

**Indiana University-Purdue University Indianapolis
Indianapolis Faculty Council (IFC)**

Minutes

December 6, 2016 ~ Campus Center Room 450A ~ 3-5 p.m.

Faculty and Guests Present: Doug Acheson, Gregory Anderson, Rachel Applegate, Leslie Ashburn-Nardo, Tina Baich, Mark Bannatyne, Andy Barth, Ed Berbari, Amy Emily Lynn Blevins, Camy Broeker, Troy Brown, Angela Bruzzaniti, Dwight Burlingame, Sharon Calhoon, Ken Carow, Amber Comer, Thomas Davis, Cornelis De Waal, Rebecca Dixon, Gregory Druschel, Joseph Dynlacht, Rob Elliott, Jennifer Embree, Andy Gavrin, Gina Gibau, Anita Giddings, Philip Goff, Charles Goodlett, Joan Haase, Jennifer Herron, Erik Imel, Kathy Johnson, Josette Jones, Mark Kaplan, James Klenner, Sarah Koskie, Joan Kowolik, Mosopefoluwa Ladapo, Suzann Lupton, Jane Luzar, Joyce Mac Kinnon, Lindsey Mayo, Stacy Morrone, Bethany Neal-Beliveau, Megan Palmer, Nasser Paydar, Tod Perry, Rebecca Porter, Stephen Randall, Simon Rhodes, Eva Roberts, Ryan Rybarczyk, Li Shen, Saba Siddiki, Peggy Stockdale, Kate Thedwall, Mark Urtel, Ruben Vidal, Amy Warner, John Watson, Ken Wendeln, Kim White-Mills, Marianne Wokeck, Michele Yip-Schneider, Ayoung Yoon

Members Absent: Kacy Allgood, Robert Barr, Janice Blum, Ben Boukai, Terri Bourus, Andrea Copeland, Valerie Eickmeier, Anthony Firulli, Amanda Friesen, Jan Froehlich, James Gladden, Claudia Grossman, Raymond Haberski, Paul Halverson, John Hassell, Jay Hess, Reinhold Hill, Andy Hudman, Robin Hughes, Stephen Hundley, Richard Jackson, Jeremiah Jagers, Benjamin James, Kevin Jones, Andy Klein, Leonidas Koniaris, Daniella Kostroun, Alan Ladd, Wei Li, Chen Lin, David Malik, Marc Mendonca, Willie Miller, Robert Minto, Miriam Murphy, Megan Musgrave, Jim Nehf, David Nelson, Robin Newhouse, Bill Orme, Mathew Palakal, Kristi Palmer, Amir Pasic, Michael Patchner, Christine Picard, Lynn Pike, William Potter, Rick Ralston, Taylor Rhodes, Laurence Richards, Lilliard Richardson, David Russomanno, Dan Rusyniak, Jim Scheurich, Ross Silverman, Robert Siwiec, Jodi Smith, Deborah Stiffler, David Stocum, Sean Stone, Joseph Unthank, Thomas Upton, Diane Von Ah, Emily Walvoord, Jeff Watt, Ron Wek, Clark Wells, John Williams, Jr., L. Jack Windsor, Frank Yang, Michael Yard, Hiroki Yokota, Domenick Zero

Agenda Item I: Welcome and Call to Order

IUPUI Faculty Council President Rachel Applegate called the meeting to order.

Agenda Item II: Adoption of the Agenda as the Order of Business for the Day

The Agenda was adopted as the Order of Business for the Day.

Agenda Item III: Approval of the IFC May 3, 2016, Minutes

Minutes of the May 3, 2016, meeting were approved and entered into the record.

Agenda Item IV: 50th Anniversary Celebration Update

Becky Porter, Co-Chair, Steering Committee, IUPUI 50th Anniversary Committee

- Becky Porter asked members of the council to complete a questionnaire related to the 50th anniversary celebration. Suggestions provided by council members will be used to help formulate how the campus will honor IUPUI's past, celebrate IUPUI's present, and envision IUPUI's future at the anniversary celebration from July 2018 through June 2019. The guide for IUPUI 50th Anniversary Input is appended hereto.

Agenda Item V: Updates/Remarks from the Chancellor

Nasser Paydar, Indiana University Executive Vice President and Chancellor of IUPUI

- Chancellor Paydar read from a prepared statement, a copy of which is appended to the minutes.
- Updates on items were provided:
 - School of Medicine – In a recent letter, President McRobbie reaffirmed the history and policies that govern IUPUI and IU School of Medicine promotion and tenure and faculty grievance procedures. He indicated that under shared governance, the IUPUI faculty, which included and still includes IU School of Medicine faculty, established promotion and tenure and grievance procedures. Changes to these procedures cannot be made unilaterally. As of right now, the promotion and tenure and grievance procedures for IUPUI and IU School of Medicine remain unchanged and in place.
 - IPFW went through a multiyear review and a decision has been made to restructure that campus into two parts, two campuses—one governed by Purdue University and the other governed by Indiana University. The Indiana University programs will be all health related programs including medicine, nursing, dentistry, and the life sciences types of programs. This is just approved by IU Trustees last Friday and still needs to be approved by Purdue Trustees. It is also subject to state support with new state appropriation. All of the home schools of the health programs are at IUPUI. We will have a role in guiding and helping our colleagues and programs there.
 - Fair Labor Standards Act (FLSA) – IU collectively as a university decided to increase the pay of post-docs and staff to the minimum level. An injunction postponing the effective date of this increase was issued in November. The Department of Labor has appealed the injunction. We, at IUPUI, have decided to go ahead with that raise and have done so and are waiting to see what will happen.
 - Executive Searches:
 - Vice Chancellor for Student Affairs
 - Candidates have participated in on-campus interviews; a decision is forthcoming.
 - Vice Chancellor for Finance and Administration
 - The committee hopes to conclude the search and make an announcement before the end of the calendar year.
 - Associate Vice Chancellor for Undergraduate Education and Dean, University College
 - Three candidates have been identified. Visits should be finished by the end of the week of December 5.
 - Dean of Health and Rehabilitation Sciences
 - The search is underway. Interviews and on-campus visits should take place in February.
 - Crimson Card (JagTag) – IUPUI has been granted an exception to the final design. The front of the card will read IUPUI and will include an image of a jaguar. Thanks were extended to individuals who advocated with representatives from IU Bloomington to ensure the design of the card would be reflective of the IUPUI campus.
- Chancellor Paydar concluded his remarks by thanking everyone for their hard work during the past year and inviting council members to attend the campus holiday celebration on December 14 in Campus Center 450.

