

Minutes of the
Second Regular Meeting of the Thirty-Sixth Senate
Indiana University-Purdue University Fort Wayne
October 17, 2016
12:00 P.M., Kettler G46

Agenda

1. Call to order
2. Approval of the minutes of September 12 and October 3, 2016
3. Acceptance of the agenda – K. Pollock
4. Reports of the Speakers of the Faculties
 - a. Purdue University – M. Masters
 - b. Indiana University – A. Downs
5. Report of the Presiding Officer – J. Malanson
6. Special business of the day
 - a. Memorial Resolution (Senate Reference No. 16-2) – J. Hrehov
 - b. Memorial Resolution (Senate Reference No. 16-6) – L. Hess
7. Committee reports requiring action
 - a. Executive Committee (Senate Document SD 16-3) – K. Pollock
 - b. Executive Committee (Senate Document SD 16-4) – K. Pollock
 - c. Executive Committee (Senate Document SD 16-5) – K. Pollock
8. Question Time
 - a. (Senate Reference No. 16-7) – N. Virtue
 - b. (Senate Reference No. 16-8) – K. Pollock
9. New business
(Senate Document SD 16-6) – S. Carr
10. Committee reports “for information only”
 - a. Executive Committee (Senate Reference No. 16-5) – K. Pollock
 - b. Educational Policy Committee (Senate Reference No. 16-9) – D. Kaiser
11. The general good and welfare of the University
12. Adjournment*

*The meeting will adjourn or recess by 1:15 p.m.

Presiding Officer: J. Malanson
Parliamentarian: M. Coussement
Sergeant-at-Arms: G. Steffen (absent)
Secretary: J. Petersen (for Sarah Mettert)

Attachments:

- “Approval of replacement members of the Educational Policy Committee, Executive Committee, and University Resources Policy Committee” (SD 16-3, as amended)
“Amendment to the Bylaws: Committee/Subcommittee power to remove members” (SD 16-4)
“Amendment to the Bylaws: University Resources Policy Committee oversight of Athletics budget” (SD 16-5)
“Bylaws of the Senate” (sections of SD 15-22, as amended)
“Independently verified and audited financial statements” (SD 16-6)
“Report by Carl Drummond” (Attachment A)

Senate Members Present:

A. Bales, A. Argast, S. Beckman, P. Bingi, S. Carr, V. Carwein, D. Chen, B. Dattilo, Y. Deng, S. Ding, A. Dirksen, C. Drummond, B. Fife, J. Hersberger, G. Hickey, R. Hile, M. Jordan, D. Kaiser, S. LaVere, E. Link, M. Masters, D. Miller, J. Niser, J. Nowak, A. Obergfell, G. Petruska, K. Pollock, B. Redman, N. Reimer, G. Schmidt, A. Schwab, R. Sutter, A. Ushenko, B. Valliere, R. Vandell, L. Vartanian, N. Virtue, G. Wang, D. Wesse, L. Wright-Bower, M. Zoghi

Senate Members Absent:

T. Adkins, C. Chen, A. DeVenanzi, Q. Dixie, A. Downs, Q. Hao, J. Leatherman (sabbatical), H. Luo, G. McClellan, Z. Nazarov, W. Peters, M. Qasim, S. Rumsey, M. Wolf, M. Zoghi

Faculty Members Present: L. Hess, B. Kingsbury, L. Link

Acta

1. Call to order: J. Malanson called the meeting to order at 12:00 p.m.
2. Approval of the minutes of September 12, 2016: The minutes were approved as distributed.
3. Acceptance of the agenda:

K. Pollock moved to approve the agenda as distributed.

The agenda was approved as distributed.

4. Reports of the Speakers of the Faculties:
 - a. Purdue University:

M. Masters: This is my first chance to speak since we started this semester and I have several concerns and questions that need to be addressed by the chancellor. There are serious problems before us. Just last week I had one of our alumni talk to me about what was happening at IPFW. He started with the phrase “I used to be proud to come from IPFW...” I too used to be proud of IPFW as a comprehensive university but I’m not very proud of the future diminished university at the moment.

There is a real morale issue that must be addressed. Contributing to the sinking morale is a fear of retribution by the administration. This fear extends from students to junior faculty to chairs. There is some cause for concern when faculty are afraid to speak their mind because they or their department might be harmed. That students are afraid they may lose their scholarship if they speak out. This is a serious problem.

