

Minutes of the
First Regular Meeting of the Sixth Senate
Indiana University-Purdue University at Fort Wayne
September 15, 1986
Kettler G46

Agenda

1. Call to order
2. Approval of the minutes of April 14 and 21, 1986
3. Acceptance of the agenda
4. Reports of the Speakers of the Faculties
 - a. Purdue University - D. McCants
 - b. Indiana University - V. Coufoudakis
5. Report of the Presiding Officer
6. Committee reports requiring action
 - Agenda Committee (Senate Document SD 86-1) - M. Downs
7. New business
 - Nominations and Elections Committee (Senate Reference No. 86-1) - F. Codispoti
8. The general good and welfare of the University
9. Adjournment

Senate Members Present:

G. Bell, J. Carnaghi, J. Chandler, J. Clausen, F. Codispoti, V. Coufoudakis, L. DeFonso, R. Detraz, A. Dirkes, M. Downs, A. Finco, P. Flynn, W. Frederick, A. Friedel, H. Garcia, L. Graham, S. Harroff, J. Haw, M. Hayden, J. Hersberger, R. Hess, S. Hockemeyer, A. Karna, F. Kirchhoff, R. Kovara, M. Laudeman, C. Maile, D. Mauritzen, D. McCants, E. Nicholson, D. Oberstar, D. Onwood, R. Otten, J. Outland, K. Perry, R. Ramsey, M. Rosenfeld, D. Ross, S. Sayegh, D. Schmidt, J. Silver, J. Smulkstys, E. Snyder, K. Stevenson, J. Sunderman, M. Temte, J. Ulmer, J. Violette, K. Wakley, T. Wallace, J. Wilson, W. Worthley, P. Zonakis

Senate Members Absent:

M. Kubik, J. Owen, S. Usman, D. Wartzok

Parliamentarian: M. Mansfield

Faculty Members Present:

L. Balthaser, E. Cowen, M. Crouch, S. Hollander, J. Lantz, E. Messal, J. Moore, R. Svoboda

Attachments:

["Ad Hoc Committee on Academic Structure"](#) (SD 86-1)

"Results of Election of Ad Hoc Committee on Academic Structure" (SR No. 86-1)

Visitors Present:

J. Clinton, J. Dahl, M. Dinnerstein, E. Franklin, A. Montgomery, D. Worthley

Acta

1. Call to order: T. Wallace called the meeting to order at 12:00 p.m.
2. Approval of the minutes of April 14 and 21, 1986: The minutes were approved as distributed.
3. Acceptance of the agenda:

M. Downs moved acceptance of the agenda. Seconded.

The agenda was accepted as distributed.
4. Reports of the Speakers of the Faculties:
 - a. D. McCants:
 - (1) In May you received an announcement that Lowell Beineke has been named the Jack W. Schrey Distinguished Professor. Professor Beineke should be congratulated by this group and others on campus. I would like to remind you that the Purdue University Committee on Institutional Affairs played an important role in bringing this honor to this campus. Although formal legislation was not required from this body, proposals were required from this campus to cause a Distinguished Professorship to be created here. I express my appreciation to the Committee on Institutional Affairs for its leadership in that area.
 - (2) The Purdue University Committee on piece of business to be conducted: the Inter-Campus Faculty Council. members of the committee following Institutional Affairs has one to elect the representative to I would appreciate meeting with this meeting.
 - b. V. Coufoudakis:
 - (1) Professor Downs has been appointed by the Indiana University Board of Trustees as a member of the search-and-screen committee for a new president of Indiana University.
 - (2) The Indiana University Committee on Institutional Affairs is in the process of preparing the ballot for the panel for the promotion, tenure and sabbatical leaves subcommittees. I plan to ask Senator Haw to oversee the balloting process.

- (3) I would like to thank the faculty of Indiana University for electing me as speaker. It is the shortest speakership on record--I have submitted my resignation because of my appointment as assistant dean of the faculty. I think there is some incompatibility in the two roles. Thank you for your support. My resignation will be effective as soon as a new speaker is elected.

