

Minutes of the
First Regular Meeting of the Thirty-Seventh Senate
Indiana University-Purdue University Fort Wayne
September 11, 2017
12:00 P.M., KT G46

Agenda
(as amended)

1. Call to order
2. Approval of the minutes of April 10, 2017 and Special Meeting of May 1, 2017
3. Acceptance of the agenda – K. Pollock
4. Reports of the Speakers of the Faculties
 - a. Indiana University – A. Downs
 - b. Purdue University – A. Schwab
5. Report of the Presiding Officer (Senate Reference No. 17-1) – J. Malanson
6. Special business of the day
 - a. Annual report on budget (Senate Reference No. 17-3)
7. Committee reports requiring action
 - a. Executive Committee (Senate Document SD 17-1) – K. Pollock
 - b. Executive Committee (Senate Document SD 17-2) – K. Pollock
 - c. Executive Committee (Senate Document SD 17-3) – K. Pollock
 - d. Executive Committee (Senate Document SD 17-4) – K. Pollock
8. New business
9. Committee reports “for information only”
 - a. Executive Committee (Senate Reference No. 17-2) – K. Pollock
 - b. Executive Committee (Senate Reference No. 17-4) – K. Pollock
 - c. Executive Committee (Senate Reference No. 17-5) – K. Pollock
10. The general good and welfare of the University
 - a. The Library and Realignment – A. Macklin
11. Adjournment*

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

Presiding Officer: J. Malanson
Parliamentarian: W. Sirk
Sergeant-at-arms: G. Steffen
Secretary: J. Bacon

Attachments:

“Report on Senate Documents” (SR No. 17-1)
“Realignment and the Senate” (SD 17-1)
“Athletics Working Group Final Report” (SD 17-2)

“Amendment to the Bylaws of the Fort Wayne Senate: Academic Organization Subcommittee” (SD 17-3)

“Amendment to the Bylaws of the Fort Wayne Senate: APSAC and CSSAC Representatives as Senate Affiliates” (SD 17-4)

“Report on Designated Items” (SR No. 17-2)

“Annual Report on Budget” (SR No. 17-3)

“Revised Bulletin Deadlines” (SR No. 17-4)

“Proposal for Four New Public Policy Concentrations” (SR No. 17-5)

Senate Members Present:

A. Argast, A. Bales, A. Benito, P. Bingi, S. Bischoff, B. Boatright, A. Boehm, B. Buldt, J. Burg, S. Carr, V. Carwein, D. Chen, K. Dehr, Y. Deng, S. Ding, A. Downs, C. Drummond, B. Fife, M. Gruys, G. Hickey, R. Hile, D. Holland, M. Jordan, D. Kaiser, B. Kim, J. Leatherman, E. Link, A. Livschiz, H. Luo, D. Miller, Z. Nazarov, E. Norman, J. Nowak, A. Obergfell, J., O’Connell, G. Petruska, M., Qasim, B. Redman, P. Reese, N. Reimer, S. Rumsey, B. Salmon, G. Schmidt, A. Schwab, S. Stevenson, A. Ushenko, R. Vandell, L. Vartanian, G. Wang, D. Weese, M. Wolf, L. Wright-Bower, N. Younis, M. Zoghi

Senate Members Absent:

D. Cochran, B. Datillo, Q. Hao, L. Kuznar, A. Macklin, J. Marshall, J. Niser, K. Pollock, R. Sutter, B. Valliere

Guests Present:

M. Coussement, A. Fincannon, B. Kingsbury, C. Sternberger

Acta

1. Call to order: J. Malanson called the meeting to order at 12:00 p.m.
2. Approval of the minutes of April 10, 2017 and Special Meeting of May 1, 2017: The minutes were approved as distributed.
3. Acceptance of the agenda:
 - A. Downs moved to accept the agenda.
 - A. Downs moved to amend the agenda to add Senate Reference 17-5 for information only under 9.c.
 - Motion to amend the agenda passed by voice vote.
 - Agenda approved by voice vote.
4. Reports of the Speakers of the Faculties:
 - a. Indiana University:

A. Downs: Welcome to new members and welcome back to everyone else. I hope that your summer was a good one and that your semester has gotten off to a productive start.

Michael Downs was elected the first Speaker of the IU Faculty at IPFW in 1981. Thirty-six years later it is my honor to serve as the IU Speaker. Unfortunately, it is the last year for IU Speakers and, more importantly, for IPFW.

In his first comments, Michael Downs announced that the University Faculty Council approved a proposal to grant a 50% fee and tuition credit to the dependent children of full time faculty and staff. I have nothing so wonderful to announce.

For anyone who missed it, I am opposed to the realignment of IPFW into separate Indiana University and Purdue University campuses. While I appreciate the effort that IU and Purdue put into securing resources for us in the current two-year state budget as part of the realignment, I know that the same effort could have been put into improving IPFW, an institution that we all know can be challenging.

Thank you to the many people who have been involved in the work of realignment. As I have said before, the work of our colleagues here and some of the people in Indianapolis, West Lafayette, and Bloomington have helped build my confidence that we will be ready for our separate existences on July 1, 2018.

As part of moving forward, I want to go back to 2015. That is the year that IPFW was designated a multi-system metropolitan university. There never were campus-wide discussions about what this meant. When people ask me what it means, I say that it means that IPFW:

- Has to reach out into northeast Indiana and encourage the community to reach out to us. By doing this we can identify the needs that we can work to meet.
- Needs to seek out new and expanded opportunities to collaborate with partners throughout northeast Indiana in ways that lead to improved student success as well as regional development and revitalization.
- Needs to find ways to blend the teaching, research and creative endeavor, and service of faculty members to improve higher education and northeast Indiana.

Regardless of our management structure, our designation, and your opinion of my choice of words, those of us who work here know that this is what we must do. Figuring out how to do this at Purdue Fort Wayne and at Indiana University Fort Wayne separately will be difficult. Figuring out how to do this together will be even more difficult. Fortunately, we know the people who will be working at IU Fort Wayne. They are our current colleagues and friends and they share our belief in the work of IPFW.

There are a number of things for us to accomplish before the end of the year. Some of the work is not particularly exciting unless you are a current or former parliamentarian. For example, Purdue Fort Wayne has to draft a new constitution and bylaws. As we do that work, we need to be conscious of the importance of including our colleagues at IU Fort Wayne in what we do now and in the future.

More exciting will be the work we have to do on interdisciplinary teaching, research and creative endeavor, and service. Last spring public discussions about academic reorganization identified obstacles to interdisciplinary work as a significant issue. This fall we will work to identify the various ways we define interdisciplinary work, the obstacles to that work, and ways to address the obstacles.

When Michael Downs was elected the first IU Speaker in 1981, it was to be a part of the Fort Wayne Senate that would exercise the powers and responsibilities of the faculty at IPFW. Soon IPFW will not exist, but we will continue to have to exercise those powers and responsibilities. I look forward to doing that with you.

Thank you and good luck this semester.

b. Purdue University:

A. Schwab: So I don't have the length or storied history of Speaker Downs, but I would like to thank you all for allowing me to run in yet another unopposed election. Speaking of unopposed elections, I still need four tenured Purdue mission faculty to fill out the Purdue Academic Personnel Grievance Committee. So if you are not on a committee and you would like to serve on a committee that may never meet, but if it does it will meet very intensely for a couple of weeks, please reach out to me.

Like Speaker Downs, I am opposed to much of what has happened over the last several years for some obvious reasons and some not. It seems that much of what has happened has been about putting feathers in the caps of certain higher ups and it has been left to faculty and students to figure out what to do with it. So, that is what we continue to do over this coming year.

In future comments I expect to provide some report on what is happening with the Faculty Council of which I am a member, but the dates for those council meetings have yet to be set.

Thank you.

5. Report of the Presiding Officer (Senate Reference No. 17-1 – J. Malanson):

J. Malanson: Senate Reference No. 17-1 is just a list of everything we did last year.

The second thing I want to say is just welcoming everyone back to a new academic year and a new Senate session.

As I mentioned earlier this semester, our previous secretary, Sarah Mettert, resigned at the end of the summer. Josh Bacon is currently serving as our temporary secretary, and we are in the (hopefully) final stages of hiring him as our permanent replacement. Join me in welcoming Josh.

We are only three weeks and a day into the new semester, but we have already had quite an eventful year. We face ongoing enrollment challenges and budgetary difficulties; Realignment has moved into the implementation phase, which is producing a new round of work and headaches; and we are still awaiting word on who our next chancellor will be.

On the enrollment and budget front, we held a Faculty Assembly two weeks ago where we discussed our current situation and how the university is addressing it. I want to thank Vice Chancellors Drummond and Wesse for taking part in the Assembly. These will be ongoing conversations as the administration continues to monitor enrollments for next spring and summer, as well as the recruitment of new students for next year. On that end, IPFW has brought in some outside help to conduct an audit of enrollment management processes in an effort to improve student recruitment and applicant yield. The outside help will also be helping us take a new look at retention efforts on campus, as this continues to be one of our most significant sources of credit hour and revenue loss.

At the Assembly, I mentioned that the Faculty Leaders are conducting a study of Administrative Staffing and Budgeting in order to better understand to what extent there is an “administrative bloat” problem at IPFW. Every time IPFW undertakes a data-driven process, there are legitimate questions that arise about how the data was developed, whether or not it is the right data, and what role the data played in the recommendations or decisions that were made. In order to make our study as transparent as possible, we want to show everyone what data we have compiled before we move on to the work of analyzing that data. The Faculty Leaders want to know what questions you have, what data you think we still need to collect, what questions you think we still need to ask, etc. Look for an email from the Faculty Leaders this afternoon with more information about the data and how you can offer your thoughts and feedback.

As Andy mentioned, we are launching our interdisciplinary program discussions next week. In light of the question that the HLC fact-finding team kept asking about what the faculty’s plan is to fill the 1,100-student hole we are about to have, I think that these conversations take on new importance. We cannot wait for Purdue or the state legislature to financially support us in the creation of new programs, and so it is incumbent upon us as a faculty to work together to maximize our existing strengths and faculty expertise in the creation of new collaborations and interdisciplinary programs that can help us attract new students and retain the ones we already have.

Finally, as you are all-too-well aware, we are in an extended period of constrained resources, and the realities of Realignment mean that that is not likely to change any time soon. Given this reality—and given how fractured the campus has become in recent years as we each react and adjust in different ways to everything that has happened—I think that it is important that we take a moment to remember that we are all in this together. Each of our units has been affected in different ways by the budget cutting, ERIPing, and realigning, but we remain part of the same university community.

