

Minutes
Indiana University
BLOOMINGTON FACULTY COUNCIL
January 15, 2008
Auer Hall
3:30 P.M. – 5:30 P.M.

Attendance

MEMBERS PRESENT: Moya Andrews, Jack Bielasiak, James Biles, Julie Bobay, Stephen Burns, James Capshew, John Carini, Andrea Ciccarelli, Keith Clay, Diane Dallis, Paul Eisenberg, Robert Eno, Harold Evans, Luke Gillespie, Laura Ginger, Dennis Groth, Karen Hanson, Robert Hatten, Brian Horne, Kevin Hunt, Matt Jarson, Owen V. Johnson, Lloyd Kolbe, Eric MacPhail, Valerie Markley, Terrence Mason, Bryan McCormick, Brian O'Donnell, John Paolillo, James L. Perry, Lisa M. Pratt, Diane Reilly, Paul Rohwer, Jeanne Sept, Robert Shakespeare, Richard Shockley, Sarita Soni, Herbert Terry, Neil Theobald, David Waterman, Susan Whiston, James Wimbush

MEMBERS ABSENT WITH ALTERNATES PRESENT: Tony White (Angela Courtney)

MEMBERS ABSENT: Eric Arnold, Lisa Bingham, Nicholas Clark, Aurelian Craiutu, Joseph DeJean, James Drummond, Christine Farris, Patricia Foster, Amy Holtzworth-Munroe, Csilla Kajtar, DeWitt Kilgore, Christina Kuzmych, David MacKay, Jennifer Riley, Mike Robinson, John Scott, Alex Tanford, Robert Terrill

GUESTS: Laurie Antolovic (OVPIT), James Boyd, Danny Callison (SCS), Keith Clay (Biology), Jim Donges (Provost's Office), Luke Fields (RHA), Ken Gros Louis (Provost's Office), Julie Knost (Affirmative Action), Catherine Larson (Arts & Sciences), Murray McGibbon (Theatre and Drama), Richard McKaig (Student Affairs), Ursula McTaggart (Graduate Student, English), Amanda Meglemre (GPSO), Claire Nisonger (Biology), Erin Riley (IDS), Rob De Ruyter (Physics), Dennis Senchuk (Philosophy), Pat Steele (Libraries), Sue H. Talbot (Trustee), Jeff White (OVPR, SPEA), David Zaret (Sociology), Craig Dethloff, Lebo Molefi, Patricia Pierson (Faculty Council Office)

Agenda

1. Approval of Minutes
<http://www.indiana.edu/~bfc/docs/AY08/minutes/10.02.07.htm>
<http://www.indiana.edu/~bfc/docs/AY08/minutes/11.06.07.htm>
2. Agenda Committee Business (10 minutes)
(Professor Lisa Pratt)
3. State of the Bloomington Campus (40 minutes)
(Provost Karen Hanson)

4. Question / Comment Period* (15 minutes)
(Provost Karen Hanson)

5. Reception
(IMU University Club)

AGENDA ITEM #1: APPROVAL OF MINUTES

HANSON: Despite the menu, this is a regular meeting of the BFC, and first item is the approval of the minutes. Those were circulated via email. These are the minutes from October 2nd and November 6th. I assume you've reviewed them. Any motion? Second? All in favor? (Aye)

HANSON: That carries it. So I turn the agenda over to Lisa.