5. Report of the Presiding Officer:

- (1) Fall-semester enrollments were down in headcount by 1.5% and in student credit hours by 2%. We budgeted for that decline and, therefore, the financial ramifications in terms of having to go to deans and directors for the returning of dollars will not have to be done. I will make an editorial comment, in that I think it behooves us, in view of the enrollment over the past two years, to spend a great deal of time on the enrollment-management program this year. I will speak about that a little bit later. My analysis of the situation is that one of our problems is not so much with the enrollment as with the degree programs that the institution has been permitted to offer. We are offering, in my judgment, the wrong menu of programs for this urban area. I assure you that that will get a great deal of attention. I think that the work at the undergraduate level to stabilize enrollments just has to be one of our most significant efforts this year.
- (2) Senate Document SD 85-18 (IPFW Academic Regulations and Procedures). I have discussed SD 85-18 with President Beering. He has promised me that he will quickly appoint somebody from that campus to work with us on the proposed set of academic regulations--in particular, we will be looking at the method of storing student information and how we modify some policies and procedures. I am hopeful that by the next meeting I can report to you about how we can approach some of these differences in student academic regulations.
- (3) Senate Document SD 85-20 (Reporting Line of the Affirmative Action Officer). I have made a decision that the affirmative-action officer will report directly to the chancellor. I will be reporting to you at a later date on some of the expanded responsibilities of the affirmative-action officer. My view is that that person should be involved in working with some particular projects we have in mind in the community dealing with affirmative action. I have met already with the head of the Urban League and the NAACP to talk about some things that this institution can do with minority programs.
- (4) Concern was expressed for the Weekend College and the Accelerated High School Studies programming relative to their reporting lines. It is my wish that we do some things with what I will call nontraditional programming--off-campus programming, noncredit programming, and use of media, like television. We will be looking at the administrative responsibilities with those programs, working through the director of continuing education. Concern was expressed as to what this would mean. I would say to you that, on the other side

dealing with the academic programming, there will be an enhanced effort made at increasing that kind of programming with the creative academic programming, which is essential, obviously, being a responsibility of the deans and directors. Therefore, the vice chancellor will be responsible for making sure that the administrative support for some of this enhanced programming be delivered through the director of continuing education. We will also see more responsibility being placed on the deans and directors to come up with creative programming in those areas. Only two million out of twelve million students are the traditional, full-time, four-year people on residential campuses. We have to look at our delivery systems. In particular, I have asked people to look at television in terms of how that could be used. In my previous position as academic vice president, during the planning and budgeting process--and I will say that you will see this next year--that we had in the planning process of the budget, understandings with each dean as to the level of activity in each of these areas: summer school, noncredit continuing education, off-campus work, and that these were the responsibilities of the academic sector to develop that program. We had understandings as to the level of dollars, the number of credit hours, and in continuing education, for example, the amount of revenue. So we will be enhancing that responsibility of the deans for creative academic programming and working with the faculty and the chairs, and we will also be putting additional responsibility on the director of continuing education for efficient and effective administrative support. The vice chancellor will sit and bring those together.

I was asked to comment on the fine-arts building. I think that that is going very well. We had representatives from the main campus of Purdue University and the Higher Education Commission on campus last week. It is still Purdue University's number-one priority. There was some confusion and rumor that resulted from the Indiana University Trustees meeting that seemed to indicate it was to be an off-campus facility. The wording on that resolution was not very clear. We did not see the resolution, by the way, until about 10 minutes before the meeting, or we would have worked to correct it. The wording of the resolution really indicated that we were converting from an off-campus site for the fine-arts complex to the on-campus. So everything is going very well. We feel the Commission still has some questions, but I think everyone at West Lafayette and this campus is working hard to see that that comes to pass. There is still the question of what we do about a fine-arts theatre because that is not in the proposal. We will be addressing that need with some sort of strategy during this year. I think I could report back to you on that strategy by the first of January.

Other projects: we have moved ahead with planning for a laboratory complex dealing particularly with engineering and science. We hope to have that in another few months in a reporting phase. A lot of people have been working on that.

