

INDIANA UNIVERSITY SOUTH BEND – ACADEMIC SENATE

MEETING MINUTES

November 18, 2011 - Northside 113 - 10:00 AM

Attending: Adaikkalavan, Agbetsiafa, Ananth, S. Anderson, Bakerson, Barrau, Bennion Turba, Bloom, Borshuk, Bryant, Bushnell, Y. Cheng, K. Clark, L. Collins, Cordell, Costea, Curtis, Darnel, K. Douglas, Dunn, Economakis, Eggleston, Feighery, Fisher, Gerencser, Guillaume, Heck, Hinnefeld, Lee, Levine, Lidinsky, Lucal, Mayrose, McIntosh, McMillen, Meisami, Mettetal, Meyer-Lee, Mociulski, Muniz, Opasik, Pant, Reck, Roth, Sage, Scott, Shlapentokh, Shrader, J. Smith, K. Smith, R. Smith, Sofhauser, Song, Spitzer, Stankrauff, Takanaishi, S. Thomas, VanderVeen, Vollrath, L. Walker, Watson, Wells, White, Wright, Zhang

1. CALL TO ORDER, APPROVAL OF MINUTES

President Gerencser called to order the November 2011 meeting of the Indiana University South Bend Academic Senate at 10:04 am in Northside 113.

Approval of minutes from October 21, 2011 Senate Meeting. **Motion to approve minutes—M/S/A** unanimous.

President Gerencser thanked Vice President Saksena for running the October Senate meeting in his absence.

2. CHANCELLOR RECK

- *IU Partnership Conference.* This was an event held at IUPUI involving political and community leaders from around the state, with participation via video conference; it was part of a Lily Grant promoting educational opportunities in Indiana. Thanks to those who attended.
- *Summer Tuition discount.* All IU campuses will be offering reduced undergraduate tuition in the summer: a 25% discount for state residents; non-residents will receive an equivalent amount of discount. The aim is to reduce the cost of going to IU and to reduce time to degree. The impact of the discount will be assessed next fall.
- *One-time money for strategic planning initiative.* \$300,000 in awards has been recommended to the Chancellor, and she has approved them. Award letters are coming out soon. The Chancellor thanks the Budget Committee for their work on this initiative, and thanks those who submitted proposals.
- *Education/Arts building.* The project is progressing. The structure will be enclosed and heating put in soon. A construction cam provides a video feed to the library and Office of Communication and Marketing Website.
- *Grille Renovation.* This project is almost done; you can go through and look at it. The Christmas party on 12/2 will be held there. The Grille will officially open in January; the January 6 all-campus breakfast meeting will be held there. There will be tours and samplings of new menu items.
- *Parking Project.* This is coming to a conclusion. The trees are in, the lights are in, and the last few items are being done. The project ended up on a positive note.
- *Letter to the South Bend Tribune.* The Chancellor is planning to write a letter to the *Tribune* providing insight into activities on campus. She will focus on the fall enrollment figures, explaining the drop in enrollment and the changing profile of students (e.g., their SAT composite average score is up 20 points).
- *New Director of Affirmative Action.* The Chancellor introduced the new Director, Susan Lee, who comes from the University of Denver, and has a law degree and bachelor degree from IU.
- *Situation at Penn State.* The Chancellor expressed her struggle with how to understand the lack of judgment that occurred at the highest levels of Penn State. Hopefully we can learn from this. Remember: we are stewards of our institution; the decisions that we make determine the success or failure of our institution. We are only as good as our actions demonstrate.

