

**Indiana University South Bend
Informal Meeting of the Academic Senate
August 28, 1998**

I. Welcoming Remarks, Academic Senate President, Victor Riemenschneider

The meeting was called to order by Academic Senate President Victor Riemenschneider in Room 158, Northside Hall at 10:10 a.m. V. Riemenschneider delivered a welcome to all faculty. He explained that the first meeting is traditionally an informal meeting with a chance to meet our new colleagues and hear what the Chancellor and the President of the Student Government are planning for the coming year. He apologized for the conflict of today=s meeting with the Women=s Studies= retreat but some urgent business for the University required Chancellor Perrin to be out of town on September 4th and the Executive Committee felt that it was important for the Chancellor to be able to address the faculty. Since the September meeting conflicts with the Trustees meeting, the Chancellor=s next opportunity to meet with the Senate is October . However, he should be able to attend all the remaining meetings.

II. Introduction of New Faculty, John M. Lewis

John M. Lewis, Acting Vice Chancellor for Academic Affairs gave brief welcoming remarks and introduced the new faculty for the 1997-1998 year. The new full time faculty introduced were: Sanjay Ahire, Mousumi Duttaray, Reza Espahbodi, Mark Fox, Jennifer Good, Dmitri Gusev, Katherine Jones, Neovi Karakatsanis, Eric Kutz, John Marion, Doris McGrady, Joan Metelli, Paul Newcomb, Patti Niecht, Randall Osborn, Carol Satre, Doris VanAuken, Isabelle White, Diane Youngs. Faculty who had worked at IUSB as associate faculty or in other capacities but whom are no full-time faculty were also introduced (Diane Bradley-Kantor, John Bushong, Karen Clark, Richard Cohen, Allison Cooper, Linda Crimson, Lowell Francis, Laura Lyles, Michael Moriarty, Charles Quinn.

III. Remarks, Student Association President, Rachel Parhm

R. Parhm announced she was graduating in May with a degree in business and will be returning to pursue a graduate degree in business. She was born and raised in South Bend. She attended Purdue, but didn=t like it so she returned to South Bend and IUSB, and loves it. She believes education more than having a degree. She feels it is very important for students to be well-rounded (i.e., involved in student activities as well as a good GPA). She intends to meet monthly with student organizations to talk about what they are doing and coordinates their efforts. A major project this year, called AGet on the Bus@ to get support for the student activities building by brining three bus loads of students and faculty to the February 10th meeting of the state legislature. She also mentioned student activities at the IUSB Fest and the wearing of AMay I Help You@ buttons during the first week of classes to help out new students. She concluded by encouraging faculty to come and share their needs with her.

IV. Remarks - Chancellor Kenneth L. Perrin

See Attachment A.

V. Questions and Answers

V. Riemenschneider asked if any members present had questions for the Chancellor:

1. Steve Shore asked what impact the philosophy of the Cronin report and the restrictive attitude of the CHE would have on IUSB for the coming year. Chancellor Perrin responded that the Cronin report has essentially gone away. President Brand has marginalized what will be available over distance learning.

However, we will use the technology, for example, courses from Indy will be beamed down for Masters in Nursing Program. The Chancellor said he was cautiously optimistic about the issue and noted we had several friends on our side.

- B. Tuck Langland asked what the Chancellor saw as a realistic time frame for completing the student center. The advocacy will begin in November with a decision being made in May of 1999. With an 18 month construction, we may realistically see it at 2001 (worst-case scenario). Current plan is to fit the center between Weikamp and Green lawn.
- 3. Ramesh Mehra asked about the issue of student readiness. The chancellor responded that the issue of strategy could take a long time to address. He stated that if we were going to let in 20% that were at risk, then we need to make sure we have the requisite support systems to make sure they can succeed (e.g., ARC).
- 4. Eileen Bender asked about the Chancellor=s feeling about the new IVY Tech building? The Chancellor responded that he was not concerned about it. IVY Tech has a mission that is different from ours. We will need to watch for mission creep but there may be some things we can collaborate on.