- (6) Senate Document 85-14(A) (Amendments to the Constitution of the Faculty: Clarification of Professional Studies). SD 85-14(A) has been discussed with President Beering. I am running into a little bit of a problem there because I have been informed that we're trying to amend something that has never been formally approved by the boards of trustees of the two institutions. I will take that up with the Agenda Committee at our next meeting. That, by the way, has been mentioned to me on a couple of occasions by President Beering, so I will work with Senator Downs to try to work out a way to deal with that.
- (7) A question has been raised regarding the reporting line of the dean of student services. . . . Because of my past experience of an unhappy nature where student services had separate reporting to a president or chancellor, where they seemed never to be integrated with the academic program, and where they seemed never to be very much in tune with what they should be in tune with, I feel very strongly that I would like to try, again by putting more responsibility on the back of the vice chancellor and dean of the faculty, to present integrated programs of student academic services and student activities. Certainly one of the problems we are going to have to deal with, and I will talk about it a little later, will be how to make this campus more vital to the undergraduate student outside the classroom. I am looking for the dean of student services to work with the academic deans and directors to begin work on a number of things I'll get to later on in the presentation. I will be having, at the end of this month, my first monthly meeting with what I am calling the chancellor's executive committee, which is really the staff in my office. That committee will include the dean of student services as well as the affirmative-action officer and the alumni director. I feel that the dean of student services will have access to me directly, and he will have input into our planning. I would hope that this arrangement would not result in the dean of student services' having less interaction directly with the chancellor. I have asked to meet him and he has asked to meet me. I don't think this change in reporting line should have any negative impact. . . .
- (8) Reorganization committees. I would like to report to you that the department chairs will meet for the first time this Wednesday. The Academic Officers Committee has already had its first meeting. We will be attempting to meet a November 1 deadline. It has been expressed to me a concern that a November 1 deadline is a very short time. Rather than stop and debate that, I would like to go on and see how we are doing. If we run into October 15 or close to November and have some real problems, we'll take a look at it. I have taken the position with the committees and people who have brought this up that I do not think that the question of what structures we should have is a very complex issue. This is not the first time we have dealt with this question. As I go through our programming and compare it to other urban institutions that have the same programming, we can almost begin by ticking off what seem to be natural for an institution like this. I think we will just keep pushing on to see what we can do. Professor Downs did a nice job in a memo he wrote to me about listing the kinds

of questions that have to do with policies that need to be resolved. I think his point was well-taken. I think we are going to try to take the position that after faculty are organized into schools, that the faculty of those schools would, at whatever pace is comfortable for them, go to work on a series of policy-and-procedure changes that they are comfortable with. I think if you put those as prerequisites for deciding on structure, it probably would be very difficult to make people feel secure in going on with the process if we were going to not have an acceptable outcome while spending two or three years in the process. So my approach would be up-front to say to people that we will continue the policies, procedures, and curriculum procedures as they are. Having faculty members from both universities with both programming under one dean is not all that different if you stop and think about the fact that the vice chancellor and dean of faculty as well as the chancellor have had to deal with this for some time. I would hope that we could get deans who are primarily concerned with moving the institution forward and could indeed handle it as the vice chancellor and chancellor would have them do.

I would like to announce that the Purdue University Board of Trustees approved my recommendation for appointing Len Iaquina as director of development. During the summer we had a national search for director of development. We had over 60 applications. We had some very fine people. Len Iaquina is presently director of alumni affairs at City University of New York in Brooklyn. He is from Wisconsin. He has been with Northwestern University and Columbia University, in addition to CUNY. I think we have a national-calibre person who has won national recognition for some outstanding work both in alumni and annual giving. He will be with us 1 October and will be working towards having an annual fund-raising campaign kickoff next fall. I am very happy we were able to attract Len.

- (10) I would also like to announce that I have approved certain research-incentive policies to be implemented next 1 July. We are still looking at this question. I wanted to say to you that having been in institutions that were interested in increasing their research and increasing their sponsored money for research, that we have to build faculty incentive to get the faculty, the chairs, the deans to address this. The policies that I have approved that will be implemented next year would include sharing with the departments and the deans the overhead that is collected by the university from external grants and contracts. Rather than departments' feeling that the money they bring just goes into that central pot, there will be a certain percentage that goes back to the department, a certain percentage to the school or division, and the vice chancellor will keep a part. That money will be used to stimulate more research. The same way we will be putting back to the departments the purchased faculty time that appears on the grant contracts. So that means that the departments can plan, too. If they submit some grant or contract proposals, and bring in a certain number of dollars to release faculty from teaching to do research, that money will go back to the departments. I have asked the vice chancellor to continue working with the

deans to identify other incentives that we can put into this to stimulate more proposals being written to support research as well as instructional programs.

- (11) I will also report to you that last week the Purdue University Board of Trustees approved the change of the names of electrical and mechanical technology programs. The names will be mechanical engineering technology and electrical engineering technology. Other institutions in the Purdue system have not changed.

