
The meeting was called to order at 1:35pm.

I. Approval of the Minutes

The minutes were approved.

II. Chancellor Reck

Budget Working Group: The campus has a budget deficit of about $2 million, and our enrollment came in a bit lower than expected by about 3%. Chancellor Reck has appointed a budget working group, co-chaired by Johnny Macintosh and Bill O’Donnel, to propose strategies for addressing the budget shortfall. Chancellor Reck asked Elizabeth Dunn, a member of the working group, to report on its progress. Dunn identified the other committee members: Cathy Buckman, Rob Ducoffe, Karla Forsythe, Jerry Hinnefeld, Fran Lanciotti, David Ogden, Anurag Pant, and Lesley Walker. If faculty have thoughts or ideas about cost savings or revenue, they should convey them to a committee member. The committee’s report is due February 15. They have met five times, and have also conducted meetings with representatives of various units on campus. The committee is looking for ways to cut the budget while keeping in mind the core instructional mission. It has compiled a list of various funds that they could look at, but no measures have been approved as yet. People may come to you to discuss possible budget measures in your unit but this does not indicate that they will be enacted.

Gifts: The Georgina Joshi Foundation has contributed $1.2 million to the School of the Arts to renovate the recital hall. The hall will be named the Louise E. Addicott and Yatish J. Joshi Performance Hall. Construction will begin in May, and an opening performance will take place in Spring 2014. Chancellor Reck also reminded faculty of the $1 million
matching grant from the Judd Layton Foundation and asked faculty to encourage people to donate.

**One-time Money:** Chancellor Reck has received the Budget Committee recommendations for one-time money and hopes to have letters out by next week or early February at the latest.

Q: Will the donation and matching funds completely cover the renovation costs?
A: For construction, yes. We have some money that we have put aside to reach the $2.8 million cost, but we need the $2 million, of course. We have been allowed to go through schematic design, and we will finish that portion this semester easily. We are hoping that we will have enough money by then for IU to approve final plans.

**III. Executive Vice Chancellor for Academic Affairs Alfred Guillaume**

**Frederic Bachman Lieber Memorial Award:** This all-university teaching award went to Rebecca Brittenham, associate professor in the Department of English.

**Dean's Search in Education:** We have received a verbal commitment from Marvin Lynn from the University of Wisconsin-O'Claire. His contract went out today.

**Online Education:** Barb Bickelmeyer is heading an all-IU initiative for online and distance education. It is critical for our campus to be involved in online education and to be leaders in this area. IU is looking at how online education can be used as a tool for retention and revenue growth on the regional campuses. Certain campuses will take the lead in developing online programs, and there will be some revenue sharing across the regional campuses. The details have not yet been worked out. Starting this semester, Raman Adaikkalavan will be faculty associate in online education. His job will be to help faculty develop the tools for online education courses.

**Regional Campus Collaboration:** John Applegate is emphasizing collaboration efforts between regional campuses. One such effort is the student success collaborative, which Linda Chen will spearhead on our campus. This initiative will look at student service components like advising and how to implement best practices in these areas across campuses.

**Low Enrolled Programs:** ICHE is concerned about programs that graduate less than 10 students per year over the past five years. Guillaume has emphasized to Applegate that this is perhaps the wrong way to assess undergraduate programs on regional campuses, which often do not meet this measure. These programs have strong service components and have majors that are of little cost to the university. We are proposing that ICHE needs to look at these programs in a different way. If we look at counting enrollment and graduation in larger units (World Languages rather than French), the
numbers would be higher. We are going to propose this as an alternative model for ICHE and have submitted the data to Applegate.

Financial Aid and Dismissal Policies: Jeff Johnston’s office is examining how many students have not been retained for financial aid reasons. Johnston’s office has compiled data on this issue and submitted a report to Applegate.

