

#2

INDIANA STATE UNIVERSITY

FACULTY SENATE, 2018-2019

September 20, 2018

3:30 p.m., DEDE III

Approved

Members Present: A. Anderson, S. Arvin, C. Ball, M. Blaszk, L. Brown, M. Chambers, M. Cohen, K. Games, B. Guell, C. Hanson, T. Hawkins, L. Henson, M. Hutchins, D. Israel, M. Jackson, B. Jose, B. Kilp, J. Kinne, S. Kopaczewski, X. Li, J. Liu, R. Owegi, R. Peters, S. Phillips, J. Potts, B. Roberts-Pittman, A. Soleskey, E. Southard, S. Stofferahn, J. Weust, M. Williamson, E. Wittenmyer.

Members Absent: E. Gallatin

Ex-Officio Present: Provost M. Licari and President D. Curtis

Guests: Danielle Isbell, Richard Paynok, Jim Hughes, Linda Sperry, and Candy Barton

- 1) United Way Campaign update: Danielle Isbell & Richard Paynok
 - a) R. Paynok: We are looking to be more specific and impactful. What our United Way does is bring agencies together to focus on the most difficult social issue, which is generational poverty. The first step in this is using the "ALICE" report, which demonstrates poverty is not about laziness and lack of willpower. It calculates the survival budget by county using various data points to find the lowest possible income needed for a family to survive. In Vigo County, it takes almost \$50,000 annual household income to pay for the least expensive childcare, healthcare, etc. That is 13-14 dollars an hour for more than one wage earner. In Indiana, 68% of jobs pay less than \$20 an hour, 50% less than \$15. In the Wabash Valley, 40% live below ALICE survival, 53% in Terre Haute. Only Gary and Muncie have worse ALICE numbers than Terre Haute for a city with 20,000 or more residents. We need to talk about it and get people to understand. We are making hard decisions and changing how we invest donor resources. We are using the impact council approach with volunteer councils that have expertise and are passionate about the area to propose grant opportunities. We are inviting any organization, they do not have to be United Way members, who has a great program that fits that profile. We will fund them. We will be measuring the ALICE percent in our community. This data can point to solutions that move the needle. Food, shelter, clothing is treating a symptom; we need to attack the problem.
 - b) D. Isbell: The community impact fund allows us to work together. A simple donation can do that. Susan [Powers] has extra forms, and the ISU campaign is now open. We do have some incentives. We are raffling off a brand new car thanks to Terre Haute Chevy. For every new \$25 donation, you are entered to win. If ISU collectively raises donations by

20 points, there will be two additional entries for every donor. Indiana United Way grants will be matched thanks to Lilly for every \$100 or more donation. If the workplace increases 5 percentage points the donations will be matched up to \$15,000. Money will go towards opening impact councils.

2) Memorial Resolutions

a) Dr. William Brett [Written and presented by Jim Hughes]

Born in Chicago, Bill Brett and his four siblings were raised by their mother in Capron, Illinois. He earned a B.S. in Biology at Northern Illinois University, an M.S. in Zoology at Miami University, and a Ph.D. in Comparative Animal Physiology at Northwestern University. Bill began his teaching career as an Instructor at Loyola University in Chicago and subsequently assumed the position of Associate Professor and Chairperson in Department of Biology at Millsaps University. In 1956, Bill joined the Department of Life Sciences at Indiana State University for a pedagogic voyage that would span fifty-seven years. For fifteen of those years, he served as Chairperson of the Department. In recognition of his many contributions to teaching, research, service, and administration, Bill was awarded the inaugural President's Medal for Excellence.

One of Bill's favorite sayings was "if you're going to talk the talk, you've got to walk the walk." Bill never "talked the talk, but he quietly "walked the walk" in all aspects of his life.

He walked the walk through military service. During WWII, Bill served as a pilot in the 101st Airborne of the U.S. Army Air Force, earning the European, African, Middle Eastern Theater Ribbon with silver and bronze stars.

