

**File 1**

INDIANA STATE UNIVERSITY  
FACULTY SENATE, 2013-2014

**EXECUTIVE COMMITTEE**

December 3, 2013, 3:30pm, HMSU 227

**AGENDA**

I. Administrative Reports:

President D. Bradley

Provost R. Williams

II. Chair Report:

Steve Lamb

III. Approval of the Executive Committee Minutes of November 12, 2013 **(File 2)**

IV. Fifteen-Minute Open Discussion

V. SSC Roster Discussion, R. Guell **(File 3a, 3b)**

**File 2**

INDIANA STATE UNIVERSITY

FACULTY SENATE, 2013-2014

**EXECUTIVE COMMITTEE**

December 3, 2013, 3:30pm, HMSU 227

**MINUTES**

Present: S. Lamb, C. MacDonald, R. Guell, A. Anderson, T. Hawkins, B. Kilp, C. Olsen, V. Sheets, K. Yousif.

Ex-Officio Present: President D. Bradley, Provost R. Williams

Guests: J. Powers

1. Administrative Reports:

a. President D. Bradley:

- i. I hope you are all able to make the Open House tomorrow at Condit House.
- ii. I am meeting with high school counselors from Chicago this afternoon and may have to leave early.

b. Provost R. Williams:

- i. We have made an offer and have a verbal acceptance for the Dean of Graduate Studies. When I get the signed contract on Friday, I will make the announcement. We had an excellent pool of four great candidates. Every candidate mentioned how friendly the campus was and how organized we are.
- ii. The searches for the Library and Tech Services are now closed and they are reviewing documentation. They will identify likely candidates in the next two weeks and will begin conducting airport interviews around the second week of January.
  1. K. Yousif: Will the Library Dean search have an Open Forum for everyone to attend?
  2. R. Williams: Yes.
  3. R. Guell: Is the Graduate Dean actually starting in January?
  4. R. Williams: January 1<sup>st</sup>.
  5. S. Lamb: Tenure full?
  6. R. Williams: Full.
  7. S. Lamb: I formally request that section of the Handbook dealing with offering incoming faculty tenure as an associate be reviewed.

8. R. Williams: It was just approved.
9. S. Lamb: I'm aware of that.
10. D. Bradley: It's the instant nature of the tenure.
11. V. Sheets: It's the instant tenure as an administrator.
12. S. Lamb: Will you help revise that? Send some thoughts?
13. D. Bradley: That was exactly what FAC looked at last year and decided not to change it.
14. S. Lamb: When you expressed your thoughts about the individual that came in, their work was such that they could be eligible for tenure, but their working relationships...
15. D. Bradley: Yes. In my mind, the department and college would be asked to make their recommendation as usual but that recommendation would not be acted upon until after the first year. We don't want to hire someone for an administrative role and later have them in a faculty role with a higher than appropriate salary for that faculty role. We can make it palatable to them.
16. S. Lamb: I would like that for consideration for next week. Just the charge we're sending down to FAC.

2. Chair Report:

a. S. Lamb:

- i. The impending merger of Curriculum Instruction and Media Technology with Elementary, Early, and Special Education has taught us valuable lessons about: 1) the potential for misuse; 2) the appropriate use; and 3) the solicitation of comment on proposals brought forward under the Policy on Policies. I am speaking to the potential for misuse, and R. Guell will speak to the other two domains.

It is the position of the Officers that the use of the Policy on Policies for the merger of these departments was not appropriate. The Policy on Policies (Section 226.2.1) states, "This Board of Trustees now approves and ratifies the policies, procedures, and administrative procedures stated in the Indiana State University Handbook, as published in 1979 and thereafter revised from time to time to reflect changes and additions approved by this Board of Trustees. Two routes exist for proposing adoption of new policy or revisions of existing policy." It goes on to describe each route. The route used for this proposal (226.2.1.2) states "The board of Trustees, the University President, or the chairs of University Governance Units may initiate a request for a revision of a policy or development of new policy outside its domain or primary authority. These requests must include the appropriate rationale for the

change.” Colleagues, please understand that the merging of two departments falls under no reasonable definition of the term “policy” and whether there is one department or two is not a subject addressed in the Handbook. The Policy on Policies is to change the Handbook. The reasons for the misapplication of this policy are tied to the transition from one Provost to another and one Dean to another and the fact that Section 352 was not yet in the Handbook, though it would appear one month later. I am also of the mind that Section 352 was inappropriately delayed for inclusion in the Handbook.

