

Minutes

Faculty Assembly, School of Liberal Arts
Lecture Hall 105, 2:00 PM, January 30, 2009

Present: Acevedo, Anton, Aponte, Bao, Barrows, Bein, Bersier, Biven, Blomquist, Brant, Carlin, Cochrane, M. Coleman, Curtis, Davis, Dicamilla, Douglas, Dwyer (recording), Eller, Ferguson, Foote, Ford, Fox, Gibau, Gronfein, Grossman, Gunderman, A. Haas, L. Haas, Harris, D. Johnson, K. Johnson, Karnick, Kissel, Leech, Little, Marvin, Miller, Morgan, Morrison, Nnaemeka, Oukada, Parrish-Sprowl, Pike, Powell, Robertson, Rooney, Royalty, Russell, Sandwina, Sandy, Scarpino, Schultz, I. Sheeler, K. Sheeler, R. Steinberg, R. Sutton, Thuesen, Towfighi, Upton, Vargus, Wang, Ward, Weeden, Whitchurch, White, White-Mills, White-Stanley, Wilhelm, Wilson, Wokeck, Y. Zhang, Zimmerman

Guests: Orme (University Library)

1. Call to Order—Philip Scarpino, 2:05
2. Approval of Minutes, unanimous
3. President's Remarks—Philip Scarpino urged his colleagues to begin formulating faculty responses to the SLA's declining enrollments and promised that subsequent faculty assembly meetings would consider the matter. The School's income derives from three unequal sources: tuition, cost recovery from external grants, and state appropriations. Tuition is the largest contributor; state appropriations have constituted a steadily declining proportion of the School budget for years. In sum, the SLA relies heavily on income from tuition. Over the past five years, enrollments have gradually declined. While there have been problems in the past—the specific instance of declines during John Barlow's tenure as dean was mentioned—those declines were acute whereas the current situation appears to be chronic. Since the advent of RCM (responsibility centered management), the School is assessed an annual charge to support non-revenue generating campus units. Several years ago the assessment exceeded state appropriations. The shortfall currently totals circa \$7m. Translation: the School begins each year in a budgetary shortfall and lives almost entirely by student credit hours.

Scarpino noted two reasons for the downward trend. First, Ivy Tech State College has not raised its tuition while ours has increased. It appears that an increasing number of students are completing their introductory level course work at Ivy Tech, and we are experiencing the consequences. Second, the emphasis placed by IUPUI on the health and life sciences is not helping the School's efforts to attract students. He concluded his remarks by reiterating plans to devote assembly time

to discussing the matter further in order to formulate a faculty driven response that has integrity.

4. Dean's remarks—William Blomquist began by echoing Scarpino's concern over enrollments and welcomed faculty input on how to address the situation. He noted that the major share of two chairs' meetings had been devoted to the issue.

Blomquist then shared a number of faculty achievements garnered since October, 2008.

- The campus's receipt of a Heiskell Award from the Institute of International Education for innovation in international education reflects, in part, the SLA's leadership role in forging international partnerships.
- Miriam Langsam (History, emeritus) received the Maynard K. Hine Medallion for outstanding service to IUPUI.
- Philip Goff (Religious Studies) and the Center for the Study of Religion and American Culture received a "New Perspectives" grant from Indiana University to help fund an inaugural "Religion and American Culture" conference.
- "New Frontiers" research grants were awarded by Indiana University to Rachel Wheeler (Religious Studies) and David Craig (Religious Studies).
- John Kaufman-McKivigan (History) and the Fredrick Douglass Papers Project received a grant from the National Historical Publications and Records Commission in support of the publication of Frederick Douglass' correspondence and of *The Life and Times of Frederick Douglass*.
- Anne Beeson Royalty (Economics), along with her collaborator at Stanford University, received a grant from the Robert Wood Johnson Foundation in support of their research analyzing and decomposing increases in health care costs.
- David Bodenhamer (History) and the Polis Center were awarded a contract by State Farm Insurance Company for an analysis and estimate of the number of individuals who might be affected by various storm system scenarios. Bodenhamer and the Polis Center also received a grant from the State of Indiana's Department of Homeland Security to work with the state and with local communities on strategies to mitigate the impact of natural disasters and other hazards.
- David Weiden (Political Science) received a Faculty Research Grant from the government of Canada in support of work on the roles and influence of law clerks within the Supreme Court of Canada.
- Andre De Tienne (Philosophy) and the Pierce Edition Project received a grant from the IUPUI Research Support Fund program for continuation of work on the publication of volumes nine and eleven of the Writing of Charles Sanders Pierce.
- Bessie House-Soremekun (Political Science and African American and African Diaspora Studies) received an Indiana University "New Perspectives" grant for her project "Rethinking Economic Development in the Age of Globalization."

