

Minutes of the  
Special Meeting of the Thirty-Fifth Senate  
Indiana University-Purdue University Fort Wayne  
January 19, 2016  
2:30 P.M., Neff 101

Agenda

1. Call to order
2. Acceptance of the agenda – K. Pollock
3. New Business
  - a. Proposal to Reject Working Group Proposal (Senate Document SD 15-14)
4. Good and Welfare
5. Adjournment

Presiding Officer: A. Downs  
Parliamentarian: J. Malanson  
Sergeant-at-Arms: G. Steffen  
Secretary: S. Mettert

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Attachments:

“Proposal to Reject Working Group Proposal” (SD 15-14)  
“Senate Response to LSA Report” (Attachment A)

Senate Members Present:

T. Adkins, A. Argast, J. Badia, S. Beckman, S. Bischoff, N. Borbieva, S. Carr, V. Carwein  
J. Casazza, C. Chen, B. Dattilo, S. Ding, C. Drummond, C. Gurgur, G. Hickey, R. Hile,  
M. Jordan, D. Kaiser, S. LaVere, J. Leatherman, E. Link, H. Luo, M. Masters, D. Miller,  
Z. Nazarov, J. Niser, W. Peters, G. Petruska, K. Pollock, C. Pomalaza-Raez, R. Rayburn,  
N. Reimer, V. Valliere, A. De Venanzi, L. Vartanian, N. Virtue, D. Wesse, M. Wolf,  
L. Wright-Bower, N. Younis

Senate Members Absent:

Q. Dixie, Q. Hao, G. McClellan, A. Oberfell, M. Qasim, D. Redett, G. Schmidt,  
A. Schwab, A. Ushenko, G. Wang

Faculty Members Present:

S. Amidon, S. Anderson, A. Bales, S. Batagiannis, A. Benito, B. Boatright, J. Burg,  
D. Dilts, M. Dixon, C. Duncan, P. Eber, B. Fife, R. Friedman, L. Finke, S. Johnson,  
B. Kanpol, J. Khamalah, B. Kingsbury, L.E. Kirkhorn, J. Klepper, C. Kracher, L. Lolkus,  
D. Poling, M. Powell, B. Pratt, H. Samavati, S. Skekloff, C. Sternberger, N. Suntornpithug,  
T. Swim, C. Truesdell, R. Weiner

Visitors Present:

G. Anderson, J. Bauman, C. Bracht, N. Broxton, J. Danczak, S. Didier, A. Fincannon, L. Haskins, S. Lehto, J. Mattmuller, P. McLaughlin, S. Miracle, J. Oxtoby,

Acta

1. Call to order: A. Downs called the meeting to order at 2:30 p.m.
2. Acceptance of the agenda: K. Pollock

K. Pollock moved to approve the agenda as distributed. Seconded.

The agenda was approved as distributed.

3. New Business:

- a. Proposal to Reject Working Group Proposal (Senate Document SD 15-14):

M. Masters moved to approve Senate Document SD 15-14 (Proposal to Reject Working Group Proposal). Seconded.

L. Wright Bower moved to amend SD 15-14 under BE IT RESOLVED by deleting **asks** and replace with **urges that**. Seconded.

Motion to approve amendment passed by a voice vote.

Motion to approve SD 15-14, as amended, passed by a voice vote. (5 abstaining)

4. The general good and welfare of the University:

A. Downs: Let me bring up a few points with good and welfare at this moment. As Nash pointed out, Janet on behalf of the speakers and the presiding officers sent out an email to chairs from departments asking them to begin chronicling what it is they will have to do if a transition takes place. That started at that level, because it is the most basic level. However, in case you have not noticed via social media, and other methods faculty in general have some concerns they would like to have raised. That is why the survey went out today to all faculty members. I did find out there was a small error in that distribution list that has been rectified. If you did not get it please contact me.

That survey does attempt to recognize, as Annie pointed out, that the proposal, although flawed, there is a possibility that some of it could be good. That information will get back to the leaders by next Friday and that is when we can begin to do some other stuff.

Carl has to figure out with people from the parent campuses how to move forward with the implementation teams. Remember implementation teams are tasked first, with figuring whether or not these proposals are better than what we have now, and if they are then do we move forward. We, the faculty leaders, will funnel that information over to Carl, so that he has that for the beginnings of what has to be done. We also have been discussing other ways to gather information and help out his task.

Jeff Malanson began a slack account, I believe we call it ipfw.slack.com. Everybody who has an ipfw.edu email address can join that to have a conversation, and read what is being discussed. This method has been chosen over VIBE, because it is much easier to use than VIBE.

Beyond that, we do, as a group need to be thinking about how to respond. As you can see there have been steps set in place, and more will be put in place. We will continue to reach out to the community more broadly. There will be, the chancellor told me this morning, that the *Journal Gazette* has agreed to run several opted columns from people of the IPFW campus. You, of course, as individuals are free to do as you wish, and that may include writing letters to the editor. For example, Mike Nusbaumer was approached by the *Journal Gazette* to write an opted column, of course, not as an official IPFW member since he has found his way to retirement.

L. Wright Bower: Will this body get to see the results of that survey?

A. Downs: Yes, when the survey is done we will send it out to all faculty, not just senate.

L. Wright Bower: What about surveying alumni?

A. Downs: I was a member of the Working Group, for those of you that did not know, and also one of the no votes. One of the issues that came up repeatedly, and please keep in mind, that IPFW over the span of the Working Group's existences offered several suggestions for how to improve internal operations here, and operations with the parent campuses. We also suggested some data-driven new programs to start on this campus, and even suggested some things that might help the systems themselves work. Those for the most part were rejected.

One of the things that we brought up repeatedly dealt with our alumni association, or the difficulty we have in dealing with the parents, specifically IU. There has been no talk yet on how to engage the alumni.

L. Wright Bower: Those suggestions that were made and rejected, are those some things that could be put together in a memo for us to know what they were?

A. Downs: Sure.

S. Bischoff: I just wanted to add that there was another justification for the decisions that came up that we cannot have two businesses on the same real-estate selling the same

product. I think that shows a lack of understanding of what our university is. I hope that in our responses that we make it clear to the stakeholders that while we appreciate the business model we work under, we want to remind them that we are not a business. I hope that the upper administration agrees with me on that. At least I hope we communicate that.

Will upper administration be sharing with us their thoughts on this issue and their plans?

C. Drummond: I will point out in response to you and Linda that on the Indiana governance website there are two official IPFW responses. One to the specifics of the recommendations, and the other to the annual report. So many of the things that you have asked for Linda are there. As we move forward we will have more responses.

L. Wright Bower: Who decides? Can they push this down our throat?

C. Drummond: If you think back to what the governance document for this campus says, it is in agreement between the trustees' of both universities. What will happen is that both trustees of each university will agree or not. If they do not, it is hard to say what will happen.

A. Downs: For those of you that have never done it, if you go to [ipfw.edu/senate](http://ipfw.edu/senate) and click on about us you will see the management agreement on the right hand side.

D. Miller: What power does this body have to stop this agreement?

A. Downs: As is often the case, this body can only make recommendations that's true for the majority of what we do, but we still do. In part, because administration whether it is this campus or one of the parent campuses recognize the people in this room deliver a product, and would like to have a decent relationship with us if they can.

Secondly, if you ask people in the community, what you will hear, I think, is a fairly unified cry for an IPFW that better serves its needs. That is what the new designation multisystem metropolitan university was supposed to do.

G. Petruska: I would also like to offer a point to the people who will have a chance to consider it. IPFW received millions of dollars from developers, those donations were not given to Purdue or IU but to IPFW. If IPFW will cease to exist as we know it, then that money will indirectly be shifted over to Purdue and IU. I cannot accept that.

A. Downs: The understanding of the Working Group is that any money that is sitting in West Lafayette accounts, Bloomington accounts, or here is that if it is designated to this campus it stays here. Money that came here does not disappear suddenly. That is something that was made very clear to everybody. It does not mean they cannot change their mind, but that is the theory.

Secondly, Angie has been trying to put together and jump in as the Director of

Advancement, and now suddenly this has been laid in her lap, and will certainly change the way she has to do what she does.

J. Badia: One of the things I think is central to the work we are doing as a body, is an indication project. I think few people have a good understanding of the impact this is actually going to have on our campus. What motivated me was the chair survey to get a sense of what that impact will be. I think one of our jobs is going to be to explain what the impact is going to be on us. So, for me the chair reports are going to be crucial to that. I am thinking of it as an iceberg and we are only seeing an eighth of it.

S. Carr: Again, I think it is important that we find ways to speak that fit within the model of shared faculty governance. I do not want to alarm anyone, but I think it is important to recognize the 2006 report, which said public employees are not speaking for first amendment purposes as citizens when they speak out and citizen institutions. I would make the argument that we are better off working through bodies like the IPFW senate and other organizations, in making our opinions clear about what we think of this proposal.

A. Argast: Who is the other no vote?

A. Downs: I would never call anyone out, but I will give you a hint, she is in this room. If she wishes to identify herself since she is a member of this body she could do that.

L. Wright Bower: I think it was Jim Berg who made the comment about the social mobility and how we are number one in helping our students raise their quality of life.

I just have a feeling there are a 101 really exceptionally things about IPFW that people who just go to meetings at Purdue may not know about, because we are an urban institution. We get a lot of transfer students, and we do really good work with them. I used to get transfer students from Bloomington, because IU did not have a music therapy program. It was neat to see that they felt our education and our music department functioned better on their behalf. So, I can imagine that each department has special data.

N. Reimer: I think we have to think about unifying verses segregating. Are there plans somehow to inform the students, because they are asking questions, and deserve to know what is going?

A. Downs: The chancellor's office has already sent out to all students, as well as their parents if we knew who they were. There will be additional communication when we know more.

D. Miller: Since you were on the committee you may have a better sense of this, Andy. As I read this proposal it really makes little sense to me in why someone would want to spend millions of dollars to rip this campus apart. So, when I think about politics I think about who stands to benefit from this agreement? Do you have a sense of who is driving this? My assumption is the orthopedic industry in this area that has some kind of hand in

the political pressure of what is going on.

A. Downs: I think a number circumstances have come together in a way that are creating this. There is a guy that actually has a theory about how policy is made. He refers to it as a garbage can theory, things happen to just show up at the right time in the right place and you get something.

In this case, what you do have is economic organizations, such as Greater Fort Wayne Inc., Regional Partnership, and other organizations like that that are very much supportive of the idea that we need to have 60 percent of the people in Indiana with some sort of post high school certificate or degree. That is one of the defining characteristics of areas that are growing. So, they are pushing that very hard. They are also listening to their members, and their members quite often are manufacturing in nature. That is the nature of the economy here. On top of that you have things like healthcare, which is a growing field. They are part of groups like the Partnership and Greater Fort Wayne Inc., and also making their points now.

