

UNIVERSITY SENATE
Fifth Meeting, Monday, 18 February 2019, 2:30 p.m.
Pfendler Hall, Deans Auditorium

AGENDA

1. Call to order Professor Natalie J. Carroll
2. Approval of Minutes of 28 January 2019
3. Acceptance of Agenda
4. **Remarks of the Senate Chair** Professor Natalie J. Carroll
5. **Remarks of the President** President Mitchell E. Daniels, Jr.
6. Question Time
7. **Résumé of Items Under Consideration**
by Various Committees For Information
Professor Gerald E. Shively
8. **Senate Document 18-01 Purdue Student Government Jury Duty**
Absence Policy For Action
Professor Christopher W. Clifton
9. **Senate Document 18-05 Parental Leave Policy for Students** For Action
Professor Christopher W. Clifton
10. **Senate Document 18-06 Nominees for Senate Vice-Chair** For Discussion
Professor Frederick Berry
11. **Update from the Black Cultural Center** For Information
Director Renee Thomas
12. **COACHE Survey Overview** For Information
Associate Vice Provost Jessica Huber
13. New Business
14. Memorial Resolutions
15. Adjournment

UNIVERSITY SENATE

Fifth Meeting, Monday, 18 February 2019, 2:30 p.m.
Pfundler Hall, Deans Auditorium

Present: *President M. E. Daniels Jr., J. W. Camp (Secretary of Faculties and Parliamentarian), Natalie Carroll (Chair of the Senate), A. C. Rollock, A. Francis, A. Freed, A. Irfanoglu, A. M. Beck, A. Samarapungavan, B. Craig, C. A. Cooky, C. E. Butzke, C. Erickson, C. Fisher, C. W. Clifton, D. Eichinger, D. Ferullo, D. L. Nichols, D. S. Elliott, D. Sanders, D. Saraswat, E. P. Kvam, E. T. Matson, F. J. Dooley, G. E. Shively, H. A. McNally, J. Cover, J. F. Yacilla, J. Huber, J. Janick, J. Mick La Lopa, J. Neal, J. Pula, J. Reynolds, J. Rhoads, J. T. Akridge, K. Abrahamson, K. Ajuwon, K. Williams, L. Claxton, L. Kane, L. Nies, L. Prokopy, L. Sherman, M. Anwer, M. Corless, M. Gribskov, M. Rispoli, M. Smith, M. T. Harris, N. J. Olynk Widmar, P. Bermel, R. Kaufmann, R. Lucht, R. Malo, R. Nowack, R. Pruitt, R. Rapp, R. X Browning, S. Hooser, S. Lee, S. M. Brouder, S. Martin, S. S. Broyles, S. Scott, S. Wereley, T. Bailey, T. Brush, T. McGraw, and S. Johnson (Sergeant-at-Arms).*

Absent: A. Banks, A. Rodriguez, A. Ruple, B. Frazee, B. H. Sorge, B. J. Alge, B. McCuskey, B. Vale, B. Zenor, C. A. Hill, C. Das, D. J. Love, D. Koltick, D. Vukobratovich, D. W. Smith, E. J. DelpIII, E. Kossek, E. Otarola-Castillo, F. Berry, G. Blaisdell, G. M. Michalski, H. Beasley, H. Sypher, J. A. Story, J. Ann Banks, J. Dworkin, J. Harris, J. L. Mohler, J. Olek, K. Gehres, K. L. Sermersheim, K. Matsuki, L. Rokhinson, M. B. Cline, M. Conaway, M. Lill, N. Knobloch, N. Kong, P. Hollenbeck, P. Robinson, Q. Song, R. Adams, R. E. Jones, R. Fouché, R. Pinal, S. C. Chang Alexander, S. No, T. Bhattacharya, T. Kelley, T. Sizyuk, W. E. Sullivan, W. J. Hutzel.

Guests: S. Beaudoin (Global Committee), K. Wong Davis (EM), H. Denny (ENGL), J. Fish (TLT), T. Haggerty (WBAA), M. Icenogle (Exponent), E. Slater (Exponent), R. Sternke (Exponent), K. Thomason (Comptroller).

1. The meeting was called to order at 2:35 p.m. by Chairperson Natalie Carroll.
2. The minutes of the 28 January 2019 Senate meeting were approved as distributed.
3. The February Senate Agenda was approved by unanimous voice vote.
4. Professor Natalie Carroll presented the remarks of the Chairperson (see **Appendix A**). As part of her remarks, Professor Carroll asked the Senators to vote on the preferred method of distribution of her Senate newsletters. The options were as follows:
 - A. Should Professor Carroll send it to the Senators for distribution to their constituents (faculty, staff, administrators, and graduate students)?, or
 - B. Should Professor Carroll send the newsletter to all of the constituents (faculty, staff, administrators, and graduate students)?, or
 - C. Should we use both methods of distribution?
 - D. Abstain from voting.Option C was chosen by the Senators with a plurality in favor.
5. President Mitchell E. Daniels, Jr. presented the remarks from the President (see **Appendix B**).
6. Question Time: President Daniels answered questions from the Senate floor.

- Professor Linda Prokopy mentioned that the Educational Policy Committee (EPC) investigating whether or not SAT scores should be a requirement for admissions. Furthermore, she said that President Daniels had written an opinion piece in the Washington Post that Purdue University will continue to use SAT scores as part of the admissions process. She asked President Daniels to comment on what this means for faculty governance as he has stated that there is no point in the Senate investigating this issue. President Daniels stated that the data are clear. If one wants a selection criterion that clearly predicts student success, one has to go way down the list of combinations to find one that does not include standardized testing. This has been discussed at great length with the enrollment management professionals and that will remain our policy as long as the data continue to support the policy. The data have nothing to say about whether standardized testing affects diversity. If anything, the data may actually enhance diversity. We will continue to use these scores along with other factors during the admissions process. Vice Provost for Enrollment Management Kristina Wong Davis was at the Senate meeting to answer any questions from the Senators. We will continue to ask what is the best combination of decision criteria that brings us a student body with a good chance of succeeding at Purdue University while meeting our other objectives. Professor Prokopy expressed concern that the administration has circumvented the Senate. President Daniels said he did not know where the Senate members stood on the issue, but if data are produced suggesting that standardized testing is not a good criterion, the administration will consider the data. Ultimately, we will work with the enrollment management professionals and the Provost's Office and will support what they think will meet our objectives.
- In answer to a question from Professor Lou Sherman, President Daniels stated that the \$500 appreciation payment for staff members would be a one-time payment. Professor Steve Martin asked if faculty will also receive the payment. This payment will be for staff only, not faculty.
- Professor Prokopy expressed concerns about the recently implemented Success Factors program. Now that the system is in operation, it seems to be highly problematic. Comptroller Kathleen Thomason addressed these concerns by explaining that the system involves two pieces, the payroll piece and human resources piece. Her office is responsible for the payroll piece of Success Factors. Purdue University processes about 34,000 W-2 forms every year. Ms. Thomason elaborated on some of the issues that have occurred, such as the overpayment of graduate students due to changes in their FTE and their work responsibilities. About 250 graduate students were overpaid in January. By the end of January the issues were corrected. During the second payroll iteration clock-time issues occurred. Staff were clocking in with the web clock system. Some of the new-hires were clocking in without being fully onboarded in the system and not all of their hours were getting pushed. The system did not recognize them as valid employees and about 1,000 staff members were underpaid. Off-cycle payments were made to ensure the new-hires were caught-up with their pay. There are still some issues with the police, fire and VTH payrolls due to different shifts, premiums for different shifts, and premiums for call-back. Her office is still working with these departments to get a consistent payroll. Some limited-term-lecturers were inadvertently inactivated and were not recognized as current employees. These individuals have been reentered as new employees and the system can now recognize them. Professor Prokopy noted that her business office cannot answer all of the questions and undergraduate workers cannot be reassigned, as needed. There are a lot of bugs in the system and she still hears about continuing problems. Comptroller Thomason said that to the best of her

knowledge, the graduate students have been paid. She mentioned that if anyone has specific issues, they can use a hyper-care email address or send an email directly to her. She is less familiar with the human resources problems such as reassigning employees. Her office is developing additional training to help resolve the issues as they are identified. Professor Jonathan Neal said that undergraduates often work under graduate students who do not have authority to approve pay for the undergraduates. As faculty have oversight, it would be nice have a means of allowing the graduate students to track the hours of the undergraduates while the faculty member maintains oversight. She will take this suggestion back to her team and they already be working on it.

- Professor Martin stated that he was taken aback by the agreement between Purdue's Online Writing Laboratory (OWL) and the education technology company, Chegg. He teaches a distance-learning course and he had students from India and China hand in the same answers to an essay question. After doing a search with Google using the answers, he was taken to the Chegg website. To learn more, he subscribed to Chegg to get full access to the website. He views Chegg as a thinly disguised place to help students cheat. On the website, he found exact copies of question from previous versions of all his courses as well as those of other professors' courses at Purdue University and other institutions. He found answers of low quality to questions he had asked as much as five years ago. He noted that the Chegg website has a notice in block letters that the students should do their own work and the website is only to help them study. He said that Chegg is just a program to help students avoid studying. He asked: "Why is Purdue lending its good name to this organization?" Professor Carroll stated that the OWL and Chegg have been working on this agreement for about two years. Professor Carroll called on Professor Harry Denny who is in the English Department and serves as Director of the OWL to answer questions. Professor Denny stated that Chegg is fully committed to having a relationship in which we help them improve their processes. Chegg is willing to work with anyone to help address concerns. Professor Denny will supply an email address and website so that questions can be sent directly to Chegg concerning the product discussed by Professor Martin. Professor Ralph Kaufmann asked for clarification about the agreement between the OWL and Chegg. Professor Carroll said that the OWL is highly regarded nationally and internationally and Chegg came to us as they sought methods to help students learn to write better. Following this contact, Professor Denny and others in the College of Liberal Arts began studying if this would be a good idea and how it would the collaboration would work. Again, the process started about two years ago. Professor Jeff Rhoades reinforced Professor Martin's concern by providing concrete perspective of concerns sent to Chegg. He stated that he and his colleagues in Mechanical Engineering have submitted, on average, 500 to 700 notifications per semester of overt copyright violations by Chegg. They are on the path of taking legal action against Chegg as an entity. These overt copyright violations number in the thousands. Even with text right on the copyrighted material that states usage of the material by Chegg will result in direct legal action, there has been no cessation of the activity by Chegg. Professor Rhoades is encouraged that Chegg is willing to work with Purdue University, but is skeptical based on Chegg's multi-year record of this behavior. Professor Denny emphasized that Chegg has committed to Purdue to take down anything that violates copyrights within 24 hours of notification of the violation. Professor Rhoades stated that is true, after our lawyer sends them a letter, they take down the material. However, it is also repopulated on the website within 24 hours. In many cases, the material contains the exact same solutions as were taken down. Professor Rhoades is not sure Chegg uses a sound

business model, nor is he certain dealing with this issues is the best use of faculty time. Professor Kaufmann asked for additional clarification about the agreement with Chegg. Professor Denny mentioned the following: 1. Monetize the traffic to the OWL as we get approximately 515 million page hits per year. Currently, the OWL gets nothing from the traffic. There will be advertisements on the OWL page that are being vetted with Chegg to ensure they are appropriate advertisements for our population. We recognize that we have a lot of K-12 students using the website. 2. The OWL staff have started conversations with Chegg to help them think about AI in relation to appropriate writing practice. These conversations are occurring with the tutors to challenge them to think more expansively and more complexly about how they deal with writing. 3. The third part of the relationship existed prior to the collaboration with Chegg in which content from the OWL is licensed. For example, how to use a comma or how to use transitions in writing. The OWL had this agreement in the past with a different company. Chegg will license that content. If a student struggles with understanding sentence clarity, they can click a button and it will populate with an OWL resource on sentence clarity. Provost Akridge mentioned that it is his understanding that OWL maintains complete control of the OWL. Professor Denny ensured the Senators that everything seen in the OWL will be controlled by the OWL. Professor Ayhan Irfanoglu asked about Chegg charging the users. Professor Denny stated that Chegg will not charge the users. We will get most of the proceeds from advertisements although Chegg will get a small proportion of the revenue. Chegg will pay the OWL for the licensing of the content. The OWL will remain free for anyone who uses it. Professor Martin believes this is a subscription model and part of Chegg's business plan is to hope to get more subscribers by being associated with Purdue. Professor Denny reiterated that in his time working with Chegg, they have demonstrated they are willing to work with faculty.