Agenda Item VI: Updates/Remarks from the IFC President

Rachel Applegate, IUPUI Faculty President

- President Applegate advised members to use caution when receiving invitations to review, be on boards of editors, or participate in journals unless you know who is published in that journal. Members should not lend their credibility, or the credibility of IUPUI, to “spam/predatory” journals. Questions should be directed to the University Library.
- Results of the recent University Faculty Council meeting were shared. Topics included:
 - Sexual Harassment Policy
 - IU Bicentennial Priority Two: Community of Scholars
 - Potential changes involving IPFW
 - Student mental health services and student food and security (i.e., PAWS Pantry)

Agenda Item VII: IU Online

Sharon Calhoon, assistant vice president for University Academic Affairs; director, Collaborative Academic Programs; and Chris Foley, assistant vice president and director, Office of Online Education

- The discussion regarding IU Online began with a question-and-answer forum led by Margaret Ferguson, Interim Senior Associate Vice Chancellor for Academic Affairs.
- Sharon Calhoon directed members to: <https://uaa.iu.edu/academic/program-development/collaborative-programs.shtml> (Academic Program Approval Process Developing Collaborative Academic Programs) to learn more about the online course development process.
- Chris Foley guided the members to the handouts, copies of which are appended hereto.
- Additional discussions followed, and answers were provided by the panelists.
- President Applegate thanked the Dr. Calhoon and Mr. Foley and informed the council that this topic will be revisited, likely in February. She also invited members to contact her or Margie Ferguson with questions.

Agenda Item VIII: Call for IFC or UFC Standing Committee Reports

- Victoria Champion, chair of the Research Affairs Committee, provided an overview of tasks the committee has attended to over the past year, including:
 - Changes to the common rule
 - Tracking of research efforts
 - T32 grants
 - Signature centers
 - Subcontracts
 - Purchasing
 - Changes in internal grants (information will be posted on the OVCR website in the near future)

Dr. Champion concluded her presentation by informing members that the committee will meet on December 12, 2017. If any of the members have concerns, they were encouraged to forward those to her.

- Kim White-Mills, chair of the Faculty Guide Committee, reviewed changes made to the Faculty Guide, most recently updated on July 1, 2016. Several of the updates were highlighted:
 - The document is now called the Faculty Guide – not the handbook

- The guide was moved to an online format which is easily located on the IFC website
- Policies added were: nepotism, laboratory safety, transfer of credit completed at the 100 and 200 level (Policy ACA-56), and Section 4, IUPUI Grade Replacement Policy.

Dr. White-Mills extended her thanks to Karen Lee and Stephen Towne for their assistance in reviewing and updating the guide.

Agenda Item X: Question/Answer Period

- President Applegate was asked to elaborate on the topic of mental health programs for students which had been discussed at the recent board of trustees meeting.
- Undergraduate Student Government President Ladapo requested additional information about the changes that will be made to the JagTag. Anastasia (Stacy) Morrone provided updates.
- Dr. White-Mills requested additional clarification about the division of the IPFW campus and how that might affect tuition benefits.
- Simon Rhodes inquired about using the backside of the crimson card and possibly partnering with business in an effort to generate funds.

Agenda Item XI: Unfinished Business

There were no unfinished business items.

Agenda Item XII: New Business

There were no new business items.

Agenda XIII: Report from the IUPUI Staff Council

Jim Klenner, president of the Staff Council, provided an update from the most recent staff council meeting:

- Chancellor Paydar gave his annual presentation to the Staff Council.
- The Staff Council will host an open house on Wednesday, December 14.
- Kristy Beach will chair a committee to provide input for the 50th anniversary celebration.
- Unlike faculty, staff members, upon retirement, are unable to retain access to IUWare—a decision made not by IU but by Microsoft. When asked about possible changes to that policy, representatives from Microsoft were unable to provide an answer at this time. The matter is pending.
- IUPUI Sustainability Director Jessica Davis and Butler Sustainability Coordinator McKenzie Beverage presented "[University Collaboration to Scale Food Waste Collection on Campus and in the Community](#)" in October before a panel of judges in Baltimore at the Association for the Advancement of Sustainability in Higher Education Conference and Expo. Their efforts were rewarded with a \$50,000 prize.
 - President Applegate asked Mr. Klenner to see if there would be a way for Ms. Davis and Ms. Beverage to reach out to the trustees as food rescue was a recent topic at a Board of Trustees meeting.
- A bee hive has been added to the New York Street campus garden.

Agenda XIV: Final Remarks and Adjournment

With no further business appearing, a motion was made to adjourn. The motion passed and the meeting was adjourned.

Minutes prepared by Academic Affairs Coordinator, Lori Klosterman
INAD 5002/278-6090/fcouncil@iupui.edu/<http://www.iupui.edu/~fcouncil>

A Guide for IUPUI 50th Anniversary Input

IUPUI's 50th Anniversary Year

IUPUI will celebrate the 50th anniversary of its founding in the year prior to Indiana University's Bicentennial, offering an opportunity to celebrate both milestones in an integrated manner. The anniversary year will begin on July 1, 2018, feature several signature events, and continue through June 30, 2019. The overarching goals of the 50th Anniversary will be to:

- Chronicle, document and explore IUPUI's history – both positive aspects as well as more difficult periods. This work will be led by an IUPUI Campus History Committee.
- Celebrate and recognize the accomplishments of faculty, staff, students, and alumni throughout the past 50 years.
- Inspire and engage students, faculty, staff, alumni, donors, community members, and peers through signature events, commissioned works of art, special lectures, and other activities planned for the 50th Anniversary. Events are intended to strengthen, rediscover, and create new campus traditions that help to distinguish IUPUI from other urban campuses.