He walked the walk through philanthropy. Bill lived frugally, preferring to use his resources to help others. He generously sponsored scholarships for students and often used his teaching earnings to create assistantships for students. Bill also supported innumerable charitable organizations and nurtured programs in the arts, including through endowment of the sculpture On the Wings of Flight in Deming Park.

He unquestionably walked the walk for students. Bill was a passionate and compassionate educator. He was renowned for relentlessly challenging students in the classroom and the laboratory. But, outside the classroom, he was a counselor and benefactor for students needing help. For Bill, teaching was not confined to the borders of the University. He taught at the Women's Correctional Institution in Rockville and at the Men's State Prison in Carlisle. He regularly conducted tours for third-grade students at the Vigo County Historical Society Museum and delighted kindergarten students with his illustrated stories about science. The University recognized Bill's exceptional teaching through the Caleb Mills Teaching Award and the Educational Excellence Award. However, the real testament to Bill's teaching is the thousands of students who carry valued life lessons.

Bill walked the walk to provide a better path for others.

THEREFORE, BE IT RESOLVED that the Faculty Senate of Indiana State University express to his family its sincere sympathy and condolence, and that it further express its appreciation for the service, care, and dedication which he gave to his students, Department of Life Sciences, and the University.

BE IT FURTHER RESOLVED that this testimonial be placed in the minutes of the Faculty Senate and that a copy be transmitted to his family.

b) Dr. Bonnidell Clouse [Written by Chris MacDonald and presented by Linda Sperry]

Dr. Bonnidell Amelia Clouse was born July 5, 1928 in San Jose, Costa Rica, where she spent her early years. She passed away August 21, 2018 in Terre Haute, Indiana.

Bonnidell earned her B.A. in psychology in 1950 from Wheaton College. At that time, she took a position as a psychiatric aide at the Institute of Living in Hartford, CT. She then moved to Boston, where she earned her M.A. in psychology from Boston University in 1953. Thereafter, she assumed the position of Assistant Professor of Education and Psychology at Bryan College in Dayton, TN. She met her husband, Dr. Robert Clouse, Professor Emeritus of History, when he was a student of hers at Bryan College.

After several years of teaching, Bonnidell decided to pursue doctoral work in the field of educational psychology, and she matriculated into the doctoral program at Indiana University. While caring for two children under the age of five she pursued doctoral work. In 1967, she joined Indiana State University as the Assistant Director of Graduate Certification. In 1968, she was the first woman to earn her Ph.D. in educational psychology from Indiana University. A year later, Bonnidell moved from the certification office into the role of Assistant Professor of Educational Psychology. Over the next few years, she rose quickly through the ranks of Associate Professor and Full

Professor.

For 34 years, Bonnidell trained literally thousands of educators and psychologists in her classes including those on the psychological aspects of teaching, advanced educational psychology, and the psychology of childhood and adolescence. Her research agenda and publications addressed developmental psychology, the relationship between psychology and religion, and moral development. Bonnidell published over 70 articles and book chapters in her career, and many of these address the emergence of moral thought, Kohlbergian moral development, and the role of moral education. A true scholar-educator, Bonnidell integrated this interest in moral education into both her research and teaching.

Bonnidell was known by colleagues as a dedicated psychologist and educator. Throughout her career at Indiana State University, Bonnidell made extensive service contributions to the department, the College, and the University. It is noteworthy that she was a strong advocate of faculty governance via her long-standing service to the College of Education Congress and the University Faculty Senate. She retired in 2001 after 50 years of a distinguished career in psychology.

THEREFORE, BE IT RESOLVED that the Faculty Senate of Indiana State University express to Dr. Clouse's family its sincere sympathy and condolence, and that it further express its appreciation for the service, care, and dedication that Bonnidell gave to her students, the faculty, and the university.