To my mind, the entire USAP process was flawed and completely opaque rather than transparent. It was a process shielded in secrecy because it was extra-shared governance. Had the chancellor chosen to work through existing governance bodies, we might have arrived at similar conclusions. However, we might also have arrived at better more coherent plans with greater faculty and staff buy-in resulting in a stronger university. USAP used the statement “we cannot afford what we have become” as a way to say we have to make cuts in the academic programs. The article in the journal gazette last week

about the basketball coach's outrageous contract was disheartening when we threaten significant and important programs such as philosophy, geology, women's studies and others. When the chancellor says that we are losing money, yet also continues to allow heavy subsidy of athletics, then I believe there is a serious problem with priorities. Most importantly, change can be a very good thing for any organization and organizations do need to change with the times. However, change without reason is a waste of time. There has to be guidance for change and this leads me to my questions.

Chancellor, what is the primary mission of IPFW?

Chancellor, as briefly as possible without simply saying "see the strategic plan," what is your vision for IPFW? Where are we going?

Thank you.

b. Indiana University:

A. Downs: Welcome to all. I am sorry that I could not be at the meeting today. IPFW and the Mike Downs Center for Indiana Politics are among the sponsors of a debate between the candidates for Indiana Superintendent of Public Instruction in the Classic Ballroom today. The debate is being recorded. You can watch it this evening at 7:00 PM on PBS39 or listen to it on WBOI at 7:00 PM on Wednesday.

Thank you to the students, faculty, and staff who submitted comments to the administration about Action Plan 41. I look forward to hearing from the administration about how they considered and incorporated these recommendations.

We returned to campus this fall to the news that enrollments were going to be below projections and that we were going to have to find more cuts. This is a message we have heard before and it is problematic.

We also returned to the news that Indiana University and Purdue University were discussing the management of this campus without seeking the input of the faculty, staff, or students and that they were limiting the input they sought from the central administration to costs and revenue, building usage details, and related information. This information is disconcerting to say the least and the approach they have taken is contrary to the recommendation of the LSA Report that a review team be formed to explore the feasibility of the LSA Report.

The year-to-year and crisis-to-crisis operation of our campus that we have been experiencing and the cloistered consideration of the management of our campus is unhealthy. It limits our ability to maintain, enhance, and develop the programs that make IPFW the only comprehensive university in northeast Indiana.

I know that there is plenty of good work being done on our campus by students, staff, and faculty in spite of our financial situation and the insecurity about our future caused by the discussions between Purdue University and Indiana University. Please help to spread the word about the benefits that a comprehensive IPFW brings to this area by telling your neighbors, family, and friends; posting on social media; and by writing to the newspapers.

5. Report of the Presiding Officer – J. Malanson:

J. Malanson: As Speaker Downs mentioned regarding Action Plan 41, the administration has pledged that they will be releasing the feedback it has received, either posting that feedback to the USAP website or by creating a dedicated Action Plan 41 website. That should hopefully be happening very soon.

We have requested that when the final Action Plan 41 is released at the end of the semester that an update be provided as to how that action plan was changed in response to this feedback.

Senate committees and subcommittees: We are still aiming to have our feedback on the table and discussed in the Senate at our November meeting, which means that the document deadline for getting all that material to the Executive Committee is October 28, so please make sure you are well on your way to finishing those tasks. If you do not believe you are going to finish something by that time, please get in touch with us as soon as possible.

The budget process for next year is in its early stages. Given our current and recent historical financial situation, the faculty leaders have been strongly encouraging the administration, now that IPFW has taken a very rigorous look at short- and long-term spending in academics, to also rigorously assess short- and long-term spending priorities in all parts of IPFW's budget to ensure that we are well positioned to handle future enrollment declines, management changes, and the meaningful accomplishment of Plan 2020; and also to ensure the vitality of our core academic mission. I plan to hold a workshop later this semester on understanding the IPFW budget because it is quite difficult to understand if you are not used to looking through it. I hope that one of the things we can accomplish is greater faculty understanding of what the budget means.

With regard to workshops, next Monday at noon, in this room, I will be holding the first of what will hopefully be a series of shared-governance workshops. It would be great to see everyone in this room now at that workshop next week, and I would encourage you to remind all of your colleagues about this workshop as well. While I do now have access and the ability to e-mail all the faculty, I do not want to abuse that and annoy everyone by constantly sending out reminders. I probably will remind all of you about it, and I would encourage you to remind your colleagues that we represent about this workshop. It is an important discussion for faculty to have, for the campus to have, and for the administration to have about how shared governance does work and does not currently work on this campus. That will be the focus of this workshop next week.

6. Special business of the day:

a. Memorial Resolution (Senate Reference No. 16-2) – J. Hrehov:

J. Hrehov read the memorial resolution for Norman W. Bradley. A moment of silence was observed.

b. Memorial Resolution (Senate Reference No. 16-6) – L. Hess:

L. Hess read the memorial resolution for Jonathan Dalby. A moment of silence was observed.

7. Committee reports requiring action:

a. Executive Committee (Senate Document SD 16-3) – K. Pollock:

K. Pollock moved to approve Senate Document SD 16-3 (Approval of replacement members of the Educational Policy Committee, Executive Committee, Faculty Affairs Committee, and University Resources Policy Committee).

