

Minutes of the
Sixth Regular Meeting of the Thirty-Sixth Senate
Indiana University-Purdue University Fort Wayne
February 13, 2017
12:00 P.M., Kettler G46

Agenda

1. Call to order
2. Approval of the minutes of January 9, 2017
3. Acceptance of the agenda – K. Pollock
4. Reports of the Speakers of the Faculties
 - a. Indiana University – A. Downs
 - b. Purdue University – M. Masters
5. Report of the Presiding Officer – J. Malanson
6. Special business of the day
 - Memorial Resolution (Senate Reference No. 16-18 – S. LaVere)
7. Committee reports requiring action
 - a. Indiana University Committee on Institutional Affairs (Senate Reference No. 16-19) – A. Downs
 - b. University Resources Policy Committee (Senate Document SD 16-21) – M. Jordan
 - c. University Resources Policy Committee (Senate Document SD 16-22) – M. Jordan
 - d. Executive Committee (Senate Document SD 16-23) – K. Pollock
 - e. Executive Committee (Senate Document SD 16-24) – K. Pollock
 - f. Executive Committee (Senate Document SD 16-25) – K. Pollock
 - g. Executive Committee (Senate Document SD 16-26) – K. Pollock
8. New business
9. Committee reports “for information only”
 - a. Budgetary Affairs Subcommittee (Senate Reference No. 16-20) – J. Malanson
 - b. Executive Committee (Senate Reference No. 16-5) – K. Pollock
10. The general good and welfare of the University
11. Adjournment*

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

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

Attachments:

- “Budgetary Affairs Subcommittee Resolution” (SD 16-21)
- “Amendment to the Bylaws of the Fort Wayne Senate: University Resources Policy Committee” (SD 16-22)
- “Revision of VPA P&T Document” (SD 16-23)
- “Academic Reorganization Process” (SD 16-24)
- “College of Education and Public Policy Procedures for Electing Senators” (supersedes SD 88-16 and SD 88-32) (SD 16-25)
- “Statement on Shared Governance” (SD 16-26, as amended)

Senate Members Present:

T. Adkins, A. Argast, A. Bales, P. Bingi, S. Carr, C. Chen, B. Dattilo, Y. Deng, S. Ding, A. Downs, C. Drummond, B. Fife, J. Hersberger, G. Hickey, R. Hile, P. Iadicola, M. Jordan, D. Kaiser, S. LaVere, E. Link, J. Marshall, M. Masters, D. Miller, Z. Nazarov, J. Niser, E. Norman, J. Nowak, A. Obergfell, K. Pollock, M. Qasim, B. Redman, S. Rumsey, G. Schmidt, A. Schwab, R. Sutter, A. Ushenko, B. Valliere, R. Vandell, L. Vartanian, G. Wang, D. Wesse

Senate Members Absent:

V. Carwein, D. Chen, A. Dirksen, Q. Dixie, Q. Hao, J. Leatherman, H. Luo, G. Petruska, N. Reimer, N. Virtue, M. Wolf, L. Wright-Bower, M. Zoghi

Faculty Members Present: J. Burg, M. Gruys, L. Wark

Visitors Present: L. Goodson, K. VanGorder

Acta

1. Call to order: J. Malanson called the meeting to order at 12:00 p.m.
2. Approval of the minutes of January 9, 2017: The minutes were approved as distributed.

3. Acceptance of the agenda:

K. Pollock moved to approve the agenda as distributed.

Motion to approve passed on a voice vote.

4. Reports of the Speakers of the Faculties:

- a. Indiana University:

A. Downs: I hope that everyone's semester is going well so far. A couple of quick reminders about terms:

1) When people use the term "realignment," that typically means the process initiated by IU and Purdue that will result in IU reducing its academic offerings here to medical imaging, nursing, and dental education, also known as "MIND," as well as the social work and medical school programs. All other programs will remain or become Purdue.

2) "Reorganization" would be an IPFW-specific process. At a minimum the folks in Hospitality, Tourism, and Management (HTM) and Human Services will have to find new college homes because the College of Health and Human Services likely will cease to exist if the realignment finishes itself out. There will be a faculty assembly at 1:30 today in NF 101. Our Presiding Officer, Jeff Malanson, has more to say about this in just a moment.

