Indiana University South Bend Academic Senate meeting
January 29, 2016, Wiekamp 1011, 1:30 pm.

Attending:
Adaikkalavan, Aghimien, T. Allison, S. Anderson, Barrau, Bennett, Bennion Turba, Bloom, Borshuk, Bowyer, Bryant, Bushnell, Cerbin, Chaney, L. Chen, K. Clark, N. Colborn, L. Collins, Cress, Curtis, Ducoffe, Dunn, Economakis, W. Feighery, Fong-Morgan, Froysland, Gerken, Hakimzadeh, He, Hottois, E. Joseph, J. Joseph, Kahan, Karakatsanis, Kazmierczak, G. Kern, B. Kern, LaLime, Lambert, M. Lee, Y. Lee, Levine, Lidinsky, Limbert, Lucal, Luppes, Lynn, Martinez, Mattox, McGuire, McIntosh, McMillen, Meisami, Merhi, Mettetal, Mociulski, Moore, Je. Muniz, J. Murphy, Nilsen, Ortiz, Pant, Resler, Roth, Rusnock, Schrank, Schult, Shepherd, Shlapentokh, K. Smith, J. Smith, Sofhauser, Souther, Surma, Suttman, Takanashi, Tetzlaff, Thomas, Torstrick, VanderVeen, Vollrath, Weiss, Wells, White, Willig, Wright, Zwicker, Zynda.

1. The meeting was called to order at 1:33 p.m. by President Scott Opasik.

2. Approval of minutes

The minutes of the November 20th, 2015 meeting were approved.

Motion to approve, seconded; the motion carried by voice vote.

3. President's Report

A. President Scott Opasik gave an overview of the IU Online Model for Cooperative Academic Programs. He highlighted the agreement and the process for developing cooperative programs. The process involves multiple phases that move from faculty involvement to administrative approvals.

The IUOCC formula is followed for campus reimbursement. Agreements between campuses are in place for 5 years.

Doug McMillen asked if revenue sharing was discussed in the Memorandum of Agreement.

Opasik affirmed this and reiterated the IUOCC formula (70/30).

Opasik noted that two IU South Bend degree programs are going through this process currently: Informatics and History.

Anurag Pant asked if IU Online includes all bachelor's degrees.

Opasik responded in the affirmative.

Anurag Pant asked if we have a say regarding this issue.

Opasik responded that any campus can suggest a program but all other campuses have the right to collaborate in that program.

Anurag Pant asked if the recent HLC visit was related to these degree programs.

Opasik responded No, that process is related to being certified to offer online degree programs. This point was clarified by Associate Vice Chancellor John McIntosh and Dean Elizabeth Dunn.

Anurag Pant asked why there were no open sessions scheduled for the recent HLC visit.

Dean Dunn responded that this was a focused HLC visit in this case and that is usually not part of the agenda.

Doug McMillen asked who completes the MOA for phase two and phase three?

Opasik responded that faculty members complete the MOA in phase two and administrators complete it in phrase 3.

Doug McMillen asked if the Administration has the power to revise the phase 2 MOA.

Opasik responded that he did not believe so because the faculty controls the curriculum; during the phase 3 MOA it is important for faculty to have discussions with Academic Affairs on these issues.

Cathy Borshuk asked if the development of these online programs assume that the campus General Education program will be fully online in order to offer an online program.

John McIntosh noted that the IU document says 80% of courses will be offered online but 50% has been the number used for practical purposes.

Monica Tetzlaff asked where the 30% of the IUOCC tuition money goes.

Chancellor Allison responded that this money is folded into the revenue stream and distributed in the budget. He also noted that we have had negative revenue in this area during the last few years.

Beth Kern noted that she has made an observation as part of the BSBA planning with regard to General Education. Our students WILL take our General Education classes. In the BSBA, there will be some common Gen Ed classes required across all of the campuses.

Jerry Hinnefeld reiterated that it is important during Phase 3 negotiations to be in conversation with the Dean and the EVCAA who is ultimately responsible for signing the MOU because of significant issues with ongoing administration of the programs.

