UNIVERSITY SENATE
Fourth Meeting, Monday, 25 January 2016, 2:30 p.m.
Room 302, Stewart Center

AGENDA

1. Call to order
   Professor Kirk D. Alter
2. Approval of Minutes of 16 November 2015
3. Acceptance of Agenda
4. Remarks by the Chairperson
   Professor Kirk D. Alter
5. Remarks of the President
   President Mitchell E. Daniels, Jr.
6. Résumé of Items Under Consideration by Various Standing Committees
   Professor David A. Sanders
7. Question Time
8. Senate Document 15-6 Endorsement of the IFC Resolution on Collaborative Decision-making
   Professor Janusz Duzinkiewicz
9. Presentation of a New Tool to Describe Student Performance: The Forecast App
   Professor Stephen Beaudoin
10. 2015 BoT Financial Presentation
    For Information
    University Comptroller Kendra Cooks
11. New Business
12. Memorial Resolutions
13. Adjournment
UNIVERSITY SENATE
Fourth Meeting, Monday, 25 January 2016, 2:30 p.m.
Room 302, Stewart Center


Guests: Valerie O’Brien (Marketing & Media), Sarah Faulkner (Purdue Exponent), Diane Beaudoin (OIRAE), Monal Patel (OIRAE), Kendra Cooks (Comptroller), Kathy Vanderwall (Accounting), Benjamin Wiles (OIRAE), Trent Klingeran (Human Resources), Pam Graf (Computer Science), Andrea Thomas (iTaP), Mike Van Valkenburg (Visiting Scholar), Allison Lange (Purdue Grad Student Government)

1. The meeting was called to order at 2:35 p.m. by Chairperson Kirk Alter.
2. The minutes of the 16 November 2015 Senate meeting were approved as distributed.
3. The agenda was accepted as distributed.
4. Professor Alter presented the remarks of the Chairperson (see Appendix A).
5. President Daniels presented the remarks of the President (see Appendix B).
6. Professor David A. Sanders, Chair of the Steering Committee, presented the Résumé of Items under Consideration (ROI) by various standing committees (see Appendix C). The Chairs or designees of the Senate standing committees briefly described the current activities of their respective committees.
7. At Question Time, President Daniels answered questions from the Senate floor.
• Professor John Niser, IPFW Senator, made the following introductory statement followed by specific questions: “While I personally support most of the recommendations made by the working group convened by the Indiana General Assembly (recommending making the IPFW campus an extension of Purdue University) and appreciate Provost Dutta’s reassurances, there are, however, many voices on campus who are not as comfortable as I am with these proposals.”
  • What will be done to mitigate the risk of a drop in enrollment due to the uncertainty potential students might perceive about the future of the campus?
  • It appears the data that were used in the report were chosen to suit a very specific narrative that does not reflect the reality of the campus’s performance. Are these data doing to be reconsidered?
  • The Nursing Department and College of Health and Human Services are very concerned with the splitting of their department. What are your views on this issue?
  • President Daniels responded that these are not Purdue’s recommendations and the university has not committed to them. The issues raised by Professor Niser are among the many that would have to be worked out and we are going to approach this very carefully. The nursing question is the single biggest one and it is just not something we think is in the interest of the university or its students or the surrounding community. On the use of data, there are some good grounds for quibbling with some of the data but it is at least a fair representation of the significant declines in full-time students that had been masked by offsetting increases in dual credit high school students and similar trends.
• Pam Aaltonen, Nursing Senator-
  • What do you anticipate will be the timetable on discussions regarding changes to Ft. Wayne campus? For example, the impact on the School of Nursing’s collaborative, multi-campus doctorate of nursing practice offering (CDNP) initiated this past fall?
  • President Daniels responded that there might be no timetable because this is the single biggest issue among many. He mentioned that the report suggested separating the undergraduate and graduate nursing programs and we have a lot of questions about that. President Daniels invited (Nursing) to be part of the discussion.
  • Professor Aaltonen suggested that a model of embedding a school of nursing in a school of medicine harkens back to the late 1800’s, early 1900’s and would likely not be viewed positively. President Daniels responded that he was hearing this from others as well.
• Professor Michael Hill, Veterinary Medicine Senator-
  • Was there any information on salary differentials in the material the President quoted about industry employing students who lacked higher education? Were these individuals receiving a lower remuneration when they had no degree or diploma?
  • President Daniels indicated that he had not seen any data related to pay but was not aware of it happening at Google. It may turn out to be a limited phenomenon. The President thinks that the quality associated with a Purdue degree will continue to be recognized by potential
employers of our graduates. We do not know where this is going, however, and it warrants our attention to see if there are ways to further fortify our position.