AGENDA ITEM #2: AGENDA COMMITTEE BUSINESS

PRATT: I'm going to make just a few minutes worth of comments from the Agenda Committee to open the meeting. First of all, a number of people have contacted us inquiring about where we are in the process of moving forward the recommended Family Leave Policy. I'm going to simply remind you that it is in the President's office. We have not heard anything one way or the other nor do we know where we are with the assessment of financial impact from Neil Theobald's office. So I have no new information for you and hopefully by our next meeting we will know something. Second, we have completed, over the winter break, the faculty review of the Intellectual Property Policy as rewritten in a concise form by John Applegate and Dottie Frapwell. So I'll remind you that the process was, a very lengthy IPP came forward from both the BFC and the UFC, the administration requested a condensation and streamlining of that policy in order to make it easily understood by a faculty member being recruited to the university. We saw that as a mutual benefit to both the faculty and the administration, so we moved forward with that, but we felt that in order to really fully evaluate the rewriting process we would ask independent readers to compare the original version that was voted on by the faculty with the rewritten version to ensure that they were, that they were convergent in both sense and detail. We asked two faculty from the Bloomington campus, two from the Indianapolis campus and one faculty member each from the smaller campuses to do that review and thank goodness people were willing to give of their time over the winter break and we've had the feedback on that. As a result of that, we now see that there are two, but only two, problematic areas in the concise version and we are now asking the administration to address those two areas. One has to do with the centrality of intellectual freedom which we want put back into the preamble. The other has to do with clarifying and strengthening the role of the Intellectual Property Council which the description of the activities of that group are significantly diminished in the condensed version, and we want to again re-discuss that with the administration. If those changes are made, we will then bring them back to a subset of those independent readers and if they feel that we now have something that is truly congruent with the original version we will then move forward without revoting that and those of you that were involved in the many, many meetings in which we read and reviewed and debated that policy, I think you'll be grateful if we can find a way to move forward without having to revisit the

document as a whole. If that does take place, we will then put that document forward to the president who will then, we believe, be taking it to the trustees. One item that comes, perhaps, as a surprise to many of you because it results from events that took place in December is that President McRobbie has now called for a Core School Operations Review Committee to be co-chaired by Chancellor Bantz and Provost Hanson. This committee was constituted following the resignation of the executive associate dean for the School of Education on the Indianapolis campus in December. Those of you that were aware of that event may know that there were a number of meetings including a sort of informal town hall meeting and other activities on the Indianapolis campus. It really focused a lot of the attention on how the core school concept was operating; in some cases well, and in other cases not well at all. And so the president has called together a committee. I don't know if Karen is going to mention this at all in her comments but we of course, on the BFC, will be watching very carefully to see the membership of that committee. I will note that the Nominations Committee has not been asked to make nominations of faculty members to participate in that. But obviously, given the deans of the core schools are located on both the Indianapolis and Bloomington campus really without regard to where the majority of the faculty members are located, it is certainly imperative for the faculty to keep a close eye on the decisions and discussions of that committee. As soon as we know how the president intends to name the faculty participants on that committee, we'll let you know and again, I guess we'll just, we'll be hoping that the BFC is formally asked for input. Needless to say, the kinds of decisions that that committee would be looking at would have not only an impact on multiple campuses but it would impact mission differentiation as well as the degree of administrative independence for each of the campuses. And you may be aware that many of the smaller campuses are really beginning to talk more and more about wanting a higher degree of administrative independence than they've had in the past. Another factor driving that, which has not affected us directly here in Bloomington but is having an enormous influence on the agenda of the UFC is the proposal for revision of the tenure and promotion policies driven by individuals on the Indianapolis campus with very little initial dialogue with representatives from the smaller campuses. So, again, it's something we're watching although it's not been directly affecting Bloomington with regards to tenure and promotion policies. One last thing before I turn the microphone over to the provost is, those of you who are representatives and not just visitors today, I ask you to really carefully check your calendars for the meeting dates and times this spring because we are really through the part of the year when we sort of discuss, debate, and hear reports and we are into the part of the year where there will be lots of voted resolutions and action items starting with the February 5th meeting which is our next meeting. Particular emphasis over the spring semester will be given to policies concerning scheduling of classes, overuse of classrooms, and the setting of capital priorities for the Bloomington campus. I look forward to those activities this spring. And with that, Karen, I'm delighted to hear from you on the state of the Bloomington campus.

AGENDA ITEM #3: STATE OF THE BLOOMINGTON CAMPUS

HANSON: It may look like a thick report, it's not so long but it's just in big type because I'm a little near-sighted.

A new academic year is always a time of change on the Bloomington campus, but this year the pace of change seemed to accelerate. Indiana University has a new president; the new president

has accomplished some major administrative restructuring, and a number of people have moved into new positions. I was among those moving at the beginning of the new academic year, as I took up the position of Provost and Executive VP on August 1. I was, I am, grateful to President McRobbie for asking me to be part of his team, and I was touched last August by the kind and generous good wishes I received from the campus and the community.