I am most pleased that the Provost has felt that the Policy on Policies should not have been used for this application, but rather the process should have begun with the implementation of the troubled departmental policy 352. We are of one mind. Now, both the Administration and the faculty are working aggressively to determine the best way to process the issues and the paperwork. S.Powers, M. Sacopulos, R. Williams and others have spent many hours trying to weave themselves through this morass, as have L. Rosenhein and D. Malooley.

Frankly, we did not create the problem. We are trying to address it together.

- ii. D. Bradley: I don't question that the policy on policies deals with Handbook changes. I think that regardless of the policy on policies, J. Maynard was within his area of responsibility to ask the Board of Trustees to look at whether they should be merged or not. I really think the breakdown has as much to do with the Senate and the Senate Executive Committee not functioning well over the summer. Could you all look again at the possibility of the new Executive Committee taking over in May? If whoever was the Chair the previous year is the Chair for the current year, or if things had been done earlier, the breakdown would not have happened. I think it's the Senate and the Executive Committee's responsibility to say, 'Hey, you didn't give us enough time to do what we need to do.'
- iii. S. Lamb: I think that's what we tried to do. I should have received a memo and carried it forward, but I do believe this issue was inappropriately placed on policy on policies.
- iv. D. Bradley: You're right, the policy on policies deals with Handbook language. As far as the delay, there was no delay of your Task Force report. They were all four just handled at the same meeting.
- v. S. Lamb: We were called upon a full summer before and I had the work completed by July or early September at the latest.

- vi. D. Bradley: I'm not saying that all four of them should have been completed at a certain time, they were just all four dealt with at the same time. I would guess that J. Maynard wasn't looking for a whole lot of fighting his last semester. It has nothing to do with the merger.
- vii. C. MacDonald: I like the idea of getting the Executive Committee going earlier. The merger passed the Board in May, and it did not come to the College Congress until the day before the deadline.
- viii. D. Bradley: They said this was four years in the making. Brad didn't step on any heads to make it happen, and J. Maynard felt he had to get it off the table before his successor stepped in. I think the Senate has to tell departments, 'You have to solve this in a reasonable timeline.'
- ix. S. Lamb: From what I understand from the nature of the CAAC meeting today, we may still have problems, but let's try to work together and get this boat off the dock.
- x. D. Bradley: I think that as long as everyone says 'this is going to happen' there will not be an issue with the delay.

**3. Motion to Approve the Executive Committee Minutes of November 12, 2013 A.  
Anderson-C. MacDonald; Vote: 9-0-0**

**4. Fifteen-Minute Open Discussion:**

- a. R. Guell: (Document) We need to learn some lessons from this merger:
  - i. The CAPS manual needs to be altered to account for Section 352 actions. CAAC members follow processes outlined in the CAPS manual and when asked to deviate from that or to make up the rules as they go along, they become justifiably uncomfortable.  
The administration needs to take ownership of section 226.2.1.2 (Policy on Policies) requests for input. The current stance seems to interpret the absence of input as consent. The administration did not aggressively seek that input on this issue. The administration never put this issue to the CAAC leadership directly as it always does with every other curricular or organization proposal. These proposals need a shepherd whose job it is to get that input. If the administration had done what it always does with curricular proposals, timely input could have been garnered allowing for the matter to be before the Board at its December meeting.
  - ii. D. Bradley: I agree, and maybe even beyond the 352. What everyone assumed is that everyone would respond to the Trustees. Normally you would think the departments would push something forward, which seems like the normal procedure. When we have a forced procedure, we need a 'shepherd' if you will to make sure things should move at the rate they should be moving.
  - iii. R. Guell: Can you promise the Policy on Policies would not be used for departmental mergers again?

- iv. D. Bradley: Yes but, the Trustees were not outside their scope of authority to respond to the Provost suggesting that these departments should be merged. The Handbook in spirit and form says you don't make changes like this without input from everybody. I agree we probably need a procedural backup.
- v. R. Guell: That's what I'm talking about, the CAPS manual.
- vi. R. Williams: With the 'shepherding' process, like with this merger, if we do that prior to gathering opinion, what if the departments came up with a perfectly reasonable response that we agree with? I think in the CAPS manual we talk about the 'shepherding' procedure.
- vii. D. Bradley: Any time there's a demand response by the Trustees, we need to look at how we get the response and how everyone gets their oar in the water. If the Trustees say 'we want every opinion,' we need a procedure that delivers that in a reasonable amount of time.
- viii. S. Lamb: I think that needs to be laid out.
- ix. D. Bradley: If the opinion after the discussion is 'that's not a very good idea,' that should be part of it.
- x. S. Lamb: That's what 352 does.
- xi. R. Guell: But perhaps a whole new type of form needs to be created.
- xii. C. MacDonald: A brand new procedure.
- xiii. K. Yousif: There is a procedure in Arts and Sciences. It will be done again with the Philosophy major. It's very clearly laid out, how it functions there.
- xiv. S. Lamb: I think that would still go to Senate, does it now?
- xv. R. Guell: Arts and Sciences created it because a lot of small 'on the margin' departments are still there. A previous Dean wanted a procedure to compel mergers. We got that through. That was all prior to 352 coming through.
- xvi. C. Olsen: With the exception of the Philosophy major, it worked fine.
- xvii. D. Bradley: I think it's more than documentation here; if you don't have willing participants, nothing works.
- xviii. R. Guell: The other issue that links to this is the one department that did not want to merge with the other one came to the conclusion that they would work on the merger because it was presented as inevitable. They responded by proposing a timeline and a set of resources that they felt could result in an integrated unit. We understand that it's not CAAC's or our responsibility but I would hope—and CAAC hopes—that in the same conditional way that the departments agreed to be merged-with some volume of resources and some degree of time- that it's possible that you will not reject it out of hand. It was explained in CAAC today that you had

