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The initial implementation of the university goal of becoming a top-5 public university has come at a high cost to many of our professional programs, especially those that have accrediting bodies and their own ranking platforms, and are core to the university's land-grant mission. What is the plan for engaging with these impacted areas (e.g., Agriculture, Nursing, Education, Aeronautics, Veterinary) to ensure they are able to meet the expectations of their students and their accrediting bodies?3

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There is an enormous amount of concern regarding the limits and specific guidelines for FY24 faculty hires. Many positions that were previously approved are being taken off the table, meaning that programs must reconsider their enrollment projections for next year, and how they will be able to meet the needs of their incoming students. How has the administration decided to balance increasing rankings against the resulting forced reductions in enrollment (and potentially quality) in multiple programs?4

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Recent hiring memos clarify that “many advertised searches may be at risk and may not eventually result in an offer being made.” Faculty have upheld their end of the bargain and performed search labor on schedule and in good faith, and they feel this good faith is not being returned. Searches require an enormous

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Purdue and AAU Rankings

Faculty appreciate the importance of continuously improving the Purdue's rank and reputation, but wish to express concern that a focus only on rankings may compromise the primary goal of the university, which is to educate students and engage in research that is not done in the private sector. How will the president ensure that chasing metrics will not crowd out activities that are important but perhaps not always captured in ranking numbers?

1. Our focus is not only on rankings. 2. Considering an aggregate of multiple national rankings, collectively covering dozens of metrics on student educational experience, fundamental research and more, produces one input to a balanced assessment across multiple aspects of our university.

The initial implementation of the university goal of becoming a top-5 public university has come at a high cost to many of our professional programs, especially those that have accrediting bodies and their own ranking platforms, and are core to the university's land-grant mission. What is the plan for engaging with these impacted areas (e.g., Agriculture, Nursing, Education, Aeronautics, Veterinary) to ensure they are able to meet the expectations of their students and their accrediting bodies?

1. See above response. 2. Each discipline, serving its students following its own accreditation, has its own ranking. We aim at one brick higher in each discipline's own ranking. 3. The extraordinary efforts of our faculty members and leaders in Purdue's professional programs have also been reflected in significant facilities investments, such as the just-approved new \$160M Nursing and Pharmacy Education Building as well as the recent \$108M State and University investment in the David and Bonnie Brunner Purdue Veterinary Medical Hospital Complex.

Hiring Practices

Why was the decision to downplay open tenure-track faculty searches in favor of target hires (i.e., the "Movable Dream Hires" program) made without any consultation of the faculty? Discouraging content-based searches suggests that Purdue wishes to shift away from the teaching mission of its faculty; is that correct?

1. Talent-based hiring is a broad inclusive practice to complement topic-fixed hiring, and elevates the possibility of teaching a broader range of topics. 2. The number of tenure-track faculty includes both those in topic-fixed and talent-based approach. Broadening the hiring range gives scope and flexibility to deans and departments to pursue a wide range of top scholars and teachers across areas and career stages; provides greater opportunity for individual faculty involvement in identifying and recruiting the best candidates to Purdue; helps us to be open through an inclusive process to candidates from any particular sub-field in any discipline; and ensures that advertised searches net the largest possible applicant pools.

The Provost has indicated that he inherited a \$7 million dollar deficit. It seems that the result of this deficit is a very significant freeze on hiring new faculty to replace retiring faculty. The potential of the "Movable Dream Hires" program in no way comes close to what is needed just to keep up with growing student enrollment AND research activities. How does the University expect to meet its teaching, research, and engagement obligations with this hiring plan?

1. There is no freeze whatsoever. Quite the contrary, we have unfrozen the numbers of potential superstar hires. 2. The number of tenure-track faculty includes both those in topic-fixed and talent-based approach.

There is an enormous amount of concern regarding the limits and specific guidelines for FY24 faculty hires. Many positions that were previously approved are being taken off the table, meaning that programs must reconsider their enrollment projections for next year, and how they will be able to meet the needs of their incoming students. How has the administration decided to balance increasing rankings against the resulting forced reductions in enrollment (and potentially quality) in multiple programs?

