

Indiana University-Purdue University Indianapolis
Indianapolis Faculty Council (IFC)
Minutes
September 6, 2016 ~ Campus Center Room 409 ~ 3:00 – 5:00pm

Faculty and Guests Present: Kacy Allgood, Gregory Anderson, Rachel Applegate, Leslie Ashburn-Nardo, Tina Baich, Andrew Barth, Teresa Bennett Ed Berbari, Amy Blevins, Ben Boukai, Camy Broeker, Dwight Burlingame, Amber Comer, Andrea Copeland, Thomas Davis, Cornelis De Waal, Rebecca Dixon, Gregory Druschel, Joseph Dynlacht, Rob Elliott, Jennifer Embree, Christine Fitzpatrick, Amanda Friesen, Andrew Gavrin, Gina Gibau, Anita Giddings, James Gladden, Charles Goodlett, Claudia Grossmann, Raymond Haberski, Jennifer Herron, Andy Hudmon, Robin Hughes, Stephen Hundley, Erik Imel, Jeremiah Jagers, Kathy Johnson, Josette Jones, Kevin Jones, Mark Kaplan, James Klenner, Sarah Koskie, Joan Kowolik, David Lewis, Suzann Lupton, Jane Luzar, Joyce Mac Kinnon, Lindsey Mayo, Patrick Meister, Marc Mendonca, Robert Minto, Stacy Morrone, Miriam Murphy, Megan Musgrave, Bethany Neal-Beliveau, Kristin Norris, Megan Palmer, Amir Pasic, Nasser Paydar, Roderick Perry, Tod Perry, Christine Picard, Rebecca Porter, Stephen Randall, Simon Rhodes, Todd Shelton, Li Shen, Jodi Smith, Mythily Srinivasan, Deborah Stiffler, Peggy Stockdale, David Stocum, Sean Stone, Kathryn Thedwall, Joseph Unthank, Thom Upton, Mark Urtel, Ruben Vidal, Emily Walvoord, Amy Warner, Johnson Watson, Jeff Watt, John Williams, Marianne Wokeck, Michael Yard, Michele Yip-Schneider, Ayoung Yoon

Members Absent: Robert Barr, Janice Blum, Terri Bourus, Angela Bruzzaniti, Ken Carow, Valerie Eickmeier, Anthony Firulli, Philip Goff, Joan Haase, Paul Halverson, John Hassell, Jay Hess, Reinhold Hill, Richard Jackson, Benjamin James, Andy Klein, Leonidas Koniaris, Daniella Kostroun, Mosopefoluwa Ladapo, Alan Ladd, Wei Li, Chen Lin, David Malik, Willie Miller, Jim Nehf, David Nelson, Robin Newhouse, Bill Orme, Mathew Palakal, Michael Patchner, Lynn Pike, William Potter, Rick Ralston, Taylor Rhodes, Laurence Richards, Lilliard Richardson, Eva Roberts, David Russomanno, Dan Rusyniak, Jim Scheurich, Saba Siddiki, Ross Silverman, Robert Siwec, Diane Von Ah, Ron Wek, Clark Wells, Jack Windsor, Hiroki Yokota, Domenick Zero.

Agenda Item I: Welcome and Call to Order

IUPUI Faculty Council Vice President Jeffrey Watt called the meeting to order at 3:00 p.m.

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: Updates/Remarks from the Chancellor

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

Chancellor Paydar reported on the following:

- Extended welcome and thanks to the council members and administrators in attendance for participating in faculty governance.
- Reported on enrollment summaries for the Fall 2016 semester; copies of those reports are appended.
- In 2015-2016, the Commission for Higher Education approved eleven (11) new Ph.D. programs – significant for a campus the size of IUPUI.
- In an effort to address faculty and administrators serving as role models for a diverse student body, the Task Force for Recruitment and Retention of Faculty and Staff Minority Groups was formed. We have received their recommendations. The report is being studied and steps will be implemented to increase the diversity of faculty and staff on the IUPUI campus.

- At the research level, the IUPUI campus brought in \$428,000,000 versus \$388,000,000 the previous year. This figure includes funds brought in by the School of Medicine. Without including the School of Medicine, the amount IUPUI received was \$67,000,000 last year compared to \$50,000,000 the previous year—still, a significant growth in this environment.
- Given the infrastructure change and increases within the School of Medicine, time has come to look at changes with regard to delegation of certain authorities—specifically related to human resources and hiring. While individuals hired by the School of Medicine are in the employ of IUPUI, the decisions about specific hires should be relegated to the school. Discussions are ongoing, with the understanding there will be no abdication of responsibility, to find areas where the school can manage some components of business that may not require IUPUI support while ensuring efficiencies remain in place.
- Indiana University formed a blue ribbon commission to review the School of Education and to make recommendations moving forward. The commission suggested splitting the school, which is a core school, into two separate schools. Faculty of both schools were consulted and agreed with the concept of splitting into two parts with two deans—one assigned to the school in Bloomington and the other at IUPUI. The focus of the School of Education at IUPUI would be urban education. Faculty governance both at IFC and UFC will be engaged this year to further examine this proposal, and council members will have an opportunity for further review and discussion. No final decisions will be made until all parties are comfortable that this is the best option for our students, our city, and our campus. If the final proposal is to split the schools, a search for a dean at the IUPUI campus would be undertaken. If the final proposal is not to split the schools, the School of Education will remain a core school with one dean.
- Searches for senior leadership positions that have been completed or are still underway include:
 - Following a national search, Kathy Johnson was selected to serve as the new executive vice chancellor and chief academic officer.
 - Reinhold Hill, after a national search, accepted the position as vice chancellor and dean of IUPUC.
 - Stephen Hundley was appointed senior advisor to the chancellor, replacing Trudy Banta.
 - Following a national search, the new associate vice chancellor for enrollment management will be Boyd Bradshaw, replacing Becky Porter; he will start September 19th.
 - Becky Porter agreed to serve as the interim dean of the School of Health and Rehabilitation Sciences. A national search for a dean will begin soon.
 - Two positions are in the process of national searches: the vice chancellor for finance and administration and the vice chancellor for student affairs. It is anticipated those positions will be filled by January 2017.
 - Additional positions which need to be filled include the vice chancellor for research and the associate vice chancellor for undergraduate education and dean of University College.
- September is National Preparedness Month. When drills are conducted on campus, it is essential that all faculty, staff, and students participate. Faculty are expected to ensure students cooperate with this state law.
- Panic buttons have been installed in Lecture Hall.
- In 2019-2020, IUPUI will celebrate its 50th anniversary. A committee of 30 people from across campus has been formed to review what preparations will be undertaken. Special focuses will include lecture presentations, activities, et cetera. Simon Rhodes and Becky Porter are co-chairing this committee. Recommendations from the campus community will be sought on

ways to commemorate the anniversary; those recommendations will be shared by the end of the semester.

- Chancellor Paydar ended his remarks by inviting council members to two events: the North Hall Dedication, September 7, 11:00 a.m. to 12:00 p.m. in Hine, along with the Welcoming Campus Initiative Town Hall Meeting, September 7, 9:00 to 10:00 a.m. in Campus Center 450.

Agenda Item IV: Updates/Remarks from the IFC President

Rachel Applegate, President of the IUUPUI Faculty Council

- President Applegate thanked members in attendance for their participation in faculty governance.
- If a faculty member has an issue which he or she would like to bring to the attention of campus administration, President Applegate encouraged communication with chairs of the numerous IFC committees or with herself as president of the IFC.
- President Applegate provided an overview of topics discussed at a recent Board of Trustees meeting:
 - External funding is extremely important to the university president, to the board of trustees, and to our stature in the universe. It is considered to be a measure of the regard for the signs of quality your institution represents. If you want a more highly-renowned place, one of their measures of the AAU is external funding.
 - Indiana University celebrated the first-ever IU Day on April 12, 2016. Board of Trustees members, with their vested interest in the success of Indiana University, were pleased with the results. Snapshot details can be reviewed at [IU Day](#).

Agenda Item V: [Information Item] Sabbatical Leave Report

Margaret Ferguson, Interim Senior Associate Vice Chancellor for Academic Affairs

- Dr. Ferguson presented the sabbatical leave report to the council, a copy of which is appended, which was followed by a brief discussion.

Agenda Item VI: [Information Item] Cybersecurity

Stacey Morrone, Associate Vice President for Learning Technologies in the Office of the Vice President for Information Technology at Indiana University and Dean of IT at IUPUI

Dan Calarco, Chief of Staff with the Office of the Vice President for IT

- Dr. Stacey Morrone introduced Dan Calarco who informed the members about cybersecurity measures being taken at Indiana University. His report is appended.

Agenda Item VII: [Information Item] Political Engagement Group

Jennifer Boehm, Office of Community Engagement

Ms. Boehm, substituting for Anne Weiss, assistant director of assessment with the Office of Community Engagement, presented a program describing the campus's political engagement group. Her report is appended to the minutes.

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

- Campus Planning Committee: Miriam Murphy, committee chair, provided a brief report on the committee's activities.
 - Thanks was expressed to members of the committee for their ongoing input and dedication.
 - In addition to the four items the committee was tasked to address, the committee is working with Stephen Hundley providing faculty feedback on the following projects:
 - Monitoring of IUPUI Strategic Plan
 - Providing input to the Welcoming Campus Initiative
 - Campus Conversations have begun and through those meetings, questions were crafted which will be provided to the executive committee which will be given to deans and vice chancellors for their various units
 - Will be working closely with Faculty Affairs Committee concerning changes with the School of Medicine and the impact on the campus as well as the faculty
- Faculty Affairs Committee: Marianne Wokeck, committee chair, reported on the following:
 - Thanked Sarah Koskie, past committee chair, for her work
 - Highlighted three of the major items the Committee will be addressing this year:
 - The role and responsibility of non-tenure-track faculty
 - The different requirements for promotion and tenure within the core schools
 - The creation of an ombuds "team"

Agenda Item IX: Question/Answer Period

- Kate Thedwall asked about the construction plan for Michigan Street. Chancellor Paydar let the members know that the project is expected to begin in the middle of October. It will be a much longer project and is anticipated to end in December 2017. Many of the larger trees on the south side of Michigan will be cut down and replaced with smaller trees. The wires along West Street are being placed underground.
- Kate Thedwall asked who is responsible for making tornado signs for classroom spaces? Camy Broeker indicated she will meet with Carlos Garcia in Emergency Manage and ask to have that information published.

Agenda Item X: Unfinished Business

- Deb Stiffler asked if we could secure a larger room for future meetings. Karen Lee will explore the availability of space within the campus center.

Agenda Item XI: New Business

There was no New Business.