said you were not prepared for the time and the resources. We need the people who are in favor initially to stay with it.

- xix. R. Williams: I'm not opposed to that. Kandi Hill-Clarke and I met with them. If they say they need resources, I'm not opposed to looking at that. I think that two years, two faculty, and a hundred thousand dollars is a bit much, but if they need resources, that's fine. I would just like to see a justification for it.
- xx. R. Guell: I will convey that you are not opposed to that, but I hope you will convey to them an understanding that a little 'grease' is needed.
- b. C. Olsen: I wanted to ask about one-year faculty. I have three of them. Last year, were told we had to put them on the Applicant Tracking System. I have to have people reappointed after a number of years, and it's insulting to them.
  - i. D. Bradley: Are you reluctant to put them on a multi-year contract?
  - ii. C. Olsen: No.
  - iii. D. Bradley: Our goal is not to have reapplication of one-year people.
  - iv. R. Williams: The FTE budget is going to the Deans. We have the next three years' budgets to get to that 555 number. We need a lot more planning now. We don't have the budget to do last-minute appointments. We started the semester at 560 and now we're up to 582. The Deans have been taking the attitude that if there are seats, hire the adjunct. Now we are going to kick it back and make sure that each department is fully deployed before we hire an adjunct.
  - v. S. Lamb: I would say we're trying very, very hard to come to 23 SCH's and operate within the margin, and faculty are taking their foundational courses with class sizes of 50 or however much you can shove into a room. When we try to cut it to the bone, in those instances there is a need to go outside with a good argument.
  - vi. R. Williams: There will be but the argument needs to happen right now. We reported 132 sections that had less than 9 students. Briefly looking at those, we can start to evaluate what could be offered every other semester. Some colleges might not be able to budget that; some colleges can save those resources for Foundational Studies courses. We need to offer those classes for the students, and we look at reducing classes, but we have to work together.
  - vii. S. Lamb: All the same, we are reducing the number of hours in a major to 70 or less, and upper level courses may have to be cut to accomplish that. A small number of students, if they require additional courses beyond the core—you have to have majors on top of core courses. The best way to balance it is to have large size BUS100 courses, large Foundational courses, and when they get into upper level, yes, reduce those. All those

sacrifices are presently being considered and made everywhere. You have instituted a number of the successfully. The 70, the 120, the SCH goals, much has been accomplished to achieve these goals.

- viii. D. Bradley: I don't want any of us to say, 'you can't offer this section.' We also need to be politically savvy, however. Departments that have 10 graduates a year should wonder if they should have upper-divisional electives in that major. There will be fewer students in those elective courses.
- ix. S. Lamb: We had a Supply Chain Management major that struggled for many years. They had one of the highest SCH rates around. They didn't cut electives. They had one faculty member devoted to the major. Three courses per semester, 9 hours, were devoted to the major and they did well year after year; and now they're up to 40 majors.
- x. R. Guell: On the citation of the number of sections with less than nine...I and others think if the data isn't carefully understood when it is cited. Our objection is to the many spreadsheets we see that neither the producers or users know the context behind the numbers they are using to demonstrate problems. One of those 132, for example, is a distant section of a web class I created. I did it because there was a kid from your old college who needed it to graduate in December. Ultimately I allowed four in that section, because three others were in the same position. Now on your spreadsheet it looks like an under-enrolled section. It is not under-enrolled. It was created as an uncompensated overload to help these students graduate. How is that possibly a problem?
- xi. S. Lamb: In the Insurance department we decided to be aggressive about online students. Anytime INS432 is taught by Jin Park, a separate distance section is created as well and the only way you can take it is by truly being a distance student. Park gets no compensation for that at all.
- xii. D. Bradley: We definitely should look internally to Banner to see what we can do about sections like those.
- xiii. R. Guell: But you're suggesting that I should hide that fact because it looks bad.
- xiv. D. Bradley: It's political. The program metrics that were supposed to be representative data—and it's always based on something different—we know is not correct. The Committee said, 'we don't care.' That's the data. It's all politics.
- xv. R. Guell: If you have to report terribly small sections...
- xvi. D. Bradley: That's what I suggest is that we look at Banner to ensure that those that are perfectly legitimate, we don't report. Somehow students



show up as another section. We need to get that number down to reflect that it's a small class.