VI. Remarks, Victor Riemenschneider, President Academic Senate

V. Riemenschneider welcomed Perrin=s invitation to be part of decision-making and continued with his remarks. See Attachment B.

VII. Meeting adjourned at 11:20 a.m.

Respectfully submitted,
Katherine A. Karl
Senate Secretary

ATTACHMENT A

Chancellor Kenneth L. Perrin's Remarks Informal Meeting of the Academic Senate August 17, 1998

Good Morning.

I'm pleased to welcome you back to your university for the new academic year. I appreciate you, once again, adjusting your schedules to meet with me today.

My only frustration last year was the chronic conflict we had between these meetings and those of the Trustees. Thanks to Vic and your Executive Committee, the problem has been largely resolved and I look forward with anticipation to dialoging with you on a relatively regular basis this coming year. I want to be accountable to you and these conversations should guarantee that outcome.

I hope you all had a very pleasant summer. I ran into Wayne Bartholomew the other day and we were discussing our vacations. He said he had had a wonderful three-week break, and that he actually continued to feel the positive effects of it for a full three days after returning to campus. Let's hope that Wayne's experience is atypical and that your holiday generalizes to at least a full week! Certainly, the new mall should help make that happen, don't you think? Have you had a chance to enjoy it yet? What a wonderful addition; our campus is truly shaping up nicely and there is more to come. I'll address those plans in a moment.

As for Shirley and me, we had a great summer for we became grandparents for the first time! What an incredible experience. Not that I am too proud, but I would like you all to meet Benjamin Thor! He is now ten weeks old. Actually, he was born while I was in a meeting with Stan Jones, the Commissioner for Higher Education. I will return to my many meetings with Stan and his staff later.

I would like now to offer a warm IUSB welcome to all our new faculty. You are a very impressive group, coming to us from such outstanding institutions as Johns Hopkins, the University of Canterbury, and Juilliard. I am elated that you accepted our invitation to join this incredible community of scholars. As I have said before, like clearly attracts like. I hope you will enjoy your time at IUSB as much as I have. I look forward to getting to know all of you. Again, a hearty welcome!

It is truly hard to believe that I've been privileged to work with and for all the rest of you for some 454 days. These have been the busiest yet most satisfying days of my life and I view it as a privilege to serve such an outstanding faculty. I knew you were good when I interviewed for this position, but not a day has gone by since my arrival on campus when I haven't learned of something one of you has accomplished in terms of teaching, scholarship, or service that doesn't make me even prouder to represent you. For example, yesterday I learned that Brenda Knowles had received a prestigious national award, whereas the night before I was advised that Tuck Langland had won a competition to create a major piece of art for the city of Mishawaka. Congratulations to you both. The fact that you are so good has caused me to work harder and hopefully smarter so as to better serve all of you. I have tried my best to strike a balance between serving your needs internally and representing your interests in our community and in the state.

All books dealing with How to be a Chancellor recommend the following: spend your first year learning, your second year doing, and your third year looking. In my case, however, and thanks to your individual and collective assistance, I determined I did not have, nor more importantly did our campus have, the luxury of my spending last year just learning. I concluded I needed to be doing as well. From my perspective, we accomplished quite a bit last year, but there is clearly much more to be done! Knowing you as I do, I know we will continue to do great things together. That is the reason I am so excited about the coming academic year and I hope you are as well!

Last year, when I was inaugurated, I laid out a fairly ambitious 32 item agenda for us. I am pleased to report that we already have successfully completed 16 of the points. Taken collectively, I believe these 16 successful outcomes have served to improve our image within our community and to position us well for the upcoming critically important legislative session. For example, just since February our new Community Links office has had contact with over 450 of

our students seeking internships and has worked with over 100 community agencies, while the new \$5,000 Chancellor's Award for Research, Scholarship and Creativity will recognize the exceptional quality of your work outside the classroom.

