Indianapolis Faculty Council (IFC)
Minutes
December 2, 2014 ~ CE 409 ~ 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

Bantz reported on the following:

- VC Dawn Rhodes continues her work on the University Parking Committee.
- New student housing will be presented to the Board of Trustees at their December meeting. We have a photo of the design, and the trustees will be voting for design approval. The new 700-bed facility is to be placed on North Street, north of the north garage and south of the Sexton property and Lockefield Gardens.
- Search and Screen Updates: The Lilly Family School of Philanthropy’s new dean, Amir Pasic, will begin work on January 12. The current dean, Gene Tempel, is not leaving IUPUI, but will be working on a grant project for the school. The School of Nursing search will employ a search firm. Michael Patchner, dean, School of Social Work will chair the dean search for the School of Liberal Arts.
- Budget hearing information comes out the first week of December.
- The campus has had a long-term relation with Sun Yat-Sen University in southeast China for several years. Bantz will be making a presentation about that relationship at the Confucius Institute Conference at Xiamen University on December 7. The IUPUI Confucius Institute Director, Zao Xu, will be attending, as well as Zeb Davenport, Vice Chancellor for Student Affairs.
• Ed Berbari was elected to the American Association for the Advancement of Science as a fellow. This is a great honor that recognizes people who have made a great difference in the sciences and research.

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

Marianne Wokeck, IUPUI Faculty President

Wokeck reported on the following:

- For faculty using Canvass, final grade submission is different than in Oncourse. Pay attention to information coming from UITS for proper instructions. Assessment for the PULs is only available in Oncourse.
- Former Governor Mitch Daniels and president of Purdue University, and Provost Deba Dutta visited IUPUI on December 1. This was the first visit by Daniels since becoming president. Berbari reported that the visit was an attempt to build a bridge that has been in long term disrepair. With the president and the provost in attendance, it was good to see collegiality. Both were asked direct questions about the sciences. Berbari asked if Daniels would come to Commencement, and Daniels said he would. Rennels asked about his impression with the engineering effort in the Bicentennial Strategic Plan (BSP). Daniels said he thought the Indiana Commission for Higher Education would try to keep mission creep from occurring. What did Daniels think about Purdue’s presence on this campus? Does he expect them to leave IUPUI? Daniels said he did not think this would happen. Provost Dutta would continue to be the campus contact to Purdue. Their role here is academic. Berbari hopes there are regularly scheduled meetings between Dutta and Paydar.
- The BSP has been focused on intense discussion on IU in the next century in achieving goals. Michael Rushton and John Applegate received more than 300 responses to the draft. The final version has been sent to the Board of Trustees although IUPUI supported the resolution of the Bloomington Faculty Council stating the plan did not have faculty consultation. Faculty consultation will need to be in the implementation phase. Wokeck will share IUPUI’s concerns at the trustees’ meeting at the end of the week.

**Agenda Item V: [Information Item] Faculty Census**

Carol McGarry, Assistant Dean of the Faculties

McGarry reported that of the 2,710 faculty, 1,401 are tenure track or tenure-related and 1,309 are on the clinical track. The campus holds about the same percentage as last year diversity-wise.

Questions:

- Thedwall said 66% of the Gateway faculty turned over for the fall semester. How many sections are associate faculty teaching? McGarry said the numbers provided are full-time faculty only. For part-time faculty, a report can be run on a semester by semester basis showing the information. As far as the registration of students with faculty, she does not have access to student data. Berbari said he thinks that information would be different. Thedwall said 2/3 of the Gateway faculty turned over this fall, and that is alarming. Paydar said there is about 1,702 part-time faculty. We, as schools, are changing each semester. Part-time faculty differ from school to school. Thedwall would like to have a clear snapshot of who is teaching our students. Schneider said periodically the Academic Affairs Committee (AAC) looks at this. Trends over time is important. It would be important for the IFC-EC to have the AAC look into this. McGarry said this was probably done for accreditation using registration data. Thedwall said with a 66% turnover rate, what kind of faculty development can we provide? With that turnover rate, it merits some attention. This might be something that Kathy Johnson, dean of University College, and Michele Hansen’s area (Office of Student Data, Analysis, and Evaluation) could work on. McGarry wonders if associate faculty
involved in Gateway were involved in other courses and were not able to be a part of Gateway. The answer was that it works the other way around.

**Agenda Item VI: [Information Item] Research Strategic Plan**
Kody Varahramyan, Vice Chancellor for Research

Varahramyan spoke to the Research Strategic Plan and Appendix attached to the minutes.

**Agenda Item VII: [Information Item] Sexual and Relationship Violence Prevention and Response at IUPUI**

Julie Lash, Director, Office of Counseling and Psychological Services
Kathy Grove, Director, Office for Women
Brian Tomlinson, Assistant Dean for Student Conduct

Lash and Tomlinson spoke to the presentation attached to the minutes. Lash said she and Grove started the Sexual Assault Prevention, Intervention, and Response (SAPIR) Task Force a few years ago. Tomlinson is involved with Title IX issues with sexual assault prevention and response. Many things are happening at the federal level with higher education and sexual assault and relationship violence. The university has done much to respond to the federal mandate. The same company that developed a program on alcohol prevention developed a program called Haven dealing with sexual assault and prevention training. For the past two years, entering students have gone through the AlcoholEdu and Haven programs. They have also involved other programs such as athletics and Greek Life in the training. The “My Sober Yes” campaign and JagNation promotes a culture of care which supports the bystander intervention. A sexual assault staff person was hired as well to provide assistance with prevention and education as well as advocacy. The Center of Hope exists in the emergency rooms of hospitals with nurses who are available to perform exams and provide support for victims of sexual assault. They also provide numbers of persons who they have seen. Tomlinson said the university has identified confidential resources for our students. That involves CAPS and the Sexual Assault Education and Prevention Specialist, Sareen Dale, and Student Health. The Office of Equal Opportunity is the place to go for faculty and staff reporting; Tomlinson’s office responds to students. We are required to give the victim a list of resources and access to everything we can from the institution. Emily Springston is the chief Title IX coordinator for the university.

Questions:
- What is there for graduate students? Lash said for graduate students, they can come into the classroom for presentations or Sareen Dale is available.
- We have a concerned student form on the Behavioral Consultation Team page. What do we do? Tomlinson said [www.conduct.iu.edu](http://www.conduct.iu.edu) has an online form to report on as well. A phone call is acceptable.

**Agenda Item VIII: [Discussion Item] Bicentennial Strategic Plan: School of Education Policy Council Resolution**
Erik Tillema, Associate Professor, School of Education

Tillema spoke of the Bicentennial Strategic Plan and its implication for the School of Education. He is asking for endorsement of the “Resolution of Stance on Indiana University’s BSP’s “Priority Three: Re-Imagining Education” as follows:
Resolution of Stance on Indiana University’s Bicentennial Strategic Plan’s “Priority Three: Re-Imagining Education”

Passed by unanimous vote of the Indiana University School of Education Policy Council (IUB-IUPUI) on November 19, 2014

Whereas the Constitution of the Faculty of Indiana University explicitly provides legislative authority to faculty on “standards and procedures for creation, reorganization, merger, and elimination of academic programs and units,” (ACA-04, Article 2, Section 2.2, C.), and the Constitution of the Faculty of the IU-IUPUI School of Education provides such legislative authority to faculty on “planning, review, and advisement regarding the organizational structure of the School of Education as it relates to curriculum and programs, including those pertaining to service, research and development,” (Article 4, Section 1, C.), and

Whereas the President’s Office has unilaterally announced in its draft of the Bicentennial Strategic Plan the formation of a “Blue Ribbon Review Committee” (BRRC) to conduct an external review of the IU School of Education and provide a report, and

Whereas the Strategic Plan states that this report will “inform the future structure, direction, and approach of the Schools of Education on all campuses…and form the basis for a thorough, university-wide evaluation, in full accordance with IU’s traditions of shared governance, of the structure and organization of education at IU” (p. 16), and

Whereas the period of open comment on the Strategic Plan is unusually short (a little more than a month), and there is no indication of how such input might alter the version of the plan that gets presented to the Board of Trustees for approval only 2 weeks later, on December 4th, and

Whereas Priority 3 of the plan, “Re-Imagining Education,” is mentioned only in a limited way in the priorities articulated in any of the existing campus strategic plans, and

Whereas Provost L. Robel and Vice-President J. Applegate explained some details of the review process during a faculty meeting of the School of Education on Friday, October 31, indicated that the composition of the BRRC would be wholly external and decided ultimately by administration, but suggested that any decisions about implementing the BRRC’s recommendations would go through “traditional forms of shared governance,” and

Whereas on November 15th, the Provost communicated by e-mail to this Policy Council that a majority of the invitations that have been extended to potential BRRC members have come from suggested names provided by School of Education faculty, and also provided a copy of the “draft charge” for the BRRC to invite “comments” and “thoughts” from the Council on said charge, and

Whereas on November 18th, the Provost communicated by e-mail to the Policy Council again, proposing the formation of a “core committee” to “present its views on the questions that are in the draft charge” as an input to the BRRC, and

Whereas the faculty of the School of Education, long recognized for their outstanding scholarship and leadership in the field and entirely well-disposed to critical self-reflection, have already been engaged in serious efforts to respond to the changing circumstances of education in the State of Indiana, the nation, and the world, and will continue to do so,

Therefore, be it resolved that the faculty of the IUB-IUPUI School of Education, through its Policy Council, while appreciative of recent gestures to involve faculty in the review process, nonetheless strongly disapproves the lack of prior faculty consultation or input in the formulation of “Bicentennial Priority Three: Re-Imagining Education” of the Strategic Plan, and in accordance with the faculty’s constitutional legislative authority calls for, in the strongest possible terms, full participation in the selection of the BRRC, and in any decisions regarding the organizational or programmatic structure of the School of Education pursuant to the BRRC’s recommendations. Be it further resolved that this Policy Council expects the process for determining
an Interim Dean for the School of Education to be established in a timely manner, include significant faculty input, and articulate a procedural timeline.