7. Representing the Steering Committee, Professor Gerald Shively presented the Résumé of Items under Consideration (ROI) by various standing committees (see [Appendix C](#)). The Chairs of the Senate Standing Committees briefly described the current activities of their respective committees. As Professor Frederick Berry was not in attendance, Professor Jeremy Reynolds spoke for the Nominating Committee and reiterated that nominees were still being accepted for Vice-Chair of the Senate. The vote on the next Vice-Chair will occur at the March Senate meeting. Professor Clifton noted that Senate Document 18-01 was not ready for a vote during the current Senate meeting and asked for a one-month postponement which is automatically granted according to the Senate Bylaws.

As part of the ROI presentations, Professors Deborah Nichols and Stephen Beaudoin provided an update on the activities of the Purdue Global Select Committee (see [Appendix D](#)). Following the presentation, they entertained questions from the Senate floor.

- Professor Linda Prokopy expressed her concern that the Select Committee members were told by Purdue University Global (PUG) that students at Purdue West Lafayette cannot take one-off classes from PUG. Professor Prokopy sent a message to PUG asking if she could take a class and she was told she could take a class. She believes the students (and she) were lied to by PUG. Professor Nichols agreed that the Select Committee members are not okay that they were misled by PUG. During the previous week, the Select Committee has been dealing with the issue and trying to get clarification about the issue from PUG. When PUG does not provide a full answer to questions from the Select Committee, it

diminishes our credibility with our peers. The Select Committee needs to have the full answers to the questions. For example, if PUG tells us that a student can take two classes from PUG that will count for English 10600 at PWL, they need to tell us that rather than say “this is not going to happen.” Professor Nichols said it has been a very frustrating because the Select Committee expected the information received from PUG to be accurate. If the information is not accurate, it diminishes credibility among the Purdue faculty and this very message was sent to the Purdue University administration.

- Professor Kip Williams said it is a matter of trust. Other institutions within Indiana have merited our trust on these course transfer issues. If PUG gives us a syllabus for approval, he is not sure he trusts that they will not change the syllabus after it is approved and make it something different. He asked: “How do we monitor to ensure these syllabi are used in the way they were approved?” Vice Provost Dooley stated that if courses are in the core transfer library (CTL), there is periodic review of courses on a five-year cycle. The only courses under discussion at this time are courses in the CTL. Faculty members from Purdue University are sitting in the room when courses in the CTL are reviewed. Vice Provost Dooley believes it is four courses from PUG that have been approved for the CTL (out of fifteen that were evaluated). The CTL is under the purview of the Indiana Commission for Higher Education (ICHE). A state law requires roughly 80 courses be easily transferrable among institutions in Indiana. In the five-year rotating review cycle, faculty members from the cognate departments are found to sit on the evaluation committee. If an institution has a course they want to add to the CTL, they bring the appropriate information to the meeting and the representatives from the other institutions review the materials. Each institution represented at the meeting has the opportunity to accept or reject the proposed course for their institution. There are courses in the CTL that PWL does not accept.
- Professor Kaufmann noted that two core courses accepted are ENGL 10600 and an Algebra I class. Professor Nichols said that someone dealing with the curriculum in Professor Kaufmann’s department accepted the Algebra I class as equivalent.
- Professor David Sanders mentioned that we are dealing with marketing and branding issues as he has seen television advertisements on Saturday Night Live for PUG. Hence, PUG is being marketed at-large through this medium. Professor Sanders has served as a CTL representative for natural sciences which included classes from physics, chemistry and biology. He was not obligated to talk with anybody at Purdue University about courses from other institutions. However, he did take the course information back to the appropriate Purdue University departments to get feedback before making his decision. He maintains there is no guarantee that input is being received during these reviews from the appropriate Purdue University departments. Vice Provost Dooley said that it is pushed to the appropriate department and Purdue University is asked to name people to evaluate particular courses. Dr. Candiss Vibbert in the Provost’s Office contacts department heads to find faculty representatives to evaluate the courses.
- The English Department accepted certain courses from Purdue Global that will qualify for the ENGL 106. Professor Beaudoin noted that every year courses are reviewed for inclusion in Purdue’s curricula. Professor Nichols said that this process is not unique to Purdue.
- Professor David Sanders mentioned that people are claiming that the degrees they earned from Kaplan in the past are now Purdue Global degrees. Professor Nichols said that verification of a diploma can prove it one way or the other. Professor

Sanders stated his point is about branding. He believes this will lead to confusion in the public mind about Purdue University degrees vs. Purdue Global degrees. He asked: "Is there a way to be more forceful to protect our brand?" Professor Nichols said we are not in the position to police what people put on their curriculum vitae or résumés.

- Professor Chris Erickson from PFW asked if courses in the CTL accepted by PWL have to be accepted by PFW. The answer is "No."
- Professor Robyn Malo thanked Professors Nichols and Beaudoin for helping her sort through these issues with her colleagues in the English Department.

8. Professor Christopher Clifton presented **Senate Document 18-05**, *Parental Leave Policy for Students*, for Action. He explained the rationale for the document and added that suggestions for rewording from the previous Senate meeting were included in the document. An attachment explained the proposed policy in detail (see **Appendix E**).
 - Professor Prokopy made an additional suggestion for rewording the policy (**Appendix E**). Her suggestion was to replace "his or her" with "their" in the final paragraph. As there were no objections voiced by the Senators, this change was accepted.

Following the discussion, the vote was taken. **Senate Document 18-05** was approved with 47 votes in favor, 7 in opposition with one abstention. The document will now be sent to appropriate University administrative office.

9. **Senate Document 18-06**, *Nominees for Vice-Chair of the Senate*, was introduced for Discussion by the Professor Reynolds from the Senate Nominating Committee. Nominees will be accepted until the time for the vote on the document at the March Senate meeting.
10. The Director of the Black Cultural Center, Renee Thomas, presented an update about the Center (see **Appendix F**).
 - Following the presentation, Director Thomas clarified the time and date for the upcoming keynote address by former Board of Trustees member, Mr. Mamon Powers (see **Appendix G**).
 - Provost Akridge prompted Director Thomas to comment on her project as a Provost Fellow. She is working on staff development including training modules for staff members that are lacking as most current work is done for students and faculty, but not staff members. The modules are designed particularly for administrative and clerical staff. The modules will provide cultural competency training. Another goal is to have courageous conversations around diversity using case studies supplied by an outside company. These case studies highlight various diversity issues. They will provide opportunities for the Colleges to invite their staff members to these conversations using the case studies as examples. She aims for program launch in April and then continue to visit Colleges in the fall semester.
11. Associate Vice Provost Jessica Huber updated the Senate on the results of the COACHE Survey (see **Appendix H**). Following the presentation, she took questions from the Senate floor.
 - Professor Kaufmann asked for clarification about who has access to the complete data? Vice Provost Huber said that nobody who has a say in promotion and tenure decisions can view the raw data. We cannot look at the data in a way that would

identify any of the survey participants. In answer to a second question from Professor Kaufmann, Vice Provost Huber stated that we could only pick institutional peers that took the COACHE Survey between 2016 and 2018 for comparison. IU and Purdue were the only Big 10 schools to take the COACHE Survey in that timeframe, so we were not able to gather information about other Big 10 schools. Iowa State was attractive as it is in the Midwest. Arizona is comparable to us, too. Vice Provost Huber selected institutions with a similar profile to Purdue for the comparisons. In answer to another question, Vice Provost Huber said that nobody at Purdue has access to names associated with the data. It never ties back to an individual and everyone is de-identified.

- Professor Helen McNally asked about access to department data. Vice Provost Huber said that if a department has data from previous surveys, she can look across the years in the department. She has no means of finding out who responded in any survey over the years.

12. No New Business was brought to the Senate.
13. No Memorial Resolutions had been received.
14. Having no additional business, the meeting adjourned at 4:30 p.m.

To: The Purdue University Senate
From: Chris Clifton, Chair, Student Affairs Committee
Subject: Purdue Student Government Resolution on Jury Duty Absence Policy
Disposition: University Senate for Discussion

WHEREAS, According to the Indiana Judicial Branch: “Jury duty represents one of the most important civic responsibilities we have as citizens. When you fulfill your obligation for jury service, you are helping to protect our liberties and to preserve our system of justice”ⁱ; and

WHEREAS, “If a prospective juror fails to appear under the supervising judge’s order or fails to show good cause for the failure to appear as directed by the jury administrator, the prospective juror is subject to criminal contempt”ⁱⁱ; and

WHEREAS, Most Purdue students meet the qualifications to serve a term of jury serviceⁱⁱⁱ; and

WHEREAS, Purdue University recognizes the importance of jury duty and witness duty as civic duties Purdue University Policy VI.E.2^{iv}; and

WHEREAS, Purdue students may be required to attend jury duty or witness duty during an academic term; and

WHEREAS, Status as a student does not exempt any person from serving jury duty or witness duty; and

WHEREAS, Purdue Student Senate Resolution 17-11 supports the addition of a clause in the Student Absence Policy explicitly denoting jury duty and witness duty as excused absences for Purdue students and asks that the University Senate deliberate on this matter;

THEREFORE, BE IT RESOLVED that The Purdue University Senate supports the addition of a clause in the Student Absence Policy explicitly denoting jury duty and witness duty as excused absences for Purdue students.