K. Pollock moved to amend by deleting the “Whereas” statements regarding Faculty Affairs Committee vacancy and replacement member.

Motion to amend passed on a voice vote.

Motion to approve, as amended, passed on a voice vote.

b. Executive Committee (Senate Document SD 16-4) – K. Pollock:

K. Pollock moved to approve Senate Document SD 16-4 (Amendment to the Bylaws: Committee/Subcommittee power to remove members).

Motion to approve passed on a voice vote.

c. Executive Committee (Senate Document SD 16-5) – K. Pollock:

K. Pollock moved to approve Senate Document SD 16-5 (Amendment to the Bylaws: University Resources Policy Committee oversight of Athletics budget).

Motion to approve passed on a voice vote. (1 nay and 3 abstentions)

8. Question Time

a. (Senate Reference No. 16-7) – N. Virtue:

Q: Chancellor Carwein has said that Action Plan 41 and the USAP process are about making "strategic decisions to allocate resources **according to the priorities identified in Plan 2020,**" How is it, then, that Action Plan 41 completely ignores key priorities of that Plan 2020, while disproportionately favoring others. For example, there is virtually no acknowledgement, let alone a plan of action, for the goals of internationalization (I.C.2-6) and interdisciplinarity (I.C.1). Since these crucial goals of Plan 2020 have been excised from Action Plan 41, are we to understand that the university has abandoned them as priorities?

Nancy Virtue
Department of International Language and Culture Studies

A: V. Carwein: Interdisciplinarity and internationalization remain priorities. Keep in mind that Action Plan 41 was a direct response to the 41 recommendations that came out of the USAP report. What the vice chancellors and I said we would do in May, and which is what we did over the summer, was to take a look at those 41 recommendations and to develop a proposed plan of action to respond to those specific recommendations. That is what was distributed in September, and we have been continuing to solicit comments on that.

Plan 2020 remains our strategic plan. We spent well over a year as a university community, including outside constituents, to develop that plan. So the vision, the mission, the four major goals of that plan still, from my perspective, are the strategic plan goals that we continue to look forward to and to work towards.

Relative to the two that you identified: internationalization and interdisciplinarity, within the plans and goals that individual units across campus submitted relative to the goals of plan 2020, there are 21 unit goals that specifically address the interdisciplinarity issue, and there are 25 unit goals across the university that relate to internationalization. So, while there may not have been individual recommendations that spoke to that in the USAP report, clearly there are units across the institution working on those goals. So, not every single one of them is identified.

N. Virtue: Does it bother you at all that the USAP plan and your implementation of it does not incorporate that work that is being done?

V. Carwein: Maybe that is the next step then, of doing an analysis of any gaps that may exist between what came out in the USAP report in May and Plan 2020. That would be a follow-up.

N. Virtue: So no eliminations or reorganization will take place until that follow-up is done?

V. Carwein: I think Vice Chancellor Drummond is going to speak to that in just a moment. The point is we are down 32 percent in students and credit hours over the last 5 or 6 years. We have more expenses than we have revenue coming in the door. So, we are going to have to take some action now and, as far as the recommendations that were presented by USAP in May, the Action Plan 41 that the vice chancellors and I have developed is a starting point. It does not mean that everything is going to be completed all at once, but we have to get started.

N. Virtue: If this process is to have any kind of credibility or integrity, it has to take into consideration, when making decisions about reorganization, restructuring, and elimination, departments that are proven to be efficient and are meeting those other goals. Otherwise, I think that it could be very easily argued that this is a completely disingenuous and specious process.

b. (Senate Reference No. 16-8) – K. Pollock:

Q: This was raised at the special Senate meeting on October 3, but we are curious if conversations on this question have advanced at all. Will the central administration be sharing a comprehensive list of the feedback that was received on Action Plan 41 with the campus community? Will the central administration share how they are responding to each item?

Executive Committee

A: V. Carwein: Yes. Vice Chancellor McClellan has been our point person for collecting comments and distributing them to the vice chancellors regarding the USAP recommendations. He has been doing the same thing in terms of the feedback on Action Plan 41. He is out of town through most of this week, and was out for a couple of days last week; but, I hope, by the end of next week if not the first of the following week, we will have all of that posted. Just like everything else it will be put online for everyone to

see. We will redact names of people that have shown up in some of the comments here and there, and probably not attribute the authorship of comments.

Vice Chancellor Drummond, do you have any updates you would like to share?

C. Drummond: Yes. (Please see Attachment A which is attached to the minutes.)

A. Schwab: As the co-director of one certificate program, the director of another certificate program and program responsibilities for a minor I have a question of clarification about program suspension. Given that philosophy is very likely on your recommended list, will the minor in professional and applied ethics students be closed as well? I have students who are currently talking to me about that minor, which is not quite the same as the philosophy majors, so I am not sure where it fits.