Lisa Zwicker noted that she has heard from colleagues at IU Northwest that are now teaching a large percentage of students online that they find it difficult to move back to teaching the same class in a face-to-face mode. She also noted that the History faculty across the IU campuses that are currently discussing the online History degree requested that a Director be appointed and had agreed to certain course caps but were overruled on these issues by Administrators at a higher level.

History is also concerned about the integrity of the face-to-face degrees as a result of the online offerings. Zwicker reported that IUNW is seeing large DFWs in the online program and fewer majors as a result of this program.

EVCAA Jann Joseph noted that course caps were agreed upon by the various campuses and set at 50 students as a compromise. Our campus has a choice on how many students we will take in a course up to a maximum of 50.

Joseph also spoke to the Director issue in relation to the online Informatics program. She noted that a Director was requested but because of questions about how that person's load would be assigned it was decided that the program would run for some time before a Director was assigned; the MOA can be reviewed at any time. How the program is administered based on workload will be decided later.

Scott Opasik asked if all developing programs would have the same course cap.

ECAA Joseph responded that the Executive Vice Chancellors will make those decisions as the situation arises. What works for one major not work for another.

Joseph noted that IU has made a commitment to IU Online and IUOCC and we are working to cooperate in order to make efforts to stabilize our enrollment.

In terms of the BAS online, each campus is putting give courses forward for this summer for the program. She is negotiating class sizes and seats to seek equity for these classes.

Elizabeth Bennion Turba asked if the 50 student cap was just for the collaborative programs or for all IUOCC courses.

Joseph responded that it is currently for IUOCC courses. Originally faculty teaching for the first time online were allowed 35 students and then the cap would move to 50 students. Teaching online is not easy; it is time-consuming. She would prefer 20-24 students as the cap.

Anurag Pant noted that we should indicate to students that it is difficult to take online classes. He finds that most students that he counsels on this end up not taking online classes.

Joseph noted that yes, we are aware that many students are not ready; IU-READY is in place and there are discussions about expanding it in order to better prepare students.

These are difficult questions and will take a lot of conversation. She asks that we consider the task force report carefully and be prepared to discuss more fully.

Hayley Froysland noted that all sorts of challenges could arise in this process and asked who would ensure that one campus doesn't take over all of the classes unfairly.

Joseph noted that she has heard many questions about IUPUI in particular and noted that they will not be part of the regional consortial agreements for most of these programs.

Hayley Froysland noted that there are issues with these administrative decisions, for example not hiring a Director. Are the Dean's offices supposed to be administrating these joint programs? It is important that the faculty have someone looking at all of these things and making sure that course offerings are equitable.

Joseph noted that the faculty have responsibility for the curriculum and it would not be a good idea to separate out online – online is just a mode of delivery. It is important to keep the curriculum with the faculty and have the Deans work on administrative issues and not pull out online learning. Marianne Castano-Bishop as Director of the Center for Online Education is responsible for working with the Deans, with UCET for faculty development, and for helping with these issues in terms of delivery and student support.

More information may be found at:

IU ONLINE: A COLLABORATIVE MODEL FOR ONLINE EDUCATION AT INDIANA UNIVERSITY
https://uaa.iu.edu/academic/ooe/docs/ooe_model.pdf

Academic Program Approval Process: Developing Collaborative Academic Programs
https://uaa.iu.edu/academic/program-development/collaborative-programs.shtml

B. President Scott Opasik showed a slide of elected committees, noting ongoing membership and open slots for the 2016-17 year. He asked that faculty members please contact members of the nominating committee Gwynn Mettetal, Dave Vollrath, or Henry Scott if you are interested in serving. He noted that this listing will be made available on the Academic Senate website.

Kyoko Takanashi suggested that the term for each position be made explicit on the web posting.

4. Administrative and Officer Reports

A. Chancellor Allison reminded faculty that Ken Baierl will be asking for the names of students that can be highlighted at the Commencement ceremony. Please begin to think about those and forward names to him. Of course any time you find out something about your students that is newsworthy, please let him know so that we can celebrate their achievements.