It does not matter what department you are in, what college you are in, or what academic or administrative unit you are in—for this year, at least, we remain one faculty and one university, and we need to work as one to understand and support each other—to confront and address our challenges together.

6. Special business of the day:

a. Annual report on budget (Senate Reference No. 17-3)

J. Malanson: Since we had an outgoing discussion about our current budget and current enrollment challenges, we decided it would make more sense to forego a miniaturized version of that. You all have access to the video; if you have not watched it already, I would encourage you to do so. We will take a few minutes for follow up questions about that material. Does anyone have any questions about the budget or about enrollment?

S. Bischoff: You mentioned that an email is going to be going out to faculty on the data you have been collecting about administrative bloat. Will that include a look at athletics? Or is athletics separate from that administrative bloat?

J. Malanson: Athletics appears as part of the administrative head count. Information about athletics appears in the budget data. But, we don't have a separate conversation on athletics as part of this study. Certainly if faculty have questions and concerns about athletics and their budget those are relevant to come up in a variety of forms throughout the year.

S. Bischoff: So that would be relevant. I have a question about the athletic budget, so I am concerned about it.

J. Malanson: You can certainly ask for that to be part of this process if you want to.

S. Bischoff: Okay. Perfect. Thank you.

B. Boatright: In relation to the budget and all the transitions happening, to what extent is marketing communication being funded differently or extra this year? Do we have extra income coming in to manage this transition and the process of rebranding? That wasn't addressed completely.

A. Fincannon: Some money has been set aside in the transition for the rebrand process, so part of it will be for the rebranding process and then implementation. It is a moderate amount.

J. Malanson: As a general statement, the way the state budgeting us is that this year we were budgeted at a lot more toward the student population and what it should be. Next year they didn't take money away from us even though we are losing students and that revenue was supposed to help pay for the costs of transitioning. So, to a certain extent we are kind of floating the costs this year and we are going to back fill for some indeterminate number of years depending on how much it actually costs for the transition.

G. Schmidt: For enrollment numbers compared to the meeting versus now, I'm not sure what the right point is for finalized enrollment numbers for the semester. But, are those numbers included in whatever stuff is online if they are somewhat different from what we saw? I remember specifically we would talk about 24 people stopping out the first week type stuff, which would be very rare. But, is there any changes since the data was released?

J. Malanson: Those are census numbers. So, at this point we are dealing with students withdrawing and getting partial refunds. But, those are the official census figures. The numbers in the presentation were census numbers.

S. Bischoff: This is another question for clarification. This might be for Angie. Is Purdue going to play a role in the rebranding process at the financial level? Or is rebranding going to be entirely left to Purdue Fort Wayne?

A. Fincannon: As Jeff had mentioned, there is some money set aside that we hope to regain as Purdue regroups our deficit this year. But, above and beyond that we have no promise of any funding. We will still be a separate marketing communications entity here.

S. Bischoff: And will Purdue be doing any branding of their own? We have already seen IU-Fort Wayne out there. Will Purdue be doing something similar? Or will the process be separate from the budget?

A. Fincannon: We anticipate that there will be much more control from Purdue on the brand because of having Purdue in our name now as opposed to IPFW.

S. Bischoff: Control in the sense of authorizing what we do, but not control?

A. Fincannon: We had not anticipated control. However, a document came out in July called E-39. I don't know if that is available to everyone, but E-39 is a pretty tight document that really is saying we all need to step in line with the Purdue brand. How that will be implemented on our campus, the recent nuances, and the

recent discovery from Simpson Scarborough that will be coming out next week, I think could help carve that decision on IPFW as we make our transition. We will be allowed some variance into that.

S. Bischoff: But in terms of actual assistance from the Purdue campus, in terms of financial assistance, and in terms of them promoting us we should not count on that, correct?

A. Fincannon: We should not count on that.

S. Bischoff: Okay. Thank you.

M. Jordan: My question is about the 1100 students that apparently we are going to be accountable for because of the structural split. What is the rationale of the HLC? Is that a matter for the legislature in holding us accountable for 1100 students that will no longer be part of Purdue Fort Wayne?

C. Drummond: Okay. So, I wasn't in the faculty sessions where that conversation occurred, so I can't speak to exactly what their thinking was. But as I understand it, the question should have been "as these 1100 students transition out of IPFW-Purdue Fort Wayne revenue stream, what does the campus intend to do to replace them?" That question has to be nuanced by the fact that with that loss in revenue there is also a significant amount of reduced cost as so we won't be paying the salaries of the folks who were delivering much of that curriculum. And for those service courses that they will be taking we will be paying and receiving revenue. So, I think a more appropriate kind of question would be, and maybe this is the way Jeff said it earlier, "in order to have the total revenue that we have now we would need to develop new academic programs or make our current academic programs even more attractive to students so that we maintain a steady level overall." The answer to that is "yes, we have to do both." We have to create some new programs. Some are in process. We have to make other existing programs more attractive and market more aggressively and more broadly. And we are doing those things as well.

J. Malanson: On HLC, any time any university has a significant drop in enrollment over a number of years that sets off a red flag. So, for us, it is not 1100 students because of realignment it is just any significant drop triggers a red flag for HLC. People were quick to point out that any rapid rise in enrollment all of a sudden would trigger the same red flag. The state legislature gives money based on the certain number of students we serve, and so if we serve fewer students they would give us less money.

M. Jordan: In that logic, they are going to give IUPUI a proportional raise?

J. Malanson: With IU-Fort Wayne. Yeah. Basically.

L. Vartanian: So in terms of a possible solution to that being the new programs, if HLC believes we need to do something like that, will the processes that are in place for examining and improving new programs be expedited? Because my understanding is that it takes some time for an actual solution. That seems like an interesting suggestion.

J. Malanson: We are straying a bit far afield from the budget.

S. Rumsey: I was just curious for those of us who are currently an IU mission that will become part of Purdue Fort Wayne, any changes in programing that would normally go through IU?

J. Malanson: We are trying to work on ways of starting this up here so as soon as the door is open we can go.

R. Hile: I'm a little concerned about having not heard what the projected shortfall is, and if we just go breakneck forward, "the sky is falling, we need more money, we have to make more programs, we need this many programs, we need that many programs." That is how we were making decisions for several years. I'd like to know more about what is our projected shortfall. Do we have a projected shortfall? When we see who's going to be paid from IU, who's going to be paid from Purdue, which students are going to pay tuition there, who's paying tuition here, what money is being sent back to us. What is our actual number of costs we have to recuperate? I'd like to know that number before thinking thoughtfully about new programs because, in case anyone has forgotten, we just cut programs.

J. Malanson: Zero. The way the realignment was worked and the way the budget was worked was they were going to pay us the margin we would have lost. And so there is zero net loss from realignment next year. But, if they pull out of student services and stop paying us rent, then we are talking 5 million dollars in lost revenue depended on the size of their enrollments as they grow and change over time.

R. Hile: And that is in five years?

J. Malanson: That is in five years. But, there are ways they can get out of different things.

D. Weese: It is meant to keep us whole in the short term, but not necessarily in the long run.

J. Malanson: Rachel, part of the problem is that we have had six years of declining revenue. So, we need to be generating more revenue, not just because of realignment but for our existence as a university.

M. Wolf: I was going to ask a question that is two pronged. One is budgetary and

one HLC.

J. Malanson: You can ask the budgetary one right now.

M. Wolf: I was going to take the second part to the HLC because it would be a catastrophic change in our ability to attract new students here. We are facing other bad news on that front. Related to the budget it would be catastrophic.

C. Drummond: So a message from the chancellor will be going out later today, if it hasn't already, that contains information about the visit about next steps and about the high probability of an authorization for the realignment. So, some of the conversations and comments of the visiting team presented the most dire outcomes possible. But, attributing to them a reasonable probability of occurrence.

7. Committee reports requiring action:

- a. Executive Committee (Senate Document SD 17-1) – K. Pollock

A. Downs moved to approve Senate Document SD 17-1 (Realignment and the Senate).

Motion to approve passed on a voice vote.

- b. Executive Committee (Senate Document SD 17-2) – K. Pollock

A. Downs moved to approve Senate Document SD 17-2 (Athletics Working Group Final Report).

Motion to approve passed on a voice vote.

- c. Executive Committee (Senate Document SD 17-3) – K. Pollock

A. Downs moved to approve Senate Document SD 17-3 (Amendment to the Bylaws of the Fort Wayne Senate: Academic Organization Subcommittee).

Motion to approve passed on a voice vote.

- d. Executive Committee (Senate Document SD 17-4) – K. Pollock

A. Downs moved to approve Senate Document SD 17-4 (Amendment to the Bylaws of the Fort Wayne Senate: APSAC and CSSAC Representatives as Senate Affiliates).

Motion to approve passed on a voice vote.

8. New business: There was no new business.
9. Committee reports “for information only”:
 - a. Executive Committee (Senate Reference No. 17-2) – K. Pollock

Senate Reference No. 17-2 (Report on Designated Items) was presented for information only.
 - b. Executive Committee (Senate Reference No. 17-4) – K. Pollock

Senate Reference No. 17-4 (Revised Bulletin Deadlines) was presented for information only.
 - c. Senate Reference No. 17-5 (Proposal for Four New Public Policy Consequences) was presented for information only.
10. The general good and welfare of the University: There were no comments for general good and welfare.
11. Adjournment: Meeting adjourned at 12:49 p.m.

Joshua S. Bacon
Secretary of the Faculty

TO: The Senate

FROM: Jeffrey Malanson, Presiding Officer
Fort Wayne Senate

DATE: August 23, 2017

SUBJ: Report on Senate Documents

Listed below are the documents considered by the Senate this past academic year. I am distributing this for information only.