- xvii. R. Williams: We need to know what's going on there so we can answer. I'm sure you have several examples where it's abused. We all need to be looking at that data and make sure our resources are utilized properly.
- xviii. S. Lamb: Even in the summer data, a lot of departments make an argument that they are easily covering their variable costs, benefits, etc. by the student in the classroom. Several classes taught in the summer are freebies. Internships, etc. are carried on the backs of four Business faculty during the summer, with no compensation.
- xix. R. Williams: There are some faculty being paid for that and they don't do anything but make a final call to the internship site and see whether their students showed up. Other departments have faculty who make regular visits to the sites and speak with supervisors and students. That's the data we need to analyze to make sure that's happening correctly.
- xx. B. Kilp: When you mentioned the chair thing—and I know we're an example—I understand with problem departments you don't expect someone to come in and fix things, you fix them before they come in. we have been given permission to do an internal search, but we will lost a position because of it. We're sinking fast. A full-time professor will win the job but we will lose his position.
- xxi. D. Bradley: The only practical answer I can give is you need to figure out how to get more students. John Beacon and his folks are happy to help as well. If anyone needs to protect the faculty in their department they need to protect the students in the school itself.
- xxii. B. Kilp: We lost 40 percent of our faculty in the last 15 years. We can't teach and recruit at the same time. We are happy to do that, but we physically can't be in all those places at the same time. We meet hundreds of kids, and they're not all music majors, but we speak to them because we represent the entire University.
- xxiii. D. Bradley: Right now I think the target for Music is 10, which is half of the Arts and Sciences target. Arts and Sciences really needs to say, 'should we lower the target of Music to eight with the fact that it's going to raise the target for everyone else?' the Music faculty should feel very loved in the fact that everyone else has agreed that they have a higher faculty ratio to support the lower student ratio. That's why I wanted this spreadsheet, so people could understand what the de-facto policy has been all along. Everyone needs to be aware of that. If a department is in a favored position, they should realize it, and be sometimes critical and sometimes grateful. I'm sympathetic, but I also think if you go ten years out, our

targets are going to be higher than they are right now. I don't see us being able to live with the current economic picture for the next decade. We need to eventually change how to run the University. I don't see us getting more money.

xxiv. R. Williams: I wouldn't think you are hiring internally because it's dysfunctional but it's what's right for now.

5. SSC Roster Discussion, R. Guell (File 3a, 3b, 3c)

- a. S. Lamb: File 3c, which was drafted this morning, effectively summarizes FAC's position. J. Powers seems to be pleased with one of R. Guell's propositions.
  - i. J. Powers: Bob and I met this morning. What's here is both propositions. He had an idea for some committees. We've already started to populate them. We are looking at what Bob has proposed and we are being inclusive of the Library and University College. The footnote at the bottom is to note that we've proceeded and have two representatives, K. Berlin and D. Clarke, and they are on the Committee. We have decided we can work fine with 28 this year but next fall we will pull back to 26. The senate would not have a Person-at-Large appointment. I am a fan of having people involved who want to be there, so I would like either a Chair or a designee from each College.
  - ii. R. Guell: The Chart is absolutely what I was looking for...for faculty to be integral in those areas in which they do well and not bothered with things they don't serve well. I was not aware of the committees, but I am 100 percent behind this.
  - iii. J. Powers: I don't know whether there have been any conversations. A letter may come from her that would go to Governance leaders, but we would like to have something that would help things along.

File 3a

Motion in response to the charge to review proposed revision in description of Student Success Council

Approved unanimously October 14, 2013

Recommendation

The Faculty Affairs Committee reviewed material submitted by the AVP for Student Success and discussed especially the role of the faculty members on the Council with Dr. Dan Clark. FAC members recognize that we offer only advice on this matter. Our discussions identified two concerns about the composition of the committee that we believe may limit the effectiveness of the Council.