Chancellor Allison introduced Martha McCampbell, Director of Affirmative Action, Campus Diversity, and Deputy Title IX Officer. He noted that he has asked her to work on forming the Diversity Committee; invitations to serve will be forthcoming.

Allison noted that 2016-17 will be a significant year for IUSB. IU first taught a class at IUSB at 1916 so we will celebrate 100 years in South Bend with a jubilee year. We will also celebrate the 25 year anniversary of the Raclin School of the Arts. There will be an October event and Chancellor Allison will be looking for other celebration ideas. Allison will form a Task Force to communicate and share the celebration with the public.

Chancellor Allison noted that there is some good news for next fall; we are running ahead in our applications, including larger numbers of high-performing students from high schools. We are also getting a very diverse pool of applications. The important public relations messages are definitely getting out. The only smaller application group is those 20 years of age and older.

The bad news is that we are down by 2.9% from last spring in student head count. The students we have are taking more credit hours; we are down in headcount by 5%. Revenues will fall again; we are approximately $1 million short. We are working to figure what funds we can apply to that shortfall.

Allison noted that we have overspent our budgets on hiring associate faculty. We have class size issues and this is not sustainable. Our average class size is smaller than last year even though many of you have raised your course caps. He is aware that EVCAA is working on this issue.

Retention is still an issue. Older students have jobs and this affects their taking classes. They are working with some employers to try to offset this and having limited success. Allison noted that in conversations in the community he actively advocates for a college education as an important success factor and in contributing to our economy. We should all continue to talk about the value of a college degree with people in the community and work on this issue.

On campus, internally, there are many retention efforts; these aren't always effective and we continue to work on this issue.

There is a clear pattern that students that did well in high school and had higher SAT scores are being retained at higher rates. He would like to find more qualitative data on those students that are not retained. There was an effort to contact and interview those students but only about half responded. In addition, many staff members and advisors contacted students that did not enroll for spring semester. There are many reasons that students do not return; he would like to have a more complete quantitative and qualitative analysis to understand these issues.

There have been some financial aid solutions implemented to help students if money is the main contributing factor to retention.

Chancellor Allison noted that since he has been Chancellor he has received some feedback that he is not being encouraging enough about the retention issues. He noted that we have to understand our performance and that this should be evidence-based. We need a stronger understanding of what is happening and why. He hopes that we can have some peer-reviewed studies of what students are doing, why, and find some interventions that work. Allison noted that he certainly holds himself responsible and that the EVCAA does as well. They are working hard to coordinate campus efforts to keep students in school and they are dedicated to finding solutions.

One of these solutions would include having a short course on online learning for students and how to be successful in that environment.

Chancellor Allison noted that the 2016/17 Strategic Budgeting Process will be beginning soon. This process will also be evidence-based; there are set criteria for evaluating budget proposals. A handout that shows the budget development timeline and these criteria is available at the back of the room. Allison noted that he did run the timeline and criteria past the Academic Senate Budget committee and improved some of the wording on the criteria based feedback he received from them. He noted that he did not take a suggested change in the wording on point 3 because we have to consider the revenue picture in terms of trends in revenue loss. We have to focus on revenue and focus on programs that will bring in new students or retain students better.

The budget process is designed to focus on investments that will pay off for our bottom line AND for the students.

Chancellor Allison noted that efforts continue to be made in recruitment and marketing; in telling our story as broadly as possible. There will soon be new TV commercials. One of our alums works for Oprah and will be included in the new television advertisement. IU South Bend will also begin direct marketing by working with a commercial firm with mailings and social networking starting with sophomores and juniors in high school. Hopefully in 2017 we will see a boost in enrollment from this effort.

Allison noted that Graduate enrollment has stabilized and shown slow growth in some areas. We will continue to expand the number of Honors students and look for external support for that program. Athletic programs are growing. There is a lot more scholarship money available in the Health sciences and this should grow as part of the Foundation campaign.

Chancellor Allison offered an update on campus searches. He introduced Jim Murdock, Interim Vice Chancellor for Administration & Fiscal Affairs and noted that they are working on changing the title of that position to Vice Chancellor of Finance and Administration.