There was little time to bask in that glow, however, as, led by the president, we were off and running. Because the first meeting of the BFC, the traditional time for the report on the campus, was barely more than a month away, and there was much else to do, the BFC leadership suggested shifting this report to the first meeting of the spring semester. I gladly acceded.

The report on the campus, delivered at the start of the fall semester, has traditionally been an account of the budgetary decisions for the upcoming year, but we are all already living out those decisions, and we are, in fact, now engaged in a new year of budgetary conferences, so I will continue the theme of change by changing the form of this report. I will say a word or two about budgetary matters, but I would also like to highlight some of our ongoing academic priorities and invite your consideration of some of our upcoming challenges.

Financials--

The campus budget for 2007-08 was buoyed by strong support from the Indiana General Assembly. On the operating side, the state provided a \$2.7 million increase for inflation and a \$2 million increase to cover costs incurred in sustaining our research efforts. On the capital side, for the first time in nearly a decade, we received substantial repair and rehabilitation funding for our buildings and infrastructure. We were granted \$18 million in bonding authority for the construction of the Cyber Infrastructure Building at 10th and the Bypass, and we received state funds to repay bonds for previous construction projects.

State funds were combined with a 4.4% net undergraduate tuition increase, but the more important news on the subject of student tuition is the great progress IU Bloomington has made in assuring affordability for low-income Hoosiers. In partnership with the IU Foundation, the Bloomington campus publicly announced, in October, the Matching the Promise capital campaign that is focused on creating four-year undergraduate scholarships and graduate fellowships, as well as helping build faculty endowments. Matching the Promise has already generated gifts and bequests totaling nearly \$50 million for graduate fellowships to help IU-B compete with other outstanding research universities for top students. Over \$116 million has been raised for undergraduate scholarships. In the four years the campaign has been underway, our scholarship and fellowship endowments have more than doubled.

The undergraduate scholarships made possible by Matching the Promise, as well as innovative financial aid programs such as the 21st Century Scholarship Covenant and Pell Promise, deployed this year by our Office of Enrollment Management, are making a huge difference in the affordability of IU. This fall, our incoming freshman class included about 1000 in-state students coming from families with annual incomes under \$50,000. The average out-of-pocket cost for tuition and room and board for these students was \$341. In 2004-05, the average out-of-pocket cost for a low-income family was \$4278. Costs have also dropped an average of 20% for Indiana students from families with incomes between \$50,000 and \$100,000, so that this year, despite an undergraduate “sticker” price of \$14,500, these students’ real cost was \$8291 for tuition, room and board.

Students--

As we have made an IU education more affordable, we have also increased the quality and, to some extent, the diversity of the undergraduate class. Applications were up over 18% last year, and that allowed—required—us to be more selective in admissions. The average SAT (Critical Reading and Math) score of our incoming freshmen was up 25 points, and up 42 points over the last four years, during a time in which SAT scores have fallen nationally. [For the first time ever, this fall’s mean SAT score for IU Bloomington’s incoming class was higher—one point higher—than Purdue’s.] One third of our freshmen ranked in the top ten percent of their high school classes and two thirds ranked in the top quartile. We welcomed 70 National Merit Scholarship finalists and 97 semi-finalists, compared to 62 last year and 29 the year before.

Eighteen percent of freshmen identified themselves as nonwhite, and enrollment of US minority students increased 3.6%, so that minority students constitute nearly eleven percent of the total enrollment this year.

Diversity--

This is an area of special concern for this campus, as it is for all institutions of higher education, and we are renewing our commitment to work assiduously to enhance diversity not only in the student body, but also among the faculty and staff and in operations such as purchasing and contracts. Let me give you a brief chronology of some recent guideposts that have helped to direct our efforts. In May of 2006, the Board of Trustees endorsed a “goal of doubling the enrollment of under-represented minorities on the Bloomington campus by 2013-2014.” This past June, then President Herbert and then President-elect McRobbie charged each campus of IU to produce a draft of a campus-specific diversity plan “aimed at increasing underrepresented minorities in the enrollment of students, in the ranks of faculty and professional staff, and in the utilization of minority- and women-owned businesses by the university.”