3. EXECUTIVE VICE CHANCELLOR GUILLAUME

- *IU South Bend Teaching Award.* EVCAA Guillaume presented this year's Distinguished Teaching Award to Gwen Mettetal of EDUC.
- *25% summer tuition discount.* The IU Academic Leadership Council (the EVCAA's of all campuses) has discussed the impact of this discount on the budget. Summer revenue is important to the annual budget. The effect on our budget may be a \$2 million shortfall. The EVCAA will meet with the deans on Monday to discuss how we can meet our budget—how we can enhance enrollment. Ideas: increase the minimum number of students in classes, and up the maximum in some classes; add more upper-division courses; offer more dual credit courses (high school/college) on our campus taught by IUSB faculty members; focus on 21st-century scholars; focus on recruiting veterans; have one longer summer session rather than two; increase work-study. Let the EVCAA know if you have other ideas for increasing summer enrollment. There is great fear that summer reduced tuition will affect enrollments in the fall and spring. We need to ensure, therefore, that there are courses students need to take in fall/spring, even while broadening offerings in the summer. We hope that IU will provide funds for marketing summer courses. We hope that students in the region will take courses here over the summer, even though they attend IUB in the fall and spring. The EVCAA encourages the Chancellor to market the summer tuition discount in her letter to the *Tribune*.
- *Summer bridge programs.* The New director of ACE, Virginia Heidemann, has raised the idea of summer bridge programs. The EVCAA will discuss this with her.
- *UCET and Distance Learning.* The EVCAA met with Tammy Fang Morgan, Marianne Castano Bishop and Tim Ryan to think about how we might more creatively organize UCET and distance learning. We need to reorganize this structure to make it more effective, to enable us to become a better provider of distance education. Distance learning is now an important part of higher education; we can maintain a high quality of instruction in distance learning. We need to think about training faculty for and engaging students in distance learning.
- *Dean searches and interims.* Rob Ducoffe is chairing search for the CHS dean; Doug McMillen is serving as CHS interim dean. Elizabeth Dunn is chairing EDUC dean search.
- *Lundquist Award applications.* This Monday, 11/21, at 5:00 pm is the deadline for the Lundquist application. We don't always have an application, despite the fact that we have many faculty highly engaged in the "communiversity." If you think you might fit the Lundquist criteria, please apply. The Lundquist Fellow is the highest academic award given on this campus.
- *Dean's seminar.* Scheduled for after today's Senate meeting, at noon.
- *Causeries.* The EVCAA will host two more causeries this spring, at least.

Q&A

- Q: Is it true that the Lundquist award involves the largest cash honorarium to the faculty?
- A: Yes, the reward is \$5,000. You are required to give a public lecture.
- Q: Was anyone on our campus informed about the reduced summer tuition before it appeared in the news?
- A: The EVCAAs were not.
- A (Chancellor Reck): The Chancellor and Vice Chancellor O'Donnell knew, but were told not to talk about it until President McRobbie announced it. In part this discount responds to the Legislature's complaints about the tuition raise, and it seeks to forestall state appropriation cuts.
- Q: What sort of projected enrollment increase will be required to make up the budget shortfall?
- A: We don't have projections; the discount is more of a strategy to make an IU degree more affordable and to get students to graduate more quickly by taking more hours in the summer. Remember, our funding formula has changed: it is tuned to how many students we retain and how many graduate. Vice Chancellor O'Donnell's presentation will address this.
- Q: What about financial aid? Isn't it the case that once students use it up during the year, there's none left for the summer? If they don't then have aid money left, even with the discount, will they take summer courses?

- A (Vice Chancellor Jeff Jones): Yes, that's a problem. Jeff Jones is drafting a letter to President McRobbie and Vice President Applegate about this. Roughly 50% of students will be out of aid by the summer, and are not likely therefore to take summer courses, regardless of any discount.
- Q: Is there any incentive to get faculty to teach in the summer? After all, tenure-line faculty salary is capped for summer teaching, and non-tenure-track faculty members who were fulltime during the year but don't have an ongoing contracts are paid at the adjunct rate.
- A: There have been discussions of these issues, which the EVCAA will take up again with the deans.
- A (Vice Chancellor Bill O'Donnell): We have changed one aspect of the policy: non-tenure-track faculty who already have fulltime contracts for the fall will be paid at the instructor rate.

4. VICE CHANCELLOR BILL O'DONNELL

Vice Chancellor Bill O'Donnell gave his annual PowerPoint presentation on the state and outlook of IUSB's finances, and the financial issues that IUSB faces. The presentation may be found on the minutes page of the Senate website.

Additional Comments

- State appropriations over the years have dropped, but there is no cut for next year.
- Over the last ten years, state appropriations drop from 58% to 39%; in parallel, tuition rises from 35% to 54%. In actual dollars, the amount of state appropriations has increased about \$1 million over the period, but our budget has risen from \$44.5 to \$68.2 million. And of the \$1 million state appropriation increase, \$300,000 is for debt service on buildings; so there's only been a \$700,000 appropriation increase for operations.
- The tuition increase this year resulted in almost \$900,000 more revenue. In addition, enrollment projections were increased to 2010-11 actual enrollments, which added another 9.58% to the budget, resulting in a total \$4 million increase to the budget. Important uses of this increase include \$110,000 allocated to faculty travel to restore it to previous levels and beyond, and \$575,000 to fully budgeting adjunct costs.
- Enrollment isn't reaching the projection, however, and so the projection for student fees this year is a shortfall of about \$2 million. This shortfall will create a challenge in covering our budget this year, but the bigger challenge will be in developing a balanced budget for going forward, especially given the budget timeline.
- There have been big spikes over the years in total credit hours, but now we're managing enrollment differently, so we may have to decrease our enrollment projection.
- Right now, there's an estimated 1.3 million shortfall in next year's budget.
- We are considering the implementation of Responsibility Center Management in order to better handle budget planning, but this is several years down the road. We need to engage in more open discussions of the budget in order to discern where our budget priorities lie.