Respectfully submitted,
Chris Clifton, Chair
Student Affairs Committee

Approve:

Heather Beasley
Chris Clifton
Matt Conaway
Rayvon Fouché
Jason Harris
Russell Jones
Kenji Matsuki

Beth McCuskey
David Sanders
Anumitha Venkatraman

Not Present:

Brad Alge
Tom Atkinson
James L. Mohler
Jon Story
Steve Wereley

- i . Indiana Judicial Branch. Serving Jury Duty. <http://www.in.gov/judiciary/2627.htm>
- ii . Indiana Code 2017: IC 33-28-5-17. <http://iga.in.gov/legislative/laws/2017/ic/titles/033#33-28>
- iii . United States Courts. Juror Qualifications. <http://www.uscourts.gov/services-forms/jury-service/juror-qualifications>
- iv . Purdue University Policy Office. Leave for Faculty, Continuing Lecturers, and Administrative, Professional, Clerical, and Service Staff (VI.E.2)

To: The Purdue University Senate
From: Chris Clifton, Chair, Student Affairs Committee
Subject: Parental Leave Policy for Students
Disposition: University Senate for Discussion

WHEREAS, the University has policies for employee (including student employee) leave for new parents, but not for student academic leave; and

WHEREAS, Title IX provides for student parental leave only as deemed medically necessary;

THEREFORE, BE IT RESOLVED that The Purdue University Senate recommends that the University adopt the attached Parenting Leave Policy for Students.

Respectfully submitted,
Chris Clifton, Chair
Student Affairs Committee

Approve:

Brade Alge
Tom Atkinson
Chris Clifton
Matt Conaway
Rayvon Fouché
Jason Harris
Russell Jones
Kenji Matsuki
Beth McCuskey
OreOluwa Otegbade
Paul Robinson
David Sanders
Jon Story
Anumitha Venkatraman

Not Present:

Heather Beasley
Abbie Blunier
Alicia Cheng
Christopher Churchill
James L. Mohler
Steve Wereley

TO: The University Senate
FROM: University Senate Nominating Committee
SUBJECT: Nominees for Vice Chairperson of the University Senate
REFERENCES: Bylaws, Section 3.20b, c
DISPOSITION: Election by the University Senate

The Nominating Committee proposes the following slate to serve as Vice Chairperson of the University Senate for the academic year 2019-2020. The nominees for Vice Chairperson are:

Deborah Nichols	Human Development and Family Studies
David Sanders	Biological Sciences

Candidate biographical sketches are attached.

Deborah Nichols

DEBORAH NICHOLS (Ph.D., 1998, University of Texas at Austin) is Associate Professor of Human Development in the College of Health and Human Sciences at Purdue University, joining the faculty in Fall 2015. She is co-author of *Media Exposure During Infancy and Early Childhood: The Effects of Content and Context on Learning and Development* (2017, Springer) as well as over 100 journal articles, book chapters, practitioner-targeted documents, and technical reports spanning the fields of developmental and child psychology, education, media effects, and communication. She has been awarded more than \$7 million in contracts and grants from corporate, foundation, and federal sources and has collaborated or consulted with multiple educational media companies (e.g., PBS, CPB, WGBH Public TV Boston, Out of the Blue, Sesame Workshop, Nickelodeon, Disney, Eebee's Adventures, Scholastic); members of Congress; and other private agencies and foundations both domestically and internationally (e.g., Captions For All, the World Bank, Children's Investment Fund Foundation, Read On Get On/National Literacy Trust, U.K.). Nichols has served on multiple advisory boards at local and national levels including PBS KIDS Next Generation Digital Media Advisory Board; the Walt Disney Scholars Board; and the Reading Rainbow Advisory Board. Her research and expertise have been featured in numerous print, radio, television, and web news outlets.

With respect to service at Purdue University, Nichols has served on multiple departmental, college, and university committees. Departmental and college committees include Undergraduate Studies; Graduate Studies; the HDFS Methodology Core; and the HHS Research Advisory Council. University committee membership includes Faculty Affairs (2017-present) and the Purdue Global Senate Select Committee (2017-present). She currently chairs Faculty Affairs and has co-chaired Purdue Global since its inception in 2017. She has experience outside Purdue University with several national scholarly association committees including the American Psychological Association's Division 46 (Media Psychology) News Media, Public Policy, and Public Education committee (current); the International Communication Association, Children, Adolescents, and Media Division, Roundtable Selection Chair (past); and the Society for Research in Child Development Task Force on Interdisciplinary Research (past). She began volunteering locally with the Red Cross Disaster Action Team in January 2019.

Service at prior institutions:

- University of Iowa (2011-2015): Undergraduate Admissions; Early Childhood Cluster Hire; Collegiate Teaching Award Committee; Teaching & Learning, multiple content area search

committees; Early Childhood Licensure Committee; Strategic Priority 2 – Research Implementation Committee; College Research Requirements Committee; Get Ready Iowa! Steering Committee; DeLTA Center; College Faculty Representative, Deloitte Consulting & State of Iowa Regents' Board Efficiency Study

- University of Pennsylvania (2002-2011): Graduate Studies; Space; Sexual Harassment Officer; University Committee on the Quality of Student Life; Provost Research Council; University Committee on Campus & Community Life; University Council Sub-Committee on Public Safety and Communication

David Sanders

David Sanders is an Associate Professor of Biological Sciences at Purdue University. He received his Bachelor of Science degree from Yale College in Molecular Biophysics and Biochemistry. He conducted his Ph.D. research in Biochemistry with Dr. Daniel E. Koshland, Jr., who was then editor of the journal *Science*, at the University of California at Berkeley. David Sanders originated the idea of the "Molecule of the Year" feature in *Science*. His Biochemistry Ph.D. thesis concerned his discovery of a critical biochemical reaction that underlies how bacteria sense and respond to changes in their environments. Following a position as a Visiting Scientist at the University of California at San Francisco, where he studied signal-transducing GTPases, he was a postdoctoral fellow at the Whitehead Institute for Biomedical Research, which is affiliated with M.I.T. It was there that he began his studies on the entry of viruses into cells with a focus on the inhibition of infection and applications to gene therapy.

Dr. Sanders joined the Markey Center for Structural Biology at Purdue University in 1995, where he was Executive Committee Representative of the Purdue University Life Science (PULSe) Molecular Virology program and is also a member of the Birck Nanotechnology Center and the Oncological Sciences Center. He was the discoverer of a biochemical reaction that leads to the entry of cancer-causing retroviruses into cells. Professor Sanders also is the author of two U.S. patents on novel gene-therapy delivery techniques. His work on the Ebola virus led to his participation in the U.S. Defense Threat Reduction Agency's Biological Weapons Proliferation Prevention Program, a product of the Nunn-Lugar legislation. His responsibilities included inspecting the Vector laboratory in Siberia, which was the site of biological-weapons development in the era of the Soviet Union. He has investigated the transmission of viruses from other animals to humans and is often invited to speak on ethics, biodefense, evolution, gene therapy, vaccination and influenza viruses in public forums. Dr. Sanders has been interviewed by media around the world about his research, the role of science in public policy, and the future of higher education. He is a recipient of the National Science Foundation CAREER Award for his work on an enzyme that is involved in production of the greenhouse gas and potential energy source, methane. He is also an American Cancer Society Research Scholar and received the Lions Club Cancer Research Award. Professor Sanders was the 2015 Haines Lecturer in Biochemistry at Wabash College and is the 2019 Moses Passer Lecturer at Cornell University. He was a principal investigator on a Howard Hughes Medical Institute Experiment Grant for the reform of the undergraduate premedical curriculum. Dr. Sanders serves on the Federation of American Societies of Experimental Biology (FASEB) Science Policy Committee and Research Enterprise and Breakthroughs in Bioscience Subcommittees. He was elected to the American Association of University Professors National Council in 2018. He also was elected to the West Lafayette City Council in 2015.

At Purdue University, Dr. Sanders has served on numerous committees at the departmental, college, and university level. Among the posts he has filled, Prof. Sanders has served as Convener of the Department of Biological Sciences Safety, Undergraduate Studies, and Undergraduate Curriculum Reform Committees. He has been the yearly organizer of the Professor Miriam Hasson Memorial Lecture. Professor Sanders was elected the inaugural Chair of the PULSe Admissions Committee. He was elected Chair of the College of Science Grievance Committee and Chair of the University Grievance Committee. Dr. Sanders has served as a member of the College of Science Faculty Council and the Undergraduate Curriculum and Academic Policy Committee. He also served as the Purdue University representative on the Indiana State Core Transfer Library Life and Physical Sciences Academic Panel. Professor Sanders has served on the Purdue University Senate Faculty Affairs Committee and is currently a member of the Student Affairs Committee. He was elected three times

to serve as Chair of the Steering Committee and was elected in 2015 as Vice-Chair and subsequently served as Chair of the University Senate.

Approving

Frederick Berry
Rayvon Fouché
Larry Nies
Robert Nowack
Jeremy Reynolds

Did not Vote

Jan Olek
Qifan Song

February 18, 2019

STANDARD CODE OF PARLIAMENTARY PROCEDURE

- **The President as Administrator**
 - Acts as chief administrative officer and head of the organization
 - Exercises supervision over the organization
 - Represents and speaks for the organization
 - Presides at business meetings
- **The President as Presiding Officer**
 - Acts primarily as “servant leader”
 - Must meet each situation with flexibility of judgment, common sense, and fairness to all members – always acting impartially and in good faith
 - Encourage discussion and make sure that all sides of controversial questions are examined
 - Make sure that members understand all proposals and what the effects will be if they are or are not adopted

UNIV. SENATE BYLAWS: VICE CHAIR

- Presentation of candidates for the position of Vice Chair of the Senate (AY 19-20) by the Nominating Committee chair will be The Nominating Committee chair, Professor Berry
 - Nominees and biosketches today
 - Presentations and vote at the March Senate meeting
- Vice Chair Responsibilities: Bylaw 3.22 *Duties of the Vice Chairperson of the University Senate*
 - b) The Vice Chairperson will serve as a member of the Advisory Committee and the Steering Committee.
 - c) The Vice Chairperson will aid the Chairperson in carrying out their duties