- Edward Curtis's (Religious Studies) edited work, *The Columbia Sourcebook on Muslims in the United States*, was selected by *CHOICE* as one of the Outstanding Books of 2008.
- Marianne Wokeck (History) and her co-editors of the *Letters of George Santayana* received a very favorable review of their latest volume in the *Wall Street Journal*.

Significantly, this list does not include the publications that faculty have achieved in this time. Blomquist described the faculty as very engaged and productive and urged the Assembly to be proud and congratulate them. A round of applause ensued.

Blomquist then shared two news items. First, David Ford, Associate Dean for Research and Graduate Education, will retire in October, 2009. A search committee to replace him in the Dean's office has been formed and will meet next week. Second, the SLA's strategic plan is already nearing the end of its currency. In consultation with the Resources and Planning Committee, the department chairs, and the Agenda Council, Blomquist announced that he will convene a strategic planning group to solicit input on the next plan.

Finally, Blomquist concluded his remarks by discussing the state of the national economy and its impact on the SLA. His comments covered three areas: the known, unknown, and the School's response. First, it is known that the governor directed universities to return one percent of their annual appropriations. While state appropriations comprise a modest share of the SLA budget (approximately twenty percent), the sum total of \$30,000 is a substantial challenge. Further, it is known that Indiana University has instituted a slow-down in non-faculty hiring. Similarly, a freeze is in place on executive-level salaries for next year. It is also known that the Commission for Higher Education recommended a six-and-a-half percent reduction over next two years and that the governor has proposed an eight-percent cut.

At this time, it is unknown whether or when there will be guidance from campus administration on faculty raises. The state's April revenue forecast will determine how much will be appropriated from the state. Perhaps more importantly, it is unknown if the School will be able to raise tuition to cover the anticipated shortfall. With so many unknown factors, the School's faculty will need to keep thinking of these matters.

Among the steps being taken to address the situation, a renewed focus on the retention and timely graduation of students is foremost. The dean's office is proceeding very cautiously with new expenditures, including faculty hires. The few searches that were approved will be allowed to go forward for now. The dean's office is currently planning for the campus-level budget hearings that will take place in February.

In response to Blomquist's invitation for questions from the floor, Paul Carlin (Economics) observed that enrollments have often been counter cyclical. Have any studies been undertaken to see if this might be the case during the current recession? Blomquist replied that administrators are aware of the phenomenon but does not know of any formal study being undertaken. He observed that the difficulty of obtaining loans in the present credit crisis may prevent students from enrolling.

Robert Sutton (World Languages) asked about the possibility of reducing fees for students, especially athletic fees. Blomquist replied that indeed there is an ongoing conversation among campus administration to simplify the fee structure. Not surprisingly, the issue is a difficult one since it involves revenue and campus priorities. For example, in addition to common fees associated with athletics and campus programs, certain courses and majors require a host of fees. Thus, the campus-wide conversation was prompted when Enrollment Services reported that the complicated fee structure makes it impossible to inform students what they will owe until after they have registered for classes. This is very frustrating to students who understandably want to know their expenses ahead of time. The manner in which the fee structure will be reworked is unknown at this time but the discussion is revolving around a number of models, e.g., per capita, per credit hour, or graduated credit hour.

Gabrielle Bersier (World Languages) asked for clarification on which courses were experiencing the most drastic enrollment declines. Blomquist identified the shortfall as occurring at the introductory level. In fact, enrollment in 300- and 400-level classes has increased. Ivy Tech is most likely eroding enrollments in our introductory courses. Moreover, the campus is attracting better-prepared students, many of whom bring more transfer credits with them. These transfer credits are coming from Advanced Placement courses, other universities, and Ivy Tech. Ten years ago, forty percent of our students were from the bottom quarter of their high school graduating class. Today, the figure stands at one percent. The School now faces the challenge of operating in an environment characterized by better-prepared students and an ambitious community college.

5. Committee reports

- a. Undergraduate Curriculum and Standards—Herbert Brant brought the dual undergraduate degree in Spanish and Engineering to the Assembly's attention. The proposal has been simplified from the last Assembly meeting in order to mirror the approved programs in German and French. Thomas Upton (English) expressed his satisfaction that the document had been clarified from its earlier version. (The text of the proposal is available at the School's website.)

The motion carried unanimously by a voice vote.