As you will recall, there is a steering committee that is designed to help with the realignment process. That committee includes individuals from IU, Purdue, and Fort Wayne. They will hold their first meeting later this month. Fortunately, a number of the lower-level committees have actually begun to do their work. Those are obviously Fort Wayne-specific groups. This is good because we were told last week that IU expects all the agreement details to be in Bloomington in May so that the Board of Trustees can vote on them in June. There is an unfortunately short period of time when we have to deal with this work and complete this work, and so I want to thank all the people who volunteered and may have been voluntold to participate in this process. Thank you all very much.

b. Purdue University:

M. Masters: I have nothing to add

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

J. Malanson: I appreciate everyone's support in my hard-fought reelection campaign for presiding officer.

Realignment: The first meeting of the joint IPFW realignment steering committee is scheduled for Thursday, February 23 on the IUPUI campus. Chancellor Carwein and I are the IPFW representatives on the steering committee. One of the things that we are expecting to come out of that meeting is specific charges to each of the working groups because, other than the academics and student and academic systems working groups which met for the first time last week, no real work has happened yet within the working groups as far as I have been told.

Rest assured that the delay in all of this is not on IPFW's end, but is instead with IU and Purdue. Hopefully we will know more on the 23rd. In the meantime I would not put too much stock in the March deadline that was originally announced. As Speaker Downs mentioned, it has already been moved back to May, from the perspective of IU, and who knows what is going to happen as we actually get to May this year.

Speaking of the working groups, I wanted to update everyone on the faculty representation on each of the groups with faculty members. **Legislative Representation:** Speaker Downs, **Finance:** Malanson, **Academics:** Steven Hanke and Abe Schwab, **Student and Academic Systems:** Wiley Sirk, **Facilities:** Cheryl Duncan, and **Student Affairs:** Sharon Parnin. We ultimately did not move forth with a **Name** working group. There is a survey going out soon to get faculty, staff, students, community members, and alumni feedback on the name, and we expect a resolution to the naming issue relatively quickly.

In today's senate meeting, we are considering two documents that I briefly want to say something about right now. 1) Process document for academic reorganization. I emailed the campus this morning. Please remember that there is a faculty assembly after the senate meeting at 1:30 in NF 101 to talk about reorganization. This assembly will take place regardless of the outcome of today's vote in the senate on the process document.

2) Statement on shared governance. Several of us attended an AAUP conference on shared governance last semester. One of the critical points that was made at the conference was the

importance of open communication if shared governance is going to be successful. With that in mind, the faculty leaders and Executive Committee ultimately agreed with me and thought that it was important that there be a clear statement of the principles of shared governance as understood by our faculty and how we expected those principles to be operationalized on our campus. This serves the purpose of both making clear to the administration what the faculty expectations are, but it also makes clear to the faculty how we see shared governance working at our campus.

6. Special business of the day:

Memorial Resolution (Senate Reference No. 16-18) – S. LaVere:

S. LaVere read the memorial resolution for James Haw. A moment of silence was observed.

7. Committee reports requiring action:

a. Indiana University Committee on Institutional Affairs (Senate Reference No. 16-19) – A. Downs:

A. Downs presented the slate for the Indiana University Board of Review. Accepted.

b. University Resources Policy Committee (Senate Document SD 16-21) – M. Jordan:

M. Jordan moved to approve SD 16-21 (Budgetary Affairs Subcommittee Resolution).

Motion to approve passed on a voice vote.

c. University Resources Policy Committee (Senate Document SD 16-22) – M. Jordan:

M. Jordan moved to approve SD 16-22 (Amendment to the Bylaws of the Fort Wayne Senate: University Resources Policy Committee).

Motion to approve passed on a voice vote.

d. Executive Committee (Senate Document SD 16-23) – K. Pollock:

K. Pollock moved to approve SD 16-23 (Revision of VPA P&T Document).

Motion to approve passed on a voice vote.

e. Executive Committee (Senate Document SD 16-24) – K. Pollock:

K. Pollock moved to approve SD 16-24 (Academic Reorganization Process).

Motion to approve passed on a voice vote.

f. Executive Committee (Senate Document SD 16-25) – K. Pollock:

K. Pollock moved to approve SD 16-25 (College of Education and Public Policy Procedures for Electing Senators).

Motion to approve passed on a voice vote.

g. Executive Committee (Senate Document SD 16-26) – K. Pollock:

K. Pollock moved to approve SD 16-26 (Statement on Shared Governance).

P. Iadicola moved to amend the second statement in Procedures 1: **“This consultation must be with the senate and the relevant senate committees and/or subcommittees.”**
Seconded.