BE IT FURTHER RESOLVED that this testimonial be placed in the minutes of the Faculty Senate and that a copy be transmitted to her family.

c) Dr. Dixie Stahr [Written by Jolynn Kuhlman and read by Tim Hawkins]

Dr. Dixie Stahr passed away on July 17, 2018. She was 87 years old. Dixie graduated from high school in 1949 and gave up an opportunity to train for the Olympic diving team to enroll at Indiana State. She received her BS in Physical Education from Indiana State University in 1953, and an MS in Physical Education from ISU in 1960. Dixie graduated with her PhD in Physical Education from University of Iowa in 1967.

While a student at ISU Dixie was crowned the first Miss Indiana State in 1951 and she posed for the statue that currently stands in the butterfly garden aside of Tirey Hall.

Dixie began her teaching career at Crawfordsville High School in 1953. She joined the faculty at ISU in 1960 and taught there until her retirement in 1991. During her time as a faculty member at ISU, she sponsored the Dolphin Club, coached the swimming and badminton teams and had two of her badminton players compete in the Nationals.

After her retirement, she maintained her involvement in numerous sporting activities such as, swimming, golf and bowling. In 1991 she was inducted into the Terre Haute Bowling Hall of Fame for her contributions to the sport through teaching and participation

THEREFORE, BE IT RESOLVED that the Faculty Senate of Indiana State University express to Dr. Stahr's family its sincere sympathy and condolence, and that it further express its appreciation for the service, care, and dedication that Dixie gave to her students, the faculty, and the university.

BE IT FURTHER RESOLVED that this testimonial be placed in the minutes of the Faculty Senate and that a copy be transmitted to her family.

3) Approval of Faculty Senate Minutes of August 23, 2018 (File #1)

a) Motion to approve (M. Chambers; E. Southard); Vote 32-0-1

4) Support Staff Report: El-Houcine Chaqra

a) Staff council is under new leadership this year. We want to have a close working relationship with SGA and the Faculty Senate to gain better conditions for all. Our Standing Committees are looking at ideas to help with the Strategic Plan goal #5, which is recruiting, and retaining staff. We are exploring the establishment of an emergency fund for staff that will allow staff with financial hardship due to illness, injury, etc. to ask for help. We are also looking into childcare grants for staff. These are some of the ideas committees are exploring. We are also increasing scholarship funds for staff to go back

and get degrees. It is an opportunity to finish degrees at ISU. We are working with HR to create a new recognition award for staff, which is in line with President Curtis's plan to recognize good work. We are fundraising for the United Way. We are also working with Junior Achievement, a local organization, which teaches students skills in finance. We will be visiting the middle schools this month with Junior Achievement as part of our commitment to community engagement.

5) SGA Report: S. Lamb

- a) Our mental health proposal will be completed around Homecoming. We plan to disseminate it out and welcome any critiques you all might have. The Student Org Reward Program will be ready by October, so I can then give you a run down on that. We have been meeting with the deans about setting up student advisory boards for each college, and I think they are going rather well. The ISU student section, the Forest, is having neon night for next Thursday's home football game. We will have some t-shirts available for students, but if you go to the games and have any crazy neon shirts please wear them. The Success X program is at 6:15pm Monday in the University Hall auditorium. Please encourage your freshman to go. October 9 is the last day to register to vote in Indiana for the midterm election. Please encourage you students to register and vote. We have a voting center here on campus. We would like to see students out in larger numbers.

6) Temporary Faculty Advocate: S. Monday

- a) I was appointed two days ago so I do not have a report yet. I am the Associate Director in Student Financial Aid, a delegate for the Indiana Financial Aid Association, and an adjunct professor for the Department of Human Resource Development. I figured I did not have enough free so time why not do this!