The Council membership is very large, regardless of purpose or composition of membership. While we are not certain it is possible to reduce the members, we do recommend changes in the composition. Specifically, we recommend that the proposed list of members:

1. exclude nearly all “duplicate” members (i.e. members from the same unit and/or reporting line);

The proposed membership is broadly and deeply inclusive of university units. While it is desirable to establish a table that includes representatives from each relevant unit, it does not appear necessary to include multiple representatives from any unit. We note that more than one of the proposed members is in a direct reporting line to another member. Given that the Council is expected to raise the level of attention paid to student success across the university, we take it for granted that members will go back to their units and discuss the Council’s deliberations, initiatives, and needs. Further, duplicate members over-represent a unit and a reporting line. We reviewed the University Organizational Chart in an effort to identify “duplicate” representatives; we are not confident we were reviewing a current chart.

2. include a faculty representative from each college (i.e. the elected head of the faculty governance body of each college: Chair of Foundational Studies Council, Chair of CAS Faculty Council, etc.)

The stated goal of “raising and forwarding a thoughtful dialogue” about “key issues affecting undergraduate student success” would predict the presence of more than three faculty members, two of whom serve “at-large” rather than as a consequence of a position (i.e. Chair of the Foundational Studies Council). We argue that including one faculty member representative from each College (except the CGPS) will increase the likelihood that a dialogue will emerge and be sustained within colleges and departments.

The proposed membership includes the chair of the governing council of the University College; FAC recommends that membership should be extended to the chairs of the governing bodies of the remaining undergraduate colleges, or a designee. We recognize that this recommendation may contradict the first recommendation; if there is a choice to be made between increasing faculty involvement and decreasing the membership of the Council, FAC supports the former.

3. omit a specific number of members in description

#### FAC Suggested Revision of Handbook

270.11.1 Membership. The members of the Student Success Council will be appointed as follows: The Associate Vice President for Student Success; one Assistant or Associate Dean (or equivalent) appointed from each College, and the Library, excluding the CGPS; two (2) faculty members at-large appointed by Faculty Senate; the Associate Vice President and Assistant Treasurer; two undergraduate students appointed by the Student Government Association; the

Director of the African American Cultural Center; the faculty chair of the governing bodies of each College and the Library, excluding the Graduate Council, the Associate Vice President for Student Affairs; the Director of Financial Aid, the Registrar, and the Executive Director of Career Services.

*Note: Colleges include BCOE, CAS, CNHHS, COT, SCOB, and UC. FAC notes that Dir of Financial Aid reports to VPEM, Dir of Career Services reports to AVPCE, Registrar reports to AVPFA; their presence constitutes representation from those areas. Also, of course, other others may be invited to attend Council meetings--Residential Life, new student initiatives, student success center, student support services report to the chair of the Council and can attend, without voting rights, at his request.*

#### Student Success Council Proposed Revisions to Handbook Language (dft 8/31/13)

270.11 Student Success Council. Student success is a strategic priority of Indiana State University. Student retention and degree completion, while maintaining high academic standards and challenging classroom environments, serves our ultimate goals. To that end, the mission of the Student Success Council is (1) to focus attention and energy on key issues affecting undergraduate student success by raising and forwarding a thoughtful dialogue, (2) to provide oversight for and evaluation of the university's strategic retention and completion initiatives, (3) to advise and advocate regarding policy and resource allocation in support of student success, and (4) to expect the use of data in concert with a broad, university-wide perspective to inform decision making.

270.11.1 Membership. The Student Success Council will be composed of 22 members. The members will be appointed as follows: The Associate Vice President for Student Success; six (6) Assistant or Associate Deans, one appointed from each College and the Library; two (2) faculty members at-large appointed by Faculty Senate; a representative from the Center for Student Success (formerly the Student Academic Services Center); the Director of New Student Programs; the Associate Vice President and Assistant Treasurer; two undergraduate students appointed by the Student Government Association; the Director of the African American Cultural Center; a representative from the University College; the Chair of the Foundational Studies Council; the Associate Vice President for Student Affairs; the Director of Financial Aid; the Registrar; the Executive Director of Residential Life and Housing; and the Executive Director of Career Services.

270.11.2 Chair. The Associate Vice President for Student Success shall be the Chair of the Council.

#### Current University Handbook Language

270.11 Student Success Council. Recognizing the need for increasing student success is clearly one of the strategic priorities of Indiana State University. Improving student retention, while maintain high standards and challenging classroom environments, will serve both our students

and the university well. The Student Success Council is charged with the responsibility of developing and implementing both short and long term strategies to impact student retention/success.

