

**Indiana University South Bend
Meeting of the Academic Senate
Friday, November 17, 2000**

Members Present:

Agarwal, Sushma; Alvis, Dean; Anderson, Gretchen; Bartholomew, A. Wayne; Barton, David; Bender, Eileen; Blodgett, James; Blodgett, Linda; Borshuk, Catherine; Bruning, Merribeth; Bushnell, Peter; Chen, Linda; Cohen, H. Daniel; Cordell, Rosanne; Cress, Susan; Darnel, Michael; Fenner, E.J.; Fisher, Linda; Fong-Morgan, Bridget; Fox, Mark; Furlong, Patrick; Garber, Lawrence; Gerencser, Steven; Good, Jennifer; Gottwald, Judith; Guillaume, Jr., Alfred; Harrington, Charles; Hinnefeld, Jerry; Huitink, Geraldine; Johnson, Scott; Joray, Paul; Karakatsanis, Neovi; Kern, Beth; Kern, Gary; Knowles, Brenda; Kochanowski, Paul; Konzelmann, Suzanne; Larsen, Valerie; Lee, Monle; Leggett, Curtis; Lucal, Elisabeth; MacMillian, Barbara; Maher, Ellen; Marr, Deborah; McIntosh, John; McMillen, Douglas; McNeal, Patricia; Mettetal, Gwendolyn; Meyer, Jon; Muralidharan, Raman; Naylor, Andrew; Opasik, Scott; Perrin, Kenneth; Pettengill, Marian; Pickle, James; Pierce, Patricia; Quinn, Charles; Russo, John; Russo, Michele; Shillingsburg, Miriam; Shlapentokh, Dmitry; Smant, Kevin; Smith, Denise; Trench, Genevieve; Vollrath, David; Williams, Lynn; Yokom, Nanci; Youngs, Diane; Zynda, Lyle

I Administrative Reports – None

II Chancellor Perrin –

-Good Morning.

-A moment of silence for Trudy Furlong

-Hadn't planned to be here but delayed trip to make following statement:

Privileged to work with all of us and proud of School of Education

The School of Education's record stands for itself

Let's all acknowledge the faculty of the School of Education's good works

Own experience with IUSB Ed. Students shows them to be among the best

These students do not deserve condemnation but rather praise

Let's all acknowledge Education majors

-Although long-time champion of academic freedom, but it should always be in the context of civility and mutual respect – once that is lost all that is important for our institution may be lost

-Happy Thanksgiving. I'm going to try and raise some money for you.

III Vice Chancellor Guillaume

-Good Morning

-Presented IUSB Teaching Award to Suzanne Konzelmann, Associate Professor of Economics, School of Business and Economics

-Presented a copy of new IUSB Bulletin. It contains the new names for academic units

-Introduced new Affirmative Action Director and Assistant to the Chancellor –

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- Pat Dees; provided a brief biography
- Introduced Bruce Cook from Office of Student Counseling and Life Skills
Bruce's office is available for students. Please invite Bruce to talk to each of your School's
- Acknowledged Toradze Studio and its wonderful series of programs this week in connection with the Concerto Institute. Thanks extended to the faculty of the School of the Arts. Dean of the School of the Arts Jon Meyer and former Acting Dean Tom Miller
- President Brand's visit to IUSB appeared to go very well
- Patrick O'Meara, reference to Opportunities for new grants related to international studies and teaching. Curriculum Grants. Guillaume will spend more time with him in the future
- Pat Furlong, we extended our thoughts to you

***Formal address

- Dear Colleagues
- Reference to his initial address from his first address to our campus; to think creatively, outside the box, risk taking; plans and dreams; entrepreneurial;
- A retrospective of what has been accomplished in the past year
- Recent NCA site visit serves as an instructive guide to what we might do in the future

Sometimes we ask whether we are happy here – for him, the answer is emphatically yes. It did not take me long to feel special among you. IUSB has many special qualities. I feel I have come to share in those special qualities. What I sense radiating from all of you in your love for your work and your genuine commitment to your students. Honored and humbled to be our VCAA and hopes to be here for many years to come. I, and my family, plan to be here for many years to come.

Much has happened in the last year. I am deeply grateful for your support, the Academic Cabinet, the Deans, directors, my own staff

Topics: General Ed – group led by Jerry Hinnefeld leading us on that. Participation in conferences state wide; diversity.
Budget – The process (calendar on VCAA site) will involve all, we propose a shared process. Both myself and Mary Zemke are committed to this shared process; that it respects the values of this institution; some shared decision-making
NCA – It is a fantastic document. We have much thanks to give. To all of you.
Thanks to Linda Fritschner

Restructuring of Student Affairs
Working in conjunction with IVY Tech on transition...
Nursing program's participation in this process; BSN

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Summer Midterm Session a success that will continue; increased attendance.