Jim Murdock noted that in all of his years of experience in academia he had never seen this many faculty gathered on a Friday afternoon before.

Chancellor Allison noted that the search for a permanent VC is going through a search firm. This is expensive but will hopefully be worth it.

Chancellor Allison noted that Ilene Sheffer, Vice Chancellor for University Advancement is retiring at the end of this calendar year. It was gracious of her to let us know this early so that can plan for her departure particularly since this is a bicentennial fundraising year. She will be introducing our new hire to donors in the area.

The EVCAA will be working to appoint an Interim Dean of the Business School and the permanent search has begun. We are hoping for a new Dean by the end of the 2016 calendar year.

Chancellor Allison offered a Facilities report. He noted that most people from the Administration Building first floor have been moved into temporary new offices because of the remodeling project. Signage there is good and signage is underway for Weikamp Hall, where many of the staff have moved. There was a kickoff meeting yesterday for the Riverside Hall renovation which is showing very good progress. The IU Landscape Architecture office is working on developing the area west of Schurz Library as a sustainability showcase. The initial plan is to move the garden to that area and we also hope for a full-size demonstration home that highlights sustainability and houses our Sustainability program.

Chancellor Allison noted that despite our challenging environment we are still flourishing and are trying new things to move us forward and to be innovative and support students. We should celebrate everything we are doing well.

Questions for Chancellor Allison:

Josh Wells noted that he appreciates the attention to dealing with retention issues. He urged Chancellor Allison to include faculty and departments as much as possible in this process. He noted that you can study this from the top down but we are bringing students back in at the bottom. It is important for faculty to know how they can help and what options they have for fixing problems.

Allison agreed and noted that the Administration will especially need help with the qualitative part of the research.

Jerry Hinnefeld asked whether Chancellor Allison had any idea what portion of the current year revenue shortfall will be covered by salary savings.

Allison noted that there was also a structural deficit that was covered by salary savings. $400,000 was projected in salary savings for the year, and at mid-year there was $200,000 in this budget. We may have less in the 2nd half of the year because of recent hires.

Jerry Hinnefeld requested that the Academic Senate Budget committee be included in discussions on how to deal with the revenue shortfall. Chancellor Allison agreed.

Jeff Wright noted that he was confused about statements regarding overspending on Associate faculty members.

Allison noted that these are issues that should be discussed within the school or college. They just see the overall bottom line. There were promised cuts in associate faculty budgets by the Deans and then fall and spring associate faculty budgets were overspent by $250,000.

Jeff Wright asked if the revenue from tuition doesn't offset those expenses.

Allison noted that we care about the revenue but we need to work on scheduling issues and should not spend more than we intended.

Susan Moore noted that the math doesn't add up; they have been adding students to classes.

Allison reiterated that these discussions should be happening at the School level and that we need to make sure that associate faculty aren't teaching a class that a full-time faculty member could be teaching.

Beth Kern noted that the School of Business is already at their target faculty-student ratio; the School has some restrictions on who can teach because of accreditation issues. If the adjunct budget is cut further that will affect revenue.

Allison noted that if a School can demonstrate that they have met the targets, that effort will be recognized in the budget process.

Anurag Pant recommended that some of the Vision 2020 funds be used for analyzing the retention efforts as a team proposal. Gwynn Mettetal noted that she welcomed such proposals and that the Vision 2020 grant cycle deadline is March 1, 2016.

Andrea Rusnock questioned recent actions regarding course limits; noted that course minimums were raised without faculty discussion and a chance for input on the issue.

Chancellor Allison noted that he would defer that question to the EVCAA.

Chancellor Allison noted that Deb Schmidt will begin as head of Human Resources on Monday, February 1st.

B. EVCAA Jann Joseph

EVCAA Joseph congratulated Chancellor Allison and Kyoko Takanashi on the receipt of 2016 New Frontiers in the Arts and Humanities awards. Chancellor Allison received a $50,000 grant for an IU South Bend collaborative project to create a new musical play called MEGA!. Dr. Takanashi received a $14,000 grant to write a book called "Traveling through the Pages: Reading Realism in the Age of Transport Revolutions." These projects were selected from about 37 projects across IU to receive funding.