Another factor that comes into play is that if you will remember a couple years ago there was a suggestion that IU should begin to manage us. There was a little investigation, and the decision was made to not do that. I would contend that something that came out of that was IU recognizing we do not fit into their structure. For those of that do not know, the IU system is actually quite structured. People talk about how great it is to be in there, as long as you are playing within the yard they have given you, you get to use a lot of freedom. The moment you go outside of that area you have a problem.

We are the abnormal cob running through the manufacturing process to go back to a manufacturing example. We do not fit. I think, in some respects IU is trying to wrap their heads around the fact that we do not fit. I do not think there is only one thing we can point to.

The fact remains that the programs IU has identified as the programs they want, are programs that have a tendency to produce a lot of credit hours and a lot of graduates. Therefore, have a very nice cash flow far beyond what some others do. In other words they get a cash benefit out of this particular arrangement.

C. Drummond: I was just going to follow up on what you said. I have not been part of the detailed conversations, but I have been part of the on campus conversation from the beginning. It is my perception that this process has not been Purdue trying to grab control over us, but more IU walking away from their commitment. While I respect Annie's annex about this, I think we have to give full consideration to both possibilities.

A. Downs: I think that is a characterization that should not be lost.

Additionally, I will tell you that on Friday Berghoff said that the Working Group looked at the departments and tried to align within the areas of expertise. That did not happen. In fact, when the chancellor and I brought that up the fact that we are only looking at two

programs we were told those were details that needed to be worked out, and received no other response.

I recently sent an email to Chairman Berghoff to point out that if you look at nursing IUPUI and IPFW; the difference in their ranking from US news is actually only four spots further apart than the difference between IU Bloomington Political Science and Purdue Political Science. It is another bit of the farce.

J. Niser: I wanted to bounce off what you said about the system. IFC is actually talking about this, because one of the questions we had was, is the Purdue Senate a system senate or not,” and if not who is representing the campuses. If we want to have shared governance in this system than we have to step up and do something about it.

My real concern is a sailors concern. You are in a storm, and you can dream about the port that you want to go to, but you have to deal with the waves and wind around you. I think the casualty in this is the students and the other casualty in this is enrollment. At the end of the day any uncertainty in what a campus will deliver will have an effect on enrollment. We are not in the luxury of having plentiful enrollment. I think this has to be in the front of what we do and who we are talking to. What we are offering, what do we continue to offer, and give the assurances that we need to give; otherwise this is going to get ugly very quickly.

M. Jordan: In responding to this I have not heard about any positives of the future of the campus with this transition. So, I think we would benefit in explaining what we want and why we want it.

V. Carwein: We could spend the rest of the afternoon discussing this. First, I was the other no vote on the proposal. I did not vote against the entire proposal, but I understand why some of you would. I had a couple or three major issues with it, which I expressed before we cast our votes. Of course, one had to do with nursing. The proposal, as it is, makes no sense why you would chip out pieces of a program or department, and send one this way and the other the other way.

Two of the other pieces of the report that were difficult for me to accept; one of which had to do with the language with collaborations between Purdue and IU. I think that concept is great, but there is absolutely no statement of who is going to be responsible for these collaborations occurring. I think there are collaborations that are currently underway in a number of places, but to try to mandate this kind of thing through this process might not end up being productive.

The other concern is that there is nothing in the report that makes any commitment on the part of the IU system or Purdue system to these sets of recommendations, or in terms of how we would go forward. There is yet, to be a statement out of either system about what commitments might look like.

Having said all that, I think there are some good ideas in the proposal. I think some of

the big bold ideas were ones that came out in the recommendations, not the idea to have us divorce after 50 years of marriage. A couple of proposals in particular, and one is something that this inter-professional center that is particularly called out in the proposal. That did not come from this proposal. That is something that was already in process on our campus between The College of Health and Human Services, Education, Engineering, and Visual Performing Arts with medicine about this particular center. This is not something that they just birthed. This is something we had on the table long before this proposal came out. The idea of this leadership center is something that has also been in the works for a number of months. Those are all really big ideas for this campus, and not something that just came out in this last month or two when this proposal was put together.

Relative to investment, we are not talking about investing one million here and five million there. We are talking about tens of millions of dollars that need to be invested here, if the vision that is outlined in this proposal is going to occur. There are some expectations that are built up, and certainly the selling point to the external community has been those kinds of things. I have yet to hear either president or either system say yes we are going to commit to investment.

The job that Carl has going forward is due diligence. That is something over these next weeks and months where we are really going to get into the detail and specifics of how this might work or not work. There is much to work out, but I do believe that as these teams go forward to look at these things that these teams will primarily be composed of faculty and staff here on our campus, who know the implications and impact of all of this. It has always been made very clear to IU, Purdue, and the legislator that even the expense to do what is going to be done is going to take more resources than what we have. There is no way Carl can do everything he has been asked to do. We need to have a voice in how this goes forward. We just need to take it day-by-day, and I have just as many questions as all of you. This proposal really came together at the end of November and we will take it as it comes, and do all we can to make sure our views, desires, ideas are those that we put forward.

M. Wolf: Could talk about your vision of the university and how much of a nightmare this would be?

Secondly, some of us are being very vocal, and I know some of us would support you if you were very vocal about how detrimental this is to have IU abandon Northeast Indiana.

V. Carwein: I do not know if I personally want to go that far. They will say they are not abandoning us. They will say, that in fact, what they will be able to do is put all these resources and build up the health sciences that they are good in. Not that they are not good in all of these other programs, but the thing they have really focused on is health sciences. In my mind, it is more than just education, I think a big piece of what they want to do is research here. They really want to build up their research portfolio in this area.

I am going to Indianapolis tomorrow, and going to be having one-on-one appointments



with almost all of our legislative delegation. During the entire discussion we did not talk about any other campuses, and did not do any kind of analysis. As you noted in the LSA report clearly there was a negative bent on performance here. I think in the next week or months we need to talk about how we can start getting our story out. Our story was not presented. We need to get to where we are coming from out. I appreciate your concerns and questions, and I have that many as more as well.

S. Bischoff: I wonder if there is any movement to involve other stakeholders, such as the school district. Is anyone reaching out to other stakeholders and trying to get their feedback?

V. Carwein: They are not in process yet. We were asked to work in confidence through this entire thing, and asked to keep all these recommendations, and the work of the group confidential until the public release. The public release was on Friday.

S. Bischoff: Was the business community consulted during this process?

A. Downs: Shannon this gets back to what the legislation actually called for. The legislation named the members of the Working Group, either by title or by institution. It did not include anyone from education, anyone from the non-profit world, or anyone in the professional services, etc. It is a very long list of people that it did not include. The legislative items that were discussed and shared within the meetings were considered to be deliberative, and not subject to open records. Therefore, when she says we were encouraged; it is the law that encouraged us to not discuss this more broadly, and now we can begin to do that.

By the way, there is not unanimous support in the business community for this proposal.

L. Wright Bower: Somewhere in one of our senate meetings can someone report to us what is going on with Calumet? I would be interested in the details of how that is going.

A. Downs: That is an interesting in devour. There are two ways to tell that story. The short way is that Purdue and Calumet were combined administratively. That is lacking in so many ways that the only way to tell the story is the long way, and that is a long story.

J. Niser: At the end of the day it comes back to the question with who holds the power. In that case the Board of Trustees made a decision and that was it. Faculty have tried to do things, but at the end of the day they had to accept the situation. The two universities do not exist next year. It is one university. That is why you have to be careful in this process.

R. Hile: It is as if there was a bold idea, but there was not a lot of study on feasibility of what would happen. There comes a point when the people on the ground, which is us have to figure out how to implement something that is a tremendous amount of work.

A. Downs: I do want to emphasize that I am not sure that the presidents of the parents

agree on this proposal right now.

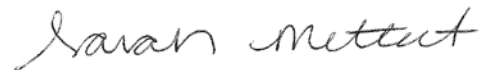
D. Kaiser: How much was this handled in the meeting? Was this out of the blue to the committee members that are on there that they suddenly came up with these graphs. I thought Mike did a good job at putting the current report on the screen together in such a short amount of time.

A. Downs: Anything that is a number, table chart, etc. in the report was hand selected by the Director of the Legislative Services Agency. When data was actually requested or discussed in the Working Group meetings, the chancellor and I were faithful at describing what those were. There were times when statements were made, and we would challenge those statements by backing them up with data. That was not always done in return.

For example, you heard Mike Mirro say that our enrollment at IPFW put us last or next to last in the IU system. I had heard from George McClellan that was not the case, that he got that at an IU system meeting, ironically we do attend those. When I asked Mike to bring the data, he did not. When you look at the data you can see we are not fairing so horribly that we should be considered a failing campus.

In fact, on this campus for fall 2015 in terms of students who are enrolled as IU or Purdue, Purdue actually saw a greater decrease than IU did.

5. The meeting adjourned at 3:45 p.m.



Sarah Mettert  
Secretary of the Faculty

To: Fort Wayne Senate  
From: Janet Badia, Speaker of the Indiana University Faculty  
Mark Masters, Speaker of the Purdue University Faculty  
Date: January 19, 2016  
Subj: Proposal to Reject Working Group Proposal  
Disposition: To be sent to the Indiana University and Purdue University presidents and boards of trustees

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WHEREAS, the Indiana General Assembly created the IPFW Role and Governance Working Group (Working Group) to examine the role that IPFW plays in northeast Indiana and how the governance structure may or may not limit and/or enhance the ability of IPFW to fulfill its role; and

WHEREAS, the Indiana General Assembly called for the development of “qualitative and quantitative findings concerning the comparative opportunities, costs, and risks of” continuing shared governance, restructuring governance within the Indiana University system, and any other governance structure that has the potential to improve IPFW; and

WHEREAS, the Working Group did not provide quantitative and qualitative findings nor did it perform necessary due diligence regarding its proposal; and

WHEREAS, the Working Group is not able to provide a compelling justification for its recommendation; and

WHEREAS, on Friday January 15<sup>th</sup> Michael Berghoff and Michael Mirro repeatedly referred to questions from faculty as details for the implementation teams to work out; and

WHEREAS, the lack of quantitative and qualitative findings, the lack of a compelling justification for the Working Group recommendation, and Berghoff’s and Mirro’s referral to questions from the faculty as details to be worked out demonstrates that there has been insufficient investigation of this proposal;

THEREFORE BE IT RESOLVED THAT the Fort Wayne Senate urges that the boards of trustees and presidents of Indiana University and Purdue University reject the proposal from the Working Group.

## **Summary of the Fort Wayne Senate Response to the Indiana Legislative Services Agency Report on Role and Governance of Indiana University – Purdue University Fort Wayne**

This report counters the conclusions from the Indiana Legislative Services Agency Report on Role and Governance of Indiana University – Purdue University Fort Wayne of January 15, 2016. The LSA’s conclusions are built on a faulty premise informed by selective or misleading evidence. Contrary to the argument made by Trustees Michael Berghoff and Michael Mirro that IPFW needs restructuring due to “...several years of less than optimal progress...,” our report shows that IPFW’s progress has been significant and strong relative to its regional Indiana University and Purdue University campus peers. Page and figure number in this summary are for pages and figure numbers in the full response.