The IUPUI@50 Steering Committee

To ensure maximal engagement of members of the IUPUI community as well as alumni, retired faculty and staff and community partners in the 50th Anniversary, a Steering Committee was appointed in September 2016. The committee includes members from numerous constituencies, including IUPUI representatives to the IU Bicentennial Planning Steering Committee to maintain alignment between these milestone anniversaries. The committee reports to the chancellor. The broad charge to the committee is to develop a set of recommendations, for consideration by the chancellor, concerning how IUPUI should mark and celebrate its 50th anniversary. Following receipt of this report, the chancellor will appoint one or more further committees charged with advising and overseeing the implementation of the recommendations.

The committee's report to the chancellor is due on December 23, 2016. The 50th Anniversary Steering Committee is charged:

- To recommend specific themes, goals and objectives for signature events and activities, including specification of areas where the 50th Anniversary should have an impact for the city of Indianapolis and our state.
- To recommend how these themes, goals and objectives can be reflected in activities at the school, department and unit levels, and how these should be aligned with the main campus planned activities.
- To identify ongoing or planned initiatives or programs at IUPUI that can be incorporated into 50th Anniversary planning, and to recommend a general calendar of events for the 2018-19 academic year.
- To recommend how to enhance and expand the historical record of the campus, in collaboration with a reinstated IUPUI Campus History Committee.
- To suggest individuals, events, locations, etc. that should be honored or recognized during the 50th Anniversary.
- To coordinate with the Welcoming Campus Initiative to recommend in commissions, public art, and campus beautification projects to be launched in the 50th Anniversary year.

- To solicit input from campus constituencies and partnerships within the city, state, nation and from key global partnerships to engage them in the 50th Anniversary planning process.
- To recommend structures for administrative and oversight of 50th Anniversary planning.
- To provide broad advice on the marketing and promotion of the 50th Anniversary and the activities of the Anniversary Year including recommendations for a logo, an IUPUI@50 website, as well as engagement of various constituencies through social media.
- To produce a tangible commemorative printed volume chronicling 50th Anniversary events, similar to *The Price of Progress* for the 40th Anniversary, such that the story might be shared with donors, alumni, and others in the form of a tangible gift.

Your Input Needed

The IUPUI@50 Steering Committee is seeking input on recommended activities, events, and initiatives that will unfold during the anniversary year (July 1, 2018—June 30, 2019).

Specifically, input is sought in the following three categories: (1) Honoring our past; (2) Celebrating our present; and (3) Envisioning our future.

1. What activities, events, and initiatives do you recommend to help IUPUI in *honoring our past*?
2. What activities, events, and initiatives do you recommend to help IUPUI in *celebrating our present*?
3. What activities, events, and initiatives do you recommend to help IUPUI in *envisioning our future*?

Please submit completed document to Shirley Yorger (syorger@iupui.edu). More information is available at <https://chancellor.iupui.edu/initiatives-celebrations/iupui-at-50/index.html>.

Remarks to the IUPUI Faculty Council

Nasser H. Paydar

Chancellor

Tuesday, December 6, 2016

Campus Center 450A

3:00 to 5:00 pm

1. THE ELECTION

Good afternoon. Before I share my regular update, I would like to present some prepared remarks. Because of the nature of the issues I will be discussing, it is important that they be included in their entirety in the minutes of today's meeting.

This year, we experienced an especially bitter, divisive, and partisan election season in which candidates used language unprecedented particularly in presidential politics. Regardless of our own political beliefs, we at IUPUI remain unwavering in our commitment to ensuring a welcoming, safe, civil, and inclusive community for all of our students, faculty, and staff members.

2.1 IUPUI RESPONDS: MESSAGE TO CAMPUS

On Monday, November 14, I issued a statement to all IUPUI faculty, staff, and students reaffirming that commitment.

Dear IUPUI Faculty, Staff, and Students,

At IUPUI, we remain unwavering in our commitment to ensuring a welcoming, safe, civil, and inclusive environment for faculty, staff, and students. Even when we disagree, we must strive to do so with mutual respect and civility. Open dialogue is central to

academic freedom and our educational mission, and it shapes and reflects our intellectual community at IUPUI.

To this end, we are organizing a Town Hall meeting not only to provide a forum for discussion but also to share guidance and resources with the campus community as we process the results of the recent presidential election. Regardless of your political affiliation, this forum will provide an opportunity to continue the open dialogue that has distinguished our campus since its founding nearly 50 years ago. The Town Hall will take place on Thursday, November 17, from 10:00 to 11:30 a.m., in the Campus Center Theater. I hope you can join this important conversation.

Regardless of current events, we are dedicated to our fundamental mission to advance the state of Indiana and the intellectual growth of its citizens to the highest levels nationally and internationally through research and creative activity, teaching and learning, and community engagement.

As the season of Thanksgiving draws near, I extend my gratitude to members of the IUPUI community. You reflect our campus's core values of diversity and inclusion, civility and respect, engagement and service. Your commitment to student success, to academic achievement, and to excellence in research and creative activity is an inspiration.

Sincerely,

Nasser H. Paydar
Chancellor

2.2 IUPUI RESPONDS: #SANCTUARYCAMPUS PETITION

On Wednesday, November 16, two days after I issued that statement, approximately 200 members of the IUPUI community participated in a walkout of classes, part of a nationwide effort to demand that campuses declare themselves sanctuaries for undocumented people and limit cooperation with federal immigration authorities. On our campus, the protest march ended at my office, with the delivery of a petition focused on protecting undocumented students, staff, and others who face imminent deportation. The petition referenced recent political events and the imperiled status of minorities on this campus and in this nation.

2.3 IUPUI RESPONDS: TOWN HALL MEETING

On Thursday, November 17, our Town Hall meeting filled the IUPUI Campus Center, which has a capacity of 245 people. I opened the discussion, which was then moderated by Vice Chancellor for Diversity, Equity and Inclusion Karen Dace. A panel of resource people representing health and safety, international affairs, women's affairs, multicultural affairs, legal counsel, and other areas responded to a series of questions focused on the broad themes of campus safety, creating civil dialogue, communicating with students, and handling violations of the student code of conduct.