- SD 16-1 “Approval of replacement member of the Executive Committee” – Approved and implemented, 9/12/2016
- SD 16-2 “ICHE Application to HLC for Extension Regarding Dual Credit Faculty Qualifications” – Approved, 9/12/16
- SD 16-3 “Approval of replacement members of the Educational Policy Committee, Executive Committee, and University Resources Policy Committee” – Amended, approved, and implemented, 10/17/16
- SD 16-4 “Amendment to the Bylaws: Committee/Subcommittee power to remove members” – Approved, 10/17/16
- SD 16-5 Amendment to the Bylaws: University Resources Policy Committee oversight of Athletics budget” – Approved, 10/17/16
- SD 16-6 “Independently verified and audited financial statements” –Approved and forwarded to the chancellor, 10/17/16
- SD 16-7 “Approval of replacement members of the Professional Development Subcommittee and Revenue Subcommittee” – Approved and implemented, 11/14/16
- SD 16-8 “Changes to policy to reflect student’s ability to ask for review not appeal” – Recommended to EPC, 11/14/16
- SD 16-9 “Academic Program Closures” – Approved and forwarded to the Vice Chancellor of Academic Affairs, 11/14/16

- SD 16-10 “Reinstatement of Academic Degree Programs” –Amended, approved and forwarded to the Vice Chancellor of Academic Affairs, 11/14/16
- SD 16-11 “Review of Action Plan 41” – Approved, 11/14/16
- SD 16-12 “FAC Report on “Action Plan 41” – Approved, 11/14/16
- SD 16-13 “URPC report on Action Plan 41” – Approved, 11/14/16
- SD 16-14 “Subcommittee Reports on Action Plan 41” – Approved, 11/21/16
- SD 16-15 “Revert to September 19 Recommendations for Academic Programs” – Approved and forwarded to the Vice Chancellor of Academic Affairs, 11/21/16
- SD 16-16 “Statement of No Confidence” – Approved, 11/21/16
- SD 16-17 “Athletics Working Group” – Approved, 12/12/16
- SD 16-18 “Revision of COAS P&T Documents” – Approved and forwarded to the COAS Dean and the Vice Chancellor of Academic Affairs, 12/12/16
- SD 16-19 “Faculty Athletics Representative Document” – Approved, 12/12/16
- SD 16-20 “Appreciation of Efforts to Support the Rights of IPFW Faculty” – Approved, 12/12/16
- SD 16-21 “Budgetary Affairs Subcommittee Resolution” – Approved, 2/13/17
- SD 16-22 “Amendment to the Bylaws of the Fort Wayne Senate: University Resources Policy Committee” – Approved and implemented, 2/13/17
- SD 16-23 “Revision of VPA P&T Document” – Approved and forwarded to the VPA Dean and the Vice Chancellor of Academic Affairs, 2/13/17
- SD 16-24 “Academic Reorganization Process” – Approved and forwarded to the Vice Chancellor of Academic Affairs, 2/13/17
- SD 16-25 “College of Education and Public Policy Procedures for Electing Senators” – Approved and forwarded to CEPP, 2/13/17
- SD 16-26 “Statement on Shared Governance” – Amended, approved, and forwarded to the chancellor for implementation” 2/13/17
- SD 16-27 “DSB P&T Document” – Approved and forwarded to the DSB Dean and the Vice Chancellor of Academic Affairs, 3/13/17

- SD 16-28 “Amendment to the Bylaws of the Fort Wayne Senate: Committee Name” – Approved and implemented, 4/10/17
- SD 16-29 “Amendment to the Bylaws of the Fort Wayne Senate: Committee Structure” – Approved and implemented, 4/10/17
- SD 16-30 “Amendment to the Bylaws of the Fort Wayne Senate – Amended, approved, and implemented, 4/10/17
- SD 16-31 “FAC Report on Suspension of Voluntary Early Partial Retirement (VERP) Program” – Approved and forwarded to administration, 4/10/17
- SD 16-32 “Calendar Formula” – Recommitted back to EPC, 4/10/17
- SD 16-33 “Changed 2018-19 Academic Calendar” – Recommitted back to EPC, 4/10/17
- SD 16-34 “Amendment to the Academic Regulations” – Recommitted back to EPC, 4/10/17
- SD 16-35 “Proposed Amendments to the IPFW Academic Regulations and Procedures: Approved of Faculty-Initiated Withdrawal Policy” – Referred to Executive Committee, 4/10/17
- SD 16-36 “Proposal to Establish a more Comprehensive Analysis of Academic Program’s Contribution to Degree Programs in Consideration of Program Resource Allocation, Suspension, and Closure” – Approved and forwarded to the Vice Chancellor of Academic Affairs, 4/10/17
- SD 16-37 “Executive Committee Annual Report on Administration Compliance with Senate Resolutions” – Approved and forwarded to the chancellor, 4/10/17
- SD 16-38 “Approval of replacement members of the Indian University Board of Review” – Approved and implemented, 4/10/17
- SD 16-39 “Academic Reorganization Report and Proposal” – Approved and forwarded to the administration, 5/1/17
- SD 16-40 “Amendments to Sabbatical Leaves Document” – Approved and forwarded to the Vice Chancellor of Academic Affairs, 5/1/17
- SD 16-41 “Revision of Helmke Library P&T Documents” – Approved and forwarded to the Helmke Library Dean and the Vice Chancellor of Academic Affairs, 5/1/17
- SD 16-42 “Change to the Academic Calendar Formula as defined in SD 11-18 and Change to the 2018-2019 academic calendar to reflect the change in the academic calendar formula of adopted” – Approved and forwarded to the Registrar for implementation, 5/1/17

- SD 16-43 “Change to the 2018-2019 Academic Calendar Formula to Reflect the Calendar Formula Revision If Approved by the Senate (previous document)” – Approved and forwarded to the Registrar for implementation, 5/1/17
- SD 16-44 “Change to the 2019-2020 Academic Calendar Formula to Reflect the Calendar Formula Revision If Approved by the Senate (previous document)” – Approved and forwarded to the Registrar for implementation, 5/1/17
- SD 16-45 “Amendment of the Academic Regulations (SD 85-18)” – Amended, approved, and forwarded to the Registrar for implementation, 5/1/17
- SD 16-46 “Proposed changes to the Academic Regulations regarding International Students” – Approved and forwarded to the Registrar for implementation, 5/1/17
- SD 16-47 “Purdue Senate Document 16-19 on the Purdue Purchase of Kaplan University” – Approved and forwarded to the Chair of the Purdue University Senate, 5/9/17

MEMORANDUM

TO: Fort Wayne Senate

FROM: Kathy Pollock, Chair
Executive Committee

DATE: August 29, 2017

SUBJ: Realignment and the Senate

WHEREAS, The “Report on Role and Governance of IPFW” issued by the Legislative Services Agency (LSA) in January 2016 “recommended transferring all of the IU mission areas except the health sciences to Purdue [collectively referred to as the Purdue Academic Missions] and recommended transferring nursing, radiography [Medical Imaging] and dental education to IU [collectively referred to as the IU Academic Missions],” and the formation of distinct university operations on the Fort Wayne campus¹; and

WHEREAS, The “Agreement and Plan of Realignment for Indiana University-Purdue University Fort Wayne” (the IPFW Agreement) agreed to by the Purdue University and Indiana University Boards of Trustees in December 2016 endorsed the LSA Report’s recommendations and spelled out a plan of Realignment to become effective on July 1, 2018²; and

WHEREAS, According to the IPFW Agreement and the Program Transfer and Ancillary Agreements adopted by the Purdue and IU Boards of Trustees in June 2017³, on July 1, 2018, all faculty working in Purdue Academic Missions will be considered Purdue faculty working at Purdue University Fort Wayne (PFW)⁴, and all faculty working in IU Academic Missions will be considered Indiana University-Purdue University Indianapolis (IUPUI) faculty working at Indiana University Fort Wayne (IUFW)⁵; and

WHEREAS, The “Constitution of the Faculty of Indiana University-Purdue University Fort Wayne” governs the structure and functioning of the Fort Wayne Senate and is premised on the presence of both Purdue and IU faculty working at IPFW; and

¹ <http://www.ipfw.edu/offices/oa/realignment/docs/reload+LSA+evaluation+report.pdf>

² <http://www.ipfw.edu/offices/oa/realignment/docs/1612-ipfw-agreement.pdf>

³ <http://www.ipfw.edu/offices/oa/realignment/docs/Finalized%20Legal%20Docs.pdf>

⁴ Pending approval by the Higher Learning Commission.

⁵ Pending approval by the Higher Learning Commission.

WHEREAS, The “Bylaws of the Senate” govern the structure and functioning of the Senate and its committees and subcommittees, and are also premised on the presence of both Purdue and IU faculty working at IPFW; and

WHEREAS, The Faculty Leaders that currently represent the Senate and the Faculty in a variety of Shared Governance settings are the Presiding Officer of the Senate, the Speaker of the Purdue University Faculty, and the Speaker of the Indiana University Faculty; and

WHEREAS, As a result of Realignment, on July 1, 2018, IPFW will cease to exist, PFW and IUFW will begin operations, the faculty of PFW will be represented in a PFW Faculty Senate, and the faculty of IUFW will be represented in the IUPUI Faculty Council; and

WHEREAS, As a result of Realignment, by July 1, 2018, the Fort Wayne Senate will need to revise its governing documents and governance structure to reflect the fact that it will only represent the Faculty of Purdue University Fort Wayne;

BE IT RESOLVED, That the Senate Executive Committee, working with the chairs of relevant Senate committees and subcommittees, shall propose such amendments to the Senate Constitution and Bylaws as are necessary to prepare for Realignment and to ensure that Shared Governance remains vibrant and vital at Purdue University Fort Wayne; and

BE IT FURTHER RESOLVED, That the Executive Committee shall submit its proposed amendments to the Senate Constitution and Bylaws to the Fort Wayne Senate for consideration by its December 2017 meeting.

MEMORANDUM

TO: Fort Wayne Senate

FROM: Kathy Pollock, Chair
Executive Committee

DATE: August 29, 2017

SUBJ: Athletics Working Group Final Report

WHEREAS, Senate Document SD 16-17, adopted by the Fort Wayne Senate in December 2016, approved the formation of the Athletics Working Group; and

WHEREAS, The Athletics Working Group was facilitated by John O'Connell, Dean of the College of Visual and Performing Arts, and was composed of four faculty representatives appointed by the Senate Executive Committee (Benjamin Dattilo, James Hersberger, Zafar Nazarov, and Beverly Redman); three staff/administrators (Jens Clegg, representing Athletics; Michael Carpenter, representing Financial Aid; and Angie Fincannon, representing Advancement); and four students selected by IPSGA (Zach Funk, Madison Jaqua, Andrew Kreager, and Abigail Schnelker); and

WHEREAS, The Athletics Working Group was charged with answering three questions:

- (1) Is there a role for intercollegiate athletics at IPFW?
- (2) If so, what is that role, and what does IPFW get for its participation in intercollegiate athletics (or, put another way, how would IPFW measure success)?
- (3) If there is a role, what is the acceptable level of investment in intercollegiate athletics necessary to fulfill this role? Given the role and level of acceptable investment, what form should Athletics take (e.g., NCAA DI, DII, or DIII, or NAIA)?; and

WHEREAS, The Athletics Working Group did not propose measures to fully address question 2; and

WHEREAS, SD 16-17 stated that "the Senate will evaluate the final recommendations of the Athletics Working Group;

BE IT RESOLVED, That the Senate thanks the members of the Athletics Working Group for their efforts; and

BE IT FURTHER RESOLVED, That the Senate delegates the Student Affairs Committee (SAC) and the University Resources Policy Committee (URPC) to formally evaluate the Athletics Working Group report and to develop specific measures in response to question

2; specifically, SAC shall develop measures related to student performance, and URPC shall develop measures related to financial performance; and

BE IT FURTHER RESOLVED, That the measures developed by SAC and URPC shall be submitted to the Senate no later than the November Senate meeting.