As most of you know, I have been extremely concerned about the salaries of all members of our family. It made absolutely no sense to me that our brothers and sisters who make up our professional and clerical staff had to wait a full ten years to receive a salary commensurate with a comparable job in the marketplace. Further, our library faculty is the poorest paid in the University. This is unacceptable and runs absolutely contrary to my belief that a great University invests in people! I am delighted that we were able to reallocate funds to cut the time to market in half, and to significantly improve the salaries of our librarians. The total cost of this long overdue correction is \$312,000. The trustees will review my proposal at their September meeting and, assuming that the plan is approved, it will be retroactive to July 1.

With specific reference to your salaries, and in keeping my promise, we have just signed a \$37,000 contract with the Mercer Corporation to complete a full salary analysis. We expect the study along with a variety of recommendations dealing with equity to be completed by the end of the calendar year. Obviously, once the study is completed, we will share it with you and then with your help develop a plan to make any adjustments that are required. All of these efforts are designed to invest maximally in all of you and hence the future of our campus.

Open issues that we must address this year and possibly beyond are the salaries of our Associate faculty and the lack of benefits for part-time employees such as Phil Suphal. If we are truly to lead society and not merely mirror it, these are issues we must address head on; and we will!

A wise man once said the two things that will change our society for the better are philanthropy and education. For our institution to maintain academic excellence it is absolutely crucial to increase the amount of private support we receive. It gave me great pleasure to advise you last May about the \$1,000,000 that the Shields have provided to endow our first chair. Since then I'm pleased to tell you that we received \$30,000 from the Jordan family to establish an International House on campus. Our very talented maintenance staff has worked all summer to get the house completed. You will soon receive an invitation to a house warming for the new "home away from home" for our 230 international students. We also just received \$100,000 from Jim and Shirley Kowalski to support John Withey's work in our Center for Entrepreneurial Studies. Fund raising for the exciting November Piano Festival continues apace and has already reached \$70,000: and our critically important scholarship drive that raised \$70,000 last year is on track to exceed last year's goal.

I've very pleased to share with you that on Monday we met with a good friend of IUSB who has expressed a strong interest in constructing our long needed Art Gallery on the first floor of the Associates Building. This is a \$250,000 project. Not bad in just over a year would you say? Quite honestly, it really is easy to raise money for IUSB because all of you are doing such good work. We have a great story to tell and I have enjoyed telling it all over Michiana.

I could go on and discuss the fact that the average size of our Phonathon donation has increased by 48% at the same time that our costs have decreased by 42% or that our grants and contracts have increased by some 10 % in just a year's time, but I will stop as I hope you sense that it was in fact a good year for us. I'm pleased to report that the group of community leaders I met with early last year and again last month believe it has been and sense that their University has re-connected with the community and is moving forward. Their strong words of support are a real testimony to all of you and your commitment to excellence.

I would now like to turn to several challenges that I believe we must address as we move into the 21st Century. First, we must forcefully take hold of our future by clearly defining a set of priorities for our campus.

As a People's University, we have a responsibility to meet the needs of society, however, I believe society is better served when we don't try to marginally attempt to be all things to all people. Given the quality of our faculty, we have an extremely strong platform in place from which to build for our future. But now we must better define where we want IUSB to be in the next 3 to 5 years. Please be assured I do not have a list of areas we want to emphasize, as this must be developed by you, the faculty. Certainly, Paul Herr's committee has in broad terms charted a direction for us, but now we need a more defined set of priorities for our campus.

Since I do not expect a large infusion of new monies in the short term, I would suggest that sustaining excellence will

require reallocation of our operating budget. I am well aware that such change cannot be accomplished without some pain, but merely maintaining the status quo is truly not an option for us. We must move ahead! I look forward to working with you on this important effort throughout this next year.

Second is our present budget. We have some current issues that we must resolve and we must also be sure that each dollar we spend is spent wisely. Did you realize that we presently owe the Foundation \$1,200,000? This debt is the direct result of borrowing funds to acquire property around the perimeter of the campus. While we do collect rent for these properties, none of it is used to pay down the principle, but merely to pay the debt service. This is literally a waste of money and will limit our flexibility in the future. Thus, we must retire this debt as soon as possible and I have a plan to accomplish that about which we can talk at a later date.