8. Professor Janusz Duzinkiewicz, Co-Coordinator of the Intercampus Faculty Council (IFC) and Senator from Purdue North Central presented, for Discussion, Senate Document 15-6, **Endorsement of the IFC Resolution for Discussion on Collaborative Decision-making**. He briefly summarized the resolution and mentioned that it will be voted on at the February meeting. Professor Duzinkiewicz answered questions from the floor to clarify the wording of the document. In addition, he will take recommendations for changes to the document to the IFC which meets next on 8 February 2016. Professor Alter noted that the resolution is not binding on the administration and was written to encourage cooperation on timing of initiatives between the administrations and impacted faculties on the various Purdue campuses. Professor Niser speaking as a member of the IFC, noted that the spirit of the resolution is that if the administration wants the input of the faculty, major initiatives should go through the Senates. The document will be voted on at the February University Senate meeting.

9. Professor Stephen Beaudoin presented information on **A New Tool to Describe Student Performance- The Forecast App** *(see Appendix D)*. Following the presentation, he entertained questions about and suggestions for improvement of the app from the Senate floor. One concern was the potential issue of the violation of privacy posed by this app. Professor Beaudoin noted that this is the first iteration of the app and the students will have the option to opt-in or opt-out once it is introduced. Professor Beaudoin asked that the Senators send him their concerns and suggestions for improvement of the app as this will be an ongoing project. President Daniels commended Professor Beaudoin and his colleagues for the work they are doing on this project. He said this is a classic question to come before the Senate and there are philosophical questions associated with the use of the application. What if anything are we willing to do as a University community? It is hoped that this type of project will help us get better at understanding those who might struggle and how can we help. We need to get as much input as we can from the University community for this type of project.

10. University Comptroller Kendra Cooks presented for information the 2015 **Board of Trustees Financial Presentation** *(see Appendix E)*. Following the presentation, she answered questions from the Senate floor.

11. No New Business was brought before the Senate.

12. No Memorial Resolutions had been received.

13. The meeting adjourned at 4:10 p.m.
Alter Senate Comments – January 25, 2016

Greetings, and welcome to the first session of the Senate in 2016.

Today we will be hearing the first reading considering our endorsement of a Resolution from the Intercampus Faculty Council on Collaborative Decision-Making. This is an important resolution as it speaks yet again to how the senates and administration interpret the idea of shared governance.

One of the key components of the resolution is that “all major initiatives should (then) progress openly through the appropriate committees and then be discussed on the respective Senate floors before they are adopted.” This is important, as one of the most certain ways to circumvent the representative bodies is to bypass the formal Senate processes.

Regarding Senate Committee processes, I’m sure none of us need to be reminded that the Senate acts through resolutions. In the first meeting of this Senate in September I called on various committees to act regarding four items, and I’d like to give a status report:

1. Amending and approving the Promotions & Tenure Criteria Document. Senate Document 15-2, approved at our November meeting concluded that business.

2. Critiquing, reviewing and commenting on the proposed campus-wide Class Size Policy. This policy has the potential to affect every program at Purdue. In September the Faculty Affairs, Student Affairs and University Resources Policy's Committee on Budget Interpretation, Evaluation and Review were tasked with evaluating, commenting upon, and bringing any recommendations they might have back to the full Senate for consideration. This has not happened yet, and still I hear considerable concern among many faculty members. The time for action may be passing quickly. There are rumors regarding the policy and its potential implementation, but the committees should be asking questions, and seeking presentations and clarifications from the Office of the Provost. If the Committees do not choose to act, then it must be assumed that there are no issues.

3. Space planning was the third matter on the platform, and specifically over who organizes and controls the use of academic space. As I said in September, the administration sees this as a settled matter. If the Senate chooses not to speak on this matter then that is its prerogative. If it does, then it should be taken up in the University Resources Policy Committee. The holiday vacation given to all personnel this past break had some potential negative impacts regarding labs and staffing, and should be seen as part of the discussion over who “controls” academic space.