The resolution is specific to the School of Education. The Bloomington Faculty Council’s resolution had more general language. A summary of concerns include:

- Faculty were not initially consulted to put together the BRRC.
- Faculty were not initially consulted on what the charge of the BRRC would be.
- The BRRC did not seem consistent with any of the campus strategic plans.
- Faculty are aware of the education climate/landscape and are already working to address the issues that face the School of Education.
- General concern about the extent to which recent reorganizations have taken into account faculty feedback.

Tillema asked for endorsement of the spirit of the resolution, not necessarily the endorsement itself. The school wants faculty involvement. The floor was opened to questions.

What is happening with the dean? The dean has decided to step down. He is the dean of the core school. They are going to appoint an interim dean for a year, but what will happen after that? Presumably a national search. Schneider asked what the concern is then. Tillema said who it will be and how they are involved in education. The school wants faculty consultation in the process and structural changes. It is a change for IUB and IUPUI. Financial viability is also a concern.

Has the BRRC been appointed? Tillema said it will be appointed on December 4 after approval by the Board of Trustees. There is concern there will be people outside of education that is on the committee.

Ward said there is already a policy on merger, reorganization and elimination in place. Shouldn’t the policy be followed instead of the BRRC? Berbari said there is a policy and sometimes we are listened to and sometimes we are not. This is an attempt to be listened to.

There was a motion for endorsement and a second. The endorsement was pass unanimously.

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

The following reports were made:

- Academic Affairs Committee (John Watson, Chair): Watson said earlier in the semester, the committee was asked to comment on a proposed University Faculty Council policy titled, “Transfer Credit Related to Military Service.” The policy is in response to Senate Bill #331, which in part relates to college credit for military service. The committee reviewed the policy and was impressed with the intent as it will benefit veterans at IUPUI, aligns well with current policies and procedures at IUPUI, and might be examined for the number of credit hours awarded for basic training. Other items the committee is looking at includes re-evaluating the current policy “Last Date to Withdraw” of the common calendar, evaluating a proposal to modify current UFC policy ACA-56, “Transfer of Credit from Two-Year Institutions,” and evaluating whether a policy is needed on credit hour overlap between manor and minor or between major and second major. ACA-56 is a policy that prohibits 100 or 200 level courses at other universities to be counted as 300 level here.
- Research Affairs Committee (Simon Atkinson, Chair): The committee has met three times this semester with Vice Chancellor Kody Varahramyan in attendance. They reviewed the draft of the research strategic plan and was involved in discussions leading up to it. More recently, they had a chance to meet with Vice President Jorge Jose, Chief of Staff Faith Hawkins, and IU VP for Research Compliance John Talbott. The committee tries to meet with Talbott every year following-up with the problems on human subjects of three years ago. With the appointment of Talbott,
approvals are going well as he invited people to let him know if the approval process is not going well. The committee feels the council should take a closer look at animal and biosafety compliance approvals. They have discussed the process for grant limited submissions with Jose. There is concern with the university’s proposals in regard to the NSF. The language allows for one or two institutions and central administration has chosen the university to be one institution of which they have not heard a satisfactory explanation on why. They will continue to push administration on that. In the New Year, the committee will take a look at the compliance office. He invited the members to let him know of issues he should address.

Agenda Item X: Question / Answer Period

- Atkinson asked if there is any word on the search for Chancellor Bantz’s successor. Wokeck responded no.
- Watt asked about parking and whether the EM permit equates to an A permit at Purdue. This should be the same at IUPUI for them as well. This question will be referred to Parking Services for response.
- Schneider asked about the legislature and increased percentages. Bantz said the ICHE has made its recommendation on its budget. Increased percentages will be a basis of the recommendation. This campus should be up significantly based on performance funding. In planning the budget, there is no way the Board of Trustees will approve a tuition increase of over 2%. He thinks they are leaning for less than that, but that is not for sure.
- Do we know what the process is for the revision of the strategic plan? Comments went in, but is it on the Board of Trustees’ agenda? Wokeck said the Bicentennial Strategic Plan has been given to the trustees, but the agenda does not specifically say when it will be discussed. The document is not public yet as the meeting is on December 4.

Agenda Item XI: Unfinished Business
There was no Unfinished Business.

Agenda Item XII: New Business
There was no New Business.

Agenda item XIII: Report from the IUPUI Staff Council
Barb Hanes, First Vice President

Hanes reported on the following:
- The Staff Council submitted a response to the Bicentennial Strategic Plan asking for consideration of a University Staff Council modeled after the University Faculty Council. They also requested a Staff Annual Report (SAR) based on the Faculty Annual Report. The SAR would serve as a tool to record career development, awards, training, service, and more. It could also be used for performance management, job applications, and by the administration to search for subject matter experts. The council has been advocating for campuswide performance management for several years, and this tool may be the catalyst to help that happen. The council also appreciates the support of the Faculty Council in allowing the Faculty and Staff Relations Committee to work with the Campus Planning Committee on a combined response. The Staff Council values the collaboration with the Faculty Council, and she thanked the members for their support.
- The Staff Council Professional Development Grant deadline was yesterday. For the first round, we received three applications. Two are to attend meetings of the National Council of University Research Administrators and the American Diabetes Association’s Scientific Sessions and the other is to take a clinical research coordinator certification exam. They are pleased with the number of responses and the grants committee is beginning to review them for approval. She thanked the
members for their help in promoting the grants to staff. The deadline for the next round of grant applications is April 1. Applicants can receive up to $400.

- At their December meeting, the SC will be meeting VP for University Human Resources, John Whelan, hearing an update from HealthyIU, and EVC Nasser Paydar will update them on the strategic plan. The council will also contribute non-perishable food items and winter apparel to the Hoosier Veterans Assistance Foundation. They will do another food drive in the spring to support Paw’s Pantry.

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

With no further business appearing, a motion was made to adjourn. The motion passed and the meeting was adjourned.

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**Items that have been completed by the committees follow the Assignments for committees.**

**Assignments (Items in red have been brought to the IFC for a first read):**

**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. Annual Report 2014: The proposed policy was put on hold pending further fact-finding and deliberation.)*
- Attending Classes Without Being Enrolled: Policy to be voted on by AAFC, EC, and IFC fall 2013. *(Oct. 2013 & Annual Report: 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? *(Annual Report 2014: Carried over from 2012-2013. Should this assignment be eliminated?)*
- Grade Forgiveness Policy *(Annual Report 2014: Carried over from 2012-2013. Should this assignment be eliminated?)*
- Investigate what, if any, “University Sanctioned Events” should be included in the Registrar’s list of Course Policies *(Annual Report 2014: Committee added this assignment for the 2014-15 AY.)*
- Policy on Credit Hour Overlap
- Common Calendar: Are all dates covered under this policy, or just the start and stop dates?
- IUPUI Policy on International Teaching Assistants
- Potential Policy on Credit Hour Overlap Between Minor to Major or Major to Second Major *(Porter email of 5-14-14)*
- PULs 2.0 – Focusing on Student Learning to Evaluate and Improve General Education at IUPUI

**Budgetary Affairs**

- Assessments *(School of Medicine)*
- Parking Business Plan – Ask Dawn Rhodes and Camy Broeker to bring the plan to the committee and discuss it. Ask Rhodes to report on the plan to the IFC.

**Campus Planning Committee**

- Continue review of the Strategic Plan.
- Review IU Strategic Plan and compare it to the IUPUI Strategic Plan. Draft comes in October and the final document should be finalized by the Trustees at their December meeting.
- Review and comment on National Survey of Student Engagement (NSSE) survey and other tools that gather information about students and faculty. *(May 2014: On hold due to priority given to strategic plan and budget hearings.)*
- Review and comment on PULSE surveys; the data gathered by these surveys may be reviewed by this committee; examples: campus safety; diversity; common theme. *(May 2014: On hold due to priority given to strategic plan and budget hearings.)*
- Review and comment on campus survey (first and second years – in house); (every third year NSSE is administered) *(May 2014: On hold due to priority given to strategic plan and budget hearings.)*
For Approval: 1-6-15

- Advise IUPUI Administration: Planning and Institutional Improvement Administrative Liaison on outcomes. May 2014: Ongoing.