In mid-October, Edwin Marshall, Vice President for Diversity, Equity, and Multicultural Affairs, invited all campuses to send representatives to a university-wide conference, “Planning and Implementing Campus Diversity Plans,” held in Kokomo on November 30. The Bloomington team was led by Edwardo Rhodes, Associate Vice President for Academic Support and Diversity, and Doug Priest, Senior Associate Vice President for Finance, and included staff, faculty [nominated by the BFC] and students. Working from that conference and using a variety of existing campus documents and reports-- including the working paper “Enhancing Minority Attainment,” which was the fruit of a comprehensive planning effort conducted in 2005-06-- the group produced a draft of a diversity plan to be shared, discussed and refined by the Bloomington campus community.

To encourage that broader discussion, I will disseminate the draft plan through e-mail and web posting. I will also, before the end of this month, assemble a Campus Diversity Committee, a group that will help fill in details and oversee the implementation of our campus plan. The Campus Diversity Committee will also play an important role in our public accountability and in the progress reports we will make to the Board of Trustees and others. Even as this committee is being formed, however, I urge every member of our campus community to review the draft plan and to try to help us refine it. A commitment to diversity and equity is fundamental to the nature of our institution and to our educational mission, and we can fulfill that commitment only if all of us bring our voices and our particular perspectives to the discussion of our needs, only if all of us bring our energy and good will to the realization of our shared plans.

Internationalization--

The value of broadened perspectives also grounds our activities in international teaching, research and creative activities, and service. We have a distinguished history of international engagement, and it was the campus interest in maintaining and enhancing our profile of international activities that led to the decision to make globalization and internationalization the focus of IU-B's re-accreditation self-study. As you know, we were reviewed this past semester by a team from the Higher Learning Commission of the North Central Association of Colleges and Schools, as we are every ten years. Several years ago, as preparations began for re-accreditation, the Council of Deans agreed that we should use this process of self-study not only to review and document our compliance with HLC criteria for accreditation, but also to examine the range and efficacy of our international programs and global engagement.

Under the leadership of the Vice Provost for Academic Affairs and Dean of the Faculties Jeanne Sept, and her staff, especially Associate Dean Terry Mason, and with the hard work and expert cooperation of a great many faculty, staff, and students, an extraordinarily detailed and useful document was produced. It highlighted our current strengths—the global dimensions of our curriculum and teaching, scholarship and creative activity, and service-- and our major international resources. The report also identified areas where additional institutional attention would be helpful and where planning for enhancement might be most usefully focused.

The accreditation self-study was followed this past semester by the drafting of another major planning document, this one produced under the direction of Patrick O'Meara, Vice President for International Affairs. While this document is still in draft form and has not yet been released, the outline of the plan was discussed by Patrick at the Board of Trustees meeting in December and enthusiastically received by the Board. The campus will aggressively pursue recommendations drawn from both these documents.

We have a long and admirable record of sending our students to study and learn abroad—the last available data show IU-B ranking eighteenth out of 1,000 colleges and universities in the U.S. that send students overseas-- and, through the generosity of committed donors such as Edward L. Hutton, we have exceptional resources to help make international experiences affordable for our students. There is more we can do, however, to insure accessibility to overseas experiences, to integrate international study with more majors and to remove barriers to students' attempts to integrate such study with the rest of their undergraduate and graduate studies. There is more we can do to internationalize our curricula and more we can do with our already exceptional curricular and extracurricular opportunities to encourage students to participate in what we offer.

We are already in the process of reexamining our international institutional partnerships. The examination, as well as our interest in international partnerships, is guided by our understanding that there is a global context for research and faculty collaborations, as well as for student and faculty recruitment, and that the international outreach and service IU provides yields reflexive benefits to the campus and the state.

This fall, IU-B enrolled nearly four thousand international students, the fifteenth largest international enrollment in the US. We have been among the top twenty host institutions nationwide for more than fifty years, even though we do not have a school of engineering or of agriculture, historically the major attractors of overseas students. More than half of our international students are in graduate programs. The areas of concentration of our international students are varied—from business to biology, from education to the performing arts. Across the campus, we can assume that these students are benefiting from study at IU-B, and our domestic students are benefiting from interacting with students from around the world. Moreover, IU's

international students contribute more than \$350 million annually to Indiana's economy and \$90 million to the local economy.