Charge: Make recommendations to the Chancellor regarding the future of Athletics at IPFW in response to these three questions:

1. Is there a role for intercollegiate athletics at IPFW?

Yes.

2. If so, what is that role, and what does IPFW get for its participation in intercollegiate athletics (or, put another way, how would IPFW measure success)?

The role of athletics at IPFW is to provide student engagement and involvement; contribute to brand awareness for the university, both internally and externally; contribute to campus culture and ethos; and to create an environment for social activity on campus in conjunction with many other extra-curricular activities.

What does IPFW get for its participation in intercollegiate athletics?

Attendance records show that we have under-developed student engagement and involvement in athletics. We have evidence of some success in branding but see the external as being more successful than internal, with room for improvement in both areas.

3. If there is a role, what is the acceptable level of investment in intercollegiate athletics necessary to fulfill this role? Given the role and level of acceptable investment, what form should Athletics take (e.g., NCAA DI, DII, or DIII or NAIA)?

What is the acceptable level of investment in intercollegiate athletics necessary to fulfill this role?

Maintain current investment, however, seek new avenues of financial structures based on the final recommendations found in this report. Of significant concern to the Working Group is the amount of student fee dollars currently dedicated to Athletics.

Given the role and level of acceptable investment, what form should Athletics take (e.g., NCAA DI, DII, or DIII or NAIA)?

The majority of the working group supports continuation of DI participation with the following recommendations and concerns:

- expect the five year strategic plan, currently in development with consultants Spelman-Johnson, to assist Athletics with developing financial plans for sustainable DI activity that does not require further university investment that would have a negative financial effect on other university units; and

- strongly recommend positioning IPFW to be considered for a move to another league that could reduce overall costs (travel, etc) and allow for more regional student/fan engagement at athletic events; and
- investigate the expansion of the Athletic Tier System in tier participation sports; and
- resources need to be brought to the forefront to cultivate a stronger, more engaged university culture of student participation in university activities and campus life; and
- Athletics cannot build the necessary community infrastructure for DI involvement without full university commitment to enhancing and coordinating athletics and student engagement across all units.

Working Group Members:

Jens Clegg
Michael Carpenter
Benjamin Dattilo
Angie Fincannon
Zach Funk
James Hersberger
Madison Jaqua
Andrew Kreager
Zafar Nazarov
Beverly Redman
Abigail Schnelker

John O'Connell – Facilitator

MEMORANDUM

TO: Fort Wayne Senate

FROM: Kathy Pollock, Chair
Executive Committee

DATE: August 29, 2017

SUBJ: Amendment to the Bylaws of the Fort Wayne Senate: Academic Organization
Subcommittee

WHEREAS, The Constitution of the Faculty of Indiana University-Purdue University Fort Wayne (IPFW) grants the Voting Faculty of IPFW the power “to make recommendations concerning . . . changes in academic organization” as well as the power “to review and approve . . . the titles of the academic degrees conferred at IPFW” and “the general requirements for the curricula leading toward academic degrees or certificates”; and

WHEREAS, Decisions to create new academic programs have historically followed the provisions of the Senate Constitution and Bylaws; however, decisions to restructure or eliminate academic programs have been made without sufficient input from the faculty or oversight by the Senate; and

WHEREAS, The Senate has lacked clear structures and policies to govern the modification or elimination of academic programs; and

WHEREAS, Senate Document SD 15-26 was written primarily to address circumstances of financial crisis or exigency and has not been easily adaptable to meet other circumstances;

BE IT RESOLVED, That the Senate Bylaws shall be amended as described below to establish an Academic Organization Subcommittee, which shall report to the Educational Policy Committee (EPC) and be given the powers described in the proposed bylaws; and

BE IT FURTHER RESOLVED, That EPC and the Executive Committee shall prepare the Senate Document referenced in the proposed bylaws outlining the procedures to be followed by the Academic Organization Subcommittee, and shall submit those procedures to the Senate for approval by the December 2017 Senate meeting; and

BE IT FURTHER RESOLVED, That the bylaws establishing the Academic Organization Subcommittee shall become effective as soon as its procedures are approved by the Senate; and

BE IT FURTHER RESOLVED, That the bylaws establishing the Academic Organization Subcommittee shall be automatically updated to include the correct Senate Document number when the Subcommittee's procedures are approved by the Senate; and

BE IT FURTHER RESOLVED, That the Curriculum Review Subcommittee shall be eliminated, and its responsibilities assigned to the Academic Organization Subcommittee when its bylaws become effective; and

BE IT FURTHER RESOLVED, That the current members of the Curriculum Review Subcommittee shall comprise the membership of the new Academic Organization Subcommittee for the remainder of the 2017-18 academic year, but the entire Subcommittee shall be elected anew for the 2018-19 academic year, with terms of new members staggered in an appropriate manner by the Nominations and Elections Committee; and

BE IT FURTHER RESOLVED, That Senate Document SD 15-26 shall be rescinded when the Academic Organization Subcommittee becomes effective, and references to SD 15-26 in the Bylaws shall be removed.

5.3.3.2.3.4 Academic Organization Subcommittee

5.3.3.2.3.4.1 Membership: The Academic Organization Subcommittee shall consist of:

5.3.3.2.3.4.1.1 The Chief Academic Officer of IPFW, who may send, when unable to attend committee meetings, a designee to serve as a nonvoting member;

5.3.3.2.3.4.1.2 Three members from the College of Arts and Sciences, one each from the sciences, social sciences, and humanities; and one member from each of the other Major Units; elected by the Voting Faculty of their Major Unit;

5.3.3.2.3.4.1.3 The Presiding Officer of the Senate shall request the Student Government to select two nonvoting student representatives. Student representatives shall serve for one year, with the term to commence one week before the beginning of regular fall classes.

5.3.3.2.3.4.2 Responsibilities: The Academic Organization Subcommittee shall advise the Senate concerning all matters related to the academic organization of IPFW, including, but not limited to:

5.3.3.2.3.4.2.1 The creation of new or the modification of existing academic structures (e.g., departments, schools, and colleges);

5.3.3.2.3.4.2.2 The creation or elimination of academic programs;

5.3.3.2.3.4.2.2.1 “Academic programs” in this context shall mean any group of courses constituting a major, degree, degree option, concentration, certificate program, or similar entity;

5.3.3.2.3.4.2.3 The Faculty’s right of review of the undergraduate curricula;

5.3.3.2.3.4.2.4 Upon a request from the Senate, an academic unit, or IPFW’s Chief Academic Officer, examine and report on existing academic programs and new or proposed courses. Such examinations shall be requested only when significant questions of proper sponsorship or academic quality arise, or as part of an IPFW-wide effort to ensure the periodic review of academic programs by a body functioning above the department level. Upon the completion of this examination, the Subcommittee shall:

5.3.3.2.3.4.2.4.1 Report to the Senate “for information only” its

finding that no Senate review is appropriate; or

5.3.3.2.3.4.2.4.2 Advise the Senate of its finding that the Senate should exercise its right of review.

5.3.3.2.3.4.3 Procedures for carrying out these responsibilities can be found in Senate Document SD 17-XX.

5.3.3.2.3.4.3.1 In establishing and periodically updating these procedures, the Senate shall be attentive to the rights of Faculty as well as the administrative responsibilities of IPFW's department chairs, deans, Chief Academic Officer, and other relevant administrators.

5.3.3.2.3.4.3.2 The Academic Organization Subcommittee and the Senate must balance considerations of university, Major Unit, and department finances; efficiency; student demand; and quality of academic offerings with the rights of Faculty and students.

MEMORANDUM

TO: Fort Wayne Senate

FROM: Kathy Pollock, Chair
Executive Committee

DATE: August 29, 2017

SUBJ: Amendment to the Bylaws of the Fort Wayne Senate: APSAC and CSSAC
Representatives as Senate Affiliates

WHEREAS, Effective shared governance involves the combined efforts of all constituent groups at a university, including administration, faculty, staff, and students; and

WHEREAS, The Fort Wayne Senate is the most formal shared governance body operating at IPFW; and

WHEREAS, Section 2.5.3. of the Bylaws of the Fort Wayne Senate allow for the appointment of “Affiliates” who “will be permitted to participate, without vote, in Senate meetings”; and

WHEREAS, Section 2.5.3.2. of the Bylaws of the Fort Wayne Senate designates the “President of the Student Government or that person’s designee” as a Senate affiliate; and

WHEREAS, The interests of staff are advocated by the Administrative and Professional Staff Advisory Committee (APSAC) and the Clerical and Service Staff Advisory Committee (CSSAC), representatives of APSAC and CSSAC serve on multiple Senate committees and subcommittees, but these groups have no voice in the Senate; and

WHEREAS, Staff are directly and indirectly impacted by policies made by the Senate;

BE IT RESOLVED, That the Bylaws of the Fort Wayne Senate shall be amended to include the following new sections:

- 2.5.3.3. The Administrative and Professional Staff Advisory Committee (APSAC) shall be accorded representation by an affiliate who shall be the President of APSAC or that person’s designee.
- 2.5.3.4. The Clerical and Service Staff Advisory Committee (CSSAC) shall be accorded representation by an affiliate who shall be the Chair of CSSAC or that person’s designee.

BE IT FURTHER RESOLVED, That this amendment shall become effective as soon as it is passed and that APSAC and CSSAC shall then be authorized to designate their affiliates to the Senate.

MEMORANDUM

TO: Fort Wayne Senate

FROM: Executive Committee
Fort Wayne Senate

DATE: August 29, 2017

SUBJ: Report on Designated Items; For Information Only

This report contains items designated by the Executive Committee to Senate committees and subcommittees for consideration. In accordance with the Bylaws of the Fort Wayne Senate, when items submitted to the Executive Committee include formal proposals or resolutions, the text of those proposals or resolutions will be included in this report at the following Senate meeting. This report will be updated each time the Executive Committee designates a new item.

1. To EPC – proposals by Associate Vice Chancellor Carol Sternberger to amend the Bylaws of the Fort Wayne Senate with regard to (a) the membership of the Curriculum Review Subcommittee and the Graduate Subcommittee, and (b) the approval process for new graduate programs.