Other than saying to you that it is a privilege to be before you today and saying to you I am enjoying my work immensely, I think that concludes my remarks. Is it usual procedure for me to take questions? I thought there might be a few.

A. Finco: On the matter of fine arts, were you aware of the Senate's discussion on the matter, and was that conveyed to the Commission and whoever else might have been involved in discussions?

T. Wallace: That the building be on the campus? Yes, that is the way it has gone forward. . . .

M. Downs: In regard to the negotiations, or discussions, that will take place between President Beering's designated representative and people on this campus concerning the proposed single academic regulations, have you named someone to represent us?

T. Wallace: No I haven't. I asked them--because this was a sensitive issue and had been sort of pushed aside--I asked that that person contact me directly. I wanted some initial discussions. I would like to know whether we are debating those or whether we are simply implementing those.

I wasn't clear whether President Beering was saying "There is no problem with that. Go implement it," or whether he was saying, "There will be a discussion of them." I wanted to take the first telephone call on that, and then we can move from there.

M. Downs: If we do have to move from there, I would like to suggest at some point that the Educational Policy Committee, which was responsible for developing these regulations, be involved in the process.

My second question has to do with the reporting line of the Weekend College Director and the Accelerated High School Studies Director. I think I understand what you have in mind. This summer I received from Vice Chancellor Nicholson a letter which said there would be discussion concerning that. Once again, both of those programs were established through the Senate with the participation of the Educational Policy Committee. I wonder if it were your intention at some point to explain in detail what changes have taken place?

T. Wallace: I certainly wouldn't object to that, but I think one of the points that I would like to raise is that, as I read the wording of the document that indicated that that group would report to the Vice Chancellor, I don't believe the word "directly" was used. It seemed to me the wording did not violate putting the director of continuing education between the vice chancellor and the administrator running the program. I have no problem discussing that with a group at all. When I first came here and started talking with people about who is responsible, for example, for noncredit programming, it was clear to me that the lines of responsibility dividing administrative and academic initiatives had not been established. This is what I am trying to do. I am of the opinion that you cannot get faculty involved in nontraditional programming, whether it be off-campus, TV, or noncredit, if they have to carry a large administrative burden, which often occurs in these kinds of programs. So I am moving in the direction, philosophically, which I would be glad to discuss with a committee, where we would give maximum administrative support to the faculty, where we would give to the deans and directors the responsibility for identifying those people on the faculty who have an interest in such programming and who are more capable of creating some innovative programming. That's really the key. If you don't have people who really want to do it, and this is another area where I am talking about incentives for the faculty for doing this, then it doesn't occur. I didn't really feel there was a violation of the written word on that. I'd be glad to sit with that group and talk about that. I would really commend the institution on Wade Fredrick's financial page where it shows how you are handling the incentive program by putting money back into the departments. There are not very many institutions that do that. . . . I think in order to allow more of that activity, particularly the television station that we have, we have to put the responsibility for the programming on the faculty chairs, deans, and directors, and then maximize the administrative support so they don't have to get involved in registrations and publicity and all of the nitty-gritty that occurs.

K. Bordens: Can you comment on the status of the animal building?

T. Wallace: The dedication is tomorrow. From everything I have heard it's going along fairly well. They are having problems getting power to the building, but I have been amazed that they have moved as quickly as they have. John, do you have a date on that?

J. Carnaghi: It appears that we will take ownership of the building at the end of this month. We still have not outfitted the building. We have a request to West Lafayette to provide funds for the basic outfitting. I am told by Purchasing that it will take six weeks to three months for some of the items. We should be totally prepared by the beginning of next semester.

R. Hess: Your comments about the fine-arts building and Purdue having this as their number-one priority, if it's a number-one priority is it currently a number-one priority minus the theatre?

T. Wallace: Yes.

R. Hess: What would the theatre add to your building request?

T. Wallace: In terms of dollars, \$5.2 million.

J. Carnaghi: The total to replace the existing facilities is \$4.86 million and another \$5.2. We thought our chances, and these were written by the presidents, were far better to replace that which is rather than trying to get that plus the theatre for \$10 million. This facility will be built with expansion capabilities. . . .

