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Indiana State University

Faculty Senate, 2021-2022

Executive Committee

February 22, 2022

3:30 p.m. via Zoom

Members present: A. Arrington-Sirois, A. Arrington-Slocum, S. Arvin, A. Badar, L. Brown, J. Frost, J. Gustafson, K. Hinton, K. Yousif

Absent Members: N/A

Ex-Officio Present: President D. Curtis, Provost C. Olsen

Guest: R. Johnson, E Southard

1) Administrative Reports

a) President Curtis

When making comments at the Executive and Faculty Senate meetings, we are going to present more information and context on ongoing issues with enrollment and budget.

This week at the Indiana Chamber, I presented on the Accelerating Indiana Vision 2025 taskforce and was the only one from higher education. We were talking about the economic climate in the state of Indiana and what the higher education perspective is. There is nobody better than Indiana State University to be at a meeting like that as we are so focused on our role in the state. There were six presenters, one of which was Dr. Tony Carnevale. He said our Indiana State Advantage program is interesting and hopes that the state is backing it. There is still overwhelming information that people with a college education make more than those who do not.

On Thursday [regarding the budget and enrollment at Senate] I will also discuss the difference between an excuse and an explanation. An excuse would be to say it was all the pandemic and we had no influence on it; but an explanation includes a fuller account of how we got here and what we will be doing about it. We have been discussing the Indiana State Advantage a lot lately as part of that.

Sue Loughlin (*Tribune-Star*) writes wonderful and factual articles but the headlines are out of sync. We have been right-sizing the budget, not the institution. This was not a public announcement that we are going to start cutting programs and employees. There are schools out there giving pink slips to hundreds of tenure-track professors

and we don't have to do that. We will continue to deliver that message on a larger scale.

b) Provost Olsen

On the *Tribune-Star* article, I had no issue with the factual parts of the article. We provided more than two hours' worth of explanation on what we are doing here to keep things going but none of that made it into the article.

The context for us is different than it is for other parts of the state. About 46% of our student population qualifies for the Pell Grant. Those numbers are lower for Ball State (24%) and other Indiana colleges are even lower than that. We have spoken with members of the ISU community and some expressed they still didn't know anything about the ISU Advantage. This was a wakeup call for us. We have been talking about this since November. I just got our report from the marketing agency and it shows that interest has doubled, almost tripled, due to this. We have also added a \$5000 housing award for those that don't qualify for Pell or housing support, but are still at a low enough income that they need a little help. This seems to be working but it is still early.

Another issue is that 58% of applicants have not filled out the FASFA. We keep reaching out to them. We need to stay on this.

We would like to have summer classes on Canvas and not Blackboard. We have a lot of students asking why they are not on Canvas. I know we will get push back from some stating we gave them until August to move to Canvas.

2) Chair Report Keri Yousif

On Thursday I will be asking for unanimous consent to move around agenda items. I am also asking for help to dispel rumors by sharing information we learn at the meetings with our fellow colleagues.

3) Fifteen Minute Open Discussion

a) Faculty Scholarship

J. Gustafson: You stated that our situation is different than other institutions in the state. The effects are uneven, and students choose to go to places where they invest heavily in scholarly programs. Have we pigeon-holed ourselves into a situation where we will not be able to survive long-term? Should we not invest in faculty scholarship so that we don't present ourselves as a "low quality" institution?

C. Olsen: Just under half of our students are Pell eligible. We created the Indiana State Advantage to help students see that we have what they want. We are getting positive feedback on it. I will be getting a comprehensive report from our marketing outlet soon. We need to have students that want to come here and not just students that can't go anywhere else. We have great faculty and an impressive number of quality programs and experiences. We also provide a combination of financial aid and other support that attract students here. We had to create something as a response to what IU and Purdue did by opening up enrollment for massive amounts of waiting list students over the last couple of years.

D. Curtis: I would like to add that we have *State* magazine that goes out twice a year. We would like to focus the next one on ISU faculty. We need people to see what amazing faculty and programs we have. I have spoken out about our programs while out and I get feedback of oh, you have graduate programs. We need to be pushing that we have these programs and make them visible before families step foot on our campus.