Memo

To: Faculty Executive Committee

From: Carol Sternberger

Date: August 2, 2017

Re: Curriculum Proposal Process Issues and Two Proposed Changes

1. To improve the lines of communication and to assist programs in the selection of CIP codes and related issues, the addition of the Registrar (or designee) as an ex-officio, non-voting member of the Curriculum Subcommittee and the Graduate Subcommittee is recommended. This membership is strongly supported by the Office of the Registrar.
2. The program proposal process for the graduate programs is much more complicated and takes significantly more time than undergraduate program proposals. To potentially eliminate 30-45 days in our process, following the remonstrance period and the review/approval of the Graduate Subcommittee, the graduate proposals move to the Purdue Graduate School prior to the Senate meeting if there is a wait of longer than 2 weeks. This would still allow our Senators to weigh-in when the proposal is being reviewed by the Graduate School. Attached is the procedure for the Purdue Graduate School.

In addition to the process followed for the undergraduate programs, the Purdue Graduate School adds a two-step process. The two-step process involves 1) a pre-proposal, which is submitted to the dean of the Graduate School for approval; and 2) a full proposal.

Pre-proposals are reviewed by a Pre-Proposal Review Committee composed of (a) the chair of the relevant Graduate Council Area Committee, (b) a regular area committee faculty member, and (c) a staff member of the Graduate School. The Graduate Programs Office organizes the review by the Pre-Proposal Review Committee. The committee may seek feedback from corresponding degree granting units at any campus as part of the review.

Upon completion of the pre-proposal review, the area committee chair reports the recommendation of the committee to the dean of the Graduate School to either (a) request a full proposal or (b) return the pre-proposal unapproved. If the pre-proposal is not approved, it may be revised and resubmitted the following academic year.

The full proposal is submitted to the Graduate Programs Office in the Graduate School concurrently conducts an administrative review of the proposal, while the Graduate Council Area Committee conducts an academic review.

The Graduate Programs Office forwards all administrative comments to the appropriate Graduate Council Area Committee for review and recommendation to the Council. The area committee chair may seek feedback from corresponding degree granting units on any campus as well as the proposer.

The area chair will establish time limits on responses from the proposer (typically 30-90 days). Under extenuating circumstances a longer period may be granted by the area chair.

In parallel, non-academic reviews are conducted by the Office of Institutional Research Assessment and Effectiveness (OIRAE), Office of Budget and Fiscal Planning, and, if required, the Associate Vice Provost and Director of Digital Education.

The area chair presents the proposal to the Graduate Council for consideration. The Council may elect to approve, not approve, or table the proposal.

The full proposals also proceed through the Fort Wayne process.

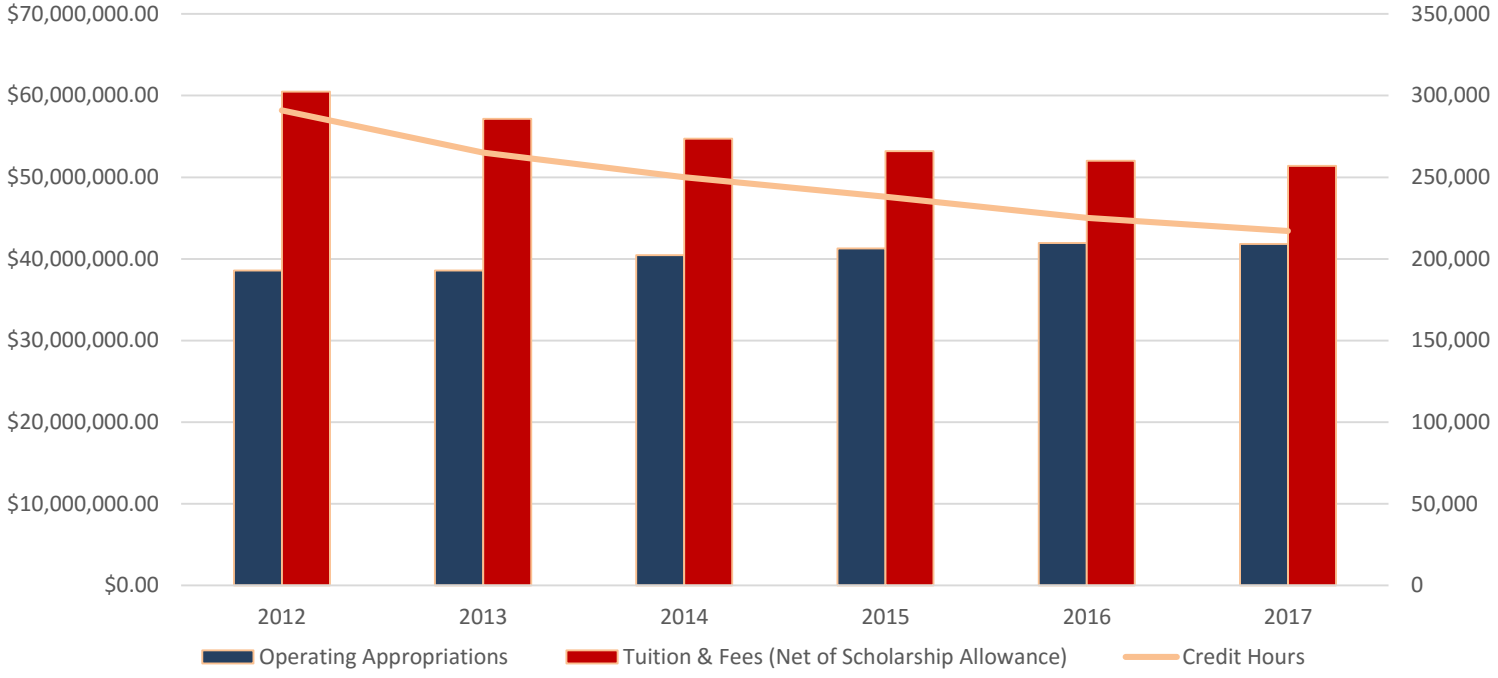


INDIANA UNIVERSITY
PURDUE UNIVERSITY
FORT WAYNE

Budget and Financial Review

September 2017

2012-2017 Summary



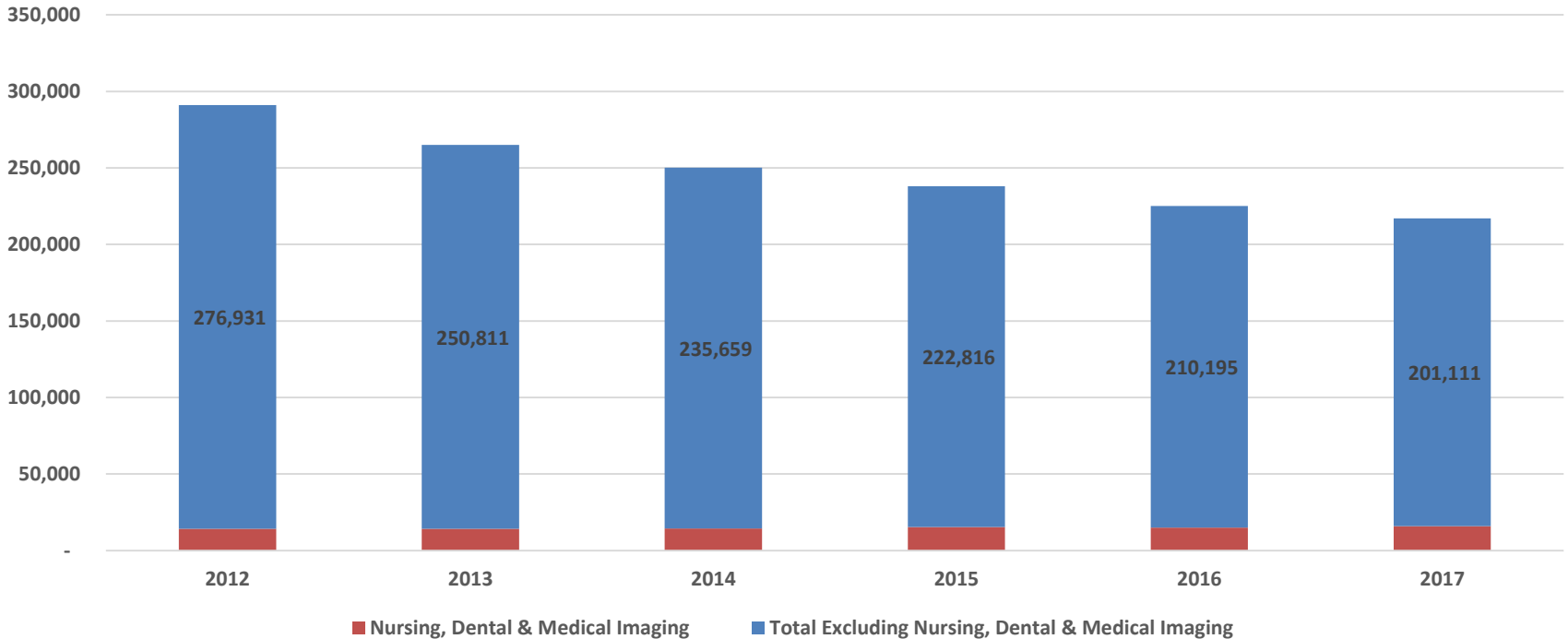
- **State Operating Appropriation has increased by \$3.25 million, or 8.5% from FY 12-17**
- **Net Tuition & Fees has decreased by \$9.1 million or <15.0%> from FY 12-17**
- **Credit hours have decreased by 27.4% from FY 12-17**