Thanks to Jackie Caul

Mercer Study – Work finally completed, the checks should be on the way.

Uniform standards for the dean's list now in place – principals are informed of students from their schools who are on our list. Very well received

Two Dean searches; Jon Meyer, School of the Arts, Miriam Shillingsburg, School of Liberal Arts and Sciences

New marketing strategies; summer school; paid off handsomely.

Steve Heim, to reposition his group to attract more students; recruitment plans

Retention

Strategic Directions Committee – has worked and will continue to work with that committee; partly at encouragement of NCA visiting team

External reviews of some areas on campus

Nine new programs submitted downstate to increase enrollments and cushion for community college onslaught

Only two submitted by the President's Office in his legislative package; Actuarial Studies and Integrated Media.

Offered assurance that the university will continue to work aggressively for funding of the other seven. NONE will be instituted without appropriate funding. The budget cannot absorb new initiatives without new monies. Within each of these activities I have sought to empower others in seeking alternative ways to achieve efficiencies and productivity.

We began a long journey last year to do just that. In consultation with many in this room and Student Services staff; we blended Student Services within Academic Affairs. What has been done to date? And how is it beneficial to our students?

Enrollment Management: We moved away from the distinctive functions of recruitment, admissions and enrollment which had little or no relation to financial aid and to financial aid planning, and no linkage at all to retention. With the emphasis on managing our enrollment we hoped to provide for students a seamless transition into IUSB. Our goal is to make that journey from potential student to enrolled student to graduate a meaningful and wonderful experience that will nurture and cement life-long partnerships with the University. Key to our success will be how well we link financial aid to recruitment, admissions and enrollment. Staff too is critical, I admit, as well as attitude in service. And we have made some changes there. We will begin, shortly, a search for a permanent Director of Financial Aid. We've also created a new position that I view as timely and essential. And that is the position of Financial Aid Planning; to help students understand debt maintenance to appreciate how financial aid functions and to explore other avenues of financial assistance. We have also hired two of our recent graduates as admissions councilors. We are already enjoying the fruits of their labors... Spring 2001 applications are up. Increase in the number of students admitted. This is a healthy sign. Now we must begin the process of contact and follow-through that will ensure their enrollment.

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An essential part of our enrollment and strategy is an aggressive marketing campaign. We did that last summer and experienced growth.

Lisa Shaffer and Steve Heim have been working diligently on the development of materials for recruitment; a new viewbook, and recruitment materials for the Division of Nursing and Allied Health Professionals. We plan to develop this material for all of the Schools and the Divisions.

So far I have been impressed by the efforts that Steve Heim and his group have done for us.

Under Karen White's capable leadership we have reassembled three critical areas for student retention and student success; Academic Support Services, Chaired by Connie Ruhl-Smith, Career/Graduate School Planning and Placement, chaired by Christine Richardson, and Student and Community Outreach, chaired by Charlotte Pfeiffer. Let me briefly outline my expectations for each of these areas: Within Academic Student Services, I see an expansion of outreach to students that includes orientation, expanded testing that will reach into the high schools, the establishment of faculty advising protocols and training, placement, and serving as clearing house and coordination of university-wide retention efforts. The office of Career Services is redesigned in focus and outreach that includes a much more intrusive approach to life planning after graduation. Here faculty will have a central role in the preparation for and encouragement of our students into graduate school. Included under the umbrella of the former Office of Diversity is student life, judicial affairs, housing, the child development center, the counseling center and the Preface. This group is integral to the extra-curricular well-being of our students.

Essentially, this re-ordering of student services is an attempt to re-think how we engage students in their learning and how we create cooperative and shared responsibility for that learning. Our goal is "to strengthen the importance, dignity, potential and uniqueness of each student who enrolls at IU South Bend."

One of the ways to strengthen the bond between student and faculty is through academic advising. A committee of faculty, staff and students, chaired by Larry Garber, is exploring how a model of direct admits can be implemented here at IU South Bend. I am encouraged by their efforts. They have been examining both the pluses and the challenges for our institutional culture. I am requesting, Mr. President (Vollrath), a place on the Academic Senate agenda for January (2001) so that we may hear in detail from Larry and his committee and have substantive discussions around these issues. In nutshell, the committee is proposing that beginning in Fall 2001, any student accepted by the Admissions Office will be directly assigned to the appropriate academic unit and that each college will be responsible for academic advising. Freshman Division will cease and its resources reallocated by Oct. 1, 2001.