Motion to approve amendment passed on a voice vote.

P. Iadicola moved to amend SD 16-26 to include **“5. All matters that are decided by the senate that require administrative action should be enacted by the administration; or, in cases where the administration has determined that it shall not, it would have 90 days after passage to explain why this is the case.** Seconded.

P. Iadicola provided an amendment to his amendment to change “90 days” to **“no more than three senate meetings.”** Seconded.

Motion to approve amended amendment passed on a voice vote.

L. Vartanian moved a friendly amendment to the preceding amendment that would include the following: **“that should occur here, in front of this body, where there is opportunity for questions following.”** Seconded.

Friendly amendment to change to **“preferably at a Senate meeting.”**

Motion to approve the amendment to the amendment passed on a voice vote.

R. Hile moved to amend the amendment by the following: **“The administration shall explain that decision by a date no later than the third Senate meeting from the passage of the resolution, preferably at a Senate meeting.”** Seconded.

Motion to approve amendment to the amendment passed on a voice vote.

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

8. New business: There was no new business.

9. Committee reports “for information only”:

a. Budgetary Affairs Subcommittee (Senate Reference No. 16-20) – J. Malanson:

Senate Reference No. 16-20 (Annual Report on Athletics Budget) was presented for information only.

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

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

10. The general good and welfare of the University:

P. Iadicola: As we proceed with reorganization I think there is a very important principle of universities we should think about, and that is that there is a distinction between the application of knowledge and the creation of knowledge. Some departments and some programs focus their work and scholarship on creation of knowledge, and others focus more on the application. I ask that, in further consideration of the reorganization of this university, that that distinction be in some way preserved, or at least considered, in the discussion about the reorganization. If not, what oftentimes happens is the creation of knowledge becomes sublimated to the pragmatics of what we can do with this knowledge and its application. I would think that this would damage our university if we did follow through on that.

11. The meeting adjourned at 12:42 p.m.



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

MEMORANDUM

TO: Fort Wayne Senate

FROM: Mark Jordan, Chair
University Resources Policy Committee

DATE: January 19, 2017

SUBJ: Budgetary Affairs Subcommittee Resolution

WHEREAS, the University Resources Policy Committee (URPC) is the parent committee of the Budgetary Affairs Subcommittee (BAS); and

WHEREAS, BAS requested that URPC review a resolution to request that the Administration present an overview of the status of the University budget semiannually; and

WHEREAS, URPC completed the review;

BE IT RESOLVED, That the attached resolution be considered by the Senate.

MEMORANDUM

TO: Mark Jordan, Chair
University Resources Policy Committee

FROM: Jeffrey Malanson, Chair
Budgetary Affairs Subcommittee

DATE: January 11, 2017

SUBJ: Semiannual Budget Presentations by Administration

WHEREAS, IPFW has faced significant budgetary shortfalls in recent years as a result of declining enrollments and increasing unavoidable expenses; and

WHEREAS, Repeated changes to the budget reporting template used by Purdue University have greatly complicated the process of creating and distributing easily understandable budget summary documents to the campus community; and

WHEREAS, It is essential for the Fort Wayne Senate and the Faculty to have an accurate understanding of IPFW's budget and overall financial situation if it is to effectively participate in the governance of the university;

BE IT RESOLVED, That the Senate requests that the administration make a presentation on the status of IPFW's budget and overall financial situation at the September Senate meeting each year that includes:

- An overview of changes to IPFW's state allocations and tuition and fee rates;
- Information on revenues gained or lost as a result of the Indiana Commission for Higher Education's [performance funding metrics](#);
- An assessment of IPFW's budgeted tuition revenue as compared to our anticipated actual tuition revenue;
- A discussion of unavoidable expenses that constrain our overall budget, including, employee benefits, debt service, deferred maintenance, utilities, and other sizable unavoidable expenses;
- Other information necessary to understand IPFW's budget and overall financial situation; and

BE IT FURTHER RESOLVED, That the Senate requests that the administration make a supplemental presentation on the status of IPFW's budget and overall financial situation at the February Senate meeting each year that includes:

- An assessment of IPFW's budgeted tuition revenue as compared to our anticipated actual tuition revenue for Spring semester;
- A discussion of other major changes to IPFW's budget and overall financial situation since the September presentation to the Senate;
- The plan for the budget process to determine the budget for the next academic year; and

BE IT FURTHER RESOLVED, That the Presiding Officer of the Fort Wayne Senate shall be responsible for working with the administration to coordinate these budget presentations each year, including issues of specific interest or concern beyond those indicated in this resolution that the Senate would like to see addressed in the presentations.