4. Finally, the following committees were charged with determining whether any Senate Resolution was required to speak to the use of the Purdue Gallup Index as a measure of “outcomes of higher education:” Educational Policy, Equity and Diversity, Faculty Affairs, Student Affairs and University Resources. For some time now several Senators have been identified as willing and able to participate in spearheading efforts to address the Index, but what is lacking is a Standing Committee willing to bring it onto its docket.
Committees are the lifeblood of our form of governance, and resolutions are how we express ourselves. We’re pretty good at seizing on the bright shiny items…the ones that are timely and in the news. Sometimes we aren’t so good at the long haul. I believe that is not out of the lack of care, but more likely the result of very busy people who sometimes are swallowed up by the mass of work to be accomplished.

At a recent Steering Committee meeting we were discussing the items I addressed above, and when queried about the status of action on them the response was that there are so many things on the agenda…and some of them seemingly trivial, that the bigger items don’t even get a hearing.

This brings us back full circle to the IFC Resolution we’ll be discussing on Collaborative Decision-Making. Much of the work that is taken up by the Standing Committees finds its way to the committees via non-Senate means. Perhaps the Provost Office asks the chairperson to take something up, or the Admissions Office, or the Office of University Sustainability, et cetera, and the chairperson then puts it on the docket.

That’s not the way the Senate is supposed to work. Chairpersons should not put things on their docket without vetting them through the Steering Committee. The purpose of the Steering Committee is to be the clearinghouse for all items to potentially be considered by the Senate. Whichever office or individual wishes a matter to come forward must submit that matter to the Steering Committee for assignment to a Standing Committee. This includes matters from any university administration source or the Provost’s Office.

The Standing Committees’ dockets tend to get very full. One of the chairpersons’ biggest jobs is to prioritize the possible items for consideration, and then to ensure that the most important items get priority. An excellent example of this is item #2 above – Class Size Policy. If this does not get on the docket soon with a forthcoming resolution, then it will be too late, and all that will be left is the wringing of hands.

I encourage each Standing Committee Chair to take a look at their docket, ask whether any big items are not on their docket, and then re-evaluate the agendas for their committees. This year is almost up from a legislative perspective. There are only two more meetings where resolutions can have a first reading – February and March. The Purdue Gallup Index will be given for the 3rd time this summer, the Class Size Policy is rumored to take effect in August, and academic resource allocation is ongoing. Does the Senate wish to remain silent on these matters?

Today we will be hearing presentations from Professor Beaudoin on a new use of data analytics here at Purdue and from Comptroller Kendra Cooks on the latest financial update as provided to the Board of Trustees in December. I’d like to thank them in advance for their presentations, and task all Senators and Chairpersons to determine whether any matters of potential action required arise from these presentations.

Lastly, I have had several emails from faculty concerned about Indiana House Bill 1055, sponsored by Representative Jim Lucas, addressing the possession of firearms on state property. The proposed bill
would make it illegal for state institutions – like Purdue- to ban firearms on its premises. I suspect that most, but not all, faculty would be opposed to this bill. It has been suggested that our Senate act on this by drafting and adopting a Resolution in opposition. As I said earlier, we are supposed to act through our committees, so should a Standing Committee draft such a resolution it would certainly be heard and acted upon on the Senate floor. That said, our job is also about keeping our eye on the ball and prioritizing those things which are directly in the wheelhouse of the Senate – curriculum, calendar, and conferring of degrees. Yes, allowing guns on campus is a big deal, and I personally am opposed, but the questions I ask are: how likely is this bill to pass; is there a better way for each of us to weigh in on this by communicating directly with our legislators; and is this the highest priority for us with the little time we have left this year...if it is, then let’s get it into committee.

Like others, I have been following HB 1055 in the news, but upon getting emails from concerned faculty I did a little research to see where the bill stood in the legislature. It was introduced on 01/05/16, and was sent to the House Committee for Public Policy, chaired by Rep. Thomas Dermody, where it received its 1st reading. There is no subsequent action in committee scheduled for this bill at this time, and it currently has no other Sponsors than Rep. Lucas, but that’s not to say that it won’t move forward, or that it will.

If a Resolution on this comes to the Senate for a 1st reading in the February or March meeting then we could act on it yet this year.