7) Chair Report: T. Hawkins

- a) First, let me make a comment about the memorial resolutions. These are, in my mind, an important part of our monthly gathering as they give us dedicated time to reflect on and celebrate the lives and accomplishments of those who have preceded us—people who, like us, taught ISU students, produced knowledge, demonstrated remarkable creativity, and attended meetings.... They are a good reminder that nothing begins or ends with us.
- b) Collecting, organizing, and presenting these resolutions is a significant amount of work. I would like to express my gratitude to Morgan Brown, who does most of the work behind the scenes—receiving notices, soliciting resolutions from departments, and communicating with families. And, I would like to express my gratitude to the faculty members who take the time to write and present the resolutions. Often, they are remembering friends as well as colleagues, which can make the task both heavy and joyful. I appreciate it all.
- c) Our agenda looked very light a week ago, but things changed quickly. As I suggested to you in my email, the provost will be making an additional presentation as part of his report. This will occupy most of the end of the agenda. In another last minute development, Candy Barton is joining us today to provide an update on healthcare premiums. I will wrap her news into my report so that I can get the credit for anything good she might say.

- d) Otherwise, standing committees have moved past their organizational meetings and have begun to take up their charges. We should have action items from them starting in October.
- e) One broader issue that has been occupying the time and attention of the officers and Exec recently is the FAD. We recognize that there are adjustment issues as we all try to adapt our review policies and expectations to its framework. We recognize that seamless alignment is not possible. Most important, we do not want the limitations of the technology to force us into situations or accept outcomes that run contrary to Handbook policy. We have been working with Susan Powers on specific issues already and will keep up the discussion with her about the larger picture. I appreciate her willingness to work with us.

8) 2019 Healthcare rate proposals: Candy Barton

- a) This is a draft, but it is a pretty good proposal. In 2017, we moved to Anthem BlueCross/BlueShield. It is one of the largest insurance companies in the US, with its headquarters based in Indianapolis. They offered deeper discounts and have been excellent with claims. They promised us they would save us a million, and they did so we are staying with them. In 2018, Anthem started to look for a better Rx program, and they choose CVS, which we had actually been on in the past. They are doing a very good job with the claims and working with employees to get Rx drugs you need covered. Those two things made it possible to save money. For favorable claims experience, we looked back 24 months, and it keeps getting better and better with the new companies at the helm. For 2019, there is no increase in rates for the high deductible plan and no changes in coverage for the PPO plan. Sometimes it is nice to be boring. We are recommending a slight change to the high deductible plan. We only have about 100 to 130 in plan. The main complaint is that the deductible is too high. It is \$6,000 for a family. If there is only two people in the family is tough. It will decrease from \$6,000 to \$4,000 for a family. There are not a whole lot in the program, so the out of pocket will also adjust which is the maximum amount you have to pay to receive 100% coverage. Again, these are just proposals until the BoT acts, which is on October 12. Open enrollment starts Oct 15-Nov 14. We will be holding meetings across campus about the high deductible plan, many people were still unaware that it existed.
 - i) J. Kinne: Are we close to our long term goal of 33% contributions?
 - ii) C. Barton: Yes, we are there. The university pays 2/3.
 - iii) J. Kinne: Will claims go down as the average age goes down?
 - iv) C. Barton: Yes. As you age, more parts go bad. I think it should go down. We also hired a Wellness Coordinator. Her name is Amy Demchak and she just started. We are planning programs for hot spots, including diabetes. During our biometric screenings, 30% or more are pre-diabetic or diabetics, which is an alarming rate. We are planning programming such as exercise/walking groups. Feel free to call/email Amy. If the average age goes down, we will see claims go down. We are expecting to see more months decreasing. After two years with Anthem, we will not see as many decreases though since we look back 24 months and we will soon hit that with them.