MEMORANDUM

TO: Fort Wayne Senate

FROM: Mark Jordan, Chair
University Resources Policy Committee

DATE: January 19, 2017

SUBJ: Amendment to the Bylaws of the Fort Wayne Senate

WHEREAS, A representative of the Voting Faculty has been elected to serve on the campus Space Allocation Committee starting in January 2017; and

WHEREAS, This representative will serve a 2.5-year term running through Spring 2019, with terms running for 3 years from that point forward; and

WHEREAS, Space allocation falls under the responsibilities of the University Resources Policy Committee (URPC) as outlined in bylaw 5.3.5.2.1.1., "Consideration of such matters as planning and optimal utilization of the physical facilities of the university . . ."; and

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

5.3.5.2.1.6. The University Resources Policy Committee shall receive a brief report from the Voting Faculty representative to the campus Space Allocation Committee each semester.

TO: Fort Wayne Senate

FROM: Kathy Pollock, Chair
Executive Committee

RE: Revision of College of Visual Arts Promotion and Tenure Document

Date: January 31, 2017

WHEREAS, the College of Visual and Performing Arts had revised their promotion and tenure document so as to be in compliance with SD 14-35 and SD 14-36; and

WHEREAS, the Faculty Affairs Committee has reviewed the revised document and finds that it is in fact in compliance with SD 14-35 and SD 14-36;

BE IT RESOLVED, the Senate approve the attached "College of Visual and Performing Arts Promotion and Tenure Policies and Procedures" document as their current promotion and tenure document.

TO: Kathy Pollock, Chair
Executive Committee

FROM: Lesa Rae Vartanian, Chair
Faculty Affairs Committee

RE: Revision of VPA P & T Document

Date: January 27, 2017

DISPOSITION: To the Executive Committee for inclusion in the next senate meeting

WHEREAS, the College of Visual and Performing Arts had revised their promotion and tenure document so as to be in compliance with SD 14-35 and SD 14-36; and

WHEREAS, the Senate Faculty Affairs Committee reviewed the document and provided feedback that the College of Visual and Performing Arts successfully incorporated into their revised document; and

WHEREAS, the College of Visual and Performing Arts has approved by college vote their revised promotion and tenure document, and has asked the Senate Faculty Affairs Committee to bring their document to the Senate floor for approval; and

WHEREAS, the Faculty Affairs Committee has reviewed the revised document and finds that it is in fact in compliance with SD 14-35 and SD 14-36;

BE IT RESOLVED, the Senate approve the attached "College of Visual and Performing Arts Promotion and Tenure Policies and Procedures" document as their current promotion and tenure document.

MEMORANDUM

TO: Fort Wayne Senate

FROM: Kathy Pollock, Chair
Executive Committee

DATE: January 31, 2017

SUBJ: Academic Reorganization Process

WHEREAS, IPFW is currently going through a Realignment process to divide the campus into separate Indiana University and Purdue University operations; and

WHEREAS, The College of Health and Human Services will lose three departments (Dental Education, Medical Imaging, and Nursing) to the new IU operation, necessitating at least a minor reorganization to find new academic homes for the remaining two HHS departments (Hospitality and Tourism Management and Human Services); and

WHEREAS, Realignment affords IPFW and its faculty the opportunity to re-envision the university from the ground up, including the possibility for a new academic structure; and

WHEREAS, The reprogramming of student and academic information systems will be undertaken at significant expense as a result of Realignment, and these systems would have to be reprogrammed again at significant expense if reorganization is delayed to a future date; and

WHEREAS, The timeline for reprogramming student and academic systems, as well as the requirement that any new academic organization be approved by the Purdue University Board of Trustees, necessitates the completion of the academic reorganization process by June 2017; and

WHEREAS, Any academic reorganization process should be faculty driven and collaboratively undertaken with the administration;

BE IT RESOLVED, That the Fort Wayne Senate adopts the following procedure to facilitate the academic reorganization process.