Agenda Item XII: Report from the IUPUI Staff Council

- James Klenner, President, IUPUI Staff Council, shared updates from the council:
 - Lisa Elko has been appointed staff council coordinator
 - The Staff Council held its annual retreat in July which was well received
 - Presentations from past meetings include:
 - IUPUI Regatta
 - IUPUI Holiday Night
 - HR 2020
 - Miriam Murphy is the Faculty Council liaison

- Health and Benefits Fair will be held October 21, 2016
- Employee Recognition Convocation will take place on September 21, 2016
- Political Engagement – Anne Weiss will present to the council in September
- Lori Klosterman, Office of Academic Affairs, shared information regarding the Alvin S. Bynum Award for Excellence in Academic Mentoring
- Denise Scroggins informed the council that Mental Health Awareness Day will be held October 10, 2016

Agenda Item XIII: Final Remarks and Adjournment

- The Administrative Review Summary Reports are available online for David Russomanno, dean, School of Engineering and Technology; and John Williams, dean, School of Dentistry
- The Welcoming Campus Town Hall Meeting will be held Wednesday, September 7, from 9:00 to 10:30 a.m. in Campus Center 450.

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>

Fall 2016 Enrollment Highlights

IFC 9/6/2016

Based on data from IRDS and UIRR
Compiled by IUPUI Enrollment Management



Enrollment

IUPUI's headcount is below 30,000 for the first time since 2008.

- The decline this year is roughly half that of 2015

IUPUI credits are a record, topping 2014

Census	2015	2016	Change	% Change
IN Heads	28,430	28,301	-129	-0.5%
IN Credits	342,468	352,434	9,966	2.9%
IUPUC Heads	1,703	1,528	-175	-10.3%
IUPUC Credits	18,857	18,022	-835	-4.4%
IUPUI Heads	30,105	29,804	-301	-1.0%
IUPUI Credits	361,325	370,456	9,131	2.5%

Enrollment at IU Campuses

- Headcount is up at IUB and IUK
- IUPUI is down in heads but up in credit hours
- All other campuses are down in both heads and credit hours

Indiana University

Registrations for Fall 2016 through Sunday, August 28, 2016

Green/Red +/- 5% change in denominator cells > 10

Campus1	Registered			Credit Hours		
	Previous Term Heads	Current Term Heads	Percent Change Heads	Previous Term Hours	Current Term Hours	Percent Change Hours
Bloomington	48,514	49,695	2.4%	598,456.5	606,604.5	1.4%
IUPUI	30,105	29,804	-1.0%	361,325.0	370,456.0	2.5%
East	4,716	4,479	-5.0%	42,410.0	40,775.0	-3.9%
Kokomo	4,090	4,106	0.4%	39,892.0	40,709.0	2.0%
Northwest	5,848	5,591	-4.4%	57,207.0	54,946.0	-4.0%
South Bend	7,574	7,185	-5.1%	73,736.0	73,179.0	-0.8%
Southeast	6,173	5,874	-4.8%	63,978.0	62,876.5	-1.7%
Grand Total	107,020	106,734	-0.3%	1,237,004.5	1,249,546.0	1.0%

1- IUPUI - Unduplicated headcount for IUPUI (IN) and IUPUC

Banded Tuition & Credit Load

With the move to Banded Tuition where students pay the same amount for 12-18 credits, full-time undergraduates increased their average credit hour load, leading to an overall increase in credits despite a decline in heads

Undergraduate Average Credit Hours: IUPUI-IN

Campus	Ugrd Crsld	Attribute	Previous Term Heads	Current Term Heads	Percent Change Heads	Previous Avg Hours	Current Avg Hours	Avg Hours Diff
IUPUI-IN	FT	Freshman	4,362	4,420	1.3%	14.7	15.0	0.2
		Sophomore	3,773	3,730	-1.1%	14.3	14.8	0.5
		Junior	3,550	3,614	1.8%	14.2	14.7	0.5
		Senior	4,190	4,511	7.7%	14.0	14.5	0.5
		Non-Degree	108	97	-10.2%	13.6	13.8	0.3
		Total	15,983	16,372	2.4%	14.3	14.7	0.4
	PT	Freshman	602	474	-21.3%	6.6	6.6	0.0
		Sophomore	683	543	-20.5%	7.5	7.4	-0.1
		Junior	713	672	-5.8%	7.2	7.3	0.2
		Senior	1,830	1,616	-11.7%	6.8	6.9	0.1
		Non-Degree	549	613	11.7%	5.0	4.6	-0.5
		Total	4,377	3,918	-10.5%	6.7	6.6	-0.1

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Banded Tuition & Credit Load

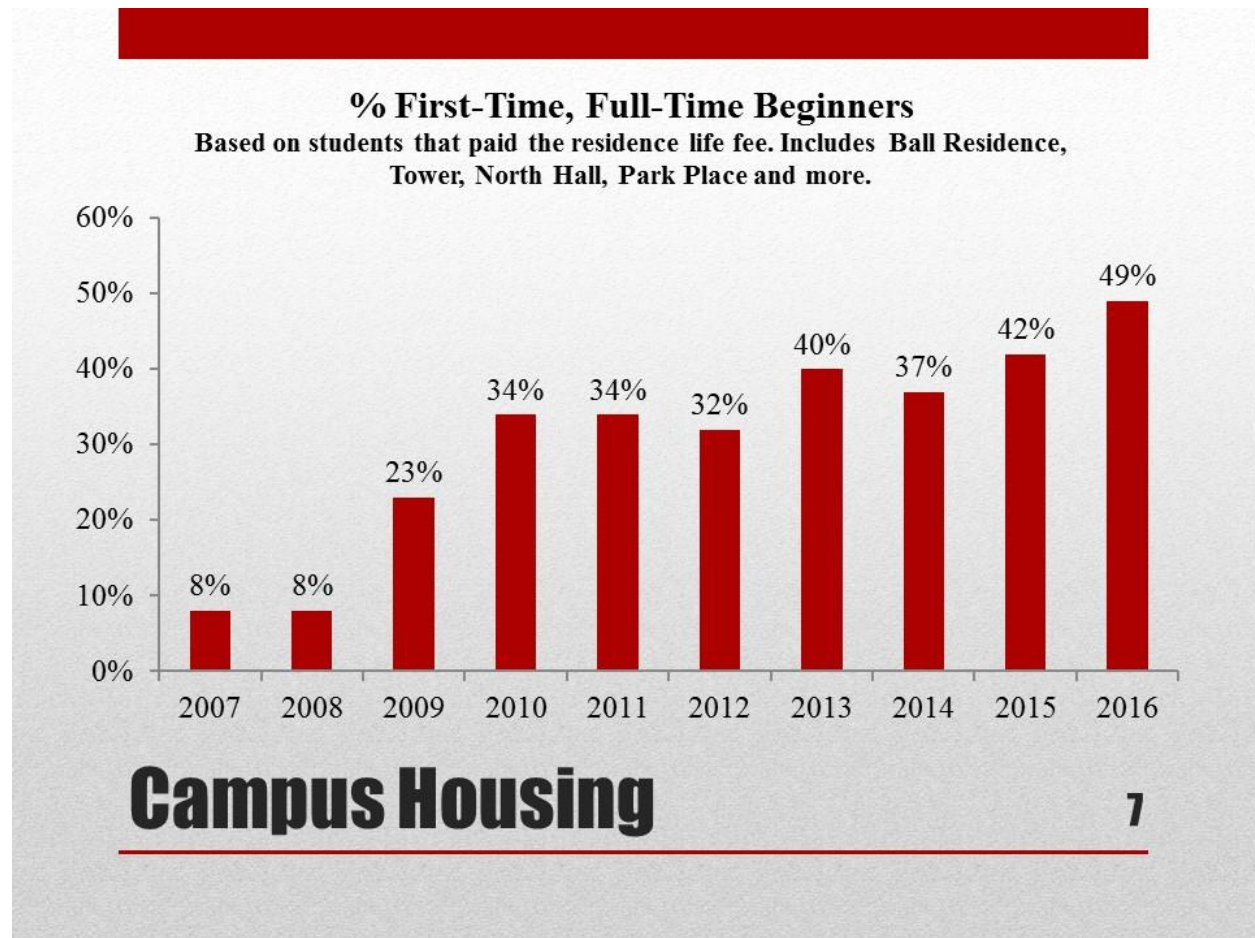
Almost 10% more students enrolled in 15 or more credit hours compared to Fall 2015

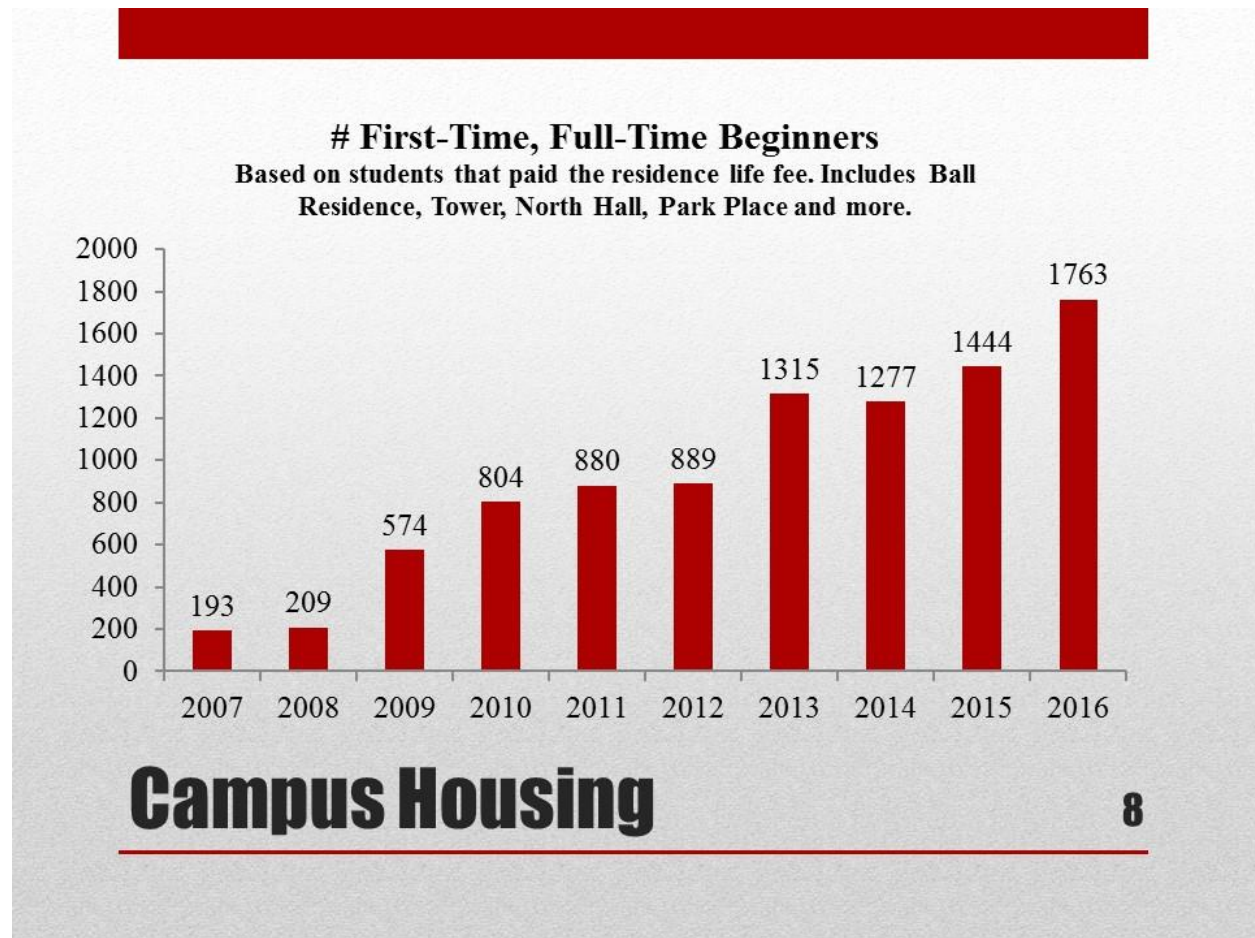
Full-Time Undergraduate Enrollment by Student Credit Hour Load							
Credits	2015 Heads	% Share	%	2016 Heads	% Share	%	YTD Dif
	Census			22-Aug			
12	3,329	21.3%	49.4%	2,520	15.5%	40.3%	-9.1%
13	2,251	14.4%		1,904	11.7%		
14	2,144	13.7%		2,127	13.1%		
15	3889	24.9%	50.6%	4,399	27.0%	59.8%	9.2%
16	2299	14.7%		2,848	17.5%		
17	1018	6.5%		1,324	8.1%		
18	651	4.2%		1065	6.5%		
18+	44	0.3%		88	0.5%		
Total UG	15,625			16,275			5

New Undergraduate Students

- Indianapolis set a record for beginning freshmen with 3,761, up 139 (+3.8%) over last year's previous record
- External transfers (1,266) are down 2.4%
- Intercampus transfers (247) are up 12.8%
- Returning students (352) are down 4.9%

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Resident and Non-Residents

Residency	Headcount	% Distribution		% Change
Resident	24,631	87.0%	↓	-1.5%
Non-Resident	3,670	13.0%	↑	6.8%

Midwest Student Exchange Program (MSEP)

- IUPUI joined the MSEP effective Fall 2016
- Participating colleges and universities agree to charge students from the nine MSEP states of no more than 150% of in-state tuition
 - These students remain non-Resident in the IU system with a special code attached
 - Our standard undergrad non-resident rate is 353% of the in-state rate.
- With little lead time for promotion, enrollment by new undergraduates from MSEP states more than doubled to 157 this fall (+86, +121.1%)
 - Just over half of the increase is from budget-strapped Illinois
 - We anticipate enrollment will continue to grow as we establish and expand recruiting efforts in these states
- Some IUPUI graduate programs are participating in MSEP. Due to the lead time for the graduate application process and the timing of the decision to participate, we saw no changes in graduate enrollments from MSEP states this semester.

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Enrollment by Class Standing

Student Level	2015	2016	Change	%
Freshman	4,852	4,791	-61	-1.3%
Sophomore	4,568	4,288	-280	-6.1%
Junior	4,263	4,291	28	0.7%
Senior	6,020	6,210	190	3.2%
Undergrads	19,703	19,580	-123	-0.6%
UG Non-Degree	657	710	53	8.1%
Graduate	4,920	4,875	-45	-0.9%
Professional	2,859	2,838	-21	-0.7%
Grad Non-Degree	291	298	7	2.4%

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Enrollment by Class Standing

- Due to efforts of colleges and universities everywhere to improve their retention and graduation rates, fewer students have transferred to IUPUI in recent years
- Though the rate of decline in transfers was reduced significantly this year (-31, -2.4%), the drop was more precipitous in the Fall of 2014, down 269 heads (-17.2%)
- The cumulative shortfall is now working its way through the class standing pipeline, affecting primarily sophomores this year

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Diversity

- Indianapolis is more diverse than at any time in its history for both beginners (28.3% of entering students) and total enrollment (24.9% of all students)
- Records were set for beginning African-Americans, Hispanic/Latinos, Asians, and students reporting two-or-more ethnicities
- Overall beginner diversity is up 19%
 - Beginning African-Americans are up 40%
 - Beginning Hispanic/Latinos are up 13.2%
 - Beginning Asians are up 20.4%

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Diversity

- Campus record international enrollment at 2,010 students (+29 heads/+1.5%)
 - Including IUPUC, IUPUI's total international enrollment is 2,047
- International students =
 - 7.1% of the total campus population
 - 3.2% of the beginner student population

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Beginning Undergraduate Students

- The number of beginners with SATs of 1300 and above is up 5%, while those of 1100-1290 increased 9%.
- 68.6% of all Indiana Beginners have Academic Honors Diplomas, down slightly from last year's record of 69.7%.
- 21st Century Scholars increased from 26.3% of all Indiana beginners last year to 27.9% in 2016.

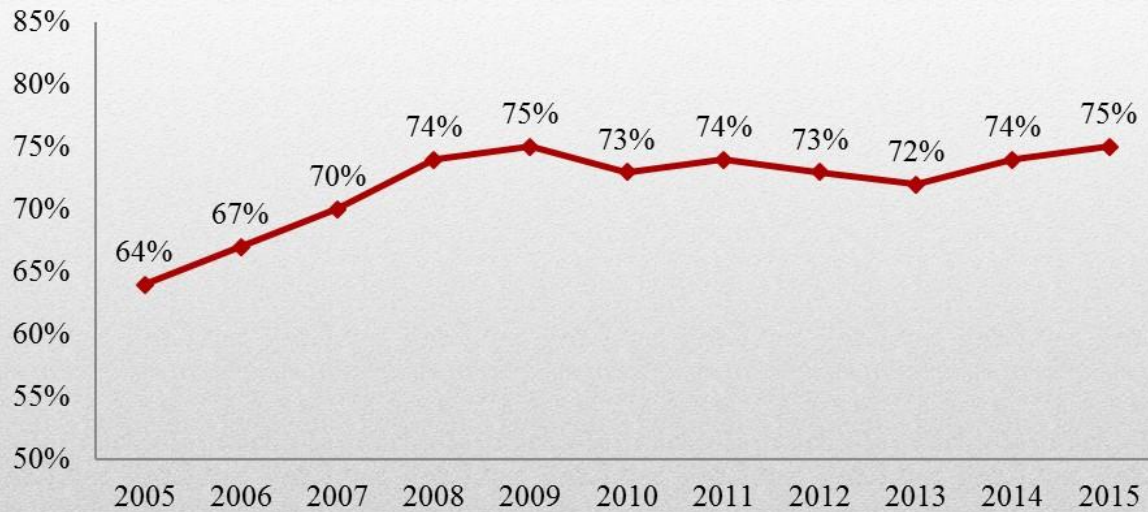
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First-Time Full-Time Beginner Retention

- 75.4% of all 2015 First-Time, Full-Time Beginners enrolled for Fall 2016 (preliminary data)
 - This compares to 74.9% of 2014 First-Time, Full-Time Beginners enrolled for Fall 2015
- 72.7% of the 2015 21st Century Scholars cohort enrolled for Fall 2016 (preliminary data)
 - This compares to 72.0% of 2014 First-Time, Full-Time 21st Century Scholar Beginners enrolled for Fall 2015

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Indianapolis Only FTFT Cohort One-Year Retention (Bachelor's, Associate, and Certificate)



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New Graduate Students

- Newly enrolled Masters students (1,282) are up 44 heads (+3.6%)
- New Professional students (618) are flat (-1)
- New Doctoral students (103) are up slightly (+7, +7.3%)

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For more information visit

Institutional Research & Decision Support
irds.iupui.edu

University Institutional Research & Reporting
uirr.iu.edu

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Sabbaticals at IUPUI 2010-2016*

Presented to the IUPUI Faculty Council
September 6, 2016

by
Interim Senior Associate Vice Chancellor Margaret Ferguson

*With thanks to Christy Cole for preparing the data



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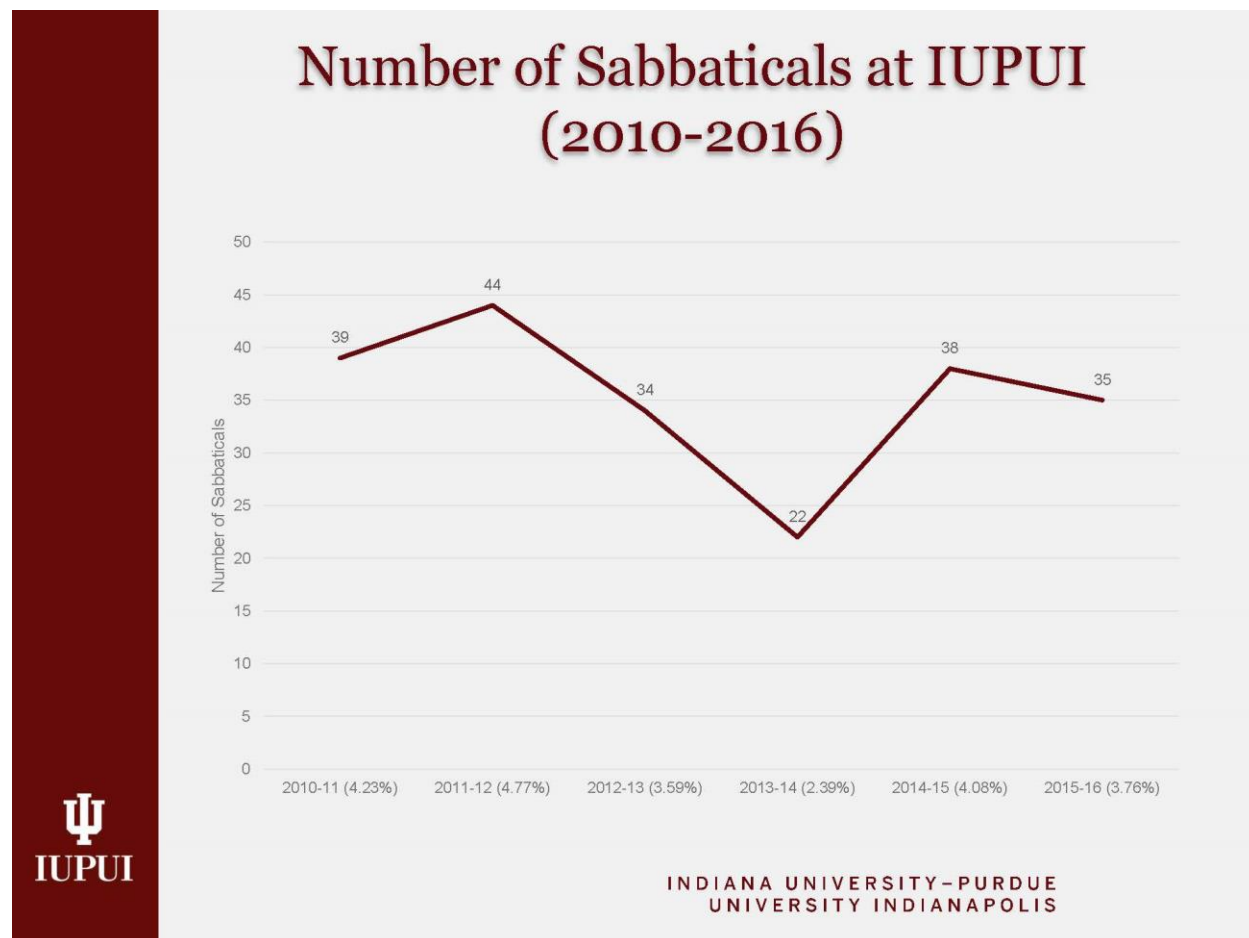
Sabbatical Policy ACA-47

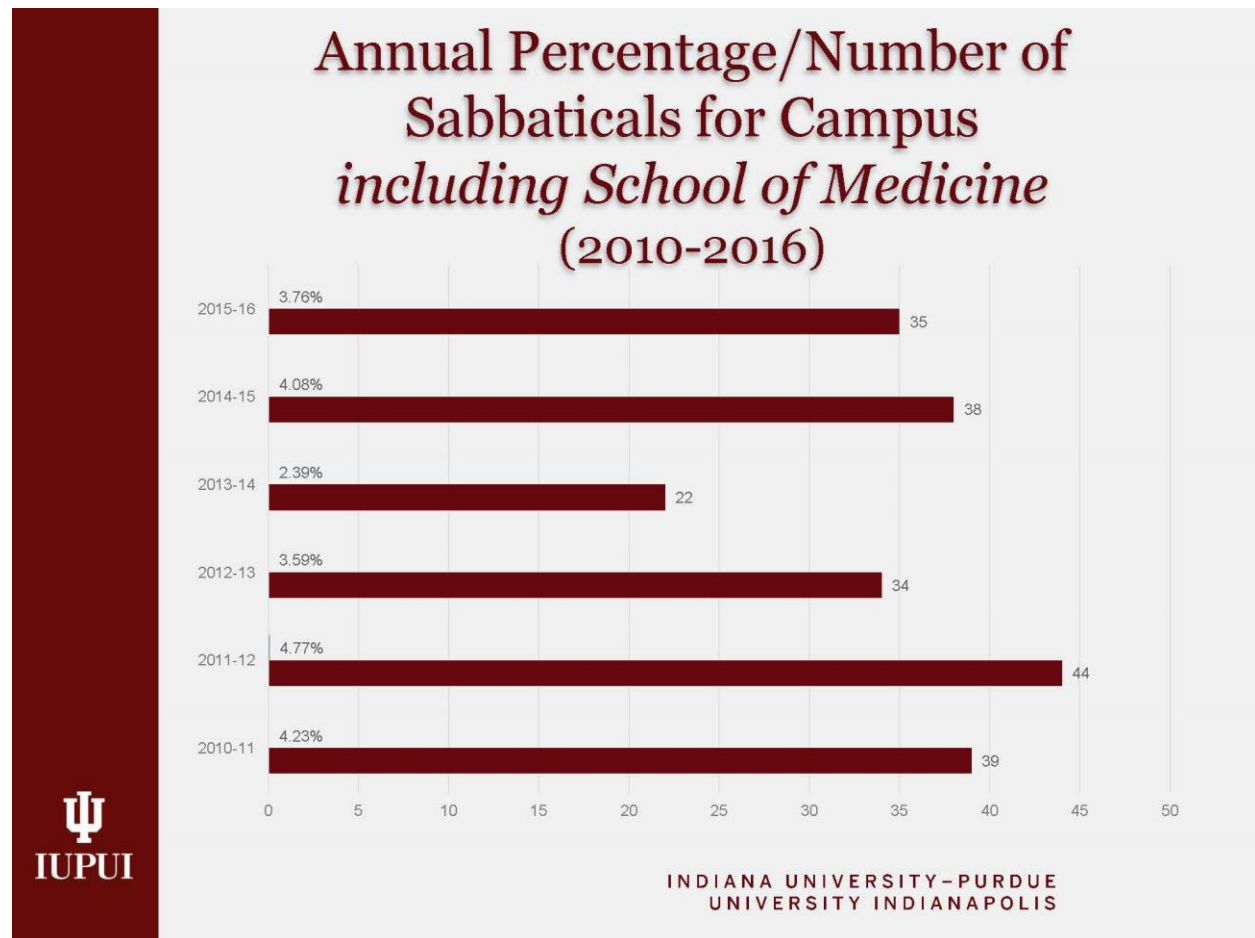
- Requires statement on proposed use of time—must be related to research.
- Only tenured faculty/librarians are eligible.
- Faculty member/librarian is eligible for one sabbatical leave during each period of seven years' full time service in faculty rank (following completion of first six years of full time service)
- Sabbatical pays one semester at full salary or one year at half salary.
- May be divided over several years.
- University Policy can be found here:
<http://policies.iu.edu/policies/categories/academic-faculty-students/vacations-leaves-separations-academic-appointees/Sabbatical-Leaves-Program.shtml>

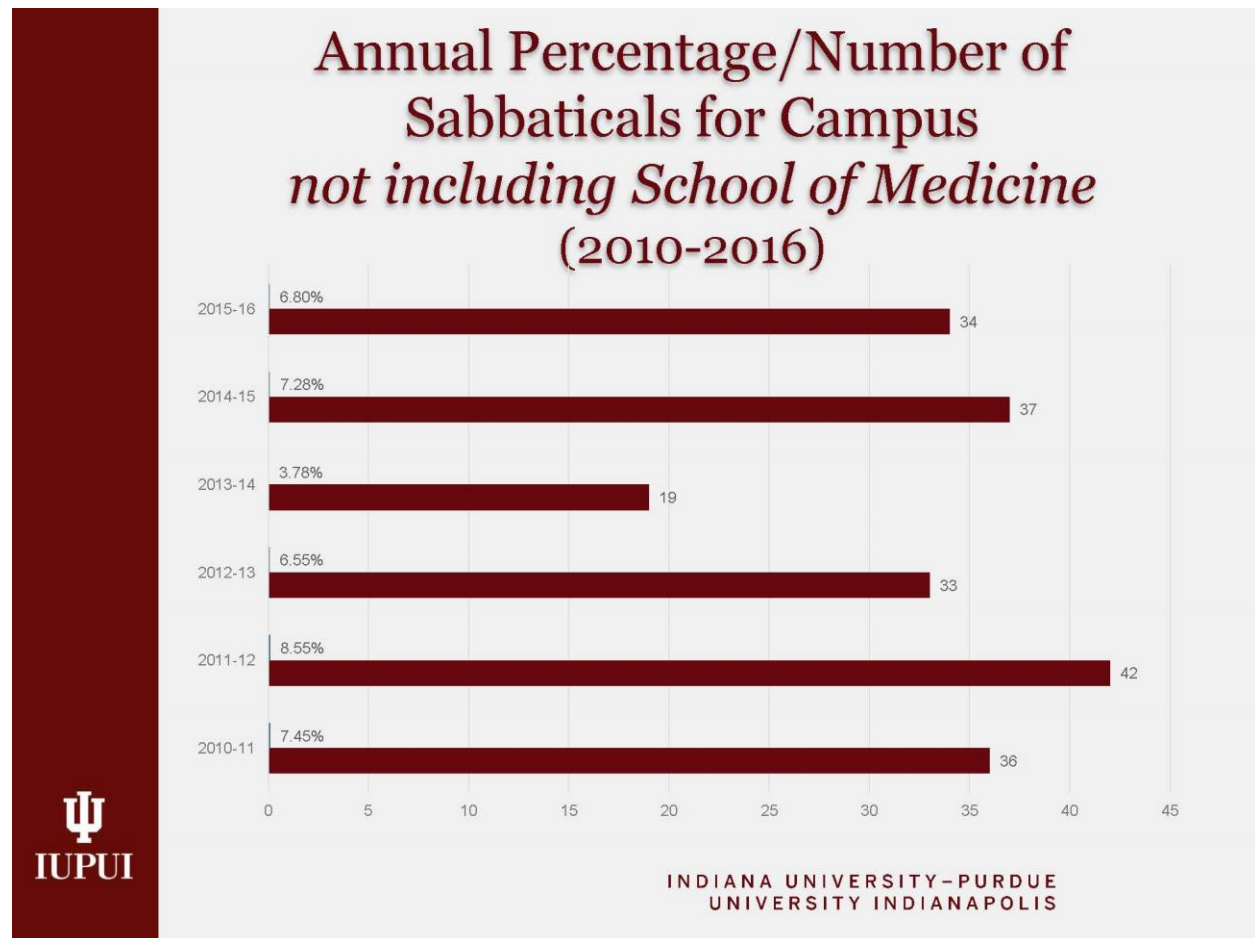


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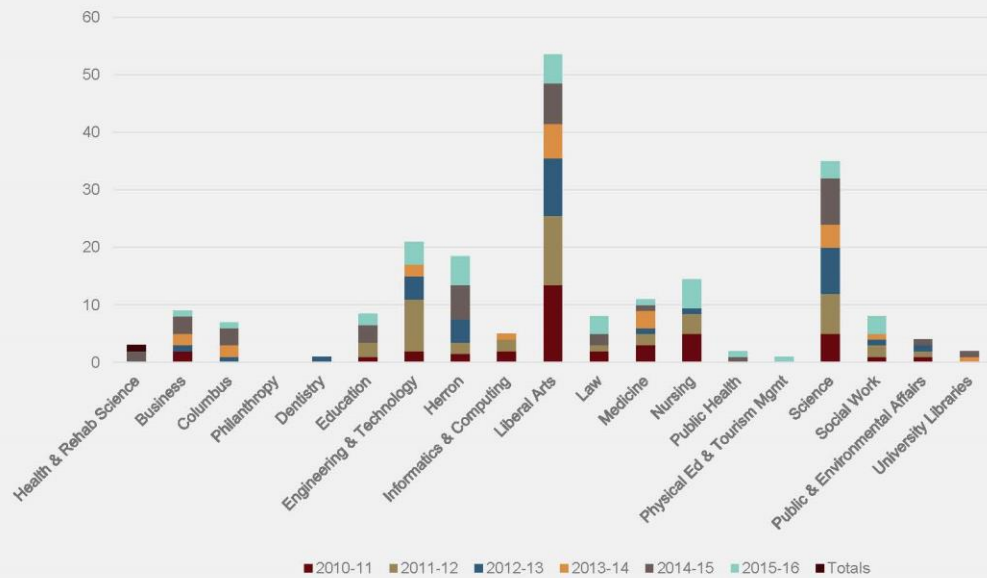




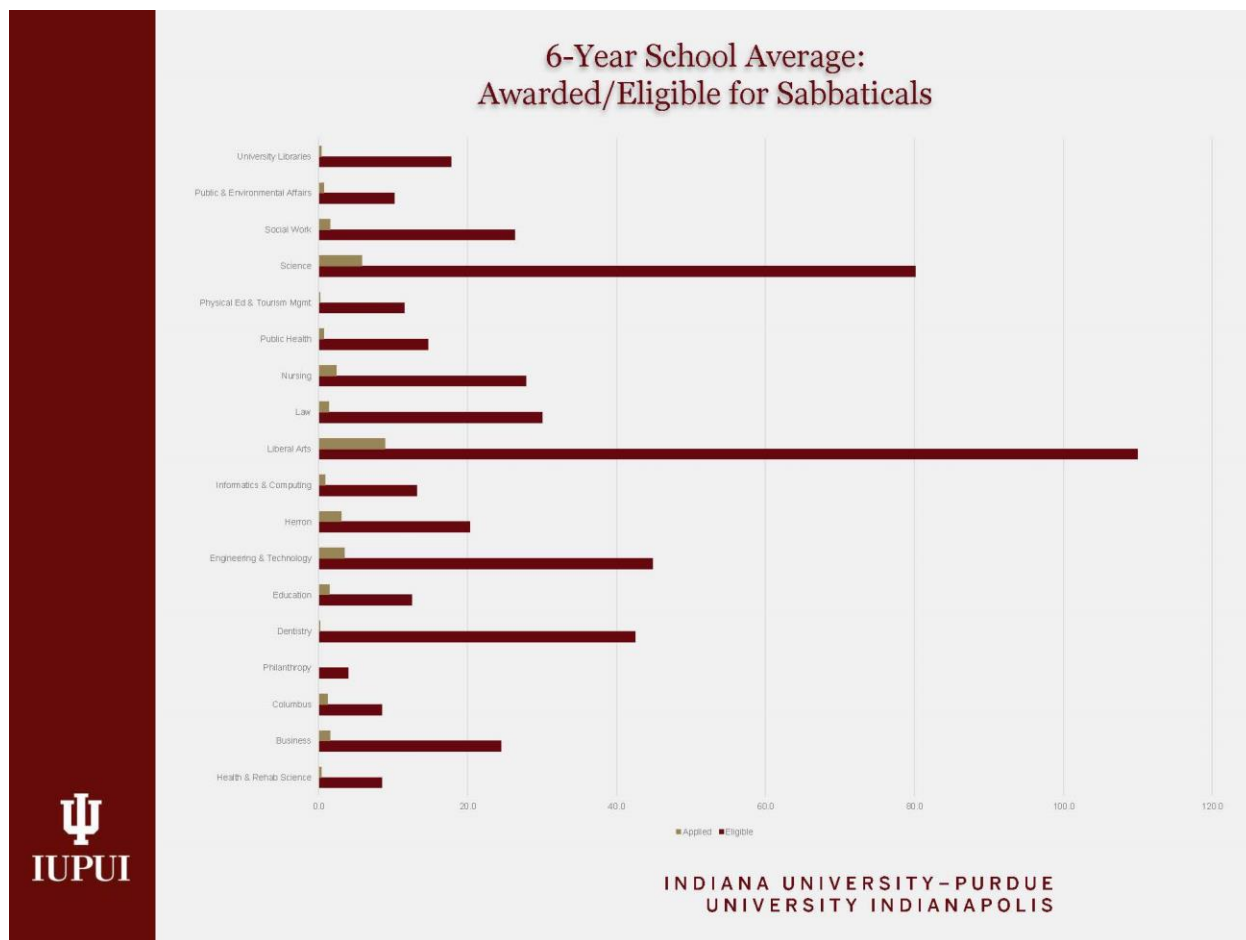


Sabbaticals Taken by School

- Philanthropy did not become a school until 2013. Previously, their faculty are included in LART totals
- Public Health did not become a school until 2012. Previously, their faculty are included in MED totals
- As of 2013, SLIS merged with INFO. SLIS applications have been merged into INFO.
- As of 2014, JOUR merged with LART. There were no applications prior to the merge.
- Applicants with joint appointments are split between both schools.



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6-Year Sabbatical Average by School: # Eligible and Awarded

	Health & Rehab Science	Business	Columbus	Philanthropy	Dentistry	Education	Engineering & Technology	Herron	Informatics & Computing
Eligible	8.5	24.5	8.5	4.0	42.5	12.5	44.8	20.3	13.2
Awarded	0.3	1.5	1.2	0.0	0.2	1.4	3.5	3.1	0.8



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6-Year Sabbatical Average by School: # Eligible and Awarded

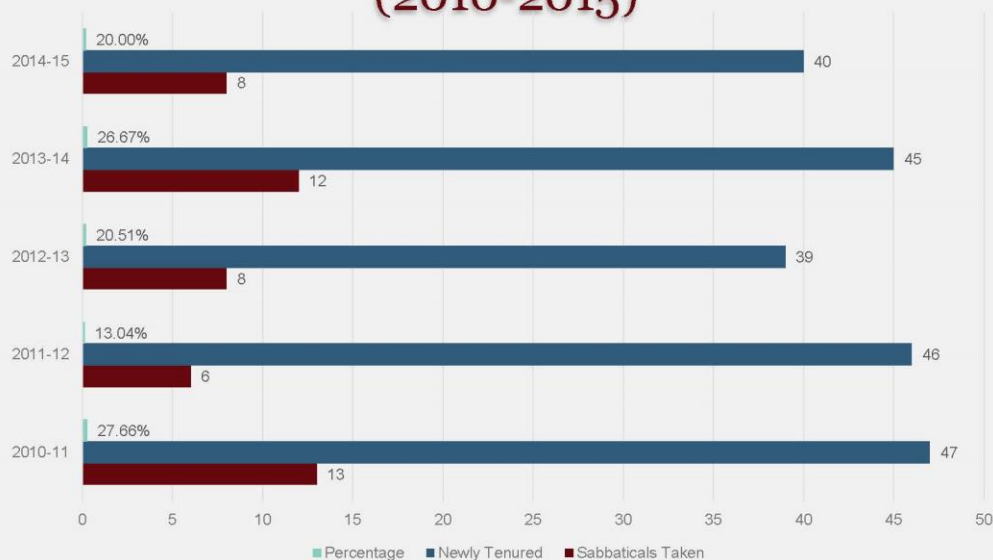
	Liberal Arts	Law	Medicine	Nursing	Public Health	Physical Ed & Tourism Mgmt	Science	Social Work	Public & Environmental Affairs	University Libraries
Eligible	110.0	30.0	431.3	27.8	14.7	11.5	80.2	26.3	10.2	17.8
Award	8.9	1.3	1.8	2.4	0.7	0.2	5.8	1.5	0.7	0.3



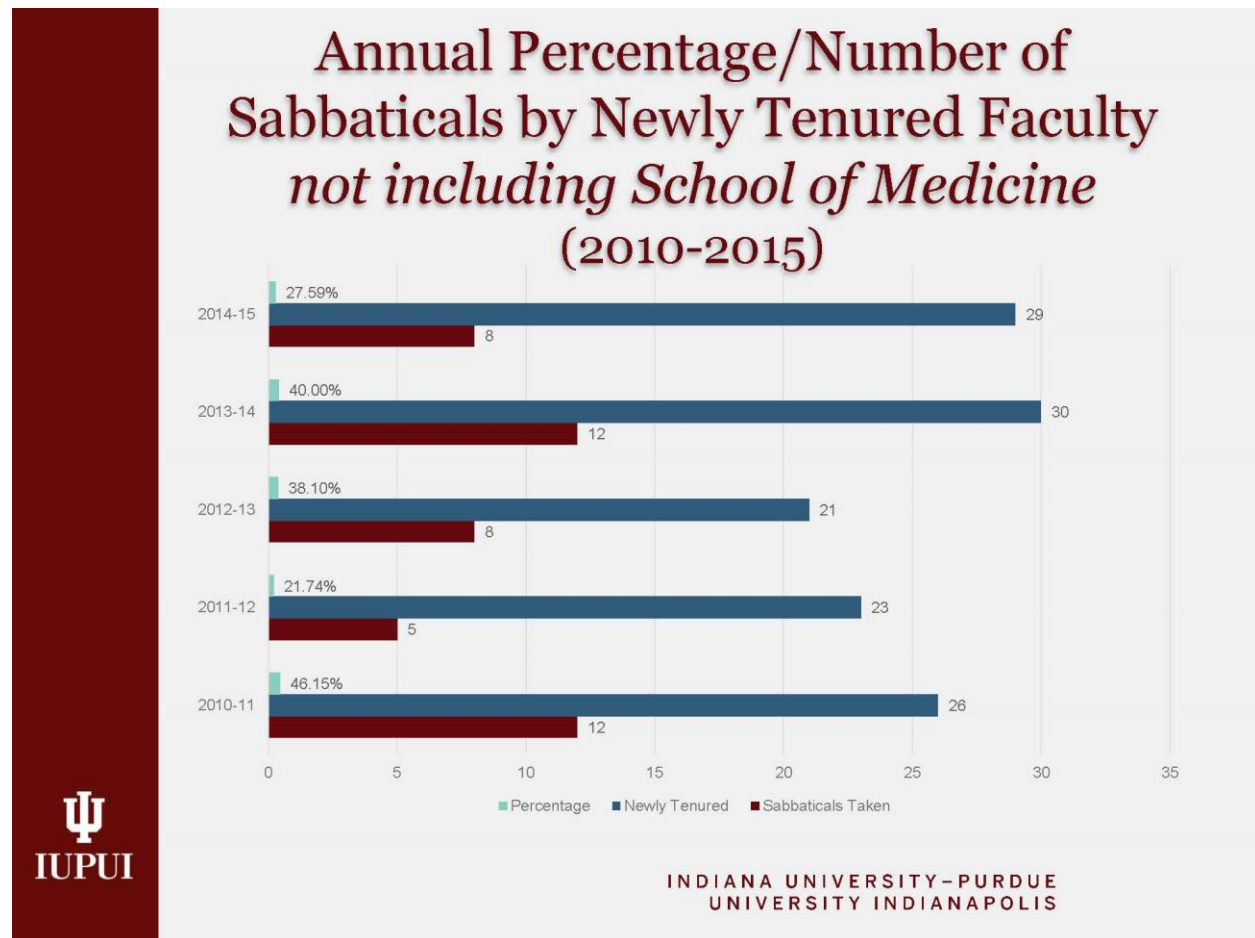
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Annual Percentage/Number of Sabbaticals by Newly Tenured Faculty *including School of Medicine* (2010-2015)



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Conclusions

- Limited use of sabbaticals as a professional development resource for faculty
- Even newly tenured faculty members apply for sabbatical at surprisingly low rates
- Low usage is evident across the Schools
- Low usage is evident across time as well



Questions to Consider

- Why are rates low?
- Is eligibility well understood by faculty?
- Is application too cumbersome?
- Are applications frequently rejected by the Schools?
- Should greater usage be encouraged?





Cybersecurity Briefing

For general distribution

August 2016

1



Dualing *Escalation* of Cyber Risks and Responses

Global Phenomenon across national boundaries, political, military, commercial

The Blackhats:

- Borderless
- Professionalized Criminal Enterprises
- Longer timeframes, meticulous work, *not smash-and-run*
- Greater social engineering
- Greater automation of exploits, phishing, ransomware
- Exploiting old habits, personal devices, unpatched software
- Adaptive, relentless
- Intelligence sharing

Core Issue: *The Blackhats are learning and evolving their ad-hoc ecosystem faster than the Whitehats.*

No End in Sight



What We are Doing - Human-mediated Pace

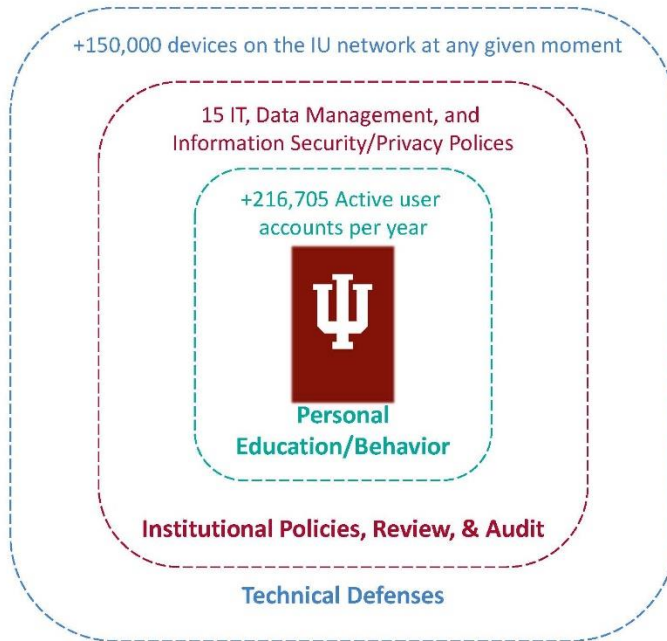
1. Increased spending and focus on technical solutions, personnel, restricting behavior
2. Tightening controls, IT-28* Policy Reviews (2nd round)
3. Multi-factor logins (authentication)
4. Tightening cycle time from detection to mitigation
5. Multi-level education, communication

"Preventative, reactionary whack-a-mole"

What Needs to Be Done – More Automated Pace

1. Accelerate industry-specific solutions
2. Develop a healthy **proactive** immune system through extensive **automation** across universities
3. Drive innovation in a connected sense/respond ecosystem within and across industries

*IT-28 is IU's Cyber Risk Mitigation Policy 2



IU's Layered Approach to Cyber Security

Constantly rebalancing the open, innovative nature of a research university with effective risk mitigations.

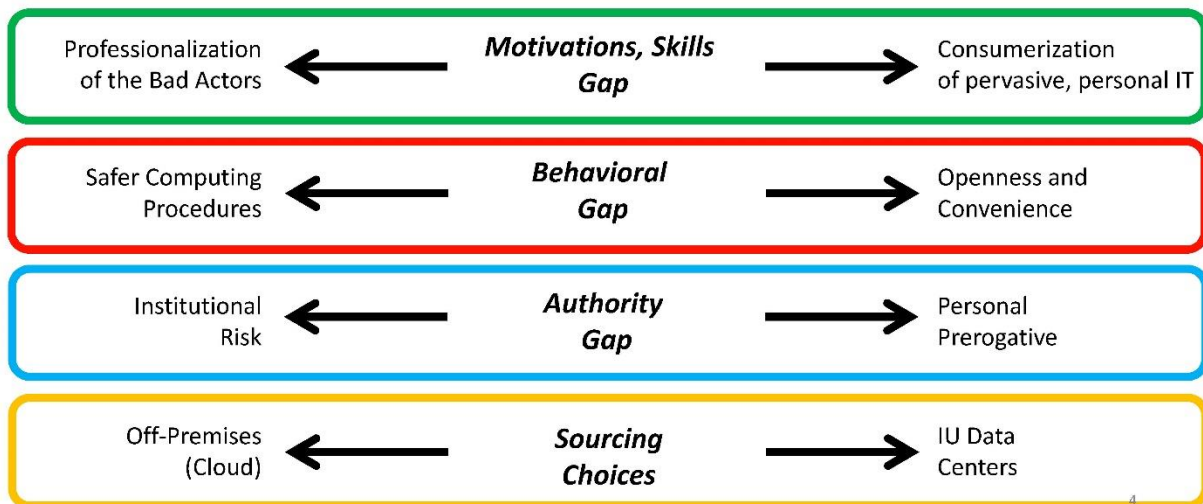
- *University Systems*
- *Departmental Systems*
- *Personal Systems/devices*

Focus is on holistic *Risk Mitigation* AND productivity enablement

3



Inter-related Cyber Tensions



4



Spring 2016 “Staff Portal” Phish

Brief Chronology (portions redacted for security reasons)

5



First Phishing Message Received



You have new important message from the Staff portal

[Click here to read](#)

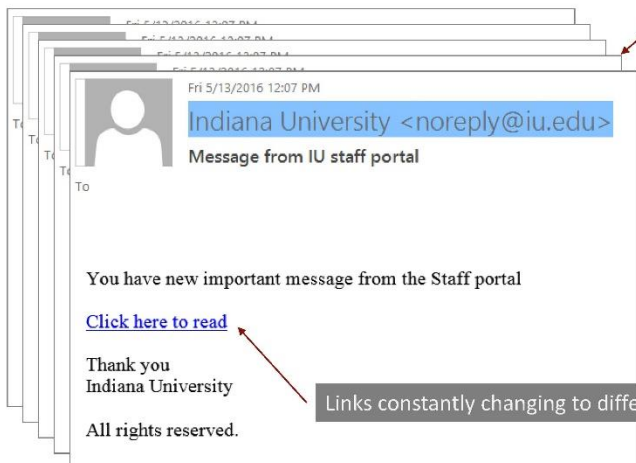
Thank you
Indiana University

All rights reserved.

6



Phishing Messages Blocked



Dozens of different distinct messages

- Dozens of variations sent to over thousands of IU users (mostly faculty and staff).
- Blocked by mail administrators
- No forensic network data if accessed from home or traveling

Links constantly changing to different domains

7



Fraud Detected



University Information Policy Office receives first report that paycheck had been redirected (no financial loss in the end).



Forensic analysis reveals substantial number of users had entered credentials (while on IU network) and/or had their personal financial info viewed by known bad IP addresses. UITS scrambles passwords of all affected users.



All compromised accounts had received variant phishing messages, and those recipients who had their pay data changed were among those who had provided credentials to the bogus site. IU notifies users, Indiana State Attorney General, FBI.

8



Communications



IU Chief Security Officer sends message to all users who had received initial phish, urging them to change their passwords.



IT Communications Office sends special newsletter to all 150,000+ faculty, staff, students, affiliates devoted to dangers of phishing, and tools to guard against it. CIO personally emails all IU accounts.



Despite communications, additional users who did not change passphrases had accounts compromised.

9



New Security Measures



VPIT suspends self service access to Employee Center where W2, Direct Deposit, and benefits information is stored



Employee center re-opened and requires users to have two-factor authentication (2FA) using Duo



No additional compromised accounts detected since 2FA requirement began.

10



Aggressively Rolling out Increased Mitigations and Controls

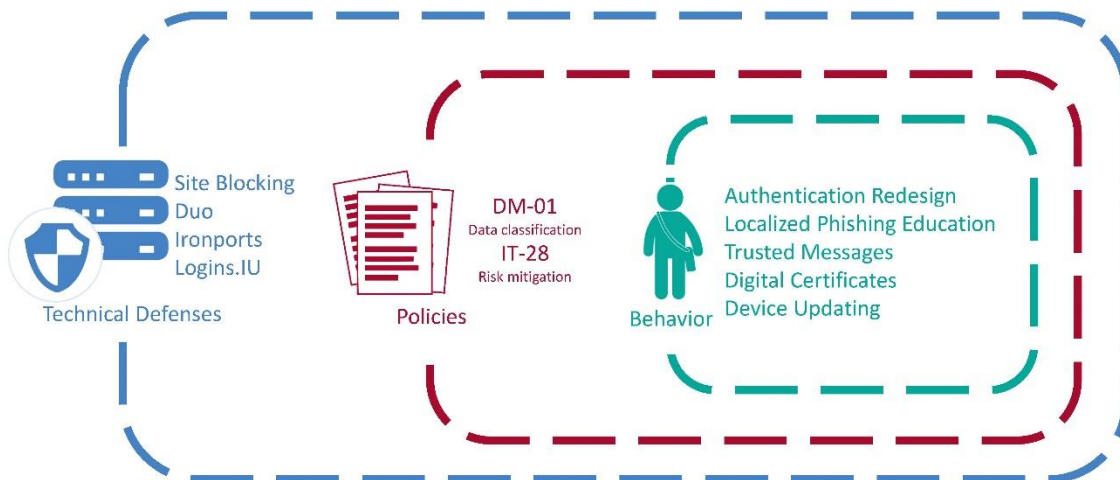
Policies, Technical Defenses, User Behavior

11

Trading off convenience for greater risk mitigation.



Multiple Changes in All Layers



12



Technical Defenses: 2FA - Duo

What is Two Factor Authentication (2FA)?

Requiring users to login with two factors, (i.e a passphrase and a token) means data stays safe, even if one is compromised. IU uses **Duo** for its 2FA system.



Why Use Two Factor Authentication?



Implementing two factor authentication ended the unauthorized access of SSNs and banking info from Staff Portal phish



canvas

Two factor authentication would have prevented a student who used compromised credentials from changing grades in Canvas.

90%

Depending on the campus, up to 90% of users who are accessing the network are also already using a smartphone or tablet.

13



Technical Defenses: Duo – 2FA (contd.)



Two factor authentication already implemented for systems that contain sensitive identity and finance-related information.

Specific Systems



Two factor authentication for ALL CAS login for all IU employees starting January 2017.

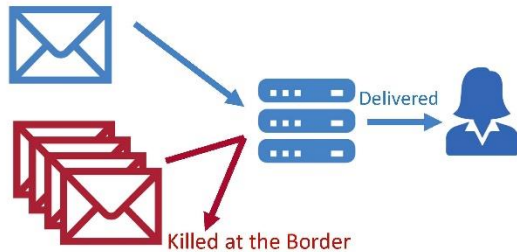
All Logins

*CAS = Central Authentication System
used for most Logins to IU Systems*

14



Technical Defenses: Greater Filtering



For every 1 email delivered to an IU user, UITS blocks 4 emails with Cisco IronPorts

Filters killed **2.1 billion** messages last year
83% of all emails bound for IU are SPAM, Phishing, etc.



Adjusting settings to filter even more bad messages based on reputation and keyword filters



Piloting ways to signal suspicious messages to users



Testing software to rewrite all links in emails so we can prevent users from accessing bad sites, even when outside IU network

15



Technical+Behavior Defenses: Logins.IU



Users can choose to receive a notification from IU whenever their account is accessed from outside the United States.

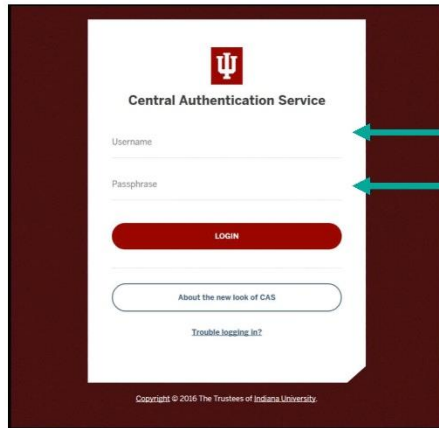


Users can also review logs of all login IP addresses for their account.

16



Behavior: Common Authentication System (CAS) Redesign



Username and password fields dynamically adjust height and color, making it more difficult for bad actors to spoof the CAS login page

17



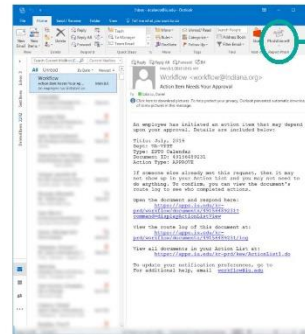
Behavior: Phishing Education

UITS is working with schools/administrative units to conduct internal phishing education as this approach from a dean/officer is more likely to change behavior.

Education



Simulations



Tools



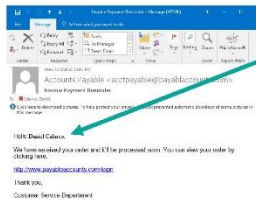
18



 Behavior: Phishing Education (contd.)

July Phishing UITs – Concerning Results

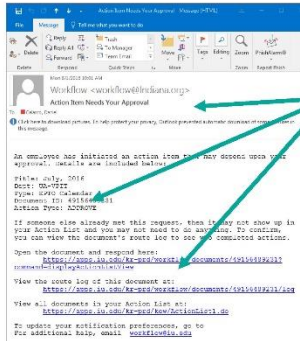
#1 Easy (low sophistication)



Accounts Payable Phish

- Some degree of user customization
- Low degree of social engineering

#2 Moderate (some sophistication)



Workflow Phish

- No user customization
- High degree of social engineering to appear like common IU email

In both phishing, some users who clicked the link had a known exploitable vulnerability on their device. We have notified all these employees as well as our internal support in order to patch these devices.

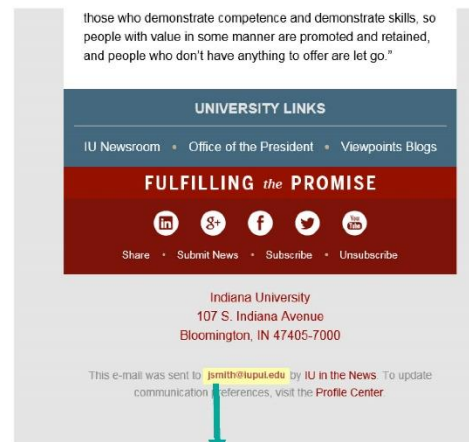
19



Behavior: Trusted Messages



Many companies employ consistent customized footers to signify trusted communications.



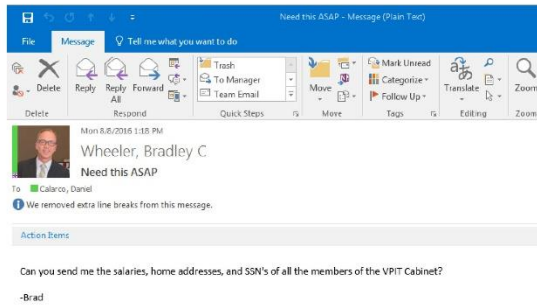
Exploring options with IU Communications to further customize footer beyond email address.

20

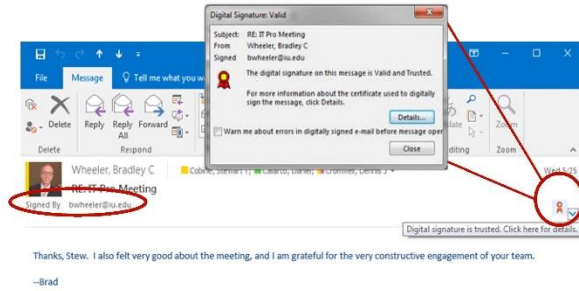


Behavior/Technical: Digital Signatures

Example: Forged Message – Not Digitally Signed



Example: Legitimate Message – With Digital Signature



If done properly, bad actors can spoof **any** IU email address, even if the user's account not been compromised. **Digital signatures** help guard against this vulnerability by ensuring that the user sent the message from one of their authorized devices.

21



Behavior: Digital Signatures (contd.)



All official "Workflow" messages digitally signed as of August 9th.



Senior executives have begun digitally signing emails, especially internal messages



Continued education and awareness planned so staff know to look for digital signatures on sensitive messages.

22



Cybersecurity Briefing

For general distribution

August 2016

23

Political Engagement Group @ IUPUI

WELCOME



IUPUI Political Engagement

What is political engagement?

An opportunity to support and challenge our IUPUI community toward becoming informed, active, and educated citizens.

Beyond the touchy-feely (i.e., typically apolitical) aspect of civic engagement centered on volunteerism or service to the community.

We want our community to be political: learning about, engaging with, and educating themselves and others about public problems or issues and the power structures inherently tied to those issues or problems.



Manifestations of political engagement

- Sign a petition
- Contact a national, state or local government official about an issue
- Work with fellow citizens to improve or solve a problem in your community
- Attend a political meeting on local, town, or school affairs
- Contribute money to a political candidate or party or any other political organization or cause
- Be an active member of a group that tries to influence public policy or government
- Attend a political rally or speech
- Send a letter to the editor of a newspaper or magazine
- Work or volunteer for a political party or candidate
- Engage in dialogue, debate, or deliberation about a community issue with others who are different from you
- Attend an organized protest, and of course
- At the most basic level...

VOTE

Pew Internet & American Life Project, August 2008 Survey.



Political Engagement across Higher Education

- Support for doing it
 - Professional associations, groups, conferences
 - » AASC&U [American Democracy Project](#)
 - » NASPA [Civic Learning and Democratic Engagement](#) LEAD Institutions
 - **National Conference June 2016 in Indianapolis**
 - » [The Democracy Imperative](#)- Frontiers of Democracy annual conference always in Boston always in late June.
 - » American Political Science Association's Civic Education Network
 - » Bringing Theory to Practice (BTtoP) Civic Planning Group meeting, National Seminar
 - » Imagining America
 - » Campus Compact
 - » Kettering Foundation

MANY MORE!



Political Engagement across Higher Education

- Measuring it
 - » Tufts University, Tisch College, [CIRCLE](#), National Study on Learning, Voting & Engagement ([NSLVE](#))
 - » IU, CPR, NSSE [Civic Engagement Topical Module](#)
 - » UCLA, HERI, [Freshman Survey– intermittently](#)
 - » [PARTICIPEDIA](#)– online site for “democracy researchers”, somewhat active but slow since 2014
 - » Campus Civic Health Index- *talk to Anne*
 - » And of course, faculty research & creative activity disseminated through peer-reviewed journals such as, but not limited to:
 - » American Journal of Political Science, Journal on Civic Literacy, Journal of Deliberative Democracy, Political Behavior, Political Research Quarterly, Journal of Communication, etc.



Political Engagement across Higher Education

- Examples of how it is institutionalized
 - <http://americandemocracy.illinoisstate.edu/>
 - <http://www.missouristate.edu/adp/>
 - <http://www.ferris.edu/HTMLS/administration/academicaffairs/adp/>



Political Engagement @ IUPUI

Currently, in no particular order...

- Office of Community Engagement
- Office of Campus Center and Student Engagement
- Center for Civic Literacy
- Faculty across various schools and research interests
 - » SPEA
 - » SLA
 - » Public Health (need representative)
 - » Others?
- Registered Student Organizations
 - » College Dems
 - » College Reps
 - » Young Americans For Liberty (Libertarianism)
- Masarachia Scholarship
- Sam H. Jones Scholarship



IUPUI Political Engagement

Political Engagement @ IUPUI

Current work, at least what we know of

- Aspect of PE incorporated into syllabus
- Constitution Day *(Today, BTW)*
- Voter Registration & Education
 - » 2016 will be a big year for this aspect of PE
- Diplomacy Labs *(U.S. State Department, policy issues & developing solutions to public problems)*
- Social Justice Education (SJE) at OSI
- Participant in NSLVE *(data collection regarding student voting behaviors)*
- NASPA CLDE LEAD Institution
- eCitizenship (an initiative out of ADP)
- Student leadership in this area
 - » Get out the Vote
- Community involvement around PE *(e.g., League of Women Voters)*



Political Engagement @ IUPUI

The Future

- What can PE look like for IUPUI students, staff & faculty?
 - » Sharing
 - » Discussing
 - » Supporting
 - » Planning
 - » STRATEGIZING; creating a [Civic Action Plan](#)

What is PEG @ IUPUI?

It is...

- ...an acronym: Political Engagement Group @ IUPUI
- ...You!
- ... & probably others as well, please let us know how to best include others interested in and/or already doing this hard work!

How can we best utilize and leverage this group for our campus?