9) Standing Committee replacements

- a) T. Hawkins: CAAC has gone through all of its alternates, but since it is a significant committee we want to make sure it functions at full strength. After searching for a replacement, I approached Dan Clark and he agreed to be nominated. The EC voted to approve this nomination, and I would like to bring it to the Senate for confirmation today. We plan to make an adjustment in the spring and approve more alternates per committee.
 - i) D. Israel: Would it be better to have a large pool of alternates overall? Or is that too complicated?
 - ii) T. Hawkins: I would prefer to do it based on declared interest rather than a large pool. Dan was interested in CAAC.
- b) Motion to approve Dan Clark as CAAC member (J. Weust/A. Anderson); **Vote 32-0-0**

10) Administrative Reports:

- a) President D. Curtis
 - i) Welcome back to the fall semester. I enjoy the quiet in May, but campus is lively again. I have been going around the state, but most recently, we held two events in Fort Wayne. One was for alumni at large. There are nearly 1,000 living alumni there and at this event, we honored Senator David Long who has supported the Indiana Principal Leadership Institute. Another event was for high potential donors to bring them back into considering our needs. It was visually significant for us and we had wonderful participation.
 - ii) I wish I had a shoulder camera for when I am talking to these alumni and hearing their stories. Alumni credit faculty for their positive experiences. We are gathering material for a video project where we are capturing some of these folks. Teresa Exline went to Florida and captured Myra Janco Daniels, 92, who was a student here. In the 1950's she started a PR firm here in Terre Haute, on Wabash and in its first year it did a million dollars. She then moved the company to Chicago and merged with her future husband's company, Draper Daniels. It is an urban legend that Draper Daniels inspired Don Draper from Mad Men. She talked about her process of building a business on her own during that time and engaging with a larger than life figure. She has traveled, had amazing opportunities, and credits ISU. Backing up a little bit more, we want to capture these now before these individuals are no longer with us. We will have this on our website. I will show the impact of ISU in this country. She has done so much in Naples since she retired, including starting their symphony orchestra. Many of these accomplishments of our alumni have been caused by you and the colleagues that came before you.
 - iii) We held an event in Louisville, and spent time in Southeastern Indiana including Corydon, New Albany, and Jeffersonville. There are about 800 living alumni in that region. I was so thrilled, Greg Goode and I went around lifting up students from this area. To the mayor of Jeffersonville, it was all news to him. I told him about our Criminology program and said that he probably had police officers who were grads. As we were leaving, I ran into a PO, he saw my blue outfit and my nametag and said he was an alum. I told him to go to the mayor's office and let him know. He said there were 3 or 4 here with Criminology degrees from ISU. I want to lift up visibility all over the state. When talking to the mayor of Kokomo, he mentioned their police chief is an alum as well. We are everywhere. When I am driving past the Indianapolis airport I see our billboards, which is great, but what is the next chapter/level?

Santhana [Naidu] and his team are working on this right now. Part of the SEM plan is to lift up visibility. I refuse to hear another person say he or she did not know we have a top-notch aviation program, it is not a secret. Lift us up when you go out and present at conferences, etc. Make sure people understand what is happening and has been happening here. We will be talking about it in newspapers. In Fort Wayne, we gave the names of current students to put in the newspapers. It is encouraging to have the governor's support. It is great when the governor says a company should talk to us, as he did with Allison Transmission. The best source is you and your colleagues, and the internships in your industry. Develop those relationships, what are your corporate needs? Maybe it was computer science, but now cyber security is important and this could be solved with a graduate certificate. We need to meet the needs of employers.