Academic Reorganization Process Spring 2017

1. Goal: Recommend an academic structure through a process that follows the principles of shared governance
2. Steering Committee
 - 2.1. The Executive Committee of the Senate shall be the steering committee of this process
 - 2.2. Duties of the Steering Committee: Administer the academic reorganization design process (e.g. refine the process and schedule, develop a communication strategy, schedule meetings, gather and disseminate information, monitor progress). Campus-wide meetings shall be facilitated by the Steering Committee.
3. Academic Structure Design Process
 - 3.1. It should not be necessary to start from scratch. The information in Plan 2020 and the information in program USAP reports may prove helpful, but programs/departments should not feel bound by this information.
 - 3.2. Programs/Departments shall be asked to:
 - 3.2.1. Define their core values and mission
 - 3.2.2. Define what they are, could be, should be
 - 3.2.3. Identify programs/departments with which they might partner and programs/departments with which they might be grouped to create a college
 - 3.2.4. Think of the conventional and the unusual when identifying partners and groupings
 - 3.3. Information from programs/departments must be submitted to the Steering Committee by February 24th.
 - 3.4. Central administration shall provide decision-making criteria (e.g. number of colleges, number of administrative FTE) by February 17th.
 - 3.5. Information from January 5th OAA sponsored meeting at the Alumni Center, programs/departments, and decision-making criteria from the central administration must be shared with campus at least one week before campus-wide meetings
 - 3.6. Three campus-wide meetings to discuss IPFW's core values and mission to be completed by March 3rd. These meetings are open to the entire campus community. IPSGA, APSAC, and CSSAC shall be invited to sponsor other meetings and/or to submit comments and recommendations.
 - 3.7. Summary of the campus-wide meetings about the core values and mission of IPFW shall be disseminated by March 13th.
 - 3.8. Three campus-wide brainstorming sessions about the academic structure of IPFW by March 24th. These meetings are open to the entire campus community. IPSGA, APSAC, and CSSAC shall be invited to sponsor other meetings and/or to submit comments and recommendations.
 - 3.9. Summary of the campus-wide brainstorming sessions shall be disseminated by March 31st.
 - 3.10. Campus organizations (e.g. departments, colleges, IPSGA, APSAC, CSSAC, Deans Council, senate governance committees) may submit proposals for academic reorganization by April 7th.
 - 3.11. Conference Committee

3.11.1. Membership: Chancellor, Vice Chancellor for Academic Affairs and Enrollment Management; one (1) member of the Deans Council, one (1) representative of APSAC, one (1) member of CSSAC, Presiding Officer; Speaker of the Purdue University Faculty; Speaker of the Indiana University Faculty; chairs or representatives of the Educational Policy Committee, Executive Committee; Faculty Affairs Committee, Student Affairs Committee, and University Resource Policy Committee

3.11.2. Duties

3.11.2.1. Discuss findings of the department/program meetings and the campus-wide public meetings

3.11.2.2. Discuss submitted proposals

3.11.2.3. Develop a single proposal

3.11.2.4. Hold three campus-wide meetings to discuss the proposal

3.11.2.5. Revise the proposal based on campus-wide meetings if necessary

3.11.2.6. A proposal receiving a majority of votes from the Conference Committee shall be delivered to the Senate by April 28th

3.12. The Senate shall recommend an academic structure by May 5th.

Senate Document SD 16-25
(Approved, 2/13/2017)

Supersedes SD 88-16
(Amended & Approved 2/13/1989) and
SD 88-32
(Amended & Approved 4/24/1989)

MEMORANDUM

TO: Fort Wayne Senate

FROM: Kathy Pollock, Chair
Executive Committee

DATE: February 2, 2017

SUBJ: College of Education and Public Policy Procedures for Electing Senators

WHEREAS, Article VII.A.5. of the Constitution of the Faculty states that “Methods of nomination and election [of senators], and of filling seats vacated before the end of a term, shall be proposed and implemented by the Voting Faculty of those [major] units according to methods consistent with generally accepted principles of democratic representation. These methods must be defined in the documents which define the protocols of faculty governance within each unit; and the protocols must be approved by the Senate by simple majority vote.”; and

WHEREAS, The College of Education and Public Policy (CEPP) has revised their procedures for electing senators;

BE IT RESOLVED, That the Fort Wayne Senate approves CEPP’s revised procedures for the election of senators.

