

Faculty Organization Executive Committee Meeting
February 5, 2021
12:00-2:00pm
Online via Zoom
Minutes

In Attendance: Mark Baer (President), Bill Allegrezza (Vice President), Harold Olivey (UFC Rep), Monica Solinas-Saunders (UFC Rep), Axel Schulze-Halberg (COAS), Brian O’Camb (COAS), Iztok Hozo (COAS), Vesna Balac (CHHS), Marshelia Harris (CHHS), Alicia Wright (SOA), Surekha Rao (SOBE), Sharon Pratt (SOE), Scott Hudnall (Library), Jen Fisher (At Large), Linda Galocy (At Large), Susan Zinner (Past President), David Parnell (Secretary)

1. Called to order at 12:01 pm.
2. Approval of minutes: January 8, 2021
 - a. Tabled until March.
3. Old Business – Mark Baer, President
 - a. Welcome Iztok Hozo as our new COAS Representative, replacing Bill Dorin.
 - b. Fac Org Officer Elections: We have identified everyone who needs to be on the ballot for the upcoming elections. Bill Allegrezza is working with Nicole Anslover to prepare the slate of candidates for later in the semester. We will be voting for Secretary, Vice President, both At Large representatives, both UFC Representatives, and two All Campus P&T Committee At Large members. Faculty Comment: It’s a shame that UFC representative has only a one-year term, because UFC is weird and continued service would be useful there. Faculty Comment: Perhaps we can suggest the Constitution Committee consider making the UFC representative a two-year term.
 - c. Dean Review: Dean Cynthia Roberts is due for a faculty review because it is her fifth year. Faculty Comment: It is just suggested that the review be in the fifth year, and because the pandemic has created so much extra work, perhaps we could do the review in the fall instead of trying to work it into this semester. Faculty Comment: I thought reviews were supposed to occur in the fall. Faculty Comment: I think faculty feedback for the deans should be routine and I would rather not have us fall behind. Faculty Comment: There is not too much work involved or meetings in a review as most of the work is done through a survey that is emailed out. So it would not be too hard to do this semester. Faculty Comment: The faculty all agreed on the questions for the survey, so we did have feedback. Faculty Comment: I have no problem with the questions, I have a problem with not being able to customize the questions for each dean or school. Faculty Comment: When we move forward with the review, the committee can re-examine the questions. Faculty Comment: We were told last time that we couldn’t do that. Faculty Comment: This was not just automatic; the faculty really did provide feedback. Faculty Comment: The issue on the table is whether we

should move forward with this review this semester or do it in the fall. Faculty Comment: We should do it in the spring since it does not take very long to do. Faculty Comment: I agree. Faculty Comment: We missed what we were supposed to do in the fall, so we are not technically following the procedure. Faculty Comment: I recommend we just tell Vicki we're behind and that COVID screwed things up and tell her we would like to go through with it.

- d. Budget Process Update: Subir Bandyopadhyay, Kevin McElmurry, and Mark have been talking with Michelle Dickerson about the budget process. The chancellor is pushing for more faculty involvement. We need to make sure we have faculty presence at each of the budget hearings. Check out the link to see if you can attend one of the budget hearings. We just need one faculty member for each meeting.
- e. LGBTQ+ Campus Contacts: There are some diversity inclusion initiatives coming from IU with regard to LGBTQ+ campus community members. We have been asked to identify someone on campus as a LGBTQ+ contact and we would like that person to be a faculty member. In addition, there are two committees, one in charge of giving an award and one that is a steering committee for a conference next year and IUN has been asked to send a representative to both of these. Faculty Comment: Someone who has done the Safe Zone training would be great. Faculty Comment: Perhaps someone from WGS would be interested. Mark: We will ask for volunteers.
- f. Status of Director of Equal Opportunity and Affirmative Action Search Update: Marshelia Harris is serving on this search. She reports that the search committee is moving along in its business. The co-chairs for Diversity and Inclusion will be faculty representatives in the final stage of the search process.