I most assuredly hope that we have discussion and action on the academic matters I have discussed during that same time frame.

Thank you.

Kirk Alter

University Senate Chair
Higher Ed Enrollment

Down 1.3M since 2011

National Student Clearinghouse
In 2015:

- 1,800 new MOOC courses, 4,200+ total
- 10% increase in computer science courses

Source: Class Central
Employers Bypassing Universities

- Google hiring more with no degree. Developing “microcredentials” with Coursera

- Ernst & Young UK now conceals academic qualifications from hiring managers
  - Uses online tests to assess applicants: “found no evidence” that success in higher ed correlated with professional success

- Anthem Blue Cross offers free online competency degree to employees
“…students may one day find they don't need a bachelor's degree to become employable. When that day comes, the traditional four-year college experience could be considered as ‘old-fashioned and elitist’ as a debutante ball.”

—Ryan Craig, Author of College Disrupted
### Cost Increases Continue

#### Total Cost of Attendance

<table>
<thead>
<tr>
<th>% change 2013-14 to 2014-15</th>
</tr>
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<tbody>
<tr>
<td>National Average</td>
</tr>
<tr>
<td>Big 10</td>
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<tr>
<td>Purdue</td>
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</table>
How Important Is College?

Share of public believing college is “very important”

Source: Gallup/PDK Survey
Faculty Headcount

- 73% Tenured/Track/Ranked vs. 54% National Very High Research
- 27% No-rank/part-time vs. ≈ 46% National Very High Research

Source: IPEDS
Staff Headcount

**College Staff**
- 2013: 2734
- 2014: 2751
- 2015: 2876

**Administrative Units Staff**
- 2013: 4546
- 2014: 4235
- 2015: 4257

- 2013: 5%
- 2014: 6%
TO: University Senate  
FROM: David A. Sanders, Chairperson of the Steering Committee  
SUBJECT: Résumé of Items under Consideration by the Various Standing Committees

STEERING COMMITTEE  
David A. Sanders, Chairperson retrovir@purdue.edu

ADVISORY COMMITTEE  
Kirk Alter, Chairperson of the Senate alterk@purdue.edu

NOMINATING COMMITTEE  
Michael A. Hill, Chairperson hillma@purdue.edu

EDUCATIONAL POLICY COMMITTEE  
Ryan Cabot, Chairperson rcabot@purdue.edu

EQUITY AND DIVERSITY COMMITTEE  
Alberto J. Rodriguez, Chairperson alberto-rodriguez12@purdue.edu

1. Ad Hoc committee reviewing BOT’s statement on freedom of expression.
2. Ad Hoc committee reviewing Affirmative Action Report and trends on recruitment and retention across campus.

FACULTY AFFAIRS COMMITTEE  
Levon Esters, Chairperson lesters@purdue.edu

1. Teaching Evaluation
2. Minimum Class Size Policy

STUDENT AFFAIRS COMMITTEE  
Russell Jones, Chairperson russjones@purdue.edu

1. We have completed a draft resolution on the Student Wage Proposal to forward to the Steering Committee for the next Senate meeting.
2. Our discussion of the campus climate for international students is now underway.
3. We have been working jointly with EPC on the issues of academic honesty and cheating.
4. We now have two appointed faculty liaisons from SAC attending PSG and PGSG meetings.
5. We have formed a subcommittee that will work on policies related to student mental health concerns.

UNIVERSITY RESOURCES POLICY COMMITTEE  
William Hutzel, Chairperson hutzelw@purdue.edu

1. Working through URPC’s Sustainability Subcommittee to update Purdue’s Sustainability Plan
2. Discussing the State Street Project with the Physical Facilities Office of Asset Management
3. Learning about a possible replacement to the Coeus Research Grant Management tool from Sponsored Programs

Chair of the Senate, Kirk Alter, alterk@purdue.edu
Vice Chair of the Senate, David A. Sanders, retrovir@purdue.edu
Secretary of the Senate, Joseph W. Camp, Jr., jcamp@purdue.edu
University Senate Minutes; http://www.purdue.edu/senate
RESOLUTION

To: Purdue President, Provost, Board of Trustees, Chancellors, and other administration
From: The Purdue University Intercampus Faculty Council
Subject: Collaborative decision-making while the University Senate and regional campus Faculty Senates are in session
Disposition: University Senate for Endorsement