C. Drummond: Those details are things that need to be worked out. One of the opportunities that we have is to continue to provide some breadth of educational opportunity and experience through those kinds of programs without the administrative overhead associated with a department or a full major. Those are things that have to be worked out between the directors of those programs and the relevant deans, and the faculty who would contribute to them.

A. Schwab: Thanks.

A. Ushenko: This is probably naive, but if these changes in management go through, would this university still be IPFW or would it be two branches?

V. Carwein: Some would argue the two signs can stay and still be Indiana University-Purdue University Fort Wayne. Effectively and realistically it is an Indiana University-Fort Wayne and it is a Purdue University-Fort Wayne. The campus would be two independently run institutions.

A. Ushenko: Thank you.

Senator: At one of the last meetings, Carl, you were asked if a cost-benefit analysis had been done for any of the proposed closings; and, at that time, I believe you said they had not. Have they been done?

C. Drummond: Yes. As a result of the changes that will come out tomorrow we would anticipate immediate savings in the rest of this fiscal year of approximately \$200,000, and long-term, recurring savings of \$1.1 million.

N. Virtue: Were we not told initially during the LSA discussions by Purdue that if they were to win us, that all of the programs would be transferred? 2) Isn't this the time to go independent? I mean, to what extent do we have to just implode to please Purdue?

C. Drummond: I am not sure I have an answer to that, Nancy. I'm sorry.

L. Vartanian: Carl, you said immediate savings would be in the neighborhood of \$200,000 and long-term, recurring savings of \$1.1 million. Would you define the time frame for long-term?

C. Drummond: I would have a slightly different long-term definition perhaps than the trustees, but I was asked directly what percent of changes could be completed by July 1 of this year. I believe that we are in the neighborhood of 85 percent. The remaining change that would take place is one that is already established to take place, which is the administrative merger of visual communication and design and fine arts. It was driven both by the will of the faculty and by their accrediting body. That is a more complicated issue because they are really merging curricula, and they have a timeline that extends through June 30, 2018. That would be the last phase of that process.

L. Vartanian: That was roughly \$1.1 million. There is quite a gap between the size of the hole that we are trying to plug and the changes that are going to take place. I just wonder how we are going to make up that difference. While we are taking bricks out of the university, essentially, in some respects, we are harming the structure of our comprehensive university for what seems a very small proportion of the deficit that we are trying to address.

C. Drummond: The first part, which is the current fiscal year shortfall, will be covered in part by the early retirement process, in part by the hiring freeze, and covered in part by the savings accrued through this process. So those are the primary sources to cover the revenue shortfall for this fiscal year. Long term, there is a need to reduce the general operating budget in anticipation of lower revenues to come.

G. Schmidt: My question is based on what you stated at the beginning; the division is sort of a done deal: health sciences to IU, and Purdue gets everything else that continues onward. Is that an accurate assessment of what is happening?

C. Drummond: Nothing is done until there is a signed agreement; but the level, the intensity, and the specificity of the negotiations suggest that we are moving towards that.

R. Hile: I am reading this book. It is called the *Stupidity Paradox: The Power and Pitfalls of Functional Stupidity at Work*. It is written by a couple of business professors. I really enjoyed reading it this weekend. The thesis is that the reason stupidity often prevails in workplaces is because systems are in place that reward short-term gains often at the expense of long-term planning. So there is this paragraph (and I am sharing this just for fun) "When we came to the topic of universities, we realized there were just too many kinds of stupidity to mention: pointless rebranding exercises, ritualistic box-ticking, misguided attempts at visionary leadership, thoughtless pursuit of rankings, to mention just a few. We were worried [they are business professors, so they know this first hand] that all this stupidity was detracting from the core purpose of our institutions: to educate students, develop new knowledge and contribute to the wider community."

D. Miller: To read between the lines of what you said, Carl, that they really are looking at this as an exchange of assets, is there any way to halt the cut of programs through proposed changes in athletics through any of the alternate timelines that came through, or are the trustees not concerned with that? Do they just want to square up the academic houses to be more efficient for this exchange of assets?

C. Drummond: There was no discussion of athletics.

S. Carr: In the spirit of Senator Hile's comment I would like to ask two stupid questions: 1) Is 2.3 back on the table? And 2) In terms of Senate Document 15-26, do the provisions

in that document, which includes things like making sure that faculty that are transferred to different programs have adequate time for retraining, etc. still apply?

J. Malanson: That document will go into effect once the administration has officially endorsed a plan which will not happen, to my understanding, until November 15 or by December 1. My understanding superficially, though, is that document is primarily concerned with job loss and, as of right now, no faculty are losing their jobs. I am not saying that the document will not be implemented, or that it will not have positive impact.

