

**UNIVERSITY SENATE**  
Fourth Meeting, Monday, 22 January 2018, 2:30 p.m.  
Pfundler Hall, Deans Auditorium

**AGENDA**

1. Call to order Professor Alberto J. Rodriguez
2. Approval of Minutes of 20 November 2017
3. Acceptance of Agenda
4. **Remarks of the Senate Chair** Professor Alberto J. Rodriguez
5. Question Time
6. **Résumé of Items Under Consideration** For Information  
by Various Standing Committees Professor S. Laurel Weldon
7. **Senate Document 17-05 Senate Bylaws Change- Vice Chair** For Action  
**Eligibility** Professor Natalie J. Carroll
8. **Senate Document 17-07 Resolution on Library Database** For Action  
**Subscriptions** Professor Alan Friedman
9. **Senate Document 17-08 Resolution on Budget Openness** For Discussion  
Professor Alan Friedman
10. **Senate Document 17-09 Resolution of Appreciation to Senates** For Discussion  
**of Michigan State University & The University of Nebraska** Professor Alberto Rodriguez
11. **Update on the COACHE Survey** For Information  
Associate Vice Provost for Faculty Affairs Jessica Huber
12. **Update on the Healthy Boiler Program** For Information  
Benefits Director Candace Shaffer
13. **Update from the Kaplan Entity Special Committee** For Information  
Committee Co-Chair Professor Deborah Nichols
14. New Business
15. **Memorial Resolutions**
16. Adjournment

## UNIVERSITY SENATE

Fourth Meeting, Monday, 22 January 2018, 2:30 p.m.  
Pfundler Hall, Deans Auditorium

**Present:** *J. W. Camp (Secretary of Faculties and Parliamentarian), Alberto J. Rodriguez (Vice-Chair of the Senate), Alan M. Beck, Alan M. Friedman, Alexander Francis, Allen Bol, Alysa C. Rollock, Andrew Freed, Ayhan Irfanoglu, Bharat Bhargava, Brad J. Alge, Brittany Vale, Bruce Craig, Carlos Morales, Charles S. Ross, Cheryl Cooky, Clifford Fisher, Darrell G. Schulze, Darryl Ragland, David Eichinger, David Sanders, Deborah L. Nichols, Donna Ferullo, Edward J. Delp III, Ellen Kossek, Gerald E. Shively, Greg Blaisdell, Heather Beasley, Heather L. Servaty-Seib, Helen A. McNally, J. Mick La Lopa, James L. Mohler, James Pula, Jan Cover, Jane F. Yaticilla, Jason Harris, Jay T. Akridge, Jeff Rhoads, Jeff Watt, Jerry Ross, Jessica Huber, Jo Ann Banks, John C. Niser, Jon A. Story, Jon Neal, Jorge H. Rodriguez, Katherine L. Sermersheim, Kolapo Ajuwon, Krishnamurthy Sriramesh, Kristina Bross, Larry Nies, Laura Claxton, Laurel Weldon, Lawrence P. DeBoer, Linda Prokopy, Lowell Kane, Mandy Rispoli, Mark Thom, Markus Lill, Natalie Carroll, Neil Knobloch, Norbert Neumeister, Pam Aaltonen, Paul Wenthold, Ralph Kaufmann, Randy Rapp, Robert Lucht, Rodolfo Pinal, Roy Tasker, Russell E. Jones, Song No, Stan Gelvin, Stephen Hooser, Stephen Martin, Stephen P. Beaudoin, Steve Wereley, Steven Landry, Stewart C. Chang Alexander, Sulma I. Mohammed, Todd Kelley, and S. Johnson (Sergeant-at-Arms).*

**Absent:** *President M. E. Daniels Jr., Audrey Ruple, Christian E. Butzke, Christopher W. Clifton, Daniel S. Elliott, Dharmendra Saraswat, Edward A. Fox, Elliott Slamovich, Eric T. Matson, Frederick Berry, Guang Cheng, Jeremy Reynolds, Jianxin Ma, Kenji Matsuki, Marcela Martinez, Martin Corless, Mary Comer, Michele Buzon, Nan Kong, P. Suresh C. Rao, Raghu Pasupathy, Richard Johnson-Sheehan, Robin Adams, Sam Eschker, Sasha Boltasseva, Sean M. Rotar, Steven S. Broyles, Tatyana Szyuk, Thomas Brush, Tithi Bhattacharya, William E. Sullivan, William J. Hutzell, Yaman Kaakeh, Caren (Hanley) Archer, Michael B. Cline, Frank J. Dooley, Barbara Frazee, and Peter Hollenbeck.*

**Guest:** Valerie O'Brien (Marketing & Media), [Daniel Romary](#) (Student Trustee), [Rebecca Richardson](#) (Libraries), [Madi Whitman](#) (Anthropology), [Shannon Hall](#) (J&C),

1. The meeting was called to order at 2:35 p.m. by Chairperson Alberto J. Rodriguez.
2. The minutes of the 20 November 2017 Senate meeting were approved as distributed.
3. The Agenda was accepted as distributed.
4. Professor Rodriguez presented the remarks of the Chairperson (see **Appendix A**).
5. Question Time: Provost Akridge answered questions from the Senators.
  - Professor David Sanders said that he had addressed a question to President Daniels, but had not received a response. He asked if Provost Akridge could respond for the Administration. Professor Sanders stated that in "The Chronicle of Higher Education" a former Purdue University graduate student, who was instrumental in promoting the campus Free Speech Policy, was quoted as saying: "If anything," said Mr. (Andrew) Zeller, "College campuses are the sorts of places where people like Mr. Spencer should speak. If we are going to combat people like Richard Spencer, we need to listen to him and understand his ideas." The "Mr. Spencer" named is Richard Spencer, a leader of the alt-Right political movement. Professor Sanders noted that Mr. Zeller was a person who worked with the Administration in crafting the University's Free Speech policy. Mr. Zeller was celebrated both on campus and by the free-speech advocacy group FIRE. Professor Sanders is trying to ascertain how the Administration regards these comments by Mr. Zeller. Provost Akridge noted that

he cannot speak for President Daniels nor was the graduate student of concern speaking for the University when he was quoted in [The Chronicle](#). Provost Akridge has not seen that article, but we have policies which specify who is allowed to speak, where, when and under what circumstances they may speak. Ultimately, we have to honor these policies. When we have individuals who are contentious or controversial and have the potential to stir the campus in ways that might threaten safety those things have to be taken into consideration, when a request is evaluated and or what preparations might be required should a person who might generate that sort of reaction be speaking. The bottom line is that the University has a set of guidelines that direct how we respond in those cases and if such an invitation gets extended by someone on campus then we will follow that policy and take the steps necessary to ensure safety of the individuals on our campus. Provost Akridge asked Vice President for Ethics and Compliance Alysa Rollock if she could speak to this point. He commented that in the previous week an excellent panel discussion was held, led by the Presidents of the Purdue Student Government (PSG) and the Purdue Graduate Student Government (PGSG) and this point was part of the panel's discussion. Vice President Rollock did not comment on the statements of Mr. Zeller. Whether one agrees or disagrees with a particular viewpoint, if a person is invited to speak, the right to speak is covered by freedom-of-expression principles. These principles are not without cost. There is a cost to freedom. Professor Sanders said that he is not actually disputing his right to speak, as Professor Sanders is very much a believer in free-speech rights. What this betrays, is that we should be hearing from these sorts of people on college campuses. What it betrays in Professor Sanders' opinion is the motivations for this emphasis on free speech is to bring to campus individuals who we otherwise would not normally think of as being the appropriate speakers. We are being told that not only do they have the right to speak, but we should be listening to them. Professor Sanders would argue that the focus on free-speech, especially on this campus and on many campuses where the media have treated it, is that a part of the political spectrum has not been heard in the past and we should be listening to them. Again, Mr. Zeller was celebrated by this campus and FIRE for his expressed opinions. Mr. Zeller's expressed opinion seems to betray the actual motivation of this focus on so-called free-speech. Professor Sanders is not disputing the right to speak, but takes is that this is what we should be doing. Vice President Rollock said that she thinks Professor Sanders' comments are a "straw man". She thinks it is unfair to attack someone who is not present to speak to what he is actually saying or what he said to [The Chronicle](#). (Professor Sanders states that he did not attack anyone in his question or during the discussion. He was merely asking whether the administration agreed with the quoted statement.) Vice President Rollock does not think that the University's motivation in supporting free-speech is to show approval for whatever point-of-view one wants to consider, it is not picking a viewpoint along the political spectrum. The University's motivation is to reaffirm principles that are long-standing, so long-standing that they are the First Amendment to the Constitution of the U.S. Vice President Rollock reiterated that she thinks it is unfair to use the tool of the Senate when somebody is not here to attack somebody. He (Mr. Zeller) can speak for himself and we should not be putting words in his mouth. Professor Alberto Rodriguez suggested that Professor Sanders pursue his concerns through the Equity & Diversity Committee (E&DC) of the Senate. Professor Sanders expressed an additional concern that the University policy mentioned by Provost Akridge was adopted without faculty input. It was sprung on the faculty over vacation time, deliberately in his opinion. As there was no threat to free-speech on the campus, there was no need for the policy. Professor Sanders believes it is part of a false

narrative about the intolerance of academia for free-speech. In his opinion, we can see the motivation of one of the prime architects of the University policy. As the policy was created without faculty input, Professor Sanders believes the Senate is an appropriate body for considering the issue. Professor Alberto Rodriguez noted that the E&DC members are working on a resolution about free-speech at the University.