- iv) Last week we presented to the commission in Bloomington. We were last in line out of four. It went IU, Ivy tech, USI (which I remind the president we created), and then ISU. We each had 30 minutes. I actually did 30. Some went way too long. The more I sat through them it was clear what is distinctive about us. I showed a video of current and some recent graduates which showed the passion they had about ISU. I could see the faces of commission members and they sat up straight as this took place. The big thing was we asked them for \$18.4 million for Dreiser Hall, which is modest compared to everyone else. We need to take that significant building up to speed like we did with HHS. The next step is the budget committee; I am incredibly honored to share the great work you do.
 - v) Please join me on September 26 at 3pm, in Tilson Auditorium for my fall address. There will be more announcements at that time. We will be celebrating who we have been, who we are, and whom we are going to be going forward. It is inspiring to represent you. Tomorrow morning we will be announcing the new VP for University Advancement. Thank you for participating in that process. I am incredibly excited; your good work is what we will partner up to take out there. Thank you for launching the fall with our students.
- b) Provost M. Licari (Part 1)
- i) I would like to lift up the Student Media Program. They held an open house a few weeks ago and Phil [Glende], the staff, and some students showed me around. They are excited about the new equipment. Alums were back as well from Channels 2 and 10. Those students do a fantastic job. If you have the time drop in and look around, it is stunning.
 - ii) To Robin Crumrin and everyone in the library, congratulations on a great Library Extravaganza. When you walk into a library and it is roaring you know it is going well. Thanks for the pizza and especially the popcorn! I wanted to make sure everybody knows there is great work going on in Cunningham Memorial Library.
 - iii) Last weekend I was on campus for another event, but I was in the vicinity and saw many community members heading into the annual Bat Festival. It is a true community treasure. Thank you to Dr. Joy O'Keefe for doing such a great job. She is a great model of an ISU faculty member. Joy is an outstanding scholar, fantastic teacher, and deeply engaged with the community. Hats off to her and her team. They do fantastic work and I am immensely proud.

- iv) We had positive report from Candy, I wanted to also mention we have a new Student Health Coordinator, Lauren Baines. She will be focusing on student health and wellness programs, which is a positive in that area.
- v) Tim [Hawkins], thank you for positive comments in regards to Susan's [Powers] work with FAD. She should be recognized for the extra work that FAD requires to makes sure it operates properly. I appreciate that immensely.
- vi) Finally, as part of taking responsibility of Enrollment Management (EM), I have created the Strategic Enrollment Management (SEM) Council. Tim [Hawkins], as Senate Chair, is a member of that, and it is designed to ensure that we have good, long term strategies for the combined effort that blends recruitment, admissions, instruction, and retention so students succeed and graduate. When we focus on accessibility, we are focusing on accessing the graduation stage. Students should have that opportunity to have their lives transformed by college degree. It is incredibly important, and Steve Neiheisel is here. He is the Interim VP EM and he will be running the SEM Council meetings. The first one was this week. President Curtis and I share the same goals in what needs to be done; our minds are one.

11) Fifteen Minute Open Discussion

- a) S. Kopaczewski: I have a BR question; there is an inconsistency in the teaching section. You cannot be found "meeting expectations" if you fail to complete attendance/interim/final grade. Academic Affairs will report that, but last year I did not have access to that information. There is no clear idea on how that information will be included. Is it part of the page numbers or does it go back into FAD? If a person cannot be considered "meeting expectations" without this report it is important to address.
 - i) S. Powers: It was never part of FAD, Academic Affairs maintains records about who did not meet those obligations, and it is considered in evaluation, but was never part of FAD. For example, if you miss an independent study attendance reporting it is much different from not inputting final grades. The data points are considered, but not in FAD.
 - ii) S. Kopaczewski: How do individual faculty gain that information to include in our submitted materials? When I create my report, I do not have that.
 - iii) M. Licari: That is okay, the review committee or department chair has it.
 - iv) B. Guell: If a committee is told to wear blinders and only look at the FAD report, what is the committee supposed to do? You can enter it in a reconciliation meeting. There ought to be seal of approval.
 - v) M. Licari: Good point, if there is a deficiency reported there should be some way to build that. If you have been one of those faculty members then that has to be baked into your file.
 - vi) M. Chambers: This issue came up on FAC last year, it comes through the chair.
 - vii) M. Licari: That is inefficient.
 - viii) M. Chambers: Advisors will know who does not report what; we will get reports from the colleges.
 - ix) M. Licari: We can get it into FAD.
 - x) D. Israel: It is good to know ahead of time, but sometimes what you are doing is at the last minute and all of the sudden the technology fails. Susan's way seems more nuanced. Leaving it to the chair, rather than the faculty member having a flag.