I also need to advise you that we have a problem with our athletic Scholarship@ program. I put scholarship in quotes as these are not scholarships by my definition! Up until 1995-96, athletic scholarships were costed against the interest income that we receive on our appropriation and tuition revenues. In 1996-97 this \$70,000 plus cost was shifted to the bookstore Aprofits.@ Here again I put profits in quotations. This past year, however, the bookstore Aprofits@ were inadequate to cover these scholarships. Hence we have a \$50,000 problem from last year which when added to this year=s commitments amounts to a bit of change. Obviously, we will honor our commitments to our student athletes! But I believe that we must come together to determine the future of athletics on our campus.

I also must advise you that I have never viewed a bookstore as a Aprofit center@! Because of my concern over such things as our pricing strategies for used books, we=ve hired a consultant to thoroughly review this operation. I invite you to help us with this review process. John Swanda and several others got us going in this direction but now we need all your help in improving the store=s operation. Obviously, we will discuss the consultant=s report with you when it is available. I hope you will be pleased by this decision to review the store.

Third, we are going to need everyone=s help to make the proposed Student Activity Center our reality. While I was successful in convincing the Commission on Higher Education that the project was needed, their recommendation to the legislature is for \$13,671,000 whereas we estimate construction costs of \$16,700,000. Here is a schematic of a similar facility our architects designed at Notre Dame.
Nice don=t you think?

I invite you to Aget on the bus@ February 10 and travel with our students, alumni and friends to visit the legislature to tell the IUSB story. During IUSB Fest or sometime this fall, please sign up to ride the bus to Indianapolis. By the way, I will be presenting the second Chancellor=s Medal for Service to Representative Bauer at the Fest as a way to thank him for his strong advocacy on behalf of all of us. I hope you will join me in thanking Pat on the 19th.

Fourth, I continue to be concerned about our over dependence on Associate faculty. Let me just use our Division of Education as an example. Last spring, 64% of all graduate sections and 53% of all undergraduate sections were taught by part-time faculty. While I know the quality of the instruction was excellent, we must develop a strategy to reduce these percentages both in this division and across our campus.

Fifth, I remain extremely concerned about our admissions policies and who determines who joins our community of learners. In all my other lives it has been the faculty who has overseen this critically important process. While numbers are important in terms of our budget, more important is whether a student, once admitted, will succeed! This graph reflects our admissions strategy for the past two years.

Do you really believe we are prepared to handle a class where 20% of the students are at risk? While this is a People=s University, I am concerned about these percentages.

The second table presents the academic profile of the 1996 entering class at IUSB and other public institutions in the state. For your information, the national average for SAT=s was 505 for the verbal and 508 for the math in 1996.

Let me read something I received from a student in response to a letter I wrote to all of our students this past summer. It states in part, AYI have attended IUSB for some time as a non-traditional studentYI have seen the non-traditional student body grow and I have seen a resurgence in the number of traditional students. Despite the numerous differences between those students I recognize one strong similarity: an increasingly large percentage of students who do not have the skills

necessary to participate effectively in the classroom. The problem arises primarily from an inability to read and write in ways that are productive within the University. Students become angry and frustrated and naturally blame their teachers for their ineffectuality. The blame is appropriately placed on the institution not on the professor who encounter them in class.

Pretty powerful don't you think? While we do have a cadre of outstanding students such as the one who wrote this letter and others like Amanda Schermer and Pat McDonel to name but two, it is not this group that I'm worried about. Is it any wonder that we have a retention problem? Obviously, IUSB is not alone in having to work with an increasingly under-prepared student body, but I suggest that we must do something about our situation and fast. I draw you attention to Robert Samuelson's article in the August 10th issue of Newsweek titled *The Wastage in Education* where he states, *The main reason that college degrees have been cheapened is that except for elite institutions, admissions standards barely exist.* IUSB is thankfully not an elitist institution, but we must adopt a different approach to dealing with this national problem.

