri - Kansas City: 55.32
- University of Houston: 54.31
- Indiana University - Purdue University Indianapolis: 52.09
- Virginia Commonwealth University: 51.13
- Cleveland State University: 46.48
IUPUI STARS Report

STARS Rated Universities in Indiana

- Ball State University: 67.61
- University of Notre Dame: 57.85
- Indiana University - Purdue University Indianapolis: 52.09
- Indiana University, Bloomington: 51.69
- Purdue University, West Lafayette: 50.16
- Goshen College: 43.17
- Earlham College: 41.4
- Taylor University: 36.89
- DePauw University: 34.75
IUPUI Sustainability

2013-2014 Initiatives

- Develop office strategic plan
- Explore shuttle between IUPUI and IUB
- Continue to enhance recycling program
- Submit for 2013 Campus Tree USA
- Green team development
- Implement Campus Kitchen
- Support campus locations of bike share program
Questions?

Thank you for your time!

Colleen J. McCormick, MPH
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