Faculty--

The marketplace for outstanding faculty is also global, and 28% of new full-time hires to Bloomington this past year held foreign citizenship. This year, 12.7% of our tenured or tenure-track faculty are non-U.S. citizens, compared to 6.1% in 2003. Recruitment and retention of a diverse faculty is a continuing concern, however. While we made modest progress last year in hiring Hispanic/Latino and Asian-American faculty, and while the proportion of women in tenured or tenure track positions has grown from 28% to 32% in the last five years, we need to do much better on this front. The ninety-one faculty and librarians we did recruit were, as always, an impressive group. Sixty-one were hired at the assistant professor or librarian level, eighteen as associate professors or librarians, and twelve as full professors. They hailed from a wide array of excellent institutions, including sixty-two from our fellow AAU institutions, and many others from outstanding schools overseas, including the University of Cambridge, Oxford, the Shanghai Institute of Biochemistry, and Queensland University.

Resources--

The recruitment and retention of outstanding faculty of course remains the key to an outstanding university. We have been fortunate in the last five years to have had available the funding from the CTE (Commitment to Excellence) initiative, and those funds have been invested wisely. A broad-based strategic planning process identified campus priorities, and proposals to address those priorities were vetted by committees of campus peers. The funds we have used to supply the Matching the Promise scholarship and fellowship matches, to which I earlier referred, and the funds we have used to develop a number of programs and research projects, development that has involved hiring 97 exemplary additional faculty in the last four years, have all come from CTE. As we move into new planning for the campus, and as the environment for recruitment and research support grows ever-more challenging, and as CTE money, now part of our base, is no longer a pool on which we can draw for increased investment, we must look for new ways to enhance our resources and keep pace with our needs.

We must, of course, aggressively seek external funding. President McRobbie's reorganization included the creation this fall of a university-wide Office of the Vice President of Research Administration, led by Ora Pescovitz, and that unit has responsibility for all university and campus functions that support grants administration and regulatory compliance. Our campus office, the Office of the Vice Provost for Research, with Sarita Soni at the helm, continues to have responsibility for research development. That office will continue to try to leverage our internal resources to support faculty seeking outside funding, and it will look for new ways to encourage interdisciplinary initiatives.

In connection with this last point, I want to announce that John Bodnar, Chancellor's Professor of History, has accepted the directorship of the Institute for Advanced Studies, and he in fact took up his new post on January 1. He has interesting plans for the Institute, and faculty who are interested in working with him to reinvigorate the Institute should certainly contact John. The Institute for Digital Arts and Humanities was also established this past semester, under the guidance of Ruth Stone, Associate Vice Provost for Research; faculty interested in working with the IDAH should be in touch with Ruth. We also plan to provide new, additional, assistance in grant-writing to individual and groups of faculty—often those from the arts and

humanities—who are less accustomed to seeking external funding for support of their research needs.

We must, in addition, resolutely make our case for support to our state and to our loyal alumni and friends. The extraordinary gifts made by the Lilly Endowment to the campus this fall-- \$44 million to the Jacobs School of Music, the largest gift ever made in support of the arts at Indiana University, and \$25 million to the IU School of Law, the largest gift ever made to that school— underline the transformative power of philanthropy for our activities, its capacity to sustain and enhance excellence.

Finally, we must look for ways to cooperate with peer institutions to share resources even as we compete with them for top faculty and students. There are good models of cooperation for mutual benefits in some of our investments in cyberinfrastructure and in many of the operations of the CIC. We will encourage cooperation—with IUPUI and the IU School of Medicine, with Purdue, with our CIC peers and other top institutions— to operate as efficiently as we can in an era where research costs are skyrocketing and federal and state support is not.