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Why is it critical for us to think differently about how we admit students, particularly those who are first time freshman? There are a number of compelling reasons. But let me dwell on a couple. The changing higher education environment within Indiana with the Community College Initiative and the ever increasing competitiveness of Ivy Tech, coupled with strongly committed service orientation toward students by Ball State and Indiana State, is a clear warning that we can no longer do business as usual. Our recent NCA visit affirms this as well. We must use our resources, capital as well as human, in creative ways that will ensure retention and strong student satisfaction with their undergraduate and graduate experiences. The average attrition rate for four year public universities is 28.1% from first to second year. Ours hovers near 40%. For an institution that vividly proclaims its student-centered focus, with its strong faculty and small class size, this attrition rate is unacceptable. We can do better than that. Our core value is deeply anchored in a teaching and learning environment that moves students toward academic success. We care equally about those who are academically gifted and those who come to us academically challenged. For me, that's the beauty of teaching; that's the beauty of IUSB and we need to find ways to re-affirm that commitment to our core value. The principles of good practice in assuring student retention and a good educational experience for students is:

- 1) to engage students in active learning;
- 2) to help students build coherent values and ethical standards;
- 3) to seek ways to improve student performance;
- 4) to forge educational partnerships that advance learning;
- 5) to build supportive and inclusive communities.

The latter two speak directly to why faculty advising is essential. Who is better equipped than we, the faculty, to inspire in young people a zest for learning, a curiosity about their chosen discipline; who, better than we, to work with students in the exploration of their academic interests, in the exploration of their career choices; who, better than we, to assist students in examining course content and pedagogy; who, better than we, to teach students how to research options; who, better than we, to empower them to seek creative educational choices and to be responsible for their learning?

Sure, faculty will need training. The Student Academic Support Center will be working with the deans and the faculty in developing the proper protocols. I know that discussions are already underway among the faculty in the College of Liberal Arts and Sciences. We must also have a Faculty Advising recognition such as the Distinguished Research Award and Distinguished Teaching Award.

There is much yet to be done and decided, more conversations to be had. Your diligence and your support are much needed.

NCA Visit – Team has come and gone. I want to thank all of the faculty, students, and staff who participated in our re-accreditation process, a process that began in 1997 with the formation of our campus NCA steering and subcommittees. Thanks to Linda Fritschner.

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Unofficial remarks of the team:

On Wednesday, November 15, Burton Witthuhn, the Chair of the NCA team, presented the unofficial findings of the team to the Academic Cabinet members, the Chancellor's staff, and the campus NCA steering and subcommittee members. In this report, the team found that IUSB had met three of the concerns of the 1990 accreditation team. The high proportion of courses and students taught by associate faculty and assessment remain a concern. The team spoke about the five criteria that need to be met for accreditation:

Criterion 1. The need for a clear purpose consistent with the mission of the university: IUSB does have an identity separate from IU Bloomington and does have a clear purpose as a public university serving its region.

Criterion 2. The physical plant and human resources, if strategically allocated, are sufficient to meet this criterion.

Criterion 3. Accomplishment of educational purpose: Clearly the region of the university is aware of the existence of Indiana University South Bend. There, however, are two concerns about criterion three: graduate programs and assessment.

Criterion 4. Can IUSB continue to meet its purpose? Meeting criterion four depends on a strategic plan which Indiana University South Bend lacks. IUSB does not meet criterion 4.

Criterion 5. Patterns of evidence regarding integrity: The university meets the requirements of criterion 5. Third party comments were available to the team as were complaint files.

The team spoke of a number of strengths of Indiana University South Bend. Some of these include:

1. the campus buildings
2. community outreach
3. university publications of high quality
4. the advisory board
5. UCET
6. Accreditation of campus units (such as AACSB)
7. Cooperative programs with SBEI, with Purdue, and Ivy Tech
8. The Affirmative Action Plan and the diversity of the student population and of the faculty

Those are only a few of the strengths mentioned by the team.

The team also listed concerns and a number of recommendations. The concerns were:

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1. Graduate course delivery. Graduate instruction must be more than an additional paper or “an add on” to an undergraduate course. Too many associate faculty are teaching graduate classes. Faculty with research training and with advanced credentials are needed for graduate education.
2. IUSB lacks a strategic plan. The university needs to identify specific objectives and agreed upon standards of accountability.
3. There are too many “acting” officers in the university and this has had an effect on the flow of communication. Communication at all levels within the university needs improvement.
4. Assessment. Although the university has made progress with assessment, there are no student outcomes standards. This area of assessment demands attention from all units. General education must also be a part of assessment.