Q&A

- Q: We were told we can no longer offer Associates Degrees. By the new ICHE performance funding model, are we losing money for every Associates Degree that we don't award that we could?
- A: No, the 2-year degree performance metric is only for 2-year institutions.
- Q: Where can we make up the budget deficit?
- A: Perhaps in the adjunct budget. The question has been raised, why isn't there savings in adjunct costs, if our enrollment is down? This is being examined.
- Q: Given the low pay of adjuncts, wouldn't all the courses taught by adjuncts still make money?
- A: Yes, but if we have less students, shouldn't we need less sections? Still, we recognize that adjustments to course offerings are tricky business.
- Q: Has the reduction in enrollment been relatively evenly distributed across campus?

- A: The biggest drop is to the freshman class, and so LAS [because of its general education offerings] has dropped; also, EDUC has dropped, while BUSE is up.
- A (Vice Chancellor Jeff Jones): Graduate programs have slipped a bunch. The elimination of developmental studies has hurt LAS.
- A (Elizabeth Dunn): LAS also lost in ACP. And, with the adjunct budget, the idea is that students in courses taught by adjuncts could be placed into under-enrolled courses taught by regular faculty.
- Q: Is there way we can increase revenue? The financial aid increase hasn't resulted in more students.
- A: Financial aid increases take time to have an effect.
- Q: If our now better prepared students start here and transfer to IUB, does that hurt us?
- A (Jeff Jones): No, that doesn't count against our retention figures, although we don't get credit for graduating them. About the financial aid efforts—i.e., the Chancellor's Merit Award, Michiana Area Economic Development Award (which targets Michigan students), and another \$150,000 for general financial aid—do we know they work? Not necessarily; but Noel Levitz is helping us analyze the data, which indicate that these efforts will work. We need to offer four years of financial aid; without this, we're losing some of our best students in later years.
- Q: Have our raised admissions standards killed our budget?
- A (Jeff Jones): Our graduation rates and retention rates are below the benchmarks for institutions of our type. Despite the resources we have devoted to reaching out to the least prepared students, we still aren't graduating most of them. Also, the state now has Ivy Tech, so unprepared students have somewhere else to go.
- Q: Are these students not completing degrees for academic reasons, or because they don't have any money?
- A (Jeff Jones): Both. Our financial models consider both willingness to pay (relating to student merit) and ability to pay (student need). We need to concentrate on students who are likely to succeed but don't have the money, and focus financial aid on these students. Things like work-study and on-campus employment help. The steps we're taking are working across the country.
- Q: How many students did we defer, and will these students help us with the shortfall if they enroll?
- A (Jeff Jones): We deferred about 15% more than before. We have a person on site at Ivy Tech to manage transfers; there's potential there.
- Q: Could work study be tied to faculty research assistantships, to cement bonds between faculty and students?
- A: That's a great idea; there's not a lot of work-study money, however.
- Q: About the budget increases related to new faculty and staff positions—is there any possibility of postponing these searches?
- A: No, since most of them have been filled. We're looking at the positions becoming vacant now.
- Q: But what about the faculty positions this year, for which the searches are just underway?
- A: Yes, those are in process, but they're all replacement positions, not new budget items.
- Q: Going back to the issue that the adjunct budget is still being spent despite lower enrollment, could this be due to the fact that, because of high enrollment in past years, many students are still in need of the general education courses that adjuncts teach?
- A (Elizabeth Dunn): Probably not, given that LAS credit hours are down.

5. STEVEN GERENCSEK, ACADEMIC SENATE PRESIDENT

President Gerencsek in his remarks spoke about how—given the tendency for us to feel undervalued by the larger IU system, the state, etc.—it's important that we don't isolate ourselves, but rather participate in the forums

where we can engage with IU leadership. Chancellor Reck added that, at the last video conference with Vice President Applegate and the regional chancellors, the Vice President said that he plans to hold a regional budget conference, which will allow the regional campuses to learn from each other. This will likely occur sometime this spring, perhaps in March.

President Gerencser also reported on the ongoing effort to reform the organization of the UFC. He will post the slightly revised version of the reform proposal.

6. NEW BUSINESS – IU MEDICAL PLANS RESOLUTION

President Gerencser reported that he and the chairs of the Senate Budget and Welfare Committees sent a letter to President McRobbie, Vice President Applegate, and Vice President Theobald about concerns regarding salaries and health care benefits. (He will make this letter available.) From this initiative emerged the idea for a Senate resolution pertaining to the changes in health care benefits. President Gerencser then presented the resolution, which came to the floor from the Senate Executive Committee already moved and seconded. A similar but more detailed resolution is being considered by the IUB faculty, and this resolution and ours have been shared with the other campuses. The original text of the resolution follows:

Whereas the administration of Indiana University has greatly altered the medical plan benefits available to its Faculty, resulting in significant increase in costs to its Faculty and diminishment of their effective compensation;

Whereas The Constitution of the Faculty of Indiana University states:

‘The Trustees and administration should consult the faculty concerning: ... B. Budgets. C. Faculty compensation and benefits ... Consultation of the faculty shall be through representatives authorized by faculty governance institutions. Consultation should occur sufficiently in advance of action to permit faculty deliberation.’ Article II, Section 2.3.