Budget: Academic Affairs has the largest budget, and with good reason. However, Guillaume also recognizes that it has a responsibility to help balance the budget. Guillaume and the Deans met with the co-chairs of the budget working group to discuss how Academic Affairs could contribute to a more balanced budget. The particulars are not yet definitive, but they will be brought to the budget committee for discussion next week, after which Guillaume and the Deans will meet again. Guillaume feels that they are very close to achieving the state objective of a balanced budget and assured faculty that these cuts will not harm us in any serious way as we move forward.

Q: It seems like there are more dictates coming down from Applegate than there is a collaboration. Is there a dialogue going on? Is he giving consideration to the opinions of the Chancellor and EVCAA? It seems like there is a constant consolidation of the regional campuses.
A: It is true that more dictates are coming down because there is more interest in the business of higher education, in how we deliver services and courses. At the same time, Applegate’s office is looking at ways that regional campuses can expand in a more collaborative way to decrease costs but also have a bigger impact.
Q: For example, it seems like IT is being consolated. Is that correct? Through that consolidation, it seems they gain leverage over our budget and we lose control over what we want from information technology on this campus. We won’t have any say in how that money is spent and decisions will be made regardless of whether they are budgetarily convenient for us or not.
A: The best person to respond to that would be Beth Van Gordon.
A: [President Walker] I have asked Beth to address this body. She will do so in February or March. What Beth would say is that she is our champion. I did have a meeting with her this week, and she said that she is the person who holds the purse strings and that she is working on behalf of our campus.
A: Since Beth has been here, I think that we have been very well served in our technology.
A: [Pant]: The budget committee is looking at this issue and drafting a letter about it but plan to meet with Beth first [March 1].
Q: My concern is more with overall consolidation. In the past, we suffered from benign neglect, which I quite enjoyed. Now we are losing more control over our campus … and our mission, I would argue.
A: There is no doubt that regional campuses are going to start looking more alike than they are different. But John Applegate knows that, within that framework, we have to find a pathway for each campus to have its own identity.
Q: Is there any data that these strategies work?
A: You would have to ask Bill that question. I don't have that.
Q: I would like to bring up something regarding distance learning. One of the things that I look from the EVCAA's office and your team is to pay close attention to matters of learning. From all the presentations I've seen from Barb and from research I've done on my own, the only way we can ensure student learning outcomes is to treat online education as a set of high impact practices that take an incredible amount of resources and time. That we will leverage savings by this seems deeply problematic. I'm also not sure it will retain students better if we are already doing these things in our classes—that is, high impact practices. I just want to ensure that student learning stays at the center of these discussions because the things that I've read and heard from Barb Bickelmeyer don't necessarily put that towards the front.
A: I do believe that Marianne and Raman will pay close attention to that. There will, of course, be assessment of online learning to ensure that students are actually learning and being retained at the same level as in face-to-face pedagogy. But times are changing.
Q: The question is whether we will lead that change or waft along in the waters of change.
A: That is a good question.
Q: Has there been any discussion of distance education at the Master's level? I am very concerned about our exclusion from graduate online teaching.
A: Barb Bickelmeyer has considered that, and I have voiced my own opposition to the policy because we have viable programs in education, arts and sciences, and business that would like to develop online. We are ready to go and are told we can't do it. But Barb has said that may not be the definitive answer; the answer right now is “no” but that might not be the lasting answer, and Barb is trying to work through that. I do believe she is sincere in trying to find us a pathway to participate.
Q: Collaboration itself takes resources, and we only have so much capacity for that. Is this something that is part of the discussion, especially as regards implementing programs?
A: We have not talked about cost, just cost savings.
Q: What is the rationale behind saying that we cannot do Master’s Programs online and that Bloomington can?
A: I think that is coming from ICHE regarding the role of regional campuses versus core campuses. For ICHE, regional campuses should be concentrating their resources on undergraduate teaching. Even the addition of Master’s Programs on regional campuses is going to be looked at much more closely.
A: [President Walker] Barb has a no competition clause, so if the Kelly School is going to offer business online, we are not going to do it.
Q: I would say that is really short-sighted because there are a lot of students who don’t get into the Kelly School.
A: [President Walker] I agree, but for right now, that’s their position.
A: I'm not defending it either, I'm just saying that's the way it is. And a lot of it has to do with the way that ICHE is defining higher education.