We must husband our resources carefully and be efficient, because there is much we want to do—individually and collectively:

Sustainability Report--

The Indiana University Task Force on Sustainability, appointed last March by Vice President Terry Clapacs, delivered its Campus Sustainability Report just one week ago, and the recommendations of the report have already received formal support from the Bloomington Professional Council, as well as a generally supportive discussion by the Bloomington Faculty Council. The report was the product of a broad-based campus effort, with over 100 faculty, staff, and students working together on issues spanning academic, administrative, and operational programs at IUB. The university and campus administration will be studying the report with interest in the next few weeks, and I have no doubt that work on some of the report's recommendations will be forthcoming.

Master Planning/Space Planning--

Sustainability considerations are in fact among the features specified as important to the Master Planning construction that is slated to begin soon. At the end of this week, a joint IUB/IUPUI committee chaired by President McRobbie will interview the finalists among the architecture and planning firms that responded to our request for proposals. We hope to choose the master planner before the end of this month, and the work of producing an integrated plan will continue for a year.

In conjunction, and sometimes in conversation, with the master planner's efforts, a Bloomington-based task force will be examining our campus. The task force I appointed is a large one, but the subcommittees into which it has been organized will be seeking even broader participation, so everyone is encouraged to be alert to opportunities to contribute. The responsibilities of the subcommittees include examining space devoted to : 1) faculty life, including faculty research space, departmental office space, and communal space (chaired by Bob Becker); 2) student life, including residential space, study space, communal space, and dining and food services (chaired by Pat Connor); 3) classrooms and teaching laboratories (chaired by Tom Gieryn); 4) health and wellness, including space for recreation, exercise, and athletics (chaired by Kathy Bayless); 5) libraries, museums, and performance spaces (chaired by

Heidi Gealt); 6) campus support, administration, and infrastructure spaces (chaired by Herb Terry).

To highlight and support the work of the Bloomington Task Force and the Master Planning committee, the campus will sponsor a series of symposia to help us envision and describe changes we might expect in the public research university of the 21st century. Bennett Bertenthal, Dean of the College of Arts and Sciences, is leading the planning for these events, but I am sure that he would welcome additional suggestions for speakers and symposium topics.

Life Sciences--

We are also seeking to broaden the campus discussion of the university's initiatives in the life sciences. The strategic plan presented to the Trustees in February, 2006, was focused on a partnership between the IU School of Medicine and several programs and departments in the College of Arts and Sciences in Bloomington, and it sought to leverage our research prominence in analytical chemistry, organic chemistry, cancer biology, the neurosciences, diabetes and metabolic disorders, and model systems in biological research.

As a complement to that initiative, and in order to draw on a range of additional strengths of the Bloomington campus, the school deans and the Vice Provost for Research will be meeting next month to consider the ways in which other schools and departments— KSOB, HPER, SPEA, Informatics, Optometry, Law, Journalism, Education, and SLIS, as well as our strong social science departments and faculty in the arts and humanities—might collaborate to develop new programs and to seek funding for research and teaching related to the impact of the life sciences on society and culture.

Arts and Humanities Infrastructure--

Of course not all the research and teaching we value in these other schools and departments needs to be related, even distantly, to advances in the life sciences. Among the other pressing concerns for the campus are resources that are linked to IUB's historical strengths in the arts and humanities and social sciences, resources that both exemplify and enable those strengths. IU-Bloomington's museums, theaters, cultural archives, libraries, and communication and performance centers are crucial to our identity and our missions in education and research. The Jacobs School of Music, the IU Art Museum, the Kinsey Institute, the IU Press, the Wells and Lilly Libraries, the Mathers Museum, the Department of Theatre and Drama, our many archives, institutes, and cultural programs bring world-renowned artists, performers, and scholars to Indiana University and foster world-renowned artistry, performances, and scholarship by Indiana University faculty, students, and staff.

A cross-campus arts and humanities committee formed last year by then-Interim Provost McRobbie, with Susan Gubar as chair, has done a superb job of identifying a range of arts and humanities needs. In particular, there are space and infrastructure needs that are as important for this work in the arts and humanities as lab and research space is for our scientists. Just as we need to build more lab space at IUB, we must also attend to the preservation and conservation needs of our museums and archives. We must treat them as the treasures they are, for they serve as our access to the past, and they are the material from which current and future scholarship and creative work grows.