- xi) S. Powers: Failure to report final grades does show up in FAD.
- b) B. Jose: There has been an issue with the bookstore. Some books are not available especially ISU only editions which students cannot get somewhere else. A number of faculty members are frustrated.
- c) B. Jose: My second plea is for help. I teach an experiential learning class in which students are required to travel and conduct interviews in Indiana. This year I have encountered serious obstacles telling us we cannot do that. The result was they cannot go out and get experience without me watching over them like a chaperone and they are unable to perform fieldwork. I cannot imagine I am the only one, are others encountering travel obstacles?
 - i) M. Licari: Brian, can you follow up with me on this, I need to learn more. I am interested in addressing the problem.
 - ii) B. Jose: I have contacted Risk Management and the Controller, but I would appreciate your help.
 - iii) B. Guell: During my time as a department chair in HHS, it was a routine challenge for pedagogical fieldwork. The paperwork has to be right. Legal and Risk Management have concerns that need to be respected, but worked out.
 - iv) D. Israel: You have to go through the correct travel authorizations, which is the dichotomy with undergrads doing experiential stuff and regulations. They are not always able to drive each other.
- d) L. Henson: On social media, a recent racial harassment situation has been mentioned and I wanted to say that the family is pleased with the support received from the university. There seems to be an improvement in the process from last year when there was a similar incident and I wanted to acknowledge that.
- e) M. Cohen: Thanks for not increasing health care costs, but I was hoping to ask about raises.
 - i) D. Curtis: Come to my address on Wednesday.

12) Provost Licari (Part 2)

- a) Enrollment Management (EM) is something that is undergoing a bit of a shift as we take advantage of the restructuring of the university. A standalone EM division creates two sets of decision making with one making choices about recruiting/admitting, and another set about academics/student affairs. A good EM structure need to be well integrated. One piece of the stream informs all of the others. They are all pulling in the same direction. One of the tasks I have undertaken is a strategic look at EM; the SEM Council is designed to develop a plan for how we are going to go about our message of marketing/advertising. We need to figure out how we are going to go about this with all the types of students, which include on campus freshman, transfer, online, international, and grad. All of that needs to be in conjunction to create a better enrollment picture and secure the bottom line. Not all students are created equal in terms of revenue. Some are on scholarship, some from out of state. We need to figure out what types we want and need to recruit to come up against the budget and plug into President Curtis' vision for the university.
- b) One of the other things about the reorg allows us to have more open dialog and bring faculty to the table. This [referring to the chart handed out] is our current admissions decision chart that Steve [Neiheisel] uncovered not long ago. I shared with President

Curtis, Tim [Hawkins] and the other officers/EC earlier this week. I wanted to bring it here for you so you have the information and can discuss going forward. There is a lot going on. This is currently being used for fall of 2019, and has existed in various forms since 2010. This is new to us, but not the university. What I want to do is highlight a couple of things. As the SEM Council works it will evaluate the effectiveness of cutoff points, IR will tell us how large cells are and the yield [applicant>enrolled], retention, and 4 year graduation rates. That is the level at which we need to approach EM, have the right programs, interventions, support for our students. Not all are created equal from a needs stand point as well. We need to see where we can help them. If you are down here [referring to the low end of the GPA/test scores] it doesn't mean you are not able to do as much as a high scoring applicant, maybe you have something else going on in your life we can help with that. Tim [Hawkins], financial aid, admissions, residential life, Dean Linda Maule from the University College will all be involved. It is a bit more of a holistic approach.