INDIANA UNIVERSITY
PURDUE UNIVERSITY
FORT WAYNE



2012-2017 Total Credit Hours

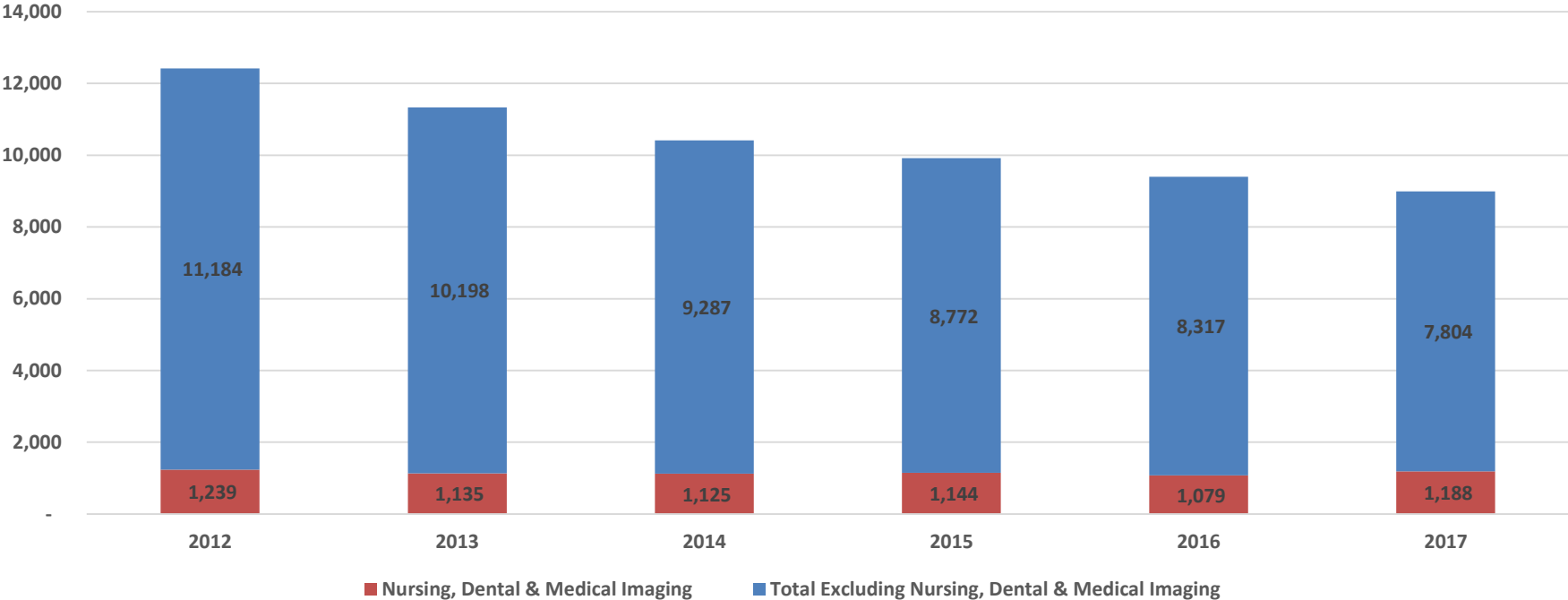
Academic Year Credit Hours



2012-2017 Total credit hours (excluding dual credit)  27.4%
*Excluding Dual Credit

2012-2017 Headcount Enrollment

Historical Fall Headcount



2012-2017 Fall headcount enrollments (excluding dual credit)  26.73%
*Excluding Dual Credit

INDIANA UNIVERSITY
PURDUE UNIVERSITY
FORT WAYNE



IPFW Financial Review

Purdue Mission	2012	2013	2014	2015	2016	2017	6 yr change
Science/Mathematics	1,201	1,142	1,069	1,020	1,008	926	-22.90%
Humanities/Soc Sci	538	478	448	379	327	294	-45.35%
ETCS	1,712	1,658	1,644	1,559	1,532	1,553	-9.29%
Health & Human Services	1,116	1,108	1,077	1,023	1,089	1,040	-6.81%
Graduate Students	242	236	259	283	292	242	0.00%
Total	4,809	4,622	4,497	4,264	4,248	4,055	-15.68%

IU Mission	2012	2013	2014	2015	2016	2017	6 yr change
Social/Natural Science	244	214	154	149	158	140	-42.62%
Humanities	438	369	295	278	258	219	-50.00%
Doermer School Business	1,092	1,035	1,020	903	948	867	-20.60%
Education & Public Policy	1,173	1,015	967	890	977	903	-23.02%
Visual & Performing Arts	700	616	573	581	598	543	-22.43%
General Studies	633	580	578	529	474	394	-37.76%
Labor Studies	6	7	4	-	3	7	16.67%
Health & Human Services	438	386	353	312	323	329	-24.89%
Graduate Students	412	295	281	276	265	215	-47.82%
Total	5,136	4,517	4,225	3,918	4,004	3,617	-29.58%

Affiliated Programs	2012	2013	2014	2015	2016	2017	6 yr change
UA Mastodon Advising	1,388	1,273	1,194	1,214	740	632	-54.47%

Non-Dual Credit Total	11,333	10,412	9,916	9,396	8,992	8,304	-26.73%
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Dual Credit	2,438	3,047	3,298	3,323	3,018	2,110	-13.45%
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Grand Total	13,771	13,459	13,214	12,719	12,010	10,414	-24.4%
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- ❖ Including graduate students in both IU and Purdue academic mission areas, enrollments have fallen across all colleges excluding dual credit.
- ❖ Dual credit courses have declined 13%, but this represents courses taken in high school, delivered by high school teachers, with curriculum overseen by the IPFW campus.

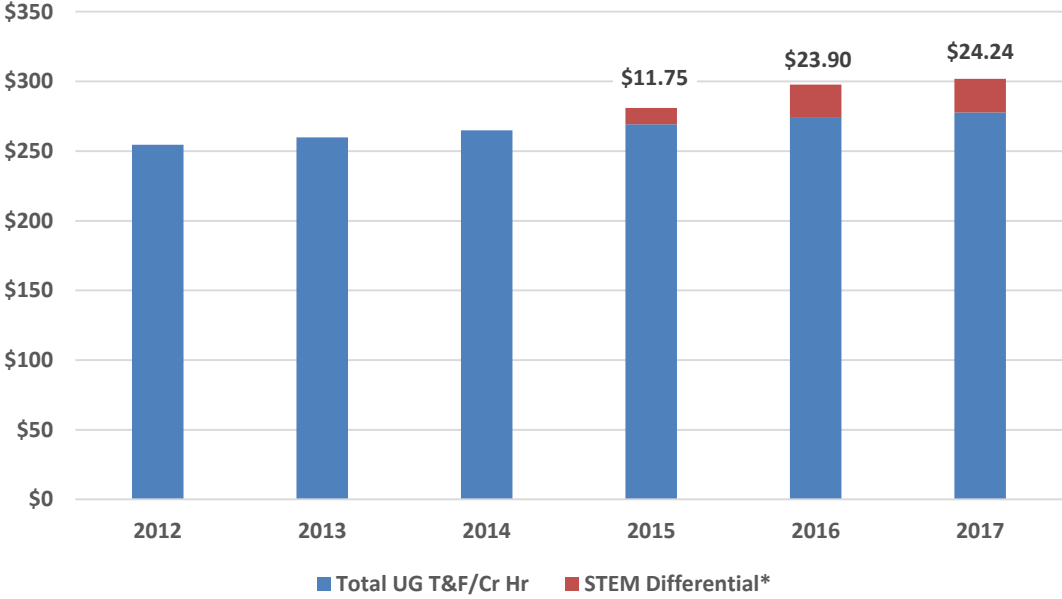
2012-2017 Fall headcount enrollments (excluding dual credit)  26.73%

INDIANA UNIVERSITY
PURDUE UNIVERSITY
FORT WAYNE



2012-2017 Tuition and Fee Rates

IPFW Undergraduate Resident New Beginner Fall Tuition and Fees per Credit Hour



Annual Percentage Change: 2.50% 2.00% 2.00% 1.64% 1.65% 1.40%

*Differential Fee applies to Business, Engineering, Nursing, and Technology courses only



IPFW Financial Review

The IPFW Campus continues to experience financial pressure primarily due to declining enrollment of head counts and credit hours.

- **2012-2017 Fall headcount enrollments (excluding dual credit) ↓ 26.7%**
- **2012-2017 Total credit hours (excluding dual credit) ↓ 22.9%**
- **2012-2017 State operating appropriations ↑ 8.5%**
- **2012-2017 Fall Undergraduate Tuition and Fee rate increase (without differential fees) ↑ 8.7%**
- **2011-2016 Tuition and fees net of scholarship allowance ↓ 14.8%**

Examples of Unavoidable Expenses that constrain Budget Realignment

- **Benefits**
- **Debt Obligations**
- **Fuel, Utilities and Insurance**

ICHE Performance Metrics

- **ICHE incorporates Performance Funding Metrics into their original biennial budget proposal**
- **Both Legislatures and Governor present their budgets**
- **Final Budget Allocations are based upon available state funds**

Change in IPFW State Appropriations

	FY 2017 Appropriation	FY 2018 Appropriation	\$ Change from FY 2017	% Change from FY 2017
IPFW	\$47,666,431	\$47,635,575	-\$30,856	-.06%



Change in IPFW Undergrad Fee Rates

Regular Fall/Spring Semester Per Credit Hour Undergraduate Fee Schedule	Fall 2016 Credit Hour \$	Fall 2017 Credit Hour \$	% Change
Tuition			
General Services (G/S)	238.95	242.30	1.4%
Nonresident (NR): Plus G/S	383.80	389.15	1.4%

Fiscal Year 2018 Operating Budget

- **The fiscal year 2017- 2018 operating budget for IPFW is projected to have a shortfall of \$2.3 million**
- **The fiscal year 2017 – 2018 budget assumed a 3% decline in enrollment.**
- **Fall 2017 credit hour enrollment has decreased by 6.9% which is projected to have a net negative impact of \$2.3 million on our budget**
- **Actions planned to offset the shortfall include using swept funds as the basis for recurring budget cuts, along with cutting the recurring unfilled position budget.**

Enrollment for Fall 2017 – Final Census Numbers

College/School/Area	% up or down	Credit Hours
COAS	-10.4%	-6,035
DSB	-3.4%	-322
EPP	-5.6%	-413
ETCS	+0.4%	+57
HHS	-4.4%	-477
VPA	-4.3%	-315
Labor Studies	+46.2%	+49
Academic Affairs	+36.1%	+84
Total		-7,372

Fall 2016 Credit Hours	Fall 2017 Credit Hours	% up or down	Credit Hours
106,849	99,477	-6.9%	-7,372



Budget Impact of Enrollment Decline

\$1,923,566*	-Enrollment Reduction
\$ 289,571	-Reduction in Other Fee Revenue
<hr/>	
\$2,213,137	

***6.9% Down net of 3% Budget Reduction**

Addressing Budget Shortfall Using FY 2016-2017 Swept Funds as Basis for FY 2017-2018 Recurring Cuts

\$1,102,319	- Finance and Administrative Affairs
\$ 712,923	- Academic Affairs
\$ 285,403	- Advancement
\$ 139,701	- Student Services
<hr/>	
\$2,240,346	

Addressing Budget Shortfall by Cutting the Recurring Unfilled Position Budget

Recurring position budget reduced from \$800,000 to \$300,000 resulting in \$500,000 recurring savings.