9. New business

S. Carr moved to approve Senate Document SD 16-6 (Independently verified and audited financial statements). Seconded.

K. Pollock moved to amend by adding language as follows after the last Be It Resolved at the bottom: "BE IT FURTHER RESOLVED, that IPFW ... audited statements on an annual basis, **within 30 days of the issue of the report**, so that any citizen ..." Seconded.

Motion to amend failed on a voice vote.

A. Argast moved to amend by adding language as follows after the last Be It Resolved at the bottom: "BE IT FURTHER RESOLVED, that IPFW ... using the most accurate information available, **and that no decisions shall be made based on information in the fiscal report for a minimum time of 30 days after publication.**" Seconded.

Motion to amend failed on a voice vote. One absence.

Motion to approve SD 16-6 passed on a voice vote.

10. Committee reports "for information only":

a. Executive Committee (Senate Reference No. 16-5) – K. Pollock:

K. Pollock presented Senate Reference No. 16-5 (Report on Designated Items) for information only.

b. Educational Policy Committee (Senate Reference No. 16-9) – D. Kaiser:

D. Kaiser presented Senate Reference No. 16-9 (Assignment of "FN" Grade) for information only.

11. The general good and welfare of the University:

J. Toole: Thank you for your time. I am here to spread the word about the university's Major Scholarship program. For those of you who do not know me, I am Jamie Toole. I am an associate professor of political science and, part-time, I am IPFW's director of major scholarships, in which guise I advise students who are applying for very competitive national scholarships. These are scholarships like Fulbright, Carnegie, Goldwater, etc. What I would like to do is to get more of you involved by informing more faculty members about this. Most importantly, if you have students who you think may be eligible, please send them my way.

I am sending around a sheet that lists many, though not all, of the major scholarships on which I advise. In recent years we have had real success. You may have heard this year that we have a student, Alexander Allison, who won a Fulbright scholarship. He is a history major who graduated in 2015 and is now in Columbia on a Fulbright. This year we now have three applicants; the application cycle for Fulbright's is closed. They are very good candidates. As far as we know, we have never had more than one. So that program is strong. I would like to ask for your help to identify students, and to send them my way. Some things to know:

- 1) Students need to have a very high GPA: 3.8, 3.9, 4.0.
- 2) The student has to fit the scholarship well. We have a lot of great students who are not going to win a major scholarship, not because they are not great, but because they do not meet the criteria and do not fit well. That is something that I talk to students about.
- 3) The student needs to be willing to work hard. I spend about 8-10 hours with each student on each essay. Usually applications ask for at least two essays. This is a major project.

If you know any students like that, please feel free to send them my way. At the bottom of the sheet is the URL for the Office of Major Scholarship Advising, and of course you can contact me directly. My e-mail address is toolej@ipfw.edu. Thank you.

Senator: So many of these are international scholarships. Do you particularly encourage foreign language majors?

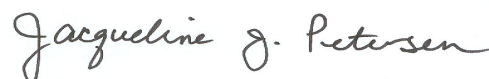
J. Toole: Yes, definitely. Of course, those of you who know me know that I study international politics. You might think it is my own preference that makes the list this way, but it is not. It so happens that many of these scholarships are international.

Senator: Do you know, off the top of your head, how many students we have had make this list in the last decade?

J. Toole: We have spotty records going back more than seven years ago; but we have three Fulbright scholars, one Carnegie junior fellow for International Peace, one Goldwater scholar, and one semi-finalist for the National Science Foundation. We are talking about a handful of people, but we hope to grow it.

C. Drummond: I would like to thank Jamie for all his hard work on this. Great effort.

12. The meeting adjourned at 1:13 p.m.



Jacqueline J. Petersen (for Sarah Mettert)
Secretary of the Faculty

MEMORANDUM

TO: Fort Wayne Senate

FROM: K. Pollock, Chair
Executive Committee

DATE: October 3, 2016

SUBJ: Approval of replacement members of the Educational Policy Committee,
Executive Committee, and University Resources Policy Committee

DISPOSITION: To the Presiding Officer for implementation

WHEREAS, The Bylaws of the Senate provide (5.1.2.) that "... Senate Committees ... shall have the power to fill Committee vacancies for the remainder of an academic year, subject to Senate approval at its next regular meeting"; and

WHEREAS, There are two vacancies on the Educational Policy Committee; and

WHEREAS, The Educational Policy Committee has appointed Prasad Bingi and Dong Chen as the replacement members for the remainder of the 2016-2017 academic year; and

WHEREAS, There is one vacancy on the Executive Committee; and

WHEREAS, The Executive Committee has appointed Beverly Redman as the replacement member for the remainder of the 2016-2017 academic year; and

WHEREAS, There is one vacancy on the University Resources Policy Committee; and

WHEREAS, The University Resources Policy Committee has appointed James Hersberger as the replacement member for the remainder of the 2016-2017 academic year;

BE IT RESOLVED, That the Senate approve these appointments.

