

Minutes
Faculty Assembly, School of Liberal Arts
2:00–4:30 pm Friday, September 14, 2018, LE101

Faculty Attendees: Robert Aponte, Wan-Ning Bao, Emily Beckman, Dennis Bingham, Jonas Bjork, Herbert Brant, Marilee Brooks-Gillies, Andy Buchenot, Jennifer Bute, Thorsten Carstensen, Mary Ann Cohen, David Craig, Kevin Cramer, Holly Cusack-McVeigh, Cornelis De Waal, Fred DiCamilla, Mitchell Douglas, Aaron Dusso, Owen Dwyer, Estela Ene, Margaret Ferguson, Steve Fox, Amanda Friesen, Elizabeth Goering, Philip Goff, Nancy Goldfarb, Claudia Grossman, Jennifer Guiliano, Hannah Haas, Ray Haberski, Katharine Head, David Hoegberg, Susan Hyatt, Andrea Jain, Sumana Jogi, Kristine Karnick, John Kaufman-McKivigan, Jason Kelly, Daniella Kostroun, Elizabeth Kryder-Reid, Keiko Kuriyama, Modupe Labode, Chris Lamb, Pamela Laucella, Kathryn Lauten, Sarah Layden, Kim Lovejoy, Vijay Lulla, Timothy Lyons, Enric Mallorqui Rusalleda, Jennifer Price Mahoney, Tom Marvin, Marianne Matthias, Kate Miller, Leslie Miller, Kyle Minor, Kenzie Mintus, Anita Morgan, Paul Mullins, Megan Musgrave, Deborah Oesch-Minor, Josh Prada, Rob Rebein, Audrey Ricke, Karen Roesch, Steven Russell, Eric Saak, Ronald Sandwina, Carly Schall, Kristina Sheeler, Michael Snodgrass, Brian Steensland, David Strong, Shana Stump, Vidhura Tennekoon, Joseph Terza, Elizabeth Thill, Jennifer Thorington Springer, Peter Thuesen, Joseph Tucker Edmonds, Thom Upton, Kim White-Mills, Jeffrey Wilson, Mel Winingar, Xin Zhang

Visiting Faculty: Carrie Sickmann-Han

Guest Attendees: Lauren Andrews, Wanda Colwell, Kim Cozzi, Connie Ely, Liz Goodfellow, Eric Hamilton, Rick Hanson, Lisa Hoppes, Merle Illg, Beth Lafferty, Edith Millikan, Sherry Minton, Melanie Mundy, Tricia O'Neil, Amy Jones Richardson, Stephanie Rowe, Martha Rujuwa, Lisa Saunders, Candice Smith, Lygia Vernon, Sam Walters

1. Call to order at 2:06 p.m. —Kim White-Mills
2. Approval of the minutes from April 27, 2018. Minutes were approved as presented.
3. Chancellor's Remarks:
 - a. Surprisingly, enrollments are down in SLA by 8.1%. Every liberal arts school in the country is facing this problem. Our campus is also down over 4% despite our participation in the shared application. Because other schools are down at IUPUI and so many students take SLA classes, the 4% drop affects SLA.
 - b. The campus is strongly committed to the liberal arts. University administration values the study of the humanities.
 - c. Administration wants to postpone a dean search for a year while the school and the campus work on stabilizing enrollments. We will have a national search once the numbers stabilize.
 - d. We have seen these drops before; School of Law went through a similar crisis and has now stabilized. Campus administration strongly believes SLA will stabilize soon. The chancellor opened the floor for questions.

- e. Elizabeth Kryder-Reid asked if a merger with School of Science was on the table.
 - i. Chancellor Paydar said it could be part of the conversation, but School of Science is in a very different situation with strong financial reserves and improving enrollments.
- f. Dual-credit and AP credits are increasing, which puts liberal arts under pressure. Propaganda across the country is hurting enrollments as well.
- g. We are participating in the Common Application now which may help the campus numbers.
- h. David Craig asked, since the entire campus is down, are there any conversations about cuts at the campus level and also how convinced administration is that our credit hours will stabilize soon?
 - i. Chancellor Paydar said RCM requires administration to look at individual schools. Even if some schools' enrollments are down, they may be ahead of their budget; they may have a large reserve. Each school has different circumstances; some are nationally accredited and therefore limited on where they can cut.
- i. Steve Russell asked if assessments have been reviewed to see if they can be made more favorable for SLA?
 - i. Chancellor Paydar said the budgets, RCM and assessments are reviewed constantly. These assessments are not dumped into one big pot. They are given to other units, such as libraries, facilities, and public safety. Campus administration has frozen hiring and raises for campus staff, so these assessments are not being spent frivolously. As one unit's assessment goes down, another's must go up. A few assessments have been eliminated.
- j. Scott Pegg asked if Rob's interim appointment will be two years?
 - i. Chancellor Paydar said it's not a done deal, but external candidates will not necessarily be attracted to this situation. Postponement is a smart strategy. If Rob wants to do a two-year interim term, that will be discussed with him.
- k. Cassandra Harris expressed concern that a year or two-year plan might be unrealistic, we might need to look further out.
 - i. Chancellor Paydar said we want to continue pushing and continue to convince others about the value of liberal arts, but he does not expect us to be up by 20% next year. Flat would be good. An 8% drop, though, is serious and shows us that we need to make serious change.
- l. Jennifer Guiliano asked how this postponement is related to the guidelines about fiscal exigency.
 - i. Chancellor Paydar said there are guidelines, but we are not in exigency. The postponement is about smart strategy. He will go to his grave before he sees our school go under.
- m. Vijay Lulla asked what happens if our situation does not improve?
 - i. Chancellor Paydar said it will improve. It's just going to take time to increase revenue. Moving online will help. Partnering with other schools will pay off. Campus numbers will grow. Cost containment is necessary, and we will reach equilibrium. We have to stick together, believe in our strategies and in each other.