Recommendations from the team:

The consultant evaluators recommended continued accreditation of Indiana University South Bend until 2007 when the university will undergo its next comprehensive site visit. Indiana University South Bend must submit a detailed progress report on its strategic plan to the North Central Association of Colleges and Schools by January, 2005.

In light of these concerns and recommendations, IUSB needs to begin the following actions:

1. The Campus Directions committee needs to begin work immediately to draft a strategic plan for Indiana University South Bend. Once this plan is drafted, it needs to be circulated throughout the university for amendment and eventual approval. This plan will be submitted to NCA prior to January, 2005.
2. The Graduate Council must review graduate education at IUSB. Undergraduate courses are not sufficient for graduate credit.
3. The Assessment Committee needs to work with the campus to develop a plan or plans to measure student outcomes in the assessment process.
4. The general education task force needs to include assessment of general education as part of its review and deliberations.
5. The members of the academic cabinet along with department chairs and area coordinators need to review the use of associate faculty in the teaching of graduate courses. The campus needs to develop a plan to reduce its dependency on associate faculty generally.

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6. All of us must work on improving communication links. Our common goal is the strengthening of Indiana University South Bend and we must work toward that end.

Questions & Answers:

Roy Schreiber – Clarification on what HEC approved
Jackie Caul - the HEC doesn't vote on them until today. We don't know what has been sent forwarded

Miriam Pettingill – What was the rationalization for not forwarding all of them
VC – speculatively, because the whole package would have been too costly

J. Lewis – what were the three they thought we did well
Margaret Scanlan – Who ranked the six programs on our campus?
Linda Fritschner – not in NCA Self-Study [corrected on that]
The question is not answered.

Dan Cohen – such rankings are not important or relate to final disposition of programs.
Budget rankings internal, not to HEC (?)

VC-Happy Thanksgiving

IV Meeting Called to Order 10:58 a.m. President Vollrath.

V Approval of 10/20/00 Minutes
Minutes Moved, seconded, & approved

VI Election of Nomination Committee

Slate from Exec Comm:

Jerry Hinnefeld (LAS)
Paul Joray (B&E)
Janette Shaw (EDUC)

No nominations from floor.
Nominations close: moved, seconded, approved.

VII UFC: DV reports.
100 & 200-level courses (mostly?) all transferable among all IU campuses.
Work continues re. 300 & 400-level
Paul Joray pointed out that an appeal process exists so that a campus [most probably BL can appeal if they think the transferring student will be damaged by being credited for the course taken at another campus.

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Steve Shore recommends that this campus have such an appeal process given that students at BL who take science courses in mass lots of hundreds.

Then follows some discussion of how the appeals process would actually work.

Dan Cohen: rep on the UFC committee, takes credit for beating back a stronger version of situations for which appeals would be allow. Working from initial trustees' rec that all undergrad(?) be transferable among all campuses. Journalism School had tried to argued for tighter controls, against too many transfers from other campuses – ???Dilute their program???

Pat Furlong – old story for Journalism attitude

Roseanne Cordell – The appeals process is available for all campuses?

Paul Joray: Yes, although expectations are that BL most likely to use.

Pat Furlong: A report years ago (pre-John Ryan) showed no sig

PJ: One more comment on transferability: all IU campuses will be required to accept comparable courses from IVY Tech & Vincennes –

Miriam Pettingill – what about those 100 or 200-level courses that are not what is usually understood as general education courses?

David Barton – uses example of Music comp course at 100-level for which transfer students are routinely examined before receiving (or being refused) credit.

VIII President's report:

Several issues already addressed by VCAA

- A. Be prepared to work more closely with Rosemary Hengesbach on scholarship issues.
- B. Facilities Management to work on questions regarding possible move of NPR station to campus.

Reminder of Ann Grens' Dean's Seminar.

Conversations on Race

VCAA: Also Arun Gandhi

Dan Cohen: Question on profits from Bookstore – refers to Chancellor's pleased report earlier on \$100,000 profit from bookstore.

Zemke: Have saved students lots by being more aggressive on stocking used books. Plus unusual income from selling off excessive inventory. And eliminating staff members.

Dan Cohen: This doesn't answer the question about what is the policy about bookstore profits.

Steve Shore: For R&D, please run proposals through IRB first if needed. R&D cannot act on them otherwise.

IX Adjournment 11:43 AM.