MEMORANDUM

TO: Fort Wayne Senate

FROM: Kathy Pollock, Chair
Executive Committee

DATE: October 3, 2016

SUBJ: Amendment to the Bylaws: Committee/Subcommittee power to remove members

WHEREAS, Senate committees and subcommittees perform work that is essential to the well-being and shared governance of IPFW; and

WHEREAS, The effective functioning of Senate committees and subcommittees requires that they be fully staffed at all times; and

WHEREAS, Senate committees and subcommittees currently have the power to fill vacancies but do not have the ability to remove elected members who do not show up to committee/subcommittee meetings or contribute to committee/subcommittee activities; and

WHEREAS, There is currently no bylaw or policy in place governing expectations for faculty on sabbatical fulfilling service obligations;

BE IT RESOLVED, That the Bylaws of the Fort Wayne Senate be amended as follows, with the adoption of a new provision:

5.1.7. Committee and subcommittee chairs, with the majority vote of the committee/subcommittee, shall have the power to remove committee/subcommittee members who fail to attend two consecutive meetings and/or fail to contribute to the work of the committee/subcommittee.

MEMORANDUM

TO: Fort Wayne Senate

FROM: Kathy Pollock, Chair
Executive Committee

DATE: October 3, 2016

SUBJ: Amendment to the Bylaws: University Resources Policy Committee oversight of Athletics budget

WHEREAS, The Subcommittee on Athletics (SCOA) currently acts in an advisory rather than an oversight capacity in relation to Athletics, as demonstrated by most of its responsibilities, as well as its historical activities; and

WHEREAS, SCOA's position as a subcommittee of the Student Affairs Committee speaks to the prioritization of student issues in the subcommittee's functions; and

WHEREAS, Increasing attention is being paid to the Athletics budget as questions of oversight and the appropriate stewardship of financial resources; and

WHEREAS, The University Resources Policy Committee and its Budgetary Affairs Subcommittee are traditionally charged with budgetary oversight;

BE IT RESOLVED, That the University Resources Policy Committee, through its Budgetary Affairs Subcommittee, be charged with oversight of the Athletics budget; and

BE IT FURTHER RESOLVED, That the Bylaws of the Fort Wayne Senate be amended in the following ways to reflect the new division of responsibilities (additions are in **bold**, subtractions are ~~crossed-out~~):

5.3.4.3. **Athletics Advisory Subcommittee**

- 5.3.4.3.1. Membership: The **Athletics Advisory Subcommittee** shall consist of eight Voting Faculty and continuing lecturers elected by the Senate in such manner that at least four of the major units shall be represented; two students selected by the Student Government; the Faculty Representative (ex officio); the NCAA Compliance Coordinator (ex officio, nonvoting); one IPFW alumnus/alumna appointed ex officio by the Chief Administrative Officer in consultation with the administrator of alumni relations; an administrative/professional staff member; the senior women's athletic administrator; and the administrator of athletic programs (nonvoting). The Presiding Officer of the Senate shall annually request the Student Government to select the student representatives and the Administrative Council to select the administrative/professional staff

representative. Student representatives shall serve staggered two-year terms with the terms to commence one week before the beginning of regular fall classes. The administrative/professional staff representative shall serve for one year. The ex-officio members may not chair the Subcommittee.

5.3.4.3.2. Responsibilities: The **Athletics Advisory Subcommittee** shall:

~~5.3.4.3.2.1. Review and comment on the annual athletic budget, and supportive activities in the fall semester each year.~~

[with subsequent provisions renumbered accordingly]

[under 5.3.5.2.1.7. Budgetary Affairs Subcommittee:]

5.3.5.2.1.7.2. Responsibilities: The Budgetary Affairs Subcommittee is concerned with the IPFW budget. Specifically, the Budgetary Affairs Subcommittee shall:

5.3.5.2.1.7.2.1. Advise the administration and, through the University Resources Policy Committee, the Senate on budgetary matters pertaining to the needs of the campus.

5.3.5.2.1.7.2.2. Pay particular attention to the ways the budget and the budgetary process can affect this institution's ability to carry out its mission to provide excellence in higher education for northeastern Indiana.

5.3.5.2.1.7.2.3. Review and comment on the annual athletic budget, and supportive activities in the fall semester each year.

5.3.5.2.1.7.2.4. Make recommendations on: **[with subsequent provisions renumbered accordingly]**

1. SENATE COMMITTEES AND SUBCOMMITTEES

...