- b. Graduate Curriculum—Carrie Foote (Sociology) introduced the proposal for a doctorate program in Economics with the following prepared statement.

The Graduate Curriculum Committee met several times to consider the proposal for a Ph.D. program in Economics (Monday, Dec. 8, Friday, Jan. 16, and Friday, Jan. 23).

The Committee supports the creation of an IUPUI Economics Ph.D. Program that offers two primary fields—Health Economics and Nonprofit/Philanthropic Economics. The proposed curriculum, which also includes a strong emphasis on econometrics skills, is well suited for the stated goals of the program.

The program is well designed, rigorous, and comparable in curriculum standards to other Ph.D. Economic programs offered in Indiana (e.g., IUB, Purdue, Notre Dame). Importantly, the program does not duplicate these other Indiana Ph.D. Economic programs. Rather, the program fills a much needed educational and market niche in the areas of Health Economics and Nonprofit/Philanthropic Economics.

The Committee recognizes that implementation of the program requires a substantial amount of resources to insure its success

- c. Resources and Planning—Richard Gunderman (Philosophy) reported the committee's assessment of the proposal for a Ph.D. in Economics.

The committee met on November 5, 2008, and was impressed by the content of the proposal and the strategic positioning of the program to focus on Health Economics and Nonprofit / Philanthropic Economics. These specialties take advantage of IUPUI's designation as the life sciences campus for Indiana University and of connections with the IU School of Medicine and the IU Center on Philanthropy.

The committee also had the opportunity to review a lengthy list of resource requirements which the Economics Department presented to Dean Blomquist. The committee applauds the Department and the Dean for formally recognizing that such programs cannot be launched without substantial resources.

The committee also recognizes that the state will not provide any start-up funds for the proposed program. The Dean has indicated that he is committed to working with the Department to find the resources necessary to offer a high-quality program. Dean Blomquist has indicated that the Department will not be asked to implement the program unless the necessary resources have been assembled. The Resources and Planning

Committee is unsure whether the necessary resources can be assembled. If these resources can be secured, the committee is confident that the Economic Department can offer a high-quality program.

The committee believes the proposal should be allowed to proceed to higher levels of approval while the Dean and Department seek the necessary resources to implement the program.

Ain Haas (Sociology) ventured a question from the floor regarding the masters program in Economics: would it continue? Paul Carlin (Economics) responded that the masters program produces many graduates who work in the region and that the Department intends to continue offering a master's degree. Carlin went on to say that the program will be revised to better complement the undergraduate and doctoral programs.

Dean Blomquist offered several observations on the proposal. It is a well-crafted, thoughtful proposal and should be evaluated by the faculty on its academic merits. The Dean's office, the Department, and two faculty committees support the proposal. It will not be implemented until the necessary resources are secured. It is, however, advantageous in terms of fund raising for the program to move the proposal through the various levels of review and then seek the necessary funding rather than the reverse. An approved program will be looked upon favorably by outside donors, campus administration, and prospective faculty members.

Regarding the timing of the program, the Higher Education Commission requires an implementation date. The implementation date begins a five-year window in which the program may begin. Whether the first class arrives in 2010 as stated in the proposal or not hinges on the ability of the Department and School to secure the necessary resources.

Richard Ward (Anthropology and Associate Dean for Student Affairs) asked how the School and Department will know when enough resources have been secured to implement the degree program. Paul Carlin responded that despite the Higher Education Commission's requirement that new program proposals request no new resources from the state, the era in which departments believe they can implement a new program for free is over. The proposal outlines the ways that the School and Department will seek to fund the program through new grants and donors from the community. Moreover, the Department will work with the campus to find ways to raise the necessary funds since the program responds to the emphasis on the health and life sciences. Executive Vice Chancellor Uday Sukhatme has also said that he would like to see several new doctorate programs in the School.

Blomquist complimented the Department for giving serious thought to the added resources the program will require: work space, new faculty positions, graduate assistants, reduced teaching responsibilities for those associated with the doctoral program. He also noted the School and Department will consider the sequence in which resources become necessary: the required resources for students in their first year of the program will take precedence over needs anticipated for the fourth year. The Dean expressed his impression that the Department was undertaking the program in a thoughtful, forthright manner.

The floor was given over to questions and comments.

Herbert Brant (World Languages): It appears as though it will be difficult to find resources for this doctorate program. How will the implementation of this proposal impact other graduate programs in the SLA? Blomquist replied that he wants to see more doctorate programs and wants to see their proposals. In terms of gathering the necessary resources, he recommended focusing on the sequence of those resources.