Senate Document SD 16-25
(Approved, 2/13/2017)

Supersedes SD 88-16
(Amended & Approved 2/13/1989) and
SD 88-32
(Amended & Approved 4/24/1989)

COLLEGE OF EDUCATION AND PUBLIC POLICY

IV. Faculty

E. Service in the Fort Wayne Senate and Senate Subcommittees: Voting faculty in each of the three departments will elect one representative to serve in the Fort Wayne Senate. Departments will inform the Leadership Committee about the departmental representative. Additional representatives, if needed based upon the allocation formula utilized by the Senate, will be chosen at-large in an election coordinated by the Leadership Committee. Elected senators will serve three-year terms.

Representatives or nominees for the three subcommittees for the Senate will be elected at the college level: Curriculum Review Subcommittee, Academic Computing and Information Technology Advisory Subcommittee and the Graduate Subcommittee.

The Leadership Committee will coordinate the election of the members/nominees on the 3 subcommittees when vacancies occur. Elected members of the subcommittee will serve 3 year terms.

The Academic Computing and Information Technology Advisory Subcommittee representative will be elected at the college level. The nominees for Curriculum Review Subcommittee, and the Graduate Subcommittee will be elected at the college level and then forwarded to the full faculty senate for a vote of the representatives for the campus.

MEMORANDUM

TO: Fort Wayne Senate

FROM: Kathy Pollock, Chair
Executive Committee

DATE: January 31, 2017

SUBJ: Statement on Shared Governance

WHEREAS, Meaningful shared governance involves the administration and the faculty, along with the Boards of Trustees, and, where appropriate, the Community Advisory Council, working together for the betterment of the university; and

WHEREAS, Legitimate differences of opinion exist as to what does and does not constitute meaningful shared governance; and

WHEREAS, Breaches of shared governance, either real or perceived, can breed distrust and discontent among and between the faculty and the administration; and

WHEREAS, Adoption of a Statement on Shared Governance detailing expectations for shared governance processes at IPFW that is agreed to and adhered to by both the faculty and the administration can prevent future breaches and help to restore trust between faculty and administration;

BE IT RESOLVED, That the Fort Wayne Senate adopts the attached Statement on Shared Governance; and

BE IT FURTHER RESOLVED, That the Fort Wayne Senate requests the central administration indicate its willingness to abide by the principles and procedures outlined in this statement.

Fort Wayne Senate Statement on Shared Governance

Shared Governance

The Fort Wayne Senate views the American Association of University Professors' (AAUP) "Statement on Government of Colleges and Universities" as the starting point of reference for all conversations about shared governance at IPFW.¹

The Constitution of the Fort Wayne Senate empowers the faculty to recommend policies regarding students and faculty; to make recommendations on academic organization, the budget, and other university operations; to determine the academic calendar, policies for class scheduling, and policies for student participation in athletics; and to review and approve academic degrees and curriculum; among other responsibilities. These powers can only be meaningfully exercised in an environment in which shared governance is acknowledged and supported by the faculty, the administration, and other university boards, councils, and constituencies.

The AAUP defines shared governance as being carried out by three interdependent components: governing boards², presidents (the chancellor and the central administration), and faculty. According to the AAUP, "a college or university in which all the components are aware of their interdependence, of the usefulness of communication among themselves, and of the force of joint action will enjoy increased capacity to solve educational problems."

This relationship of "interdependence . . . calls for adequate communication among these components, and full opportunity for appropriate joint planning and effort." The AAUP notes that what constitutes "appropriate joint planning and effort" will vary from situation to situation, but asserts that "two general conclusions regarding joint effort seem clearly warranted: (1) important areas of action involve at one time or another the initiating and decision-making participation of all the institutional components, and (2) differences in the weight of each voice, from one point to the next, should be determined by reference to the responsibility of each component for the particular matter at hand." To phrase (2) another way, each component might not have an *equal* voice in any particular decision, but each component should at least have *a* voice.