At the end of the Town Hall, we collected questions and comments that time would not allow us to address within that forum, and we will be posting a resource page to the Welcoming Campus Initiative website at welcoming.iupui.edu as soon as the information has been compiled.

2.4 IUPUI RESPONDS: MESSAGE TO PETITIONER AND DACA STUDENTS

On Tuesday, November 22, I sent personalized messages to the student who submitted the petition as well as all IUPUI and IUPUC participants in the Deferred Action for Childhood Arrivals (DACA) program. DACA is an immigration program established by

the Obama administration in 2012 that allows certain undocumented immigrants to the United States who entered the country as minors to receive a renewable two-year period of deferred action from deportation and eligibility for a work permit. The program does not provide lawful status or a path to citizenship.

Students participating in this program were especially concerned given some of the views on immigration expressed during the election campaign.

My message to the petitioner and to IUPUI and IUPUC DACA students reaffirmed IUPUI's commitment to ensuring a welcoming, safe, civil, and inclusive community for all of our students.

Among other points I shared in that message, I wrote that "As a public institution bound by federal and state laws, IUPUI, a campus of Indiana University, is able to, and will, take several steps to support all of our students, regardless of immigration status:

- We respect the privacy of all students equally, in their studies, work, and personal lives, and therefore will only inquire into, record, use, or communicate a person's immigration status when required by law or when necessary to protect a person's safety; in particular, we protect the privacy of all student records as required by the Federal Educational Records Protection Act (FERPA).
- We provide counseling and support to students on immigration-related concerns through the Office of International Affairs at <https://www.oia.iupui.edu>. The office can also provide referrals to attorneys on immigration-related legal issues, including attorneys who work for reduced or no fee.
- We will counsel students about and connect students to available resources for educational and living expenses for which they are legally eligible. Please contact Kim Stewart-Brinston in the Office of Undergraduate Admissions at kastewar@iupui.edu or (317) 278-7808.

- We vigorously investigate and prosecute anyone who threatens, intimidates, or harasses any member of our community, and make special efforts to protect those who are targeted or at risk for physical harm, threats or intimidation.

And

- We will continue and intensify the university's long-standing advocacy for expanded access to higher education for all IUPUI students living in the United States, including specifically advocating for the continuation of the DACA status and for the equal treatment of such students in all educational programs. To this end, President McRobbie signed the Statement in Support of the Deferred Action for Childhood Arrivals (DACA) Program and our Undocumented Immigrant Students (<https://www.pomona.edu/support-daca>)."

The message concluded with the following statement: At IUPUI, we recognize the absolute necessity of a diverse and inclusive community to an excellent education. All IUPUI students are welcome in our community, regardless of their background or country of origin. With this in mind, we will closely monitor any developments in federal policy on immigration status and the DACA program in particular in the new year.

Provost Robel and chancellors at other IU campuses shared similar messages.

3. CONCLUSION: WE CREATE OUR OWN COMMUNITY

As I said at our Town Hall meeting, it is incumbent upon all of us to create the kind of community in which we want to live. We can build things—like signage, courtyards, comfortable places to gather—to make our campus more welcoming, but we as people will make a true and lasting difference with our kindness, with our care, and with the way we treat each other every single day.



INDIANA UNIVERSITY

OFFICE OF ONLINE EDUCATION

Mission of the Office of Online Education

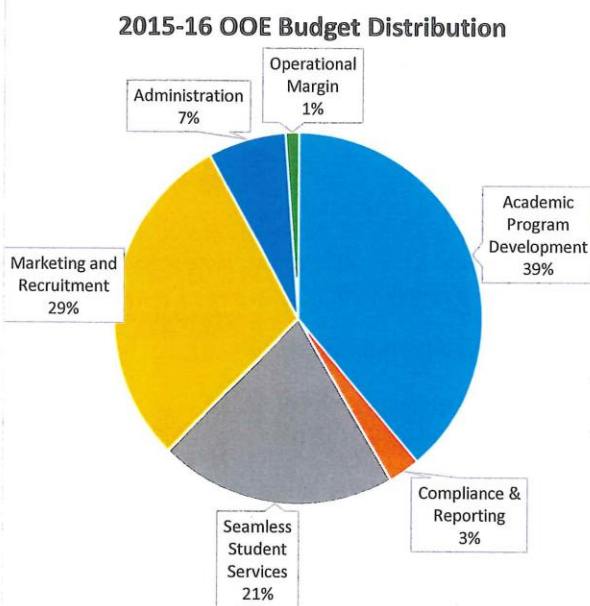
The mission of Indiana University's Office of Online Education (OOE) is to support student-oriented learning that provides access and opportunity to a diverse student body. We provide a world-class education and services while supporting data-driven innovation. We strive to support affordable, relevant, and flexible education.

IU Model for Online Education

To support online education across all of IU, President McRobbie established OOE in 2011. Rather than centralize online education into a single office or create a "virtual campus," IU pursued a collaborative approach toward online education. Academic programs would not be duplicated across campuses. Instead, they would be offered in ways that would allow multiple campuses to participate in their development and delivery. A single brand, IU Online, was created to maximize recruitment and marketing activities.

OOE manages the IU Online brand and coordinates the online academic coursework, programs and student services for online students across seven IU-managed campuses: IU Bloomington, Indiana University-Purdue University Indianapolis, IU East, IU Kokomo, IU Northwest, IU South Bend, and IU Southeast.

More information about IU's online education model can be found in *IU Online: A Collaborative Model for Online Education at Indiana University* and *Moving Forward 2.0: IU Online Implementation Plan*. Both documents can be downloaded at <https://uaa.iu.edu/academic/ooe/documents.shtml>.



Budgetary Model for OOE

OOE's operating budget for 2015-16 is \$6.6 million. The budget, which supports the office's mission, is generated by a \$30 per credit hour fee on online coursework at any of IU's seven campuses.

All tuition and fees for online courses are collected and distributed according to normal IU revenue practices.