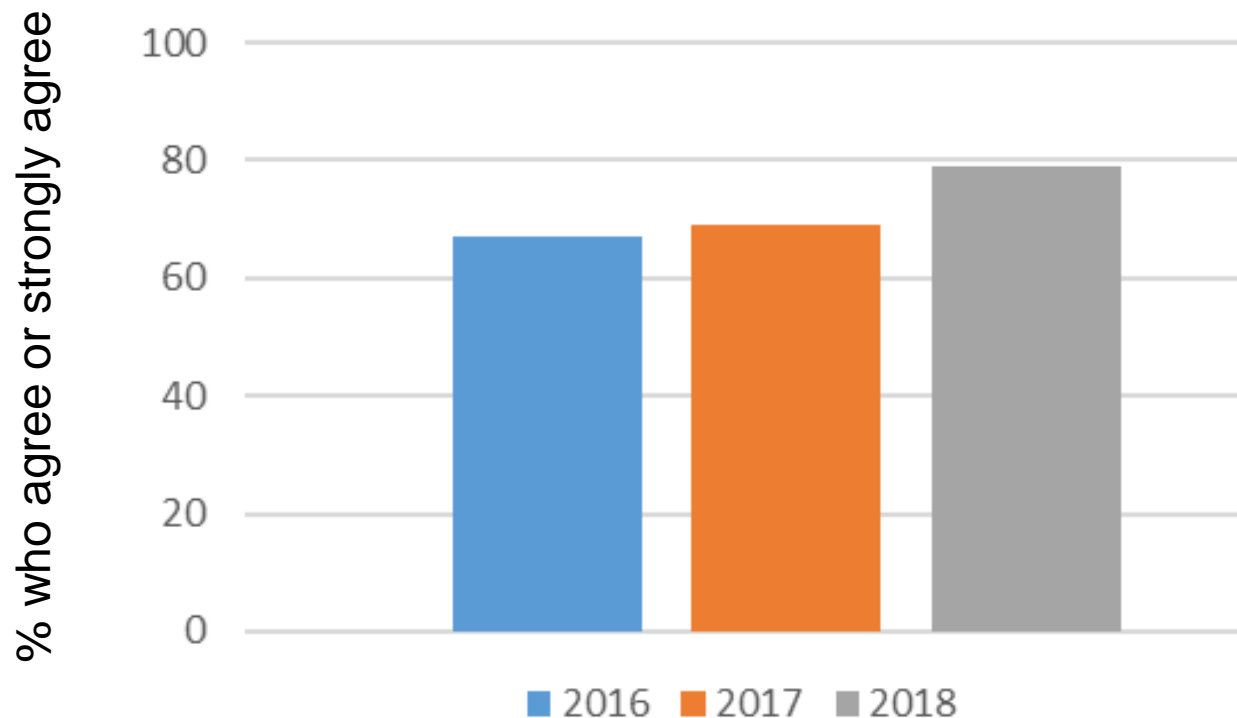
UNIV. SENATE BYLAWS: CHAIR

- The Vice Chair of the Senate will automatically become Chair the following year (AY 20-21)
- Chair Responsibilities: Bylaw 3.21 (selected)
 - Represent the faculty on various committees:
 - Advisory Committee on Diversity and Inclusion meetings
 - Big Ten Academic Alliance annual meeting
 - Executive Policy Review Group
 - Intercampus Faculty Intercampus Faculty Council Member
 - Special Committees as requested by the Administration
 - Interpret the views of the University Senate to the President of the University and the Board of Trustees

BOARD OF TRUSTEES MEETING, 2/8/19

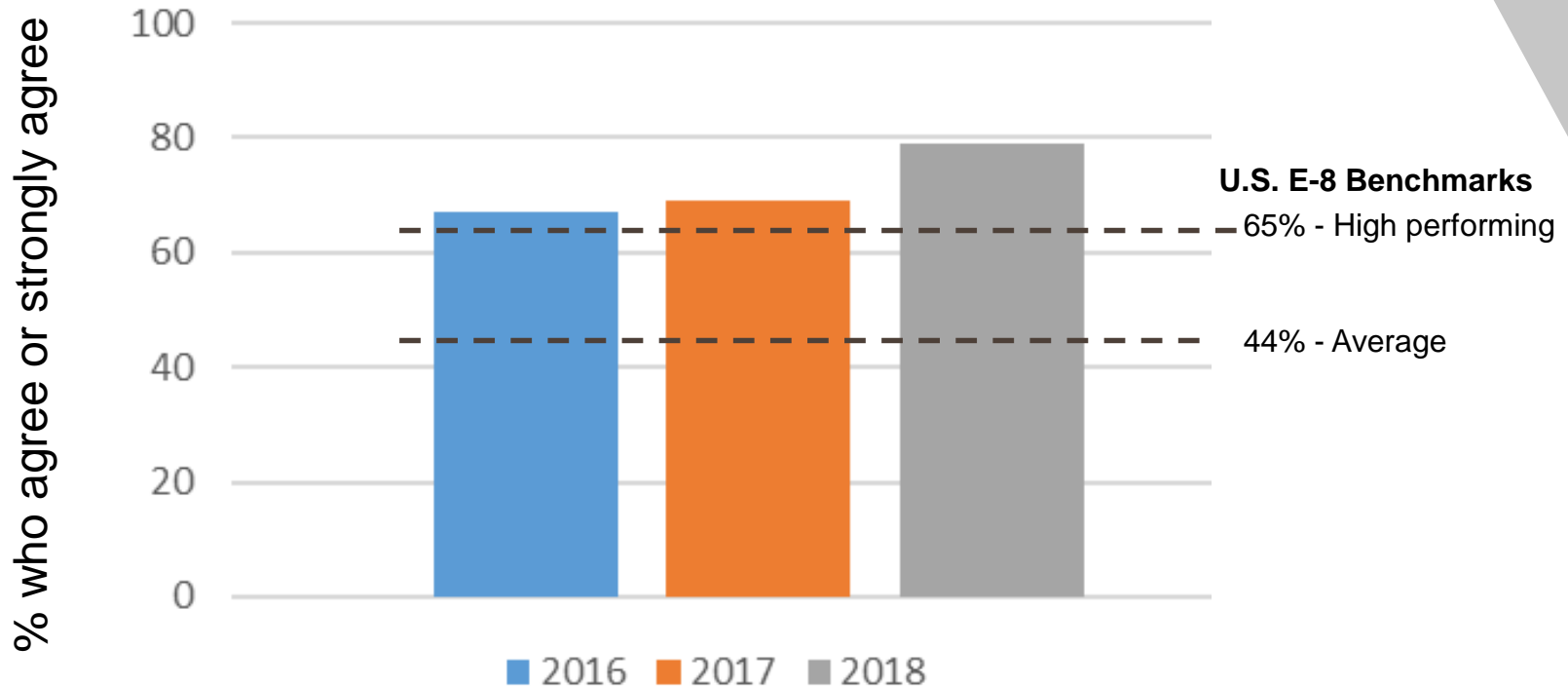
- Chancellor Vandenberg presented results of the Purdue Global faculty Engagement survey
- Engagement Questions (“E-8”):
 1. I am committed to doing what is required to help my organization succeed.
 2. I am committed to doing what is required to perform my job well.
 3. I am satisfied with my organization as an employer.
 4. I am satisfied with my job.
 5. I am proud to work for my organization.
 6. I am proud of the work I do.
 7. I speak highly of my organization’s products and services.
 8. I would recommend my organization to my friends and colleagues as a great place to work.

PURDUE GLOBAL E-8 AVERAGE – LAST 3 YEARS



72% response
rate in 2018

ENGAGEMENT '8' AVERAGE – LAST 3 YEARS



CONCLUSIONS

- Purdue Global continues to have an engaged, enthused group of educators and staff.
- Results were particularly high in 2018
- And many comments mentioned how proud they were to join the Purdue family.

CIVICS SURVEY

- Announced today, in Purdue Today
- Please give us your feedback, and encourage your colleagues to do so
- EPC and SAC will be considering the proposal presented at our last Senate meeting

PURDUE
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The following survey is being administered by the Purdue University Senate to learn more about campus attitudes toward a proposed civics requirement for future (not current) Purdue University undergraduate students. The survey consists of twelve questions and also provides a space at the end for comments or suggestions. The survey should only take a few minutes to complete.

As background to this survey, you may wish to review:

- The presentation that President Daniels made to the University Senate on January 28th. [View here](#) (or copy this link into your browser: http://www.purdue.edu/senate/minutes/2019/01/28/0128_Agenda_012801290304.pdf)
- The U.S. citizenship test: [View here](#) - or copy this link into your browser: <http://www.uscis.gov/civildigitaltestform>

For the purposes of the survey, the term "civics" should be understood broadly, to mean a basic understanding of American history, politics and current events, combined with a basic knowledge of American political institutions and democratic processes.

Your responses will be anonymous.

American citizens need to be knowledgeable about civics.

Strongly Disagree
 Disagree
 Neither Agree nor Disagree
 Agree
 Strongly Agree
 I don't know / No Opinion

Civic literacy has reached a point of crisis in America.

Strongly Disagree
 Disagree
 Neither Agree nor Disagree
 Agree
 Strongly Agree
 I don't know / No Opinion

Current Purdue University undergraduate students demonstrate an insufficient understanding of civics.

Strongly Disagree
 Disagree
 Neither Agree nor Disagree
 Agree
 Strongly Agree
 I don't know / No Opinion

The University has a responsibility to address concerns regarding civic literacy.

Strongly Disagree
 Disagree
 Neither Agree nor Disagree
 Agree
 Strongly Agree
 I don't know / No Opinion

Communications: University Senate Newsletter

- Was it helpful?
- Should the February newsletter go to Senate representatives or to the entire faculty?

Purdue University Senate News

Message from the Senate Chair, Natalie Carroll:
Welcome to the Purdue University Senate News! We provide this update so you will know what we are working on and who to contact if you would like to comment on items or issues we are studying in committee.
January 2019

Feature: A good deal of discussion occurred at the January 28 meeting around President Daniel's proposal that Purdue requires the passage of a civics test based on the naturalization test to earn a degree. Talk to your Senate representative for more information and to share your opinion.

** Recent Senate Decisions **

- Resolution on Environmental and Economic Sustainability at Purdue University as part of master planning.
- Addition of Representation of the Honors College on the Senate
- Updated Language for the Math Core Curriculum
- Support for the Purdue Graduate Student Government Bill of Rights and Responsibilities Resolution

Nominees Needed for Senate

Faculty Committees: nominees do not need to be Senators any tenured, tenure-track, or clinical faculty member may apply.

- Sign up for Faculty Committees: www.purdue.edu/senate/signup/ (left)
- This website also has some Senate FAQs

For More Information:

www.purdue.edu/senate/

** January Senate Meeting **

Documents for Action

- No documents came to the Senate for a vote.

Documents for Discussion

- SD 18-5 Parental Leave Policy for Students

Update: The Native American Educational & Cultural Center (Director Felica Ahasteen-Bryant)

For more information: talk to your Senate Rep

Senate Select Committee Work

- Purdue Global Select Committee, Co-chairs: Deb Nichols & Steve Beaudoin
 - Charge:
 - Meet the University (including Global) Administrators
 - Discuss aspects of Purdue Global of interest/concern to the University Senate
 - Advocate for needed changes / clarifications
 - Report findings to the Senate
 - See Senate meeting minutes for more (search suggestion: "global")
- Steering Committee, Chair: Jerry Shively, shivelyj@purdue.edu
 - Contact for any faculty member or group of members who wish to present any proposal before any meeting of the Senate.