270.11.1 Membership. The Student Success Council will be composed of twenty (20) members. The members of the Assessment Council will be appointed as follows: The Associate Vice President of Academic Affairs; six (6) Associate Deans, one appointed from each College and the Library; one (1) faculty member at-large, appointed by Faculty Senate; one (1) representative from SASC; the Director of New Student Programs; the Assistant Treasurer and University Bursar; two students, one undergraduate and one graduate; the Assistant Vice President for Student Auxiliary Services; one (1) Staff Council representative; the Director of Student Activities and Organizations; the General Education Coordinator; the Director of Financial Aid; the Registrar; and the Director of Marketing.

270.11.2 Chair. The Associate Vice President for Academic Affairs shall be the Chair of the Council.

### **File 3b**

## **Report to Faculty Senate Executive Committee on a Proposed Change to the Student Success Council University Student Affairs Committee Jim Buffington, Chair**

**The Charge:** Work with AVP J Powers regarding a change to the Student Success Council as per proposal offered at 8/20/13 Exec Meeting. Note new titles of positions, bodies, and offices. Some are either not current or sufficiently specific in the proposal. [**Priority Charge**]

### **Executive Summary:**

Revised Handbook Language for Student Success Council and Membership  
August 30, 2013

The Student Success Council has been an official University Committee since 2009. It was established in July of that year by Board of Trustees action with the explicit charge of “developing and implementing both short and long term strategies to impact student retention/success.” In the years since its establishment, the array of student success initiatives has grown substantially. Following extensive discussions within the Student Success Council this Spring, the Council felt that revised language was needed to better capture its role in working in this arena.

In addition, there have been a number of positional title and role changes since 2009 and the language reflects updates to that. Finally, the Council felt it important to expand faculty

participation, namely moving from one to two faculty at-large appointments and adding the Chair of Foundational Studies to the Council.

Submitted by  
Joshua Powers  
Associate Vice President for Student Success  
Chair, Student Success Council

At its September 13, 2013 Meeting, SAC raised a minor concern with the size of the Council but agreed that the new language and the additional seats appeal to logic. The following proposed change to the University Handbook was approved 5-0-0.

**270.11 Student Success Council.** Student success is a strategic priority of Indiana State University. Student retention and degree completion, while maintaining high academic standards and challenging classroom environments, serves our ultimate goals. To that end, the mission of the Student Success Council is (1) to focus attention and energy on key issues affecting undergraduate student success by raising and forwarding a thoughtful dialogue, (2) to provide oversight for and evaluation of the university's strategic retention and completion initiatives, (3) to advise and advocate regarding policy and resource allocation in support of student success, and (4) to expect the use of data in concert with a broad, university-wide perspective to inform decision making.

**270.11.1 Membership.** The Student Success Council will be composed of 22 members. The members will be appointed as follows: The Associate Vice President for Student Success; six (6) Assistant or Associate Deans, one appointed from each College and the Library; **two (2) faculty members at-large appointed by Faculty Senate**; a representative from the Center for Student Success (formerly the Student Academic Services Center); the Director of New Student Programs; the Associate Vice President and Assistant Treasurer; two undergraduate students appointed by the Student Government Association; the Director of the African American Cultural Center; a representative from the University College; the **Chair of the Foundational Studies Council**; the Associate Vice President for Student Affairs; the Director of Financial Aid; the Registrar; the Executive Director of Residential Life and Housing; and the Executive Director of Career Services.

**270.11.2 Chair.** The Associate Vice President for Student Success shall be the Chair of the Council.

### **SAC Proposal**

**270.11 Student Success Council.** Student success is a strategic priority of Indiana State University. Student retention and degree completion, while maintaining high academic standards and challenging classroom environments, serves our ultimate goals. To that end, the mission of the Student Success Council is (1) to focus attention and energy on key issues affecting undergraduate student success by raising and forwarding a thoughtful dialogue, (2) to provide oversight for and evaluation of the university's strategic retention and completion initiatives, (3) to advise and advocate regarding policy and resource allocation in support of student success, and (4) to expect the use of data in concert with a broad, university-wide perspective to inform decision making.

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**270.11.2 Chair.** The Associate Vice President for Student Success shall be the Chair of the Council.

### **FAC Proposal**

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270.11.2 Chair. The Associate Vice President for Student Success shall be the Chair of the Council.

## **Guell-Proposal #1 Proposal**

**270.11 Student Success Council.** Student success is a strategic priority of Indiana State University. Student retention and degree completion, while maintaining high academic standards and challenging classroom environments, serves our ultimate goals. To that end, the mission of the Student Success Council is (1) to focus attention and energy on key issues affecting undergraduate student success by raising and forwarding a thoughtful dialogue, (2) to provide oversight for and evaluation of the university's strategic retention and completion initiatives, (3) to advise and advocate regarding policy and resource allocation in support of student success, and (4) to expect the use of data in concert with a broad, university-wide perspective to inform decision making.