1. See above responses. We are broadening the pathways for all areas and programs at Purdue to recruit top talent. 2. Thanks to input from many faculty and students over recent years, overall West Lafayette enrollment is now plateauing. Applicant numbers and yield rates vary from program to program, but there is no forced reduction in enrollment.

Was an effort made to determine whether academic units would have the capacity to cover start-up funds and other needs (e.g., lab facilities) for new hires starting this academic year? If so, what process was used?

The process is exactly the same as in past years.

How were allocations of hires for 2023-24 determined for each academic unit to ensure the units would be able to meet the needs of their students?

1. See above responses. 2. As stated in the hiring memo: "Central funds may be used, on a case-by-case basis, to fill gaps that cannot be covered from unit funds."

Communication

The Office of the Provost has dramatically lengthened the timeline for making offers to new hires. This increased timeline has already resulted in highly desirable faculty taking other offers in units across campus. Is the lengthier timeline a permanent shift in Purdue's processes, or should we expect some mitigation in the coming year?

With a new Vice Provost for Faculty Affairs onboarded, we expect an agile timeline this coming season.

Recent hiring memos clarify that "many advertised searches may be at risk and may not eventually result in an offer being made." Faculty have upheld their end of the bargain and performed search labor on schedule and in good faith, and they feel this good faith is not being returned. Searches require an enormous investment of time and resources, both from the searching department and from applicants and their referees. Is this policy compatible with Purdue's wish to burnish its reputation among outside scholars and protect our faculty research time?

The number of advertised searches is fully in the hands of each dean. Here is the complete paragraph in the hiring memo: "Deans are empowered to make the most judicious allocation of searches, with the constraint of yielding no more than the approved limits. This means that many advertised searches may be 'at risk' and may not eventually result in an offer being made."

What is the reason the administration has removed permission from OVPR and the Graduate School to contact faculty directly, instead requiring communications to go through departmental representatives (and therefore increasing bottlenecks and restricting faculty speech)?

Communications meant for all faculty and staff are directed to Purdue Today, the official communication channel for the university.

Purdue has guidelines in place for mass email and all-campus communication. At times there is a need for all-campus communication, and communications for certain segments of faculty and staff (i.e., all faculty, research faculty, instructors, hiring managers, those who handle budget and finance direction, benefits updates, operations and others). All-campus messages may be sent to Purdue faculty, staff and graduate students regarding:

- Important information from the president, provost, executive vice president for research, treasurer, chief marketing officer, and/or their designees.
- Situations about health and safety risks, as defined in the [PurdueALERT: Emergency Warning Notification System procedures](#).
- Information essential to the operation or execution of business.

Each college and department is responsible for communication within its area and among its faculty, staff, and students.

Mass email guidelines are intended to cover communication that is central to the university and essential for the majority of faculty and staff on the West Lafayette campus and, at times, systemwide.

These guidelines streamline communication and eliminate excessive email traffic in faculty inboxes, helping our faculty to save time every day.

Does Purdue's decision to cut funding for the Faculty of Color Network (see Exponent story on 11 August) signal a broad retreat from support for diversity initiatives?

There is no such funding cut.

Presidential Initiatives

President Chiang, now that you've been in the job for 8-9 months, how do you envision the Senate assisting you and the campus in moving major initiatives forward? Which initiatives are you particularly interested in having the Senate collaborate with you on in the near term?

As I have indicated in discussions with Chair Leung, there are five key areas this semester where we have collaborative and productive joint "homework".

1. Policies regarding the use of AI in teaching and learning.
2. Help support faculty productivity and "Save an Hour a Day".
3. Operating parameters of University Tenure in Indianapolis (see presentation at this meeting by Senior Vice Provost Umulis).
4. Further elevate masters and doctoral student success (see presentation at this meeting by Dean and Associate Provost Barker).
5. Help our faculty receive national awards.

Can you please provide an update on implementation of the "Save an Hour a Day" suggestions from last spring? Thank you.

We continue to explore suggestions from the Senate. Recent enhancements range from small-scale approaches such as expanding our Spring pilot of credit card usage, to large-scale approaches such as a recently Board-approved multi-million-dollar investment in a new grants system.