**Constitution and Bylaws Committee**

- Verbatim Minutes: Review proposal to exclude notation of taking verbatim minutes if a recording is being made during council meetings. (Committee discussed this item; will suggest wording.)
- Nominations Committee: Review and change bylaws so that the Nominations Committee is made up of faculty governance leaders of the schools. (Update 7-10-14: Work in process.)
- Rewrite the charge to the Constitution and Bylaws Committee. (Update 7-10-14: No action at this time; keep on agenda.)
- Recognition of Honors College (Update 7-10-14: Recognition was discussion, but until the school submits a constitution and bylaws for review, no action is taken. Keep on agenda until C&B submitted by Honors College.)
- FGAP Bylaws revision (problem raised by Handbook Committee/Faculty Affairs Committee last year). (Update 7-10-14: No action at this time; keep on agenda.)
- Undergraduate Curriculum Advisory Committee: Is the committee doing what the vision for the committee was set out to do. (Update 2-25-14: With the Strategic Plan, this committee is under review by the Academic Affairs Committee and Faculty Affairs Committee as they determine whether the IFC should endorse an Undergraduate Curriculum Committee. The Constitution and Bylaws Committee will be asked to make a motion to remove the UCAC from the IFC Bylaws should the IFC endorse the new committee.)
- Limit the amount of time a Board of Review can be heard before time runs out once it has been assigned by the IFC-EC. (Motion made by IFC-EC on March 27, 2014.) (Update 7-10-14: No action at this time; keep on agenda.)

**Distance Education Committee**

- IU Online: Schedule a joint meeting between the Distance Education Committee and the Technology Committee, with leadership from IU Online. – (The meeting was held only by the Technology Committee. The DEC did not participate in the meeting.)
  - Update on state authorization process
  - Status of differential funding or fee for online courses
  - ADA compliance for distance education
- Canvas transition
- Unizin Consortium

**Faculty Affairs Committee**

- Discuss the grievance process and the Board of Review procedures with the Constitution and Bylaws Committee. (Update from annual report: Ongoing discussion: Theme of grievance = due process. Remaining questions: 1) good cause=not defined in bylaws; 2) full-time=100% or benefit eligibility (eligible for reappointment regular?); 3) What is grievance process for part-time faculty? Type of employment – serve at will (administrators, PG); 4) Adjunct faculty-freelance contract? – See handbook 2006 needs further investigation / Bylaws p. 18. Committee to continue the discussion in 2014-15.)
- “Term Contracts” in the School of Medicine for faculty not complying with standards set by the school.
- School of Medicine policy issued for compensation guidelines for tenured faculty.
- Review draft Adjunct Faculty Policy/Procedures for Promotion (On 4-21-14 committee agenda.)
- Parking Changes (On 4-21-14 committee agenda.)
- NTTF representation on the IFC. A task force will be established by the IFC Executive Committee to review the NTTF and how they are affected through the Constitution and Bylaws, handbooks, and policies and procedures. The Faculty Affairs Committee would manage the work of the task force. The FAC should send names to the EC for inclusion in the membership of the task force. Member need to come from the schools including the School of Medicine and one member from the Handbook Committee.
- IUPUI Faculty Librarian Review and Enhancement: President McRobbie asked each campus to look at the policy and tweak it for their needs. At the 4-24-14 EC meeting, an administrative committee was formed composed of Melissa Lavitt, Rick Ward, Simon Atkinson, Jack Windsor, and the chair of the FAC.
- Definition of Tenure Status
- Policy for Adjunct Faculty promotion.
- Faculty Bonus Plan (Ready for a first read once approval is received by the FAC. The IFC-EC approved the plan at their 10-23-14 meeting.)

**Faculty Handbook Committee**

- Revise charge to the committee.
- Revise the handbook to reflect the change in links to the Academic Handbook to policy numbers from the University Policies website.
- Apply numbering system to the Faculty guide as was used in the online version of the IU Academic Handbook.
- Make title changes and other miscellaneous grammar and style content.

**Fringe Benefits Committee**

- Benefits: Keep pushing to get the message out about benefits in a timely manner.
• 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. Melissa Lavitt’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
• Implementation of Open Access

Research Affairs Committee
• Limited submission – Atkinson doesn’t feel that is an issue on this campus. He would be glad to discuss this as issues come up. This issue is on the strategic plan.
• 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.
• Human Subjects Research (IRB Process).
• 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.
• Strategic Plan
• Monitor aspects of compliance across the university
• Purchasing and expenses on grants – detailed reporting
• IRB updates
• IU Strategic Plan review (Research Excellence) – October 2014.

Staff Relations Committee
• TIME Timekeeping System
• Health Insurance Rates – John Whelan should have a positive impact on this.
• Performance Management – John Whelan should have a positive impact on this.
• Service with Distinction
• Intergroup Dialogue and Campus Civility
• Campus Safety
• Monitor Parking

Student Affairs Committee
• Student Wellness
• Personal Misconduct Procedures have changed, but there may be training that needs to be addressed.
• Sexual Assault and Prevention

Technology Committee
• Review of FLAGS system to review enhancements made during summer 2013.
• Review updates to the RFS system
• Conduct joint meeting of Distance Education Committee with IU Online Office Leadership
• Review e-learning system
• Monitor transition from Oncourse to Canvas.
• Testing Center
• Online course evaluations with the Testing Center (will work with Melissa Lavitt)
• Oncourse project sites – what do we use now?

Items Completed:

Academic Affairs Committee
• Policy for Acceptance of Prior Learning (PLA) Credit for Veterans (Minutes AAC 11-10-14: The committee unanimously agreed that the proposed policy will greatly benefit Indiana’s veterans and meets the goals set forth in SB 331 and aligns well with the general policies and procedures at IUPUI. Presented at 12-2-14 IFC Meeting.)
• UFC Policy on Transfer of Credit from Two-Year Institutions (Minutes 11-10-14: The members agreed that the current policy (ACA-56) should remain as is. They also agreed that changing the title of the current policy as suggested would
be appropriate. The suggested deletion of the background paragraph appears to be unnecessary since it is not included in the document posed on the IU Policies website.)

**Faculty Affairs Committee**
- IUPUI Faculty Credo (Report submitted to the IFC-EC. Discussion at the April 17, 2014, EC meeting. Developed guidelines for department chair/not performance review. Revised Credo. Suggest adding Civility Statement.) (On IFC-EC agenda for discussion. 9-18-14: IFC-EC determined the Code of Academic Ethics takes care of the Credo. This item will not be discussed further.)

**Faculty Handbook Committee**
- Completed revision of timeline for approving the supplement. (*Presented to the IFC 10-7-14.*)

**Library Affairs Committee**
- Open Access (Passed as policy on 10-7-14.)

**Technology Committee**
- Product to replace the FAR (will work with Melissa Lavitt) (*NOTE: 11-26-14 KEL: A product was selected and discussion lends to what kind of data will be received once the product is used.*)
Research Strategic Plan
Indiana University – Purdue University Indianapolis
August 2014

Vision

To be the best urban research university by conducting world-class research, scholarship, and creative activities that develop knowledge and contribute to the health, economic growth and social advancement of the state of Indiana, the nation, and humanity as a whole.

Executive Summary

The IUPUI Research Strategic Plan is based on the initiatives presented in the “Innovation and Discovery through Research and Scholarly Activity” portion of the 2013 IUPUI Campus Strategic Plan. A Steering Committee was tasked by the Vice Chancellor for Research to develop an updated and more detailed IUPUI Research Strategic Plan as part of the IUPUI Campus Plan, and to coordinate this plan with the IU School of Medicine’s Transforming Research Initiatives as well as the IU Vice President for Research’s university-wide strategy.

The goal for this strategic plan is to build on the unique strengths of the IUPUI campus and its academic units to promote research and creative activity that will have a positive impact locally, nationally, and globally on the health and well-being of individuals, families, and the society. The plan presents an integrated approach that uses outreach initiatives designed to enhance IUPUI's homegrown and unique strengths in applied research and community engagement. In all cases, these actions seek to enhance innovative, effective, and rewarding research and creative activities among IUPUI faculty and students by building on existing strengths and by addressing known weaknesses and inefficiencies. Some elements of these actions reflect national trends and "best practices" in research while others adhere to those IUPUI-specific practices that are responsible for our reputation as an inclusive and forward-thinking urban campus in disciplines ranging from the health and life sciences and STEM, to the social sciences, arts, and humanities.

The Plan is centered around the establishment of Grand Challenge Initiatives and emphasizes greater cross-disciplinary research and scholarly programs that incorporate undergraduate and graduate student learning. It proposes that the University focus its energies and its financial resources into areas that can have a significant impact. This will require greater organizational efficiencies and better coordination and collaboration among Schools. The Plan recognizes that traditional approaches to research and scholarly activity are changing, and will require alterations to the manner in which scholarly accomplishment is evaluated and rewarded. To this end, the Plan presents the following five Strategic Initiatives.

(1) Launch “Grand Challenge Initiatives”

“Grand Challenge Initiatives” are long-term “Big and Bold” research programs that address critical national and international quality of life issues by establishing cross-disciplinary teams of faculty and students who collaborate with the community at large, industry and government agencies.

- Goal 1.1: Develop an Urban Health and Wellbeing (UHW) Grand Challenge within the next 3-5 years.
- Goal 1.2: Improve and expand cross-sector and translational research activities and initiatives with industry, government, nonprofit and other community partners to address important local, national, and global needs.
(2) Expand cross-disciplinary faculty research at IUPUI

IUPUI is known for the cutting-edge research of its faculty, research scientists, professional staff and students, and for the ability of its researchers and scholars to translate research into practical applications for the advancement of society. The academic diversity of the campus creates a rich environment that promotes inter- and multi-disciplinary discoveries and innovations. Federal funding agencies have been placing an increased emphasis on large-scale, team-based research initiatives to address complex and multifaceted problems that require cross-disciplinary collaboration.