Whereas no such meaningful consultation occurred by the “Trustees or administration” regarding the changes to “Faculty compensation and Benefits”;

Be it resolved that the Faculty of Indiana University South Bend calls on the IU Administration to make available to IU employees in 2012 the medical plan benefits that have been available for 2011 and alter benefits in the future only after meaningful consultation with the faculty ‘through representatives authorized by faculty governance institutions’ and that such ‘Consultation should occur sufficiently in advance of action to permit faculty deliberation.’

Discussion

- Q: What happens to the resolution if we pass it? Does someone need to answer it?
- A: It goes to the President and Board of Trustees; it does not require a response.
- Q: Instead of this resolution, should all the IU campuses pass the same resolution, such as the IUB resolution?
- A: That might have more power, but this resolution is designed to reflect the views of our particular campus.
- Q: Should we put something in the resolution about how the new plan makes the faculty financially vulnerable to further changes in the plan?
- A: The letter addresses this issue in detail. This resolution, in contrast, is intended to be direct and brief and focus on the need for faculty consultation.
- Q: Is the idea of the resolution that both this year’s and last year’s plans be available?
- A: The resolution is not explicit about this.
- Q: Should we reword the resolution to compel a response?
- A: It’s not likely that any sort of rewording will necessarily result in a response.

Friendly amendment proposed: Add “and costs” after “benefits” since that’s the precise concern.

Friendly amendment accepted.

- Comment: We shouldn’t expect a response: the point is, going forward, IU administration needs to consult with faculty before making such changes.
- A: Yes, and the further point is, this requirement isn’t new, but is already part of the IU Constitution.
- Comment: To reiterate an earlier point, the new plan makes the faculty financially vulnerable to further changes, so this resolution’s insistence on the requirement of consultation is essential.
- Comment: The IUB resolution calls for the creation of a faculty benefits advisory committee that will reinforce the requirement of consultation. We should affirm that resolution when it is available.
- A: Yes—I’ll post it when I receive it.
- Comment: The details of the IUB resolution aren’t necessary for our resolution, as both resolutions are calling for essentially the same thing. Also, the UFC already has in place a way appointing a committee such as the one the IUB resolution calls for.
- A: That’s right. There’s been discussion about how this aligns with the UFC’s Committee on Fringe Benefits.

Motion to end discussion. M/S/C

Vote to adopt the resolution as amended. Carried.

The adopted text of the resolution follows and is also on the Senate website.

Whereas the administration of Indiana University has greatly altered the medical plan benefits available to its Faculty, resulting in significant increase in costs to its Faculty and diminishment of their effective compensation;

Whereas The Constitution of the Faculty of Indiana University states:

‘The Trustees and administration should consult the faculty concerning: ... B. Budgets. C. Faculty compensation and benefits ... Consultation of the faculty shall be through representatives authorized by faculty governance institutions. Consultation should occur sufficiently in advance of action to permit faculty deliberation.’ Article II, Section 2.3.

Whereas no such meaningful consultation occurred by the “Trustees or administration” regarding the changes to “Faculty compensation and Benefits”;

Be it resolved that the Faculty of Indiana University South Bend calls on the IU Administration to make available to IU employees in 2012 the medical plan benefits and costs that have been available for 2011 and alter benefits in the future only after meaningful consultation with the faculty ‘through representatives authorized by faculty governance institutions’ and that such ‘Consultation should occur sufficiently in advance of action to permit faculty deliberation.’

7. ANNOUNCEMENTS

- Dé Bryant: A “House of Privilege” program—versions of which have been initiated across the country—has been established by our colleagues in the resident halls. The program, which will be operating this spring, involves tours of a house where in each room one experiences an aspect of diversity (and not just racial diversity). This program links up with what faculty are doing to incorporate diversity into our teaching and curriculum. Consider incorporating such a tour into your spring schedules; provide credit if possible.
 - Q: Are tours limited to groups of 10?
 - A: Yes, but tours are rolling and leave every 15 minutes.
 - Q: Do they have capacity to add more times if there’s demand?

- A: Yes.
- James Smith: The date for the Undergraduate Research Conference is April 13.
- Steven Gerencser: Today is the last day to elect your health care benefits.
- Steven Gerencser: The next senate meeting is in January 27.

8. ADJOURNMENT—11.51 AM.