Summary of Current Financial Outlook

- **The fiscal year 2017- 2018 operating budget for IPFW is projected to have a net shortfall of \$2.3 million.**
- **Fall 2017 credit hour enrollment has decreased by 6.9% which results in the negative \$2.3 million to our budget.**
- **The fiscal year 2017- 2018 budget assumed a 3% decline in enrollment. The \$2.3 million shortfall is net of the total budgeted decline.**

Summary of Proposed Cuts

Actions planned to offset this shortfall include:

- **Using swept funds from last fiscal year as the basis for recurring budget cuts this fiscal year.**
- **Reducing the recurring unfilled position reserve.**

Rational

- **The recurring swept funds were budgeted for the last fiscal year- but went unspent.**
- **The fact that these recurring funds were available last fiscal year- but were not used-is the basis for the proposal to cut these funds from this years budget.**
- **Lower enrollment necessitates filling fewer open faculty lines**

Questions & Answers

MEMORANDUM

TO: Fort Wayne Senate

FROM: Kathy Pollock, Chair
Executive Committee

DATE: August 29, 2017

SUBJ: Revised Bulletin Deadlines; For Information Only

WHEREAS, The current deadlines for submission and approval of changes to the Bulletin pose problems for current students registering for courses, for incoming students selecting majors and registering for classes, and for compliance with federal financial aid regulations; and

WHEREAS, The Registrar has proposed revised deadlines for submission and approval of changes to the Bulletin that address these issues, and those revisions have been approved by the Academic Officers Council (AOC); and

WHEREAS, The Senate does not need to approve the revised deadlines, but the work of the Senate and its committees and subcommittees (especially the Curriculum Review Subcommittee and the Graduate Subcommittee) will be impacted by these changes;

BE IT RESOLVED, That the Senate has been notified of the revised deadlines, which are detailed in the report on the following page.

Approved
Steven Carr
Andrew Downs
Jeffrey Malanson
Kathy Pollock
Abe Schwab
Linda Wright-Bower
Nashwan Younis

Opposed

Abstention

Absent

Non-Voting

Catalog Deadline Changes – July 10, 2017

Current Catalog Deadlines

- Open for Departmental Updates on November 15th
- Close for Departmental Updates on March 31st
- Changes Reviewed by Carol Sternberger from April 1st through April 30th
- Begin Fall Priority Registration Last Week of March
- Begin myBLUEprint Scribing (*degree audit programming*) in April
- Publish May 2nd
- First Advising and Registration Day May 24th

Note: Curriculum scribing completed as of June 13, 2017 for the 2017-2018 catalogs:

- 90% of undergraduate and graduate majors
- 75% of minors
- 20% of program of study template plans

Issues with the Current Catalog Deadlines

- Students are being advised and are registering for courses in March and April prior to the fall term without the correct curriculum being built in myBLUEprint. This is a huge issue for transfer students, re-entries and re-admits.
- Federal Compliance issue for Financial Aid Course Program of Study and funding disbursement. Students need to know at the time of registration that courses will be paid for with Financial Aid.
- Advising and Registration Days begin as early as the last week of May currently; and scribing in myBLUEprint of degree changes is not completed.

New Catalog Deadlines

- Open for Departmental Updates on September 1st
- Close for Departmental Updates on December 1st
- Departmental Approval and Changes completed December 31st
- Changes Reviewed by Carol Sternberger from January 1st through January 31st
- Begin myBLUEprint scribing in January
- Publish February 1st
- Complete scribing March 15th (before Fall Registration Begins)

Note: Curriculum Committees, AOC, EPC, and Faculty Senate will need to finalize any changes to curricula by December of the preceding year for the changes to go into effect in the next academic year.

The 2018-2019 Academic year Catalogs must be completed by October 2017, because of the realignment and complete re-scribing of all programs due to course renumbering.

The 2019-2020 Academic year (and beyond) catalog curriculum and general education requirement changes must be completed by December 31st, 2018.

Additional Notes:

Universities across the nation are changing their catalogs as suggested above to accommodate federal regulations, and to make degree audit an essential part of their advising and registration processes.

MEMORANDUM

TO: Fort Wayne Senate

FROM: Kate White
Chair, Curriculum Review Subcommittee

DATE: April 7, 2017

SUBJ: Proposal for Four New Public Policy Concentrations; For Information Only

The Curriculum Review Subcommittee met on April 7, 2017 to review the attached proposals for the creation of four new concentrations in the Department of Public Policy:

1. Proposal for Criminal Justice Policy concentration (in the existing Criminal Justice major)
2. Proposal for Law and Public Policy concentration (in the existing Criminal Justice major)
3. Proposal for Healthcare Management concentration (in the existing Health Services Administration major)
4. Proposal for Nonprofit Management and Leadership concentration (in the existing Health Services Administration major)

The committee approved all four proposals unanimously and therefore find that they require no Senate review.

Approved	Opposed	Abstention	Absent
David Liu			
Andres Montenegro			
Sue Skekloff			
Julia Smith			
Kate White			
Mieko Yamada			

IPFW
Request for a New Major, Track, Concentration, or Specialization

- I. Name of proposed major, track, concentration or specialization
Criminal Justice Policy concentration (in the existing Criminal Justice major)
- II. Title of degree to be conferred
Bachelor of Science in Public Affairs
- III. Field of study, department, and college involved
Department of Public Policy (College of Education and Public Policy)
- IV. Objectives of the proposed major, track, concentration or specialization
Current criminal justice majors have no choices in their curriculum. The major objective of the proposal is to broaden the appeal of the criminal justice major; students will have two concentration choices if the dual proposals are endorsed: criminal justice policy and law and public policy.
- V. Proposed Date of Initiation
The proposed implementation date is Fall 2017.
- VI. Describe the relationship of the proposed major, track, concentration or specialization to the mission of the campus or the department
The mission of the Department of Public Policy at IPFW is to improve the quality of public service through teaching current and prospective public servants, through research on public issues, and through service to organizations with public policy interests. The proposed new concentration would be another opportunity for interested students to engage in public service as a career upon completion of the baccalaureate degree.
- VII. Describe any relationship to existing programs within the campus
The only criminal justice program at IPFW is housed in the Department of Public Policy.
- VIII. Describe any cooperative endeavors explored and/or intended with other institutions or organizations

No joint endeavors with other institutions or organizations are envisioned at this time.

IX. Describe the need for the major, track, concentration or specialization

There has been a slight decline in the percentage of criminal justice students in the department. The primary objective of creating two concentrations in the major is to increase enrollments and enhance professional opportunities for students upon successful completion of the degree.

X. Describe the resources required over and above current levels to implement the proposed major, track, concentration or specialization*

No additional resources are needed to implement this new concentration in the Criminal Justice major.

XI. A Liaison Library Memo

See attached

XII. Proposed curriculum

The Criminal Justice Policy concentration in the Criminal Justice major would require 30 credit hours for completion (students are required to have a minimum of 120 credit hours with a 2.00 cumulative grade point average and a 2.30 grade point average in core and major area courses in order to receive the Bachelor of Science in Public Affairs degree).

If approved by the appropriate entities, the new Criminal Justice Policy concentration would have the following curriculum:

PPOL J201 (Theoretical Foundations of Criminal Justice) 3 credit hours.

This course examines the impact of sociological, biological, and economic theories of crime and the practice of criminal justice. Focus is upon the nature and importance of theory, context of theoretical developments, methods for the critical analysis of theoretical developments, and policy implications of the varying perspectives considered. Prerequisite: PPOL J101

PPOL J202 (Criminal Justice Data, Methods, and Resources) 3 credit hours.

Course examines basic concepts of criminal justice. Students become familiar with research techniques necessary for systematic analysis of the criminal justice system, offender behavior, crime trends, and program effectiveness. Students will learn to critically evaluate existing research. Students will become familiar with existing sources of criminal justice data and will learn to assess the quality of that data. Prerequisite: PPOL J101

PPOL J301 (Substantive Criminal Law) 3 credit hours.

The development, limitations, and application of substantive criminal law utilizing the case study method. Prerequisite: PPOL J101

PPOL J321 (American Policing) 3 credit hours.

This course will examine the history, evolution, and organization of policing in the United States. Emphasis is placed on such major contemporary issues as the police role, discretion, use of force, corruption, accountability, and community policing. Prerequisite: PPOL J101

PPOL J331 (Corrections) 3 credit hours.

This course examines the historical development of the American correctional system; the study of administration of local, state, and federal corrections programs, including jail, probation, community corrections, and prisons. Includes the study of punishment rationales, current correctional policies, and possibilities for reform. Prerequisite: PPOL J101

PPOL J439 (Crime and Public Policy) 3 credit hours.

A detailed examination of the major efforts designed to control or reduce crime. A review of existing knowledge is followed by an investigation of current crime control theories, proposals, and programs.

Prerequisite: PPOL J101; senior standing; or consent of instructor.

PPOL V372 (Government Finance and Budgets) 3 credit hours.

Study of fiscal management in public agencies, including revenue administration, debt management, and public budgeting.

PPOL V376 (Law and Public Policy) 3 credit hours.

The purpose of this course is to provide a basic understanding of the origins, process, and impact of law in the making and implementing of public policy. The course's major objective is to provide students with the substantive concepts necessary to understand the judicial system and law in its various forms.

Two additional PPOL courses, one of which can be PPOL J380-Internship in Criminal Justice) 6 credit hours.

IPFW
Request for a New Major, Track, Concentration, or Specialization

- I. Name of proposed major, track, concentration or specialization
Law and Public Policy concentration (in the existing Criminal Justice major)
- II. Title of degree to be conferred
Bachelor of Science in Public Affairs
- III. Field of study, department, and college involved
Department of Public Policy (College of Education and Public Policy)
- IV. Objectives of the proposed major, track, concentration or specialization
Current criminal justice majors have no choices in their curriculum. The major objective of the proposal is to broaden the appeal of the criminal justice major; students will have two concentration choices if the dual proposals are endorsed: law and public policy and criminal justice policy.
- V. Proposed Date of Initiation
The proposed implementation date is Fall 2017.
- VI. Describe the relationship of the proposed major, track, concentration or specialization to the mission of the campus or the department
The mission of the Department of Public Policy at IPFW is to improve the quality of public service through teaching current and prospective public servants, through research on public issues, and through service to organizations with public policy interests. The proposed new concentration would be another opportunity for interested students to engage in public service as a career upon completion of the baccalaureate degree.
- VII. Describe any relationship to existing programs within the campus
The only criminal justice program at IPFW is housed in the Department of Public Policy.
- VIII. Describe any cooperative endeavors explored and/or intended with other institutions or organizations

No joint endeavors with other institutions or organizations are envisioned at this time.

IX. Describe the need for the major, track, concentration or specialization

There has been a slight decline in the percentage of criminal justice students in the department. The primary objective of creating two concentrations in the major is to increase enrollments and enhance professional opportunities for students upon successful completion of the degree.

X. Describe the resources required over and above current levels to implement the proposed major, track, concentration or specialization*

No additional resources are needed to implement this new concentration in the Criminal Justice major.