**270.11.1 Membership.** The Student Success Council will be composed of 26 members. The members will be appointed as follows: The Associate Vice President for Student Success; six (6) Assistant or Associate Deans, one appointed from each College and the Library; a representative from the Center for Student Success (formerly the Student Academic Services Center); the Director of New Student Programs; the Associate Vice President and Assistant Treasurer; two undergraduate students appointed by the Student Government Association; the Director of the African American Cultural Center; a representative from the University College; the faculty chair of the governing bodies of each College and the Library, excluding the Graduate Council.; the Associate Vice President for Student Affairs; the Director of Financial Aid; the Registrar; the Executive Director of Residential Life and Housing; and the Executive Director of Career Services.

**270.11.2 Chair.** The Associate Vice President for Student Success shall be the Chair of the Council.



## **Guell-Proposal #2 Proposal**

**270.11 Student Success Council.** Student success is a strategic priority of Indiana State University. Student retention and degree completion, while maintaining high academic standards and challenging classroom environments, serves our ultimate goals. To that end, the mission of the Student Success Council is (1) to focus attention and energy on key issues affecting undergraduate student success by raising and forwarding a thoughtful dialogue, (2) to provide oversight for and evaluation of the university's strategic retention and completion initiatives, (3) to advise and advocate regarding policy and resource allocation in support of student success, and (4) to expect the use of data in concert with a broad, university-wide perspective to inform decision making.

**270.11.1 Membership.** The Student Success Council will be composed of 26 members. The members will be appointed as follows: The Associate Vice President for Student Success; six (6) Assistant or Associate Deans, one appointed from each College and the Library; a representative from the Center for Student Success (formerly the Student Academic Services Center); the Director of New Student Programs; the Associate Vice President and Assistant Treasurer; two undergraduate students appointed by the Student Government Association; the Director of the African American Cultural Center; the Dean of the University College; the faculty chair, or their designee, of the governing bodies of each College and the Library, excluding the Graduate Council.; the Associate Vice President for Student Affairs; the Director of Financial Aid; the Registrar; the Executive Director of Residential Life and Housing; and the Executive Director of Career Services.

**270.11.2 Chair.** The Associate Vice President for Student Success shall be the Chair of the Council.

**270.11.3 Committees.** The Student Success Council will have two standing committees: Policy and Implementation.

**270.11.3.1 Policy Committee:** The Policy Committee will have primary responsibility for recommendations to the administration and faculty to policies relating to student success. No proposal for a policy change shall come from the Student Success Council unless the Policy Committee has expressed its view.

**270.11.3.1.1 Membership** The Policy Committee will be composed of the Associate Vice President for Student Success, the Dean of the University College Dean, and the faculty chair, or their designee, of the governing bodies of each College and the Library, excluding the Graduate Council.;

