

To: IUK Faculty

From: Stuart Green
Vice Chancellor for Academic Affairs

Subj: ACADEMIC COUNCIL MINUTES, March 11, 1999

Members Present: Roales, Green, Von der Embse, Ardrey, Gilbert, Saffari, Anderson,
Haffley, Sciame-Giesecke, Aniskiewicz, Nelson, Lane, Vaden, Kelz,
Strikwerda

Announcements:

Campus retreat will be on June 18, 1999.

Workshop on Peer Evaluation for Improvement of Teaching will be in Haven's Room on March 26th.

Please have your response to impact of 1% and 2% cuts per unit to Vice Chancellor Green by March 25th.

Community College System Establishment: The Academic Council is addressing this issue in order to do two things: 1) to begin a planning process to "reposition" IUK in response to the emergence of a Community College in our backyard; 2) to prepare a response that will inform IU's current thinking about IUK's future by the April 9th meeting of the Academic Officers Committee (AOC). This issue and its impact on all of IU's campuses will be addressed by the Vice Chancellors for Academic Affairs from all IU campuses and Vice President Gros Louis at this meeting. The AOC's immediate objective is to influence the development of an IU response to the Community College initiative that will support all of IU's campuses. Clearly, the Community College initiative poses a very real threat to the regional campuses of IU and Purdue.

Assumptions:

1. It is a "done deal"
2. Timeline to impact IUK is 4 to 6 years
3. If no new state funding, the higher education pie will shrink for regional campuses and potentially for IUB. We can anticipate no "bailouts".
4. IUK could lose up to 25% of its total credit hours, approximately a \$3,000,000 loss to the budget by year 6 (2005).

Probable Organization of Indiana Higher Education:

The Three-tiered approach:

1. Research campuses - Bloomington, West Lafayette, and IU Medical School
2. State/regional campuses: Ball State, Indiana State, Southern Indiana,
Regional campuses of IU and Purdue, IUPUI
3. Community College System IVT/Vincennes

IU regional campuses will reposition themselves, modifying their individual campus missions. IU will seek state support (legislative, ICHE, governor) for this plan and the new missions of the individual campuses. Current thinking at the system level suggests different scenarios for each regional campus based largely on current size and apparent potential for independent growth. One possible view of IUK is as a campus emphasizing workforce development, offering generic BAs and BS degrees, and increasing Post-Baccalaureate certificates and some

professional Master's programs mostly in collaboration with IUPUI. Thus, new programs could be offered using distributed education. These programs would be available but would be IUPUI programs, largely taught by IUPUI faculty..

This is one possible scenario, one in which IUK drops its current Associate degree programs, focuses almost exclusively on serving the workforce needs of area businesses and industry, and offers new programs largely through distributed education from another IU campus. Such a scenario begs the question: what do we (IUK's faculty, staff, students, and regional community partners and supporters) want IUK to be in six years? And, how will we replace all those students in our Associate Degree program?

In order to draft a short-term response to this question that can be effectively communicated to VP Gros Louis, as well as a more deliberate long-term plan to do the real work of repositioning IUK in terms of mission, programs, resource allocation, and the impact of all of this on our internal IUK community, the Academic Council worked to draft some guidelines for the campus conversation.

Questions and possible scenarios:

What if we are not allowed to offer Associate degrees?

How can we best serve the region?

Could we, should we, become a regional center for higher education, offering additional programs through IU partnerships and partnerships with other regional institutions, while at the same time adding selected Baccalaureates and Master's degrees that are largely "home grown" through reallocation of current resources and the growth of new resources?

We will need to plan for a shift in resources from lower-level and Associate degree/remedial support to Baccalaureate/Master's level programs.

We must maintain baccalaureate freshman students and develop unique high quality programs for them to distinguish us from Community College (create niches of excellence). If we were to lose 50% or even 25% of freshman students, they account for more than 25% of our FTEs. However, we should anticipate them being somewhat better prepared so that long term retention and graduation rates should improve. Should we seek a niche as a moderately selective institution (how will we define this in competition with Ball State, etc.)?

We need to be able to offer new degrees needed in the region, not be restricted to generic degrees.

We should embrace workforce development as professional education for industry, not job training. This should include Post-Baccalaureate education and degree completion at the undergraduate level.

Master's level programs are clearly needed in the region for secondary education and other areas as well as those that are industry based.

Must present six-year plan in increments of two years (biennium approach) which show the addition of new programs and demonstrates our mission shift.

Must have industry/community support to maintain flexibility to offer needed Baccalaureate/Master's level programming either independently or through cooperation with

IUPUI and other IU campuses, especially our regional partners.

We need to expand our partnerships with area schools to facilitate interest and enrollment in our baccalaureate programs.

Long-term, we need to identify where IUK should be in six years and develop a step by step plan to get us there which involves the participation of the entire campus community and its external constituencies, especially IUK alumnus.

c: Erita Hill, Chancellor
Leadership Council