Primary Responsibilities of OOE

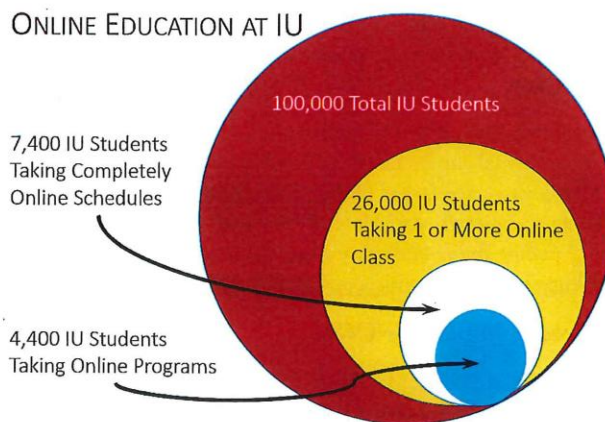
1. Clearinghouse
 - a. Establish, in consultation with campus academic leadership and University Academic Affairs, a priority list (“pipeline”) of programs to pursue as fully online degrees and certificates. Priority programs will receive time and resources to support more intensive campus participation and faster development; other proposed programs receive basic levels of support, and campuses are expected to take the lead in organizing them according to the IU Online operating principles.
 - b. With University Academic Affairs, develop and maintain collaborative online programs.
 - c. Maintain a public table of all proposed degrees and the status of each.
 - d. Establish procedures and default terms for agreements on curriculum, revenue, and management of fully online degrees and certificates.
 - e. Facilitate faculty development of the shared online curricula.
 - f. Maintain quality assurance systems.
 - g. Manage interactions with other academic policies, e.g., transfer, general education.
2. Compliance
 - a. Ensure that IU Online courses, programs, and practices comply with standards and regulations imposed by accreditors and with federal and state law.
 - b. Identify and implement best practices in online education established by academic and other organizations, as well as best practices demonstrated by other institutions.
3. Seamless student services
 - a. Provide “wrap-around” student services, including orientation (“onboarding”), coaching and mentoring, online tutoring, student conduct and grievance issues, and career services, to complement and enhance services already provided by the campuses.
 - b. Ensure that the quality of services for online students meet university and student expectations.
4. Marketing and recruitment
 - a. Promote the IU Online brand to accomplish the enrollment goals of the university.
 - b. Conduct market analysis in support of the prioritization of online academic program development.

Scope of Online Education at IU

Participation in online education falls along a spectrum of three types of students:

- (1) Students who are taking at least one online course (approximately 26,000 students, or one in four IU students).
- (2) Students who are taking a fully online schedule (approximately 7,400 students, or seven percent of all IU students).
- (3) Students who are taking an online program (approximately 4,400 students, or four percent of all IU students).

ONLINE EDUCATION AT IU



Internal research has indicated that students enrolled in a mix of online and face-to-face courses take higher numbers of courses, persist better from first to second year, and graduate at higher rates—particularly at regional campuses.



INDIANA UNIVERSITY

OFFICE OF THE EXECUTIVE VICE PRESIDENT
FOR UNIVERSITY ACADEMIC AFFAIRS

January 2016

IU ONLINE: A COLLABORATIVE MODEL FOR ONLINE EDUCATION AT INDIANA UNIVERSITY

Fully online, asynchronous delivery of education, as part of a course of study directed toward a degree or career-enhancing certificate, has become an important component of the offerings of comprehensive institutions of higher education. Online course work offers students flexibility in scheduling and access to more courses; it offers faculty opportunities for innovation, enrichment, and collaboration in their teaching; and it allows institutions to reach a wider and more diverse population of students. The appeal of online instruction to students has created significant risks and significant opportunities from competition from online-oriented institutions and traditional institutions that offer online options, and these risks and opportunities cannot be ignored even by well established, traditional institutions of higher education.

Online education creates the potential for separating instruction from geography to an unprecedented degree. While the extent of the separation can be overstated (for example, more students take *some* online courses than take *all* of their courses online; students often prefer online courses from their in-person campuses), the number of students who participate in online instruction – even at primarily in-person institutions – is very large and growing. Online education also largely erases the unique physical attributes (location, access to particular programs, campus amenities, etc.) that differentiate in-person institutions. As a result, online education greatly intensifies the potential for competition among institutions and within multi-campus institutions, and thus it also challenges the traditional, place-based organization of academic programs and of university fiscal and governance structures. It is no longer possible, as it once was, for an individual university or campus to be both entirely free to pursue its own educational programming, and to be protected (in practice, if not in principle) from competition from others' programs.

Internal competition is an issue for all multi-campus institutions, and especially for an institution like IU which is a single university offering a single IU degree. Some institutions have solved the problem of internal competition by ignoring (and thus permitting) competition among their constituent parts; others by centralizing online delivery in a separate online "campus"; others by centrally designating a single online provider within the system; and still others by outsourcing delivery to educational publishers in exchange for a large percentage of tuition revenue. But internal competition satisfies no one, and it squanders the substantial benefits of scale, sharing resources, name recognition, and diversity of offerings – all of which a large and highly regarded

Bryan Hall 204 107 S. Indiana Avenue Bloomington, IN 47405-7000 812-855-9198

institution ought to be able to bring to online education. And the centralized options – to say nothing of outsourcing – exclude most campuses from participation in this important mode of delivering education and attracting students, and attenuate faculty control of curriculum.

The IU Online approach described below seeks to protect and advance the all-important academic integrity of an IU degree, permit broad sharing in the opportunities presented by online education, and take advantage of IU's scale, resources, reputation, and diversity of offerings. In this sense, it takes lessons from approaches that have not worked, and instead develops a new one that is based on extensive coordination and collaboration in academic programs and finance in fully online educational programs. This approach has developed over time and will undoubtedly continue to do so. The following describes the collaborative approach as concisely as possible – outlining IU's objectives and operating principles regarding online education (IU Online), and the roles of the Office of Online Education (OOE) and Online Class Connect (OCC). It is based, with some updating, on the detailed report, *Moving Forward 2.0: IU Online Implementation Plan* (<https://uaa.iu.edu/academic/ooe/documents.shtml>), which was presented to IU's President and Board of Trustees in July 2015.