- Professor Kristina Bross asked Provost Akridge if he could talk about the next steps for the University's Data Science Initiative and follow-through on the working groups. Provost Akridge mentioned the report from the working groups and hoped that all had received the report. The initiative is designed to bring the campus together on this issue. He said that Associate Vice Provost for Teaching and Learning Jenna Rickus and Discovery Park Executive Director Tomás Díaz de la Rubia led the two working groups. The working groups were broad-based committees. They held four open listening sessions in the fall semester and heard from about 180 faculty members. The listening sessions were led by strategy leaders from the Purdue Polytechnic Institution. The intent was to have a conversation about this area and what can be done in the areas of research and teaching. Their report was summarized and has been pushed out to the University faculty with an option for faculty to respond and provide additional input. On the 26<sup>th</sup> of January, Provost Akridge and Executive Vice President for Research and Partnerships Suresh Garimella will lead a conversation in Fowler Hall to seek additional input about the initiative. In particular, they want input on research and educational pieces of data science. In the research arena, there have been suggestions about what a campus-wide institute would look like. The educational piece of the initiative lays out a set of activities to help us think about how data science can be infused and become part of our curricula across the University. For example, ideas have been proposed around a learning community with a data science focus. Another idea is to determine how to support individual faculty with resources so they can bring data and data science into their courses. In his own area of Agricultural Economics, data are used quite differently than they were used a decade ago. How can they be added to courses? In the long-term, the administration would like to attract resources for the initiative and make it part of teaching and learning on campus.
- Professor Jorge Rodriguez made the following statements:
  - "Several scientific initiatives and/or centers have been recently promoted at Purdue University. For example, the various life-science institutes or centers around Discovery Park and, more recently, the Data Science initiative. The promotion of such initiatives is certainly welcome and represent important efforts which are, at least in part, sponsored and financed by the University."
  - "At the same time, it appears that the particular scientific topics and/or centers that have been selected for implementation have not been the result of a broad scientific consensus across the scientific body of the University. In this regard, it is strongly suggested that the Provost, as well as the Vice President for Research and Director of the Discovery Park, seek a much broader consensus as to which scientific initiatives and/or centers should be promoted in the future. In particular, a much broader segment of the faculty associated with the mathematical, physical and biophysical sciences should be consulted in the design of future scientific institutes or centers."

- Provost Akridge responded: “Thanks for your question Professor Rodriguez. Like you, Suresh Garimella, EVPRP, and I believe that our research agenda and university level initiatives cannot succeed without strong faculty support and deep faculty engagement. The conversation around data science was triggered by initiatives that had been launched across campus, analyses conducted by faculty/faculty teams, and the success of several centers of excellence in data science. To explore where we should go next in data science, a diverse team of faculty formed working groups to shepherd an inclusive process that invited the entire campus to provide feedback on what a data science initiative should be. Once the results of the four listening sessions these working groups hosted were summarized, the draft plan was provided to the campus for additional feedback. Finally, Suresh and I will be conducting an open forum (as mentioned above) where faculty, staff, and students can offer additional feedback. Again, we feel strongly anything campus wide must have such input and engagement. Other recent calls for so labelled ‘big ideas’ and life sciences research thrusts have followed processes that surfaced and scaled ideas from our faculty. We will continue to look for creative ways to catalyze and support faculty coming together around important research topics. And, any suggestions on how we can do this better will be much appreciated.”
6. Professor S. Laurel Weldon, Chair of the Steering Committee, presented the Résumé of Items under Consideration (ROI) by various standing committees (see [Appendix B](#)). The Chairs of the Senate Standing Committees briefly described the current activities of their respective committees.
  7. Professor Natalie Carroll presented [Senate Document 17-05](#), *Senate Bylaws Change*, for Action. The rationale for the proposed change is to enlarge the pool of candidates for the position of Vice-Chair of the Senate. Professor Ralph Kaufmann asked: “Why did the proposer not put this through Nominating Committee?” and “Why is it important now and not in the past?” Professor Carroll noted that it was possible for non-faculty to run as Vice-Chair, e.g. student representatives, in the past. The Senate Bylaws change made two years ago removed this loophole. In addition, it has proven difficult to get two candidates to run for Vice-Chair, as required by the Bylaws. Professor Weldon asked for clarification about the current change, specifically “What is new?” Again, the intent is to increase the pool of potential candidates for the slate of Vice-Chair nominees. Professor Carroll was asked if she was concerned about the proposed two-year minimum of prior service on the Senate and its effect on the pool. She explained that the Nominating Committee members look at people who have served, especially Standing Committee Chairs, as good candidates for Vice-Chair. These individuals are familiar with the workings of the Senate. Of course, it would be nice to get more than two candidates. Professor Kaufmann noted that a new item is allowing people to run for Vice-Chair who are not current Senators. Professor Jorge Rodriguez made a motion to postpone discussion of this document until the September 2018 Senate meeting. Professor Kaufmann seconded this motion. The vote to postpone consideration of [Senate Document 17-05](#) was taken and there were 32 votes in favor of postponement, 21 in opposition with 2 abstentions. As a result of the vote, [Senate Document 17-05](#) will be considered at the September 2018 Senate Meeting.
  8. Professor Alan Friedman, Chair of the University Resource Policy Committee (URPC) presented [Senate Document 17-07](#), *Resolution on Library Database Subscriptions*, for Action. The resolution is an attempt to get information about article and database usage

that publishers have not been willing to supply. In the resolution, several methods are recommended to obtain the data. Professor Jon Neal moved approval of the document and was seconded by Professor Kaufmann. Professor Steve Landry suggested that the document should make it clear that somebody is responsible for the proposed program. Professor Landry proposed a change in the wording to reflect that the administration will be responsible and work in concert with the faculty and staff. In answer to a question from Professor Alberto Rodriguez, Professor Friedman noted that no timeline has been discussed for implementation. However, it is hoped a time-frame of one year to 1.5 years can be achieved. Professor Donna Ferullo explained to the Senators that some of the approvals for agreements with the publishers are made in May of each year while others are multi-year agreements. Professor Friedman noted that reinventing this process with the publishers is a long game and the publishers are certainly playing a long game. We need to start the process and gather information to put us in a better situation than currently exists. Professor Landry asked if the suggestion in part a) is possible. Can that type of information be obtained from the publishers? Professor Friedman stated that publishers provide some of the information and it varies by publisher. None of them currently provide article-level information. The information about individual articles is what we are really driving at. For example, how many articles are accessed how many times? We might find alternative methods for delivery of specific articles. Professor Kaufmann suggested the specific wording changes and they were accepted by general consent of the Senate. Professor Kaufmann will send the edited wording to the Secretary of Faculties who will update the document. Following the discussion the vote was taken. **Senate Document 17-07** was approved with 51 votes in favor, 5 in opposition with 3 abstentions.

9. Professor Alan Friedman presented **Senate Document 17-08**, *Resolution on Budget Openness*, for Discussion. He explained rationale for the resolution. This document will be considered "For Action" at the February Senate meeting.
10. Professor Alberto Rodriguez, presented **Senate Document 17-09**, *Resolution of Appreciation to the Senates of Michigan State University and the University of Nebraska*, for Discussion. He explained the rationale for the resolution. Professor Cheryl Cooky moved suspension of the rules to allow a vote on the document during the current Senate meeting. Her motion was seconded. This motion passed with 45 votes in favor, 9 in opposition with 1 abstention. Professor Landry made a motion to strike the first five "Whereas" clauses from the resolution. His motion was seconded by Professor Linda Prokopy. Several Senators spoke in favor of the motion to strike the five clauses and others spoke against their removal. Professor Alberto Rodriguez stepped aside from his role as Presiding Officer with Professor Carroll taking up the gavel. Professor Rodriguez spoke against removing the five clauses. Professor Kaufmann stated that keeping the clauses provided context for the resolution. Professor Weldon suggested that keeping the clauses in the resolution might lead to its defeat. Following this discussion, the motion to approve removal of the clauses passed with 43 votes in favor and 13 in opposition. The five "Whereas" clauses were removed. Professor Prokopy next made a motion to change "had" to "have" in the second line of the resolution and to add ("see resolution 16-19") in the third line of the resolution. Her motion was seconded. The vote was taken and there were 53 votes in favor of the word changes and 1 vote in opposition. Calling for and hearing no additional discussion, Professor Alberto Rodriguez opened the electronic voting on the amended resolution. During the electronic voting, Professor John Niser asked if the letters from Michigan State University and the University of Nebraska were solicited by Professor Rodriguez or were sent spontaneously (see **Appendix E** and **Appendix F**). Professor Alberto Rodriguez said that he had approached the faculty

governance leaders at the Big10 Academic Alliance Faculty Governance meeting last October. During that meeting, he made these faculty governance leaders aware of the situation at Purdue University. Professor Niser next asked if Professor Rodriguez considered these institutions to be competitors of Purdue University. Professor Niser's point was that as competitor institutions, their ulterior motives for supporting Purdue University could be questionable as we are all competing for students, research funds and other resources. Professor Alberto Rodriguez reminded the Senators that the Big10 Academic Alliance is an association with multiple levels of collaboration and sharing. As the voting was still ongoing, Professor Niser's questions were not out-of-order. As per the "Standard Code of Parliamentary Procedure" discussion can occur during the open voting period. However, once voting is closed, no additional discussion on the topic may occur. The results of the vote on the amended resolution were 44 votes in favor, 10 votes in opposition with 1 abstention.