C. Olsen: That is true. Right now we have a level of vulnerability when larger schools open up their waitlist. We need to create programs that will make students want to come here, as a lot of them would be better off at ISU rather than larger schools. What we create has to be the right combination.

D. Curtis: I have received comments that our experiential learning opportunities are innovative. We will take that as it is another advantage for why students should choose Indiana State University.

b) “Right-Sizing”

J. Gustafson: I have received a lot of comments from faculty about the lack of communication when it comes to budget decisions and “right-sizing.” May I ask where you are getting the data you are basing this on? What is the difference between right-sizing the institution and right-sizing the budget?

D. Curtis: During the pandemic, we did not hit target numbers and we have worked hard to live within our means. There has not been one year where we have been in the red. That is year-to-year, as we adjust finances. Right-sizing the institution would be to say [for example] that Indiana State University should always be able to have 8,000 students. If we push that out there, there had better be data. That would not make sense for us. Where the budget gets tough, the mix of students is important, not just the head count. Balancing the budget for stability comes from the mix of credit hours as they aren’t all equal. An online MBA student is different than an on-campus undergraduate student. We have been talking about finances and pushing it out but people have to read the materials we send out. Those emails and newsletters are our form of communication. At the Senate meeting we will start talking more about substance. The last couple years we have had stimulus money to help but that is gone now. We need to live within our means and grow from there.

C. Olsen: Head count matters less every year. Things like dual credit are a huge blow in terms of net tuition revenue. That applies nationally. We have more online and part-time students, so as the percentage of residential students declines, the head count matters less and less. The cost of programs also matters. We have to remember that the higher the class level, with smaller classes, clinicals, seminars, and internships, the higher the cost is. 20 or 30 students living on campus is equal up to 200 to 250 part-time online students in terms of tuition revenue. Dual credit and demographics are two other issues. There are fewer eighteen-year-olds. We could just start enrolling all students that apply. Purdue and IU had that option and did just that. We have done that in the past, but then had serious problems with retention, graduation rates, and satisfactory academic progress rates. We awfully close to being in trouble on our federal loan statistics because we had so many students with a low

probability of surviving that first academic year. We can't go back to opening up to anyone who can walk on campus and financially it's a bad idea. We need to right size in the short term. Fall 2017 to Fall 21, credit hours are down 31% while faculty is down 8.6% percent. That's almost a 4 to 1 ratio. In that time, the student to faculty ratio went from 21 to 1, to 16 to 1. This is not sustainable for any state university. That's DePauw, Hanover territory. In the short term we need to right size. While Fall enrollment is up to 9,500 it needs to be higher than that. Freshman classes can't be 1443 each year. We do need to right size, but you can't grow out of these problems without the faculty and programs to do it. Faculty have to be protected disproportionately. There have been a lot of retirements, but there are also 21 active faculty searches happening. We are hiring a lot of faculty. That's like a normal year. We need to keep things functioning. I could use Biology as an example. They will have lost 65% percent of their faculty in three years. 250 majors plus all the other courses they teach for others. We need biologist to teach biology. We can't run the department with that amount of loss. Have to keep balance in critical areas.

4) Approval of Executive Committee Minutes (February 8, 2022)

Motion to approve A. Arrington-Sirois, A. Arrington-Slocum: 9-0-0

5) Informational Item: R. Johnson, Anti-Bias Training

R. Johnson: This will be on Blackboard. We have been working on this since September. This 25-minute DEI module covers diversity, inclusion, sexual orientation, religion. It is an elementary starting point. Everyone across campus should participate. We want deans and chairs to promote it. This will launch in March and will be covered in ISU Today. We will present this to Faculty Senate, President's Advisory Council, Staff Council, Affinity Groups, and will be part of new employee orientation. We will also be announcing this on Facebook and Twitter.

We are working a second session with Dr. Molly Hare at FCTE and in consultation with a group of faculty members, which will be 60 to 90 minutes and will include a self-reflection section at the beginning. This will have a later release date this semester and will go out to every college.

K. Yousif: Will this be required for everyone, including students?

R. Johnson: We are using the term "strongly encouraged."

D. Curtis: This is designed for supervisors. It won't be for this particular module.

K. Yousif: Will there be one for students?

R. Johnson: University Educators doesn't have one for students at this time. We have another for faculty and staff too.

C. Olsen: The implicit bias workshops that R. Johnson and M. Hare are in the spirit of what faculty required for peer evaluations. I would be happy to have the Senate strongly encourage or require this module, especially to inform how we evaluate our students in the classroom.