### 1. Regarding enrollments

- 1.1. IPFW’s decline in its full-time enrollments is similar to the trends affecting most of the regional campuses (Figure 1 and 2, pages 3 and 4).
- 1.2. IPFW’s loss of enrollment is getting smaller over time. This trend demonstrates that the problem of declining enrollment is being effectively addressed, which indicates institutional strength not weakness (Figure 2, page 4).
- 1.3. The Midwest has lower year-over-year enrollments relative to the rest of the country because the number of high school graduates is decreasing.
- 1.4. Some of the decline in enrollment at IPFW resulted from legislative changes regarding education, teachers, and teacher training.
- 1.5. IPFW has improved its retention rate. (Figure 5, page 7).

### 2. Regarding research

- 2.1. IPFW ranks significantly higher than every IU and PU regional campus but one on its national R & D expenditure (Figure 7, page 9). IPFW’s national ranking in R&D expenditures fell less than 1% from 2010 to 2014.

### 3. Regarding charitable giving

- 3.1. Charitable giving to IPFW fell 16% over the five years studied, but it was up 35% from 2014 to 2015. A new Vice Chancellor for Advancement started in 2015.

### 4. Regarding graduation rates

- 4.1. IPFW’s four-year graduation rate ranks fourth and above average when compared to both IU and PU regional campuses (Table 1, page 14).
- 4.2. IPFW’s six- and eight-year graduation rates rank first when compared to both IU and PU regional campuses (Table 1, page 14).

### 5. Regarding the return on the investment

- 5.1. IPFW’s performance compares favorably to peer institutions in spite of the fact that IPFW’s per FTE state appropriation is 3.7% below the median of other campuses.

The premise from the LSA report that IPFW needs reform due to underperformance is wrong. Indiana University should not leave Northeast Indiana as the only region of the state without a comprehensive Indiana University regional campus. Nothing suggests the proposed new programs could not be better leveraged using IPFW’s current strengths. Moreover, a major change in structure will only disrupt our progress and cause major setbacks for student success.

## **Fort Wayne Senate Response to the Indiana Legislative Services Agency Report on Role and Governance of Indiana University – Purdue University Fort Wayne**

### **Overview**

The Legislative Services Agency (LSA) examined many institutional metrics and came to the conclusion that IPFW was underperforming. That conclusion was used to support the recommendation of the Working Group that the governance structure of IPFW be altered to become better aligned with northeast Indiana's needs. This premise of institutional weakness comes from an incomplete examination of the measures. Actually, on closer analysis of the very data sources and comparative peer institutions used in the LSA report, our findings demonstrate that IPFW's performance is not weak across these measures. The Working Group, Trustees of Purdue University, Trustees of Indiana University, Presidents Mitch Daniels and Michael McRobbie, and the people of northeast Indiana must reconsider the proposal to restructure governance at IPFW given this more accurate analysis of IPFW's performance.

Our analysis focuses on four areas covered in the LSA report: enrollment, research and development expenditures, graduation rates, and the length of time it takes IPFW students to complete their degrees. To achieve many of the regional goals highlighted by the report, it would be best to leverage IPFW's current governance model that blends a balanced set of Indiana University and Purdue University undergraduate and graduate degrees. There is nothing that precludes achieving the economic, educational, and cultural needs of northeast Indiana – even growing the technological and medical sectors as envisioned in the LSA report – through IPFW's current model. In fact, the administrative costs of separating and rebuilding two universities with duplicative student services and other infrastructure as well as reconfiguring degrees and curricula would lead to inefficiencies, disruption, and undue costs to the region. Further, the cultural and educational costs of Indiana University leaving Indiana's second largest city and rendering northeast Indiana the only area of the state where Indiana University does not have a regional campus presence are too high to be founded on the insufficient and misleading evidence in the LSA's report.

### **Evaluation of LSA Report's Quantitative Findings**

The narrative from the statistical evidence presented in the LSA report suggests that IPFW is weak, but this narrative is flawed, and consequently, so are the proposals that are derived from the statistical findings. The LSA report misrepresents IPFW's actual performance. When these measures are evaluated relative to peer Indiana institutions, IPFW's performance closely resembles, directly matches or clearly exceeds the peer institutions. The narrative that Purdue University Trustee Michael Berghoff and Indiana University Trustee Michael Mirro emphasized in their January 17, 2016, column in the Fort Wayne *Journal Gazette* was that IPFW needed to be dismantled due to "...several years of less than optimal progress..." That claim does not reflect IPFW's actual performance.

Indeed, IPFW's return on investment is strong when one considers the LSA report's finding that IPFW's state appropriation per FTE falls 3.7% below the median of other state educational institutions. In other words, IPFW competes favorably on LSA's performance measures compared to peer institutions, despite having less resources through state appropriations relative to these peer institutions to accomplish our educational mission.

The report lists four overriding "issues" that provide the reasoning for the LSA study and Working Group recommendations. The four issues listed are:

- 1) IPFW has seen no substantial growth or negative growth in degree-seeking enrollment in the number of master's degrees granted, in research funding, and in charitable giving.
- 2) IPFW has a lower IPEDS or "student right to know" graduation rate than its peers and IUPUI but ranks better when students who transfer from IPFW to another college are counted.
- 3) Time to completion for most full-time graduates from IPFW is 150% to 200% longer than the "normal time" to complete degree programs.
- 4) Addition and expansion of degree programs at IPFW have lagged behind the needs of businesses, government, and nonprofit entities of Northeast Indiana for qualified graduates at the bachelor's, master's and doctoral and professional degree levels, with the gap impacting at least 17 occupational fields and 15 degree and certificate programs.

The analysis in this report will address all four of the issues and demonstrate that IPFW sits in a favored position relative to other peer Indiana universities.

- **LSA Report Issue 1: IPFW has seen no substantial growth or negative growth in degree-seeking enrollment, in the number of master's degrees granted, in research funding, and in charitable giving.**

### **Master's Degree Enrollments**

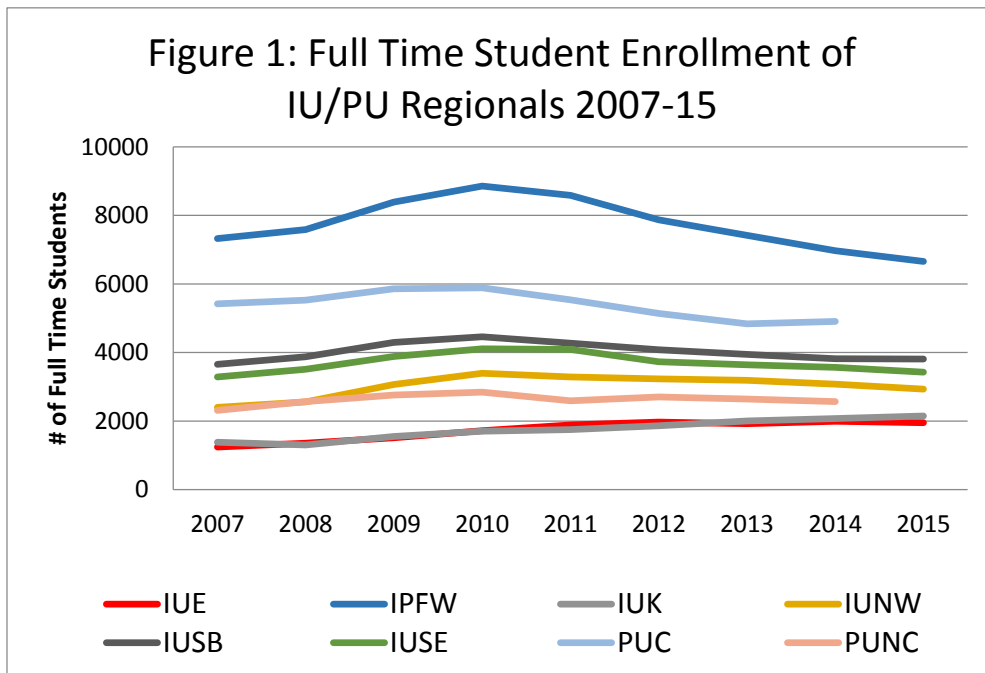
Master's degree programs must be approved by Purdue University or Indiana University depending on the affiliation of the department proposing the program. This can be a limiting factor in the development and modification of programs. IPFW acknowledges there could be improvement in graduate program enrollment and has restructured graduate education recently. Also, its Multisystem Metropolitan University status was partially meant to modify and expand graduate programs. It is too soon to know if the new designation has had, or will have, an effect. Additionally, many of the existing graduate programs are in Indiana University mission departments. A transition to Purdue University is likely to increase uncertainty among prospective students initially. The transition may also delay the start of new programs. These could lead to decreasing enrollment.

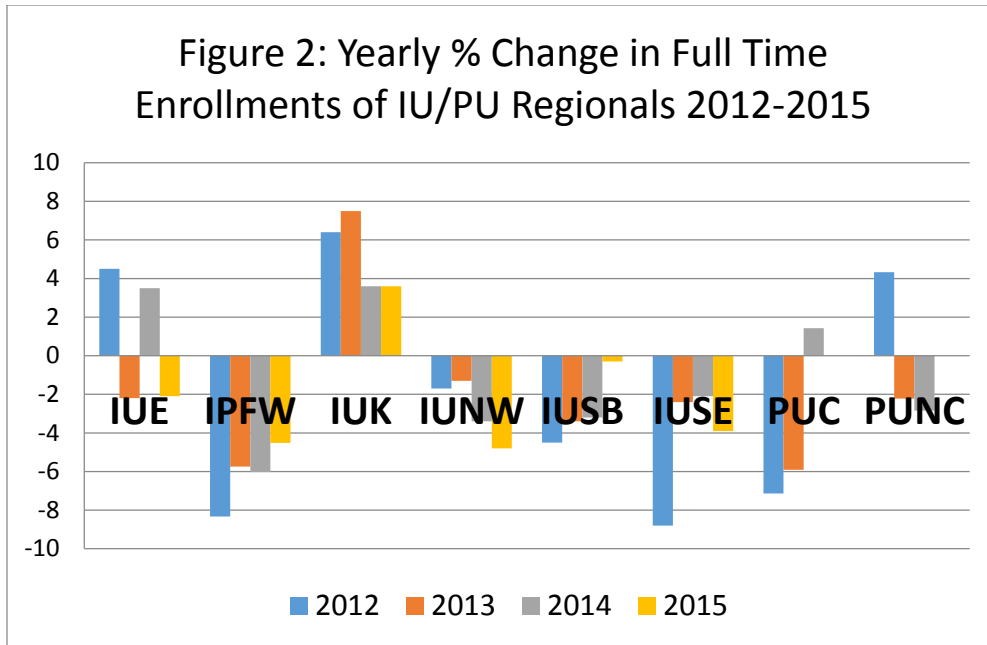
### **Undergraduate Enrollments**

The LSA report found that "the total state undergraduate degree-seeking student population declined over the period that was examined. However, IPFW's decline appears to be greater" (9). The report also indicates that IPFW's decline is slightly over five percent higher than statewide

decreases (8). Using statewide decreases as a benchmark is misleading because it includes all institutions including those with missions that are very different from IPFW. Even if analysis is limited to institutions with the same mission, differences that do not indicate a need for complete restructuring may appear. For example, Indiana University Bloomington and Purdue University West Lafayette have differing enrollment trends.<sup>i</sup>