11. Associate Vice Provost for Faculty Affairs Jessica Huber presented information about the upcoming COACHE Survey (see [Appendix C](#)). Professors Prokopy and Sanders commended the efforts of the Office of the Provost on the campus-wide climate survey. Professor Sanders noted that the Office of the Provost has taken the results of these surveys seriously. Professor Sanders mentioned that one of the important points gathered from the previous survey was that URM faculty and women faculty wanted to have their annual reviews with the department heads to include other individuals, in other words, a committee. He had not heard that addressed and he encouraged that this recommendation from COACHE be more widely implemented. Associate Vice Provost Huber said that they are already using this best practice with the department heads so they know how to use the annual reviews most productively and with input from multiple faculty in the unit. Several department heads have developed models of how they are doing this to be more inclusive and hear from multiple individuals. This process cannot be autocratic, but has to be an inclusive process. Professor Cooky said that she appreciated the tangible results that are changing how we operate as an institution. She also thanked the Office of the Provost. Professor Cooky asked to what extent the Office of the Provost checked to see if the changes are being implemented. Associate Vice Provost Huber said that the College Deans are responsible for overseeing the process to ensure they are being followed by their department heads. Currently, Provost Akridge talks with the Deans every two weeks to verify that they are following these procedures. Vice Provost Peter Hollenbeck and Associate Vice Provost Huber also talk with the department heads to assist Provost Akridge in these follow-up activities.
12. Benefits Directory Candace Shaffer provided an update on the Healthy Boiler Program (see [Appendix D](#)). Following the presentation, she answered questions from the floor. A Senator asked what happens to the incentive cash is one has already put the maximum amount in her/his HSA. The individual will still get the incentive and the Healthy Boiler Program will send out quarterly reports to participants. Instructions will be provided in April on how to make the adjustments to the HSA to allow deposits of incentive cash. Professor Carroll asked about calendar requirements for the annual physical. Director Shaffer explained how to handle the timing of those annual physical examinations. Professor Kaufmann if the program was through Purdue University or through the insurance program. Director Shaffer said it was now through Purdue University. Purdue University owns these data. Professor Sanders noted two statistics one about primary care physicians and a second about physical examinations. He wanted to know how those numbers have changed with time. The numbers have been that low for a few years, according to Director Shaffer. Professor Sanders asked if it was not possible that pushing

people onto HSAs means that they are less likely to get preventive care that would prevent them from getting the chronic diseases. Director Shaffer does not agree with Professor Sanders' assertion and it is the responsibility of her team to communicate the importance of having annual physicals performed. Dr. Neal said it is his perception that there is a lack of availability to primary care providers. If one wishes/needs to find a new one, it is difficult to get an appointment in a reasonable amount of time. He inquired if her office was aware of the situation. Yes, they monitor this issue and the Center for Healthy Living is an option and there is capacity there and they will add more staff if it is deemed necessary. They will continue to monitor the situation. The Program website provides good information. For example, it delineates how competitions can be set up among departments or fellow employees. Professor Prokopy noted that the website is outdated and not under Purdue's control. Director Shaffer will look into this issue.

13. The final presentation was an update from Professor Deborah Nichols, Co-Chair of the Kaplan Entity Special Committee. She stated that the first meeting of the Committee will be the following week. In the interim, the Co-Chairs of the Committee have been meeting with Vice Provost Frank Dooley to learn as much as possible about the Purdue-Kaplan agreement. Another update will be provided at the February Senate meeting.
14. There was no New Business.
15. Memorial Resolutions had been received for Robert A. Benkeser, Professor Emeritus of Chemistry; Derek Davenport, Professor Emeritus of Chemistry; Art Garfinkel, Professor Emeritus of Physics; Jayanta K. Ghosh, Professor Emeritus of Statistics; James G. Mullen, Professor Emeritus of Physics; and Dayton G. Vincent, Professor Emeritus of Earth, Atmospheric and Planetary Sciences. Out of respect for their departed colleagues, the Senators stood for a moment of silence.
16. Having no additional business, the meeting adjourned at 4:25 p.m.



**TO:** The University Senate  
**FROM:** Natalie Carroll, Senator  
**SUBJECT:** Bylaws of the University Senate  
**DISPOSITION:** University Senate for Discussion and Adoption  
**REFERENCE:** University Senate Bylaws, 3.20 (b)  
**PROPOSAL:** Expand eligibility for service as Senate Vice-Chair/Chair to include former University Senate members  
**RATIONALE:** Allowing previous University Senators to run for the Vice Chairperson position will allow faculty members to serve as Vice Chairperson, and then Chair, at an appropriate time in their career, whether or not they are currently on the University Senate.

Current Bylaws text with recommended changes in *red italics*/strikethrough:

*3.20 Chairperson and Vice Chairperson of the University Senate*

- a) The Chairperson and the Vice Chairperson shall each serve for a term of one year beginning June 1. The Vice Chairperson shall succeed the Chairperson. Election of the Vice Chairperson shall be by secret ballot at the regular March meeting of the University Senate.
- b) At the regular February meeting of the University Senate the Nominating Committee shall nominate at least two members of the *faculty ~~University Senate~~* for the office of Vice Chairperson. Additional nominations shall be accepted from the floor at any time before the election. Nominees must be *elected Senators faculty with eligibility to serve on the University Senate and have served a minimum of 2 years when their term as Vice Chairperson begins*. Once elected, the Chairperson and Vice Chairperson shall serve as Senators-at-large. *And If a Senator is elected Vice Chairperson, they* shall relinquish their positions as representatives of an academic unit. The remainder of their terms, if any, shall be filled by a special election in their academic units. Brief résumés of the academic, administrative, and Senate service of each nominee shall be distributed at the time of nomination. †
- c) To be elected Vice Chairperson, a candidate must receive a majority of the votes cast. If no candidate receives a majority on the first ballot, a second vote shall be taken to choose between the two candidates receiving the largest number of votes on the first ballot.

**Senate Document 17-07  
20 November 2017  
As Amended 22 January 2018**

**To: Purdue University Senate  
From: University Resources Policy Committee  
Subject: Journal Database Subscription Usage  
Disposition: University Senate for Discussion and Approval**

## **A Resolution to Gather Information on Usage of Academic Journal Databases at Purdue University**

Whereas, subscriptions for databases of academic journals is a large and growing annual cost for the library budget,

Whereas, the costs of these subscriptions and the practices associated with them by the publishers of the academic journals has become an issue of increasing concern and frustration for faculty, administrators and the Board of Trustees,

Whereas, faculty effort as reviewers and editors of academic journals is essential to their operation and represents a gratis contribution to the publishers,

Whereas, detailed information with the number and distribution of downloads by academic level and organizational unit, and subsetted by article, journal and publisher, would be valuable in knowing how to proceed with any alternative to the current system,

Be it resolved, the Purdue University Senate requests that administrators, in consultation with faculty and staff, initiate a program for obtaining more information about the usage of the databases of academic journals by the members of the Purdue community. This program should include:

- a) Requesting detailed information from the publishers on database usage for the last completed database subscription period, including

frequency data showing the number of times individual articles are downloaded for each journal in the database.

- b) If the method in paragraph a) fails to deliver sufficient actionable information, developing Purdue-based mechanisms for recording (in an anonymous way acceptable to the Purdue IRB) patterns of usage of journal databases. These could include a common portal for downloads and/or a mechanism for evaluating web traffic with the publisher sites.
- c) Preparing a comprehensive report on the gathered information by Fall 2019, including proposals for alternative arrangements with an evaluation of their costs in dollars and any resulting limitations on faculty and student research and education.

**Approved by URPC, November 8, 2017:**

Krishnakali Chaudhuri

Charles Ross

Richard Johnson-Sheehan

Jianxin Ma

Clifford Fisher

David Eichinger

Bill Hutzal

Laura Claxton

Christian Butzke

Norbert Neumeister

Alan Friedman

**Did not vote:**

Stephen Hooser

Gregory Hundley

Ragu Pasupathy

Tess Marshall, PSG Rep

Michael Reeves, PSG Rep

Michael Kline (advisor)

Barbara Frazee (advisor)

**To: Purdue University Senate**  
**From: University Resources Policy Committee**  
**Subject: Budgetary Transparency and Budgetary Processes**  
**Disposition: University Senate for Discussion and Approval**

## **A Resolution on Budgetary Openness at Purdue University**

Whereas, the consolidated budget of Purdue University is sufficiently complicated that it can be best evaluated in its entirety by a small number of experts,

Whereas, some general aspects of the consolidated budget are, nonetheless, of major concern to the faculty and staff,

Whereas, the budgets of the individual units have great influence on the faculty, staff and the programs and research projects that they run and are responsible for,

Whereas, some peer universities have budgets and budgetary processes readily available, typically available via Worldwide Web,

Be it resolved, the Purdue University Senate proposes administrators, faculty, and staff adopt the following best practices in establishing and communicating the consolidated budget of the University and those of the College, School, Department, and Research Center units:

- a) Continuing oversight of the consolidated budget by the Budget, Interpretation, Evaluation and Review (BIER) Committee. The chair of the BIER Committee should report its findings annually and in person to either the URPC or the Senate as a whole.
- b) Preparing a comprehensive report on the tuition freeze, including answers to the following questions: Where have the resources to freeze come from? How long is the tuition freeze expected to

continue?