John S. Applegate
Executive Vice President for
University Academic Affairs

A. Strategic Objectives

1. Growth of total (net) enrollment through –
 - a. Online degrees in popular disciplines with strong student demand, with the objective of being the leading major-university provider of high-quality online degrees, especially in the upper Midwest. These will be the primary focus of the OOE pipeline and resources.
 - b. Online programs leveraging IU's special strengths, with the objective of being a unique, selective provider nationally and globally. These primarily originate with individual units, though OOE may make recommendations; OOE will facilitate and support as needed.
 - c. Access degrees (*e.g.*, BAS, BGS, other flexible interdisciplinary degrees), with the objective of supporting IU's access mission. OOE will organize these in consultation with campuses.
 - d. "Stackable" credentials (*e.g.*, certificates and integrated or accelerated masters programs) with evidence of student demand, with the objective of being a leading provider of such opportunities. These primarily originate with individual units and are supported by OOE.
2. Increasing retention and degree completion and reducing time to degree (through expanded offerings, convenience) for existing IU students.
3. Platform for innovation in education.

B. Operating Principles for IU Online

1. Collaboration is the standard
 - a. There will be no internal competition between, or duplication of, fully online degrees unless they are readily distinguishable by potential students on terms such as price, subject matter, admission requirements; most fully online degrees will be collaborative among campuses that choose to participate.

- b. The collaboration requirement applies to fully (i.e., 80% or more¹) online degrees only; campuses may offer independent hybrid degrees (21% or more in-person) and individual online courses. Campuses are encouraged to consider a portfolio of delivery formats.
 - c. Participation in fully online degrees is open to all campuses with capacity to offer relevant courses; participation is required for none.
 - d. No campus shall prevent another campus with capacity from offering or participating in a fully online degree.
2. Use normal university processes
- a. Students are assigned a home campus of enrollment for the purposes of registration, enrollment data, general education requirements, tuition and fees, and the granting of the degree. Online students may transfer among campuses on the same terms as other students.
 - b. OOE works with the campus academic officers to develop the administrative elements of collaborative programs.
 - c. OOE works with the academic officers to convene the faculty of participating campuses to develop the shared curriculum. The disciplinary curriculum for fully online degrees is developed by the disciplinary faculty of the participating campuses; students meet the general education requirements of their home campuses.
 - d. Collaborative online programs go through the normal curriculum approval processes in place at each participating campus. The Academic Leadership Council will grant final approval of online curricula, subject to further approvals by the Board of Trustees, Commission for Higher Education, and Higher Learning Commission, as needed.
3. Commitment to quality
- a. Online students will receive a seamless, user-friendly experience in a shared services environment supervised by the Office of Online Education; OOE will use existing campus administrative and support capacity whenever feasible.
 - b. OOE has established and will maintain a system (Quality Matters) of assuring a quality, highly engaging educational experience and transferability among campuses; online courses with the same course name and number are equivalent to in-person courses for the purposes of academic credit and inter-campus transfer.

C. Office of Online Education

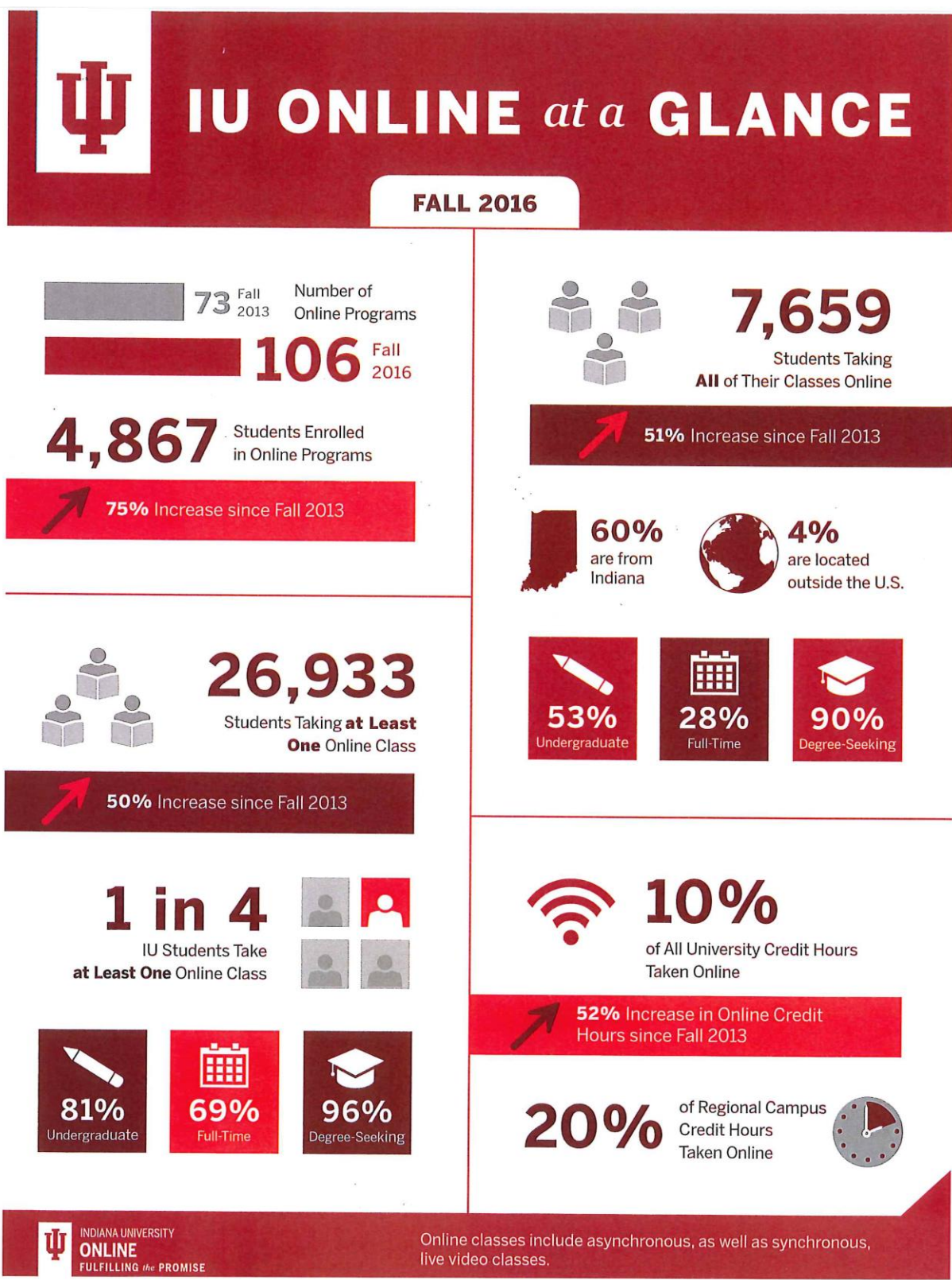
1. Clearinghouse
- a. Establish, in consultation with campus academic leadership and University Academic Affairs, a priority list ("pipeline") of programs to pursue as fully online degrees and certificates. Priority programs will receive time and resources to support more intensive campus participation and faster development; other proposed programs receive basic levels of support, and campuses are expected to take the lead in organizing them according to the IU Online operating principles.
 - b. With University Academic Affairs, develop and maintain collaborative online programs.
 - c. Maintain a public table of all proposed degrees and the status of each.
 - d. Establish procedures and default terms for agreements on curriculum, revenue, and management of fully online degrees and certificates.
 - e. Facilitate faculty development of the shared online curricula.
 - f. Maintain quality assurance systems.
 - g. Manage interactions with other academic policies, e.g., transfer, general education.