Q: in order to be politically effective, we need to be aware of what certain parties can and cannot do. I don't think we are necessarily best represented as a region by the central administration. And I don't think that any single Chancellor or Vice Chancellor who serves at the pleasure of downstate can do anything serious. We are talking about a political and economic issue: what is happening here is not only cost savings but revenue shifting. The center attracts resources from the periphery and the periphery is left behind. The only way we can challenge that, quite frankly, is to let regional political and business leaders know that we are not going to be able to offer the kinds of services that will allow this region to be competitive and attract the kinds of jobs that we need to move forward. Also, our local businesses and our taxes will not be getting the same kind of contributions as these resources are swept away. This is not something that a Chancellor or Vice Chancellor can say. It is something anyone in this room can say who knows a congressman, senator, or local business leader. We have to say this does not just affect IU South Bend but the economy of the entire region.

Q: A senator has proposed a bill that gives considerable freedom to regional campuses.

Q: Is that the bill that would allow IPFW to go independent?

Q: Right. But it addresses all regional campuses, not just IPFW.

Q: A question for Lesley: is the regional executive council addressing some of these issues?

A: I will address that in my remarks.

IV. President Walker

Chancellor's Search: The scheduling hasn't gone as smoothly as we might have hoped, even while the parties concerned are trying their best. The most important thing, though, is that we have had good candidates and a very good faculty turnout, even though the process has been a bit bumpy. To give feedback on the candidates, go to the university webpage and select “Chancellor's Search.” There is a form to give feedback on each candidate to the committee. The forms will stay open until the last candidate visits campus. The information for future forums is on the website as well. Faculty can also give informal feedback to the search committee.

Q: Are you limited to one form per person?

A: That depends on how much time you have on your hands. I suppose it could be gamed.

Q: It is not a vote; it is comments.

Q: But if someone didn't like a particular candidate, they could create a theme.

Q: Why are we having these meetings at the Century Center instead of here on campus?

A: It's somewhat of a mystery. The committee and myself have to bear some of the responsibility. When we first got the schedule, there was only one opportunity for faculty to meet with the candidates. When I had a meeting with Applegate, we stated to him
strongly that the faculty needed a second opportunity. Unfortunately, the schedule was already fixed. My guess is that the scheduling problem, and the fact that it was Martin Luther King Day, led them to choose the Century Center. I guess for consistency they then decided to do all of them there.

Q: I want to defend the search committee, which strongly suggested that they needed the schedule ahead of time.

Q: Are the sessions at the Center being attended? Is there food?
A: I thought the first one went well, but the breakfast was not well attended. It was a great conversation, though. There is coffee, food, soda and water.

Regional Faculty Caucus and University Faculty Council: Applegate presides at the RFC and McRobbie presides at the UFC. The UFC met earlier this week and learned some good budgetary news: ICHE, the House Ways and Means Committee, and the governor are prepared to give us a modest increase in state financing. In exchange, ICHE is emphasizing and doubling down on the idea of four-year graduation, which is being manifested on our campus by the reduction to 120 credit hours and the creation of 4-year plans. This isn't a bad thing for residential campuses, but on a campus like ours, it is very difficult for our students to meet that graduation rate—both to fund that number of classes and to find time for them. Applegate is aware of this, and we are having these conversations in the RFC. The roadblock is that ICHE doesn't get it; they are handing down mandates that they believe are true. Chancellor Lowe spoke movingly about the background of our students to the Board of Trustees and pleaded with them to recognize the diversity of our students. The speech fell on deaf ears. Applegate therefore has counter-veiling pressure from this direction. Somehow, this distinctiveness of our student body needs to be made clear to ICHE, but that is not easy.