WHEREAS: The Senates in the Purdue system have well-established mechanisms for examining, recommending, and approving initiatives, both large and small, and

WHEREAS: The representative structures within the Purdue system are the Senates, and

WHEREAS: The Senators on the various campuses are elected by the faculty and represent them, and

WHEREAS: The best way to institute major changes is to take full advantage of the opportunities afforded by true shared governance, and

WHEREAS: Using these established structures will give the administration the security that a legitimate, broad, and balanced voice of the faculty is being heard, and

WHEREAS: Shared governance will yield the most productive results and will help avoid unintended consequences in any part the Purdue system, and

WHEREAS: The open and transparent discussion of major issues in the Senates is likely to discourage haste in important matters, and

WHEREAS: The creation of ad-hoc committees with hand-picked faculty members who are designated to “vet” significant policy change is not sufficient, and

WHEREAS: Such groups can give insights, but cannot ever be said truly to represent the faculty, and
WHEREAS: A resolution to this end has already been approved by the Purdue Intercampus Faculty Council,

THEREFORE, BE IT RESOLVED THAT: The President, the Provost, the Board of Trustees, Chancellors, and the rest of the Purdue administration develop and announce all major changes that affect scholarship, teaching, and organization of Purdue while the University Senate and the regional campus Faculty Senates are in session.

All major initiatives should then progress openly through the appropriate committees and then be discussed on the respective Senate floors before they are adopted.

Respectfully submitted on behalf of the Intercampus Faculty Council,

Patricia Hart
INSTITUTIONAL DATA ANALYTICS PLATFORM (IDAP)

FORECAST: A TOOL TO PROMOTE BEHAVIORS OF SUCCESSFUL STUDENTS

JANUARY 25, 2016

Steve Beaudoin
Academic Director, Teaching and Learning Technology
INSTITUTIONAL DATA ANALYTICS PLATFORM (IDAP)

INITIAL DATA SOURCES
- Blackboard (Expanded to Gradebook)
- Banner

NEW DATA SOURCES
- Card Service Transactions (location/facilities used)
- Network Activity (Login Geolocation)

• Additional behavior markers
  • Class activity (LMS)
  • Use of services (card transactions)
  • Physical location (network log)

Models (correlation, not causality) for student outcomes
COLLABORATORS

- Ming Ming Chiu - Educational Studies
- Jennifer Neville – Computer Science and Statistics
  - Dan Goldwasser – Computer Science
  - Bruno Ribeiro – Computer Science
- Krishna Madhavan – Engineering Education
  - Matthew Ohland – Engineering Education
  - Heidi Diefes-Dux – Engineering Education
- Student representation (could not get names)
- Purdue legal counsel
- External counsel
- Institutional Review Board (IRB)
- Frank Dooley – Vice Provost Teaching and Learning
- Pam Horne – Associate Vice Provost Enrollment Management, Dean of Admissions
- Beth McCuskey – Vice Provost for Student Life
- Frank Blalark – Registrar
- Greg Hedrick – Chief Information Security Officer
• Representative Attributes
  • Ethnicity
  • Gender
  • Parent income
  • Average first year Purdue GPA of students from same high school

• Representative Behaviors
  • Student’s most recent cumulative GPA for course work
  • Average number of courses the student logs into the LMS every week
  • Do students log in more or less to course LMS than typical
  • How many days a week the student is on the academic campus

REMEMBER:
1) FERPA compliant
2) IRB approved
3) Internal and external counsel approved
4) Students, faculty, and administrators reviewed
• Three models built
  • Four-Year Graduation (tuned to identify late graduates)
  • Term GPA (tuned to identify GPA below 2.0 for semester)
  • Course GPA (tuned to identify GPA below 2.0 for a course)

• Each model examined over 300 possible attributes/behaviors
  • Final models each utilized between 100 and 200 of these

• New data sources (network logs, card swipes, LMS) have proven to be very valuable
  • Have contributed some of the most important variables in the models
    • These are behaviors
Model Results

- Models tuned for fraction correct
  - Fraction of students correctly expected to attain the outcome
- Models all have fraction correct of 70% or better
  - Will improve as we refine, add inputs, and add more data
- Fraction correct if randomly selected students
  - Late graduate is 0.34
  - Term GPA < 2.0 is 0.15
  - Course GPA < 2.0 is 0.10