- Goal 2.1: Advocate for promotion and tenure guidelines that align faculty rewards with campus goals.
- Goal 2.2: Provide guidance to schools to conduct coordinated recruitment
- Goal 2.3: Explore new strategies and incentives to support research/scholarly productivity among all faculty.

(3) Expand and integrate research experiences for undergraduates across all disciplines through the Grand Challenge Initiatives

IUPUI should establish opportunities for students to engage in, learn from, and contribute to the Grand Challenge initiatives. In doing so, IUPUI would be supporting proven “high impact” practices known to enhance engagement, student success and persistence. Special attention should be paid to ensuring that these experiences are available to students in all disciplines, and to students from traditionally underrepresented or marginalized groups. The goal by 2020 is to provide IUPUI undergraduates with the opportunity for at least one experience relating to a Grand Challenge Initiative. These opportunities would be tiered from in-class research projects, to team-based mentored “field” projects, and ultimately to internship or capstone experiences.

(4) Develop nationally recognized graduate programs in critical areas that cross disciplinary boundaries and expand campus capacity for graduate education

The Grand Challenge Initiatives are highly cross-disciplinary, and graduate programs at IUPUI should reflect this cross-disciplinarity. More formal cross-disciplinary Ph.D. programs will be needed to establish curricula and facilitate the cross-training of students. Greater emphasis should also be placed on developing graduate partnerships and internships between university and industry laboratories. Different models for industry/university partnerships that support graduate training for IUPUI students should be explored.

(5) Encourage wider access to findings and applications from research at IUPUI

As a top urban research university, IUPUI researchers are expanding the frontiers of knowledge, addressing important national and global needs, and transforming knowledge into practices and solutions that improve people’s lives, generate economic growth, and contribute to social wellbeing. Integrating a more robust communications and marketing strategy within the IUPUI research enterprise will solidify and boost the campus’ reputation as a top-tier urban research university. As publishing and dissemination of information evolves, so do the ways that faculty demonstrate the impact of their scholarship. By providing free access to its research and scholarship, IUPUI will show its commitment to civic and community engagement, improve knowledge sharing for urban health and wellness (UHW), boost the scholarly reputation of the campus and its faculty, and facilitate translational and collaborative science. To assess the success of this, new tools and metrics must be developed that will benefit faculty seeking to document the impact of collaborative, community-based and translational research.

- Goal 5.1: Grow effective communication about campus-wide research activities
- Goal 5.2: Facilitate and increase dissemination of research and scholarship
- Goal 5.3: Support new research metrics to assess research impact at all levels
- Goal 5.4: Facilitate data management, reuse and archiving
Introduction

The IUPUI Research Strategic Plan is based on the initiatives presented in the “Innovation and Discovery through Research and Scholarly Activity” portion of the 2013 IUPUI Campus Strategic Plan. A Steering Committee was tasked by the Vice Chancellor for Research to develop an updated and more detailed IUPUI Research Strategic Plan as part of the IUPUI Campus Plan, and to coordinate this plan with the IU School of Medicine’s Transforming Research Initiatives as well as the IU Vice President for Research’s university-wide strategy.

To achieve these goals, the Steering Committee received input from the IUPUI Council of Associate Deans for Research, the IFC Research Affairs Committee, and a Campus Outreach Group that included partners external to the University. Input from the faculty, staff and broader community also was received through three Town Hall Meetings, and a series of Roundtable Discussions about the Grand Challenges during IUPUI’s 2014 Research Day.

The goal for this strategic plan is to build on the unique strengths of the IUPUI campus and its academic units to promote research and creative activity that will have a positive impact locally, nationally, and globally on the health and well-being of individuals, families, and the society. The plan presents an integrated approach that uses outreach initiatives designed to enhance IUPUI’s homegrown and unique strengths in applied research and community engagement. In all cases, these actions seek to enhance innovative, effective, and rewarding research and creative activities among IUPUI faculty and students by building on existing strengths and by addressing known weaknesses and inefficiencies. Some elements of these actions reflect national trends and "best practices" in research while others adhere to those IUPUI-specific practices that are responsible for our reputation as an inclusive and forward-thinking urban campus in disciplines ranging from the health and life sciences and STEM, to the social sciences, arts, and humanities.

The Plan is centered around the establishment of Grand Challenge Initiatives. Other aspects of the plan are intended to foster this primary goal. It proposes that the University focus its energies and its financial resources into areas that can have a significant impact. This will require greater organizational efficiencies and better coordination and collaboration among Schools. The Plan recognizes that traditional approaches to research and scholarly activity are changing, and will require alterations to the manner in which scholarly accomplishment is evaluated and rewarded. To this end, the Plan presents five Strategic Initiatives that emphasize greater cross-disciplinary research at all levels and scholarly programs that incorporate undergraduate and graduate student learning. Each initiative is accompanied by Goals and suggested Action Steps. Appendices for each initiative include: i) projected Timeline with specific implementation steps; ii) suggested Benchmarks by which to evaluate their effectiveness; iii) the offices that could be charged with the primary responsibility for assuring the progress of each initiative; and iv) projected costs (Appendix 1-5). All appendices are available upon request.

(1) Launch “Grand Challenge Initiatives”

“Grand Challenge Initiatives” are long-term “Big and Bold” research programs that address critical national and international quality of life issues by establishing cross-disciplinary teams of faculty and students who collaborate with the community at large, industry and government agencies.

Goal 1.1: Develop an Urban Health and Wellbeing (UHW) Grand Challenge within the next 3-5 years.

The Urban Health and Wellbeing (UHW) Grand Challenge has six pillars, which represent broad areas of research emphasis that will contribute to the economic growth and social advancement of Indiana, the
nation, and beyond and advance the public good to benefit humanity as a whole. These include research into Environmental and Human systems; Social Networks; Public Health and Medicine including Access to Healthcare; Economic Inequality, and Quality of Life issues. Each of these pillars includes several more focused areas of potential research that cross disciplinary boundaries, resting on the foundations of Sustainability, Economic Development, Education and Public Policy, which are components of all areas. The UHW Grand Challenge will focus IUPUI’s energies on clear, targeted goals that maximize the University’s potential to compete nationally for highly competitive research grants. It is expected that the “Grand Challenge Initiatives” will foster the growth of major high-impact and synergistic trans-disciplinary research and creative activities at IUPUI that are well supported by external funding sources. Locally, the Grand Challenge is intended to foster a campus culture of inquiry, creativity, and inclusiveness that will encourage faculty to engage in high-quality research and creative activities with each other, their students, and Indianapolis and its citizens. More details on the UHW Grand Challenge can be found in Appendix 1A.

Action Steps

- Establish a Grand Challenge Planning Committee consisting of IUPUI faculty and administrators as well as community representatives from Central Indiana to develop the operational structure of the UHW Grand Challenge and oversee its implementation.
- Appoint an Executive Director and support staff to direct the UHW Grand Challenge and secure funding.
- Establish a community hub in Indianapolis that will serve as a gateway to seek input on UHW Grand Challenge research projects and disseminate research findings to the residents of Greater Indianapolis.
- Leverage the Signature Centers Initiative program in support of the Grand Challenge Initiatives to provide funding for UHW related research activities.
- Invite external speakers to educate/train IUPUI investigators on the various aspects of participatory community research best practices.

Goal 1.2: Improve and expand cross-sector and translational research activities and initiatives with industry, government, nonprofit and other community partners to address important local, national, and global needs.

Action Steps

- Create an active database of community-engaged researchers and scholars, review mechanisms for tracking community engagement, establish benchmarks and assess impact.
- Identify or establish funding streams campus-wide for support of community-engaged and globalization-relevant research projects.
- Grow research partnerships and initiatives with industry and other institutions on inventions and sale of commercial products through systematic development of programs and resources, which provide solutions to industry research and training needs.
- Encourage technology transfer as a performance criterion for faculty by expanding incentives for faculty and staff to engage in research commercialization.
- In collaboration with IURTC and the SpinUp program, develop a “road-map” for faculty and staff engagement in commercialization and start-up company efforts.
- Create a “Collaboratory”—a virtual and personal clearinghouse within OVCR to respond quickly and easily to research requests and opportunities from external entities through the establishment of a comprehensive database and social networks.
- Determine approach and budgetary support that emphasizes the importance of faculty research that is international and/or is focused on addressing the opportunities and challenges associated with globalization.
(2) Expand cross-disciplinary faculty research at IUPUI

IUPUI is known for the cutting-edge research of its faculty, research scientists, professional staff and students, and for the ability of its researchers and scholars to translate research into practical applications for the advancement of society. The academic diversity of the campus creates a rich environment that promotes inter- and multi-disciplinary discoveries and innovations. Federal funding agencies have been placing an increased emphasis on large-scale, team-based research initiatives to address complex and multifaceted problems that require cross-disciplinary collaboration.

Goal 2.1: Advocate for promotion and tenure guidelines that align faculty rewards with campus goals.

Promotions and Tenure policies should recognize changes that have occurred in recent years in faculty work and productivity. These include but are not limited to team science and other collaborative formats, technology transfer and commercialization efforts, as well as nontraditional forms of scholarship and creative activities.