- c) Another piece is the Admissions Review Team (ART) and the role of faculty in general in this process. Right now, the ART is just a small set of staff from admissions who review applications in this area and we need faculty participation on that team as we move forward with this chart, reviewing applications and what shapes are on this chart. When I found this, I felt compelled to share it. President Curtis says EM is everybody's job. The other place where your participation is needed is earlier in the process, in recruiting. Prospective students want to meet faculty during tours and ask questions. They want and need to hear directly from faculty. You have an important role in yield. Faculty have a role in all of this recruiting/enrolling/retaining/grad. I wanted to show you the lay of the land and make those points. Questions?
- i) J. Kinne: Can we get data about specific majors and individual classes? I look at it, but most people do not.
 - ii) M. Licari: Yes, that is good. We can make that happen.
 - iii) B. Jose: A heat map view might be appropriate.
 - iv) M. Licari: Yes, IR is going to fill in data points in the cell, there should be diagonal break points across the blue area where size and something about those students can be included. Then we can be deploying resources in a targeted fashion. It was mentioned at the SEM Council meeting that one key point we need to know is the likelihood of success, what does that look like, if they lack that then we know what to do with some targeted intervention. This suggests data about our students.
 - v) B. Guell: This confirms that we do not care what their SAT is, that is why it is not a curve. The value of SAT in terms of retention, there is no statistical or practical connection between our students SAT and whether they return, succeed. We have been living with this and the moral is it is high school GPA that matters. The different high school matters some, but the grit of the student/desire to succeed can be measured by when they sign up for NSO. Whether or not they end up at the back end or not is a much more powerful and practical predictor of the success. That is the reason it is a square. The vertical axis does not matter and was never used.
 - vi) D. Curtis: In regards to what you are talking about, it was startling. That is why when EM was moved into Academic Affairs, IR now reports to the provost. Not just SAT, but we have ten years of good data with more than these variables. Can we get grit? I am sure it is in Banner. There are ways to get to that. You are exactly right about the

- shape and what it tells us. We have used predictive analytics over at least ten years, so we can say here is the sweet spot. We need to make that decision at admissions, not somewhere else. It is out there and we have it. Admissions has done very well with what they were expected to do. We have been chasing head count for several years, and it was in the newspaper headlines. The new headlines are not going to be pretty. The hard work is when we look at predictive analytics, find the sweet spot and above, then recruit to a yield. That is where you come in. Students do not remember the president, provost, admissions counselor, but they remember you! We need to stay stable and keep going. Getting a shape based upon who are and what we do.
- vii) M. Licari: We are in exact agreement, what does a successful student look like? That can be answered and allow us to be a lot more sophisticated in our admissions decisions. We might lose some head count out of some of these areas. The goal is to grow enrollment, SEM plan has to take into account what we are doing. Also this chart is just freshman. It needs to be connected to transfer, distance, international and grad. We do not want to shrink, but become more thoughtful while increasing.
 - viii) L. Maule: We have to have a better understanding of who our successful students are. Access is access to graduation. Grit, we have to be careful how we operationalize that. Some other things play into NSO attendance such as family mobility, social class, expenses, ability to come on weekend/weekday. We have to be cautious about when they are being gritty, there might be other conditions.
 - ix) B. Guell: I do not want to let the moment to go, to say to President Curtis thank you for engaging on this level. We are used to spreadsheets, but it is helpful to know you are engaged on specific strategic issues and have background on data to support it.
 - x) D. Curtis: You are the horsepower. We need to dig into data with the expertise we have, and not pay someone \$100,000 every year for ten years to do it. We can do this, because it is being done. It is the next developmental step for us, our mission is so important and the state of Indiana will be the benefactor.
 - xi) T. Hawkins: This will be part of the discussion over the course of the year, but there will be no immediate transformation. It is hard to imagine significant changes to the fall 2019 class. Odds are that we will not see major results until 2021 if we are lucky, so keep that in mind. I am pleased to be moving into a phase where faculty is reasserting its rightful authority over decisions about admission and enrollment. We are at the table and expect faculty to be active in that discussion.

13) Adjournment at 5:13pm.