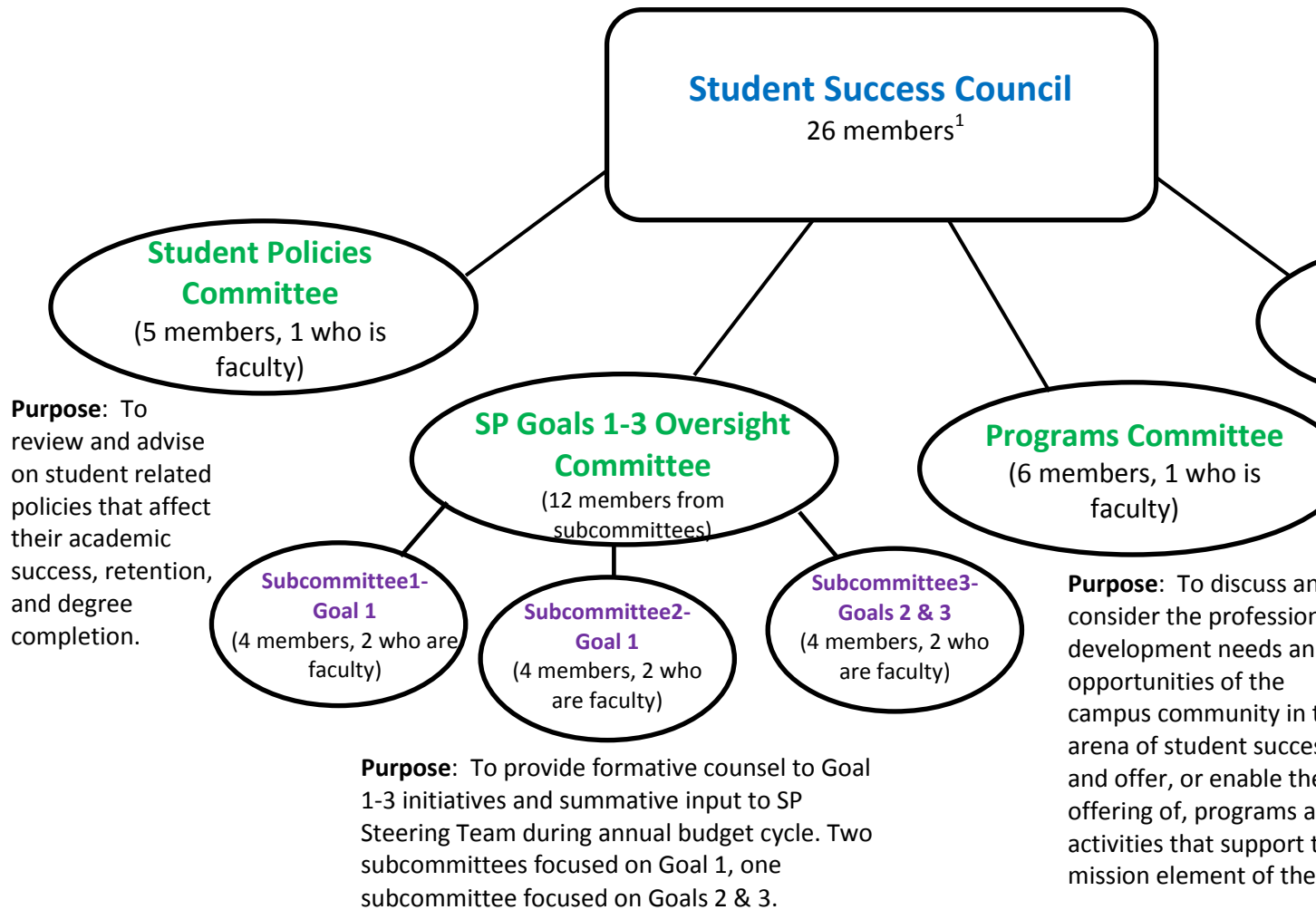
**270.11.3.2 Implementation Committee:** The Implementation Committee will have primary responsibility for ensuring policies relating to student success are uniformly and consistently followed and to ensure that administrative entities are effectively aligning their policies with student success.

**270.11.3.2.1 Membership:** The Implementation Committee will be composed of The Associate Vice President for Student Success; six (6) Assistant or Associate Deans, one appointed from each College and the Library; a representative from the Center for Student Success (formerly the Student Academic Services Center); the Director of New Student Programs; the Associate Vice President and Assistant Treasurer; two undergraduate students appointed by the Student Government Association; the Director of the African American Cultural Center; the Dean of the University College; the Associate Vice President for Student Affairs; the Director of Financial Aid; the Registrar; the Executive Director of Residential Life and Housing; and the Executive Director of Career Services.

	SAC Proposal	FAC Proposal	Proposal #1 + Proposal #2	Proposal #2 PC	Proposal #2 IC
The Associate Vice President for Student Success;	1	1	1	1	1
Assistant or Associate Deans,	6	6	6	0	6
faculty members	2 (by Faculty Senate)	2 (Faculty Senate) 7 ( Governing Chair)	7, Governing Chairs)	7	0
Representative from the Center for Student Success	1	0	1	0	1
Director of New Student Programs;	1	0	1	0	1
Associate Vice President and Assistant Treasurer;	1	1	1	0	1
Undergraduate students	2 (SGA)	2 (SGA)	2	0	1
Director of the African American Cultural Center;	1	1	1	0	1
Representative from the University College;	1	0	1 (Dean)	1	1
Chair of the Foundational Studies Council;	1	0 (included as faculty)	0 (included as faculty)	0	1
Associate Vice President for Student Affairs;	1	1	1	0	1
Director of Financial Aid;	1	1	1	0	1
Registrar;	1	1	1	0	1
Executive Director of Residential Life and Housing;	1	0	1	0	1
Executive Director of Career Services.	1	0	1	0	1
Total	22	23	26	8	20

## Student Success Council Committee Structure

The mission of the Student Success Council is (1) to focus attention and energy on key issues affecting undergraduate students, (2) to provide oversight for and evaluation of the university's student success completion initiatives, (3) to advise and advocate regarding policy and resource allocation in support of student success. The Council will expect the use of data in concert with a broad, university-wide perspective to inform decisions.



<sup>1</sup>For the remainder of 2013-14, there will be 28 members, given appointments of 2 at-large faculty already for a total of 26. In the future, there will be only 7 faculty representatives, one from each faculty governance unit of the colleges and the library.