A striking start has been made this fall, with the Lilly gift to the Jacobs School of Music, and with the President's commitment of \$12 million for the renovation of the old university theatre into a cinema and an additional rehearsal space for Theatre and Drama. Even with these

huge steps forward, more remains to be done, and we are committed to seeking support for these infrastructure needs.

Other Issues on the Horizon:

There are some other issues I'd like to raise, even if only fleetingly, because I think they deserve additional campus discussion, even if not today. The first is related to our undergraduate mission. We are delighted that the quality of our undergraduate study body is improving, and we will continue to work hard to make IUB the destination of Indiana's brightest and best prepared students. We will do our best to offer a superb educational experience to these students when they arrive, both a general education and a major specialization. The schools and departments constantly, but individually, tend to the contours of the majors. We have made collective efforts to design a coherent and well-planned new system of general education, and the campus, particularly the general education committee co-chaired by Barbara Bichelmeyer, Associate Dean of Academic Affairs, and Russ Hanson, Professor of Political Science, is diligently preparing for the 2011 implementation.

As we prepare to roll out our new system, however, we will also need to think about how what we are doing within IUB-- our expectations for the preparedness and motivation of our students, our construction of a common core for general education-- will articulate with state policies on transfer of undergraduate credit. We may, for example, need to bolster our systems of support and advising for students who come to IU not as newly matriculating freshmen, but at some later point in their undergraduate years. There are academic issues here; and these are related to other, co-curricular, issues of undergraduate student life and acculturation, and, for that matter, graduate student life, that warrant renewed attention.

There are some not altogether dissimilar concerns about faculty life and campus acculturation. All of us, as faculty, have allegiances to our disciplines, to our areas of research and to professional institutions connected to our research specialties. But it is important to the idea of a university that we also have an allegiance to our home institution, to the missions it has beyond research and education in our own particular fields.

Etymologically, at least, the university is a whole, and we *do* need often to "turn together." We of course need respect for the work that others do here, and that respect will be most productive when it is most informed. We need to find and encourage ways to become better acquainted with our colleagues and with their contributions to their disparate disciplines and our common enterprises. Sometimes, indeed, we will find that their disciplines are relevant to our own, and fruitful collaborations will develop. Nearly always, I think, our campus culture, and our approach to the challenges of higher education, will improve.

Indiana University does have a culture of strong faculty governance, and that is a crucial foundation for robust collegiality. It may be time to review the foundational documents of governance, however, to be sure that those pillars are firm and well-formed. Many of the administrative changes stemming from the 2006 reorganization are not reflected anywhere in our official governance and handbook documents, and this may have consequences, large and small. On the one hand, as our documents contain references to offices and titles that no longer exist and, on the other, as there is no reference to offices that do exist and are crucial to the life and well-being of our campus, it becomes hard for a newcomer, or someone with a new problem, to navigate our procedures.

This may seem to be a difficulty that can be remedied in an informal fashion, with makeshift understandings, but it is not altogether healthy to remain content with an obvious gap between our practices and our governing documents. If a large gap persists between our practices and our governing documents, it is hard to insist that those documents are governing. A review of documents may be useful in another way, as well, for there may be opportunities for improvements in our procedures and policies that become apparent, once attention is focused on our evolving structures.

I began this report by adverting to the changes on the Bloomington campus, the recurrent changes that mark the rhythms of the academic year, and the special changes that mark a new administration. I will end it with this inflection on the theme of change, the evolution that is crucial to our well-being and survival. Our core missions—education and research-- are enduring, and so are the values of academic freedom and respect that guide our mission. Our environment, however, the environment for higher education, is changing, challenging. Thus it happens that, even as we reiterate our continuing mission and reassert our enduring values, our theme is change, progressive change.

Thanks. This is a regular BFC meeting, so, the floor is open for questions. It's also a BFC meeting with a good reception and food afterwards so, it may be that you prefer to have questions over food. Anything you want to raise right now? Should we adjourn to the University Club and get to know one another better? Okay, that's a yes. Let's go! We're adjourned.

AGENDA ITEM #4: QUESTION / COMMENT PERIOD

AGENDA ITEM #5: RECEPTION

Meeting adjourned at 5:35 pm.