Purdue University Senate News

Standing Committees

Members: Senators and Administrative Reps (name, chair, followed by current work)

- Educational Policy Committee,** Michael Harris, miharris@purdue.edu
- Standardized tests and Admissions Standards
 - Purdue Student Jury Duty Absence Policy
 - Priority registration for "Degree in 3" students

- Equity And Diversity Committee,** Audrey Ruple, aruplec@purdue.edu
- Student experience in the research university
 - Strategic planning

- Faculty Affairs Committee,** Deborah Nichols, deboralnichols@purdue.edu
- Teaching evaluations
 - Threats to faculty
 - Academic rigor
 - Core transfer library - updating

- Nominating Committee,** Fredrick Berry, berryf@purdue.edu
- Populating Faculty Committees (requested volunteers for Faculty Committees on 1/9/19 and are working to populate all committees)

- Student Affairs Committee,** Christopher Clifton, clifton@ca.purdue.edu
- Parental leave for students
 - Faculty-staff grant program

- University Resources Policy Committee,** Jonathan Neal, jneal@purdue.edu
- Recycling policy
 - Pedestrian safety / Off street vehicles on campus

Faculty Committees

Members: tenured/tenure-track, clinical/prof. faculty (Chair, Standing Committee that this committee reports to)

- Academic Organization (Matthew Lynam, EPC)
- Academic Progress and Records (Sammie Morris, EPC)
- Architectural and Landscape Design and Planning (*, URPC)
- Athletic Affairs (Joe Camp, SAC)
- Budget Interpretation, Evaluation, & Review (Lou Sherman, URPC)
- Faculty Compensation and Benefits (Peter Goldsbrough, FAC)
 - Currently working with HR, APSAC, and CCSAC on benefit issues
- Grade Appeals (Sundarajan Rajeswari, FAC)
- Library Committee (Sylvie Brouder, URPC)
- Parking and Traffic (Nicholas Dib, URPC)
- Promotions, Committee A (na)
- Promotions, Committee B (na)
- Scholastic Delinquencies and Readmissions (*, EPC)
- Staff Appeal Board for Traffic Regulations (Brian Leung, URPC)
- Student Excellence (*, EPC)
- Sustainability (Jonathan Day, URPC)
 - Currently working with Purdue Master Planning to discuss pedestrian safety, parking, mass transit, and sustainability.
- Visual Arts (*, URPC)
 - *no chair

Please contact committee chairs for more information.

Concerns and requests for consideration by the Senate should be sent to Jerry Shively, chair of the Steering Committee.

Charge of the Purdue University Senate

The University Senate is the governing body of the faculty, subject to the authority of the Board of Trustees and in consultation with the President, it 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.

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JANUARY 2018 ANNUAL OPEN LETTER TO THE PEOPLE OF PURDUE

PURDUE
UNIVERSITY

OFFICE OF THE PRESIDENT

Annual Open Letter to the People of Purdue from Mitch Daniels

January 2018

One of these years, maybe I'll be able to begin this letter by reporting that it was a placid, relaxed year across the higher education landscape. Not yet.

Again, total enrollments nationwide dropped, by another 1%. This makes a 1 million, or more than a 5%, loss in five years.¹ If it weren't for the growth in nonresidential online education, the plunge would look even steeper.²

Some of the trouble hit sadly close to home. Among the dozen or more colleges that announced their closure were our neighbors at St. Joseph's College just up the road at Rensselaer, and the Valparaiso University School of Law. It's not yet clear that this is the "tsunami" that Stanford President John Hennessy predicted for traditional residential education a few years back.³ But it might be, in which case our duty at your university is to identify higher ground and strive to gain safety by reaching it. All the new projects and goals we set for ourselves these days have this basic purpose.

Innovation Within and Without

As a sector, American higher education is home to a number of ironies. Perhaps the most discussed in recent years is the sad extent to which the places where free inquiry and the clash of ideas should be most revered have often become bastions of conformity and groupthink. But another paradox is that so many of these hothouses of scientific and technical innovation, which give birth to so many miracles, are themselves so antiquated in the way they organize and manage their own affairs.

¹ National Student Clearinghouse Research Center, 2017. <https://nscresearchcenter.org/current-term-enrollment-estimates-fall-2017/>

² "On-Campus Enrollment Shrinks While Online Continues its Ascent." Dian Schaffhauser, May 2017. <https://campustechnology.com/articles/2017/05/02/on-campus-enrollment-shrinks-while-online-continues-its-ascent.aspx>

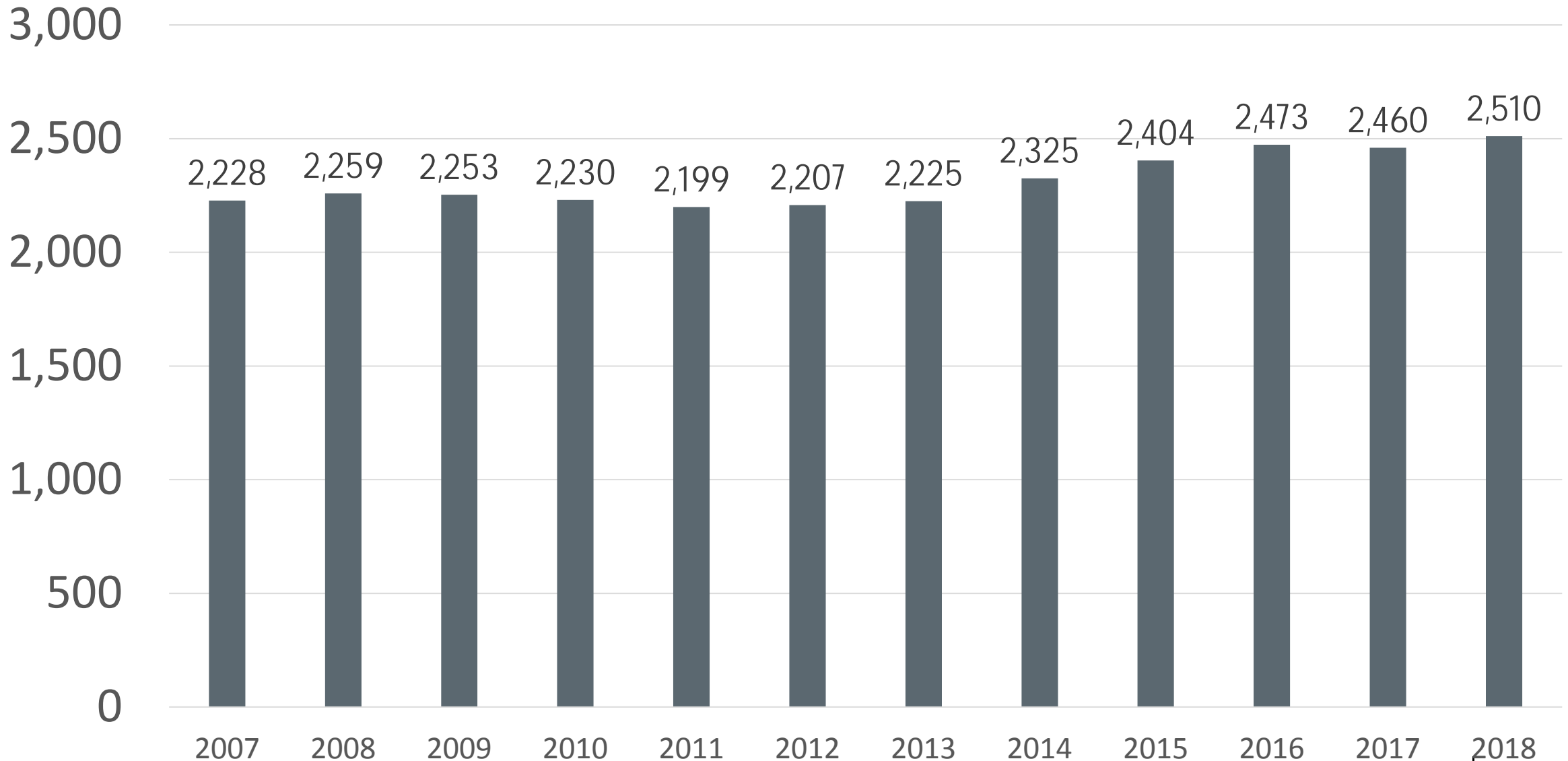
³ See also <https://www.insidehighered.com/news/2017/07/19/number-colleges-and-universities-drops-sharply-amid-economic-tumult>

“As long as we are balancing our operating budget, growing our faculty, investing in necessary capital projects, increasing staff compensation competitively, all without tapping our cash reserves, why would we raise tuition?”