¹ The HLC definition of online degree is much broader, and so hybrid degrees require HLC approval as online degrees. The narrower internal definition is intended to give campuses greater flexibility.

2. Compliance
 - a. Ensure that IU Online courses, programs, and practices comply with standards and regulations imposed by accreditors and with federal and state law.
 - b. Identify and implement best practices in online education established by academic and other organizations, as well as best practices demonstrated by other institutions.
3. Seamless student services
 - a. Provide “wrap-around” student services, including orientation (“onboarding”), coaching and mentoring, online tutoring, student conduct and grievance issues, and career services, to complement and enhance services already provided by the campuses.
 - b. Ensure that the quality of services for online students meet university and student expectations.
4. Marketing and recruitment
 - a. Promote the IU Online brand to accomplish the enrollment goals of the university.
 - b. Conduct market analysis in support of the prioritization of online academic program development.

D. Online Class Connect

1. OCC is the backbone of collaborative degrees; it is central to the IU approach.
2. Campuses must give “full faith and credit” (*i.e.*, equivalence for all purposes) to online courses from other campuses. Any concerns about course equivalence are addressed through IU’s course discrepancy policy (coordinated by the University Transfer Office).
3. Available online options will be fully transparent to students.
4. Transfer, prerequisite, sequence, and residency rules must be applied to online courses and students on the same terms (formally and in practice) as to home-campus students. Online students are entitled to the most favorable treatment available to other students. As a corollary, a campus’s encouragement (through advising, presentation of offerings, etc.) for students to take home campus courses is permissible and often desirable.
5. Recognizing the need for predictability in enrollments and course offerings, course planning, availability, conflicts, etc. are to be handled by regular communication among campus academic officers, and not through the creation of barriers to the replication of classes or to students’ registration or progress.



Report on Council Actions 2016-17 (per Bylaws Article 1. Section C.3)

These items are included at the end of monthly council minutes.

Items that have been completed by the committees follow the Assignments for committees.

Committee Assignments

Academic Affairs Committee

- Student Achievement Record - part of Comprehensive Student Record Project - <http://www.aacrao.org/resources/record>
 - Invite Mary Beth Myers and Gil Latz to EC meeting to discuss project. Key issue is whether student can/should be credited for learning on "achievement record" (co-curricular transcript) if there already is a RISE designation on transcript.
- Potential Policy on Credit Hour Overlap Between Minor to Major or Major to Second Major (Porter email of 5-14-14) *(Reported at February 3, 2015, IFC Meeting: The committee concludes that the academic units should have such policies and is generating a draft.)*
- Potential "refreshing/updating" of Principles of Undergraduate Learning. [Partner with Undergraduate Affairs Committee.] Can they be integrated with Principles of Co-Curricular Learning?
- Possible consideration of pre-proposal phase for new academic degree programs
- Possible policies for consistency across academic units (Matt Rust, Kim Lewis, David Malik)
- Policy on the use of transcribed credits being counted for award of both major and minor programs
- Action on inclusion of required statements and policies in all course syllabi
- Consider the memo from the Student Affairs Committee regarding "Academic Standing Policy: Probation, Dismissal, Reinstatement (PDR)"

Budgetary Affairs

- Banded tuition results
- Performance funding / any legislative teams
- Beautifying campus
- Counting School of Medicine percentages for governance and assessments

Campus Planning Committee

- Monitor strategic plans
- Monitor how committee / task force approach for working on strategic initiatives is itself working.
- Campus Conversations
- Review and comment on Continuing Student Campus Survey
- Review and comment on PULSE surveys (e.g., campus safety, diversity, common theme).
- Request updates on implementation of IUPUI Strategic Plan and Welcoming Campus Initiative. Report concerns to IFC.
- Guidelines for building signage
- Work with Faculty Affairs Committee on School of Medicine tenure, practice plan, and compensation

Constitution and Bylaws Committee

- Verbatim Minutes: The IFC-EC passed a motion (on November 15, 2012) to change the bylaws as follows. The C&B Committee needs to formally present the motion to the IFC.

The Faculty Council Executive Committee recommends that the Constitution and Bylaws Committee change the wording in the bylaws to reflect that verbatim minutes of full council meetings is no longer needed as long as the meeting is audio recorded. The Faculty Council Coordinator will continue to take written minutes and audio record the meeting.
- Metropolitan Affairs Committee: The committee has been inactive for several years and no member appointed. Does it still need to be a committee of the IFC?
- Review Constitution Article 1. Faculty Membership. Section A1. to reflect members of the faculty are those whose tenure home is IUPUI regardless of where they primarily work.
- Email voting: Review instances
- Recognition of Honors College
- Undergraduate Curriculum Advisory Committee: Provide wording to remove from the bylaws.