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<th>Graduation Class Label</th>
<th>Fraction Correct</th>
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<tr>
<td>Dropped</td>
<td>0.25</td>
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<tr>
<td>Late</td>
<td>0.71</td>
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<tr>
<td>Normal</td>
<td>0.51</td>
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<table>
<thead>
<tr>
<th>Term GPA</th>
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<td>&lt; 2.0</td>
<td>0.80</td>
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<td>≥ 2.0</td>
<td>0.73</td>
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<table>
<thead>
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<th>Course GPA</th>
<th>Fraction Correct</th>
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<tbody>
<tr>
<td>&lt; 2.0</td>
<td>0.77</td>
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<tr>
<td>≥ 2.0</td>
<td>0.81</td>
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The Key Behaviors

Several key behaviors were identified as common to successful 4-year graduates in the past 4 years at Purdue.

- Balanced Course Loads
- Registering On Time
- Taking Classes with a Buddy
- Using Campus Facilities
- Being Engaged in Campus Activities
Register for Courses on Time

Why is early registration important?

Your assigned time ticket allows you to register up to 8 weeks in advance of the open registration date. Registering during this time helps ensure that you’ll get into the courses you want during the semester that you need them.

Not getting into required courses and being forced to take electives that don’t interest you can lead to late graduation and poor performance.

Read more >

Resources

- My Purdue
- Office of the Registrar
- Course Catalogs

Don’t wait for open registration.

Log in with your Purdue career account to see your registration time slot.

Log in
Be Aware of Your Course Load

Offset difficult courses with moderate electives

It’s not always possible to avoid several highly difficult courses at a time, but knowing the difficulty rating of your courses allows you to balance your schedule and time.

Consider your overall semester difficulty rating when selecting electives and look for chances to rearrange your schedule to avoid taking too many highly demanding courses at once.

Read more >

Resources
- Purdue Advisors
- Course Catalogs

Want to look up a course’s DFW rate?

Use the button below to look for the best courses to balance your workload while still completing your core requirements.
Take Courses With a Buddy

What impact can a study buddy have on your grades?

Data indicates that students who take a course with a buddy are more likely to do well than students who don’t. Not only do they typically earn higher grades, they also tend to have similar GPAs.

Consider finding a friend in your major and registering for classes together. Looking for ways to meet other students? Try joining a student club or learning community.

Read more >

Resources

- Learning Communities
- Student Organizations
Members of Senate, Student Government invited to participate in application committee

Application committee met for the first time on 1/20 to begin discussion on format and messaging of initial release

Initial release for application is planned for mid-semester when registration opens for students

Continue to refine models as additional data and sources are added
2015 Annual Financial Report

• Financial Statements Are Prepared Using Governmental Accounting Standards
  • Statement of Net Position
  • Statement of Revenues, Expenses, and Changes in Net Position
  • Statement of Cash Flows
  • Footnotes

• Audited by the State Board of Accounts

• 2015 Financial Statements Received an Unmodified Opinion
Reporting Entities Included in the Statements

- Purdue University

- Blended Entity
  - Purdue International, Inc.

- Discretely Presented
  - Purdue Research Foundation
  - Ross-Ade Foundation
  - Indiana Purdue Fort Wayne Foundation
Statement of Revenues, Expenses, and Changes in Net Position
## Summary Statement of Revenues, Expenses, and Changes in Net Position  
(Dollars in Thousands)