XI. A Liaison Library Memo

See attached

XII. Proposed curriculum

The Law and Public Policy concentration in the Criminal Justice major would require 27 credit hours for completion (students are required to have a minimum of 120 credit hours with a 2.00 cumulative grade point average and a 2.30 grade point average in core and major area courses in order to receive the Bachelor of Science in Public Affairs degree).

If approved by the appropriate entities, the new Law and Public Policy concentration would have the following curriculum:

PPOL J301 (Substantive Criminal Law) 3 credit hours.

The development, limitations, and application of substantive criminal law utilizing the case study method. Prerequisite: PPOL J101

PPOL V339 (Legal History and Public Policy) 3 credit hours.

This course will cover a specific policy issue in American history (such as race relations or political protest/dissent) during specific time periods and focus on the role played by the U.S. Supreme Court in dealing with that issue.

PPOL V372 (Government Finance and Budgets) 3 credit hours.

Study of fiscal management in public agencies, including revenue administration, debt management, and public budgeting.

PPOL V376 (Law and Public Policy) 3 credit hours.

The purpose of this course is to provide a basic understanding of the origins, process, and impact of law in the making and implementing of public policy. The course's major objective is to provide students with the substantive concepts necessary to understand the judicial system and law in its various forms.

PPOL V405 (Public Law and the Legislative Process) 3 credit hours.

This course focuses on Congress as a policy-making body in the U.S. public law system. It covers the constitutional framework for congressional operations as well as technical aspects of the legislative process such as bill drafting and analysis, the role of leadership, and the prerogatives of individual members.

PPOL V406 (Public Law and the Electoral Process) 3 credit hours.

The purpose of this course is to facilitate understanding of the interaction of electoral politics and policy. It covers the legal framework of the evolution of the "right" to vote, the impact of the judiciary on the structure of elections, limitation on campaign practices, and the importance of legislative districting and its control.

PPOL V456 (Topics in Public Law: Philadelphia Convention) 3 credit hours.

Extensive analysis of selected contemporary issues in public law. Topics vary from semester to semester. May be repeated for credit.

Two additional PPOL courses, one of which can be PPOL V380-Internship in Public Affairs) 6 credit hours.

IPFW
Request for a New Major, Track, Concentration, or Specialization

- I. Name of proposed major, track, concentration or specialization

Healthcare Management concentration (in the existing Health Services Administration major)
- II. Title of degree to be conferred

Bachelor of Science in Public Affairs
- III. Field of study, department, and college involved

Department of Public Policy (College of Education and Public Policy)
- IV. Objectives of the proposed major, track, concentration or specialization

Current Health Services Administration majors have no choices in their curriculum. The major objective of the proposal is to broaden the appeal of the health services administration major; students will have two concentration choices if the dual proposals are endorsed: healthcare management and nonprofit management and leadership.
- V. Proposed Date of Initiation

The proposed implementation date is Fall 2017.
- VI. Describe the relationship of the proposed major, track, concentration or specialization to the mission of the campus or the department

The mission of the Department of Public Policy at IPFW is to improve the quality of public service through teaching current and prospective public servants, through research on public issues, and through service to organizations with public policy interests. The proposed new concentration would be another opportunity for interested students to engage in public service as a career upon completion of the baccalaureate degree.
- VII. Describe any relationship to existing programs within the campus

The only health services administration program at IPFW is housed in the Department of Public Policy.
- VIII. Describe any cooperative endeavors explored and/or intended with other institutions or organizations

No joint endeavors with other institutions or organizations are envisioned at this time.

IX. Describe the need for the major, track, concentration or specialization

There has been a slight decline in the percentage of health services administration students in the department. The primary objective of creating two concentrations in the major is to increase enrollments and enhance professional opportunities for students upon successful completion of the degree.

X. Describe the resources required over and above current levels to implement the proposed major, track, concentration or specialization*

No additional resources are needed to implement this new concentration in the Health Services Administration major.

XI. A Liaison Library Memo

See attached

XII. Proposed curriculum

The Healthcare Management concentration in the Health Services Administration major would require 30 credit hours for completion (students are required to have a minimum of 120 credit hours with a 2.00 cumulative grade point average and a 2.30 grade point average in core and major area courses in order to receive the Bachelor of Science in Public Affairs degree).

If approved by the appropriate entities, the new Healthcare Management concentration would have the following curriculum:

PPOL H320 (Health Systems Administration) 3 credit hours.

An overview of the U.S. healthcare delivery system. Examines the organization, function, and role of the system; current system problems; and alternative systems or solutions.

PPOL H322 (Principles of Epidemiology) 3 credit hours.

A basic overview of epidemiologic methodology and techniques. Both communicable and chronic disease risk factors will be discussed, along with data acquisition, analysis techniques, and current published epidemiological studies. Prerequisite: MA 14000 or equivalent course.

PPOL H352 (Health Finance and Budgeting) 3 credit hours.

First of a two-course sequence on the financial management of healthcare organizations; introduces financial environment of providers and concepts of

financial accounting critical to decision-making. Topics include financial statement analysis (specific emphasis on unique features of healthcare financial statements), accounting and managerial control of cash, accounts receivable, inventory, and budgeting.

PPOL H402 (Hospital Administration) 3 credit hours.

The study of organization, structure, function, and fiscal operations within hospitals. The role of the hospital in the community, relationship to official and voluntary health agencies, coordination of hospital departments and managerial involvement will be examined.

PPOL H411 (Chronic and Long-Term Care Administration) 3 credit hours.

Administering programs across the continuum of care including nursing homes, hospice, home health, and assisted living; Medicare and Medicaid financing; quality improvement; care management; and needs of special populations, particularly, vulnerable elders.

PPOL V263 (Public Management) 3 credit hours.

This course is an examination of the management process in public organizations in the United States. Special attention will be given to external influences on public managers, the effects of the intergovernmental environment, and in particular, problems of management in a democratic, limited government system.

PPOL V372 (Government Finance and Budgets) 3 credit hours.

Study of fiscal management in public agencies, including revenue administration, debt management, and public budgeting.

PPOL V376 (Law and Public Policy) 3 credit hours.

The purpose of this course is to provide a basic understanding of the origins, process, and impact of law in the making and implementing of public policy. The course's major objective is to provide students with the substantive concepts necessary to understand the judicial system and law in its various forms.

Two additional PPOL courses, one of which can be PPOL V380-Internship in Public Affairs) 6 credit hours.

IPFW
Request for a New Major, Track, Concentration, or Specialization

- I. Name of proposed major, track, concentration or specialization

Nonprofit Management and Leadership concentration (in the existing Health Services Administration major)
- II. Title of degree to be conferred

Bachelor of Science in Public Affairs
- III. Field of study, department, and college involved

Department of Public Policy (College of Education and Public Policy)
- IV. Objectives of the proposed major, track, concentration or specialization

Current Health Services Administration majors have no choices in their curriculum. The major objective of the proposal is to broaden the appeal of the health services administration major; students will have two concentration choices if the dual proposals are endorsed: nonprofit management and leadership and healthcare management.
- V. Proposed Date of Initiation

The proposed implementation date is Fall 2017.
- VI. Describe the relationship of the proposed major, track, concentration or specialization to the mission of the campus or the department

The mission of the Department of Public Policy at IPFW is to improve the quality of public service through teaching current and prospective public servants, through research on public issues, and through service to organizations with public policy interests. The proposed new concentration would be another opportunity for interested students to engage in public service as a career upon completion of the baccalaureate degree.
- VII. Describe any relationship to existing programs within the campus

The only health services administration program at IPFW is housed in the Department of Public Policy.
- VIII. Describe any cooperative endeavors explored and/or intended with other institutions or organizations

No joint endeavors with other institutions or organizations are envisioned at this time.

IX. Describe the need for the major, track, concentration or specialization

There has been a slight decline in the percentage of health services administration students in the department. The primary objective of creating two concentrations in the major is to increase enrollments and enhance professional opportunities for students upon successful completion of the degree.

X. Describe the resources required over and above current levels to implement the proposed major, track, concentration or specialization*

A new tenure-track faculty member with a background and expertise in the nonprofit sector would be needed to implement the proposed concentration.

XI. A Liaison Library Memo

See attached

XII. Proposed curriculum

The Nonprofit Management and Leadership concentration in the Health Services Administration major would require 27 credit hours for completion (students are required to have a minimum of 120 credit hours with a 2.00 cumulative grade point average and a 2.30 grade point average in core and major area courses in order to receive the Bachelor of Science in Public Affairs degree).

If approved by the appropriate entities, the new Nonprofit Management and Leadership concentration would have the following curriculum:

PPOL V221 (Nonprofit and Voluntary Sector) 3 credit hours.

This course provides a broad overview of the U.S. nonprofit sector. Topics include the sector's size and scope and its religious, historical, and theoretical underpinnings. It also examines perspectives on why people organize, donate to, and volunteer for nonprofit organizations, and looks at current challenges that the sector faces.

PPOL V263 (Public Management) 3 credit hours.

This course is an examination of the management process in public organizations in the United States. Special attention will be given to external influences on public managers, the effects of the intergovernmental environment, and in particular, problems of management in a democratic, limited government system.

PPOL V348 (Management Science) 3 credit hours.

Introduction to management science models and methods for policy analysis and public management. Methods include decision analysis, linear programming, queuing analysis, and simulation. Computer-based applications are included. Prior familiarization with computers is recommended, though not required.

PPOL V362 (Nonprofit Management and Leadership) 3 credit hours.

Students in this experiential course prepare themselves for this field as well as public and private sector jobs that intersect with the nonprofit sector. This course provides an overview of nonprofit management practices, including governance, leadership, planning, performance measurement, marketing, finances, ethics, team management, and staff and volunteer relations.

PPOL V372 (Government Finance and Budgets) 3 credit hours.

Study of fiscal management in public agencies, including revenue administration, debt management, and public budgeting.

PPOL V376 (Law and Public Policy) 3 credit hours.

The purpose of this course is to provide a basic understanding of the origins, process, and impact of law in the making and implementing of public policy. The course's major objective is to provide students with the substantive concepts necessary to understand the judicial system and law in its various forms.

PPOL V458 (Fund Development for Nonprofit Organizations) 3 credit hours.

Course builds an understanding of the practice, philosophy, law, and theory of fundraising. Students establish an organization's value base and mission, prepare funding appeals, evaluate readiness for a campaign, assess funding sources, implement fundraising vehicles, evaluate effectiveness, and discuss stewardship of contributions.

Two additional PPOL courses, one of which can be PPOL V380-Internship in Public Affairs) 6 credit hours.