This report should also include an implementation plan for future years of the freeze, including answering the following questions: Where will resources for future years of the freeze come from? Which University programs, if any, would be disadvantaged to provide funds to continue the freeze?

- c) Revealing and explaining the policies for return of grant overhead by the budgetary units (Colleges, Schools, Departments and Research Centers) of the University.
- d) Revealing and explaining the centralization of faculty hiring lines in order to promote a more informed distribution of faculty salary lines to align with the strategic planning in the budgetary units.
- e) Revealing and explaining the factors that affect allocation of moneys to the budgetary units to promote decisions by the units themselves that will align better with the incentives for allocation, especially in regard to promoting student enrollment and establishing appropriate courses and degree programs.
- f) Revealing and explaining the effects of and any rules on the generation and retention of independent revenues by the units.
- g) Revealing and explaining the consequences of unbalanced budgets for the units, both in surplus and in deficit.
- h) Revealing and explaining an accounting of the costs of research for the University and the costs of teaching, including that for different kinds of research and teaching.
- i) Providing for enhanced transparency in the preparation of budgets in the units, including a transparent timeline for the preparation of the yearly budget in all the units. This timeline should include a date for the presentation of the tentative budget to the faculty and staff of each unit to be followed by a comment period before final adoption.

Approved by URPC, December 8, 2017:

Charles Ross

Richard Johnson-Sheehan

Jianxin Ma

Bill Hutzal

Laura Claxton

Christian Butzke

Norbert Neumeister

Alan Friedman

To: Purdue University Senate  
From: Leadership/Steering Committee Members  
Subject: Resolution of Appreciation  
Disposition: University Senate for Discussion and Approval

## A Resolution of Appreciation for the Faculty Senates of the University of Nebraska-Lincoln and of Michigan State University

Whereas, Purdue University's Board of Trustees negotiated the purchase of Kaplan University without consultation from Purdue Faculty and without conducting a comprehensive study on the impact that such purchase may have on our existing programs,

Whereas, shared governance is a fundamental principle that enables public institutions of higher learning to safeguard the quality and access to the advancement of knowledge,

Whereas, the Purdue University Senate overwhelmingly voted against the proposed acquisition of Kaplan University during its extraordinary meeting in May 2017,

Whereas, the U.S. Department of Education laid out the pre-condition that the Purdue brand name be associated with the proposed new university entity,

Whereas, the new name of the proposed new entity will be *Purdue University Global*, inexorably linking it to and identifying it with Purdue University,

Whereas, the Faculty Senates of the University of Nebraska (Lincoln) and of Michigan State University had passed resolutions in support of the Purdue University Senate's efforts to oppose the establishment of the new entity (Purdue University Global) as currently envisioned,



And whereas, the Faculty Senates of these institutions have sent strong letters supporting our opposition of the proposed acquisition of Kaplan University to the Higher Learning Commission,

Be it resolved that the Purdue University Senate extends statements of appreciation to the Faculty Senates of the University of Nebraska (Lincoln) and of Michigan State University for their unprecedented and courageous support of a fellow Big Ten University, and for their foresight in seeking to strengthen a spirit of solidarity and collaboration across all Big Ten universities.

## CALENDAR OF STATUS OF LEGISLATION

<b>SENATE DOCUMENT</b>	<b>TITLE</b>	<b>ORIGIN</b>	<b>SENATE</b>
<b>16-12</b>	<b>Senate Document 16-12</b> Updated Language to Student Regulations	Professor Ralph Kaufmann Educational Policy Committee	* Approved 11 September 2017
<b>16-15</b>	<b>Senate Document 16-15</b> Tobacco Education and Cessation Resolution	Professor Alan Friedman University Resources Policy Committee	* Approved 11 September 2017
<b>17-01</b>	<b>Senate Document 17-01</b> Funding Support for PLaCE Program	Professor Heather Servaty-Seib	* Approved 11 September 2017
<b>17-02</b>	<b>Senate Document 17-02</b> Formation of the Kaplan Entity Oversight ad hoc Committee	Senators Allen Beck, Steve Beaudoin, Natalie Carroll, Steven Martin, Alberto Rodriguez, David Sanders, Gerald Shively, S. Laurel Weldon	* Approved 16 October 2017
<b>17-03</b>	<b>Senate Document 17-03</b> Inherent Worth and Dignity of All People at Purdue University	University Senate Equity and Diversity Committee	* Approved 16 October 2017
<b>17-04</b>	<b>Senate Document 17-04</b> Discharging the Informetrics Faculty Committee	Professor Steven Landry Faculty Affairs Committee	* Approved 10, November 2017
<b>17-05</b>	<b>Senate Document 17-05</b> Bylaws Change – Vice Chair Eligibility	Professor Natalie Carroll University Senate Nominating Committee	* Action 22, January 2018
<b>17-06</b>	<b>Senate Document 17-06</b> Reapportionment of the University Senate	Professor Laurel Weldon	* Approved 10, November 2017

## CALENDAR OF STATUS OF LEGISLATION

<b>17-07</b>	<b>Senate Document 17-07</b> Resolution on Library Database Subscriptions	Professor Alan Friedman University Resources Policy Committee	* Action 22, January 2018
<b>17-08</b>	<b>Senate Document 17-08</b> Resolution on Budget Openness	Professor Alan Friedman University Resources Policy Committee	* Discussion 22, January 2018
<b>17-09</b>	<b>Senate Document 17-09</b> Resolution of Appreciation to the Universities of Michigan & Nebraska for their opposition to the Purdue-Kaplan Agreement	Senate Chair Alberto Rodriguez	* Discussion 22, January 2018

## **Memorial Resolution: Art Garfinkel, Department of Physics and Astronomy**



Born November 13, 1934, in Brooklyn, NY, he was the son of the late Livia (Goldberg) and Irving Garfinkel. Art earned his Bachelor of Science, Master of Science, and Doctorate in Physics at Columbia University. On April 5, 1963, he married the late Doris M. (Remmer) Garfinkel in Germany. Surviving are their two sons, Pete Garfinkel (wife, Karen Garrett) and Tom Garfinkel (wife, Melissa Riofrio), his brother Rob Garfinkel and sister Myrna Fink. After graduating in New York, Art moved to Roskilde, Denmark, in 1962 to work in a research lab where he met his future wife. He and Doris moved to Madison, Wisconsin, in 1964, and then to West Lafayette, Indiana, in 1967, where they raised their children. He was active in research and teaching as a Professor in the Physics Department. Art was dedicated to advancing high energy Physics and managed projects at Fermilab near Chicago for decades.

During his early years at Purdue, Art's focus was on the analysis of data from beams of high-energy particles interacting in bubble chambers. Later, in the 1970s, he studied rare neutrino interactions in the large liquid-deuterium-filled bubble chamber at Argonne National Laboratory, including some of the earliest measurements of weak "neutral-current" interactions. Later, he collaborated on experiments using electronic detectors at Fermilab, including studies of the hadronic production of charmonium states (involving the heavy "charm" quarks) in the collisions of charged mesons on stationary targets.

His focus in his later decades was the flagship CDF (Collider Detector at Fermilab) experiment using the TeVatron colliding-beams at the new energy frontier of nearly 2 Trillion electron Volts. This experiment was designed to discover new particles and to make precision measurements at the highest collision energy then available in the world. The first physics results were obtained during 1987, in an engineering run, and in 1988/89, in a year-long run. Art had a critical role in the construction of the large scale calorimeters used in the experiment. He was involved in the design and then led the fabrication effort which utilized the Central Machine shops at Purdue. Art together with his colleagues ensured that the Purdue High Energy Group were leaders in CDF, then the most important particle physics experiment in the world. The whole operation was rewarded when on March 2, 1995, CDF and D0 physicists at Fermilab announced the discovery of the top quark. It was the last undiscovered particle of the six-member quark family predicted by the Standard Model of particle physics. Scientists worldwide had sought the top quark since the discovery of the bottom quark at Fermilab in 1977. Its mass of 173 GeV (similar to a gold nucleus) makes it the heaviest known elementary particle.

Subsequently Art was a leader in the analysis of top and bottom quark physics and a variety of precision results on the production and decay of the fundamental particles and he mentored numerous Physics students and postdoctoral scientists. In all these results the equipment built at Purdue by Art, and operated at Fermilab, had a critical role. He is a co-author of 899 published papers and this body of work was essential to the development of the Standard Model that incorporates all our knowledge of the quarks and leptons (matter particles) and vector bosons (force-carrying particles.)

Art was a collaborator and colleague who was an important and productive member of the Physics Department and who made major contributions to extracting and understanding particle physics at the highest energies.



**Memorial Resolution on Behalf of Derek Davenport, Ph.D.**

**1927 – April 4, 2017, Emeritus Professor Department of Chemistry**

It is with great sadness that the Department of Chemistry announce the passing of Dr. Derek Davenport who died on April 4, 2017.