Recent Academic Proposal Process streamlining and Transformative Education 2.0 streamlining:

- Fewer Forms

- Reduced **29** distinct course and curricula proposals down to **10 (65% reduction)** through streamlining requirements and improving conditional workflows
- Faster, more efficient reviews
- Reduced all the curricula workflows by **over 50%** (see Table 4), eliminating between **7** and **13** steps through consolidating serial to parallel reviews and eliminating redundancy. The new curricula workflows **eliminate 78 total steps**
- Predictable undergraduate and graduate approval timelines; monitoring continues to ensure efficient processing
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- Faculty Time Saved
 - Two design elements specifically save faculty time: an estimated **1500 hours** each academic year (see Table 5)
 - New Academic Proposals website launched, saving faculty time during proposal development with comprehensive proposal guidance, common reviewer questions, and resources

Estimated Faculty Time Saved

Type	Faculty Time Saved Per Proposal	Completed Proposals Counts (AY)	Estimated Faculty Time Saved in AY
Graduate			
New Curricula	8 hours	2021-2022 AY: 25 2022-2023 AY: 16	128 to 200 hours saved
New Course	8 hours	2021-2022 AY: 186 2022-2023 AY: 149	1192 to 1488 hours saved
Undergraduate			
New Curricula	4 hours	2021-2022 AY: 25 2022-2023 AY: 17	68 to 100 hours saved

Note: Graduate includes PWL and Regional Campuses; design choices impact ~8 faculty members per proposal. Graduate Area Committees previously convened for all proposals – now referral only. Assumes 1 hour per member in prep and meetings. Undergraduate includes PWL only and design choices impact ~14 faculty members per proposal. Eliminated “intent to propose” which removed the double review by the following roles: department head, academic dean, and UEAC (x12 faculty). Assumes 30 minutes per head and dean in review and meetings, and 15 minutes for UEAC member in prep and meetings.

Reports persist that clerical and other staffing shortages continue to cause delays in what should be routine tasks. What is the administration doing to sufficiently support not just the new big research efforts, but the existing efforts that need smaller scale support?

SPS is increasing its headcount by 25% this year, and much of that goes to existing efforts that need smaller scale support.

Campus and Physical Facilities

While undergraduate housing is being expanded, the lack of safe, affordable housing for graduate students remains an urgent problem. What is the administration’s plan to improve graduate student housing affordability and access in the short and long terms?

As noted in President Chiang’s response above, graduate student success is a key area where we hope to work together with the Senate. As noted in a recent message updating faculty on our university-wide Action Council on Student Housing and

Well-being, a key priority for the Council this semester is to define the next steps related to graduate student housing, safety and transportation.

Additional related priorities include:

- Working across the Big Ten Academic Alliance to enhance data collection and sharing, to continually assess our competitive position on graduate student stipends
- Considering recommendations from student representatives on the council to add a student well-being day and list two student-run mental health action weeks (one per semester) on the academic calendar
- Exploring allowing graduate students to utilize Purdue employee travel contracts and preferred rates
- Collaborating with a move by the Purdue Graduate Student Government to send a team of students through mental health first-aid training to assist others

Faculty are having trouble finding parking spaces in the University Street parking garage. There are plenty of empty spaces, but they are reserved for “UG permits” only. Is it possible for A-permit holders to use these spaces?

The use of “UG” spaces is restricted to students with that type of parking permit. Daily vehicle counts are conducted with spaces generally still available for “A” permits on the ramps leading up to the roof level and on the roof level. Parking enforcement is routinely performed in the University Street Parking Garage. Parking Facilities will continue to monitor garage utilization and we are open to the Senate’s wish to considering converting some empty space to “A” permits if that should become a Senate priority at any point.

It is apparent that the University has a new plan concerning charging stations for electric vehicles. What is that plan?

The installation of new electric vehicle charging stations is underway, and a communication detailing their locations and use is forthcoming upon completion of the installations.

Now that the undergraduate student government, the graduate student government, and the University Senate have passed resolutions calling on Purdue to develop a climate action plan, when can we expect the initiation of such a plan?