T. Wallace: We did ask the architect, if you looked at the schedule for constructing the building, did we have a year in which we could attempt to raise that money for the theatre. He said yes. We will try to report back to you in another month or two a little more information on that. There are some things we are looking at. We have not given up the idea of doing the theatre. . . .

F. Codispoti: In talking about continuing education and Weekend College, you also mentioned summer school. In the last few years here, it seems summer school has been shrinking. It seems as if there is almost a multiplier effect. Students can't get the courses they want because there are fewer courses, so they take fewer courses. I wonder if you have formulated any views on this.

T. Wallace: That whole category that I spoke about is something that I am in the process of reviewing. I think in an urban institution you should be open close to 365 days a year, doing teaching, research, and service. I would say to you that I am very impressed with the number of hours in a day this campus is utilized. Again, that whole area of what I would call nontraditional students and nontraditional programs is something I feel very strongly about and will be looking into in great detail.

6. Committee reports requiring action - Agenda Committee (Senate Document SD 86-1 - M. Downs):

M. Downs moved to approve SD 86-1 (Ad Hoc Committee on Academic Structure).
Seconded.

Motion passed on a voice vote.

7. New business - Nominations and Elections Committee (Senate Reference No. 86-1 - F.- Codispoti):

The Nominations and Elections Committee conducted the election of the Ad Hoc Committee on Academic Structure (see SR No. 86-1, attached).

8. The general good and welfare of the University:

W. Frederick: I would like to take exception to recommending only tenured faculty to serve on committees. I hope this isn't a precedent we are setting for the rest of our

committees. I hate to see that provision. I am tenured, and I appreciate the title "tenured" as opposed to "senior," but I think it's not a good idea to do that for our untenured faculty members.

M. Downs: I have two items I want to comment on. The first has to do with the Multipurpose Building. I am a constant user of the building, and this summer . . . there was no cooling system. It was an intolerable situation if you wanted to exercise. I talked with David Skelton and I talked briefly with Mr. Katter. The problem is not a problem that can be solved by people on this campus. I guess a contractor is going to have to be retained in order to make the building livable. Even in the offices, the heat was more than people should have to put up with. I would like to urge those with this responsibility to move forward on the problem. It is a very serious problem.

The other matter keeps faith with a promise I made several years ago. There is a temporary parking lot on this campus which I feel is not necessary and is unaesthetic. What we have had is three years of declining enrollments, three years in which additional parking has been added. This fall I traveled around all hours of the day, and there is plenty of parking on this campus if people are willing to walk a little bit. Certainly if new buildings are erected they are not going to be placed in the river or on the bypass, and this parking lot would become even less necessary than it is today. I call the attention of those with that responsibility to this situation. I think there is continued feeling of many faculty that that parking lot is unnecessary and should be phased out sooner or later.

T. Wallace: You certainly get a different view as to whether it is necessary or not depending on who you talk to.

J. Carnaghi: As of Friday, we have issued 500 more parking passes than last year even though we have 350 fewer people who are here. We do have a substantial increase in continuing education. This year we issued 10,085 passes and over 5,000 to continuing education.

A. Finco: On the other hand, if you're ever to the north part of the campus, there are acres, it seems, of empty parking.

T. Wallace: Jack Ulmer has a group that is looking at the out-of-class activities available to students including the use, or lack of use, of the union, and maybe look at the cafeteria. Also, I am asking for recommendations on the Multipurpose Building in terms of hours. We are going to work with Students' Government to extend the hours as we get into colder weather. Also, part of Jack's charge will be to look at the river and how the river can play an important part of the future of the institution. I think that is what you are getting at: that the area surrounding the river could be better used than for a parking lot. I think that is one question, and the other question is, "How many parking spaces do we need?" So I hope that by this time next year, Senator Downs, we would have a proposal to beautify the river bank and put grass back on that parking lot or else have it paved and have the question done with it. . . . Jack may want to bring in

somebody from the outside to talk about how we can develop the river to its proper use. I would agree with you that there's got to be something developed out there to make use of the river. . . . I looked at the master plan of this place which was done a long time ago. It really is inappropriate. It calls for 20 or 30,000 students. An architect had a lot of fun doing that, but it doesn't fit. . . . I am very sensitive to the use of that river for something other than parking. We'll take a look at it.

9. Adjournment: The meeting was adjourned at 1:05 p.m.

Respectfully submitted,

Barbara Blauvelt
Secretary of the Faculty