Dr. Davenport was born in Leicester, England, where he experienced the years of World War II alongside his two brothers. In 1950, he came to the U.S. for what was intended to be a short stay at Reed College, Oregon; however, after a subsequent two years at The Ohio State University, he began his 41-year tenure at Purdue in 1953.

Retiring in 1994, he touched the lives, and occasionally altered the career paths, of hundreds of undergraduate and graduate students. He served as a member of the Editorial Board of the Journal of Chemical Education; as chairman of the American Chemical Society's Division of Chemical Education, and Division of the History of Chemistry; and was the recipient of several national awards in Chemical Education.

He traveled extensively throughout the world, lectured in every state of the Union, and spent two sabbaticals overseas helping to establish the Indian Institute of Technology in Kanpur, India.

He was never one to turn down a quick Manhattan with friends, nor the opportunity to provide a colorful lecture (complete with slides) about his experiences in academia, his travels, or his love for Nigerian and Inuit art.

His passion for reading, history, the National Parks, and the Chicago Cubs has been passed on to his children.



## Memorial Resolution on Behalf of James G. Mullen, PhD

September 17, 1933 - January 23, 2017  
Department of Physics, Purdue University

The Department of Physics announces the death of Dr. James G. Mullen on January 23, 2017 shortly after the passing of his wife, Susan Karcher.

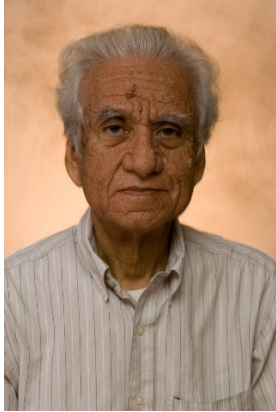
Dr. Mullen was born on Sept. 17, 1933 in St. Louis Missouri and received his BSc degree in Physics from the University of Missouri at Rolla in 1955. He continued to pursue his interest in physics at the University of Illinois, Champaign-Urbana where he received both his MSc and PhD degrees. Dr. Mullen's doctoral research, completed in 1960 under the direction of Prof. David Lazarus, focused on the study the isotope effect in intermetallic diffusion.

From 1961-1964, Dr. Mullen began his life-long interest in Mössbauer spectroscopy as a member of the Solid State Division of Argonne National Laboratories. In 1964, he was recruited to join the Department of Physics at Purdue University. He was promoted to the rank of full professor in 1975.

At Purdue, Dr. Mullen established a research group that used Mössbauer spectroscopy to study a variety of problems in condensed matter physics. His research interests encompassed advanced studies of atomic diffusion in solids, fundamental contributions to the art of Mössbauer spectroscopy, and measurements to detect anharmonic contributions to interatomic potentials in solids. Mullen's research work at Purdue encompassed a number of topics which included measurements of the Debye-Waller factor in alkali halides and face-centered cubic metals, studies of the phase diagram of tin-lead alloys, the physics of super-intense radiation sources, and Mössbauer studies of the layered compound 1T-TaS<sub>2</sub>.

In 1979, Dr. Mullen spent a sabbatical as a Fellow of the Stichting voor Fundamenteel Onderzoek der Materie (Foundation for Fundamental Research of Matter), the Netherlands. He was a visiting professor at the University of Missouri in 1985. He also wrote a textbook *Physics Concepts and Practices*, Vols. I and II (Harcourt Brace, 1998) to supplement and enhance his classroom teaching activities. During his career at Purdue, he directed eleven graduate students in their PhD work; his research is described in ~75 refereed publications.

After 37 years of service to the university, Dr. Mullen retired from Purdue in 2001 as Professor Emeritus. After retirement, he remained active in the community as a member of St. Andrew United Methodist Church and the Wabash Area Lifetime Learning Association. He served for five years on the Trips and Tours committee of the Purdue Retirees Association. While at Purdue, he enjoyed the reputation of a tenacious and persistent faculty colleague. A product of the Great Depression, he felt that anything could be accomplished if you were determined enough. He was never hesitant to enter a discussion or express an opinion, no matter the topic or subject.



### Memorial Resolution for Jayanta K. Ghosh

We are honored to remember and celebrate Emeritus Professor of Statistics Jayanta Ghosh, who passed away on September 30<sup>th</sup>. His 80 years of life are a testament to the breadth of influence of a magnificent scholar and human being. He is remembered as a person of grace, kindness, wisdom, and great understanding by his friends and colleagues.

While earning his doctorate from Calcutta University in the mid-60s and for the following six decades, Professor Ghosh explored and shaped an enormous scope of theoretical statistics including Bayesian Analysis, Reliability theory, statistical quality control, asymptotics, high dimensional model selection and data analysis, bioinformatics, statistical genetics, geological mapping, and DNA fingerprinting. In these and other fields, he was widely published and cited. His seminal works include more than 150 research articles and four books. Professor Ghosh was a great mentor who cared deeply for his students and continued to advocate for them after their graduation.

A tireless thought leader and pioneer, Professor Ghosh extended his research in and passion for statistics to two continents, making an annual migration to India since his appointment to the Purdue College of Science faculty in 1989. His preeminence in his field was well established in India at the time of his Purdue appointment. He served in several leadership positions throughout his life, such as the director of the Indian Statistical Institute, the president of the statistics section of the Indian Science congress, president of the Statistics Section of the Indian National Science Academy, and a National Professor of India.

In India, Indiana, and around the globe, his legacy lives on through his scholarship and through his family, to whom he was most ardently devoted. He and his wife Ira, who also recently passed, are greatly missed now and will be missed for years to come.

Thank you, Professor Ghosh, for exemplifying what a rich life is meant to be. We are grateful to have lived and worked beside you.



**Memorial Resolution on Behalf of Robert A. Benkeser, Ph.D.**

**February 16, 1920 – February 14, 2017, Emeritus Professor**

**Department of Chemistry**

Our department also mourns the passing of Dr. Robert A. Benkeser who died on February 14, 2017, peacefully surrounded by loved ones at his residence in University Place.

Dr. Benkeser came to Purdue in 1946 as an assistant professor of chemistry. He served as department head and retired as a Hovde Distinguished Service Professor in 1989. His research was in the area of organo-silicon chemistry. He is known for the ***Benkeser Reduction Reaction*** that has been leveraged in industry chemical manufacturing processes. Bob received numerous awards for excellence in teaching and research over his 43-year career at Purdue.

He and his late wife Abbie had five children. Bob introduced his children to the sport of fishing and used the experience to relax during his younger years, often in northern Minnesota with a fishing pole in hand. He also enjoyed maintaining his cars and following his favorite baseball team - the Cincinnati Reds. Bob always enjoyed the outdoors and in later years took pride in tending to his lawn.

While Bob was dedicated to his work and kept in contact with many of his former graduate students, he also supported Christian spiritual pursuits jointly with Abbie. Bob and Abbie were founding members of the Blessed Sacrament Church of West Lafayette, IN and worked in support of the Lafayette Catholic School System and contributed to numerous charities. From 2000-2015, he volunteered in the medical library at St Elizabeth Central as a member of the Franciscan Health Lafayette Auxiliary where he helped the local doctors conduct research on new developments in medicine and healthcare. Bob's interest or concern for money extended no further than his wish that he not go broke. He lived simply and saw the dignity of man in all.





**Dayton G. Vincent** – meteorologist, educator, and research scientist- passed away in Lafayette, IN on September 20, 2017. Born on April 23, 1936 in Hornell, NY, Dayton received his undergraduate education at the University of Rochester, Rochester, NY, receiving his B.A. degree in economics in 1958. Commissioned a second lieutenant in the United States Air force through Rochester's ROTC program, Dayton began his meteorological life as a student in the U.S. Air Force basic meteorology program at St. Louis University. After completion in 1959 he served as an air force weather officer in France until 1962. Returning to civilian life, he entered graduate school at the University of Oklahoma, receiving his M.S. degree in 1964. After a year as a meteorologist/climatologist at the U.S. Naval Weapons Laboratory, he returned to graduate school at the Massachusetts Institute of Technology, receiving his Ph.D. in 1969. Following a year of postdoctoral work at M.I.T., he joined the faculty of the new Department of Geosciences (now Earth, Atmospheric, and Planetary Sciences) at Purdue University. There he joined colleagues Phillip Smith and Ernest Agee in establishing Purdue's atmospheric science program. He remained on the Purdue faculty until his retirement in 2001. During this time he also served as visiting scientist and visiting professor at the National Meteorological Center, the University Kiel, Germany, and the University of Cologne, Germany. Dayton's tenure at Purdue was marked by his undying dedication to his students, both in and out of the classroom, his commitment to his teaching, and his application of his considerable diagnostic skills to his research. The latter focused on atmospheric energetics, mid-latitude synoptic-scale processes, atmospheric general circulation, and large-scale tropical processes. He was especially well-known for his work on the South Pacific Convergence Zone. He authored or co-authored over 50 refereed journal publications and numerous conference papers and invited talks. He co-authored with R.E. Newell, J.W. Kidson, and G. J. Boer the two-volume set *The General Circulation of the Tropical Atmosphere and Interactions with Extratropical Latitudes* and with J.W. Schrage the two-volume set *Climatology of the TOGA-COARE and Adjacent Regions (1985-1990)*. But perhaps Dayton's many career successes are best measured by the many students that he mentored and the successful career paths that they subsequently followed. Former students, learning of his passing, described him as a kind man, a consummate scientist and fatherly mentor. Dayton was also a servant of his profession, his university and his community. In this regard he is best known for his service to the American Meteorological Society. In addition to planning and chairing sessions at AMS technical conferences, Dayton was a member and chair of the AMS Committee on Meteorology of the Southern hemisphere, was co-editor of AMs monograph #49 on *Meteorology and Oceanography of the Southern Hemisphere*, and was a member of the AMS council. He was elected a fellow of the AMS in 1984 and was the recipient of the Charles Franklin Brooks Award for service to the AMS in 2001. A basketball and soccer player in his undergraduate days, Dayton was a life-long sports fan rooting for his Boston Red Sox and Purdue's football and basketball teams. He

carried his competitive spirit to the bowling alley, golf course, and softball field for many years while on the Purdue faculty. Dayton was a friend to all that he met, a friend whose good cheer, occasional puns, and wise counsel will be missed by all who knew him. It is difficult to imagine the AMS annual meeting without Dayton and Lola wandering the halls, attending receptions, and greeting old and dear friends. He is survived by his wife, Dorothea (Lola), his four children, three step-children, a sister, three grandchildren, and seven step-grandchildren.