4. New Business – Mark Baer, President

- a. Pandemic Impacts on Faculty Annual Report Resolution: See Attachment #1. We have been discussing this via email, so we will need to finish our discussion and vote on the resolution. Is there more discussion? Faculty Question: Did you share this with Vicki and get a sense of her thoughts on it? Answer: Yes, I did not share the exact words, but it seems like she thinks it is a good idea in principle. Faculty Comment: It seems that some younger faculty members do not know the Faculty Board of Review exists, so it might be helpful to remind them that it exists and they can appeal if they think they are being treated unfairly. Faculty Comment: I think that's an important point and a good idea to remind new faculty especially that the FBR exists. Faculty Comment: Perhaps we could just attach a description of the role of the FBR every time we have an election for it.

5. Ken Iwama, Chancellor

- a. Budget: We had our first budget committee meeting last Friday and talked about how the process worked and how to daylight it so that we are transparent. In terms of our budget, I am going to be advocating for some kind of salary increase. I know they were frozen last year. We are going to have to see over the next couple

of months how this plays out because the budget situation is still not clear. President McRobbie just earlier this morning mentioned that he is authorizing an increase in the IU minimum wage, to \$15 on July 1. If IU is confident that they can move forward with that then I am hopeful it is a good sign for the rest of the salaries as well.

- b. Presidential Search: The search committee announced that it will proceed with in-person interviews sometime this month. There will be some focus on regional campuses in these interviews.
- c. Enrollment: The picture for fall applications and admission numbers continues to be difficult. This is the elephant in the room that will always be brought up in budget discussions. We had an open house last week. There were nearly 400 students from region high schools attending this event. I have been talking to superintendents all around the region, which helped with that attendance. The goal is to have students in the area look to us as a first-choice institution. We are going to talk more about the quality of our programming and our faculty, not just on the affordability. In our marketing campaigns I am giving a directive to talk about our quality. We are about to embark on a digital campaign. We are doing targeted, geofencing digital campaigns, particularly in the Illinois market. I just received the financial aid report from IU last week. We are the lowest university in the state in terms of net-cost for public institutions. We have to talk about that, but also in the context of quality. I ask superintendents about the strengths of their academic programs, to link our departments and faculty to that energy in the high schools. Some of them do not know what we have here, and that is something we need to continue to turn around.
- d. Spring Campus Restart: We are sending out a bunch of communications about parking and increased testing for our spring reopen this coming week. If any of you have any concerns in terms of your classroom setup or other facilities issues, or if there is a problem of lack of compliance, please let us know, because that means we need to ratchet up the communication. The assumption right now is that summer kind of looks like it looks right now, but that Fall 2021 is going to look more like Fall 2019 than Fall 2020. That is the plan for now anyway.
- e. Facilities: One of the things we have talked about lately is safety on Broadway. The VP of Facilities for IU had some interesting ideas for things we might approach the city or the state about to try to slow cars down in that corridor. In terms of the search for the Executive Director of Facilities and Operations: Mark sent me a summary of faculty feelings about the candidates, and I have read through the feedback submitted via the online surveys. I hope that we will have a decision made sometime next week.
- f. Equal Opportunity Affirmative Action Search: This is a critical position that we are searching for. Marshelia Harris will be giving you updates on this search.
- g. Staff Town Hall Meeting is coming up. The model for this town hall will be the faculty town hall restart meetings we have been having.
- h. There will be a welcome back event on campus on February 15 that will celebrate us being on campus in a safe way.
- i. Northwest Council: There should be an email going out soon reintroducing everyone to the Northwest Council and telling everyone how they can be

involved. There will be a virtual suggestion box and the minutes will be published so that everyone can see the robust discussions that are taking place.

- j. Mark: I had been planning to jump in on the staff town hall. Is that useful?
Answer: Incredibly useful. Any faculty who are interested are welcome to join in for it. Faculty Question: The Times of Northwest Indiana is biased toward Purdue Northwest. Everything PNW does gets recognized in that paper, but almost nothing we do gets mentioned. Why don't we invite the editors of that paper to campus to talk to them about what we do? Answer: Thank you for those thoughts. I have been tasking our communications and marketing team with escalating our presence in the media. I want to occupy that space. There is a disconnect between great work happening and it being known in marketing, so we want to daylight more. We want the VIP leaders in the community to understand the scholarship we are doing here and how it has direct community impact. Every little piece where people learn about what we are doing starts to spread the word.