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150
YEARS
OF
GIANTLEAPS

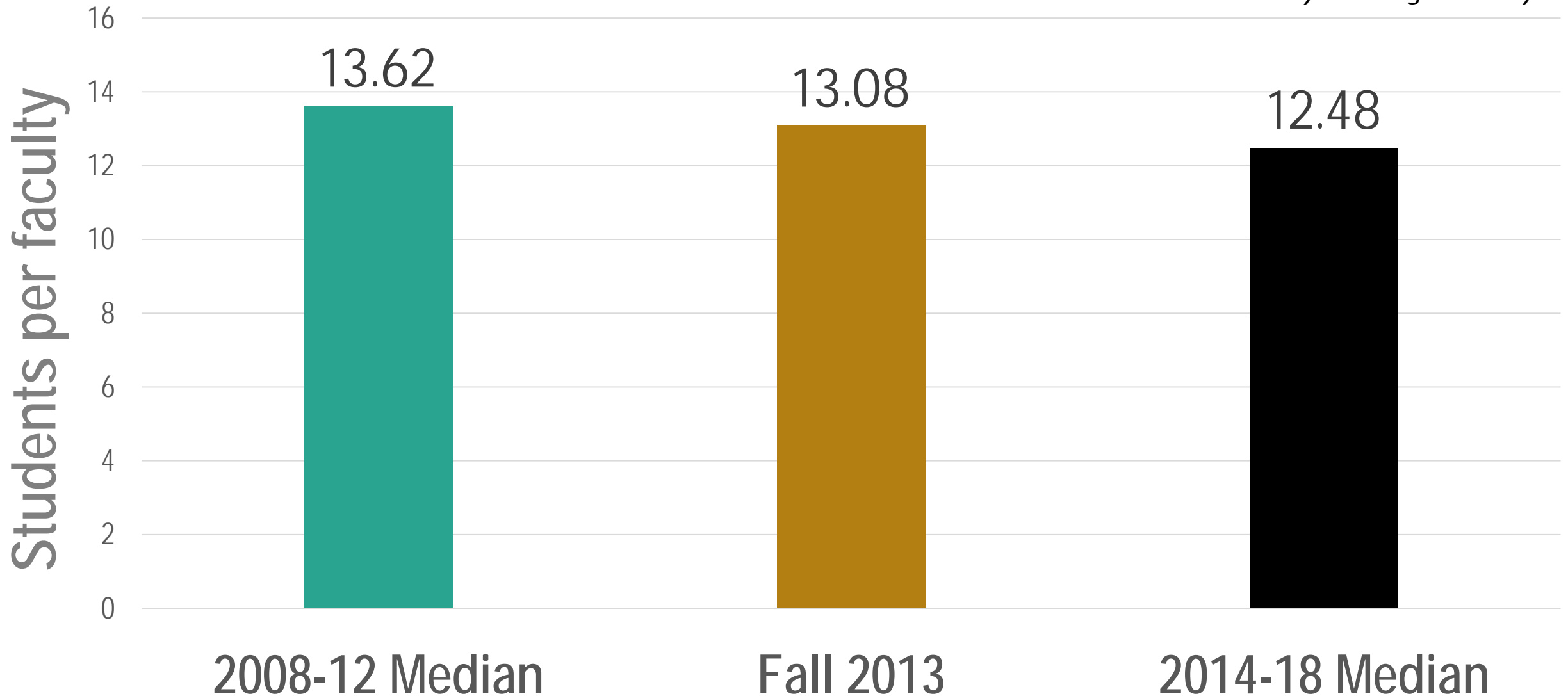
GROWING OUR FACULTY



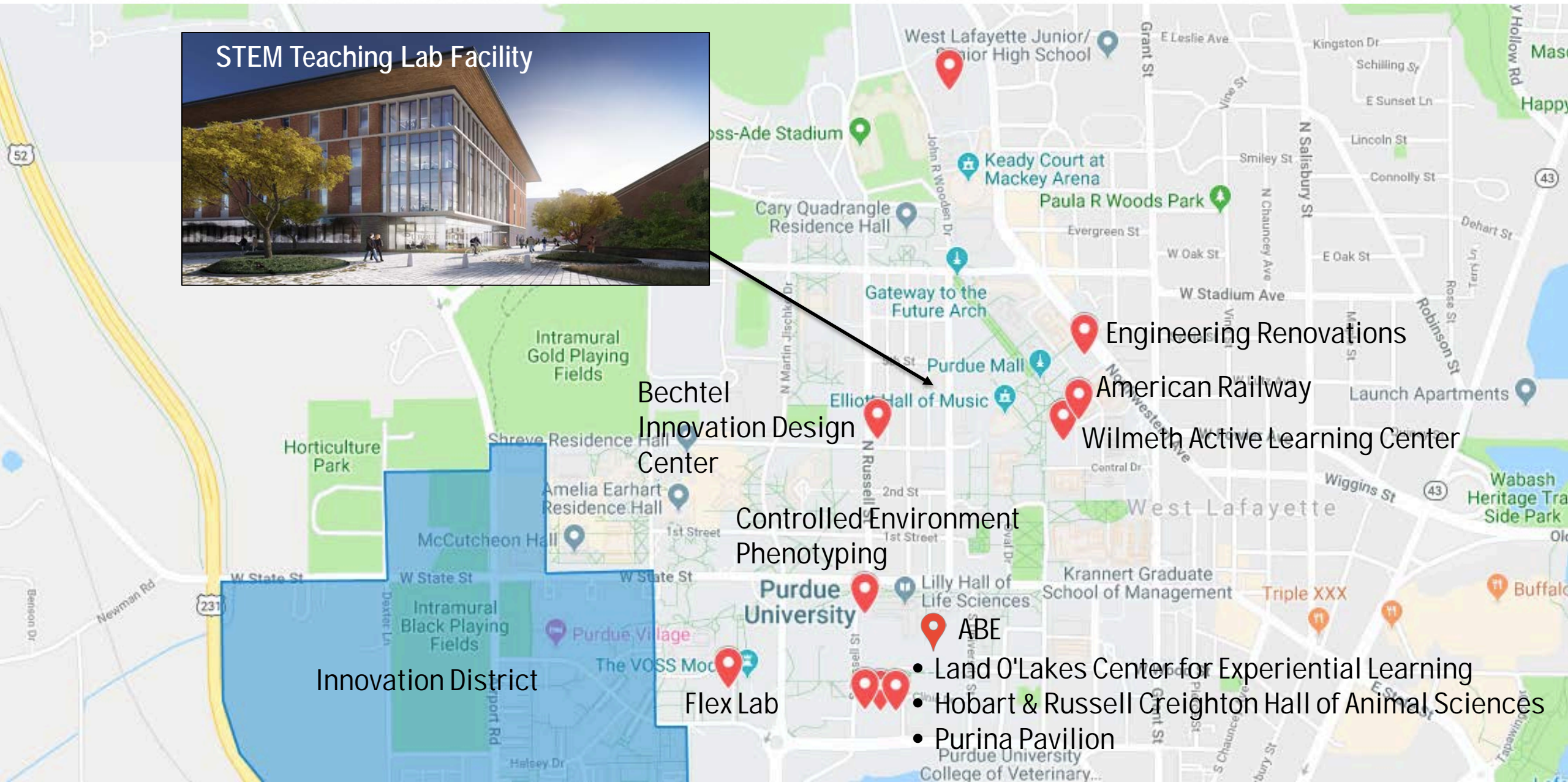
Excludes Postdocs & Extension Educators. Includes Continuing & Limited Term Lecturers. Uses FTE method.

FACULTY GROWTH OUTPACED STUDENT ENROLLMENT GROWTH

Excludes Postdocs and Research Faculty. Undergrads only.



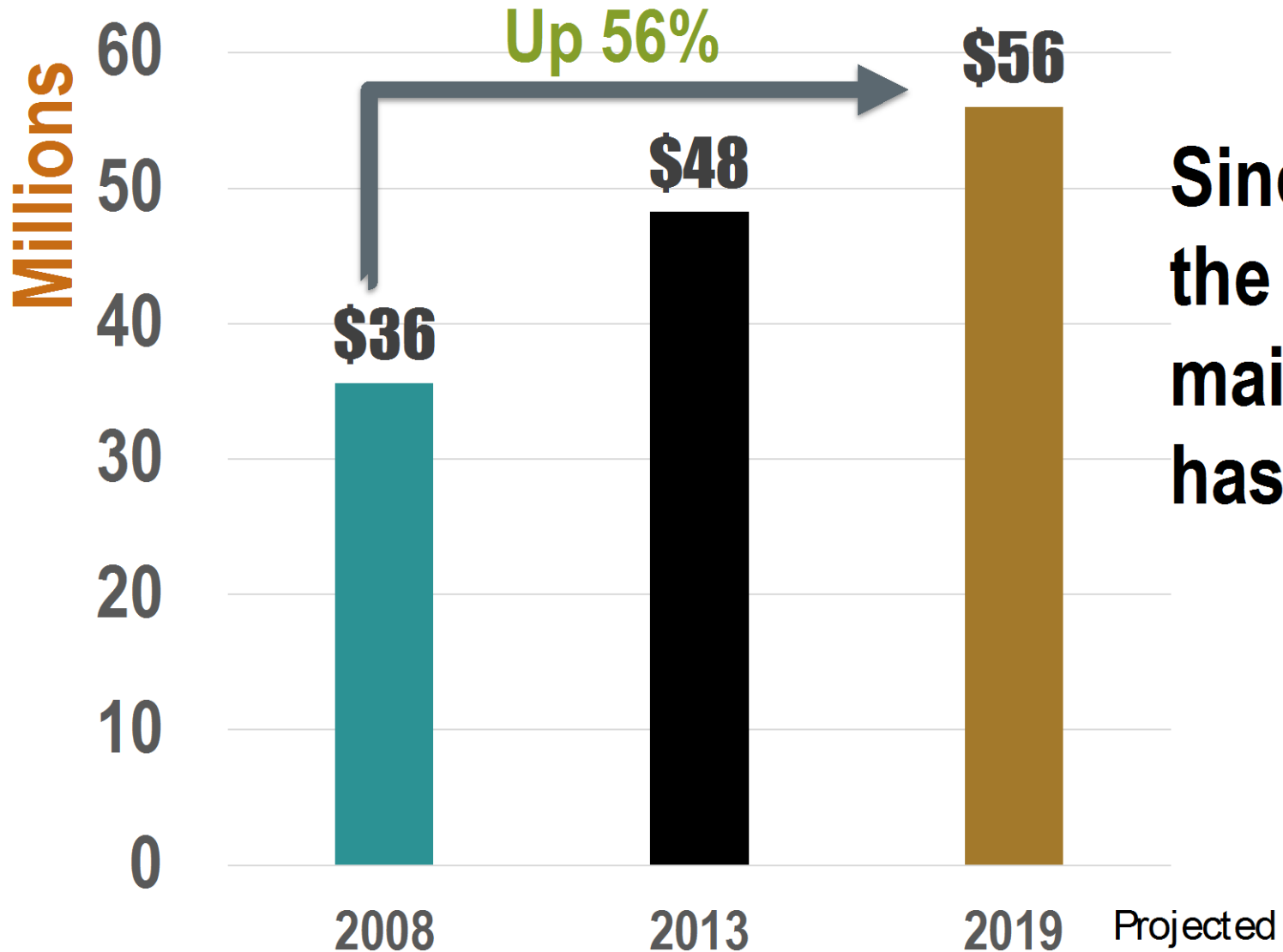
INVESTING IN NECESSARY CAPITAL PROJECTS



- Engineering Renovations
- American Railway
- Wilmeth Active Learning Center
- Bechtel Innovation Design Center
- Controlled Environment Phenotyping
- Purdue University
- ABE
 - Land O'Lakes Center for Experiential Learning
 - Hobart & Russell Creighton Hall of Animal Sciences
 - Purina Pavilion
- Flex Lab

INVESTING IN NECESSARY CAPITAL PROJECTS

REPAIRS & RESTORATION (R&R)



Since 2013, investments in the upkeep & preventative maintenance of our buildings has increased **16%**.