*Phillip Smith and Ernest Agee*

## Memorial Resolution: Zbigniew W. Grabowski



Zbigniew (Zbig) Grabowski died on Monday 30th January 2017 in Fort Myers, Florida at the age of 85. He was born in Plock, Poland, During WWII, the family moved to Warsaw where they survived the German & Russian occupations.

He was educated at Jagiellonian University in Krakow receiving Bachelor and Master's degrees in Nuclear Physics. He subsequently did research for the Institute of Nuclear Physics, Polish Academy of Sciences. Later he received his Doctorate at the University of Uppsala in Sweden,

where his major professor was Noble Prize winner Kai Siegbahn. Zbig was recruited to Purdue in 1963 by Prof. Rolf Steffen who was the leader of the Purdue nuclear physics program. Zbig taught and did research at Purdue for over 40 years. He also did research at Argonne National Laboratories, Los Alamos National Laboratory, and at many international research institutions. He was author or co-author of over 100 papers covering his work. Zbig met and married Sandra Reynolds who was a Biology Graduate Student at Purdue. Sandra later became a professor in the Purdue Biology department. The two couples, Steffen and Grabowski, were very close friends and often were hospitable to graduate students and scientist who were visiting Purdue. After Sandra's early death, Zbig met and married Maureen Smitt, and they established a Study Abroad Fund at Purdue.

Zbig's research focused on the structure of nuclei. He brought a wealth of information from Siegbahn's group when he came to Purdue. Rolf and Zbig were strong collaborators on many nuclear structure projects. Zbig maintained his connections with many physicist in Europe which was a valuable asset for the Purdue group.

Zbig was not only an excellent scientist, he also was a very pleasant and responsible person. He was never superficial about his science. He had extensive knowledge and was very willing to share it with all of the graduate students in the nuclear group. He was a great example of the phrase, "Gentleman and Scholar". His colleagues in the Physics department appreciated him and were sorry to lose him.



# PURDUE FACULTY SENATE

**Alberto J. Rodriguez, Chair**

**Remarks #4 – January 22nd, 2018**

## Moving Toward a More Pro-Active US Update: [The Kaplan-Purdue Deal](#)

- The Purdue University Senate's voice matters
  - We passed a resolution with overwhelming majority against the Kaplan-Purdue deal last May
  - Comments heard: "There is nothing we can do;" "We might as well figure out how to work with the hand we have been dealt."

# Moving Toward a More Pro-Active US Update: [The Kaplan-Purdue Deal](#)

**The Washington Post**

**Grade Point**

## A hiccup in Purdue's acquisition of for-profit Kaplan University

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By **Danielle Douglas-Gabriel** October 6 at 3:33 PM

# Moving Toward a More Pro-Active US Update: [The Kaplan-Purdue Deal](#)

- New Entity's name: **Purdue University Global**
- Purdue University is required to assume all of Kaplan University's liabilities "whether they are known or unknown, and whether they accrued prior to, or after the closing of the transaction" (Department of Education Letter, p. 5).

December 5, 2017

Dear Members of the Higher Learning Commission:

The University of Nebraska—Lincoln Faculty Senate stands with the Purdue University Faculty Senate and its decision to oppose the acquisition of Kaplan University by Purdue University Board of Trustees.

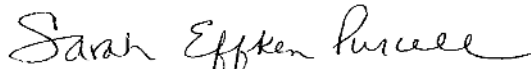
Based on information given us by the Purdue faculty leaders we believe that the manner in which the Purdue University Administration pursued and secured this business deal is problematic since it violates faculty governance and faculty control of curriculum. There was no input sought from faculty through any type of faculty governance action before this decision to purchase was determined. No assessment of the impact on the academic quality of Purdue University was performed. No impact study has been conducted on faculty, curriculum, students and staff at Purdue University. Obviously there was no transparency demonstrated during the acquisition process. Finally, faculty governance and academic freedom at the proposed “New University” is not assured by the Purdue agreement with Kaplan.

These actions are in direct violation of the principles of shared governance as stipulated by the American Association of University Professors. Since acquiring Kaplan University—an online educational entity—would likely impact Purdue’s existing programs, this action should not have been taken without the input of faculty who have the expertise and position to maintain the integrity of all curricula and programs.

We fear that the erosion of Purdue University’s brand name and influence as a member of the Big Ten will have an irreversible negative ripple effect on all members of this esteemed academic conference and the other land-grant universities within the Big Ten.


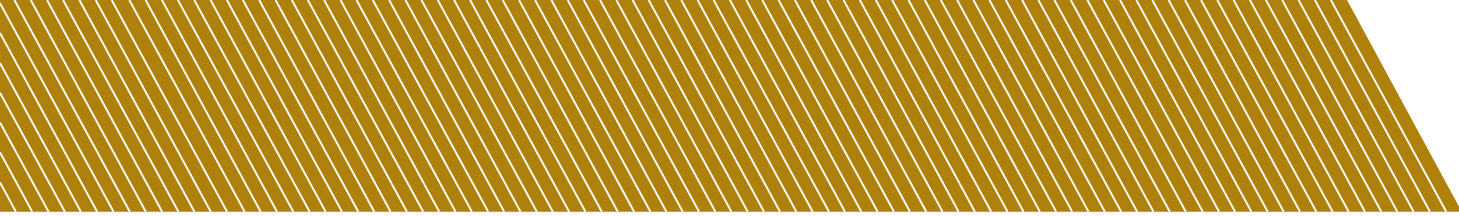
The University of Nebraska—Lincoln Faculty Senate appeal to you to deny this contract.

Sincerely,



Sarah Effen Purcell, President  
University of Nebraska—Lincoln Faculty Senate  
Nebraska Extension Educator





December 29<sup>th</sup>, 2017

Dear Members of the Higher Learning Commission:

As leaders of the university/faculty senates from the Big Ten Universities listed below, we wish to express our concerns regarding the proposed acquisition of Kaplan University by the Purdue University Board of Trustees.

First of all, the manner in which the Purdue University Administration pursued and secured this business deal is very problematic since Purdue faculty was never consulted. This action is in direct violation of the principle of shared governance as stipulated by the American Association for University Professors. Since acquiring Kaplan University—an online educational entity—would likely impact Purdue’s existing programs, this action should have not been taken without the input of faculty who have the expertise and is charged with maintaining the integrity of all curricula and programs.

We are also deeply concerned about associating Purdue’s distinguished brand name as a world-class university with an on-line, for profit entity like Kaplan University, which has received considerably negative attention across the country. We fear that the erosion of Purdue’s brand name and influence as a member of the Big Ten will have a negative ripple effect that will irreversibly affect all of us.

We stand with the Purdue University Senate and its decision to oppose the Purdue-Kaplan deal, and we urge you not to approve this deal.

Sincerely,





Dear Dr. Rodriguez:

As Chair of the Faculty Senate at Michigan State University, I write to express our concern over the lack of consultation of Purdue University faculty in the Purdue administration's decision to acquire Kaplan. As you describe in your resolution of May 4, 2017, throughout the process at Purdue 1) No input was sought through regular faculty governance before this decision was made; 2) No assessment of the impact on the academic quality of Purdue, now or in the future, was made; 3) No transparency was demonstrated in this process; 4) No impact study has been conducted on the potential effects on faculty, students, curriculum, and staff at Purdue; and 5) Faculty governance and academic freedom at what will become the "New University" is not assured by the Purdue agreement with Kaplan.

The Faculty Senate at Michigan State University agrees that these violate the basic principles of shared governance--principles that preserve the rightful role of faculty in any decisions regarding curriculum, degree requirements, and the qualifications of those employed to teach.