Robert Sutton (World Languages): Where will the necessary resources come from? Where will space in Cavanaugh be found?

Kim White Mills (Communication Studies): What are the implications of this proposal for other doctoral programs and under-resourced master's degree programs? The master's degree programs need some help. Where do the existing masters programs fit into the School's plan?

Carrie Foote (Sociology): Several master's degree programs need additional resources. How can the School push forward a doctorate when there are doubts about its ability to sustain master's programs? Will there be a comparable commitment on the part of the School to support master's programs?

Robert Sandy (Economics): Several questions have been raised about the resources necessary for sustaining a doctoral program. State appropriations for higher education favor those schools with high graduation rates and externally funded research. The proposed doctoral program will be very well positioned to compete for grants in the life sciences. For instance, a portion of the upcoming federal stimulus bill will include funding to study the cost effectiveness of new health care. A doctoral program in health economics will deliver very large grants to the SLA. These large grants will in turn secure larger appropriations from the state.

Bob Barrows likes the proposal and Bob Sandy's response but identifies with what Carrie said about worries about resources being pulled from

masters programs. What happens if we're three years into the five-year clock and we have only $\frac{3}{4}$ of the resources in place? How do we guarantee that resources won't be stripped from other programs? Other departments have vacancies that are longer standing than requests from Economics.

Richard Steinberg (Economics): Any time a program of this scope is proposed, there are risks that other departments will be hurt. Minimizing these risks will require solid leadership on the part of the Dean's office. With regard to fund raising, the initial funds are difficult to secure but once these are in hand others will come forward. In terms of benefits for other departments, health policy research requires lots of fields, not just economics, so benefits will be spread around. Moreover, the image of the SLA as solely an undergraduate operation has been a hindrance to fund raising efforts. A doctoral program in health economics will change that image and make fund raising easier for everyone.

Nancy Robertson (History and Women's Studies): Women's Studies currently offers a doctoral minor but it will require more resources to offer courses that are tailored to doctoral students, e.g., not cross-listed with undergraduates. Is the School willing to make this possible?

Edward Curtis (Religious Studies): In other universities, it is common for the fees associated with a master's degree program to fund the doctoral program. Why is it the case that master's degree programs in the SLA are a drain on resources?

John Parrish-Sprowl (Communication Studies): I share the concerns that have been expressed but I believe the proposal should be approved. Our students are changing and the SLA needs to change in response. I think Economics has made a good case that their proposal is a reasonable risk. To my mind, the risks of staying the same are too great. I believe that we will all benefit from the success of this program.

Robert Harris (Economics): Improving the School's reputation by establishing doctorate programs will help recruit better undergraduate students.

Philip Scarpino (History) noted that his department's graduate program draws most of its budget from off-campus sources.

Blomquist agreed with White-Mills that the next step for the School is to map out the future of its other graduate programs. He recognized that the current master's degree programs are operating under severe constraints. The key for the School will be to carefully add new programs while supporting existing programs. As for implementing the doctorate in health economics, he believes that it will generate external research dollars that

will go far toward making it self-supporting. Moreover, support for the economics proposal is in line with the push across campus to institute new doctoral programs. Toward this end, the Executive Vice Chancellor has agreed to add three new graduate assistantships to the School's base funding. He has also indicated that there might be some temporary funding for attracting new faculty.

With regard to hiring new faculty, Economics has an open search that was carried over from last year. There are three additional searches from other departments ongoing. This is an indication that all the School's resources will not be allocated to a single program. The doctorate in health economics will not be funded by raiding resources from other departments.

Footnote: If the School is going to have more doctorate programs, will those of us who teach in master's programs receive course reductions? Blomquist responded that the resources to support course reductions will be targeted at those who teach in doctoral programs.

Monroe Little (History) called for a vote on the proposal. Sixty-four voted in favor of the proposal, one against, and one abstention.

- d. Undergraduate Curriculum and Standards: Revisions to the French Major—Herbert Brant (World Languages) introduced a small change in the French major regarding how credits associated with study-abroad courses are counted within the major. Robert Sutton (World Languages) spoke in favor of the proposal. With no further discussion, the motion passed unanimously.
6. Reports from IUPUI Faculty Council (IFC) and IU Faculty Council (UFC) Representatives—Robert Barrows (History) reported from the IFC that preliminary admission for the spring semester are strong and that admission numbers for the fall semester look promising. The final draft of the campus master plan will be presented to the trustees in February. Marianne Wokeck (History) noted that UFC discussed the standardization of promotion and tenure procedures.
 7. Adjourn, 3:40