RECENT MAJOR FUNDING INVESTMENTS

\$44 Million

Faculty Startup Investments for
New Hires FY16-19

\$81 Million

Purdue Moves Initiatives
FY16-19

\$35 Million

New VetMed Hospital
FY18

\$27 Million

Various student Initiatives (eg.
Study Abroad, Advising etc.
FY16-19

\$76 Million **Recurring Annually**

Academic, research &
infrastructure investments

INCREASING STAFF COMPENSATION COMPETITIVELY

New Benefits

- **Dental Insurance** – Added 2016
- **Autism Insurance** – Added 2016

Pay Increases

- **3.5% Merit Pay** – 2016
- **2.5% Merit Pay** – 2017
- **2.5% Merit Pay** – 2018
- **2.5% Merit Pay** – 2019

One-time Benefits

- **Winter Recess** – 2015, 2016, 2017, 2018



INCREASING STAFF COMPENSATION COMPETITIVELY

New Benefits

- **Dental Insurance** – Added 2016
- **Autism Insurance** – Added 2016

Pay Increases

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- **2.5% Merit Pay** – 2017
- **2.5% Merit Pay** – 2018
- **2.5% Merit Pay** – 2019
- **2.5% Merit Pay** – 2020 *New!*

Total: 13.5% in 5 years

One-time Benefits

- **Winter Recess** – 2015, 2016, 2017, 2018
- **2019 Winter Recess** – *New!*
- **\$500 Appreciation Award** – 2019 *New!*



ANNOUNCING YEAR EIGHT WITH NO TUITION INCREASES

- 6 graduating classes will earn degrees without ever experiencing a tuition increase.
- Indiana residents continue to pay **less than \$10,000 per year in tuition.**
- The last time a tuition increase was announced was when today's **freshmen were in elementary school.**

STUDENT SAVINGS



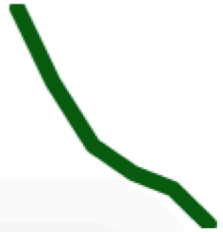
If Purdue had raised tuition & fees at the average rate of other schools from 2013-18:

	Tuition would be:	≈ Savings over 4 years*
Indiana Students vs. 4-year public universities	\$1,400 or 14% higher	\$5,600 saved
Non-Hoosier U.S. Students vs. Big Ten	\$6,524 or 23% higher	\$27,000 saved



*Excludes Purdue in average, 4-year savings assumes all-rates held constant 4 years

AFFORDABILITY RECORDS & TRENDS

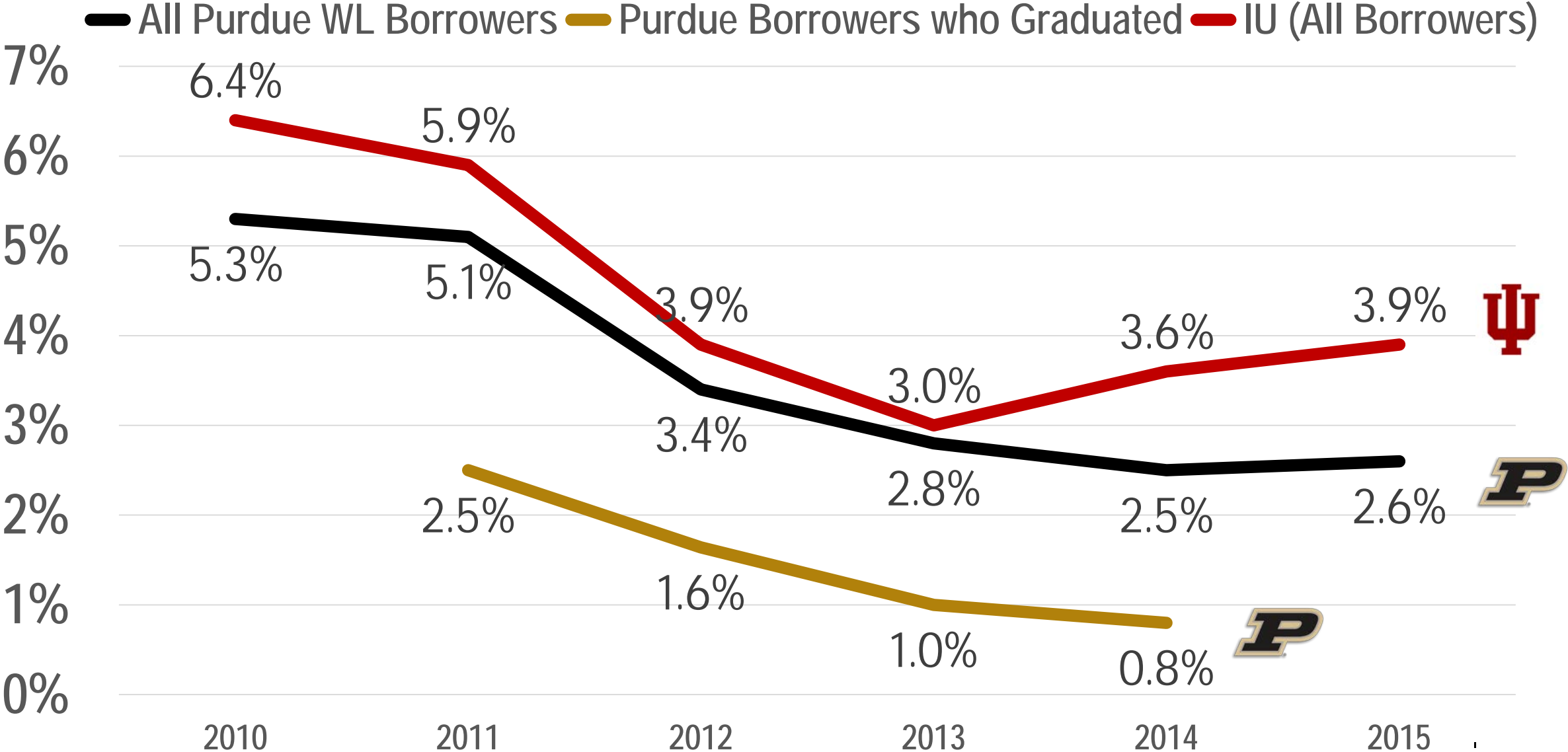
AFFORDABILITY	2012	2013	2014	2015	2016	2017	2018	TREND
ROOM & BOARD BIG TEN COST RANKING <i>1 = Most Expensive</i>	2	3	9	11	11	12	14	2nd most expensive to most affordable
COST OF ATTENDANCE <i>Cheaper Today</i>	\$23,468	\$23,242	\$23,002	\$23,032	\$23,032	\$22,812	\$22,822	
ANNUAL STUDENT BORROWING <i>Down \$60 million</i>	\$183	\$164	\$144	\$131	\$128	\$126	\$123	
Debt Per Undergraduate <i>Lowest in 15 years</i>	\$5,047	\$4,555	\$4,166	\$3,988	\$3,881	\$3,657	TBD	

AVERAGE ANNUAL STUDENT BORROWING PER UNDERGRADUATE

NOMINAL \$



DEFAULT RATE: 3-YEARS AFTER EXPECTED GRADUATION YEAR




$$\frac{\text{QUALITY}}{\text{COST}} = \text{VALUE}$$

Higher Education at the Highest Proven Value

PURDUE
UNIVERSITY



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

STEERING COMMITTEE

Jerry Shively shivelyg@purdue.edu

ADVISORY COMMITTEE

Natalie Carroll ncarroll@purdue.edu

NOMINATING COMMITTEE

Fredrick Berry berryf@purdue.edu

1. The Nominating Committee will soon start asking for volunteers for Standing Committees.

EDUCATIONAL POLICY COMMITTEE

Michael Harris mtharris@purdue.edu

1. Standardize Tests and Admissions Standards
2. Senate Document 18-01 "Resolution on Jury Duty Absence Policy. (with Student Advisory Committee)
3. Course Retake Policy
4. Transfer Credits
5. Students Requests for more Night Classes
6. Degrees and Requirements
7. Civics Requirements (with Student Advisory Committee)
8. Priority Registration for "Degree in 3" Students

EQUITY AND DIVERSITY COMMITTEE

Audrey Ruple aruple@purdue.edu

1. Strategic planning
2. COACHE results
3. Graduate school application diversity statement

FACULTY AFFAIRS COMMITTEE

Deborah Nichols deborahnichols@purdue.edu

1. Faculty Compensation and Benefits
2. Teaching Evaluation Report
3. Academic Rigor
4. External Threats to Faculty
5. Lecturer Policy
6. COACHE survey
7. Grad School Bill of Rights
8. Grad School Admissions Policies

Chair of the Senate, Natalie Carroll, ncarroll@purdue.edu
Vice Chair of the Senate, Cheryl Cooky senate-vicechair@purdue.edu
Secretary of the Senate, Joseph W. Camp, Jr., jcamp@purdue.edu
University Senate Minutes; <http://www.purdue.edu/senate>

STUDENT AFFAIRS COMMITTEE

Christopher Clifton clifton@cs.purdue.edu

1. Civics requirement
2. Faculty-Staff Grant Program
3. Monitoring experiences of student-athletes

UNIVERSITY RESOURCES POLICY COMMITTEE

Jonathan Neal jneal@purdue.edu

1. BIER Committee - Timeliness and transparency of budgets of campus units. Working on a report
2. Evaluating the structure of Committees reporting to URPC, possible changes being considered
3. Sustainability Committee: Awaiting a report from the Administration
4. Expecting an update from Administration on the University Master Plan

Chair of the Senate, Natalie Carroll, ncarroll@purdue.edu
Vice Chair of the Senate, Cheryl Cooky senate-vicechair@purdue.edu
Secretary of the Senate, Joseph W. Camp, Jr., jcamp@purdue.edu
University Senate Minutes; <http://www.purdue.edu/senate>

Select Committee on Global Report

Purdue Global Select Committee

Deb Nichols and Steve Beaudoin
Co-Chairs

February 18, 2019

PUG Practices

- **Faculty Affairs Committee**
 - Discovered that PUG recruiters are not referring some Nursing students to PNW who should be geofenced there
 - Discovered that students who are enrolled at other universities are allowed/encouraged to take single courses at PUG, if prereqs met

Nursing Geofence

- Masters of Science in Nursing (Nurse Educator and Executive Leader)
 - As of January 22, 2019, Kaplan Higher Education (KHE) started sending prospective students from IN, IL, or WI to PNW
 - KHE is a private company, like Wiley, that contracts with Global
- RN to BSN
 - On July 1, 2019, KHE will send prospective students from IN, IL, or WI to PNW
 - When the contract with Academic Partnerships concludes

PUG Students and Single Courses

- **PUG stated mission**

- Serve non-traditional learners completing degrees
- Specifically not targeting college-aged students
- Would send such students to PWL or a Regional

- **Reality**

- PUG admits, but does not market to, non-degree seeking college-aged students for single courses
- PUG markets general education courses to universities associated with the military
 - In 2018, 38 out of >1400 (3%) active duty students
- In 2018, 5 university students (other universities) enrolled in single courses at PUG
 - Out of 28,000 total students (0.02%)

PUG Students, Single Courses and CTL

- Students enrolled at other universities (like PWL or Regionals) can take PUG courses
 - We can neither prevent nor change this
- More PUG courses will be nominated to CTL
 - We can neither prevent nor change this
- PUG courses can be considered equivalent to PWL or Regional courses, if we agree
 - We are the gatekeepers - don't have to accept these
- Students from PWL or Regionals can use PUG CTL courses to satisfy degree requirements IF we have approved the equivalence

Parenting Leave Policy for Students

Purdue University recognizes the special challenges that pregnant and new parent students have in balancing their health, academic requirements, and family responsibilities. The University is committed to supporting these students and, therefore, provides the following rights to students who require a leave of absence.

Students who are pregnant, have recently given birth, or need a leave of absence to care for a newborn, adopted, legal guardian, or foster care child may petition for a leave of absence through the Title IX Coordinator in the Office of Institutional Equity (OIE) by meeting individually with an OIE staff member for case evaluation. The student will provide documentation of the pregnancy or new parenting to OIE, and excused leaves of absence will be granted accordingly.

The University will approve all absences (including intermittent absences) due to pregnancy or childbirth for as long as a student's medical provider states that it is medically necessary, and may approve other absence as appropriate.