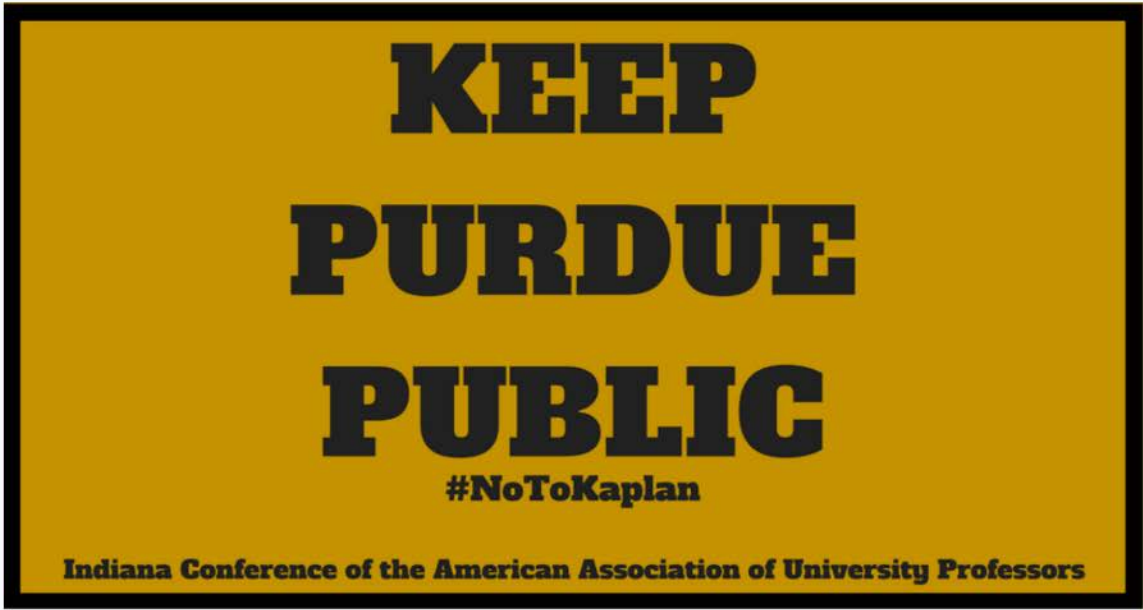
On these grounds we support the Purdue Faculty position that the Higher Learning Commission should not approve the application of the "new university" being proposed by the Purdue Board of Trustees/Kaplan University, and will forward a copy of this letter to Dr. Cheryl Johnson-Odim, Chair, HLC Board of Trustees.

Sincerely,  
Laura McCabe, Ph.D.  
Chair, MSU Faculty Senate  
Professor  
Departments of Radiology and Physiology  
Michigan State University



# Keep Purdue Public: Tell the HLC to Vote NO on Purdue-Kaplan Deal

HIGHER LEARNING COMMISSION BOARD OF TRUSTEES



Join us in urging the Higher Learning Commission to vote NO in February.

337 Signatures Collected



Only 63 more until our goal of 400

## SIGN THIS PETITION



Welcome back, Alberto!  
Not Alberto? [Click here.](#)

Phone Number

Institution

Comments

<https://actionnetwork.org/petitions/keep-purdue-public-tell-the-hlc-to-vote-no-on-purdue-kaplan-deal>

# Moving Toward a More Pro-Active US Update: [The Kaplan-Purdue Deal](#)

- The Purdue University Senate “has the power and responsibility to propose or to adopt policies, regulations, and procedures intended to achieve the educational objectives of Purdue University and the general welfare of those involved in these educational processes” (Article I, p. 1)

# Moving Toward a More Pro-Active US Update: [The Kaplan-Purdue Deal](#)

"Peace is not the absence of  
conflict but the presence of  
justice."

Dr. Martin Luther King.



**TO:** University Senate  
**FROM:** Laurel Weldon, Chairperson of the Steering Committee  
**SUBJECT:** Résumé of Items under Consideration by the Various Standing Committees

**STEERING COMMITTEE**

Laurel Weldon [weldons@purdue.edu](mailto:weldons@purdue.edu)

**ADVISORY COMMITTEE**

Alberto J. Rodriguez [senate-chair@purdue.edu](mailto:senate-chair@purdue.edu)

**NOMINATING COMMITTEE**

Sulma Mohammed [mohammes@purdue.edu](mailto:mohammes@purdue.edu)

**EDUCATIONAL POLICY COMMITTEE**

Ralph Kaufmann [rkaufman@purdue.edu](mailto:rkaufman@purdue.edu)

1. Winter Pilot session
2. UCC and core
3. Academic Integrity 2.0
4. Academic Rigor

**EQUITY AND DIVERSITY COMMITTEE**

Linda Prokopy [lprokopy@purdue.edu](mailto:lprokopy@purdue.edu)

1. Faculty/Staff Recruitment and Retention
2. Curriculum
3. Campus climate surveys
4. University-Wide Diversity Strategy and Organization
5. Freedom of Expression
6. Off-campus student activities

**FACULTY AFFAIRS COMMITTEE**

Steve Landry [slandry@purdue.edu](mailto:slandry@purdue.edu)

1. Use of commercial metric provider companies for faculty evaluation resolution
2. Allowable reimbursable travel-related expenses
3. Change in continuing term lecturer cap
4. External threats on Purdue faculty
5. Teaching evaluation resolution follow-up

**STUDENT AFFAIRS COMMITTEE**

Russell Jones, Chairperson [russjones@purdue.edu](mailto:russjones@purdue.edu)

1. The Graduate Student Bill of Rights and Responsibilities
2. The Proctortrack system being initiated
3. The need for a parental leave policy for students

**UNIVERSITY RESOURCES POLICY COMMITTEE**

Alan Friedman [afried@purdue.edu](mailto:afried@purdue.edu)

Chair of the Senate, Alberto Rodriguez, [senate-chair@purdue.edu](mailto:senate-chair@purdue.edu)  
Vice Chair of the Senate, Natalie Carroll, [ncarroll@purdue.edu](mailto:ncarroll@purdue.edu)  
Secretary of the Senate, Joseph W. Camp, Jr., [jcamp@purdue.edu](mailto:jcamp@purdue.edu)  
University Senate Minutes; <http://www.purdue.edu/senate>



# COACHE

The Collaborative on Academic Careers in Higher Education

JESSICA E. HUBER

PROFESSOR OF SPEECH, LANGUAGE, AND HEARING SCIENCES

ASSOCIATE VICE PROVOST FOR FACULTY AFFAIRS



# Faculty-Driven Change



- ▶ Developed and managed by the Collaborative on Academic Careers in Higher Education (COACHE) at Harvard University (<https://coache.gse.harvard.edu/>)
- ▶ Far from being “just another survey,” it is an opportunity to improve your career satisfaction at Purdue University.
  - ❑ First implemented at Purdue in 2012 and then in 2015
  - ❑ Gathers data directly from faculty – improve climate, recruitment, and success
  - ❑ All responses are anonymous and strictly confidential





# You Spoke. We Listened.



- Clarification of criteria for promotion required in all units
- Changed focus of Heads forums to disseminate best practices across units
- New professional development opportunities for faculty interested in academic leadership and for clinical faculty.
- Faculty Liaisons program coming soon



# More efforts driven by YOUR responses

- **2015 – What other changes arose from the survey data?**
  - Support for mid-career faculty:
    - New orientation for newly promoted faculty
    - Research Refresh
  - Faculty Review Standard
  - Trailblazer Award for outstanding mid-career faculty research in non-STEM fields



# 2018 COACHE SURVEY

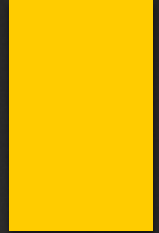


- Will build on the 2015 results
- Launches the week of 2/5/18
- Faculty will receive an a link in an email directly from COACHE
- Survey data are completely confidential — held by COACHE, not the Purdue administration
- Faculty committees will lead the analysis and dissemination of results
- The Provost will use the results to determine which areas present the most important targets for improvement





# Climate Surveys



- ▶ COACHE and SERU: look at climate for faculty and undergraduate students
- ▶ Plan for spring 2019 for University-wide climate survey
- ▶ Climate will be defined broadly including diversity in gender, race, ethnicity, sexuality, and thought
- ▶ Faculty will be asked to serve on committees to develop, implement, and plan the analysis of the survey
- ▶ An outside firm will be used to conduct the survey and first-line analyses
- ▶ Confidentiality will be maintained using similar mechanisms as we use with the COACHE survey

# FACULTY-DRIVEN CHANGE: COACHE 2018 SURVEY



*COACHE is not your typical survey. It is an opportunity to improve your career satisfaction at Purdue University.*

**The Collaborative on Academic Careers in Higher Education (COACHE)** survey of faculty, based in the Harvard Graduate School of Education, returns to Purdue in 2018, and your participation is needed to increase the success and satisfaction of all faculty.

First implemented in 2012, this Purdue initiative focuses on gathering data directly from faculty to improve climate, recruitment and success. *All survey responses are anonymous and strictly confidential.*

## **YOU SPOKE. WE LISTENED.**

Purdue responded with more than a dozen changes from the 2012 and 2015 surveys. *Efforts driven by your suggestions in 2015 include:*

- Clarification of criteria for promotion required in all units.
- Changed focus of department head forums to disseminate best practices across units.
- New professional development opportunities for faculty interested in academic leadership and for clinical faculty.
- New faculty liaison program coming soon to help faculty understand University policies and procedures and effectively resolve questions and concerns.



## **THE 2018 SURVEY**

- The survey will open in early February 2018. Faculty will receive a link by email directly from COACHE.
- Survey data are completely confidential — held by COACHE, not the Purdue administration.
- Ad hoc faculty committees will lead the analysis, planning and dissemination of results.
- The Office of the Provost will use the results to determine which areas of faculty satisfaction and success present the most important targets for improvement.