Purdue Physical Facilities has developed the Sustainability Master Plan and has been working diligently with the state and DOE to continue to refine renewable energy approaches. The university is always open to new conversations and ideas. Progress has been made in reducing emissions and water use despite a growing campus population and an expanded research presence. Recycling efforts, high-performing facilities, tree plantings and sustainable landscaping are also advancing. Additionally, Purdue was one of only four universities in the nation recognized by the U.S. Department of Education as a Green Ribbon School in 2023. The award acknowledges Purdue’s leadership in a holistic approach to sustainability with a commitment to a sustainable campus through a comprehensive master plan, improved health and wellness, and effective environmental education.

Is there any consideration about making Purdue University West Lafayette campus completely smoke free?

According to the Smoke-Free Policy, last updated in spring 2023, the use of smoking materials is prohibited on the West Lafayette Campus, except in designated smoking areas. Removal of the designated smoking areas has not previously been under consideration. This is something that could be discussed with Purdue Human Resources colleagues should the Senate wish to do so.

What efforts are being made to address Purdue's carbon emissions?

Between FY11 and FY22, Purdue decreased greenhouse gas emissions by 15% despite a 13% increase in university-owned square feet and a 28% growth in student enrollment, translating to a 33% per-capita reduction in one decade. This decrease is due to several activities, which includes but are not limited to transitioning two boilers from coal to natural gas, updating controls and equipment, and constructing new facilities to LEED standards, which reduces the energy intensity of buildings. Purdue partnered with Duke Energy to construct a new, natural gas-fueled combined heat and power plant that generates energy while capturing and utilizing heat that would otherwise be wasted during the production of electricity. Combined heat and power plants require less fuel to produce the same amount of total energy. This translates into reduced environmental emissions.

More recently, Purdue partnered with Duke Energy to jointly explore the feasibility of using advanced nuclear energy to achieve zero emissions at Purdue University's West Lafayette campus. Advanced nuclear energy has the potential to further our decarbonization efforts while maintaining the reliability of our energy service. This study is ongoing, and the campus community can find more information on the [study website](#).

COVID

What is Purdue hearing about the new COVID-19 variants (e.g. EG.5 and BA.2.86)? Are there action plans in place for continuing management of the pandemic if conditions worsen?

As an ongoing practice, members of the Purdue community should always be vigilant with regards to their health. As we enter flu season as well as with the ongoing spread of COVID-19 variants and other viral diseases, everyone should assess their own health risks and take necessary personal precautions as advised by their healthcare providers. We strongly encourage everyone to get the flu shot when it comes available.

Purdue medical professionals continue to monitor all infectious disease for threats to the campus community. The general guidance for all infectious upper respiratory illnesses such as colds and flu is to stay home when sick. It remains important for those that are most vulnerable to follow CDC guidance on any recommended precautions and vaccinations.

Students seeking primary care for acute and chronic medical conditions should schedule an appointment through the Purdue University Student Health Services Patient Portal or by calling 765-494-1700. Employees should seek advice from their own healthcare providers or the Center for Healthy Living.

Specifically with regards to COVID-19, there is nothing particularly remarkable from healthcare authorities about the latest set of variants. Purdue no longer requires students or employees to report their positive COVID tests. Instead, if you test positive using an at-home COVID-19 test, you should execute your personal isolation plan and avoid contact with others as much as possible. If you must be around others, wear a face mask. You can calculate your isolation period using the [CDC isolation calculator](#). If students need assistance managing their symptoms or scheduling a test, they should schedule an appointment through the PUSH patient portal or call 765-494-1700 or contact their healthcare provider.

Will the updated bivalent or Novavax vaccine be available on campus this fall with the flu vaccine?

The Center for Healthy Living has inquired with Pfizer about availability of the new booster. It appears that the Indiana Department of Health will have some say in the distribution of vaccine, and it remains unclear when CHL will have the booster. CHL has created a waitlist for those who would like to be contacted when the booster is available. Our community pharmacy partners CVS and Walgreens expect to have the Pfizer, Moderna, and Novavax boosters sometime on or after 9/18. The CDC has not yet issued guidance on who will be eligible for these boosters. Those who are interested in receiving a booster should monitor the state and federal communications regarding eligibility.