Action Steps

- Develop incentives for faculty to participate in team science and other collaborative formats for complex project research in all academic disciplines.
- Develop and enumerate new incentives for faculty to participate in entrepreneurial and translational work.
- Track research productivity/creative activity for each academic unit based on measurable metrics: publications (including nontraditional scholarship), exhibitions, performances, commissions, public engagement projects, student research projects, entrepreneurial activity and funding attached to each outcome measure.
- Develop a new Promotions and Tenure policy that recognizes faculty accomplishment in areas related to creative work; team and public scholarship; mentoring of student research; and nontraditional forms of publication.

Goal 2.2: Provide guidance to schools to conduct coordinated recruitment

IUPUI should provide incentives to recruit new faculty into areas related to campus priorities (e.g. the Grand Challenges) through cluster hiring by the appropriate schools and strengthen efforts to diversify the faculty intellectually and culturally. Incentives could include partial salary support, following a model established by START, and central support of matching contributions for startup funds.

Action Steps

- Establish new mechanisms for coordinating faculty recruitments across schools through the Office of Faculty and Academic Affairs (FAA).
- Establish a pool of funds to facilitate cluster hires and high priority recruitments with equal contributions by the campus and by schools wishing to solicit other schools to partner in recruitment in high priority areas.

Goal 2.3: Explore new strategies and incentives to support research/scholarly productivity among all faculty.
Collaborative initiatives within or outside research center activities must have an avenue for support. Pooling and/or leveraging internal resources from several different school- and campus-based sources currently used to support research projects/programs could provide the flexibility to respond to either worthy small proposals, or larger requests for seed funding with the potential for greater return. Some of this funding should target expansion of support mechanisms specifically for creative and humanistic research, e.g. IU New Frontiers in the Arts and Humanities, and IUPUI Arts and Humanities Internal Grant Program (IAHI). In addition, funding is needed for faculty who encounter a funding gap to create greater stability in the research enterprise, and encourage retention of laboratory staff, who are already knowledgeable and trained.

**Action Steps**

- Implement a policy for return of a portion of indirect costs to any campus designated/recognized Research Center for extramurally funded proposals that were submitted through the Center or received Center support to cover administrative costs and ensure center sustainability.
- Establish salary savings programs within every academic unit to secure flexible funds that can be used as bridge funds by successful faculty.
- Track research productivity in measurable outcomes (goal 2.1) and internal financial support (measured in $) and other types of internal support (course release, graduate student assistants, travel funds in support of research) to establish correlation.

(3) **Expand and integrate research experiences for undergraduates across all disciplines through the Grand Challenge Initiatives**

IUPUI should establish opportunities for students to engage in, learn from, and contribute to the Grand Challenge initiatives. In doing so, IUPUI would be supporting proven “high impact” practices known to enhance engagement, student success and persistence. Special attention should be paid to ensuring that these experiences are available to students in all disciplines, and to students from traditionally underrepresented or marginalized groups. The goal by 2020 is to provide IUPUI undergraduates with the opportunity for at least one experience relating to a Grand Challenge Initiative. These opportunities would be tiered from in-class research projects, to team-based mentored “field” projects, and ultimately to internship or capstone experiences.

**Action Steps**

- Develop a Grand Challenge Scholars’ Program that recruits interdisciplinary teams of students to contribute to aspects of the Big and Bold Initiatives Program.
- Develop research opportunities in the Summer Diversity Research Scholars Program tied to the Urban Health and Wellness Grand Challenge Initiative.
- Develop plans in every school for engaging students in research related to the Urban Health and Wellness Grand Challenge Initiative.
- Develop and support a student-led Innovation and Entrepreneurship Center.
- Seek external funding to support undergraduate research tied to the IUPUI Grand Challenges Initiatives.

(4) **Develop nationally recognized graduate programs in critical areas that cross disciplinary boundaries and expand campus capacity for graduate education**

The Grand Challenge Initiatives are highly cross-disciplinary, and graduate programs at IUPUI should reflect this cross-disciplinarity. More formal cross-disciplinary Ph.D. programs will be needed to establish
curricula and facilitate the cross-training of students. Greater emphasis should also be placed on developing graduate partnerships and internships between university and industry laboratories. Different models for industry/university partnerships that support graduate training for IUPUI students should be explored.

Action Steps

- Encourage training grants that require interdisciplinary mentoring.
- Create formal cross-disciplinary tracks for existing PhD programs or other terminal graduate degree programs.
- Develop programs that cross disciplines from existing degree programs by engaging multiple faculty and programs involved with the Grand Challenge Initiatives.
- Establish Advisory Boards that include Community Partners to help identify research questions of community interest that could attract PhD students and also support the overall goals of the Grand Challenge.
- Merge PhD programs graduating fewer than 5 students in three years to reduce administrative burdens and enhance research productivity.
- Establish an Advisory Board of IUPUI investigators and representatives from local industries to develop graduate/industry partnership programs, identify research projects and select students.

(5) Encourage wider access to findings and applications from research at IUPUI

As a top urban research university, IUPUI researchers are expanding the frontiers of knowledge, addressing important national and global needs, and transforming knowledge into practices and solutions that improve people’s lives, generate economic growth, and contribute to social wellbeing. Integrating a more robust communications and marketing strategy within the IUPUI research enterprise will solidify and boost the campus’ reputation as a top-tier urban research university. As publishing and dissemination of information evolves, so do the ways that faculty demonstrate the impact of their scholarship. By providing free access to its research and scholarship, IUPUI will show its commitment to civic and community engagement, improve knowledge sharing for urban health and wellness (UHW), boost the scholarly reputation of the campus and its faculty, and facilitate translational and collaborative science. To assess the success of this, new tools and metrics must be developed that will benefit faculty seeking to document the impact of collaborative, community-based and translational research.

Goal 5.1: Grow effective communication about campus-wide research activities

Currently, multiple communication and marketing strategies are being implemented by various units across the campus to promote a diverse array of research and creative activity conducted by faculty, students and staff. Marketing and communications efforts must be centralized and strengthened in order to expand opportunities for research outreach, community-engaged research, and commercialization.

Action Steps

- Hire a full time communications and marketing professional within OVCR who will serve as the liaison between OVCR and other campus/university units to promote IUPUI’s diverse and robust research enterprise, thus broadening its visibility and improving its reputation as a world-class research institution.
- Hire or consult with communication experts to develop a strategic communication plan and industry relation strategy to build awareness of IUPUI researchers and research strength.
- Establish quarterly meetings with key university leadership to develop and communicate research outreach and commercialization strategies to all stakeholders.
Goal 5.2: Facilitate and increase dissemination of research and scholarship

Current means of communication must be evaluated to determine whether they are effective in a new age of electronic media. Studies have shown when institutions maintain a collaborative, engaged, and connected environment they excel above their counterparts. This is especially true in large organizationally diverse institutions such as IUPUI. Today there are numerous tools available to facilitate collaboration. The emergence of “social” networking technology will accelerate enterprise-wide collaboration and communication. To increase interactive communications between previously siloed/insulated entities, a “virtual glass wall” can be created where information can be viewed, discussed and used by all invited members. Institutions are beginning to embrace this networking concept, with enterprise collaboration sites for their internal and external constituents.

Action Steps

- Complete a feasibility study to determine the viability of developing a Virtual Research Collaboration Network at IUPUI and launch such network if viable.
- To facilitate open access publishing increase availability of funds to support article processing fees.
- Launch at least one new open access journal to support the UHW Grand Challenge Initiative or another innovative, collaborative or translational domain of scholarship.
- Adopt opt-out open access scholarly archiving policies.
- Increase compliance with federal public access policies through campus-wide outreach and compliance tracking.

Goal 5.3: Support new research metrics to assess research impact at all levels

As publishing and dissemination evolves, so do the ways that faculty demonstrate the impact of their scholarship. Journal and publisher reputation may be supplemented with item level metrics. The tools and approaches to support these new metrics will benefit faculty seeking to document the impact of collaborative, community-based and translational research.

Action Steps

- Launch outreach and education services to encourage faculty to adopt ORCID author identifiers in order to “easily and uniquely attach their identities to research objects such as datasets, equipment, articles, media stories, citations, experiments, patents, and notebooks” (orcid.org).
- Support the adoption of researcher profiles by leveraging IUPUI’s open access repositories, IUPUIScholarWorks and IUPUIDataworks.
- Deploy alternative metrics tools (e.g. ImpactStory, Altmetrics.com) within IUPUI’s open access repositories.
- Offer training to faculty seeking to use new metrics in demonstrating scholarly impact.
- Develop guidance for faculty P&T committees regarding new research metrics and related tools.

Goal 5.4: Facilitate data management, reuse and archiving

Collaborative cross-disciplinary science often involves various data sources and large datasets. There is a need for adherence to consistent research data and knowledge management best practices as well as new approaches to address related cost and time increases.
**Action Steps**

- Provide workshops to support effective practices in data management, with an emphasis on data integrity, transparency, reproducibility and preservation.
- Develop data management and sharing plans for all UHW, Grand Challenge initiatives and Signature Centers.
- Track and report implementation of data management plans and reuse of shared data to participating research units.
APPENDIX 1A

The Grand Challenges

Grand Challenge Initiatives: These are long-term “Big and Bold” research programs that address critical national and international quality of life issues by establishing trans-disciplinary teams of faculty and students who work in collaboration with Indianapolis and Indiana communities and citizens. Develop at least one new Big and Bold project of this type within the next 3-5 years.