Joseph also extended congratulations to Dean Mario Ortiz who was elected to a Distinguished Fellowship in the National Academies of Practice and the Nursing Academy as a Distinguished Scholar and Fellow. He will be officially inducted at a ceremony in April in Baltimore. The National Academies of Practice is a prestigious non-profit organization founded to advise governmental bodies on the nation's health care system. His election to this body is an honor for him and the campus.

Dr. Joseph congratulated Kristyn Quimby, who has been selected for a Partnership Matters award. This award is for an individual, group, agency, etc. that has been a vital partner with helping their Northwest Indiana Area Health Education Center.

Joseph congratulated Gail McGuire for her research work with a new low-income housing cooperative that is being built on the West Side, called South Bend Mutual Homes. What a marvelous example of putting our academic skills to work for community good.

Joseph also congratulated Darryl Heller for his recent op-ed in the *South Bend Tribune* which was recognized as one of the best articles of 2015.

Joseph noted that several faculty members (called the Current Steering Task Force) Jay VanderVeen, Lee Kahan, Elizabeth Bennion Turba, Darryl Heller, Gail McGuire, and Linda Chen have visited IUPUI to consult on creating a successful application to qualify as an Carnegie Engaged campus.

EVCAA Joseph noted that she recognizes the work the faculty do on our campus and in the community and that this work is appreciated.

With regard to reported issues with morale and not feeling supported by the Administration, Dr. Joseph noted that she believes that we are suffering from "new administrator syndrome". She is aware of and appreciates the work that is being done by faculty. She acknowledges that she has been focused on problem-solving in this environment and as new people we do not know she and Chancellor Allison and reiterates that we do understand and do appreciate the faculty and staff and want all of us to work together to support our students.

EVCAA Joseph noted that the IU McKinney School of Law has announced that they will offer half-tuition places for qualified IU South Bend graduates. This is an important opportunity for our students. Thanks to Linda Chen who was instrumental in supporting this. She noted that they are working on a similar agreement and a direct-admit program into the IU School of Medicine.

Joseph noted that In spite of the stresses and issues, we are fighting for our students and for the faculty's best interests as well.

Dr. Joseph responded to Andrea Rusnock's question (repeated here): Andrea Rusnock questioned recent actions regarding course limits; noted that course minimums were raised without faculty discussion and a chance for input on the issue.

Joseph noted that the communication on class sizes, scheduling, and faculty-student ratios has been happening for quite some time at the Dean's level. She has been sharing information with the Executive Committee recently also. Joseph notes that it is very difficult to have this type of discussion at a faculty meeting. It was discussed with the Deans and the Academic Cabinet last spring; the assumption is that information is going back to the schools for discussion.

At the macro level, there is a target ratio of 75 students per faculty member per semester; the micro discussions on how to best make this work needs to be handled at the department and school level and brought to the Deans.

EVCAA Joseph noted that she had received a letter from Elizabeth Bennion Turba, Chair of the Faculty Welfare Committee regarding the pro-rating of pay for adjuncts and for full-time faculty during the summer and how the formula for these was arrived at. Joseph noted that schedule planning is typically done about a year in advance. The summer schedule, while a line item, is part of the annual budget. Sustainable class sizes for summer in terms of class minimums were discussed and sent to all of the Deans for distribution to Department Heads and Chairs. It was shared with Scott for distribution.

Academic Affairs staff (and she is grateful for John McIntosh's work on this) looked at best practices and came up with the cost of the class (salary and benefits) and revenue generated by tuition as well as indirect costs. Pro-rating was offered last summer in a few cases in order to make classes work. AA worked with departments and Deans on this issue.

EVCAA Joseph noted that she is not comfortable with pro-rating of salaries in general. This is not something that we would like to institute as a policy. In Elkhart, where we are desperately trying to sustain a presence, there were exceptions made in this area. There were also pro-rating decisions made for classes in the School of Education and the School of the Arts. The School of the Arts has an agreed upon practice for faculty members teaching individual students.

All faculty in question were asked and then agreed to these pro-rating arrangements.

April Lidinsky asked if we will use this strategy again this summer.