To provide a more suitable comparison, Figure 1 presents the trends in full-time student enrollments at all of the Indiana University and Purdue University regionals campuses. The first point of interest in Figure 1 is that IPFW is much larger than the other regionals. Second, IPFW has had a decline in its full-time enrollments, but it is similar to the trends affecting some of the regionals.<sup>ii</sup>





Rather than discuss IPFW relative to total state undergraduate degree-seekers to show that IPFW’s decline “appears to be greater”, Figure 2 provides direct measures of yearly relative decline. IPFW has had annual loss in enrollments, but there are two important points to make. First, this is a trend that affects all of the regionals, except for the smallest institutions IU-East and IU-Kokomo. Second, IPFW’s loss of enrollment is getting smaller over time and at least three of the other campuses have enrollment loses that are growing. IPFW’s trend demonstrates that the problem of declining enrollment is being effectively addressed, which indicates institutional strength, not weakness.

There are some issues that are well beyond IPFW’s control that are likely playing a role in IPFW’s enrollment.

- The Midwest has lower year-over-year enrollments relative to the rest of the country because the number of high school graduates is decreasing.<sup>iii</sup>
- Students over 24 years old have provided a larger decrease in national college enrollment as the economy improved following the Great Recession.<sup>iv</sup> IPFW has always had a particularly large percentage of its student body fitting the non-traditional category; it’s been one of IPFW’s key missions to serve all potential Northeast Indiana citizens. As late as 2007, nearly 1/3 of IPFW students were 26 years old or older. The average age of the IPFW student body was 25.1 years in 2007.<sup>v</sup> As Appendix Figure 2 shows, the percentage of students 26 years old or older has declined substantially since 2007, particularly after 2010-2011. The percentage of IPFW’s population 26 or older is now a little over half of what it was then – 16.9% - and the average age of IPFW’s population is now down to 22.1 years old.<sup>vi</sup> This fits a national trend but impacts IPFW particularly hard.
- Some of the decline in enrollment at IPFW resulted from legislative changes and IU programmatic changes. Legislation regarding education, teachers, and teacher training



has resulted in a significant decline in enrollment in IPFW's education programs. Further, Indiana University's School of Public and Environmental Affairs (SPEA), a nationally renowned program, was shifted away from IPFW during this period and only offered at IUB and IUPUI. The natural stress in a transition from SPEA to an IPFW Department of Public Policy has led to a significant enrollment drop in this IU undergraduate program as well. Together, these particular legislative and programmatic changes have directly led to 36% of the total lost IPFW enrollments between 2010 and 2015.

Non-IPFW-related structural explanations thus explain much of the enrollment decline. These and other explanations should be studied across the Indiana University and Purdue University systems for a more complete understanding of why IPFW and the regional campuses have experienced similar trends in the loss of full-time undergraduates. Any research should consider regional factors as well. For example, Ivy Tech Northeast has had an enrollment drop of 34% from 2010-2015<sup>vii</sup> which demonstrates that factors other than the governance structure at IPFW are affecting enrollment in this part of the state.

Regardless of the multifaceted potential reasons, Figures 1 and 2 show that IPFW is not an outlier on enrollment declines as the LSA report implies. In fact, IPFW's performance on enrollments of all undergraduate students – including non-degree students – actually compares well to its peers. Figure 3 presents the rate of change for overall enrollments at IPFW and at Indiana and Purdue regional campuses.<sup>viii</sup> IPFW serves more students than other campuses and as Figure 4 illustrates, the rate of all undergraduate student enrollment decline at IPFW is similar to many of the other IU regional campuses. IPFW actually compares particularly well on overall enrollment growth of IU students relative to its IU peers.<sup>ix</sup> IPFW is not alone in facing declining enrollments – either full-time or overall. Similar enrollment trends affect most of the Indiana and Purdue regionals.

Figure 3: Overall Enrollment IU/PU Regionals 2007-2015

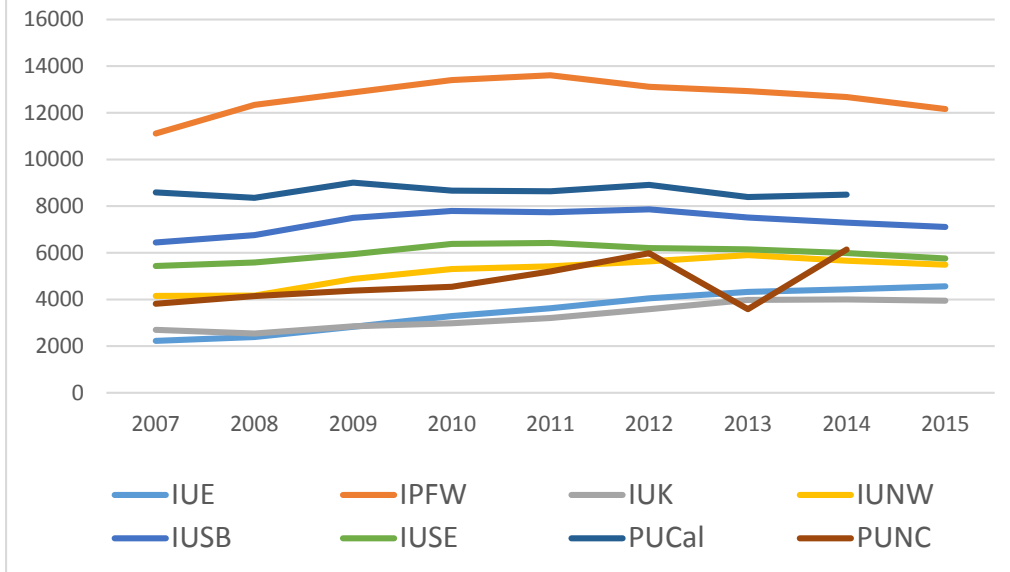
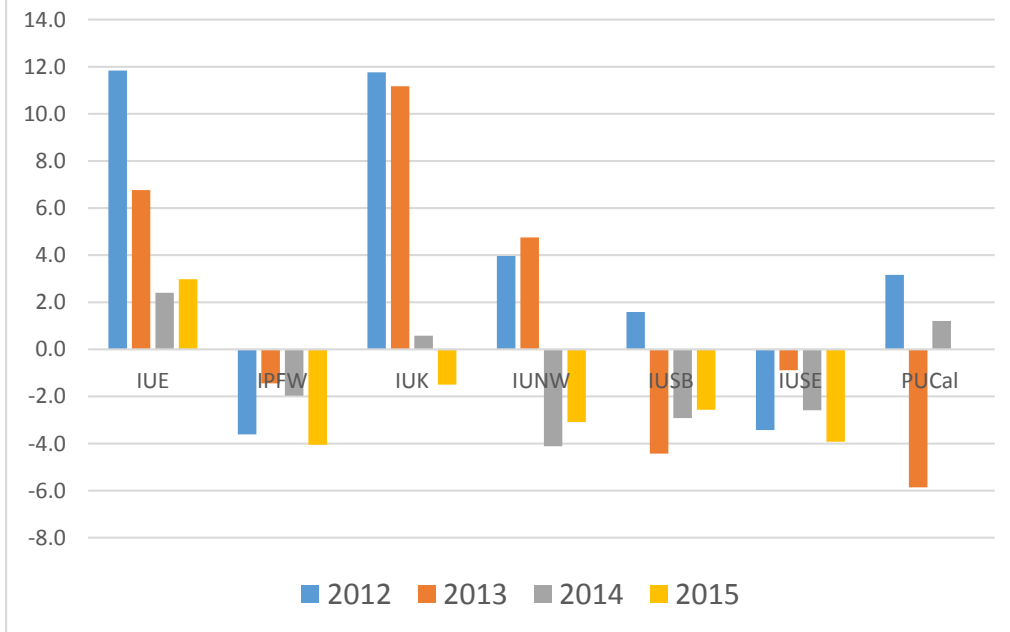


Figure 4: % Change in Regional Overall Undergraduate Enrollment 2012-2015



IPFW has recognized the need to improve enrollment management and faculty have worked closely with the administration to pursue ways to attract students to IPFW. Neglecting pertinent comparative institutional analysis left the LSA report to draw incomplete conclusions on

undergraduate enrollments at IPFW, suggesting these were IPFW’s institutional failings rather than trends affecting the Indiana and Purdue regionals generally.

IPFW has also worked to make sure that it does not just attract students, but also retains them. The LSA report failed to sufficiently analyze a very positive finding in the only enrollment figure it used. Figure 5 comes directly from the LSA report (Figure 1 on page 9). Beyond merely considering raw enrollment numbers, Figure 5 points to something very favorable about IPFW’s student body relative to the past.