¹ The AAUP's "Statement on Government of Colleges and Universities" can be found in American Association of University Professors, *Policy Documents and Reports*, 11th ed. (Baltimore: Johns Hopkins University Press, 2014), 117-22; online at <https://www.aaup.org/report/statement-government-colleges-and-universities>; and as an appendix to this Statement on Shared Governance.

² IPFW's status as a campus within both the Indiana University and Purdue University systems means that it does not have its own governing board, instead being overseen by the Boards of Trustees of the two parent institutions. IPFW has a Community Advisory Council, but as currently constituted, its powers do not mimic those of a governing board. In practice, IPFW operates at a greater remove from its governing boards than what is ideally envisioned in the AAUP's "Statement on Government of Colleges and Universities."

The AAUP provides guidelines for the areas of university management and governance where each institutional component should have the primary voice. In the case of faculty, “The faculty has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process.” The precise meaning and scope of these areas of primary responsibility can and should be a subject of discussion on any university campus, but in general it is desirable to give the faculty as wide a latitude in these areas as possible. The AAUP recommends that on matters of primary faculty responsibility, “the power of review or final decision lodged in the governing board or delegated by it to the president should be exercised adversely only in exceptional circumstances, and for reasons communicated to the faculty.” Such communication should be made early and as quickly as possible, as faculty should “have opportunity for further consideration and further transmittal of its views to the president or board.” Within this set of expectations, the AAUP recognizes that “Budgets, personnel limitations, the time element, and the policies of other groups, bodies, and agencies having jurisdiction over the institution may set limits to realization of faculty advice.”

In order to fully support shared governance at IPFW, the Senate proposes the following procedures.

Procedures

1. In all university decision-making processes having any implications for shared governance, the central administration should consult with the faculty. This consultation must be with the Senate and the relevant Senate committee and/or subcommittee. For decisions affecting shared governance at the college or department level, relevant administrators should consult with equivalent faculty representatives at the lower levels.
2. In all university decision-making processes that require active faculty participation, such as a study or investigation, the development of a set of recommendations, or any ongoing effort to leverage faculty expertise, the default starting point should be the utilization of existing shared governance bodies (i.e., the Senate, its committees and subcommittees) rather than creating new committees, task forces, working groups, etc.
3. In situations where, after consultation with the faculty, it is determined that existing shared governance bodies cannot or should not be used to accomplish the desired ends, the central administration should work with the faculty to develop a mutually acceptable process for conducting the proposed work that honors the principles of shared governance. Part of this shared governance process should be the establishment of clear expectations for how many faculty will participate, how they will be selected, what they will be asked to do, and how their work will be used.
 - a. The Senate should have the opportunity to endorse the proposed shared governance process and method of selecting faculty to participate.
 - b. Faculty should always be elected to participate in shared governance processes. How they are elected should depend on the specific process to be undertaken and whose interests the faculty are expected to represent (e.g., the interests of all faculty, college

- faculty, or department faculty). At an absolute minimum, the Senate Executive Committee should be charged with selecting faculty for participation in shared governance processes when other forms of election are not feasible or preferable. Under no circumstances should the administration appoint faculty to participate in shared governance processes.
4. Shared governance processes will generally take one of two forms: limited-term processes focused on producing a discrete product or ongoing processes focused on longer-term work.
 - a. Whenever faculty participate in a limited-term shared governance process, the results of that process shall be submitted to the Senate for review.
 - b. Whenever faculty participate in an ongoing shared governance process, they shall submit a brief annual report to the Senate Executive Committee, or an appropriate Senate committee or subcommittee, detailing their work and its ongoing or anticipated uses on campus.
 5. All matters that are decided by the Senate that require administrative action should be enacted by the administration; or, in cases where the administration has determined that it shall not, the administration shall explain that decision by a date no later than the third Senate meeting after the passage of the resolution, preferably at a Senate meeting.

General Provisions

1. Nothing in this Statement on Shared Governance should be construed to apply to situations wherein the administration seeks to use faculty expertise outside of shared governance processes (e.g., an award selection committee).
2. While seeking faculty, staff, student, and community feedback on administrative decisions is laudable, the feedback-seeking process alone does not constitute a meaningful shared governance process.
3. With existing ongoing administrative committees with shared governance responsibilities that operate outside of shared governance processes, every reasonable effort should be made to bring them into alignment with the procedures outlined in this Statement on Shared Governance and with the Fort Wayne Senate Constitution and Bylaws.