Sixth is the issue of shared governance. I have never believed that a good decision was ever made in a vacuum or a back room. I am convinced that the best run institutions are those that have a true shared model of operation. I personally find a *Athem* and *Aus* model of working together counterproductive. I invite you to join me in developing a decision-making process on our campus that is truly participatory. Not only do I want to empower you in the admissions area but in all aspects of campus life. Had we had a shared governance model of operations, I doubt the bookstore would have become a *Aprofit center* or that we would have signed a contract with a for-profit corporation that turns control of admissions over to the company. To facilitate the implementation of this model of working together, I am inviting Vic or another member of the faculty senate to regularly participate in my staff meetings.

Seventh, a brief word about the Commission for Higher Education. At the President's request, I have been spending a lot of the time this summer with the CHE and expect to spend a lot more this fall. The CHE staff began this summer by proposing to rework our mission statement in a very prescriptive way. In so doing, they proposed limiting the degrees we could offer, defining admissions standards and even dictating which institutions could and couldn't have residence halls. All pretty intrusive initiatives. Thanks to President Brand we have at least for the moment gotten them off of a discussion of missions and on to broader public policy matters. I have been very impressed by Commissioner Jones and I am cautiously optimistic that the dialogues I'm involved in will have a positive outcome. I will keep you advised as they go forward. However, as I stated earlier, I believe we need to take as much control over our own future as possible so that someone doesn't try to second-guess us tomorrow. This is one reason I personally believe for example that we need to move away from the divisional structure, which is more typically found in the Community College sector, to a school-based organization.

My list of challenges goes on and addresses such things as increasing the number of minorities employed and studying at our institution to conducting a successful search for a new Academic leader.

But let me stop here and conclude with a comment about the philosophy that guides me as your servant-leader. I think E. Grady Bogue of the University of Tennessee in Knoxville summarizes it nicely. Dr. Bogue states that, *The more critical elements of collegiate excellence and quality may be heart first= actions of caring and courage. What unites the systemic and personal dimensions of quality? In my mind, the uniting element is a habit of mind and heart that creates a community of caring. In a community of caring, the values of courage and candor create a climate in which a respect for diversity of mission and talent is matched with a scorn for shoddy work, whether individual or institutional. A community of caring responds not only to the intellectual call of advancing the truth but also to the ethical and personal call of honoring dignity, excellence, and responsibility. In a community of caring, quality does not and cannot live apart from integrity.*

I invite you to join me in responding to this clarion call to make IUSB a caring community.

Again, welcome back and let's have a great year!

ATTACHMENT B

Remarks, Victor Riemenschneider, President Academic Senate Informal Meeting of the Academic Senate August 17, 1998

One year has passed since I first stepped forward to the podium to open this annual meeting. The year has passed quickly and I thank you for thoughtful advice and assistance whenever I asked. I am thankful for the cooperation that I have received at all levels during the years at IUSB.

I am happy to announce that the new IUSB Academic Handbook has been completed and should be sent to you within the next two weeks. Also, the Board of Trustees has finally passed a Family Leave plan after nine years of negotiations with Faculty representatives. There are some questions about implementation that have appeared in differences between IUPUI and Bloomington.

The coming year promises to be interesting because we will have to deal with several issues, at least some are very sticky issues.

1. Policy on Post-tenure Review:

We held a special meeting last January to discuss the IUPUI draft proposal and to develop a statement to present to the UFC Faculty Affairs Committee. What we proposed was rejected by President Brand. He expects the UFC to generate a set of guiding principles, probably this fall, that cover the plans passed by the Bloomington and Indianapolis faculties but allows the other campuses to develop their own plans within the guidelines. I would urge you to go to the Bloomington and Indianapolis faculty council web sites and read their documents.

In addition, I understand that at least some Trustees want to approve each campus plan. This would be an extreme form of micromanagement.