- 5.1.7. Committee and subcommittee chairs, with the majority vote of the committee/subcommittee, shall have the power to remove committee/subcommittee members who fail to attend two consecutive meetings and/or fail to contribute to the work of the committee/subcommittee.

...

5.3.4.3. Athletics Advisory Subcommittee

- 5.3.4.3.1. Membership: The Athletics Advisory Subcommittee shall consist of eight Voting Faculty and continuing lecturers elected by the Senate in such manner that at least four of the major units shall be represented; two students selected by the Student Government; the Faculty Representative (ex officio); the NCAA Compliance Coordinator (ex officio, nonvoting); one IPFW alumnus/alumna appointed ex officio

...

- 5.3.4.3.2. Responsibilities: The Athletics Advisory Subcommittee shall:

- 5.3.4.3.2.1. Monitor and advise regarding schedules for intercollegiate athletics.

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5.3.5. University Resources Policy Committee

5.3.5.2.1.7. Budgetary Affairs Subcommittee

- 5.3.5.2.1.7.2. Responsibilities: The Budgetary Affairs Subcommittee is concerned with the IPFW budget. Specifically, the Budgetary

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- 5.3.5.2.1.7.2.3. Review and comment on the annual athletic budget and supportive activities in the fall semester each year.

MEMORANDUM

TO: FORT WAYNE SENATE
FROM: STEVEN A. CARR
SUBJECT: INDEPENDENTLY VERIFIED AND AUDITED FINANCIAL STATEMENTS
DATE: OCTOBER 17, 2016
CC: EXECUTIVE COMMITTEE

WHEREAS, IPFW is an institution predominantly funded by public means through federal and state subsidies; and

WHEREAS, a fundamental principle of shared governance as outlined by the AAUP 1966 Statement on Government of Colleges and Universities (<https://www.aaup.org/report/statement-government-colleges-and-universities>) involves meaningful faculty participation in financial decisions where faculty representatives receive complete information before administrators, trustees, and others make decisions for the university; and

WHEREAS, budget documents are not the same as independently verified and audited financial statements that list assets, inflows, outflows, transfers between accounts, and other detailed information showing variances with budgetary amounts; and

WHEREAS, virtually every other public higher education institution in the U.S. makes these statements publicly available on their websites, including IUPUI (<https://www.budget.iupui.edu/-/:fiscal-analysis.html>), an urban research and academic health sciences campus that also is a partnership between Indiana and Purdue universities; and

WHEREAS, IPFW is facing a number of profound and structural changes to the campus, to academics, and to curriculum as a result of LSA, of USAP, of Action Plan 41, and of demands the Purdue Board of Trustees now makes of us; and none of which have originated with faculty in a way that is consistent with conventional and traditional models of shared governance;

BE IT RESOLVED, that the Executive Committee in coordination and cooperation with the Chancellor immediately make publicly available detailed financial statements in accordance with Appendix C of the 6th ed. of *Strategic Financial Analysis for Higher Education* (<http://www.prager.com/Public/raihe6.pdf>) for each of the past five years; and

BE IT FURTHER RESOLVED, that the Executive Committee in coordination and cooperation with the Chancellor obtain independently verified audits of these statements as quickly as possible; and

BE IT FURTHER RESOLVED, that IPFW henceforth publish these independently verified and audited statements on an annual basis so that any citizen can conduct a complete financial analysis of the institution's health using the most accurate information available.

On Thursday of last week the Chancellor and I met with President Daniels and the Purdue Trustees to discuss the status of negotiations regarding proposed changes to the current management agreement for IPFW as outlined by the LSA recommendations as well as the status of the review of academic programs and the academic administration of those programs at IPFW as defined by USAP recommendations 2.1, 2.2, and 2.3. While it is correct that USAP is an internal resource alignment process that preceded the external LSA process by more than a year, I came to learn on Thursday – in ways I had failed to recognize or appreciate previously – that in the minds of the Trustees these two processes are inexorably linked.

In order for IPFW to fully and appropriately respond to the expectations of the Trustees, I believe it is important that I share with you my understanding of why the Trustees consider USAP 2.1, 2.2, and 2.3 an essential component of the management negotiations.

First, and not insignificantly, the Trustees have embedded the framework of their expectations in item #4 of the current management agreement extension executed on June 14 of this year. Item 4 reads:

“Both Parties [the Trustees of Purdue and IU] encourage IPFW to, and expect that it shall, continue the University Strategic Alignment Process that it has begun, and that the IPFW campus will expeditiously and rigorously examine its internal structure, as well as other items (especially involving the reduction of costs) described in the USAP Report.”

While there are many recommendations within the USAP report that deal with internal structure and costs, the Trustees are particularly focused – at this time – on the academic structure and costs at IPFW. After Thursday’s meeting I now understand why.