- n. Tim Lyons asked if the postponement will be a year or until our numbers go up? Also how would a name change be promoted by the campus?
- i. Chancellor Paydar said the dean search is postponed for a year, but if there is another significant drop next year, we'll have to reexamine. Hopefully, we'll be flat, so we can call it stable and move forward with a national search. As far as a new name, he will support whatever initiative we devise. If we decide to rebrand, they will help. The campus has done this kind of thing for STEM and Herron, and they will do the same for SLA.
- o. Danna Kostroun asked if the new shared application hurt our enrollments?
- i. Chancellor Paydar said they are not sure how that affected the numbers. More people applied and made mention of certain campuses, but the final numbers of incoming freshmen were surprisingly low. Part of it could be the economy; some students may have decided on a different campus. This year we not only have the shared IU App, but also the Common Application. The new situation in Fort Wayne may also have made some impact.
4. President's Remarks (Kim White-Mills):
- a. Thank you to Herbert for his work as Faculty Assembly president last year.
 - b. Agenda Council is happy to work with you and take your questions and input. Please feel free to contact them. This year's Faculty Assembly Agenda Council:

<ul style="list-style-type: none"> • Vice-President David Craig • Secretary Jennifer Price Mahoney • Kyle Minor • Joseph Tucker Edmonds 	<ul style="list-style-type: none"> • Jing Wang • Xin Zhang • Parliamentarian – Kees de Waal
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 - c. Committees have been working very hard in response to the financial crisis. The lists of committee membership are on the Canvas site. Two ad hoc committees will continue from last year – FRPC and External Relations.
 - d. FRPC will be working with the dean to help get us out of our financial situation. Members this year:

<ul style="list-style-type: none"> • Robert Rebein • Subir Chakrabarti • David Craig • Jennifer Guiliano • Philip Goff • Raymond Haberski • Rick Hanson 	<ul style="list-style-type: none"> • Jennifer Price Mahoney • Kyle Minor • Liz Kryder-Reid • Scott Pegg • Steven Russell • Brian Steensland
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 - e. The president would like to call for an additional ad hoc committee to review our SLA bylaws. Bylaws are outdated and have not been updated since 2003. If you are interested in serving on the bylaws committee, email kwhitemi@iupui.edu. If we do not receive volunteers, we will start contacting people directly.

- f. The Canvas site was set up last year by Jennifer Guiliano, Herb Brant and Phil Goff. We would like your feedback. Please complete the 3-question survey that Jennifer Mahoney sent out earlier this week.
 - g. Kim asked Camy Broeker and Kathy Johnson to come give financial literacy workshops for our faculty. There will be two – 9/28, 2-4pm in University Hall and 10/19, 2-4pm in University Hall. These should be helpful for our faculty as we work on our department budgets and plans/strategies to deal with the financial crisis.
5. State of the School Address (Interim Dean Rob Rebein)
- a. Tom Davis did so much for our school. We need to let him know we are thinking about him. We will have a celebration for him in October; he served us so well during a really tough time. We need to let him know we appreciate him.
 - b. Our faculty is doing great things:
 - i. Promotions to full professor - Wan-Ning Bao and Steve Fox
 - ii. Promotion to associate professor – Thorsten Carstensen, Holly Cusack-McVeigh, Jennifer Guiliano, Rebecca Shrum, Laura Holzman, Samuel Kahn, Henry Mak, and Kyle Minor
 - iii. Promotion to senior lecturer – Honnor Orlando and Jennifer Price Mahoney
 - iv. Interim associate deans – Rebecca Shrum and Jennifer Thorington-Springer
 - v. New roles – Bill Blomquist, Kevin Cramer, Owen Dwyer, Aaron Dusso, Leslie Etienne, David Hoegberg, Anita Morgan, Brian Steensland, Rosa Tezanos-Pinto, Enric Mallorqui Rusalleda, Pilar Lara, Raymond Haberski
 - c. Faculty awards: Emily Beckman, Elizabeth Thill, Krista Hoffmann-Longtin, Wendy Vogt, Frederick DiCamilla, Maria Brann, Kenzie Mintus, Rebecca Shrum, Thorsten Carstensen, Gail Bennett, Erin Engels, Shanna Stump, Norm Minnick, Honnor Orlando, Rosa Tezanos-Pinto
 - d. Student awards:
 - i. 13 SLA students in Top 100 including the Top Student at IUPUI – Priya Dave
 - ii. Sarah Bahr, Chancellor’s Scholar
 - iii. 9 Plater Medallion recipients
 - iv. Morgan Wilson, Elite 50
 - v. Cecilia Gomez, Outstanding IUPUI Woman Leader
 - e. New faculty:
 - i. Sarah Layden – assistant professor, English
 - ii. Elizabeth Angeline Nelson – assistant professor, Medical Humanities
 - iii. Enric Mallorqui Rusalleda – assistant professor, Spanish
 - iv. Josh Prada – assistant professor, Spanish
 - v. Iker Zulaica Hernandez – visiting faculty
 - vi. Frederick Bagg – visiting faculty