For more information about COACHE, please visit:

[purdue.edu/provost/faculty/facultyInitiatives/coache.html](http://purdue.edu/provost/faculty/facultyInitiatives/coache.html)

“ Faculty input is extremely important as we develop our priorities for Purdue. The 2015 COACHE survey provided data that resulted in a number of new initiatives aimed at faculty satisfaction. Your input in the 2018 survey will guide us to areas with the most need for improvement and further clarify areas of particular strength. ”

— **Jay Akridge**

*Provost and Chief Diversity Officer  
Purdue University*



# HUMAN RESOURCES

## 2018 Healthy Boiler Program

Candace Shaffer  
Director, Benefits

# Background

## Total projected costs increase 28%, 2014 - 2018

Key factors to the increase:

- Total covered employees increased 5.8% 2014 - 2017
- Annual medical inflation rates hover between 6 and 7% and are projected to increase 6.5% in 2018
- Number of individuals with high cost claims (\$100K +) increased 21% in 2016 and are trending higher for 2017
- Chronic condition spend continues to increase, from 49.8% total costs in 2014 to 60% in 2016

## Costs are increasing unequally

Since 2014:

- Employer costs have increased 39.1%
- Employee costs increased 4.3%
- Cost share is shifting away from 70/30 to 80/20



# Background

## Chronic Condition:

A health condition or disease lasting three or more months (i.e. COPD, asthma, diabetes, coronary heart disease). Studies reveal 70% of chronic conditions can be controlled or eliminated through healthy behaviors.

	Total Plan Spend 2014	Total Plan Spend 2015	Total Plan Spend 2016
All Chronic Conditions	\$77.4M	\$95.5M	\$101.9M
Percent of Total Health Care Costs	49.8%	60.8%	60.0%

## Top 5 chronic conditions – Purdue University:

- Diabetes\*
- Hypertension\*
- Lipid Disorders\*
- Depression\*
- Persistent Asthma

\* Can be moderated with healthy behaviors

# 2018 Wellness Incentives

## Who is eligible and can be rewarded?

Benefit Eligible Employees AND Spouses on a Purdue medical plan

1. Identify Primary Care Provider –  
\$50 Employee Only / \$100 Employee & Spouse
2. Complete annual physical and biometrics –  
\$100 Employee Only / \$200 Employee & Spouse
3. Participate in 2 or more pre-approved wellness activities –  
\$100 Employee Only / \$200 Employee & Spouse

# Primary Care Provider

## What is a primary care provider?

A doctor or nurse practitioner who provides both the first point of contact, and continued comprehensive care for a patient that includes preventive, acute, and chronic care.



## *What are the advantages?*

- *More accurate diagnosis*
- *Lower costs*
- *Trust*
- *Comprehensive care*
- *Coordination of care*
- *Stay Healthier*
- *Have an advocate*

**29%** of Purdue employees and spouses have not seen a primary care provider in the last 12 months. **We want to do better.**

# Physical and Biometrics

## What is an annual physical exam?

A regular physical examination that helps your primary care provider to determine the general status of your health.



## Why is it important?

- *Builds a relationship*
- *Screens for medical issues*
- *Assesses risk*
- *Helps with a healthy lifestyle*

**Only 38%** of Purdue employees and spouses have had a physical in the last 12 months. **We want to change that.**

# 2018 Wellness Activity Categories

- HE Attend wellness education presentations/workshops. Participation must equal a minimum of 4 hours, may include multiple presentations. (virtual or in-person)
- HE Participate in a team sport or league.
- HE Complete a 5k or more - walk/run/bike
- HE Participate in a wellness education series. Series must consist of 3 or more sessions. (virtual or in-person)
- HE Participate in 4 or more health coaching sessions. May include health coach, stress management, mental health, personal trainer or registered dietician. (virtual or in-person)
- HE Participate in a weight loss program/group.
- HE Logging a minimum of 150 minutes per week of physical activity for 8 weeks.
- HE Participate in a disease management program (virtual or in-person).

# 2018 Healthy Boiler Guidelines

- HB** Pre-approved wellness activity categories
  - HB** Two activities required to receive incentive
  - HB** Each activity must be from separate categories
- HB** All Healthy Boiler Wellness Incentive Activities must be completed and logged into portal between 1.1.18 – 9.30.18
- HB** Payment to HSA/HRA will be made quarterly
- HB** Incentives do not have to be completed in order, but payment for incentive 2 will not occur until incentive 1 is completed and payment for incentive 3 will not be made until incentive 1 and 2 are complete.

# 2018 Healthy Boiler Portal

[www.healthyboiler.com](http://www.healthyboiler.com)

## Register

- HB** Register using PUID and name listed on paystub
- HB** Spouses register using their name, but use the employee's PUID

## Things to do

- HB** Set personal goals and track progress
- HB** Find wellness events and resources
- HB** Sign up for wellness education courses
- HB** Set up competitions between friends, departments, etc.
- HB** Log wellness activities (under the 'Earn' tab)
- HB** And More!

# 2018 Healthy Boiler Communications

- HB** Purdue Today
- HB** Direct emails from Human Resources and One to One Health
- HB** Communication to supervisors and department heads
- HB** Wellness Blog
- HB** Mailers
- HB** Posters
- HB** Social Media – Facebook, Twitter, etc.
- HB** Benefit Ambassadors



# 2018 Healthy Boiler Committee

## ***Goals:***

- ***Support culture of health and well-being***
- ***Validate branding and messaging***
- ***Provide Feedback***

## **HB** Representatives from:

**HB** APSAC

**HB** Brian Lamb School of  
Communication

**HB** College of Agriculture

**HB** College of Pharmacy

**HB** CSSAC

**HB** Human Resources

**HB** Office of Engagement

**HB** Purdue Fort Wayne

**HB** Purdue Northwest

**HB** School of Nursing

**HB** Student Life

**HB** Student Health Center

**HB** University Senate

# Questions?

Candace Shaffer  
Director, Benefits  
[shaffe14@purdue.edu](mailto:shaffe14@purdue.edu)

Healthy Boiler Program Questions:  
[healthyboiler@purdue.edu](mailto:healthyboiler@purdue.edu)  
765-494-2222



December 5, 2017

Dear Members of the Higher Learning Commission:

The University of Nebraska–Lincoln Faculty Senate stands with the Purdue University Faculty Senate and its decision to oppose the acquisition of Kaplan University by Purdue University Board of Trustees.

Based on information given us by the Purdue faculty leaders we believe that the manner in which the Purdue University Administration pursued and secured this business deal is problematic since it violates faculty governance and faculty control of curriculum. There was no input sought from faculty through any type of faculty governance action before this decision to purchase was determined. No assessment of the impact on the academic quality of Purdue University was performed. No impact study has been conducted on faculty, curriculum, students and staff at Purdue University. Obviously there was no transparency demonstrated during the acquisition process. Finally, faculty governance and academic freedom at the proposed “New University” is not assured by the Purdue agreement with Kaplan.

These actions are in direct violation of the principles of shared governance as stipulated by the American Association of University Professors. Since acquiring Kaplan University—an online educational entity—would likely impact Purdue’s existing programs, this action should not have been taken without the input of faculty who have the expertise and position to maintain the integrity of all curricula and programs.

We fear that the erosion of Purdue University’s brand name and influence as a member of the Big Ten will have an irreversible negative ripple effect on all members of this esteemed academic conference and the other land-grant universities within the Big Ten.

The University of Nebraska–Lincoln Faculty Senate appeal to you to deny this contract.

Sincerely,

A handwritten signature in cursive script that reads "Sarah Effken Purcell".

Sarah Effken Purcell, President  
University of Nebraska–Lincoln Faculty Senate  
Nebraska Extension Educator

Alberto J. Rodriguez,  
Chair, Purdue University Senate  
Mary Endres Chair in Education &  
Professor, Cross-Cultural Science Education  
E-mail: [alberto-rodriguez12@purdue.edu](mailto:alberto-rodriguez12@purdue.edu)

Dear Dr. Rodriguez:

As Chair of the Faculty Senate at Michigan State University, I write to express our concern over the lack of consultation of Purdue University faculty in the Purdue administration's decision to acquire Kaplan. As you describe in your resolution of May 4, 2017, throughout the process at Purdue 1) No input was sought through regular faculty governance before this decision was made; 2) No assessment of the impact on the academic quality of Purdue, now or in the future, was made; 3) No transparency was demonstrated in this process; 4) No impact study has been conducted on the potential effects on faculty, students, curriculum, and staff at Purdue; and 5) Faculty governance and academic freedom at what will become the "New University" is not assured by the Purdue agreement with Kaplan.

The Faculty Senate at Michigan State University agrees that these violate the basic principles of shared governance--principles that preserve the rightful role of faculty in any decisions regarding curriculum, degree requirements, and the qualifications of those employed to teach.

On these grounds we support the Purdue Faculty position that the Higher Learning Commission should not approve the application of the "new university" being proposed by the Purdue Board of Trustees/Kaplan University, and will forward a copy of this letter to Dr. Cheryl Johnson-Odim, Chair, HLC Board of Trustees.

Sincerely,



Laura McCabe, Ph.D.  
Chair, MSU Faculty Senate  
Professor  
Departments of Radiology and Physiology  
Michigan State University