6. Vicki Roman-Lagunas, EVCAA

- a. Enrollment: We were 1.6% down on census this spring. We did the best of all the regional campuses, losing the fewest students. The retention is the work of the faculty, because students will not come back if they have a bad educational experience. Our summer enrollment is up 18.1% at this time compared to last year, which is huge. We received \$215,000 in CARES money because we are a Hispanic Serving and Minority Serving Institution. We are using that money for a "buy one get one" for summer – if students enroll in and pay for a 3-credit summer course, they get a second 3-credit course for free. Our hope is that this will yield some dividends in terms of increasing graduation rates. Faculty Question: How many students will get an extra summer class because of this? Answer: I think the number is 243.
- b. Low-Enrolled Classes, Cancellations, and Contracts: The problem is not low-enrolled classes but it is how we are scheduling classes. The fact that we roll over schedules from one semester to another is not helpful. The numbers of 300 level classes that we offer needs to be looked at. If each 300-level class is half full, it means we need to offer fewer next semester. Another problem is that how to get people paid on our campus has totally changed. For every hire that we do, we have to show appropriate enrollment for the class. This is primarily for adjuncts. For each contract, Liz sends a report to me, and I have to email the Chancellor and Michelle Dickerson, who each approve them, and then they go to Philemon in IU, and then go to John Applegate. These things sit in peoples' inboxes longer than we hope for. There is no way the person is going to be paid on time if these are filled out the week classes start. So we need to schedule fewer classes and also make sure the billable form goes through approvals faster. We also need to have notification. The deans of each school need to tell faculty that they may not get paid on time if they have a low enrolled course and the billable form gets started late. So they can tell the faculty that the class is either cancelled or their pay will be late – those are the two options. We need better communication with those faculty. Faculty Comment: In my experience, nobody communicates to the chairs

when to expect the decision or what is happening with low enrolled classes. The deans are not communicating back to us and then we get upset adjuncts. Answer: Yes. They are waiting too long in your college to review these classes. This is a long habit. But the prior source of the problem is that fewer classes need to be scheduled. Faculty Comment: Another problem is that students wait so long to enroll, so if you cancel the class too early then the students cannot enroll. It can also be difficult to change the class schedule without a major study of how it will impact other classes the students are taking. Answer: In some cases, yes and in other cases we have departments offering classes every semester that are under-enrolled and then we have to think about that differently. I don't like cancelling classes because it is very disruptive, but our average 300-level class has 8 students in it, and we need to do something about that.

- c. Mark: The policy on Dean's Reviews says that deans to be reviewed should be announced in the fall, which we missed, but it is time for Dean Cynthia Roberts to be reviewed. We were wondering if we should move forward with it or wait. Vicki: I would not wait. This is a good opportunity to do this and I will review my responsibilities for that. Mark: Great, thank you, we will move forward on that.
- d. Faculty Question: What is the number of students that qualifies as a low enrolled class? Vicki: The number thrown around is 15 students to qualify as not being low enrolled but there are other things we look at, like the number of seniors in the class and whether it is needed for them to graduate. There are always special circumstances. Faculty Comment: Yes, I was thinking that many of our labs have maximum enrollment numbers based on the size of the lab. And the timing of those labs is important too. Vicki: I love that and there should be a conversation always between you all and the dean and me. But it is helpful to look back on the last five years and see how you can change the scheduling or find other ways to do it. Faculty Comment: We can internally handle balancing our 300-level classes, but composition classes and block scheduling causes difficulty there and we need to know how many students are enrolling. Perhaps it would help to have Peter involved in this. Vicki: Absolutely. It's really looking at the history of enrollments and at future projections.
- e. Status of Frozen Faculty Lines: We have people who have left the campus. That is not a frozen line, but in the past, we had the freedom to fill that position. However now we do not have that freedom ourselves, since we have to fill out a billable form and send it up for approval. Mark: Last year there were 9 lines that needed to be filled but the chancellor wanted to wait until spring. Vicki: He released 2 lines in the spring, but then IU required a five percent budget cut. Mark: We needed 9 faculty positions in 2019 and the situation has not really changed and we still need them. Vicki: Just because your unit had a position before does not mean it still needs one right now. If your numbers have gone down, you may not need a faculty, but a different program really needs that faculty. Faculty Comment: At one point in the past, the faculty were asked to form an Academic Prioritization Committee to determine which positions were most important. Vicki: I have no plans to form that kind of group while I am employed because it is such a morale crusher. That process does take place between me and the deans. But again, when positions are cut it is not a campus decision, it is a decision made downstate in