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<th></th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
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<td><strong>Operating Revenues</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Tuition and Fees, Net</td>
<td>747,513</td>
<td>727,256</td>
<td>730,250</td>
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<tr>
<td>Grants and Contracts</td>
<td>360,411</td>
<td>344,537</td>
<td>364,697</td>
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<td>Auxiliary Enterprises, Net</td>
<td>241,962</td>
<td>254,567</td>
<td>249,379</td>
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<td>Other Operating Revenues</td>
<td>121,917</td>
<td>108,849</td>
<td>105,805</td>
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<td><strong>Total Operating Revenues</strong></td>
<td>1,471,803</td>
<td>1,435,209</td>
<td>1,450,131</td>
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<tr>
<td><strong>Operating Expenses</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>157,751</td>
<td>148,356</td>
<td>135,846</td>
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<tr>
<td>Other Operating Expense</td>
<td>1,729,893</td>
<td>1,759,325</td>
<td>1,741,263</td>
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<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>1,887,644</td>
<td>1,907,681</td>
<td>1,877,109</td>
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<tr>
<td>Operating Loss</td>
<td>(415,841)</td>
<td>(472,472)</td>
<td>(426,978)</td>
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<tr>
<td><strong>Nonoperating Revenue</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Capital and Endowments</td>
<td>49,392</td>
<td>51,770</td>
<td>36,015</td>
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<tr>
<td><strong>Total Nonoperating Revenues</strong></td>
<td>621,789</td>
<td>854,883</td>
<td>654,454</td>
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<td><strong>Increase in Net Position</strong></td>
<td>205,948</td>
<td>382,411</td>
<td>227,476</td>
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<tr>
<td>Net Position, Beginning of Year</td>
<td>4,194,369</td>
<td>3,811,958</td>
<td>3,584,482</td>
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<tr>
<td>Prior Period Adjustments</td>
<td>(79,564)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net Position, Beginning of Year, as restated</td>
<td>4,114,805</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Position, End of Year</strong></td>
<td>4,320,753</td>
<td>4,194,369</td>
<td>3,811,958</td>
</tr>
</tbody>
</table>
Revenues

- Tuition and Fees, Net: 36%
- Contracts and Grants: 20%
- State Appropriations: 19%
- Gift, Noncapital: 4%
- Auxiliary Enterprises: 12%
- Investment Income: 3%
- Other: 6%
- Contracts and Grants: 20%
- Other: 6%
- Gift, Noncapital: 4%
- State Appropriations: 19%
- Tuition and Fees, Net: 36%
- Investment Income: 3%
- Auxiliary Enterprises: 12%
## Functional Expense - June 30, 2015

<table>
<thead>
<tr>
<th>Function</th>
<th>Compensation &amp; Benefits</th>
<th>Supplies and Services</th>
<th>Depreciation</th>
<th>Scholarships, Fellowships &amp; Awards</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$ 524,258</td>
<td>$ 98,199</td>
<td>-</td>
<td>-</td>
<td>$ 622,457</td>
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<tr>
<td>Research</td>
<td>159,195</td>
<td>62,909</td>
<td>-</td>
<td>-</td>
<td>$ 222,104</td>
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<tr>
<td>Extension/ Public Service</td>
<td>69,153</td>
<td>62,172</td>
<td>-</td>
<td>-</td>
<td>$ 131,325</td>
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<tr>
<td>Academic Support</td>
<td>98,897</td>
<td>41,505</td>
<td>-</td>
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<td>$ 140,402</td>
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<tr>
<td>Student Services</td>
<td>38,582</td>
<td>9,091</td>
<td>-</td>
<td>-</td>
<td>$ 47,673</td>
</tr>
<tr>
<td>General Admin/ Institutional Support</td>
<td>111,520</td>
<td>33,006</td>
<td>-</td>
<td>-</td>
<td>$ 144,526</td>
</tr>
<tr>
<td>Operations and Maintenance</td>
<td>76,855</td>
<td>55,247</td>
<td>-</td>
<td>-</td>
<td>$ 132,102</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>-</td>
<td>157,751</td>
<td>-</td>
<td>$ 157,751</td>
</tr>
<tr>
<td>Student Aid</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>72,079</td>
<td>$ 72,079</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>140,347</td>
<td>76,878</td>
<td>-</td>
<td>-</td>
<td>$ 217,225</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 1,218,807</strong></td>
<td><strong>$ 439,007</strong></td>
<td><strong>$ 157,751</strong></td>
<td><strong>$ 72,079</strong></td>
<td><strong>$ 1,887,644</strong></td>
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</tbody>
</table>
Statement of Net Position
### Summary Statement of Net Position