J. Frost: This being in Blackboard seems counter to the statement that we are making that we need to be working in Canvas. Will this be there as well?

R. Johnson: Right now this is on the University Educators' site. There was a page that was created that looks like the Indiana State University homepage. I was told that would be planted in Blackboard so each time a faculty or staff member goes to their homepage they will be able to access it. I am working with Marketing and Communications so if you believe there is another area you believe is best to place it, we are open to that.

C. Olsen: I believe it will be in the Portal.

R. Johnson: Yes, that is actually correct. I will ensure it is in the Portal.

K. Yousif: We need to find ways to ensure that employees are taking the training other than it being strongly encouraged. There should be a way to tag it in FAD if they participate in the workshop.

R. Johnson: Please reach out to me if you have any suggestions.

6) Curriculum: New Program: Nursing, Family Nurse Practitioner

<https://indstate.curriculog.com/proposal:5126/form>

Motion to approve L. Brown, A. Arrington-Slocum: 9-0-0

E. Southard: We have had a post-master's DNP program for twelve years. At this time, you can be a nurse practitioner with a master's degree and sit for the same board exam as someone with a doctorate. We have a masters and doctorate program. We are creating an alternate path to the doctorate directly from the baccalaureate. We will be using the same CIP code with this. By skipping the master's program, it expedites the process, they would be saving seven credit hours, and saves them tuition dollars. It is looking as if the field will be transitioning to require a doctorate to be a nurse practitioner by the year 2025. We are getting out ahead of that change.

K. Yousif: So at this time a master's degree is enough but the requirement will be moving to require a higher level of education?

E. Southard: Yes. We are preparing for what is to come. People that are currently Nurse Practitioners that have a master degree will be okay. Moving forward graduating students will have to have a terminal degree. Working to advise our current students on upcoming changes.

J. Gustafson: What about on-ramps and off-ramps. Will students with a Master's be able to pick up and finish their DNP with this? Will student that feels that this not the right path for them be able to exit with a master's degree?

E. Southard: We have a DNP program for students with a master's. With the way the courses flow, they should be able to earn a master's but may need a few extra courses because of sequencing differences.

K. Yousif: Do you plan on phasing out the master's program?

E. Southard: At this time we will run both. We would only phase out the master's program when one of two things happen. The first would be that people don't want the program and the other would be if we are told we can't have the program anymore. It will likely be one or the other in the next five years.

M. Badar: What is the difference in credit hours moving from master's to doctorate?

E. Southard: If you just did the master's degree you would have 48 credits. If you do both then you would add 27 so you would have your DNP.

M. Badar: Is that standard nationally for a DNP program to have 75 credit hours?

E. Southard: We are right in the middle of the range of what other programs require. Overall, it has been very hard to convince our faculty that students should be able to earn their degree in three years as it took many of them much longer. Have to also compete with other programs elsewhere too. Have to offer what students want.

M. Badar: Most of the time at ISU we try to do something here and there hoping that it is what students want only to later find out it wasn't. We get some students that get the degree, but they aren't high quality programs and we don't get the return on investment that we wanted. Many times in the College of Technology we do programs that are 4+1 in order to survive the budget conditions, but it doesn't do any good in terms of long term investments.

E. Southard: We are offering the same average of hours as other universities that offer a similar program.

7) Standing Committee Reports

- a) AAC (A. Arrington-Slocum): No Report
- b) AEC (J. Gustafson): No Report
- c) CAAC (A. Arrington-Sirois): Passed the [Foundational Studies High Impact Practices] "HIP" Array last week. Approved changes to the PE major, only have one tenure-track person there now.
- d) FAC (L. Brown): Sub-committee [on conflict of interest language] is meeting weekly. There are some revision coming forward.
- e) FEBC (K. Hinton): Unable to attend. Meeting with E. Southard in the morning to get a report.
- f) GC (J. Frost): No Report
- g) SAC (A. Badar): No Report
- h) URC (S. Arvin): No Report

8) Adjournment: 4:30 PM