response to the billable forms we submit. Also, faculty participate on the Budget Committee and Academic Affairs puts forward all of this information to that committee. This is not a Vicki decision. We have engaged faculty, engaged deans and this is a collaborative and deliberative decisions. Faculty Comment: It might be helpful if you told all faculty at each Faculty Organization meeting what positions are still under consideration and which are cut. Vicki: I like that. Right now keep in mind that we are only allowed to go forward with visiting positions at this time because of our admissions and applications numbers for fall. It's a whole different situation when we find ourselves in the budget situation that we are in right now. Faculty Comment: I think we can be collegial. I think we can encourage our students to take classes in our fellow colleague's departments.

7. A motion was moved and seconded to extend the meeting by 15 minutes.
8. Pandemic Impacts on Faculty Annual Report Resolution (continued):
 - a. The resolution was moved, seconded, and unanimously approved by the Executive Committee.
9. Super-Committee Business
 - a. Academic Affairs:
 - i. Motion approved by Academic Affairs: "The All-Campus Survey and Curriculum Committee shall review curriculum changes from all academic units including those outside of the CARMIN workflow such as changes to programs/majors/minors." This motion will allow All-Campus to review changes and be aware of them. Faculty Question: Is this just about majors and minors or is it also about other things like prerequisites? Answer: The way it is written it means all changes, not just majors and minors. Faculty Comment: This opens a huge door to micromanagement even if it seems benevolent right now. It will now take quite some time for departments to make even minor changes. Faculty Comment: If we do go through this longer process we need to make sure of who is responsible for making changes after approval. Faculty Comment: It is not clear if the motion requires approval since it says "shall review." Mark: Should we approve this motion, bring it to Faculty Organization for discussion, or send it back? Faculty Comment: I think we should send it back for some fine tuning and clarification. Mark: Our goal is not to fine tune the language ourselves or to do the job, but to gate keep for Faculty Organization meeting. Faculty Comment: Yes, let's send this back to Academic Affairs so they can fine tune some of the language and clarify what they mean and then bring it back to us.
 - ii. There was an IUOCC meeting last week that was primarily informational but was pretty good.
 - b. Faculty Affairs:
 - i. The Teaching Award criteria has been augmented for this spring.

- ii. There is also a group looking at P&T procedures as we asked.
- c. Student and Campus Affairs:
 - i. They are looking at the budget process right now.
- d. In April we need to decide whether to keep the Super-Committee structure or not. My whole thought process is to keep this work going forward but keep some time at that last meeting to decide about that part.

10. Adjourned at 2:18 pm.

Attachment 1:
Pandemic Impacts on Faculty Annual Report Resolution

Pandemic Impacts on Faculty Annual Report (DMAI)

Whereas the Covid-19 pandemic has negatively impacted research opportunities in many academic disciplines by restricting travel, reducing access to academic conferences, reducing or delaying publishing opportunities, and creating other significant impediments;

And Whereas these research impacts have been unevenly distributed and have uniquely affected each discipline and researcher;

And Whereas the Covid-19 pandemic has manifested significant challenges to standard teaching practices including, but not limited to, requiring faculty to quickly adopt new technologies, teach in new and multiple modalities, and work harder to engage students who are negatively impacted by the pandemic;

And Whereas the COVID-19 pandemic has substantially altered or limited access to community-based organizations whereby many faculty provide service, conduct research, and/or involve students in community-engagement.

And Whereas many faculty members are rising to these challenges in the context of negative personal impacts including, but not limited to, healthcare challenges, increased family responsibilities, and increased childcare responsibilities;

The IU Northwest Faculty recommends that the Executive Vice-Chancellor for Academic Affairs, Deans, Chairs, and other faculty leaders take these impacts into account when conducting reviews of Faculty Annual Reports (DMAI). The Faculty request that in the case that a DMAI reports a significant decline in productivity over the last year, unit leaders offer faculty members the opportunity to provide a short narrative regarding the impacts of the pandemic on their research, teaching, and service output in order to inform the review. We recommend that this practice remains in place until such time that the pandemic no longer imposes negative impacts on research, teaching, or service.

Co-authors: Mark Baer, Susan Zinner, Jonathyne Briggs, Sharon Pratt