Joseph hopes not but if there is a low-enrolled class and the faculty member is willing to teach it at a lower rate it may be considered. Individual faculty can choose and that should be clear to the Deans.

Tammy Fong-Morgan asked if there a plan in place to communicate this clearly to the faculty member?

John McIntosh noted that it is up to the departments/units to communicate to the faculty member.

Dean Lynn noted that the School of Education has done this for a couple of reasons. There were some students that needed to complete degrees and the courses had not been offered in a timely way. It is part of the discussion that the Chair has with the faculty member before the class moves forward.

Joseph noted that the bigger question is problems with scheduling; making sure that students have sufficient options to complete degrees; that there aren't issues like this, that classes are offered during regular fall and spring sessions. It is also important that full-time faculty are teaching lower-level classes and teaching in the summer. Departments should find ways to rotate the schedule so that there are adequate course offerings for students and degree completion.

Cathy Borshuk asked if summer minimum class sizes would remain the same as last summer.

Joseph responded in the affirmative.

Bill Feighery asked for clarification – If a student need the class to graduate, then the faculty member may be forced to take a pay cut in order to offer a class?

Joseph clarified that the faculty member might be asked but would not be forced. She noted that summer teaching isn't promised; departments need to schedule appropriately so that students can get classes they need and not have to rely on summer sessions.

Doug McMillen asked if the 25% reduction in tuition fees had been discontinued for this summer. Joseph responded that this was correct. She noted that there will be some scholarship monies offered to create a balance of funds for the students. John McIntosh noted that this was figured into the budget process.

Gary Kern noted that "average" class sizes had been identified as an acceptable metric and asked if that metric could be used at the department level during the summer. Joseph responded in the affirmative but requested that every department look very carefully at schedules. Affirmative Action is more than

willing to work with averages. The departments should have these kinds of discussions with their Deans so that appropriate and sustainable schedules are brought forward.

John McIntosh noted that in terms of the discussion for making exceptions for low enrolled classes, we have always listed as one of the criteria for exceptions how many students need the class for graduation, etc.

5. Committee Reports

A. Distance Education Taskforce Report

Raman Adaikkalavan, Chair, gave the Task Force report. The 138 page report and the PowerPoint presentation are available at https://iu.app.box.com/files/0/f/6309903273.

Anurag Pant asked if graduate student data was included in questions about hybrid enrollments. He questioned whether or not there was a demand for online courses from students.

Doug McMillen noted that there was anecdotal evidence that online courses routinely fill before F2F classes.

Chancellor Allison noted that data shows that students do choose online even if it is at another campus. This is an informal hybrid model. We need to find a way to continue to improve on our offerings. Allison also commented on the DFW rates for the online classes in relation to how we can intervene with the students in order to ensure that they succeed.

Gwynn Mettetal noted that her takeaway from the data is that many of our students want an online class. If we offer the course students are more likely to succeed; we need to offer more online classes.

Dean Dunn noted that OCC is obviously harming students; IU needs to look at this data in relation to figuring out the student support piece. Dunn hopes that this evidence goes downstate to Applegate's office.

Scott Opasik commended the Task Force for their work and noted that the conversation about online courses must continue.

Opasik asked for the sense of the body to table the rest of the agenda; these items will be placed first on the agenda.

Tabled

Committee reports

B. NTT recommendations

1. Selecting Associate Faculty representative to Academic Senate

2. Reappointment of Senior Lecturers

C. Committee on Faculty Welfare

Motion to table, seconded; the motion carried by voice vote.

Discussion followed on some time-sensitive information. Elizabeth Bennion Turba reported briefly on one of the issues. The IU Trustees recent decision to withdraw domestic partnership benefits is a concern. A FAQ is being prepared; this will be discussed further next month. Many other colleges are retaining their domestic partnership benefits. Some are grandfathering in those who previously had benefits. Others are expanding benefits to opposite sex couples. Scott Opasik added that this issue has been brought the Regional Faculty Council.

The meeting was adjourned at 4:01 p.m.

Respectfully submitted,

Nancy W. Colborn

Academic Senate Secretary