Q: What is the repercussion of not meeting these mandates?
A: Lesser state funding.

Q: How do they determine this 4-year graduation rate? Do they do a three-year average? If that's so, they are not really rewarding performance. Instead, It seems like it would still be based on enrollment.
A: I don't know what the formula is. The good news is that right now ICHE is just putting money on the table to reward rather than punishing anyone. Performance money is not coming out of our funding.
A: [Jones] This emphasis on performance continues with the bill that passed yesterday in the state house, which states that financial aid will not go to students who need remediation. I want to remind everyone that we followed the Reaching Higher Strategic Plan and got rid of most of our developmental courses. This is one of the reasons that we've had a substantial decrease in enrollment. I can now say that we have no remediation on this campus, since we've partnered with Ivy Tech, who this new bill is going to hurt substantially. What I'm worried about is that state aid should get distributed to the neediest students, and they are going to disenfranchise those students.
Q: There is an ICHE document that gives you the formula for how they calculate the 4-year graduation rate, retention rate, etc. The budget committee has a copy of this document.
A: Send it to me, and we can put it up with the minutes. This is sobering news, but I want to reiterate what Mike [Keen] said—that we can be citizen activists on our own behalf.
Q: I wonder if our concerns about ICHE’s directives are shared by other regionals or if we are an outlier?
A: No--the regional campuses are pretty much speaking with one voice. We are emphatically calling for a variety of metrics to judge a program’s robustness and success. In terms of having ICHE understand the diversity of our student body, we had a brief brainstorming with Applegate about how we could get our message out about the kind of students we are serving. It stalled, but all the campuses were saying the same thing.
Q: The irony is that the group they are most hurting—the students—aren’t speaking back. This might be another group that we can encourage to act.
Q: Can we get a copy of Bill Lowe’s speech to the Trustees? It would be nice to have a copy of it.
A: The Board of Trustees meetings are taped, so we should be able to get a copy.
Q: If we could have a 5-7 minute segment of it, that might be something we can distribute through social media.
Q: The students are also able to speak for themselves. The Blueprint project had included marketing where students tell their stories, speaking not only to an audience of people we might recruit but also to the community. These personal anecdotes are politically quite powerful. Where did this marketing go?
A: I mentioned that to Applegate and he said flatly that “this will not work.” We do need to bring pressure to bear. We need a communications strategy. I wouldn’t even say “strategy”—an offensive, in fact. I want you to know that I do communicate these excellent ideas to both bodies [RFC and UFC].
Q: I want to emphasize what was said about social media. If we put Lowe’s speech on uTube and have students post video responses to it, it might go viral. I’m not proficient with the technology myself.
A: We could find people who could do that.

V. New Business

**Nominating Committee:** The executive committee met and determined a slate for the nominating committee, which is charged with assembling the slate for open Senate committee positions for next year. The executive committee was sensitive to the desire for cross-unit representation on the nominating committee, but candidates from several units declined serving on the committee because they plan to run for various positions.
The Senate unanimously elected the following faculty to the nominating committee: Catherine Borshuk, Gail McGuire, and Robert Meyer-Lee.

Q: The nominating committee has the responsibility for creating a slate of candidates, but all members of the senate may also nominate themselves or others, either at the senate meeting where the slate is presented or by contacting a member of the nominating committee.

**VI. Announcements**

The Michiana Monologues will take place on February 15-16 at 7pm. An art exhibit related to the performance will take place on February 14.

The Library Prize deadline for undergraduate research is February 22.

The Undergraduate Research Award deadline is February 12. The application can be found on the SMART website.

Distance and hybrid learning proposals are due by February 19. Details can be found at https://www.iusb.edu/distance-learning/for-faculty/call-for-proposals.php

The talent show to kick off the campus campaign will take place on February 14 from 1-3pm in the Grille.

**VII. Adjournment**

The meeting adjourned at 2:47pm.