- Time limit for a Board of Review: The IFC-EC passed a motion to change the bylaws as follows. The C&B Committee needs to formally present the motion to the IFC.
The Faculty Council Executive Committee moves to change the IFC Bylaws to reflect that Boards of Review should:
 1. Be held with the Grievant in person (i.e., SKYPE or another video conferencing mechanism should not be used). Witnesses may reply in writing to questions drafted by the board if they are not able to attend so that the hearing is not unreasonably delayed.
 2. In the motion approving the appointment of a board of review, the Executive Committee should specify a reasonable time period during which the hearing should be conducted. The period allowed should take into account the timing during the academic year (for example, a longer period may be required if the BOR is approved shortly before the summer) but should not generally exceed six months.
- Allow use of Senior Academy faculty when considering composition of Boards of Review (Assigned per IFC-EC at 5-21-15 meeting).

Distance Education Committee

- Review ePort/Taskstream transition
- IU Online fee usage and student services, online testing, residency (how courses are counted)
- Monitor testing and validation on testing performed through IUPUI Testing Services office
- Monitor Graduate Faculty Council for graduate-level policies
- Video technologies for conference calls

Faculty Affairs Committee

- Review draft Adjunct Faculty Policy/Procedures for Promotion (*On 4-21-14 committee agenda. Lavitt gave to Koskie on 2-2-15 by email. Will be addressed at the September 2015 meeting.*)
- Sexual Violence Prevention Rules – Review edits to University Faculty Council policy
- Promotion for NTT classifications (balanced case?)
- Discuss the creation of a subcommittee of the Faculty Affairs Committee and the campus P&T Committee to review core school policy of P&T at IUPUI.
- School of Medicine tenure, practice plan, and compensation
- Counting School of Medicine faculty FTE
- Possible consideration of new NTT faculty appointment/title: Assistant/Associate Professor of Instruction
 - Northwestern University: <http://www.weinberg.northwestern.edu/faculty/documents/Teaching-Track%20Policies.pdf>
- Policies for use of faculty data present in Activity Insight/Digital Measures (e.g., can it be accessed by Office of Community Engagement for reporting on community-engaged research?)
- NTTF Task Force Report
 - What are the questions that kept the vote from moving forward? What are the answers to those questions? (See also the note under the Campus Planning Committee.)
 - Should a discussion of NTTF serving on the IFC be taken back to the council for a vote? The vote was tabled in May 2015. The School of Medicine doesn't understand why it was tabled.
 - Next steps?
- How does the core school promotion and tenure process affect IUPUI faculty? (At the request of John Hassell.)
- Assign a faculty member to serve on the Campus Center Advisory Committee (along with Rob Wolter of E&T).
- Discuss the need for an “ombudsteam” for faculty grievances.
- Monitor impact on faculty and campus from changes in School of Medicine operations. Make recommendations for responding to changes.
- What does the word “faculty” mean in policies in the Faculty Guide? Who are the policies for? (“Faculty” appears to mean something different depending on the policy.)
- Emeritus policy: Discussion of including lecturers.
- Review and suggest new language for the emeritus policy to include lecturers
- Review and report on IUPUI Guidelines for Faculty Work Arrangements.

Faculty Guide Committee

- Review the Faculty Guide to identify any policies that are potentially outdated and recommend to the IFC that the identified policies be assigned to the appropriate council committees for currency review.

Fringe Benefits Committee

- Benefits: Keep pushing to get the message out about benefits in a timely manner.
- Get the word out to faculty: Clinical Care Services at IUPUI (<http://hr.iu.edu/benefits/CCServices/index.html>)
- Comparison of benefits for IUPUI and IUB faculty.
- Maternity and Family leave
- Benefits for part-time faculty
- How does the IUPUI benefits plan compare to other institutions?

Library Affairs Committee

- Continue to monitor Open Access usage, faculty feedback, strategies to increase usage and implement improvements if necessary.
- Online Journals: Confirm that knowledge base document is available and students on other campuses have access to online materials.
- Link open access uploading to Activity Insight.
- University Library budgetary concerns: Advocate for increase in budget.
- Thesis depositing: Graduate Faculty Council
- Library Renovations (from President's Retreat 2016)

Research Affairs Committee

- Timeline for search for VC for Research
- Role of the VC for Research in promotion and tenure proceedings.
- Policy Reviews:
 - Revisions to the Sponsored Research Programs – Internal Submission Deadlines: <http://policies.iu.edu/policies/categories/research/IU-Research-Policies/internal-deadlines.shtml>
 - Laboratory Safety: <http://policies.iu.edu/policies/categories/administration-operations/public-safety-institutional-assurance/PS-EHS-02.shtml>
 - Dual Use Research of Concern: <http://policies.iu.edu/policies/categories/research/IU-Research-Policies/durc.shtml>
- Policy on Centers and Institutes
- Update on the transparency and funding of programs
- Indirect Cost Recovery guidelines to the IFC.
- Center designation process – inventory of active/inactive centers as a first fact-finding step.
- IUCRG Program – faculty input into future directions/funding priorities if the program continues.

Staff Relations Committee

- Overtime / FLSA
- Political Activism
- HR 2020

Student Affairs Committee

- Review of sexual misconduct policy brought forward by the UFC
- Diversity
- Academic Misconduct
- Off-campus student conduct (note new Greek policy)
- Update the Academic Misconduct portion of the Student Code of Rights, Responsibilities, and Conduct
- Monitor campus pedestrian safety
- Campus climate for adult learners
- Review of RISE Program Proposal for Formal Student Recognition and Awards

Technology Committee

- Need nominees for University Faculty Council ad hoc co-committee
- Review usage of Activity Insight.
- Review BLUE pricing and use.
- How does the committee become informed about policies, guidelines, recommendations, proposed technologies, etc., and how can it provide input before a decision is made? *(The committee remains frustrated with lack of input*

into decisions about technology and paucity of communication once decisions have been made. Keep on agenda for 16-17.)

- Updates on new classrooms and classroom technology: Need better coordination with the registrar (classroom scheduling) so that faculty who need technology are given the classrooms that are appropriate.
- IU Online: Issues surround fees, support, faculty control over the curriculum, technology, instructional design, etc.
- Review usage of eDossier System
- IU's Videoconferencing Strategy: Are faculty clear about what is being proposed and whether it fits their needs?

Items Completed: