

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

**Minutes**

**January 10, 2017 ~ Campus Center Room 450A ~ 3-5 p.m.**

**Faculty and Guests Present:** Kacy Allgood, Gregory Anderson, Rachel Applegate, Leslie Ashburn-Nardo, Simon Atkinson, Tina Baich, Andy Barth, Ed Berbari, Amy Blevins, Janice Blum, Ben Boukai, Boyd Bradshaw, Camy Broeker, Dwight Burlingame, Fred Cate, Thomas Davis, Gregory Druschel, Joseph Dynlacht, Rob Elliott, Jennifer Embree, Margie Ferguson, Christine Fitzpatrick, Amanda Friesen, James Gladden, Philip Goff, Joan Haase, Jennifer Herron, Stephen Hundley, Richard Jackson, Kathy Johnson, Kevin Jones, Mark Kaplan, James Klenner (alt: Barb Hanes), Leonidas Koniaris, Sarah Koskie, Joan Kowolik, David Lewis, Wei Li, Joyce Mac Kinnon, Lindsey Mayo, Robert Minto, Bill Orme, Mathew Palakal, Megan Palmer, Amir Pasic, Nasser Paydar, Tod Perry, Christine Picard, Rebecca Porter, William Potter, Hasan Radwan, Stephen Randall, Simon Rhodes, Eva Roberts, David Russomanno, Jim Scheurich, Li Shen, Deborah Stiffler, David Stocum, Kate Thedwall, Joseph Unthank, Thomas Upton, Mark Urtel, Ruben Vidal, Amy Warner, John Watson, Jeff Watt, Ron Wek, John Whelan, L. Jack Windsor, Marianne Woheck, Emily Wren, Michael Yard, Michele Yip-Schneider, and Ayoung Yoon

**Members Absent:** Doug Acheson, Robert Barr, Terri Bourus, Angela Bruzzaniti, Ken Carow, Amber Comer, Andrea Copeland, Rebecca Dixon, Valerie Eickmeier, Anthony Firulli, Jan Froehlich, Andy Gavrin, Gina Gibau, Anita Giddings, Charles Goodlett, Claudia Grossman, Raymond Haberski, Paul Halverson, John Hassell, Jay Hess, Reinhold Hill, Andy Hudman, Robin Hughes, Erik Imel, Jeremiah Jagers, Benjamin James, Josette Jones, Andy Klein, Daniella Kostroun, Mosopefoluwa Ladapo, Alan Ladd, Chen Lin, Suzann Lupton, Jane Luzar, David Malik, Marc Mendonca, Willie Miller, Miriam Murphy, Megan Musgrave, Bethany Neal-Beliveau, Jim Nehf, David Nelson, Robin Newhouse, Kristi Palmer, Michael Patchner, Lynn Pike, Rick Ralston, Taylor Rhodes, Lilliard Richardson, Dan Rusyniak, Saba Siddiki, Ross Silverman, Robert Siwec, Jodi Smith, Peggy Stockdale, Sean Stone, Diane Von Ah, Clark Wells, Ken Wendeln, John Williams, Jr., Frank Yang, Hiroki Yokota, and Domenick Zero

**Agenda Item I: Welcome and Call to Order**

IUPUI Faculty Council Vice President Jeff Watt 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: Memorial Resolution: William F. Harvey, Dean Emeritus and Carl M. Gray Professor Emeritus**

Circular 2017-01 appended to the minutes.

A moment of silence was given by the assembly, and the resolution was entered into record.

**Agenda Item IV: [Action Item] Approval of the IFC Minutes**

The minutes of the April 19, September 6, October 4, November 1, and December 6, 2016, meetings were approved and entered into the record.

**Agenda Item V: Updates/Remarks from the Chancellor**

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

Paydar wished everyone a Happy New Year and reported on the following:

- Spring Enrollment Data: Bradshaw, associate vice chancellor for enrollment management, gave the appended enrollment report.
- A pipe broke in the SL/LD building on December 16. This is the third time the same side of the building had issues, and none of the reasons are the same.

- Searches:
  - Vice Chancellor for Finance and Administration: Camy Broeker (interim) was appointed.
  - Vice Chancellor for Student Affairs: Eric Weldy was appointed.
  - Associate Vice Chancellor for Undergrad Education and Dean, University College: Jay Gladden was appointed dean.
  - Dean, Health and Rehabilitation Sciences: Interviews are taking place.
- Center for Teaching and Learning Task Force: A report has been received from the task force and feedback will be requested from the faculty.
- Thanked Simon Rhodes and Becky Porter for their work on the 50<sup>th</sup> anniversary committee. A report has been received, and it will be sent to the faculty for feedback soon.
- Responsibility Center Management Review: President McRobbie asked for a review of RCM during his State of the University address. As a part of the process, a campus committee was formed and Rachel Applegate and Jack Windsor will serve.

#### **Agenda Item VI: Updates/Remarks from the IFC President**

Rachel Applegate, IUPUI Faculty President

Applegate reported on the following:

- The University Faculty Council met and had a brainstorming session on developing faculty community. The Center for Teaching and Learning (CTL) task force applies here as it helps faculty do their jobs. Specialized faculty are assisted by the center as well. The university and campus support faculty in doing what they do.
- Faculty will be receiving a message from Vice President John Applegate about adhering to emergency drills and weather warnings. Applegate encouraged participation for the safety of everyone.
- Be sure to use Digital Measures/Activity Insight (DM/AI) to record faculty work. The tool takes the place of the Faculty Annual Report. DM/AI allows faculty to enter data as it exists. Individually identifiable data can be gleaned from AI to receive specialized data.

#### **Agenda Item VII: Call for IFC or UFC Standing Committee Reports**

- Faculty Affairs Committee (FAC): Marianne Wokeck, chair, reported on the following (printed as submitted):

The charges to the FAC are many and diverse this academic year. In order to manage this agenda, members of the committee have subdivided into working groups in addition to discussions at regular monthly meetings. The following issues are under discussion and policy recommendations will be presented for a first reading at the next IFC meeting.

- Review of the IUPUI emeritus policy to include lecturers.
- Review of policies and procedures to deal with faculty concerns and/or questions about potential complaints that do not fall into categories for which there are clearly defined reporting mandates and/or established campus and university policies and procedures. IUPUI does not have an ombudsman for faculty, for example, and a working group is researching policies and procedures at other institutions in order to propose recommendations for handling faculty concerns and complaints.
- Review of promotion guidelines in core schools that differ by campus in ways that create inequities and unfairness for faculty and proposal for leveling the playing field. One such example is the difference with which the “balanced case” is permissible, even encouraged, on the Bloomington campus but impossible to apply for promotion for clinical faculty on the IUPUI campus.
- Reviewing the roles and responsibilities of full-time faculty members systematically has taken much time and effort of the FAC members.

- In some academic units, “clinical faculty” are not really “clinical,” even if they have those titles. In order to more realistically reflect the roles and responsibilities of faculty whose primary tasks are teaching and service, the title of professor of teaching {fill in the discipline or field} seems most appropriate. Such a title requires both change as well as particulars of and guidelines for appointment, responsibilities, and promotion.
- More generally, a review of all “specialized” faculty ranks is the goal, making use of the report concerning NTT faculty a task force of the IUB faculty council recently completed.
- The decision about the representation of IUSM’s NTT clinical faculty in the IFC was debated and then tabled at the May 2016 meeting of the IFC. The FAC has taken up this issue again and is guided by university policies and the IUPUI Constitution and Bylaws. Accordingly, <currently?> each unit determines the role and responsibilities of its NTT faculty. If the unit, like the IUSM, elects an NTT faculty member to its leadership with representation to the IFC because of that leadership position, that faculty member will serve in the IFC with a voice but not a vote. This is the current, de facto situation, which can be changed following the procedures detailed in ACA-18 and the IUPUI Constitution:

### **Constitution Amendment Changes**

#### **Section B. Adoption**

1. If an amendment is approved by two-thirds of those present and voting at any regular meeting of the council, copies of the amendment shall be distributed by campus mail by the president of the faculty to the voting faculty within one week of this approval.

#### **ACA-18 Regulation of Clinical And Lecturer Appointments**

(<http://policies.iu.edu/policies/categories/academic-faculty-students/academic-appointment-review/Regulation-of-clinical-and-lecture-appointments.shtml>)

Participation in university and campus faculty governance is governed by the Constitution of the Faculty of Indiana University and the faculty constitutions on each campus. The role of clinical faculty in governance within the unit shall be determined by vote of the tenured and tenure-probationary faculty of the unit, provided that where non-tenure track appointees have voting privileges, their voting participation must be structured in a way that reserves at least 60% of voting weight to tenure track faculty. The academic integrity of the school and its programs ultimately is the responsibility of tenured and tenure-probationary faculty.

- Academic Affairs Committee (AAC): There was no report.

#### **Agenda Item VIII: [Information Item] Welcoming Campus Innovation Fund**

Christine Fitzpatrick, Chief of Staff

Stephen Hundley, Senior Advisor to the Chancellor for Planning and Institutional Improvement

Fitzpatrick and Hundley reported on the appended handout. Two information sessions on how to submit a proposal will be held on February 1 or 9 in the UL Lilly Auditorium.

#### **Agenda Item IX: [Information Item] Faculty Census Report**

Margaret Ferguson, Interim Senior Associate Vice Chancellor for Academic Affairs

Ferguson discussed the appended presentation slides, then answered the following questions.

- Who gets exit interview data? If the schools do them, the schools retain them. The Office of Equal Opportunity (OEO) does not know a faculty member is leaving until an eDoc is received. If a faculty member is leaving, please let us know so that we can approach them for an honest

assessment. The exit interview would come out of OEO. The earlier we know they are leaving, the more likely we will be able to gather information.

- David Jones (Columbus): It is important to have a chair that understands the promotion and tenure process. The chair's role is important to interpret the things between the lines. There are still things between the line. Colleague support is important as well. If you are in a leadership position with tenure-track faculty, you must be prepared to take them over the line to tenure. Ferguson agreed and stressed the importance to retaining faculty on campus. She spoke of the Chairs Leadership Academy. Jane Williams (Science) and Ferguson have been bringing chairs together to discuss their role and helpful training. The role of the chair cannot be exaggerated. The Office of Academic Affairs puts a lot of energy into this. Chairs are beginning to meet together to share best practices.
- I'm concerned about the collaborative work. Why do we question this work? You don't know on a team who is keeping the team working well. I would like us to think about the whole idea of collaboration, order of articles, etc. or we aren't a real researcher. Ferguson said when she went up for promotion, she described in detail what her role in an article was when she co-authored an article. Our guidelines say the person must have a national reputation as an independent scholar. Without this, it raises the question of what the person is going as an independent scholar. You need to clearly demonstrate your own trajectory as an independent scholar.

### **Agenda Item X: [Information Item] Research Expenditure Reporting**

Simon Atkinson, Vice Chancellor for Research

Fred Cate, Vice President for Research

Cate reported on the following:

- We report research expenditures on an annual basis. Up until 2010, we and every other university in the country reported on a campus by campus basis or a university-wide basis. At IU, we report on a university-wide basis (all schools, including the School of Medicine). The NSF adopted a rule that any campus headed by a president or chancellor must be reported separately. Beginning in 2010, we reported IUPUI separately because IUPUI is headed by a chancellor. This included the School of Medicine. In 2015, the School of Medicine began reporting to the president; therefore, it was reported out of IUB.
- When the change became necessary, Cate met with the chancellor who expressed concern. He met with the president and NSF to see if there was a different way to deal with this. The answer was no. We are still working with the NSF to be able to report as one university. Maryland has a state statute that says the universities have to report as one.
- Paydar said the medicine faculty are part of IUPUI, but the reporting of the dean goes to the president. The faculty are part of IUPUI. It is also true that the president asked the dean to report to him directly. There is no chancellor at IUB, so President McRobbie is the chancellor/leader of that campus.
- Berbari asked what the NSF has to do with this when medicine does not do NSF research. How does the NIH review the funding of the campus? Cate said the NSF publishes the Herd database. This is the database that is used to measure progress and develop rankings. It's just one federal reporting system that we abide by their rules.
- Rhodes: This is being presented as NSF, but President McRobbie is the president of our campus, too. This seems to be a choice instead of an instruction. Cate said it is an instruction. The rule cannot be clearer. A campus lead by a chancellor is counted differently. To change it, we could change the chancellor's title to provost as well as some other changes. It was designed to stop institutions from making these choices.
- Thedwall: Did President McRobbie ask for the School of Medicine to report to him? The answer is yes, so it was his choice. Paydar said the dean of medicine has had vice president in his title for seven or more years.

- How about adding a dotted line from the School of Medicine back to our chancellor? Cate said the movement seems to be in the opposite direction.
- Berbari said the medicine dean still carries the title of dean and should be a part of this group. Paydar said their faculty is treated like any other faculty, but the reporting line of the dean is different.
- Goff said he would like to know what to tell students that came here when we were ranked 70<sup>th</sup> and now 105<sup>th</sup>.
- Boukai: If IUB had a chancellor, would the reporting be differently? Cate said yes.
- Applegate: You are saying that this is NSF's HERD data. What other reporting mechanisms are there? Are we just talking about NSF? Cate said his office only reports to NSF, but other offices report to others in conjunction with accrediting agencies. It's only Cate's office that reports to NSF. Atkinson said NIH reporting is differently and includes the School of Medicine.
- Atkinson said US News and World Report does not use research data in their rankings. Other rankings do not always use NSF Herd data into the ranking. In the old US News ranking, IUPUI was 2 and we are now in the middle. There is no danger of us moving downward into another category, but we are not yet ready to move into the highest category.

#### **Agenda Item XI: [Information Item] HR 2020**

John Whelan, Associate Vice President for University Human Resources

Whelan reported on the following:

- HR 2020 is an effort to make HR services at the university simpler, more efficient, and valuable to everyone at Indiana University. Focus group feedback was that HR was disconnected throughout the university which led to inefficiencies and confusion at the campus and department level. Some process are inefficient as well (hiring process and compensation process). We received positive feedback on the benefits the university provides.
- With the information received, we have begun to look at how HR is structured around the university. We are building a community and addressed efficiencies. A customer care center will be created, hopefully by the end of the year, that applies for the whole university. You can call or email to get your HR questions answered quickly. The goal is to make HR valuable and efficient.
- We are beginning reviews of our hiring process to make it more transparent.
- There are many laws and regulations currently in place or about to go in place with the shift of the presidential administration, including the Affordable Care Act.
- A year ago, he met with the IFC to talk about the change in domestic same-sex partner benefits when same-sex marriage became legal. The changes went into effect on January 1. The question was raised on whether the university would provide benefits for all partners outside marriage. They are beginning to look at this nationwide. The university's decision may be that they are not financially able to absorb millions of dollars to expand the benefits. He would like to meet with the IFC later about the possibility of raising benefit costs to allow for domestic benefits for all.

#### **Agenda Item XII: [Information Item] Facilities/Construction Update**

Emily Wren, Associate Vice Chancellor for Facilities

Wren reported on the following:

- Michigan Street Two-Way Project: The project is providing two lanes both ways with a median in the middle and walking paths on both sides. There will be bus shelters as well. There are three hawk lights to be installed like the one on New York Street to help with pedestrian crossing. The first phase began in November 2016 and will go through June 2017. The first phase is the south side of the street. When it gets to Blackford, it moves to the northside. In June, they will begin on phase 2 – West Street and Michigan Street intersection. Blackford Street will be widened and surfaced at

some time. Phase 3 is the opposite of phase 1 from the river to Blackford and then switched. The Vermont Street Garage will receive better signage. The project will provide better safety. The medians will have plantings, which will be more attractive to the campus. There has been some tree impact. The campus has added 270 trees since the New York Street project. 77 trees were demolished in the Michigan Street project with 55 trees relocated.

- The dental school utility tie in (completed in 2018) needs to be tied into the Michigan Street project. There will be signage coming up to help with traffic changes. Information will go out about this to help as soon as possible. We do not have control over the scheduling of the project.
- West Street – Burial of power lines on Michigan and New York Streets are being done. There are nine telecommunication companies involved. The work is to be finished by summer so that landscaping can be done to define the campus edge. We will landscape Michigan Street during a planting season after the project. We want to switch the traffic flow when the campus is not quite so busy.
- Parking: Lot west of Inlow Hall and south of Oral Health will be renovated. A transportation plan is being worked on to determine traffic flow, bus routes, and IndyGo initiatives. We will be hiring a consult to do that and work on the welcoming campus initiative.
- Classroom Upgrades: 13 classrooms will be impacted over the summer for upgrades.
- Rhodes: In support of welcoming campus assignments, can the SL/LD building be signed better so students can figure out where their classes are? Wren said the Bursar system can only allow two letters for building signage. Rhodes said he has more students asking questions about where their classes are in that building. Wren is going to recommend to her staff that we get rid of the building codes and number them in a different way. Applegate said we will take this up and develop a formal resolution. It is an important topic and we need to keep this moving forward. Thedwall said we are not accommodating to the blind when identifying buildings. Wren said there is a solution and we try to think creatively.
- Applegate said the face of the Vermont Street Garage looks very nice. Wren said the project is to be completed by the end of February. Wren said 8,500 redwood slats were rescued from the parking garages. They will be use on the north side of the dental school as decoration using the slates. A designer is also looking at ways to use them in other campus designs.

#### **Agenda Item XIII: Question/Answer Period**

- Why doesn't IUPUI use the common application? Bradshaw said he does not know why the university does not use the common application for the essay. It might help. We are moving to a shared application at IU. Students will only have to fill out one application for IU and can designate which campus they are applying to. Applegate said Bradshaw chairs the Enrollment Management Group who discussed this issue. For the sake of IUPUI and the commitment we want students to have here, it is a pain, but it helps the students overall.
- Thedwall – How do you feel about the joint application? Applegate said that people automatically funneled to IUPUI may not have ever wanted to apply to IUPUI in the first place. She suggested Bradshaw discussion this with the EMG.

#### **Agenda Item XIV: Unfinished Business**

There were no unfinished business items.

#### **Agenda Item XV: New Business**

There were no new business items.

## **Agenda XVI: Report from the IUPUI Staff Council**

Barb Hanes, First Vice President

Hanes reported on the following:

- The Staff Council thanked Paydar for his support of the campus-specific Crimson Card. The staff are pleased with the outcome.
- The SC chose donating scarves, gloves, etc. as a service project. They filled a 17-passenger van with items that were disbursed throughout the city to the homeless.
- Ten applications were received for the SC professional development grant in December. Six of the applicants were funded. The next round is April 1.
- February 2 is the start of the DUO/CAS notification. Please get your DUO notification registrations done before then. Call the support desk for assistance.

## **Agenda XVII: Final Remarks and Adjournment**

Paydar asked that the faculty not be discouraged with the rankings due to the School of Medicine participation. We are doing great. He is proud of what the campus is doing and the numbers are not important at all. With no further business appearing, a motion was made to adjourn. The motion passed and the meeting was adjourned.

Minutes prepared by Karen E. Lee, Director of Academic Affairs and Strategic Initiatives  
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MEMORIAL RESOLUTION  
ON BEHALF OF

WILLIAM F. HARVEY  
DEAN EMERITUS AND CARL M. GRAY PROFESSOR EMERITUS  
INDIANA UNIVERSITY ROBERT H. MCKINNEY SCHOOL OF LAW

Dean Emeritus and Carl M. Gray Professor of Law Emeritus William F. Harvey died in Indianapolis on November 17, 2016, at the age of 84. Bill, as he was known to his many friends and colleagues, received his undergraduate degree from the University of Missouri in 1954, and then joined the U.S. Navy, serving in both Korea and Indochina. After leaving the military, he attended Georgetown University School of Law where he received his J.D. degree in 1959 and his LL.M. in 1961.

While in law school he was a member of the Georgetown Law Review, served as president of the student body, as well as president of the Phi Alpha Delta law fraternity. Also while still in school, he worked in the Antitrust Division of the U.S. Department of Justice.

After receiving his J.D. degree he clerked for the Honorable Thomas D. Quinn, on the District of Columbia Court of Appeals. He also worked for Chief Judge Leo A. Rover, on that court. After receiving his LL.M., he was the law clerk to the Honorable John A. Danaher on the U.S. Court of Appeals for the District of Columbia Circuit and also worked for the Honorable Warren E. Burger, who later became the Chief Justice of the Supreme Court of the United States.

He was a professor of law at the Washburn University Law School in Topeka, Kansas, where he collaborated with his law student and friend Dr. M. Martin Halley, a cardiac surgeon, to develop the first widely used legal and medical definition for determining whether a person is legally considered dead. Their work was published in the *Journal of the American Medical Association*, and elsewhere.

In 1968, Bill joined the faculty of Indiana University at what was then the Indiana University School of Law-Indianapolis. He served as dean from 1973-1979, stepping down to become the school's first titled professor, the Carl M. Gray Professor of Law. He formally retired in 1996.

A devoted mentor to generations of students, he received the coveted Black Cane Award for best professor (chosen by the student body) multiple times throughout his career at IU. He was also an active volunteer at IU, serving for ten years as a member of Indiana University's Rhodes and Marshall Scholarship Committee.

In addition to his family, Bill truly loved his country, the legal profession, and the IU McKinney School of Law and would help the school and its alumni in any way he could throughout his long and distinguished career as a leader in the legal and academic community.

For over two decades, he served on the Indiana Supreme Court's Committee on Rules of Practice and Procedure and lectured in the Indiana Bar Review course. He also lectured at the Defense Information School of the U.S. Department of Defense, and presented numerous Continuing Legal Educational programs. He was admitted to practice in Indiana, Virginia, the District of Columbia, and Kansas. He was an active member of the Indiana State Bar Association.

Professor Harvey was a prolific writer of casebooks, as well as law review articles and columns. He was very well known for his strong support of the Indianapolis Legal Aid Society, which is dedicated to ensuring that low-income individuals in central Indiana have access to quality legal assistance for civil disputes. He served as a member of the LAS board of directors for more than thirty-five years.

President Reagan appointed him to be a member of the Advisory Committee on Accreditation of Colleges and Universities to the U.S. Secretary of Education, and to be Chairman of the Board of Directors of the national Legal Services Corporation.

In 1985, President Reagan selected him for nomination to the United States Court of Appeals for the Seventh Circuit in Chicago, Illinois, although he was never confirmed.

In the 1996, Governor Evan Bayh of Indiana appointed him as Sagamore of the Wabash, one of the highest honors bestowed in the State of Indiana.

An avid history buff, he was a member of the United States Naval Institute, the Sons of the American Revolution, and the Society of Descendants of Washington's Army at Valley Forge.

*THUS, BE IT RESOLVED, that this memorial resolution be placed in the minutes of the Indiana University – Purdue University Indianapolis Faculty Council with a moment of silence observed in honor of Dean Emeritus Harvey.*

*This resolution is written on behalf of Dean Emeritus Harvey's colleagues, friends, and family and will be shared with them.*

*Prepared by Andrew R. Klein, Dean and Paul E. Beam Professor of Law, Indiana University Robert H. McKinney School of Law on the IUPUI campus.*

*Adopted by the IUPUI Faculty Council at their meeting on January 10, 2017.*

**Spring 2017  
Credit Hours Taught**

**Indianapolis Enrollment**

School	1/11/2016	1/9/2017	Change	%
Dentistry	12,059	11,665	-394	-3.3%
Education	9,537	9,211	-326	-3.4%
Engineering-Tech	29,602	31,842	2,240	7.6%
Health & Rehab	6,886	7,227	541	8.1%
Herron Art & Design	9,545	9,669	125	1.3%
Informatics & Computing	10,727	11,972	1,245	11.6%
Kelley Business*	22,705	23,299	594	2.6%
McKinney Law	10,349	10,423	74	0.7%
Liberal Arts	53,346	53,490	144	0.3%
Medicine*	33,276	36,409	3,133	9.4%
Nursing	12,277	11,464	-813	-6.6%
Lilly Family Philanthropy	1,185	1,267	82	6.9%
PETM	16,548	18,037	1,489	9.0%
SPEA	9,937	9,639	-298	-3.0%
Fairbanks Public Health	6,673	7,279	606	9.1%
Science	66,137	66,947	810	1.2%
Social Work*	8,891	9,963	1,072	12.1%
IUPUI Honors College	26	29	3	11.5%
Graduate	620	108	-512	-82.6%
University College	322	452	131	40.6%
<b>Indianapolis Total</b>	<b>320,447</b>	<b>330,392</b>	<b>9,945</b>	<b>3.1%</b>
IUPUC	16,226	16,080	-146	-0.9%
<b>IUPUI Combined</b>	<b>336,673</b>	<b>346,472</b>	<b>9,799</b>	<b>2.9%</b>

Credit hour totals may be rounded in cases where a school total includes .5 credits

**1/9/2017 First Day  
Headcount by Student School**

School	1/13/2016	1/9/2017	Change	%	Internal/School Change
Dentistry	656	632	-24	-3.7%	-20 ugr; -6 grad/prof; +2 non-degree
Education	998	937	-61	-6.1%	-7 ugr; -27 grad; -27 non-degree
Engineering-Tech	2,924	2,980	56	1.9%	+25 ugr; +40 grad; -10 non-degree
Health & Rehab	606	671	65	10.7%	+64 ugr; +1 grad/prof
Herron Art & Design	722	700	-22	-3.0%	-16 ugr; -5 grad; -1 non-degree
Informatics & Computing	1,039	1,157	118	11.4%	+71 ugr; +45 grad; +2 non-degree
Kelley Business*	1,707	1,674	-33	-1.9%	-26 ugr; -1 grad; -6 non-degree
McKinney Law	870	881	11	1.3%	+11 grad/prof
Liberal Arts	2,185	2,108	-77	-3.5%	-75 ugr; -46 grad; +44 non-degree
Medicine*	1,985	1,936	-49	-2.5%	-31 ugr; -18 grad/prof
Nursing	1,222	1,132	-90	-7.4%	-44 ugr; -42 grad/prof; -4 non-degree
Lilly Family Philanthropy	172	176	4	2.3%	+3 ugr; +1 grad
PETM	839	931	92	11.0%	+87 ugr; +5 grad
SPEA	930	909	-21	-2.3%	+24 ugr; -45 grad
Fairbanks Public Health	559	523	-36	-6.4%	-22 ugr; -14 grad
Science	2,593	2,753	160	6.2%	+192 ugr; -20 grad; -12 non-degree
Social Work*	835	894	59	7.1%	-2 ugr; +58 grad; +3 non-degree
Undistributed Grad**	160	160	0	0.0%	+2 grad; -2 non-degree
University College	5,376	5,039	-337	-6.3%	-310 ugr; -10 high school; -17 non-degree
<b>Indianapolis Total***</b>	<b>26,378</b>	<b>26,193</b>	<b>-185</b>	<b>-0.7%</b>	
IUPUC	1,485	1,404	-81	-5.5%	
<b>IUPUI Combined#</b>	<b>27,863</b>	<b>27,597</b>	<b>-266</b>	<b>-0.9%</b>	

#Students enrolled at both IN and CO are counted twice at this time. 45 heads in 2016 and 27 in 2017. Credits are not affected.

\* Includes enrollment and credit hours for GRD1 students enrolled in winter term.

\*\* Winter term enrollments (first day of term):

2016: Kelley 69 heads in 489.5 credits; MED 10 heads in 45 credits; SWK 226 heads in 1213 credits  
2017: Kelley 81 heads in 643 credits

Resident	2016	2017	Change	%
UG Heads	16,907	16,680	-227	-1.3%
UG Credits	216,953	221,574	4,622	2.1%
Total Res Heads	23,165	22,723	-442	-1.9%
Total Res Credits	283,837	289,394	5,557	2.0%

Non-Resident	2016	2017	Change	%
UG Heads	1,109	1,249	140	12.6%
UG Credits	14,246	16,637	2,391	16.8%
Total NR Heads	3,213	3,470	257	8.0%
Total NR Credits	36,610	40,999	4,389	12.0%

\*\*\*Total also adjusted for students enrolled in degrees offered through the Graduate School but who also have been distributed to schools housing their programs. Heads are counted only once in IN Total. Credits are not affected.

Source: IPDS Point-in-Cycle, Registrar, and UIR Reports

Office of Institutional Research and Decision Support 1/9/2017

Tables with student level and enrollment by residency status are Indianapolis only

Student Level	2016	2017	Change	%
Freshman	3,305	3,207	-98	-3.0%
Sophomore	4,209	4,074	-135	-3.2%
Junior	4,101	4,082	-19	-0.5%
Senior	6,401	6,566	165	2.6%
<b>Undergrads</b>	<b>18,016</b>	<b>17,929</b>	<b>-87</b>	<b>-0.5%</b>
UG Non-Degree	623	611	-12	-1.9%
<b>Graduate</b>	<b>4,703</b>	<b>4,669</b>	<b>-34</b>	<b>-0.7%</b>
<b>Professional</b>	<b>2,801</b>	<b>2,775</b>	<b>-26</b>	<b>-0.9%</b>
<b>Grad Non-Degree</b>	<b>235</b>	<b>209</b>	<b>-26</b>	<b>-11.1%</b>

Notes: While most IUPUI students pursuing graduate studies enroll through the IUPUI school that offers the degree, GRD1 holds students who enroll through the U Graduate School. This is primarily students in Liberal Arts and Medicine but also includes some students pursuing other U graduate degrees. In this report most degree-seeking students have been attributed to their units, less than 100 are still attributed to the Graduate School.



DIVISION OF ENROLLMENT MANAGEMENT

# Spring 2017 Enrollment First Day of Classes

January 9, 2017

INDIANA UNIVERSITY-PURDUE UNIVERSITY INDIANAPOLIS

## Spring 2017– New Student Enrollment

1/9/2017	Spring 2017			Change from 2016	
	Applied	Admitted	Enrolled	Enrolled	
Beginner	782	367	235	25	11.9%
External Transfers	1,739	1,086	711	32	4.7%
Second Bachelors	369	269	119	-19	-13.8%
Non Degree/Other	646	551	270	-15	-5.3%
Intercampus Transfers	368	275	160	-24	-13.0%
Returning Students	693	573	308	-44	-12.5%
Masters	982	541	420	55	15.1%
Professional	476	17	16	2	14.3%
Doctorate	28	21	20	1	5.3%
Graduate Non-degree	162	138	83	-5	-5.7%



## Spring 2017 - Total Enrollment

Indianapolis	2016	2017	Change	% Change
Heads	26,378	26,193	-185	-0.7%
Credits	320,447	330,392	9,945	3.1%
Columbus	2016	2017	Change	% Change
Heads	1,485	1,404	-81	-5.5%
Credits	16,226	16,080	-146	-0.9%
IUPUI	2016	2017	Change	% Change
Heads	27,818	27,570	-248	-0.9%
Credits	336,673	346,472	9,799	2.9%



## Enrollment Observations

- The surge in credit hours is likely the result of the move to banded tuition. As a result, undergraduate students are taking more credits, on the average, than in 2016.
- While the overall campus decline in heads for Spring is somewhat larger than for Fall (-129; -.5%), the difference is mainly non-degree students. For Fall, we were up 60 non-degree students, we are down 38 for the spring, a swing of nearly 100 heads.
- In percentage terms, the increase in credit hours was slightly more than in the Fall when Indianapolis was a similar number of credits (9,966), but a smaller percentage (2.9%).
- Census will be reported by the University on Tuesday, January 17<sup>th</sup>.



## Fall 2017 Beginner Admissions Funnel Progression Report

Total Applications			
Term	Fall 2015	Fall 2016	Fall 2017
APPS	10,039	10,197	8,205
ADM	6,626	7,174	6,144
Deposit	554	616	659

MSEP			
Term	Fall 2015	Fall 2016	Fall 2017
APPS	353	465	432
ADM	205	298	338
Deposit	5	16	34

First Generation			
Term	Fall 2015	Fall 2016	Fall 2017
APPS	4,417	2,565	2,104
ADM	2,610	1,570	1,444
Deposit	235	134	157

Twenty First Century Scholar			
Term	Fall 2015	Fall 2016	Fall 2017
APPS	2,797	2,620	1,878
ADM	1,601	1,650	1,335
Deposit	163	183	188



## Fall 2017 Beginner Admit Ethnicity

1/9/2017	2015	2016	2017	1 Yr Change	% Change
Asian	282	341	308	-33	-9.7%
Hispanic	533	668	789	121	18.1%
Black	482	594	424	-170	-28.6%
American Indian	7	4	2	-2	-50.0%
Hawaiian/Pac	1	2	1	-1	-50.0%
Two or More	325	374	276	-98	-26.2%
<b>Total Minority</b>	<b>1,630</b>	<b>1,983</b>	<b>1,800</b>	<b>-183</b>	<b>-9.2%</b>
White	4,911	5,026	4,202	-824	-16.4%
International	67	144	130	-14	-9.7%
Unknown	18	21	12	-9	-42.9%
<b>Total</b>	<b>6,626</b>	<b>7,174</b>	<b>6,144</b>	<b>-1,030</b>	<b>-14.4%</b>



## Fall 2017 Transfer Admissions Funnel Progression Report

Total Applications			
Term	Fall 2015	Fall 2016	Fall 2017
APPS	748	690	637
ADM	47	206	207

MSEP			
Term	Fall 2015	Fall 2016	Fall 2017
APPS	24	39	39
ADM	1	9	19

First Generation			
Term	Fall 2015	Fall 2016	Fall 2017
APPS	205	96	82
ADM	10	21	32

Twenty First Century Scholar			
Term	Fall 2015	Fall 2016	Fall 2017
APPS	76	57	48
ADM	2	22	24



## Financial Aid Update

- Early FAFSA Processing – 3200 Financial Aid Notifications (64%)
- IUPUI Pledge Grant has expanded– Increased \$2000 to \$2500. This includes the IUPUI Twenty-First Century Scholars, IUPUI Grant for Access and Persistence recipients and IUPUI Pell Pledge Grant recipients.
- Enhanced communication and confirmation for pledge grant recipients
- Creation of Beyond Financial Aid Steering Committee to support ongoing initiatives



Visit the  
Institutional Research and Decision Support  
website at [irds.iupui.edu](https://irds.iupui.edu) for further  
information



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### **IUPUI Welcoming Campus Innovation Fund Information**

#### **Purpose:**

- Provide internal grants of up to \$25,000, with a match by the proposing unit, to support implementation of recommendations emerging from the Welcoming Campus Initiative, specifically related to these themes:
  - Creating a Vibrant and Inclusive Student Experience
  - Designing an Accessible, Inspiring Urban Campus
  - Investing in Faculty and Staff
  - Communicating Who We Are
  - Engaging and Integrating with the Community
- Seed investments that can contribute to IUPUI's 50th Anniversary, which occurs during Academic Year (AY) 2018-19
- Foster collaboration across IUPUI's various academic and administrative units
- Identify ways to scale and sustain the project, ideally through ongoing philanthropic support
- Evaluate the effectiveness of the project's goals, activities, and outcomes

#### **Eligibility to Submit a Proposal:**

- IUPUI full-time faculty and staff members
- Registered student organizations, including student government (USG and GPSG)

#### **Match Requirements:**

- In-kind contributions, departmental funding, and/or philanthropic commitments
- Letter of support from unit head required, identifying source and amount of match

#### **Suggested Evaluation Criteria for Project Proposals:**

- The project is aligned to one or more of the Welcoming Campus Initiative themes
- The project is collaborative in nature and the project's activities and impact will transcend more than one academic or administrative unit at IUPUI
- The project can be reasonably developed during AY 2017-18 to be showcased during IUPUI's 50<sup>th</sup> Anniversary Year, AY 2018-19
- The project articulates clear goals, activities, and outcomes
- The project identifies specific audiences or stakeholders who would participate in, or benefit from, project activities
- The project explains ways in which it might be scaled and sustained after initial implementation, including identifying potential sources of ongoing support (e.g., philanthropic opportunities)
- The project presents a plan to evaluate its effectiveness
- The project budget is appropriate, conforms to IU policy, and includes the required match

#### **Proposal Review Committee (individuals to be named by the Chancellor in January 2017):**

1. Principal Program Officer
2. Finance Officer
3. Liaison to IU Bicentennial Committee
4. Liaison to Welcoming Campus Steering Committee

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5. Liaison to IUPUI 50<sup>th</sup> Anniversary Steering Committee
6. Liaison to Chancellor's Cabinet
7. Liaison to IU Foundation
8. Faculty Council Representative
9. Staff Council Representative
10. Undergraduate Student Government Representative
11. Graduate and Professional Student Government Representative
12. IUPUI Alumni Association Representative
13. Community Representative

**Suggested Timeline:**

- 12/20/16: Discussion at Cabinet
- 1/4/17: Preview to Deans
- 1/10/17: Campus Announcement About Fund Guidelines and Process
- 1/10/17: Faculty Council Presentation
- 1/23/17: Combined meeting of Welcoming Campus & 50<sup>th</sup> Anniversary Groups
- TBD: Staff Council Presentation
- TBD: Student Government Presentation
- 2/1/17: Orientation/Workshop on Developing Fund Proposals
- 2/9/17: Orientation/Workshop on Developing Fund Proposals
- 2/24/17: Letter of Intent Due
- 3/24/17: Fund Proposals Due
- Week of 4/3/17: Committee Reviews Proposals and Makes Funding Recommendations
- Week of 4/24/17: Campus Announcement About Funded Proposals
- 5/11/17: Awardee Workshops to Plan for Implementation
- 5/12/17: Awardee Workshops to Plan for Implementation
- 7/1/17: Project Implementation Begins
- 10/16/17: Project Status Updates Due
- November 2017: Status Updates Mentioned During State of the Campus Address
- 1/31/18: Project Status Updates Due
- February 2018: Status Updates Mentioned During Report to the Community
- 4/30/18: Project Status Updates Due
- 6/30/18: Project Implementation Concludes
- 8/1/18: Final Project Reports Due
- AY 2018-19: Project Demonstration Showcases During IUPUI's 50<sup>th</sup> Anniversary Year

**Examples of Potential Projects (from Welcoming Campus Initiative feedback):**

***Creating a Vibrant and Inclusive Student Experience***

Projects supporting this theme will contribute to IUPUI's goals for student success by focusing on ways in which IUPUI can create a more welcoming campus for students and strengthen students' sense of connectedness and belonging. Example projects might include:

- Build an inventory of signature campus events and traditions as a place to start campus-wide coordination
- Infuse diversity into the curriculum

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- Establish a visiting lecturer/professor position in urban culture with expectation that s/he will engage the community
- Focus on developing diversity and tie to the city's initiatives, including providing scholarships for diversity, and programming support on diversity
- Provide wrap-around services for students (mentoring, advising, counseling, etc.)
- Create a welcome packet for incoming students

***Designing an Accessible, Inspiring Urban Campus***

Projects supporting this theme will promote pride and engagement through activities and enhancements to IUPUI's physical space. Example projects might include:

- Improve campus navigation on and off campus by improving wayfinding, signage and campus physical delineation
- Build IUPUI pride related to its location
- Develop campus art fund, sculptures/public art
- Focus on seeking donors for student gathering spaces
- Identify ways for students to have more interactions with faculty, staff, and administrators
- Use high traffic interior space to tell the IUPUI story
- Create meditation gardens
- Create some kind of monument that shows the inclusiveness of our meaning of diversity here
- Create an IUPUI welcome day

***Investing in Faculty and Staff***

Projects supporting this theme will demonstrate strategies and approaches that can foster ongoing commitment by employees to IUPUI as well as by IUPUI to its employees. Example projects might include:

- Develop a formal mentoring program for staff
- Develop a professional development program or series to help faculty incorporate diversity into existing courses/curriculum and to help them learn strategies for inclusive teaching
- Develop cultural humility and anti-bias training modules for staff and faculty
- Create programs to improve customer service and professionalism across campus
- Create "Indiana Sabbaticals" – both ways: sending faculty/staff from IUPUI to the community and inviting community members to IUPUI
- Develop an annual symposium for faculty and staff
- Create opportunities for faculty/staff to mentor IPS K-12 students
- Have a welcoming team to welcome newcomers to IUPUI

***Communicating Who We Are***

Projects supporting this theme will result in experiences and approaches that foster greater connection with IUPUI through greater understanding of who we are as a campus. Example projects might include:

- Use technology to facilitate place making and the historical profile of IUPUI
- Create a cohesive listing of campus points of interest
- Host high school organization groups, like Model United Nations
- Create Diversity Circles – outside and inside community leaders

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***Engaging and Integrating with the Community***

Projects supporting this theme will foster connections within IUPUI and the broader community through events and activities that promote engagement. Example projects might include:

- Create an IUPUI cultural trail
- Acknowledge American Indian heritage of the land with Sitting Circle acknowledging the people of four nations from this area on the east, west, north and south posts of the circle
- Align campus activities with community events
- Network with companies and professional groups, including business and industry, to create living labs to work on mutual problems
- Create a Distinguished Lecture Series
- Implement Explore IUPUI and/or IUPUI Community Day



MARGIE FERGUSON, INTERIM SENIOR ASSOCIATE VICE  
CHANCELLOR, ACADEMIC AFFAIRS

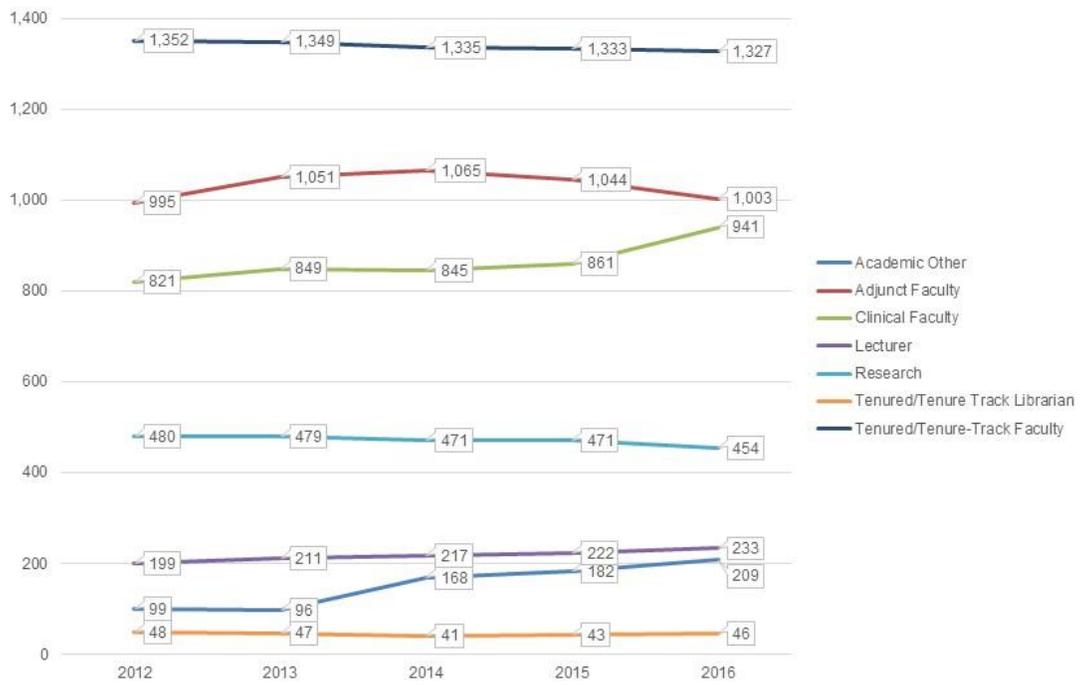
# State of IUPUI Faculty 2017

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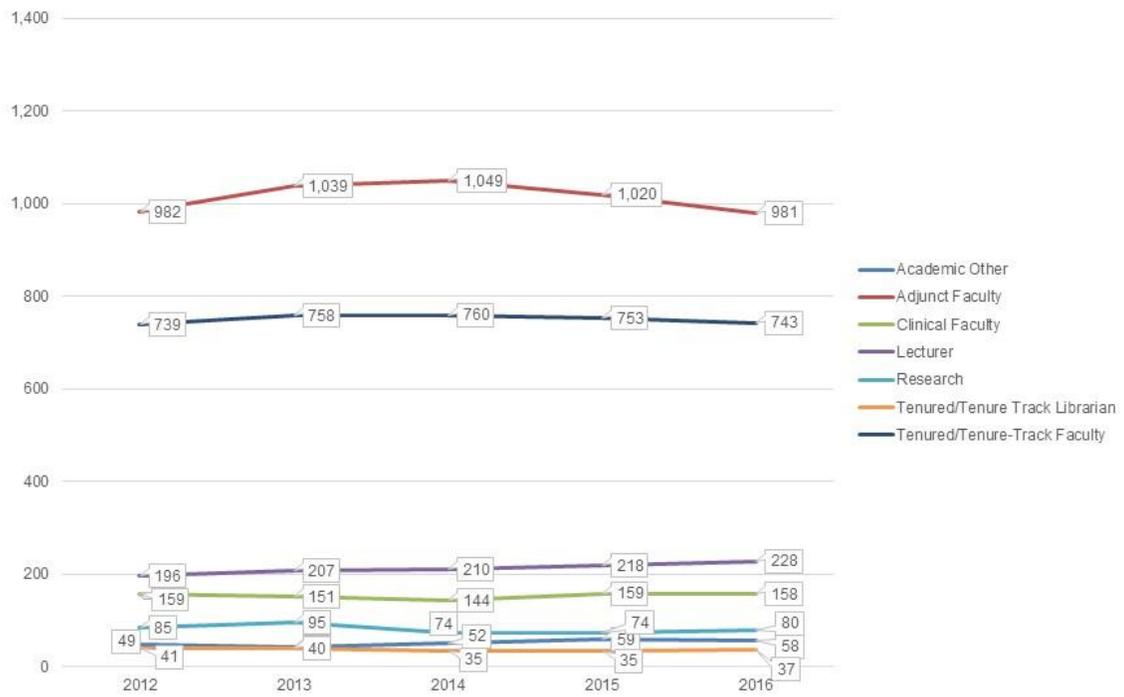
SECTION 1

# Headcounts and Demographic Characteristics

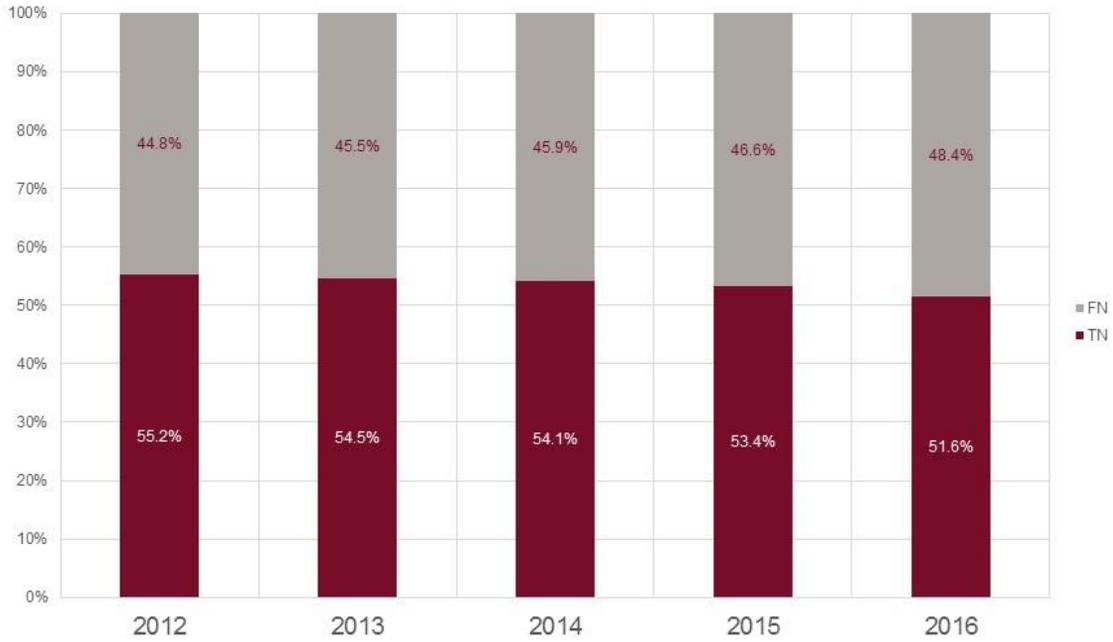
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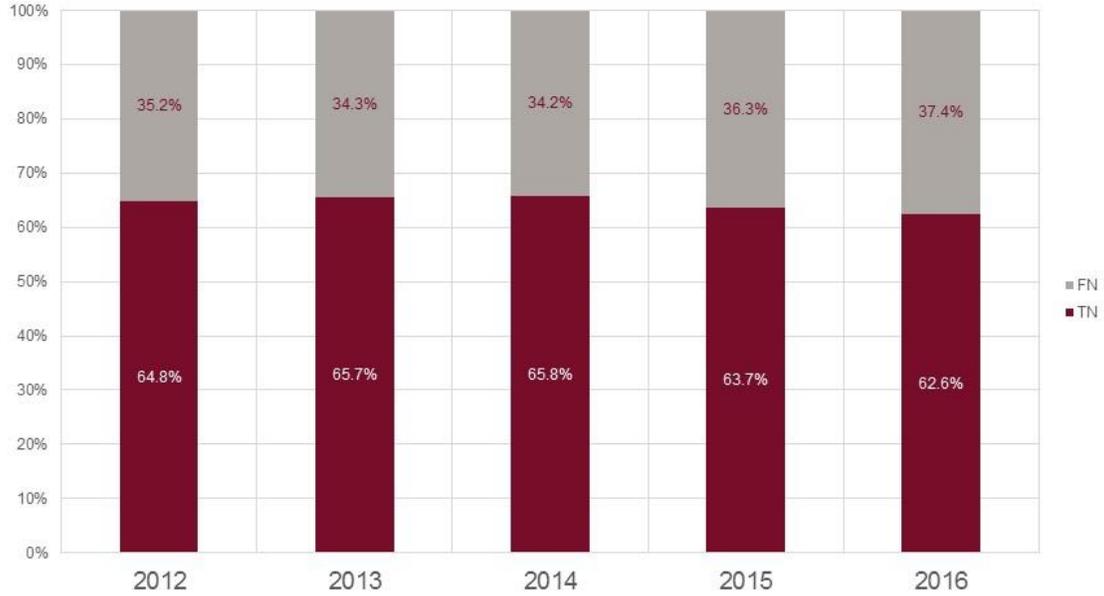
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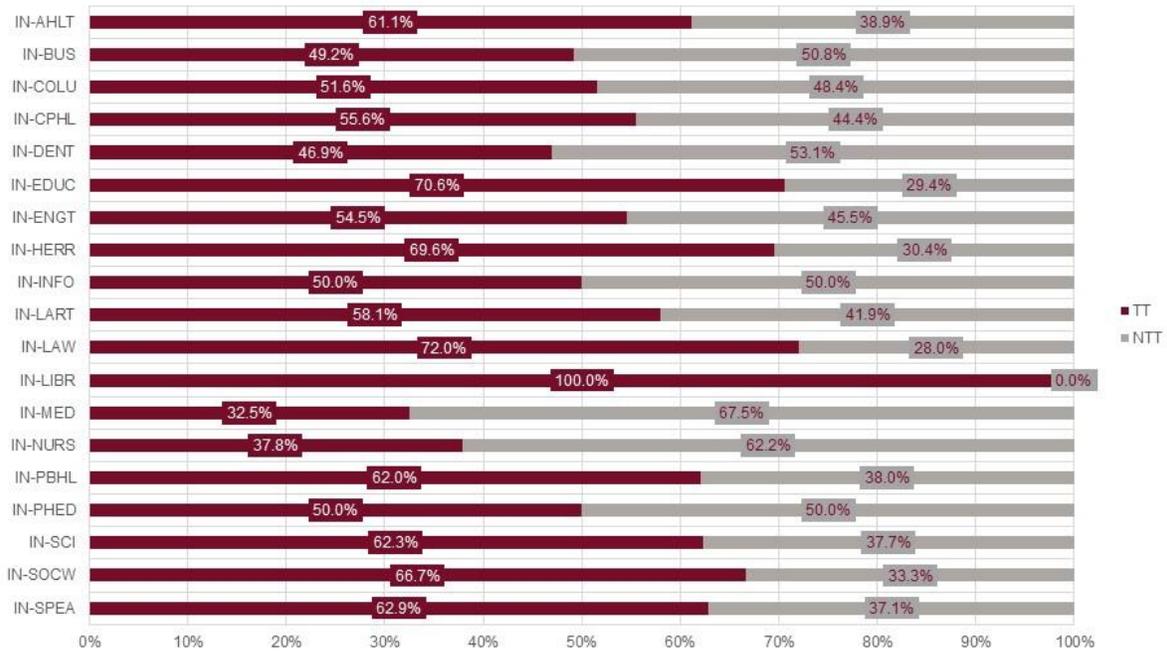
Tenure Related (TN) v. Non-Tenure Related (FN) FT Faculty  
(School of Medicine Included)



### Tenure Related (TN) v. Non-Tenure Related (FN) FT Faculty (School of Medicine Excluded)

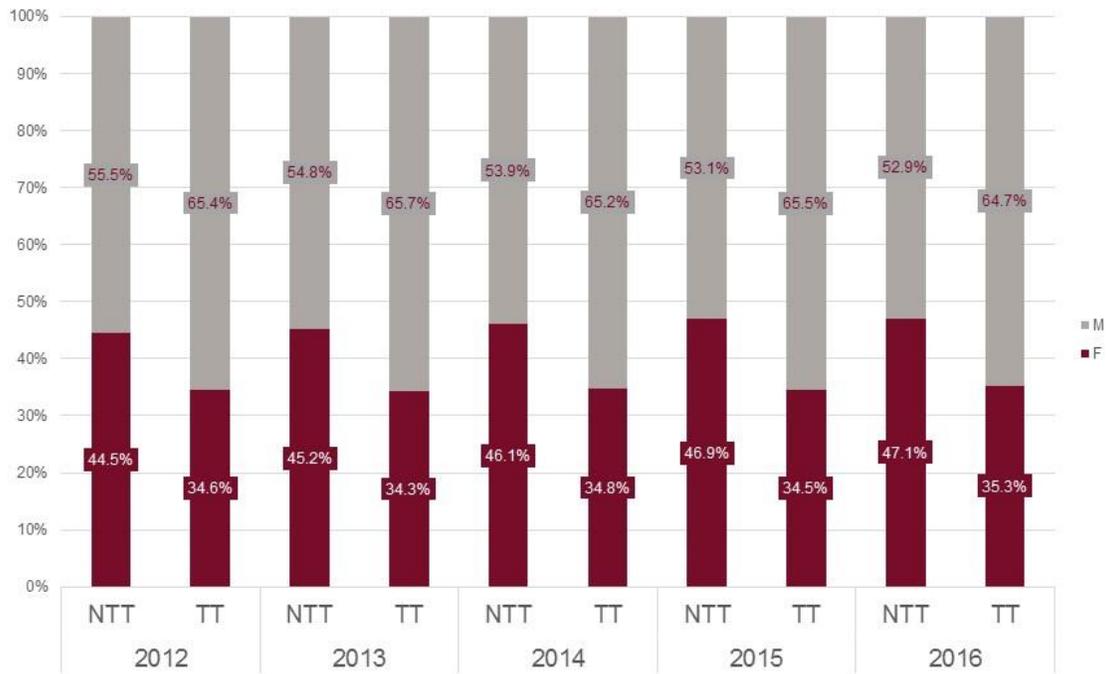


## Tenure Related (TT) v. Non-Tenure Related (NTT) FT Faculty by School

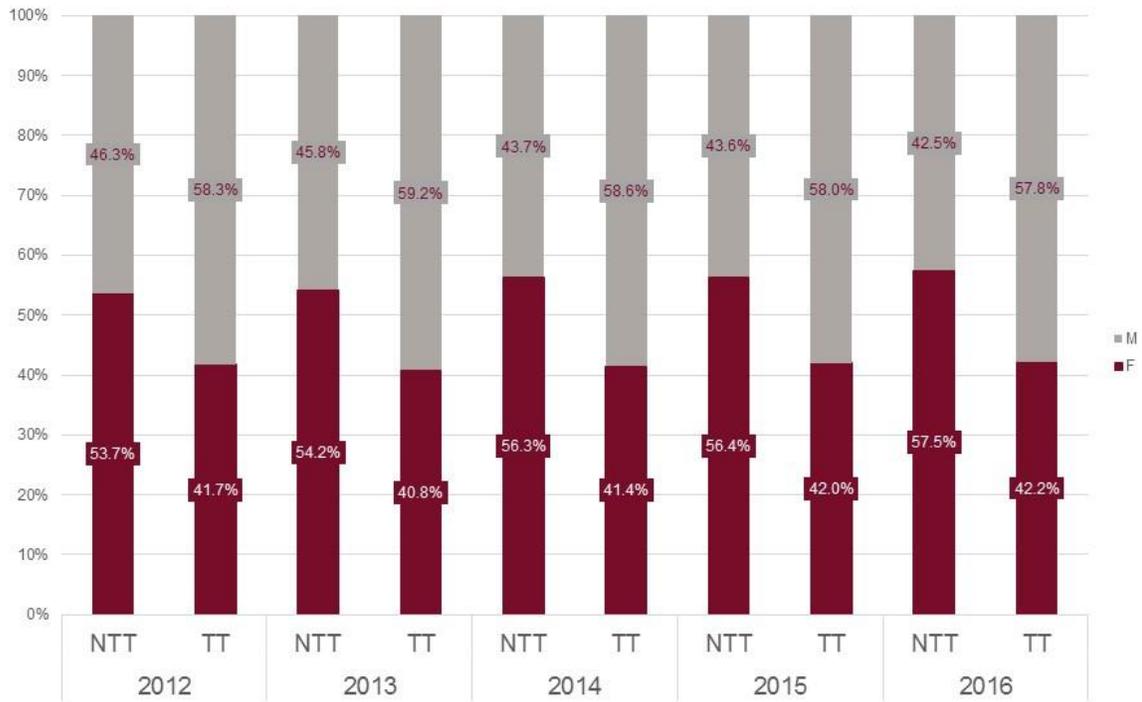


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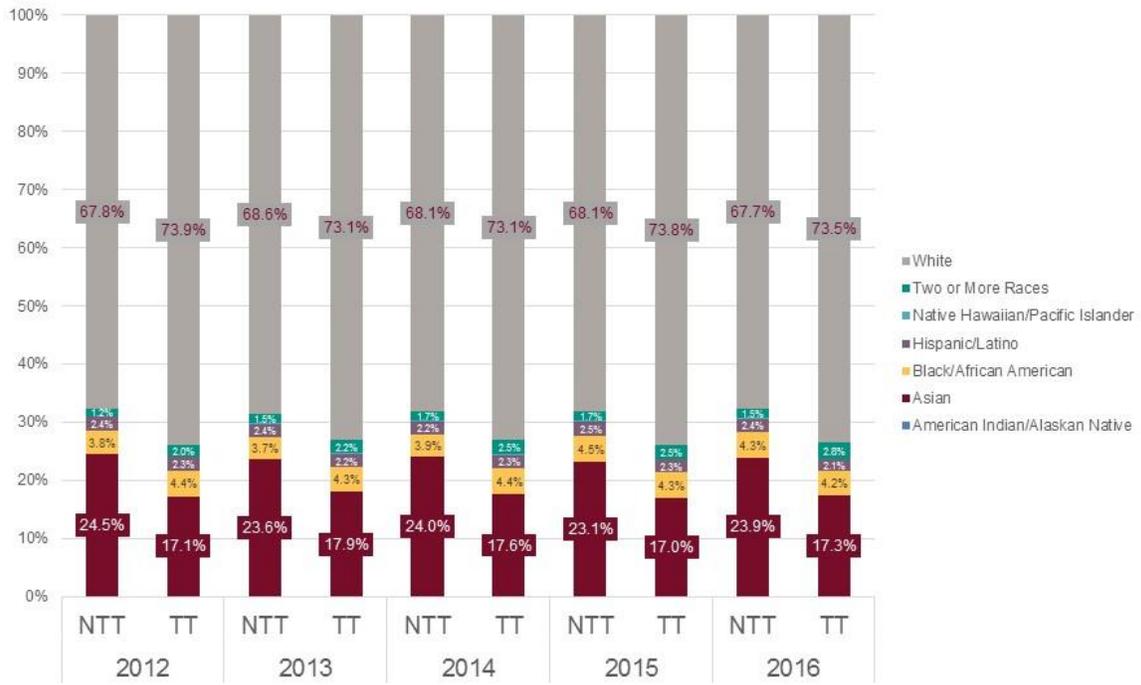
### Gender - FT Faculty: 10/1/2016 (SOM included)



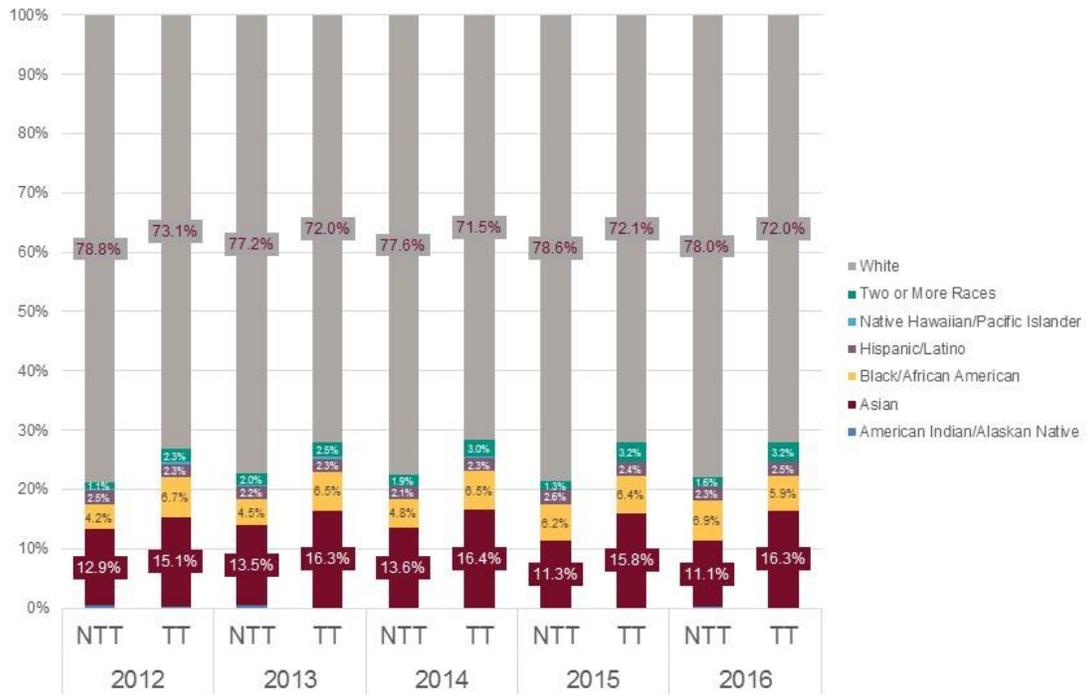
### Gender - FT Faculty: 10/1/2016 (SOM excluded)



### Race - FT Faculty: 10/1/2016 (SOM included)

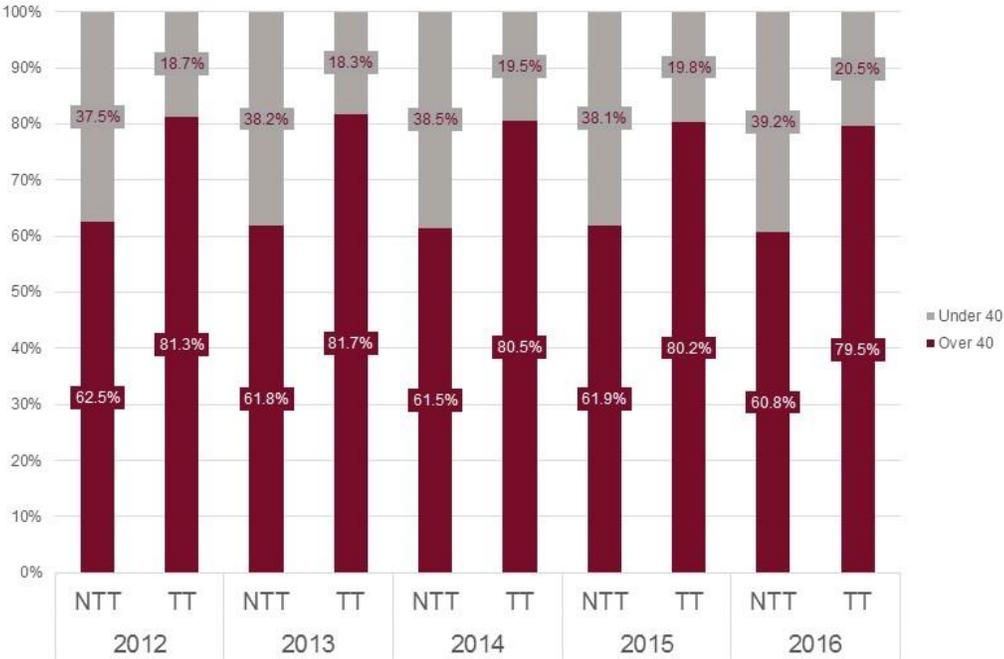


### Race - FT Faculty: 10/1/2016 (SOM excluded)

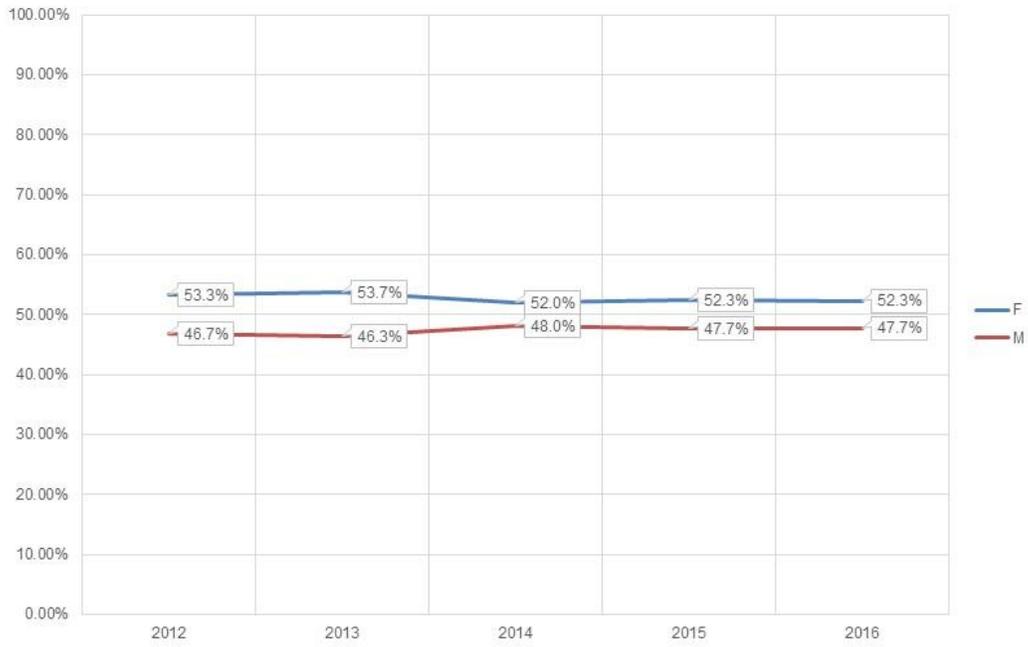


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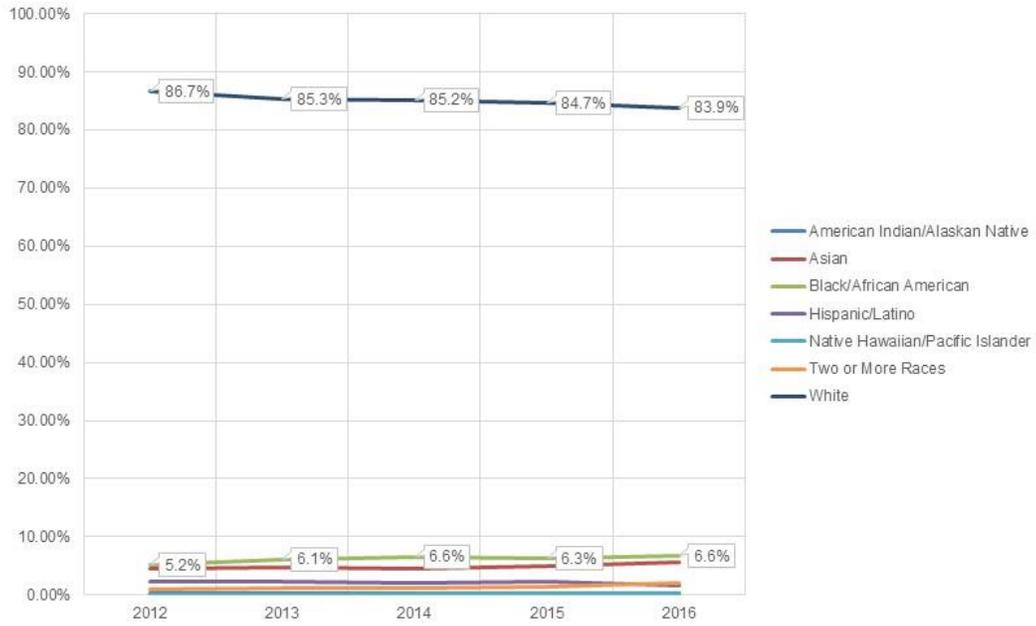
Age – FT Faculty: 10/1/2016



### PT Faculty – Gender 10/1/2016



### PT Faculty – Race 10/1/2016



SECTION 2

# Faculty Retention

## First time Tenure Track Faculty Hires – 4 and 8 year Retention

	MEDICINE	OTHER SCHOOLS	TOTAL
<b>Total Hired</b>	261	319	580
<b>4 year Retained at all</b>	74%	80%	448 (77%)
<b>4 year – Still on Tenure Track</b>	61%	74%	396 (68%)
<b>4 year – Achieved Tenure</b>	2%	3%	15 (3%)
<b>4 year – Switched to NTT</b>	11%	2%	35 (6%)
<b>4 year – No longer faculty at IUPUI</b>	26%	20%	132 (23%)

	MEDICINE	OTHER SCHOOLS	TOTAL
<b>Total Hired</b>	163	170	343
<b>8 year Retained at all</b>	48%	52%	206 (60%)
<b>8 year – Still on Tenure Track</b>	2%	3%	10 (3%)
<b>8 year – Achieved Tenure</b>	38%	56%	162 (47%)
<b>8 year – Switched to NTT</b>	18%	2%	34 (10%)
<b>8 year – No longer faculty at IUPUI</b>	52%	48%	137 (40%)



## RETENTION – 4 YEAR – BY DEMOGRAPHICS

	MEDICINE		OTHER SCHOOLS		TOTAL	
	Retained at all	Retained on Tenure-Track	Retained at all	Retained on Tenure-Track	Retained at all	Retained on Tenure-Track
<b>Female</b>	62/86 (72%)	51/86 (59%)	105/139 (76%)	101/139 (73%)	167/224 (75%)	152/224 (68%)
<b>Male</b>	132/175 (75%)	113/175 (65%)	149/181 (82%)	146/181 (81%)	281/356 (79%)	259/356 (73%)
<b>White</b>	127/164 (77%)	105/164 (64%)	151/192 (79%)	145/192 (76%)	278/356 (78%)	250/356 (70%)
<b>Black</b>	7/11 (64%)	6/11 (55%)	21/26 (81%)	21/26 (81%)	28/37 (76%)	27/37 (73%)
<b>Latina/o</b>	8/11 (73%)	6/11 (55%)	9/11 (81%)	9/11 (82%)	17/22 (77%)	15/22 (68%)
<b>Asian, Pacific Islander, Native Hawaiian</b>	48/71 (68%)	43/71 (61%)	67/83 (81%)	66/83 (80%)	115/154 (75%)	109/154 (71%)
<b>American Indian</b>	1/1 (100%)	1/1 (100%)	1/1 (100%)	1/1 (100%)	2/2 (100%)	2/2 (100%)
<b>Multiracial</b>	3/3 (100%)	3/3 (100%)	5/6 (83%)	5/6 (83%)	8/9 (89%)	8/9 (71%)
<b>International</b>	25/38 (66%)	20/38 (53%)	58/71 (82%)	58/71 (82%)	83/109 (76%)	78/109 (72%)
<b>U.S. Native / Citizen</b>	169/223 (76%)	144/223 (65%)	196/248 (79%)	189/248 (76%)	365/471 (78%)	333/471 (71%)



## RETENTION – 8 YEAR – BY DEMOGRAPHICS

	MEDICINE		OTHER SCHOOLS		TOTAL	
	Retained at all	Retained on Tenure-Track	Retained at all	Retained on Tenure-Track	Retained at all	Retained on Tenure-Track
<b>Female</b>	31/55 (56%)	24/55 (44%)	48/80 (60%)	46/80 (58%)	79/135 (59%)	70/135 (52%)
<b>Male</b>	67/112 (60%)	44/112 (39%)	60/96 (63%)	58/96 (60%)	127/208 (61%)	102/208 (49%)
<b>White</b>	77/111 (69%)	54/111 (49%)	62/106 (59%)	61/106 (58%)	139/217 (64%)	115/217 (53%)
<b>Black</b>	3/7 (43%)	0/7 (0%)	11/15 (73%)	11/15 (73%)	14/22 (64%)	11/22 (50%)
<b>Latina/o</b>	3/6 (50%)	1/6 (17%)	4/9 (44%)	3/9 (33%)	7/15 (47%)	4/15 (27%)
<b>Asian, Pacific Islander, Native Hawaiian</b>	14/42 (33%)	12/42 (29%)	31/46 (67%)	29/46 (63%)	45/88 (51%)	41/88 (47%)
<b>American Indian</b>	1/1 (100%)	1/1 (100%)	0/0	0/0	1/1 (100%)	1/1 (100%)
<b>Multiracial</b>	NA	NA	NA	NA	NA	NA
<b>International</b>	10/25 (40%)	5/25 (20%)	19/35 (54%)	18/35 (51%)	29/60 (48%)	23/60 (38%)
<b>U.S. Native / Citizen</b>	88/142 (62%)	63/142 (44%)	89/141 (63%)	86/141 (61%)	177/283 (63%)	149/283 (53%)



# Data Link

## 1. Institutional Research and Decision Support (IRDS) Dashboards

- [Headcount Dashboard](#)
- [Cohort Retention Dashboard](#)
- [Other Dashboards:](#)
  - Faculty satisfaction
  - Faculty engagement in high impact practices
  - Faculty perception of development opportunities



SECTION 3

# Promotion and Tenure

## PROMOTION & TENURE

2005-2016 (SOM Included)			
	Tenure Track	Non Tenure-Track	Total
<b>Positive</b>	750 (94%)	357 (95%)	1,107 (95%)
<b>Unsuccessful</b>	37 (5%)	18 (5%)	55 (5%)
<b>Yes Tenure; No Promotion</b>	7 (1%)	--	7 (<1%)
<b>TOTAL</b>	794	375	1,169

2005-2016 (SOM Excluded)			
	Tenure Track	Non Tenure-Track	Total
<b>Positive</b>	417 (93%)	94 (98%)	511 (94%)
<b>Unsuccessful</b>	27 (6%)	2 (2%)	29 (5%)
<b>Yes Tenure; No Promotion</b>	3 (1%)	--	3 (1%)
<b>TOTAL</b>	447	96	543



## PROMOTION & TENURE (2005 – 2016)

### Tenure Track Faculty Cases (All Cases)

	Positive	Unsuccessful	Yes Tenure; No Promotion	Total
<b>Gender</b>				
Female	278 (95%)	14 (5%)	2 (1%)	294
Male	472 (94%)	23 (5%)	5 (1%)	500
<b>Race/Ethnicity</b>				
Asian	156 (93%)	9 (5%)	3 (2%)	168
Black	30 (88%)	4 (12%)	0	34
Latino	25 (89%)	3 (11%)	0	28
White	532 (96%)	21 (4%)	4 (1%)	557
Two or more races	7 (100%)	0	0	7
<b>Age</b>				
40 & under	176 (97%)	3 (2%)	2 (1%)	181
Over 40	574 (94%)	34 (6%)	5	613



## PROMOTION & TENURE (2005 – 2016)

### Non-Tenure Track Faculty Cases (All Cases)

	Positive	Unsuccessful	Total
<b>Gender</b>			
Female	140 (99%)	2 (1%)	142
Male	217 (93%)	16 (7%)	233
<b>Race/Ethnicity</b>			
Asian	61 (91%)	6 (9%)	67
Black	7 (78%)	2 (22%)	9
Latino	8 (89%)	1 (11%)	9
White	277 (97%)	9 (3%)	286
Two or more races	4 (100%)	0	4
<b>Age</b>			
40 & under	68 (99%)	1 (1%)	69
Over 40	276 (94%)	17 (6%)	293



## Unsuccessful tenure and/or Promotion Cases

- Though the vast majority of promotion and tenure cases at IUPUI are successful, some common threads can be identified in unsuccessful cases.
- Dean Emerita Sherry Queener performed a qualitative analysis of all unsuccessful cases from the past ten years (including clinical promotion cases)
- 55 cases across all schools



## Common Errors in Promotion and Tenure

- Administrative errors
- Strategic errors
- Candidate errors



## Administrative Errors

- Poor organization of the dossier and/or CV
- Inappropriate external reviewers
- Poor letter of instruction to external reviewers
- Administrative vacuum/errors/split appointment



## Strategic Errors

- Wrong area of excellence chosen
- Poor timing (too early or too late)
- Weak avenues of disseminating scholarship
- Over-emphasizing collaborative research
- Failing to develop a national reputation



## Candidate Errors

- Too few publications in area of excellence
- Ignoring counsel offered by mentors/reviews
- Too little grant support
- Unsatisfactory in secondary area



## Concluding Remarks

- Thanks to Michelle Hansen, Anne Mitchell and Rick Morgan we are building better capacity to follow and understand faculty retention and hopefully avoid faculty loss
- We are making these data to the campus community for your review by school and demographic features etc.
- Working with the Office of Employment Opportunity we are improving data gathered from faculty who leave IUPUI in hopes of improving retention
- Academic Affairs has incorporated lessons learned from failed tenure and promotion cases into our training for faculty, chairs and deans