The UFC Agenda Committee took no action at its meeting Tuesday but one suggestion was that an ad hoc committee write the initial guidelines for discussion.

2. Non-tenure track faculty policy:

Non-tenure track faculty includes two groups, full time and part-time or Associate Faculty. The first group would include lecturers and what some campuses are calling AActing Assistant Professors@. This item has high interest by the trustees and they will probably expect some action. The Trustees would prefer to substantially reduce the non-tenure track, part-time faculty. There appear to be different concerns among the groups, i.e. Trustees, administration, faculty. Some believe there is no problem. The draft plan presented by the UFC Faculty Affairs committee last year with its caps and salary suggestions generated considerable opposition. However, it did identify the major problem areas that should be addressed. A University wide policy may not be possible and this may require campus specific plans. Pay and funding are major connected issues, i.e. a more equitable pay is tied to budgets and state funding. A new plan may consider using the national average pay for this group as a guideline. Another issue is more stable contracts. Full-time, non-tenure track faculty should receive something more permanent than an annual contract after 3 to 5 years of continuous service. Other issues included hiring criteria, credentials, and state subsidies (equalization of state support at the state universities. The suggestion was that the UFC approach the issue from a faculty perspective and develop a policy that we believe would be best from the faculty viewpoint.

The committee has been compiling statistics from the various campuses and decided that both full time and part-time have to be considered together. The statistics for one are largely dependent on the other so the two groups cannot be treated separately as they tried to do in their first draft.

3. Distance Learning / Distributed Education / Information Technology:

The University is moving ahead with the search for and hiring of an Associate Vice President for Distributed Education. The report on Distributed Education has not received much discussion by faculty bodies. Distributed Education is being practiced on some campuses as both distance learning courses and as a supplement to regular courses. The matter was referred to the Educational Policies and Information Technology Committees for additional review.

Closely related to the Distributed Education issue is the future of Technologies at IU. Kirk Aune, our director of Information Technologies, has suggested that everyone read the Strategic Plan for Technology developed by Vice President McRobbie. (He will be one of the two individuals in the reporting lines for the new Associate VP.) Kirk's suggestion was reinforced by the UFC committee. It can be found on the web at (<http://www.indiana.edu/~ovpit/ovipit.html>)

4. Is TERA improving teaching?

This is the question the Trustees will ask at the end of 1998. Hopefully, we will have our TERA committee appointed earlier in the year and try to correct some of the difficulties experienced last year. I would be interested in knowing if TERA was significant enough reward for you to try new methods to improve your teaching.

5. Other issues presented at the meeting.

Declining library budgets for building collections and maintaining serials. Lack of shelf space for collections resulting in some collections being placed in storage and not readily available.

Control of disruptive behavior in classrooms. This is one problem that very seldom occurred in the past but is becoming more prevalent. The Student Affairs committee is studying potential solutions.

Treatment of visitors to campuses is the subject of the Affirmative Action Committee's efforts in developing a code of civility.

By now, it should be clear that change is evident on our campus, in the IU system, and across the country. We, as faculty, must respond to and be part of the discussions that shape this change. For a long time, full-time tenure track faculty have had a major say in the shaping of the University. How long we can maintain that position is being questioned. The Association of Governing Boards of Universities and Colleges has issued a ten page draft AStatement on Institutional Governance@ and have placed it on the web for comment. It suggests that colleges today need to be concerned about more stakeholders, including students and staff members, than just full-time faculty members. They suggest that responding to the new demands requires speed while old style governance is sluggish. The actions of IU Trustees has shown they are asserting their authority more and more. Last year, the questions from the Board of Trustees occupied most if not all of the UFC time and the agenda for this year is dominated by two issues, post-tenure review and non-tenure track faculty, that are Trustee generated issues.

This will be a challenging year in which we will be called upon to make wise decisions. We have an outstanding faculty that provides this region with a quality education at a reasonable cost. Let us be sure that we do not mistake quantity for quality in our programs.

I look forward to working with you this year. Your cooperation has made my job and faculty governance possible.