One recent initiative of the Obama Administration, an element of the President’s *Strategy for American Innovation*, is to promote and expand the research that universities are doing by encouraging them to identify and pursue “ambitious but achievable” research programs that require collaborations with industry, local and state government, and not-for-profit community organizations. These “Big and Bold” research programs are called Grand Challenges, and are intended to couple innovative science and technology to address important national or global problems that are difficult to solve through individual investigator-initiated research. The Grand Challenges are expected to “catalyze breakthroughs that advance national and global priorities,” create new jobs and whole industries, and expand the human knowledge base.

Urban Health and Wellbeing (UHW) has been identified as IUPUI’s first Grand Challenge Initiative. Its vision is to serve humanity through betterment of health and wellbeing of urban communities in Indiana and beyond. Its mission is to enhance through innovative and coordinated research, education, and strategic partnerships the health and wellbeing of the Indianapolis community, establishing a national model to holistically address major challenges faced by urban communities in Indiana and beyond.

The UHW Grand Challenge has six pillars, which represent broad areas of research emphasis (Figure 1). These include research into Environmental and Human systems; Social Networks; Public Health and Medicine including Access to Healthcare; Economic Inequality, and Quality of Life issues. Each of these pillars includes several more focused areas of potential research that cross disciplinary boundaries. The pillars are not isolated silos, but display in graphic format the many opportunities to cross disciplines to form new collaborative arrangements. These areas rest on the foundations of Sustainability, Economic Development, Education and Public Policy, which are components of all areas.

The UHW Grand Challenge will focus IUPUI’s energies on clear, targeted goals that maximize the University’s potential to compete nationally for highly-competitive research grants. This will be accomplished through support for the development and implementation of effective research programs that involve collaboration among IUPUI, industry, governmental and community agencies. It is expected that the “Grand Challenge Initiatives” will foster the growth of major high-impact and synergistic trans-disciplinary research and creative activities at IUPUI that are well supported by external funding sources. Locally, the Grand Challenge is intended to foster a campus culture of inquiry, creativity, and inclusiveness that will encourage faculty to engage in high-quality research and creative activities with each other, their students, and the community at-large. The result of the successful Grand Challenge Initiative will be to improve the lives of Indianapolis residents through better healthcare, higher quality of life, enhanced education,
increased access to economic opportunities, and more effective social networks. In part this will be accomplished by establishing a multi-service health and wellbeing community hub with supportive networks in collaboration with partnering entities in Indianapolis. As the research and collaborations develop, IUPUI will disseminate its findings and share best practices with urban communities in Indiana and beyond with the goal to sustain an improvement in the quality of urban life for everyone.

**Figure 1.** Schematic overview of the *Urban Health and Wellbeing* IUPUI Grand Challenge.
APPENDIX 1B

(1) Launch “Grand Challenge Initiatives”

Goal 1.1: Develop an Urban Health and Wellbeing (UHW) Grand Challenge within the next 3-5 years.

Timeline and Benchmarks for Success

(1) By 2016: the Director, Operations Manager, and clerical support for the first Grand Challenge (UHW) have been appointed
(2) By 2016: a plan resulting in the training of a core of IUPUI investigators in participatory community research has been developed and executed
(3) By 2016: a community hub is staffed and operating in Indianapolis
(4) By 2017: increase in peer-reviewed publications or other scholarly works identified as a component of the first Grand Challenge (requires establishing a baseline in 2015)
(5) By 2017: significant philanthropic support for the UHW Grand Challenge has been secured
(6) By 2017: working relationships with relevant local and state governmental agencies in support of the UHW Grand Challenge have been expanded
(7) By 2018: all administrative costs for the Director, Operations Manager, and clerical support for the first Grand Challenge (UHW) are supported through indirect cost return from related external awards.
(8) By 2019: Signature Centers associated with the first Grand Challenges will be self-supporting administratively through return of indirect costs.
(9) By 2020: the operational infrastructure and internal funding mechanisms for the second Grand Challenge initiative has been established.

Primary Responsibility: Office of the Vice Chancellor for Research (OVCR)

Costs (Annual)

These costs are estimated based on the initial, single Grand Challenge. These costs would be duplicated for each additional Grand Challenge.

Operational (50% Director, 100% Operations Manager, Clerical support) $325,000
Internal Funding for Centers related to Grand Challenge, 2/yr* 100,000
Pilot Project program related to GC areas, @ $50,000/Topic Area 250,000
Community Hub – physical presence 150,000

* Each Center is supported by the OVCR at $50,000/yr; matching funds of $50,000/yr are provided by the units supporting the centers in the Signature Centers Initiative.

TOTAL ANNUAL COSTS: $825,000
Goal 1.2: Improve and expand cross-sector and translational research activities and initiatives with industry, government, nonprofit and other community partners to address important local, national, and global needs.

**Timeline and Benchmarks for Success**

1. By 2016: A Faculty Learning Community for cross-sector and translational research to cultivate faculty leadership and mentorship for cross-sector and translational research and scholarship has been established.
2. By 2016: A comprehensive campus plan for cross-sector research will have been created, which includes an active database of community-engaged researchers and scholars and impact measures for cross-sector research.
4. By 2016: Increase in the number of faculty and staff involved in cross-sector research and identified as translational scholars (establish a 2015 baseline).
5. By 2016: Recognition of cross-sector researchers at campus events.
6. By 2016: An operations manager for the collaboratory is hired who will develop an information network in partnership with the University Library (see goal 5.2) to capture faculty scholarship.
7. By 2017: Increase in peer-reviewed publications or other scholarly works related to cross-sector research (establish a 2015 baseline).
9. By 2018: New multidisciplinary cross-sector research partnerships have secured substantial external funding.
10. By 2018: Identify at least five success stories demonstrating the real impact of community-engaged research on community programs/development.
11. By 2018: Increased number of faculty and staff engaged in commercialization and start-up company efforts (establish a 2015 baseline).
12. By 2019: IUPUI will host a national conference highlighting cross-sector research.

**Primary Responsibility:** Office of the Vice Chancellor for Research (OVCR) in collaboration with the Office of Community and Regional Engagement.

**Costs (Annual)**

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<thead>
<tr>
<th>Item</th>
<th>Amount</th>
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<tr>
<td>Conference funds for national conference on engagement</td>
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<td>Development of information systems (one time only)</td>
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<td>OVCR Operations Manager for collaboratory</td>
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<tr>
<td>Support/clerical staff</td>
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</table>

**TOTAL ANNUAL COSTS**  $205,000 (+ one-time $30,000 development cost)
APPENDIX 2

(2) Expand cross-disciplinary faculty research at IUPUI

Goal 2.1: Advocate for promotion and tenure guidelines that align faculty rewards with campus goals.

Timeline and Benchmarks for Success
1. By 2016: Formal written incentives have been developed within Schools to encourage faculty to engage in team science
2. By 2016: The current system for Faculty Annual Reports will have been entirely re-organized to more easily track faculty research contributions, especially those that are collaborative
3. By 2016: The P&T guidelines have been revised and are being implemented
4. By 2019: significant increase in the number of faculty being promoted on the basis of collaborative work, nontraditional forms of publication, and/or translational research and creative work

Costs
Monetary costs would depend on the extent to which the campus wishes to provide financial rewards and incentives for entrepreneurial and translational work, creative work, team scholarship, and public scholarship. Costs for this initiative are rather viewed in terms of human capital and the significant amount of faculty and staff time that will be required to re-evaluate, discuss, and re-write promotion and tenure guidelines. Although this can be supported and encouraged by the OVCR, the initiative must be driven centrally by campus administration and by each School individually. However, the OVCR will advocate for the Promotion and Tenure Committees to consider publications and grants reflecting team science as a desired outcome for both promotion and tenure.

Primary Responsibility: IUPUI Office of Academic Affairs

Goal 2.2: Provide guidance to schools to conduct coordinated recruitment

Timeline and Benchmarks for Success
1. By 2016: New mechanisms for coordinating faculty recruitments across schools have been established. The Office of Faculty and Academic Affairs (FAA) will be pro-active in collecting information from the schools on their hiring priorities for each recruitment season and will seek to identify areas of overlap or synergy, particularly those aligned with priorities such as the Grand Challenges.
2. By 2016: A pool of funds to facilitate cluster hires and high priority recruitments has been established. Schools wishing to solicit other schools to partner in recruitment will pay into the fund for a particular hire, with equivalent campus match provided if the hire is in a high priority area.
Costs (Annual)
Actual costs will depend on which areas the campus decides to promote, which Schools these are in (startup costs vary considerably across disciplines), and how many faculty the campus determines is necessary to form a critical mass. Assuming an average cost of $200,000 per faculty member for startup costs, and an average of three cluster recruitments per year, and assuming that 50% of the costs would be borne by the School/Department that is recruiting, then an estimated cost to the campus could be $300,000/year.

Primary Responsibility: Office of the Vice Chancellor for Research (OVCR), Office of Academic Affairs, and the Schools

Costs (Annual)
Cluster recruitment, 3/yr at $200,000 ea, shared 50% with Schools $300,000

TOTAL ANNUAL COSTS: $300,000

Goal 2.3: Explore new strategies and incentives to support research/scholarly productivity among all faculty.