As we know, the LSA recommendation for a change in management structure for IPFW calls for the transference of all aspects of management of three departments to Indiana University and all the other IU academic programs to be transferred to Purdue University. As a result of both the LSA and USAP processes, the Trustees are very aware of the financial and operational strengths and weaknesses of all the academic programs and departments at IPFW. As such, they are very well aware that the Purdue Nursing Program at IPFW is both very strong and rapidly growing at the undergraduate and masters levels. They also know that the IU programs of Dental Education and Medical Imaging, while smaller, are both strong and trending in a positive direction. It is not lost on the Trustees that IPFW’s 30% decline in enrollment since 2011 would be significantly larger if it were not for the growth in these health sciences programs over the same time.

The Trustees have ultimate fiduciary responsibility for the Purdue University System. Appropriately, they take those responsibilities very seriously. The LSA recommendation calls for them to pass financial and administrative control of the three health sciences programs to Indiana University in exchange for gaining academic control of the rest of the IU programs at IPFW.

The Trustees feel obligated to ascertain if agreeing to such an exchange is in the best interests of the Purdue University System. I believe from their point of view, the LSA recommendation is an exchange of assets agreement. As I noted previously, the LSA and USAP reviews have provided the Trustees with operational-level knowledge of IPFW's academic programs in unprecedented detail. They have grave concern about the organizational efficiency and long-term viability of IPFW if it were to be stripped of the three health sciences programs.

While we can speculate as to the origins of political and economic pressure that has been and continues to be applied to the Trustees in order to encourage them to reach an agreement with IU along the lines of the LSA recommendations – our doing so does not change the operational realities here at IPFW.

The Trustees have directly ordered me to complete USAP recommendations 2.1, 2.2, and 2.3. They expect as many changes as possible will be completed by January 1, 2017 with the vast majority of other changes completed by July 1, 2017. They are not interested in a phased, multi-year approach, further study, or analysis. Importantly, while they are armed with detailed knowledge of IPFW's academic enterprise, they did not make reference to any individual program or department during our meeting.

Therefore, tomorrow I will issue a revision or addendum to the document I distributed in September. This document will identify additional programmatic contractions as well as additional organizational changes. While I will continue to solicit feedback, input, and alternative suggestions through the November 15th date previously identified, any alternative suggestions must meet or exceed the reductions described in tomorrow's document in order to be given consideration.

There are four critical aspects of this process:

First, personnel. The Chancellor and I have received, in writing, conformation from the Provost and the General Counsel's Office of the tenure and rank status of all faculty impacted by these changes, the transference of programs between universities, and any subsequent academic reorganization that will be required after a new management structure is finalized. Because of the ongoing ERIP process, it is essential to inform all employees, faculty, clerical, and support staff, of the changes that will be made in order that they may make the most informed decision about their participation.

Second, tenured faculty in academic departments that will be eliminated must find a new tenure home and establish a new supervisory relationship within that new department. For any department that is closed or merged, the current P&T criteria will remain in place for no longer than 6 years. After that time any transferred faculty will be subject to the revised criteria of their new department. Faculty who are transferred from closed programs will be expected to focus their efforts on high enrolling survey classes and other upper division courses in their area of specialization that are anticipated to be strongly enrolled. The deans and department chairs of affected departments will begin working on the process of transfer immediately.

Third, the academic deans will work with department chairs and faculty to establish a procedure for the successful completion of currently enrolled students in academic programs that are closing. For each program a credit hour and temporal threshold must be established that defines which students will be allowed to complete their current program of study. Likewise, the deans, department chairs, and faculty must work out a detailed schedule of course offerings that will allow those students to complete their courses within the minimum possible period of time. I will strongly encourage the use of summer to accelerate student progress.

Finally, I will instruct the registrar tomorrow to suspend admissions to the affected academic programs. If, as a result of input and alternatives put forward by November 15, a change is to be made to that list, I will reopen programs for admission of new students after December 1.

It falls to me to complete this task. It is the will of the Trustees that it be completed as quickly as possible in light of the timeline of management negotiations with IU. Importantly, the decisions about which programs and department to eliminate, to combine, and to maintain are local. The Trustees are fully cognizant of how difficult this will be. I do not believe they have taken this action lightly. Finally, we would be called to make changes even if there was no LSA recommendation for a change in management. The tempo and magnitude of expected changes might alter, but there is no question we would be required to make changes in response to the enrollment decline.

The task before us is difficult. It will affect many of us and our colleagues deeply – myself included. I cannot ask you to like the changes that will be made. I only ask that you recognize that my decisions are neither capricious nor easily arrived at. I feel deeply the pain of these changes – and I am sure I always will.

That being said, when the process is complete, opportunities will exist for investment in current and new academic programs and I look forward to, and am excited by those opportunities.