**Figure 5: IPFW Full-Time Enrollment by Class-Level 2000-15**

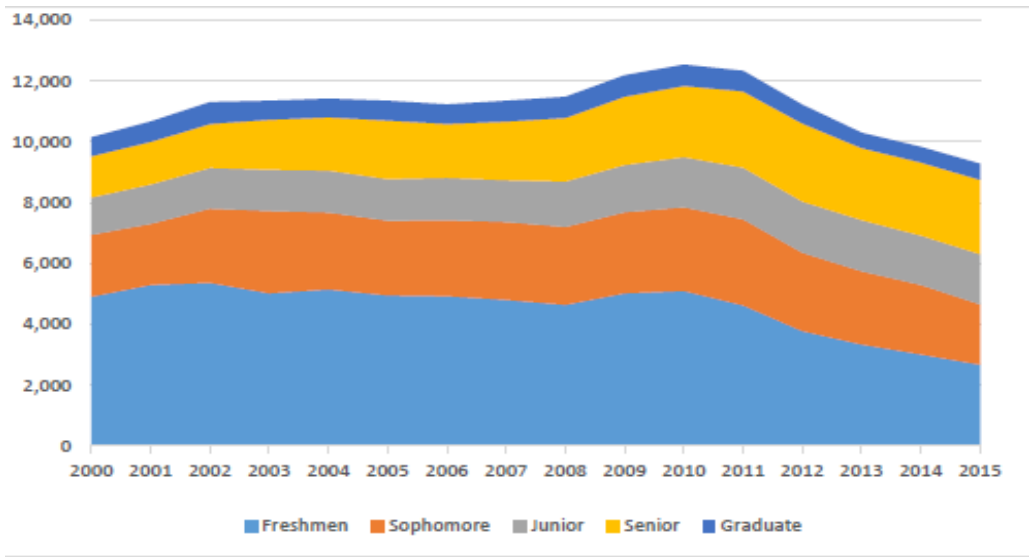


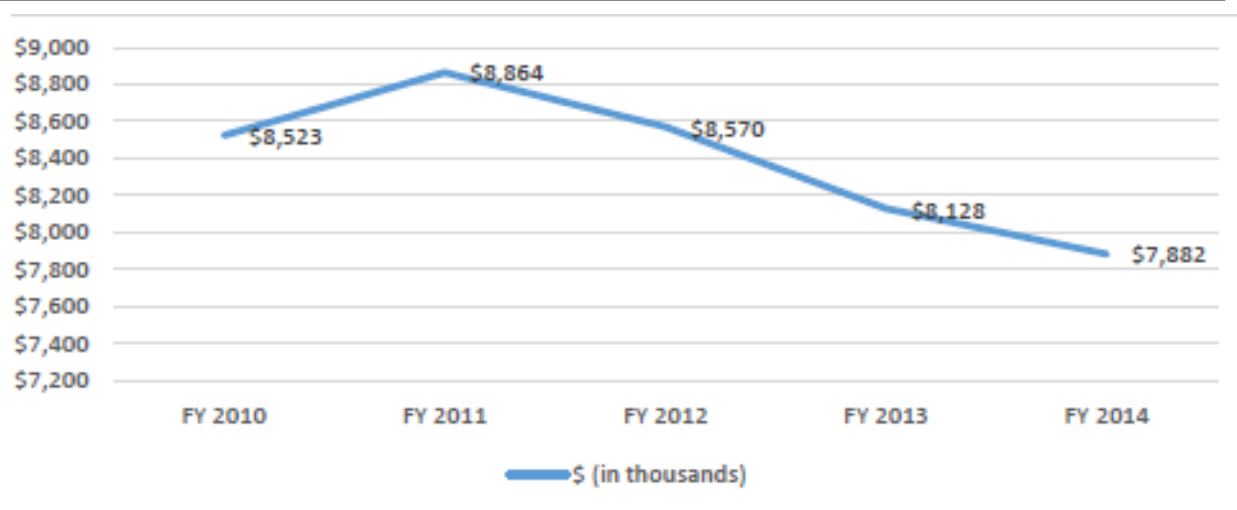
Figure 5 demonstrates that IPFW retains its students far better than in the past. Retention and completion are key Indiana Commission on Higher Education and Indiana legislative goals and IPFW is showing improvement on both. Over time the balance between IPFW full-time freshmen, sophomores, juniors, and seniors has evened out. This demonstrates that freshmen are not stopping-out and dropping-out as frequently as they did in the past. IPFW has far more seniors than fifteen years ago. Consequently, more IPFW students are moving toward graduation. Further, many students transfer to other Indiana institutions and graduate on time and Figure 5 cannot capture this. Overall, rather than evaluating IPFW’s absolute enrollment rate decline as an institutional weakness, the LSA report should have recognized that IPFW is increasingly guiding students toward graduation rather than just enrolling them.

The LSA report’s conclusion that declining enrollment at IPFW is a consequence of institutional weakness is wrong. The LSA report failed to recognize broader issues. IPFW’s enrollment challenges, where they exist, are similar to those faced by regional campuses. Instead of changing the governance structure at IPFW, Indiana University and Purdue University should work with IPFW and the regional campuses to improve what are clearly common enrollment issues across the Purdue and Indiana systems.

## Grants and Research & Development Expenditures

The LSA report also concluded that IPFW's lack of growth or negative growth in research and development expenditures reflects institutional weakness. Specifically, the report notes: "(a)ccording to the National Science Foundation data, IPFW's research expenditures are declining" (16). To demonstrate this decline, the LSA displays Figure 6 (Figure 6 in the LSA report on page 16) that is taken from the NSF's Academic Institution Profile's R&D expenditure figures for IPFW.

Figure 6: R & D Expenditures at IPFW



This LSA report's interpretation of the decline in R & D at IPFW is statistically correct but empirically and conceptually misleading. The drop is minor and R & D is strong relative to IPFW's peers. The decline IPFW experienced is not reflective of weakness for a couple of reasons. First, grants funded by the 2009 American Recovery and Reinvestment Act led to short-term spikes in R & D expenditures at state universities across the country from 2009-2011. The stimulus' sunset after 2011 likely led to declining R & D spending across many public institutions. IPFW's modest and steady decline would not be abnormal or weak on research funding; IPFW is likely reflective of many institutions. Second, our report will show below that R & D expenditures vary widely across institutions yearly and short-term fluctuations do not reflect long-term research expenditure productivity. In fact, if regional campuses or Purdue University West Lafayette had their institutional health evaluated on R & D expenditure shifts, they would fare much worse than IPFW.

The LSA report's impression that IPFW's R & D expenditures show weakness are incorrect. The LSA's narrative discusses IPFW's national R & D ranking for 2014 (345 out of 890 institutions) and no other years. This exaggerates the institutional significance of the modest decline IPFW has experienced and fails to put it in context. IPFW's slight decline in R & D expenditures does

not significantly affect its national ranking on this measure in any meaningful way. Actually, by the end of the period examined, it could be argued that IPFW’s R & D profile relative to peer regional institutions in Indiana is improved.

Figure 7 shows that the LSA report’s emphasis on IPFW’s R & D expenditure decline as an “issue” is misplaced.<sup>x</sup> The decline has no significant effect at all on IPFW’s overall R & D standing among universities throughout the country and is actually favorable in comparison to Indiana peers. IPFW ranks significantly higher than every regional campus but one on its national R & D expenditure. Some regionals were unranked because they had little or no R & D expenditures according to this NSF measurement in particular years. The one regional institution that had a higher ranking than IPFW in some years was Purdue Calumet. Purdue Calumet’s ranking has fallen from 295<sup>th</sup> to 339<sup>th</sup> among institutions on R & D expenditures from 2010 to 2015. Contrary to the narrative that IPFW’s research expenditures are “declining,” Figure 7 suggests steady research expenditures over time. IPFW’s rank remained steady (falling only six slots) nationally over this period and strong relative to its peers.

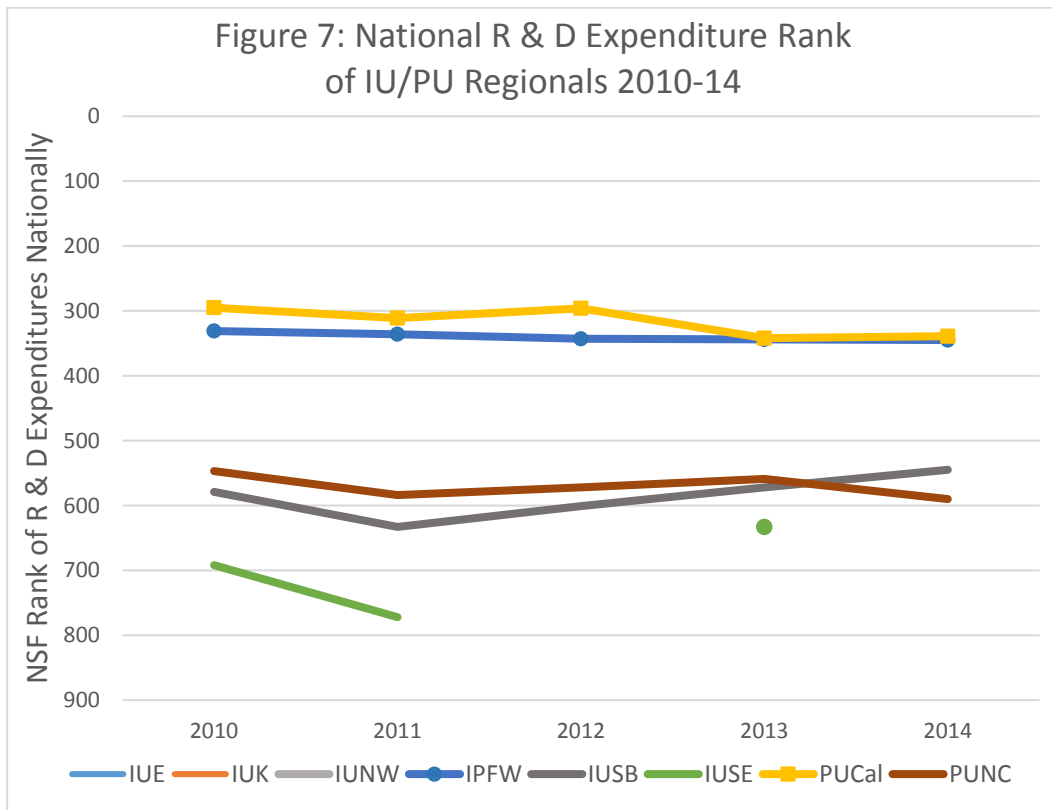
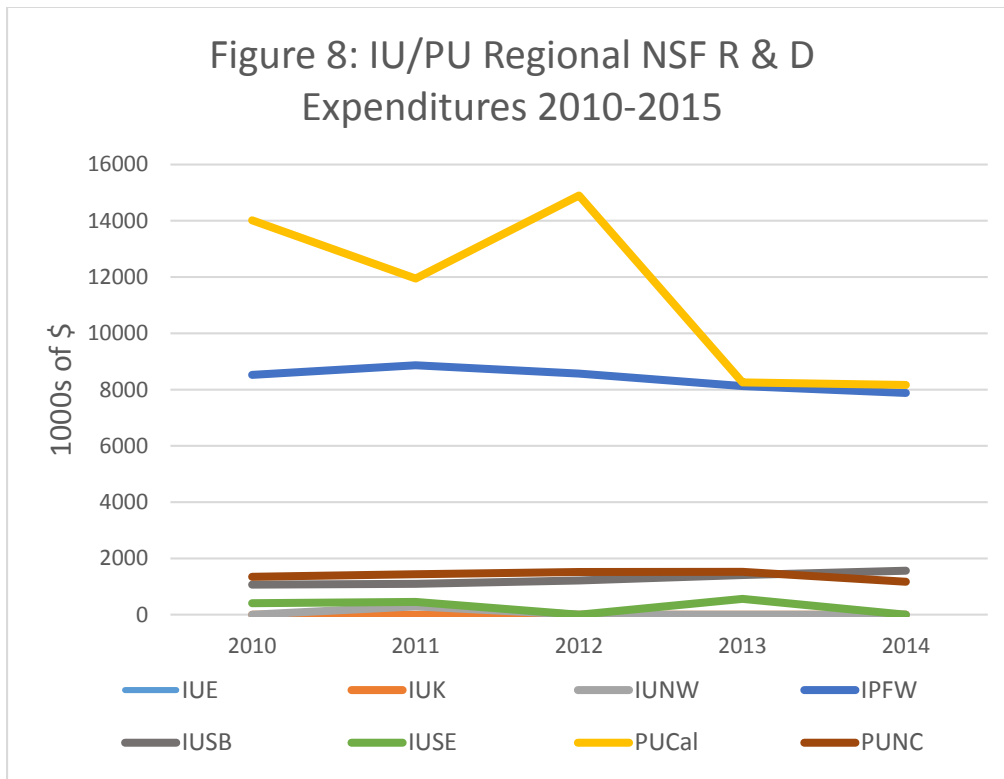
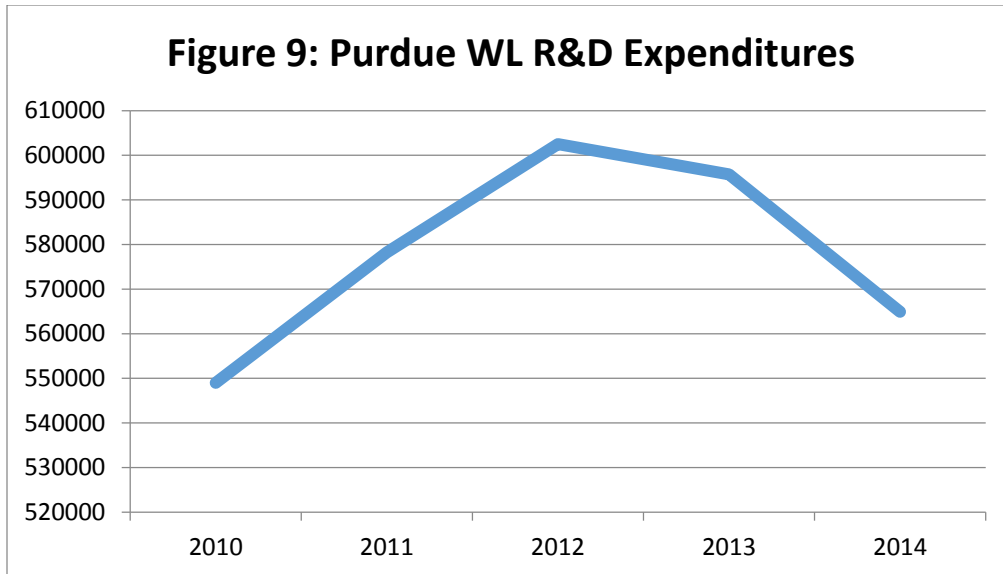