Timeline and Benchmarks for Success
(1) By 2015: A policy for return of a portion of ICR to campus designated/recognized Research Centers for extramurally funded proposals has been established and is being implemented.
(2) By 2016: Salary savings programs within the Schools have been established.
(3) By 2016: A system that allows pooling and/or leveraging of internal resources from several different school- and campus-based sources has been established.
(4) By 2016: Benchmarks to be evaluated against faculty research productivity/creative activity in baseline years 2005, 2010, 2014 and 2015 have been developed based on Faculty Annual Reports.
(5) By 2019: Parallel increases in indirect dollars returned to the faculty, and an increase in salary savings programs by the Schools is documented

Primary Responsibility: Office of Academic Affairs; Office of the Vice Chancellor for Research (OVCR)

Costs (Annual)
Development/modification of existing software for Faculty Annual Reports 50,000
Tracking productivity and develop reports with appropriate metrics 15,000
Enhance administrative capacity to support pooling of internal funding resources for grant applications 25,000

TOTAL ANNUAL COSTS: $90,000
APPENDIX 3

(3) Expand and integrate research experiences for undergraduates across all disciplines through the Grand Challenge Initiatives

**Timeline and Benchmarks for Success**

1. By 2016: All undergraduate degree granting schools will have at least one first-year course tied to Grand Challenge questions, utilizing course-based or “authentic research”
2. By 2017: The Grand Challenge Scholars program and an associated effective assessment strategy for documenting learning outcomes and student success will be well integrated with the Grand Challenge initiative and a functioning part of the campus-wide effort to develop strong community-relevant research.
3. By 2017: IUPUI will have an active student-run Innovation and Entrepreneurship Center (IEC)
4. By 2018: Paralleling benchmarks for the Grand Challenge Initiative, the number of undergraduates involved in institutionally sponsored mentored research will double (from 200 to 400 students)
5. By 2018: The number of students from under-represented populations involved in institutionally supported mentored research will double, from forty students to 80 students.
6. By 2019: The number of students in the Diversity Scholars Research Program will double from 26 to 52.
7. By 2020: At least 100 students from under-represented minorities will be conducting mentored research tied to Grand Challenge initiatives.
8. By 2020: IUPUI undergraduates will have had the opportunity for at least one experience tied to the Grand Challenge Initiative (either through course-based projects or mentored research projects, internship or other RISE experiences).
9. By 2020: The student IEC will be self-sustaining through community and corporate sponsorship

**Primary Responsibility:** Center for Research and Learning (CRL)

**Costs (Annual)**

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
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<tr>
<td>Grand Scholars Program, 8 teams of 5 students @ $20,000</td>
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<tr>
<td>Doubling of Diversity Scholars Research Program (to 52 by 2019)</td>
<td>249,600**</td>
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<td><strong>TOTAL ANNUAL COSTS:</strong></td>
<td><strong>$409,600</strong></td>
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</tbody>
</table>

* funded through the Office of Academic Affairs; estimate based on current cost of a MURI team ($20,000)

** funded through the Office of Academic Affairs; cost for an additional 26 students (based on a per student cost of $9,600 per year)
(4) Develop nationally recognized graduate programs in critical areas that cross disciplinary boundaries and expand campus capacity for graduate education

Timeline and Benchmarks for Success
(1) By 2016: Establish the baseline data to document how many students are in cross-disciplinary programs.
(2) By 2016: Increase the number of students in cross-disciplinary tracks by 10%/year both with students switching from single to cross-disciplinary tracks and with new students who applied directly to the cross-disciplinary track.
(3) By 2016: Increase funding for PhD students working in the area of the Grand Challenge.
(4) By 2016: At least four PhD programs will have faculty and students working collaboratively on research related to the Grand Challenge.
(5) By 2016: Advisory Boards in partnership with community agencies have been established and have identified research questions of interest to the community or industry.
(6) By 2017: PhD programs graduating fewer than 5 students in three years will have been expanded or absorbed into larger programs by taking advantage of opportunities afforded by work on the Grand Challenge.
(7) By 2017: Increase both the number of applications received for programs associated with the Grand Challenge and the number of students who matriculate into these programs by 20%.
(8) By 2017: PhD students are being routinely placed into paid internship/research positions in partner institutions outside IUPUI, working on projects that serve as part of the student’s dissertation project.
(9) By 2018: IUPUI will have doubled the number of extramurally sponsored Training Grants compared to 2014.
(10) By 2020: Document the effect of cross-disciplinary training on job placement success by following career paths for students graduating from the cross-disciplinary tracks versus single tracks. Indicators include: placement rate, array of jobs offered, placement into permanent positions, or job satisfaction reported by placed students.

Primary Responsibility: IUPUI Office of Graduate Affairs

Costs (Annual)
The initial costs would be in faculty time to develop the plans of study and the proposals for official cross-disciplinary tracks, as well as staff time in the Graduate Office to assist getting these changes institutionalized.

Fellowships for PhD students working in the area of the GC 400,000
   (4 programs, 2 students ea., full support incl. tuition, insurance, stipend)
Development of T32 or other training programs within the GC 75,000
   (Assuming matching funds, 0.25 FTE faculty administrator & 0.5 FTE staff support)
Central coordinator, faculty fellow, 0.5 FTE 50,000
Data gathering and analysis, assessment, staff, 0.5 FTE 25,000

TOTAL ANNUAL COSTS: $550,000
(5) Encourage wider access to findings and applications from research at IUPUI

**Goal 5.1: Grow effective communication about campus-wide research activities**

*Timeline and Benchmarks for Success*

1. By 2016: A communication expert has been hired in OVCR.
2. By 2016: 30% increase in the number of visitors to the OVCR website as a result of it being restructured and updated
3. By 2017: 50% increase in the number of IUPUI research related stories covered by external media outlets
4. By 2017: IUPUI has improved its national rankings as an urban research university

*Primary Responsibility:* Office of the Vice Chancellor for Research (OVCR)

**Goal 5.2: Facilitate and increase dissemination of research and scholarship**

*Timeline and Benchmarks for Success*

1. By 2016: An enterprise network software operator system (UCI) will be identified for dissemination of research and scholarship among IUPUI faculty.
2. By 2016: All faculty have been introduced to opt-out open access policies and self-archiving support service on campus.
3. By 2016: The IUPUI Open Access Fund is refunded and re-launched with fewer restrictions on use.
4. By 2016: All UHW and Grand Challenge units adopt opt-out open access policies within the first year of operation.
5. By 2017: A human machine interface (HMI) will be integrated with UCI to create a Virtual Research Collaboration Network.
6. By 2017: Annual increase in number of open access articles published by IUPUI faculty equals or exceeds international norms.
7. By 2017: Majority of faculty have received information about compliance with the forthcoming federal public access policies and IUPUI compliance rate with NIH Public Access Policy exceeds 90% for all funded articles published in 2016.
8. By 2018: More than 25% of all annually published, IUPUI faculty articles will be archived in IUPUIScholarWorks within one year of publication.

*Primary Responsibility:* Office of the Vice Chancellor for Research (OVCR), University Library

**Goal 5.3: Support new research metrics to assess research impact at all levels**

*Timeline and Benchmarks for Success*

1. By 2016: All UHW, Grand Challenge and Signature Center researchers adopt ORCID within the first year of operation.
2. By 2016: A majority of IUPUI faculty have registered on ORCID.
(3) By 2016: IUPUI’s open access repositories meet the technical specifications to support alternative metrics tools.
(4) By 2018: Increased use of new research metrics observed in successful IUPUI promotion and tenure dossiers.

Primary Responsibility: University Library

Goal 5.4: Facilitate data management, reuse and archiving

Timeline and Benchmarks for Success

Benchmarks for Success
(1) By 2016: A data management plan and sharing plan has been developed and is being implemented by all faculty and staff involved with the Grand Challenge and Signature Centers Initiatives.
(2) By 2016: IUPUI faculty research data related to UHW are made available by deposit into subject (e.g., ICPSR, Data Dryad) and institutional repositories (e.g., IUPUI DataWorks).
(3) By 2017: Implementation of data management plans and reuse of shared data are tracked and reported to participating research units.

Primary Responsibility: University Library

Costs for Goals 5.1-5.4:

Costs (Annual) for OVCR
FTE Communication and Marketing Professional (100% FTE) $70,000
Marketing resources and tools (ads placement, production, etc.) $30,000
HMI platform development and testing $20,000

TOTAL ANNUAL COSTS $120,000

Costs (Annual) for University Library
1, 75% of FTE Digital Scholarship Data Services Librarian $50,400*
1, 75% of FTE Scholarly Communications Librarian $50,400*
1, 100% FTE Digital Scholarship Programmer $91,000
1, 25-30 hr, Data Services Graduate Assistant $18,000
1, FTE Staff Scholarly Communications Assistant $58,800
1, 50% of FTE Repository Data Entry Assistant $21,700*
IUPUI Open Access Fund $50,000
IUPUI Open Access Journal Start Up Grants $5,000
ORCID membership $25,000

TOTAL ANNUAL COSTS: $370,300
* In Kind contributions (work already being done by University Library employees) totals $122,500.
Sexual and Relationship Violence Prevention and Response at IUPUI

Kathy Grove, Office for Women
Brian Tomlinson, Student Conduct
Julie Lash, CAPS
Legislation & Policies

**Federal Legislation**

- Title IX
- Clery Act
- VAWA/Campus SaVE Act
  - Expansion of crimes to be reported
  - *New legislation expected soon*

**University Policies and Procedures**

- Education and Prevention
- Reporting
- Advocacy and Response
- Protective Measures
- Sanctions
Education & Prevention

• Online education: Haven
  • all incoming undergraduate students
  • targeted student populations
• Bystander intervention training
• Social marketing campaign
• JagNation – culture of care
Advocacy and Response

Sexual Assault Education and Prevention Specialist

• Prevention and education – programming
• Advocacy – 1-1 assistance and support

Center of Hope

• Staffed by Sexual Assault Nurse Examiners, specially trained to provide crisis support, gather forensic evidence, conduct a medical exam, and assist survivors in arranging follow-up care.
• MOU with Methodist location
Student Resources

Confidential
Sexual Assault Education and Prevention Specialist
CAPS
Student Health

Protective Measures
Dean of Students Office
Student Conduct
Office of Equal Opportunity
Responsible Employee

- All employees that supervise, advise, instruct, or directly interact with students and those whom students might reasonably believe have some authority to take action on behalf of the University have a duty to report their knowledge of such conduct.