- vii. Michel Trahyn Gonzalez
- viii. Kimberly Cozzi - staff
- ix. Julie Carriere - staff
- x. Sherry Minton - staff
- xi. Maddy Richard - staff
- f. Grants awarded:
 - i. \$3.5 million awarded resulting in \$564K ICR.
 - ii. We need to get more of this grant money coming in. If we could double our grants, we could get out of our financial crisis.
 - iii. Most of our proposals are for pretty small amounts, but our success rate is very high.
 - iv. Our philanthropic endeavors are also paying off.
- g. The website problem is unacceptable and will be corrected. We're moving to a WordPress format that will allow chairs and directors to make their changes directly. Our directory needs to be updated. Social media is going to be a big part of our initiative to bring in more students.
- h. Our financial numbers are real, but they don't reflect the school's quality. It costs about \$30 million to run the school; we can't cut much more there. Our revenue is the problem. We had to borrow \$750,000 from the campus this year to balance our budget. We've lost \$13.5 million in the last five years, but we were able to cover it with reserves until now.
- i. Our expenses are 90% compensation.
- j. Yes, enrollments are down 8%, but our headcount is down only 3.3%.
- k. The campus as a whole is down in both credit hours and headcounts. For the first time since 2009, IUPUI dropped below 20,000 undergraduates.
- l. We have not hit the bottom yet. This is our reality, but it should not define us.
- m. Dean Rebein's goal is to get us out of this hole so we can reinstate travel and summer research funding and do some hiring. He has five initiatives:
 - i. Respond boldly to the crisis - We need to act on the smart initiatives we came up with last year. Standing committees and FRPC need to promote action. It's all hands on deck this year.
 - ii. Expand efforts to protect and reclaim SLA turf - We're losing credits to Common Core, AP, dual credit, transfer credit and Ivy Tech. We need to reexamine what we're accepting.
 - iii. Launch initiative to increase majors and minors - Work through partnerships in the school, across campus, and in the community. The dean wants action plans from department chairs by early November.
 - iv. Reexamine allocation of resources - We need to account for all the money we're spending. Course reallocations, 12-month contracts, administrative pay needs to be reviewed. Fair and transparent guidelines need to be in place to ensure consistent and fair resource allocations across the school.
 - v. Pilot career communities initiative - Work with advisers and Career Services to create a career communities pilot. IU-Bloomington already has these in place. The focus is then on what students want to do, rather than on majors.
- n. Jennifer Guiliano asked what is the total debt we need to cover.

- i. Dean Rebein said we have borrowed the \$750,000. Other than that, we've been able to cover our deficits until now.
 - o. We will come out of this crisis. We need people to understand that our school has what they need. We need to get the word out about who we are and what we do. If you have good ideas, send them.
 - p. Ray Haberski asked if there are any examples of schools that have successfully gotten out of this situation? What could we learn from them?
 - i. Dean Rebein said there is a university in Idaho that sent their faculty out to high schools to present and recruit. It worked well.
- 6. Announcement: Liberal Arts after Work next Friday, 9/21 at the Rathskellar Biergarten. Alumni, faculty, and staff are welcome. Karen Roesch said Indianapolis has been selected for a German-American festival/parade. It will also be at the Athenaeum in October.
- 7. Old Business: Update from Kate Head, Graduate Curriculum Committee:
 - a. A survey was conducted last year. Thank you to all who responded.
 - b. A report was sent out, and the committee will be reviewing that report and looking at everyone's ideas.
 - c. If you have any other ideas and suggestions, let Carrie Foote know.
- 8. Adjournment at 4:01pm