*(Dollars in Thousands)*

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td>$918,164</td>
<td>$660,052</td>
<td>$686,626</td>
</tr>
<tr>
<td><strong>Capital Assets</strong></td>
<td>2,114,025</td>
<td>2,072,125</td>
<td>2,012,925</td>
</tr>
<tr>
<td><strong>Other Assets</strong></td>
<td>2,646,778</td>
<td>2,701,680</td>
<td>2,389,315</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>5,678,967</strong></td>
<td><strong>5,433,857</strong></td>
<td><strong>5,088,866</strong></td>
</tr>
<tr>
<td><strong>Debt Refunding</strong></td>
<td>8,818</td>
<td>7,227</td>
<td>8,011</td>
</tr>
<tr>
<td><strong>Defined Benefit Pension</strong></td>
<td>14,011</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Deferred Outflows of Resources</strong></td>
<td><strong>22,829</strong></td>
<td><strong>7,227</strong></td>
<td><strong>8,011</strong></td>
</tr>
<tr>
<td><strong>Bonds, Notes, and Leases Payable</strong></td>
<td>995,638</td>
<td>948,958</td>
<td>986,697</td>
</tr>
<tr>
<td><strong>Other Current Liabilities</strong></td>
<td>194,894</td>
<td>198,200</td>
<td>200,960</td>
</tr>
<tr>
<td><strong>Other Noncurrent Liabilities</strong></td>
<td>170,878</td>
<td>99,545</td>
<td>97,244</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>1,361,410</strong></td>
<td><strong>1,246,703</strong></td>
<td><strong>1,284,901</strong></td>
</tr>
<tr>
<td><strong>Debt Refunding</strong></td>
<td>6</td>
<td>12</td>
<td>18</td>
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<tr>
<td><strong>Defined Benefit Pension</strong></td>
<td>19,627</td>
<td></td>
<td></td>
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<tr>
<td><strong>Deferred Inflows of Resources</strong></td>
<td><strong>19,633</strong></td>
<td><strong>12</strong></td>
<td><strong>18</strong></td>
</tr>
<tr>
<td><strong>Net Investment in Capital Assets</strong></td>
<td>1,236,479</td>
<td>1,166,479</td>
<td>1,139,118</td>
</tr>
<tr>
<td><strong>Restricted - Nonexpendable</strong></td>
<td>590,555</td>
<td>548,952</td>
<td>508,524</td>
</tr>
<tr>
<td><strong>Restricted - Expendable</strong></td>
<td>1,034,870</td>
<td>995,855</td>
<td>796,503</td>
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<tr>
<td><strong>Unrestricted</strong></td>
<td>1,458,849</td>
<td>1,483,083</td>
<td>1,367,813</td>
</tr>
<tr>
<td><strong>Total Net Position</strong></td>
<td><strong>$4,320,753</strong></td>
<td><strong>$4,194,369</strong></td>
<td><strong>$3,811,958</strong></td>
</tr>
</tbody>
</table>
Economic Outlook

• FY16 state appropriations decreased by $1.9M to $325M

• The State of Indiana provided $33.1M to fund repair and rehabilitation and deferred maintenance for the next two years

• Academic year 2015-16 tuition rates remained flat at the West Lafayette campus

• Efforts to identify operational efficiencies, cost savings, and additional revenue continue throughout the University
Questions?
<table>
<thead>
<tr>
<th>SENATE DOCUMENT</th>
<th>TITLE</th>
<th>ORIGIN</th>
<th>SENATE</th>
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<tbody>
<tr>
<td>15-1</td>
<td>Senate Document 15-1 Criteria for Tenure and Promotion for the West Lafayette Campus</td>
<td>Faculty Affairs Committee Professor J. Stuart Bolton</td>
<td>*Approved 14 September 2015</td>
</tr>
<tr>
<td>15-2</td>
<td>Senate Document 15-2 Revised Criteria for Tenure and Promotion for the West Lafayette Campus</td>
<td>Faculty Affairs Committee Professor J. Stuart Bolton</td>
<td>*Approved 16 November 2015</td>
</tr>
<tr>
<td>15-3</td>
<td>Senate Document 15-3 Reapportionment of the University Senate</td>
<td>University Steering Committee</td>
<td>*Approved 16 November 2015</td>
</tr>
<tr>
<td>15-4</td>
<td>Senate Document 15-4 Statement of Support for the Faculty of the University of Iowa</td>
<td>University Senate Professor David A. Sanders</td>
<td>*Approved 16 November 2015</td>
</tr>
<tr>
<td>15-5</td>
<td>Senate Document 15-5 Public Statement in Support of Diversity and Equity</td>
<td>University Senate Senate Equity and Diversity Committee</td>
<td>*Approved 16 November 2015</td>
</tr>
</tbody>
</table>