Responding to Sexual Misconduct
An Employee Guide
Reporting Options

• Emily Springston, University Title IX Coordinator (812-855-4889/ emapatte@iu.edu)

• Kim Kirkland, IUPUI Deputy Title IX Coordinator (317-274-2306/ kirkland@iupui.edu)

• Brian Tomlinson, IUPUI Director of Student Conduct (317-274-4431/ betomlin@iupui.edu)
What happens next?

• After the Title IX Coordinator or a Deputy Coordinator receives a report of sexual assault or violence, they will initiate contact with the individual to offer assistance and ensure that he or she has information regarding University and community resources and is aware of his or her reporting options, rights, and protections under the law and University policy.

• The individual will not be required to bring a formal complaint, file a formal report with police, or participate in any university investigation or procedures unless they so choose. Information gathered will be used for mandatory reporting purposes and to assist the University in preventing future incidents.
Student Conduct Process

• Initial meeting is to provide resources and support, explain options available within the university process

• Student Conduct will conduct a thorough investigation into the matter reported
  • Interviews: Complainant/Victim, Respondent, Witnesses
  • Investigating conduct officer will approach the complainant using a “trauma-informed practice”

• The complainant and respondent both have full and equal opportunity in the process
  • Access to the investigative findings
  • Opportunity to participate in a hearing and submit and appeal
A Culture of Prevention and Support
Factors Impacting Long Term Effect

Victim
- Age and developmental stage of the survivor
  - Adolescent survivors are more vulnerable
- Previous experience with stress
- Coping resources

Perpetrator
- Relationship with the offender
- Degree of the violence used

Environment
- Social and cultural influences
- Support systems
- Attitude of those immediately contacted after the assault
Physiological responses

• Our minds and bodies respond to trauma at an instinctual level as danger

• Responses are survival based:
  • Fight--------Flight--------Freeze

We remember trauma less in words and more with our feelings and our bodies

([van der Kolk & Fisler, 1995])
Post-Trauma Reactions

This initially applies to virtually ALL people that have been victimized – particularly relevant to FIRST RESPONDER interactions

- Physical and psychological boundaries have been violated
- Sense of safety has been taken
- Confusion & numbness
- May blame self in attempt to understand/control
- Fearful of everyone
- Wants to forget/pretend it didn’t happen
- Feels damaged
- Hopeless
- Suspicious of others
To respond in a way that will help the person start the process of healing,

- Believe them
- Listen without judgment
- Be supportive and patient
- Avoid questions – especially those that may imply blame
- Avoid using words like “Why?” or “Should”
- Ask how you can help
- Remind them that the assault is not their fault
- Empower them and help them regain control by letting them decide what to do
There is no need to ask about the assault. Rather, focus on what the survivor may need in the moment.

- “I am sorry this happened to you.”
- “How can I help?”
- “Do you have a safe place to be?”
- “Have you had a chance to see a doctor?”
- “I am glad you shared this with me.”
- “Thank you for telling me.”
- “What happened is not your fault.”
- “I believe you.”
Responding

Do not...

• promise absolute confidentiality.
• pressure the individual to provide more information than he or she is comfortable sharing.
• try to counsel.
• share personal information or facts with others unless instructed by the Title IX Coordinator(s) or their designees.
Responding

Do...

• listen, provide helpful information about campus policies, and refer to appropriate resources.
• take care to protect the privacy of all involved.
• Report the incident to campus Title IX coordinator(s).
• learn more about the available resources and applicable University policies and procedures and share this information.
• visit stopsexualviolence.iu.edu.

Encourage the individual to...

• visit the Center of Hope or campus health center if they have not already done so.
• seek counseling services offered by the University or community.
• consider filing a report with law enforcement.
Where to find information

• IUPUI:
  • Student Affairs -> Student Rights & Responsibilities ->
    Sexual Assault and Relationship Violence
  • Sexual Assault Prevention, Intervention and Response Task Force
  • [http://sapir.iupui.edu](http://sapir.iupui.edu)

• Indiana University
  • [http://stopsexualviolence.iu.edu](http://stopsexualviolence.iu.edu)
Presentation of School of Education Policy Council Resolution

Erik Tillema
Therefore, be it resolved that the faculty of the IUB-IUPUI School of Education, through its Policy Council, while appreciative of recent gestures to involve faculty in the review process, nonetheless strongly disapproves the lack of prior faculty consultation or input in the formulation of “Bicentennial Priority Three: Re-Imagining Education” of the Strategic Plan, and in accordance with the faculty’s constitutional legislative authority calls for, in the strongest possible terms, full participation in the selection of the BRRC, and in any decisions regarding the organizational or programmatic structure of the School of Education pursuant to the BRRC’s recommendations. Be it further resolved that this Policy Council expects the process for determining an Interim Dean for the School of Education to be established in a timely manner, include significant faculty input, and articulate a procedural timeline.
Summary of Concerns

- Faculty were not initially consulted to put together the BRRC.
- Faculty were not initially consulted on what the charge of the BRRC would be.
- The BRRC did not seem consistent with any of the campus strategic plans.
- Faculty are aware of the education climate/landscape and are already working to address the issues that face the school of education.
- General concern about the extent to which recent reorganizations have taken into account faculty feedback.
Resolution of Stance on Indiana University’s Bicentennial Strategic Plan’s “Priority Three: Re-Imagining Education”

Passed by unanimous vote of the Indiana University School of Education Policy Council (IUB-IUPUI) on November 19, 2014

Whereas the Constitution of the Faculty of Indiana University explicitly provides legislative authority to faculty on “standards and procedures for creation, reorganization, merger, and elimination of academic programs and units,” (ACA-04, Article 2, Section 2.2, C.), and the Constitution of the Faculty of the IU-IUPUI School of Education provides such legislative authority to faculty on “planning, review, and advisement regarding the organizational structure of the School of Education as it relates to curriculum and programs, including those pertaining to service, research and development,” (Article 4, Section 1, C.), and

Whereas the President’s Office has unilaterally announced in its draft of the Bicentennial Strategic Plan the formation of a “Blue Ribbon Review Committee” (BRRC) to conduct an external review of the IU School of Education and provide a report, and

Whereas the Strategic Plan states that this report will “inform the future structure, direction, and approach of the Schools of Education on all campuses…and form the basis for a thorough, university-wide evaluation, in full accordance with IU’s traditions of shared governance, of the structure and organization of education at IU” (p. 16), and

Whereas the period of open comment on the Strategic Plan is unusually short (a little more than a month), and there is no indication of how such input might alter the version of the plan that gets presented to the Board of Trustees for approval only 2 weeks later, on December 4th, and

Whereas Priority 3 of the plan, “Re-Imagining Education,” is mentioned only in a limited way in the priorities articulated in any of the existing campus strategic plans, and
Whereas Provost L. Robel and Vice-President J. Applegate explained some details of the review process during a faculty meeting of the School of Education on Friday, October 31, indicated that the composition of the BRRC would be wholly external and decided ultimately by administration, but suggested that any decisions about implementing the BRRC’s recommendations would go through “traditional forms of shared governance,” and

Whereas on November 15th, the Provost communicated by e-mail to this Policy Council that a majority of the invitations that have been extended to potential BRRC members have come from suggested names provided by School of Education faculty, and also provided a copy of the “draft charge” for the BRRC to invite “comments” and “thoughts” from the Council on said charge, and

Whereas on November 18th, the Provost communicated by e-mail to the Policy Council again, proposing the formation of a “core committee” to “present its views on the questions that are in the draft charge” as an input to the BRRC, and

Whereas the faculty of the School of Education, long recognized for their outstanding scholarship and leadership in the field and entirely well-disposed to critical self-reflection, have already been engaged in serious efforts to respond to the changing circumstances of education in the State of Indiana, the nation, and the world, and will continue to do so,

Therefore, be it resolved that the faculty of the IUB-IUPUI School of Education, through its Policy Council, while appreciative of recent gestures to involve faculty in the review process, nonetheless strongly disapproves the lack of prior faculty consultation or input in the formulation of “Bicentennial Priority Three: Re-Imagining Education” of the Strategic Plan, and in accordance with the faculty’s constitutional legislative authority calls for, in the strongest possible terms, full participation in the selection of the BRRC, and in any decisions regarding the organizational or programmatic structure of the School of Education pursuant to the BRRC’s recommendations. Be it further resolved that this Policy Council expects the process for determining an Interim Dean for the School of Education to be established in a timely manner, include significant faculty input, and articulate a procedural timeline.