NEXT STEPS

Sign up on our Interest Sheet

*Next Meeting: Monday, October 3rd @ 1:30pm, University Hall 1006
Please mark your calendar.*

Constitution Day is 9/16

National Voter Registration Day is 9/27

Election Day is 11/8

NEXT STEPS

ONGOING: Voter Registration Drives; Voter Education (Debate
Watch Parties, Classroom Visits, & Much More)

*Next Meeting: Monday, October 3rd @ 1:30pm, University Hall 1006
Please mark your calendar.*

Political Engagement Group @ IUPUI

Co-Coordinator of PEG @ IUPUI

Anne Weiss, haweiss@iupui.edu
Jennifer Boehm, jrboehm@iupui.edu



Report on Council Actions 2015-16 (per Bylaws Article 1. Section C.3)

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

Committee Assignments

Academic Affairs Committee

- Campus Policy on Limits in Withdrawal: Policy to be voted on by AAFC, EC, and IFC fall 2013. (*Oct. 2013: The AAC agreed that the policy was too restrictive. They agreed that students should not be allowed to enroll and withdraw (or fail) a given course numerous times. Perhaps an alternative solution is to block registration for such students, initiated at the unit level. The registrar will investigate creating lists of students who enroll repeatedly in the same course. These lists could be provided to the appropriate unit for action (registration block), if the units choose to do so. Annual Report 2014: The proposed policy was put on hold pending further fact-finding and deliberation.*)
- Grade Forgiveness Policy (*Annual Report 2014: Carried over from 2012-2013. Should this assignment be eliminated?*)
- Investigate what, if any, "University Sanctioned Events" should be included in the Registrar's list of Course Policies (*Annual Report 2014: Committee added this assignment for the 2014-15 AY.*)
- IUPUI Policy on International Teaching Assistants
- 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.*)
- Evaluation of IUPUI Withdrawal Deadlines (*Note: The committee meets the week of 5-9-16. It will be on the meeting agenda.*)
- Best Practices for Accelerated Programs
- Report from Student Advocate on the status of the IUPUI Emergency Withdrawal procedures

Budgetary Affairs

- Assessments (School of Medicine)
- RCM Review/Banded tuition
- Monitor parking revenue / parking in general

Campus Planning Committee

- Advise IUPUI Administration: Planning and Institutional Improvement Administrative Liaison on outcomes. (*May 2014: Ongoing.*)
- Monitor parking on campus. Is the current plan working?
- Monitor crosswalk document in regard to IUPUI Strategic Plan and Bicentennial Strategic Plan.
- For 2016-17 Consideration – First Priority: Draft communication to be sent on behalf of the IFC on the NTTF Task Force Report and next steps following tabling the vote on 5-3-16. (See also note under Faculty Affairs Committee.)

Constitution and Bylaws Committee

- Verbatim Minutes: Review proposal to exclude notation of taking verbatim minutes if a recording is being made during council meetings. (*Committee discussed this item; will suggest wording.*)
- Nominations Committee: Review and change bylaws so that the Nominations Committee is made up of faculty governance leaders of the schools. (*Update 7-10-14 and 6-10-15: keep on agenda.*)
- Review and rewrite the charge to the Constitution and Bylaws Committee. (*Update 7-10-14 and 6-10-15: keep on agenda.*)
- Recognition of Honors College (*Update 7-10-14 and 6-10-15: Recognition was discussion, but until the school submits a constitution and bylaws for review, no action is taken. Keep on agenda until C&B submitted by Honors College.*)
- FGAP Bylaws revision (problem raised by Handbook Committee/Faculty Affairs Committee in 2013-2014). (*Update 7-10-14 and 6-10-15: keep on agenda.*)
- Undergraduate Curriculum Advisory Committee: (*Update 2-25-14: With the Strategic Plan, this committee is under review by the Academic Affairs Committee and Faculty Affairs Committee as they determine whether the IFC should endorse an Undergraduate Curriculum Committee. The Constitution and Bylaws Committee will be asked to make a motion to remove the UCAC from the IFC Bylaws should the IFC endorse the new committee. The committee has been endorsed, so a motion is needed.*)
- Limit the amount of time a Board of Review can be heard before time runs out once it has been assigned by the IFC-EC. (Motion made by IFC-EC on March 27, 2014.) (*Update 7-10-14 and 6-10-15: keep on agenda.*)

- 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?
- Add the usage of Senior Academy faculty when considering composition of Boards of Review (Assigned per IFC-EC at 5-21-15 meeting).
- Look at coordinating with IUB the University Policies and how they interact with each other. (Also assigned to Faculty Guide Committee.)
- 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.

Distance Education Committee

- Continue work to include IUPUI's voice in decision making at the university/system level
- Canvas transition
- IU Online Updates
- Follow-up on policies related to online testing and pilot software
- Review of video technologies utilized in distance education
- Connect with CTL on faculty development related to online education
- Replacement of Oncourse Project Sites

Faculty Affairs Committee

- "Term Contracts" in the School of Medicine for faculty not complying with standards set by the school. (*Update from annual report: Committee not able to identify the problem to be addressed during 2014-15.*)
- School of Medicine policy issued for compensation guidelines for tenured faculty. (*Update from annual report: Lengthy discussion eventually foundered on the question of academic freedom. Is the SoM required to bow to the university in deciding standards?*)
- How is tenure viewed in the School of Medicine and how is it tied to the practice plan?
- 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.*)
- Definition of Tenure Status (*Update from annual report: Not able to identify the problem to be addressed.*)
- Report from the Task Force on Non Tenure Track Faculty (*On May 3, 2016, the task force report to include additional NTTF faculty was heard. A motion was made to table the vote in order to consider the consequences of the changes. The report will be reconsidered in 2016-2017.*)
- 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.)
- How can we involve more faculty in faculty governance (who can serve, who can vote, Faculty Guide, develop new faculty to serve in governance as the more senior faculty retire)?
- Sexual Violence Prevention Rules – compliance and review

Faculty Guide Committee

- Look at coordinating with IUB the University Policies and how they interact with each other. (Also assigned to Constitution and Bylaws Committee.)

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?

Research Affairs Committee

- Research policy for review: Revisions to the Sponsored Research Programs – Internal Submission Deadlines: <http://policies.iu.edu/policies/categories/research/IU-Research-Policies/internal-deadlines.shtml>
- New research policy that took effect August 2015: Laboratory Safety: <http://policies.iu.edu/policies/categories/administration-operations/public-safety-institutional-assurance/PS-EHS-02.shtml>

- New research policy that took effect August 2015: Dual Use Research of Concern: <http://policies.iu.edu/policies/categories/research/IU-Research-Policies/durc.shtml>
- Biomedical Research Institute
- Policy on Centers and Institutes
- Animal safety
- Update on the transparency and funding of programs
- Presentation of the Indirect Cost Recovery guidelines to the IFC.
- Return of NIH funds from the administrators to the PI.
- Human Subjects Research (IRB Process).
- Other study approvals – especially biosafety approvals and IACUC as centralization of oversight continues.
- 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.
- Monitor aspects of compliance across the university
- Purchasing and expenses on grants – detailed reporting
- Administrative burden on signature centers.

Staff Relations Committee

- “Guidelines on Use of Legal Credentials by Professional Staff” (JD Degree)
- TIME Timekeeping System
- Health Insurance Rates
- Performance Management
- Service with Distinction
- Intergroup Dialogue and Campus Civility
- Campus Safety / Emergency Planning

Student Affairs Committee

- Academic Misconduct
- Student Wellness
- Sexual Assault and Prevention / Title IX
- Awareness of students living on/off campus (Title IX and other issues)
- Climate Survey and LGBTQ Students
- Sexual Violence Prevention Rules – compliance and review

Items Completed:

Academic Affairs Committee

- Interpretation of “first undergraduate degree” in the Grade Replacement Policy (10-14-15: *Reported on and approved by the IFC. The interpretation is to mean “first baccalaureate degree” The clarification is effective fall 2015.*)
- Decide whether or not common questions should be adopted for course evaluations at IUPUI. Determine how common questions should be handled within core schools at IUPUI. (4-28-16: *Discussed by IFC-EC.*)
- Recommendation on Campuswide Core Questions for Online Course Questionnaires (*Statement endorsed by the IFC at their meeting on 5-3-16.*)

Budgetary Affairs Committee

- Cluster Conversations (*Renamed to Campus Conversations.*)

Campus Planning Committee

- Cluster Conversations (*Renamed to Campus Conversations.*)
- Monitor release of Grand Challenges and report on faculty opportunities (*Simon Atkinson presented to IFC and provided periodic press releases.*)
- Review Climate Survey results (*Committee members met with Ann Mitchell and reviewed results, later met with VC Dace to give feedback.*)
- Review IUPUI Strategic Plan including performance indicators and identify important goals and formulate priorities recommendation from the faculty’s point of view. (*Chancellor’s report and stated priorities were reviewed.*)

- Review and comment on National Survey of Student Engagement (NSSE) survey and other tools that gather information about students and faculty. (*Committee members met with Ann Mitchell and reviewed results, later met with VC Dace to give feedback.*)
- Review and comment on PULSE surveys; the data gathered by these surveys may be reviewed by this committee; examples: campus safety; diversity; common theme. (*Committee members met with VC Dace.*)
- Review and comment on Continuing Student Campus survey (first and second years – in house); (every third year NSSE is administered) (*Waiting on the next survey to be released.*)

Faculty Affairs Committee

- Statement on Freedom of Speech (*Statement endorsed by the IFC at their meeting on 5-3-16.*)
- Statement on Diversity-Unity (*Statement endorsed by the IFC at their meeting on 5-3-16.*)

Faculty Guide Committee

- Archived Faculty Guide on July 1, 2016.

Library Affairs Committee

- Monitor Open Access.
- Review role of online journals.
- Library resources for students are not the same as their faculty member has within Oncourse or Canvas.

Student Affairs Committee

- Community of Practice on Academic Integrity report to the committee.
- Update the Academic Misconduct portion of the *Student Code of Rights, Responsibilities, and Conduct*.
- Presentation by the Office of Student Involvement regarding their mission and activities.
- Presentation from the Office of Student Conduct regarding misconduct cases.
- Discussed proposal from the USG asking that language regarding sexual misconduct be placed in every course syllabus.
- Campus pedestrian safety.

Technology Committee

- How does the committee become informed about policies, guidelines, recommendations, proposed technologies, etc., and how can it provide input before a decision is made? (*Discussed, but continued frustration with lack of input into decisions about technology and paucity of communication once decisions have been made.*)
- BLUE course evaluation system
- FAR system
- Oncourse project site replacement
- One place to find a myriad of information. Communication. One.IU
- Received updates on new and continuing technologies throughout the year.
- Presentation on PERMA, a service for capturing websites cited in scholarly works.
- Updates on new classrooms and classroom technology.
- Regular updates about status/adoption of Canvas.
- Joint meeting of IFC Distance Education Committee: Bulk of meeting was devoted to IU Online.
- 3D Printing Services on Campus
- Next.IU pilot projects
- Update on eDossier system
- IU's videoconferencing strategy
- Updates on Unizen
- Notification plan for major system outages.