Figure 8 drives this point home further by presenting the actual R & D expenditures from the NSF’s Academic Institution Profile for IPFW and the peer institutions from 2010 to 2015. These findings show that IPFW’s R & D remained remarkably stable relative to the substantial loss of R & D expenditures by Purdue Calumet and is always significantly higher than the Indiana University and Purdue University regional campuses.

The LSA report’s interpretation of IPFW’s R & D expenditure decline as an indicator of institutional weakness that is in need of reform is extremely problematic. Rather than place IPFW in an appropriate light on this key institutional measure, the presentation makes the slight dip in R & D expenditures and rank look like an institutional failing when it is in fact a steady success for IPFW. What is more troubling is that the LSA report failed to report other extremely positive statistics, including one that appeared only one column over in the same exact NSF Institutional Profile. That statistic indicates that federal agency grant dollars increased 2,870% between 2005 and 2013 at IPFW.<sup>xi</sup>



Beyond the exaggeration of IPFW’s R & D expenditure decline and the failure to provide a contextually accurate portrayal of R & D expenditures at IPFW, Figure 9 shows the real danger of how this statistic was misused to critique IPFW. The NSF’s Academic Institution Profile of Purdue University’s R & D expenditures showed greater variance and a sharp recent decline. It is unlikely that the Purdue University Trustees would conclude that Purdue’s governance structure was a failure based on a single short-term measure of research productivity. Neither they, nor the Indiana University Trustees, should negatively evaluate IPFW based on a slight decline in R & D expenditures on one measure. To the contrary, both sets of Trustees should reevaluate IPFW’s strength in this area given that IPFW’s R & D expenditures are steadier and typically much stronger than those of the regional campuses.



One threat to IPFW’s research and grant-seeking efforts would be to lose its institutional relationship with Indiana University. Indiana University’s tremendous research collection and library system provides IPFW scholars with top-notch research volumes and databases. This is particularly true for the humanities and social sciences. Further, there are numerous internal Indiana University travel and programmatic grants, as well as larger grants like the New Frontiers in Arts & Humanities grants, that IPFW faculty have used to leverage subsequent grants. The unpleasant irony of having the misplaced critique of IPFW research funding be used to prescribe delinking IPFW’s institutional connection with Indiana University is that it would mean losing access to IU library system and the very internal IU grants that can act as seed grants for external funding.

### **Charitable Giving**

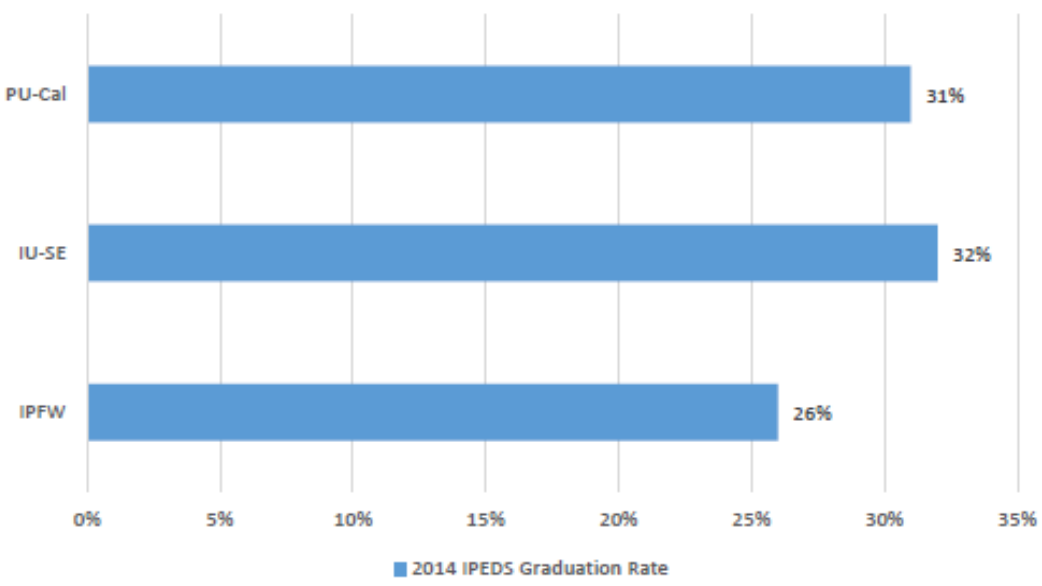
The LSA report spends little time on charitable giving levels. It is an area of great change at IPFW with a restructuring of IPFW’s development efforts into a single Office of Advancement, and recent leadership turnover. The study did not consider such changes. The report notes: “(t)he partial data available from the consolidated financial statements for Purdue and IPFW’s statistical profiles suggest the gift giving trend for the benefit of IPFW shows generous donations but stagnant or declining aggregate growth” (16). The trend of giving over the five years studied did drop 16% overall. However, the claim that aggregate growth is “stagnant or declining” seems to downplay the situation when donations actually shot up 35% between 2014 and 2015.

The concern over this report’s proposal is that ending IPFW as an institution could negatively affect donations. First, there would be two institutions chasing the same regional donors in competition instead of the single coordinated fundraising efforts IPFW now has. Second, killing the IPFW brand brings enormous risks, as Trustee Berghoff recognized in his January 15, 2016, talk to the IPFW community. Alumni donations would needlessly plummet if the institution that fifty years of alumni were connected to no longer existed.

- **LSA Report Issue 2: IPFW has a lower IPEDS or “student right to know” graduation rate than its peers and IUPUI but ranks better when students who transfer from IPFW to another college are counted.**

The LSA report compares IPFW to Purdue Calumet and Indiana University Southeast on graduation rates. The IPEDS “student right to know” is a National Center for Education Statistics College Navigator statistic that tracks the progress of first-time full-time degree-seeking students toward graduation within six years.<sup>xiii</sup> The LSA report provided the relative figures on the statistic for students who began their studies in Fall 2008 for IPFW, Purdue Calumet, and IU Southeast in Figure 10.

Figure 10: IPEDS “student right to know” Graduation Rate



Purdue Calumet and IU Southeast graduated more students than IPFW according to this measure. The LSA report chose to present the differences in a more negative light than necessary by using the IPFW graduation rate as a percentage of Purdue Calumet’s and IU Southeast’s IPEDS graduation rates: “IPFW’s currently reported IPEDS or ‘Student Right to Know’ graduation rate is 16% lower than PU-Cal’s and 18% lower than IU-SE’s rate” (13). The LSA report could have stated that IU Southeast and Purdue Calumet rates were five and six points higher than IPFW. This would have been far less dramatic.

Reporting the relative percentage of IPFW to the other institutions is useful when statistics are in raw numbers. Doing so when the statistics are percentages adds nothing of value because the reader can already intuitively see the difference between institutions based on percentages. Presenting the data this way does not help to draw reasonable comparisons between IPFW and its peers. Beyond these exaggerated comparisons, the other problem with using IPEDS to evaluate relative graduation rates is recognized by the LSA report. The report notes that: (IPFW)



“ranks better when students who transfer from IPFW to another college are counted” (3). IPEDS does not require or report transfer-out student graduation records for many universities including IPFW. For this reason, IPEDS does a poor job of capturing IPFW’s actual student graduation rate.

IPFW is the only regional campus where both Purdue and Indiana have nearly equal student populations and choice of majors. As a result, students have greater choice in transferring to one of the parent campuses given the direct matriculation. Having students able to transfer and graduate in a timely manner is important for the state and region and demonstrates how well IPFW develops freshmen and sophomores for eventual graduation at IPFW or elsewhere. It is a strength that should be recognized in a mobile society, especially from a multi-system campus.

The LSA report included graduation statistics from the Indiana Commission for Higher Education’s 2015 Indiana College Completion Report. These are more relevant because they consider transfer-out students in their graduation rates. Table 1 presents results from both the 2015 ICHE College Completion Report as well as the revised calculation that the LSA report provided. The LSA completion revision removed those students who entered IPFW or other universities and transferred to another college and graduated with a degree lower than they entered seeking at the original university. In other words, those students who transferred from IPFW and received an associate’s degree at another school would not be counted for IPFW’s graduation rate. The LSA revised calculation will be replicated here for comparison’s sake.

The College Completion Report findings and the revised completion measure developed by the LSA report better capture the realities of the IPFW student body’s experiences than the IPEDS completion rates. Unfortunately the LSA report did not use peer comparison when it concluded that “...IPFW’s graduation rates are slightly below the median midpoint (as calculated in MS Excel) for all state public universities and below the graduation rates of IUPUI, another primarily nonresidential campus” (14). Including IU Bloomington, Purdue West Lafayette, and IUPUI as well as other public universities downplays IPFW’s graduation success, particularly given the Indiana Commission on Higher Education’s caution against directly comparing institutions’ graduation rates because: “Indiana colleges have different missions, different admission standards and different student populations with varying levels of academic preparation. When comparing rates, a campus is best measured by its improvement over its past performance.”<sup>xiii</sup> Further, why would the LSA report develop peer comparative institutions with PU-Cal and IU-SE but not use them on ICHE’s data and their own measurement as well?

Table 1 provides a more relevant comparison of IPFW directly to the peer institutions. Contrary to the LSA report’s conclusion that IPFW graduates students at 18% and 16% lower levels relative to IU-SE and PU-Cal respectively, IPFW’s Indiana Commission on Higher Education completion rate percentage is fourth among regionals, which is better than the mean and median completion rates for all regionals for completing the degree within four years. What’s more, IPFW is top among all campuses in the table for completing the degree within six and within eight years. This is a very different picture of success than the IPEDS data presented by the LSA report suggested. When using ICHE’s completion data, IPFW is a clear leader among its peers in student degree completion.

This is also the case when using the LSA’s revised completion percentage statistic. IPFW is second among all the regionals. Specifically, compared to all of the Indiana University and Purdue University regionals, IPFW’s completion rate exceeds all of the regional campuses except Purdue Calumet in six year and eight year graduation rates.

Even on its weakest measure, percent completion within four years, IPFW is above the average and median of all regionals. More impressively, IPFW’s completion rate is statistically significantly higher than the average completion rate for all regionals for the ICHE six-year and eight-year completion rate as well as the LSA’s revised six-year and eight-year completion rate.<sup>xiv</sup> IPFW is not just keeping up with the Joneses. IPFW’s strong completion rates are significantly larger than its peers.

	<b>ICHE Completion Rate Percentage</b>			<b>LSA Revised Completion %</b>	
	<b>4 years</b>	<b>6 years</b>	<b>8 years</b>	<b>6 years</b>	<b>8 years</b>
IU-East	8.8 %	34.5 %	42.3 %	26.8 %	30.9 %
IU-Kokomo	16.4 %	28.9 %	44.6 %	25.1 %	29.7 %
IU-Northwest	12.2 %	33.5 %	42.2 %	23.8 %	31.3 %
IPFW	12.9 %	40.6 %	49.7 %	29.8 %	36.3 %
IU-South Bend	8.8 %	33.2 %	45.4 %	26.1 %	34.3 %
IU-Southeast	13.6 %	35.6 %	45.1 %	27.7 %	33.4 %
PU-Cal	11.8 %	39.6 %	48.3 %	31.7 %	37.4 %
PU-North Central	17.4 %	40.5 %	47.0 %	29.5 %	33.9 %
Regionals Mean	12.7 %	35.8 %	45.6 %	27.6 %	33.4 %
Regionals Median	12.6 %	35.1 %	45.3 %	27.3 %	33.7 %
IPFW Rank	4 <sup>th</sup>	1 <sup>st</sup>	1 <sup>st</sup>	2 <sup>nd</sup>	2 <sup>nd</sup>
statistical significance	ns	.01	.0025	.025	.01

Note: Statistical test is small sample test of mean t-test: ns= not significant, other values are the probability that IPFW’s average completion rate is not significantly greater than the average of all regionals’ completion rate. Sources of data: 2015 College Completion Report, p. 17-34 & LSA report, p.13-15.

The IPFW community is striving to improve its graduation rate, and the distribution of IPFW enrollees in Figure 6 demonstrates that graduation rates should continue to grow for our students. It is a complete disservice to IPFW that the LSA report began the discussion of IPFW’s graduation rates with the following sentence: “IPFW’s graduation rates (completion rates) are average for Indiana’s public universities but below the graduation rates for IUPUI and the IPEDS or ‘student right to know’ graduation rates for ‘comparable’ public universities” (12). The LSA report compared IPFW to non-peer institutions to show that IPFW was slightly below the median for all state public universities and below IUPUI. It is also a disservice that the LSA report did not even compare their own statistical revision to the peers they had chosen to highlight as

IPFW's peers on IPEDS data. Valid comparisons and superior data sources demonstrate that IPFW outperforms most of the regional campuses on four year completion, outperforms every regional peer and hand-picked peer on six-year and eight-year completion on ICHE's completion rate figures, and outperforms every peer except Purdue Calumet on the LSA's revised completion measure. Rather than being average as suggested by the report, IPFW completion rates are strong relative to its peers. This is the primary mission of our university and the IPFW community is succeeding.

The Working Group has misread the results of this most primary mission of our university. The premise behind shifting IPFW's governance to improve lagging performance is inaccurate. Consequently any governance shift would likely hurt a statewide Indiana University and Purdue University leader on degree completion. The Working Group owes it to the Trustees of Indiana University and Purdue University to fix this fundamental mischaracterization of IPFW in the LSA report and in the January 15, 2016, presentation of the findings to the IPFW community and to reevaluate its proposal to change IPFW's governance.

- **LSA Report Issue 3: Time to completion for most full-time graduates from IPFW is 150% to 200% longer than the “normal time” to complete degree programs.**

IPFW recognizes the importance of graduating students on-time. As Indiana's Commission on Higher Education notes, it keeps student debt down and speeds qualified citizens into the community, prepared for the cultural and economic needs of Northeast Indiana.

Having said that, IPFW is not IU-Bloomington or Purdue West Lafayette, nor should it be. IPFW provides many full-time workers and returning non-traditional students with an opportunity to get a great education and an Indiana University or Purdue University degree. This division of labor in higher education is important for the state and our community, and the life-long contributions of these graduates after their six year or eight year degree completion is significant.

This “issue” must be placed into context. This is especially the case when another key component of our student body that differs substantially from our peers and parent campuses is considered. IPFW earned the “Military Friendly School” designation and proudly has a substantial number of veterans as students. Experts argue that the military and American universities should not evaluate veterans' completion rates on the “normal” four-year rate because of the transition back to civilian life, redeployments, or National Guard or Reserve duty.<sup>xv</sup> IPFW's Military Support Services office supports veterans very well toward their educational and graduation goals, but the slower completion pace that scholars say should be expected end up counting against IPFW relative to peers with fewer veterans. This is a nice problem to have given how diligent and well-rounded our veteran students tend to be.

The LSA report and Working Group likely did not consider IPFW's larger veteran population relative to IPFW's peers. Table 2 shows that IPFW has nearly double and triple the number of Post-9/11 GI Bill and DoD Tuition Assistance Program recipient students as PU-Cal and IU-SE do.<sup>xvi</sup>

**Table 2: # of Post-9/11 GI Bill and DoD Tuition Assistance Program Recipients 2013-14**

	<b>IPFW</b>	<b>IU-SE</b>	<b>PU-Cal</b>
# of students in 2013-14	301	167	110

Helping students to graduate in four years remains a key IPFW goal. Table 1 demonstrated that the rate at which IPFW students complete their degrees is better than the rates of our peer institutions. The LSA’s analysis of completion rates also may not have fully considered the context of the IPFW student body, which may have valid reasons to take slightly longer to graduate.

- **LSA Report Issue 4: Addition and expansion of degree programs at IPFW have lagged behind the needs of businesses, government, and nonprofit entities of Northeast Indiana for qualified graduates at the bachelor’s, master’s and doctoral and professional degree levels, with the gap impacting at least 17 occupational fields and 15 degree and certificate programs.**

The LSA report spends considerable time discussing IPFW’s efforts to study and respond to the needs of Northeast Indiana employers and the community. The report also points to areas where IPFW should shift focus to respond to Northeast Indiana community and business needs.

It is our contention that IPFW can work faster and more efficiently to respond to community needs if we stay in our current governance structure. The many reports discussed in the LSA report guide the way toward program design and development to achieve these community needs. A strong IPFW can respond to needs with immediacy that would not be the case were faculty and staff designing the support services for two distinct universities, designing and adopting entirely new curricula, wrestling with building and infrastructure demands, as well as being bogged down in the numerous program review and accreditation demands that the plan outlined in the LSA report would bring. Rather than being more productive, the two new institutions would struggle to get traction enough to apply for grants or other opportunities as they would be saddled with endless paperwork and new university governance.

## **Conclusion**

The premise that IPFW has underperformed in recent years, as laid out in Trustee Berghoff’s and Mirro’s January 17, 2016, editorial in the Fort Wayne *Journal Gazette*, does not fit the evidence provided by the very data sources selectively used by the LSA report. If the premise is faulty, so

too is the narrative that IPFW needs a massive governance structural change. Consequently, the Trustees of Purdue University and Indiana University, as well as the citizens of northeast Indiana, need to reject the proposal put forward.

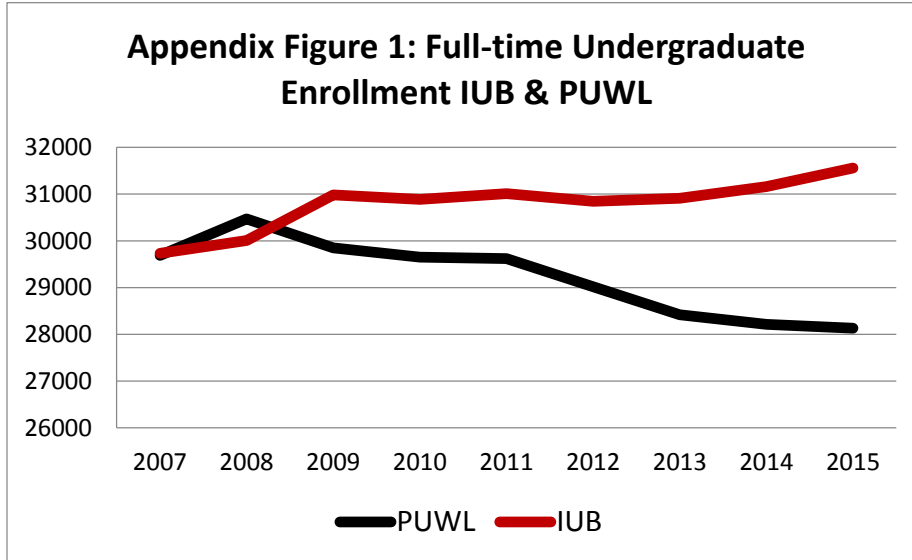
The faculty of IPFW are not opposed to change. What we oppose is change that is needless, costly, and damaging to the educational mission of the university. Such is the change proposed by the LSA report.

Let IPFW respond to the community and economic needs highlighted in issue # 4 above rather than trying to build two new universities with wasteful replication of infrastructure, staff, and spending. The strength of IPFW is evident in ways that the LSA report either misunderstood or mischaracterized. It would be a shame to disrupt the solid job that IPFW is doing educating the Northeast Indiana community. That is the primary mission of IPFW, and all other administrative reforms should take a back seat to evaluations of how IPFW does in this realm.

Further, Indiana University should not leave northeast Indiana and the state's second largest city as the only places in this great state without an Indiana University campus. IPFW is a great partner to both Indiana University and Purdue University and can continue to educate our citizens, engage our community, and improve all areas of this university. As our analysis demonstrates, the LSA report has mischaracterized IPFW's enrollments, R & D expenditures, and graduation rates. For all the reasons outlined here, the Presidents and Trustees of Purdue University and Indiana University should reject the LSA proposal.

## NOTES

<sup>i</sup> Data from Purdue University Enrollment Summaries, Fall 2007 – 2015, <https://www.purdue.edu/enrollmentmanagement/researchanddata/enrollmentsummary.html> & Indiana University Official Enrollment Reports 2007-2015, [https://www.iu.edu/~uirr/reports/standard/enrollment/official\\_archived.php](https://www.iu.edu/~uirr/reports/standard/enrollment/official_archived.php) both accessed January 21, 2016.

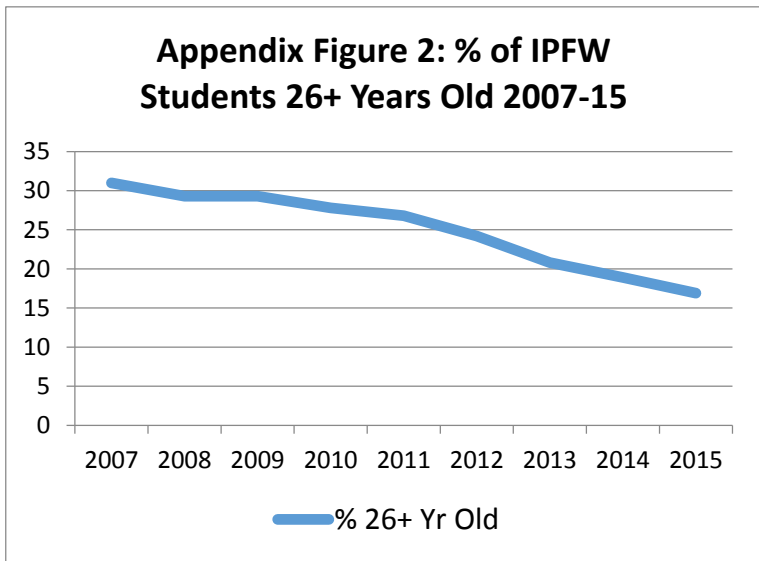


<sup>ii</sup> Findings from Indiana University Official Enrollment Reports for Fall of each years, found at: <https://www.iu.edu/~uirr/reports/standard/enrollment/official.php>, accessed January 19, 2016; IPFW at <https://www.ipfw.edu/offices/ir/statistical/>, accessed January 20, 2016; Purdue Calumet, <http://webs.purduecal.edu/oira/data-digest-2014-2015/students/enrollment-by-full-time-and-part-time/>, accessed January 21, 2016; <https://www.pnc.edu/about/enrollment-reports/>, accessed January 21, 2016 & James Dworkin's April 15, 2013 Purdue University North Central Strategic Plan Update PowerPoint. There are no Fall 2015 prepared for PUC or PUNC.

<sup>iii</sup> Bidwell, Allie. "College Enrollment Falls for Second Year in a Row," USA Today, Dec. 12, 2013. <http://www.usnews.com/news/articles/2013/12/12/college-enrollment-falls-for-second-year-in-a-row>, accessed January 21, 2016.

<sup>iv</sup> Bidwell, Allie. "College Enrollment Falls for Second Year in a Row," USA Today, Dec. 12, 2013. <http://www.usnews.com/news/articles/2013/12/12/college-enrollment-falls-for-second-year-in-a-row>, accessed January 21, 2016.

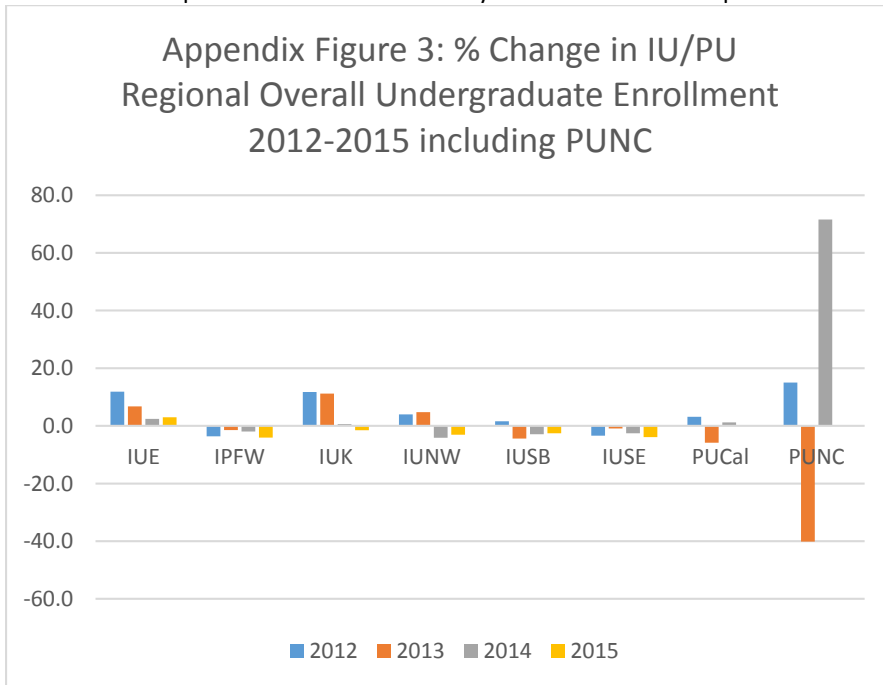
<sup>v</sup> See IPFW SIRS First Semester Report, 2007-2008 and subsequent years. <https://www.ipfw.edu/offices/ir/statistical/> accessed January 21, 2016.



vi

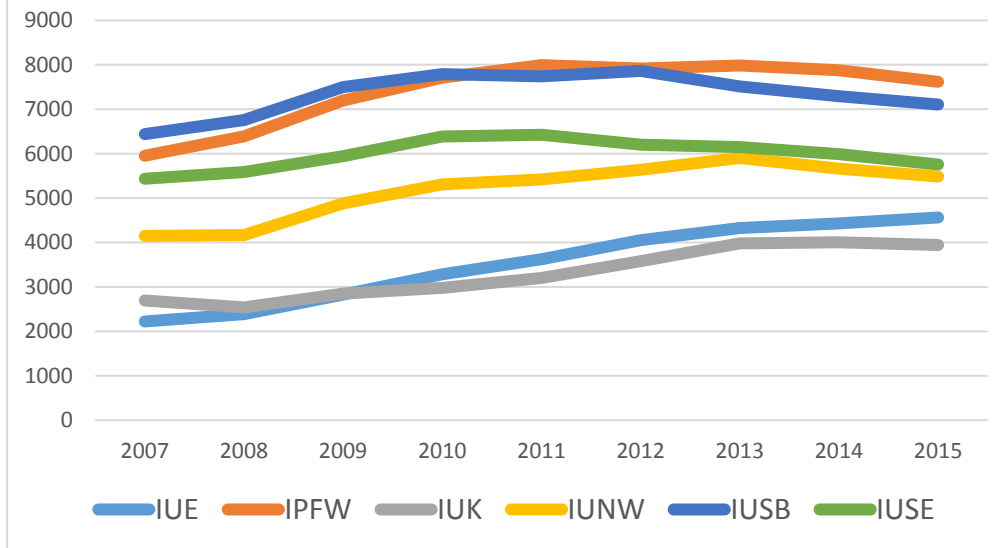
vii <https://www.ivytech.edu/files/14-15-Annualized-headcount.pdf>, accessed January 20, 2016.

viii The Following includes loss/gain percentage by year for Purdue North Central's enrollments. It is not included above because such wide swings in yearly overall enrollment throws off the comparative percentage difference that IPFW's comparisons would not be easily drawn with its other peers.



ix This figure includes only IU overall enrollments at IPFW and compares them to IU regional student overall enrollment.

Appendix Figure 4: IU Regional Campus Overall Undergraduate Enrollments 2007-15



<sup>x</sup> National Science Foundation Institutional Profile for IPFW.

<http://ncesdata.nsf.gov/profiles/site?method=report&fice=1828&id=f1> accessed January 20, 2016. The institutional profiles for the other institutions can be found through the institutional list:

<http://ncesdata.nsf.gov/profiles/site?method=showListOfInsts#P> accessed January 20, 2016. The first table on the profile provides the “Total R & D Expenditures” Rankings. The expenditures in dollars can be found under the “Data Tables” table on this same page. The link “by field: 2005-2014” takes the visitor to expenditures across each area of R & D expenditures. For Figure 8, the “All R&D Fields” line – the top line of the table – is used.

<sup>xi</sup> National Science Foundation Institutional Profile for IPFW & peer institutions

<http://ncesdata.nsf.gov/profiles/site?method=report&fice=1828&id=f1> accessed January 20, 2016.

<sup>xii</sup> <http://nces.ed.gov/collegenavigator/?id=151102#retgrad> accessed January 21, 2016

<sup>xiii</sup> Indiana Commission on Higher Education’s 2015 College Completion Report, p. 5.

<sup>xiv</sup> Small sample test of means provides the relevant test for significance. The difference of the mean of all of the regionals’ percentage completion and IPFW’s completion percentage are taken and divided by the standard deviation over the square root of the number of observations – see Janet Buttolph Johnson and H.T. Reynolds, *Political Science Research Methods, 7<sup>th</sup> edition*, Washington, D.C.: Sage CQPress, 2012, p. 409-413 for explanation and formula. The observed T-values were: ICHE 4 year (-.1625) ICHE 6 year (-3.266) ICHE 8 year (-4.375) LSA Revised 6 year (-2.396) LSA Revised 8 year (-3.075). Significance test is one-tailed assuming IPFW’s average is larger than the peers’ average and relevant critical values are found across 7 degrees of freedom on page 620 of Johnson & Reynolds book cited above.

<sup>xv</sup> Gregg Zoroya. “Study: Recent Veterans are Succeeding in College.” *USA Today*, March 24, 2014

<sup>xvi</sup> College Navigator, National Center for Educational Statistics,

<http://nces.ed.gov/collegenavigator/?id=151102#enrolmt>, accessed January 20, 2016.