The University will permit a student who has an approved leave of absence to return to the same academic and extracurricular status as before the absences began.

The University will permit students who have approved leaves of absence to maintain their fellowship and scholarship status for all Purdue University-administered fellowships and scholarships.

The University will provide students who are pregnant or have recently given birth with the same special services it provides to students with temporary medical conditions.

The instructor will not penalize the student for missing class during an approved absence and will provide the opportunity to earn equivalent credit and to demonstrate evidence of meeting the learning outcomes for missed assignments or assessments.

A student who is not satisfied with the implementation of this policy by a faculty member or instructor is encouraged to contact the Office of Institutional Equity for further review of their circumstances. Students may follow the established grade appeals process if they are able to demonstrate that "an inappropriate grade was assigned as a result of prejudice, caprice, or other improper conditions such as mechanical error, or assignment of a grade inconsistent with those assigned other students."

Black Cultural Center



University Senate
2/18/19

As a Land Grant research university it is not only important but vital to our mission to embrace diversity and inclusion.

Founded 1869

First African American graduate David Robert Lewis 1894

Student Protest for BCC 1968

New BCC Facility 1999

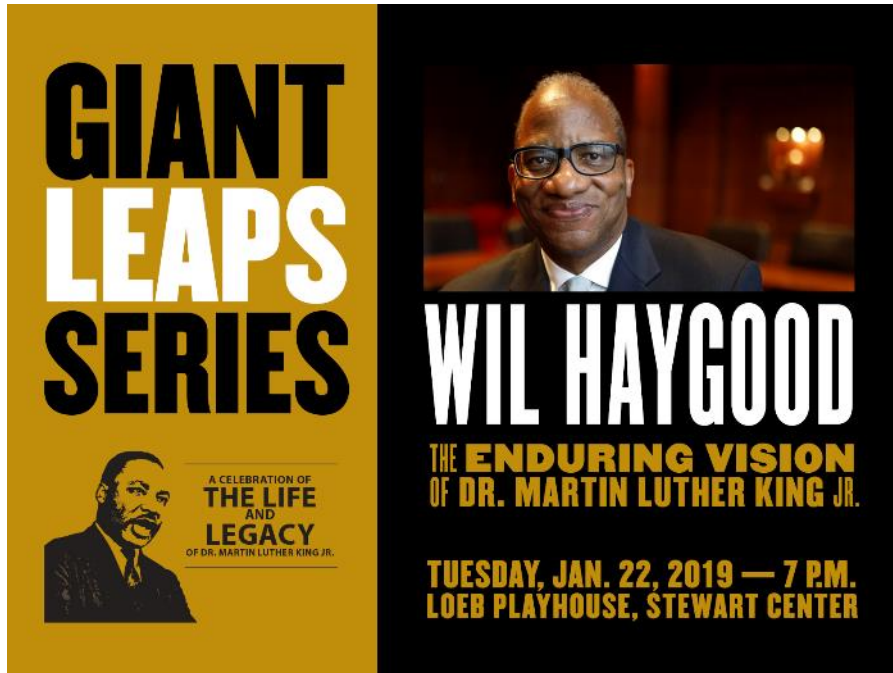


PURDUE
UNIVERSITY®

College of Engineering

**Honors the legacy of
David Robert Lewis
BS Civil Engineering 1894**

Cultural Art Series



Presented throughout the academic year and highlights those who have contributed extensively to human rights, business and education. A full calendar of events including guest lectures, workshops, and seminars.

Library

Contains materials relevant to the historical, sociological, political and cultural aspects of the Black experiences.

Houses more than 7,000 books, subscribes to more than 40 periodicals including scholarly journals, and electronic resources.



Performing Arts Ensembles

Black Voices of Inspiration

Haraka Writers

Jahari Dance Troupe

New Directional Players

Black Thought Collective

Gordon Parks Ensemble



Diversity Transformation Award Purdue Express



Student Success

Education + Entertainment = Edutainment

Research Tours

Surviving to Thriving 92% Retention Rate for African American students

Academic Success

Vincent Tinto “Students who are actively engaged in campus community perform better academically than those who are not engaged”

Study Abroad Opportunities – Ghana, Brazil, and Cuba



50th Anniversary Celebration



A Journey Through Black Excellence: A 50 Year Retrospective



New Initiative

Partnership with Purdue Alumni Association

Paris Noir - The African American Experience
September 22—30, 2019



Black Family Reunion
June Jubilee – June 29, 2019



New Initiative

Cultural Immersion Experience – Memphis, TN



Experiential learning opportunity
focused on Civil Rights and Social Justice

- Slave Haven Museum
- Heritage Tour of Memphis
- National Civil Rights Museum
- STAX Museum of Soul Music
- Freedom Journey Workshops

New Initiative

Academic Partnerships & Community Outreach

Colored Museum – Gary, IN

Visual and Performing Arts

Honors College Scholar in Residence

African American Studies and Research Center

College Mentors for Kids

Hanna Community Center

New Initiative

Bowen Scholars Program



For More Info Visit
WWW.PURDUE.EDU/BCC

Renee Thomas, Director
Purdue Black Cultural Center
1100 Third Street
West Lafayette, IN 47906
rathomas@purdue.edu
(765) 494-3091

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COACHE SURVEY 2018

FACULTY-DRIVEN CHANGE

The logo for the COACHE SURVEY 2018 features the word "COACHE" in large, bold, black letters. The letter "O" is replaced by a colorful donut chart with segments in yellow, orange, and brown. To the right of "COACHE" is the word "SURVEY" in a smaller, black, sans-serif font, followed by "2018" in a larger, bold, black, sans-serif font. Below "SURVEY 2018" is the phrase "FACULTY-DRIVEN CHANGE" in a smaller, bold, black, sans-serif font. To the right of the text is a cluster of several colorful donut charts in various colors (green, blue, orange, yellow, brown). Below the text and charts is a horizontal bar with a diagonal striped pattern in shades of brown and tan.

Jay Akridge, Provost and Chief Diversity Officer
Peter Hollenbeck, Vice Provost for Faculty Affairs
Jessica Huber, Associate Vice Provost for Faculty Affairs

**Many thanks to Office of Institutional Research, Assessment, and Effectiveness, and
Craig Zywicki in particular, for hard work on quantitative analyses of the data**

*Survey developed and managed by the Collaborative
on Academic Careers in Higher Education (COACHE),
Harvard University <https://coache.gse.harvard.edu/>*

COACHE Overview

- Implemented at Purdue in 2012, 2015, and 2018
- Gathers data directly from faculty – improve climate, recruitment, and success.
- All responses are anonymous and strictly confidential.
- Comparisons
 - Within Purdue – across faculty cohorts
 - Within Purdue – across years
 - Purdue to peers and cohort. Cohort size (2016-2018): 109 institutions who identified as generally similar to Purdue:
 - Iowa State University (2017)
 - University of California, Davis (2017)
 - Indiana University, Bloomington (2016)
 - University of Virginia (2016)
 - University of Arizona (2018)
- Response rate: **51%** (higher than peers or cohort)



What did we do in response to COACHE 2015?

- University leadership:
 - Changed foci of the Heads Forums to disseminate best practices
 - Created new leadership development program to prepare faculty for roles as Associate Heads, Heads, and Associate Deans
- Promotion and Tenure:
 - New review standard
 - Asked for unit-specific criteria for tenure and promotion
- Monthly professional development seminar for clinical and professional track faculty
- Increased support for mid-career faculty: Newly Tenured Faculty Workshop, Research Refresh Award, Trailblazer Award



Improvements Since 2015

- Leadership
 - Agreement that Provost cares about faculty of my rank increased **13%**
 - Satisfaction with recognition from Provost increased **11%**
 - Agreement that College and Department are valued by President and Provost increased **6-7%**
 - Statement that we regularly or frequently cultivate new leaders among faculty increased **4%**
- Research
 - Satisfaction with support for research increased **11%**
 - Satisfaction with equipment resources increased **6%**
- Promotion
 - Indications that associate profs are receiving formal feedback on promotion increased **8%**

Improvements Since 2015

- Compensation
 - Satisfaction with salary increased **14%**
 - Satisfaction with health benefits increased **12-14%**
 - (Still low relative to peers)
 - Satisfaction with retirement benefits increased **9%**
 - Satisfaction with tuition benefits increased **6%**
 - Satisfaction with family medical/parental leave increased **5%**
- Agreement that institution does what it can for work/life compatibility increased **9%**

Declines Since 2015

- Satisfaction with faculty leadership (University Senate) fell in two areas:
 - Communication of priorities **-8%**
 - Stated priorities **-5%**
- Ratings of shared governance as effective decreased **-6%**
- Indices of tenure fell
 - Clarity of expectations as a campus citizen **-10%**
 - Clarity of tenure process **-9%**
 - Clarity of expectations as a colleague **-9%**
 - Clarity of the body of evidence for deciding tenure **-7%**

Comparisons to Peers: Strengths

- Nature of work: research
 - Quality of graduate students
 - Support for research
 - Support for engaging undergrads in research
 - Pre-awards management (support for grant submissions)
- Interdisciplinary work – but room to improve and lead
- Mentoring – but room to improve and lead
- Classroom space
- Childcare – but room to improve and lead
- Stop-the-clock policies

Comparisons to Peers: Weaknesses

- Ability to balance teaching/research/service.
- Nature of work: service — time spent on service, number/attractiveness of committees, equity in assignments.
- Department engagement, quality, and collegiality.
- Appreciation and recognition.
- Facilities and resources: office and laboratory (research/studio) space, library resources, computing/technical support.
- Eldercare, family medical/parental leave, flexible workload/modified duties increased from 2015 but still low relative to peers.
- Health and retirement benefits – increased from 2015 but still low relative to peers.
- Post-awards support (management of grants/contracts once awarded) — a weakness relative to peers. Satisfaction fell by **5%** since 2015.

Possible Areas to Work On



- Clarifying the tenure and promotion message.
- Better support for mentoring.
- Workload equity, especially with service work.
- Improve shared governance and communication.
- Stronger focus on diversity and inclusion.
- Strengthen commitment to collegiality.

Plans for FY 2019

- Continued analysis of data by demographic and unit.
- Present to other constituents: EVPRP, HR, Colleges, and Departments.
- Town Halls in spring for clinical-track and continuing lecturers (separate meetings).
- Small group discussions with groups of faculty.
 - By peer group (rank, gender, URM status, etc.)
 - By topic (mentoring, P&T, etc.)
- Develop University-level and College-level policies, procedures, and programs/initiatives to address COACHE-identified areas of need.



How to Access the Data

- More information available on our website, including the Provost's reports for 2012, 2015, and 2018: <https://www.purdue.edu/provost/faculty/facultyInitiatives/coache.html>
- Faculty access to University-wide data and data for College available at the same website through dashboards created by Craig Zywicki in the Office of Institutional Research, Assessment, and Effectiveness.
- Data agreement on COACHE website for additional analyses from the Office of Institutional Research, Assessment, and Effectiveness.

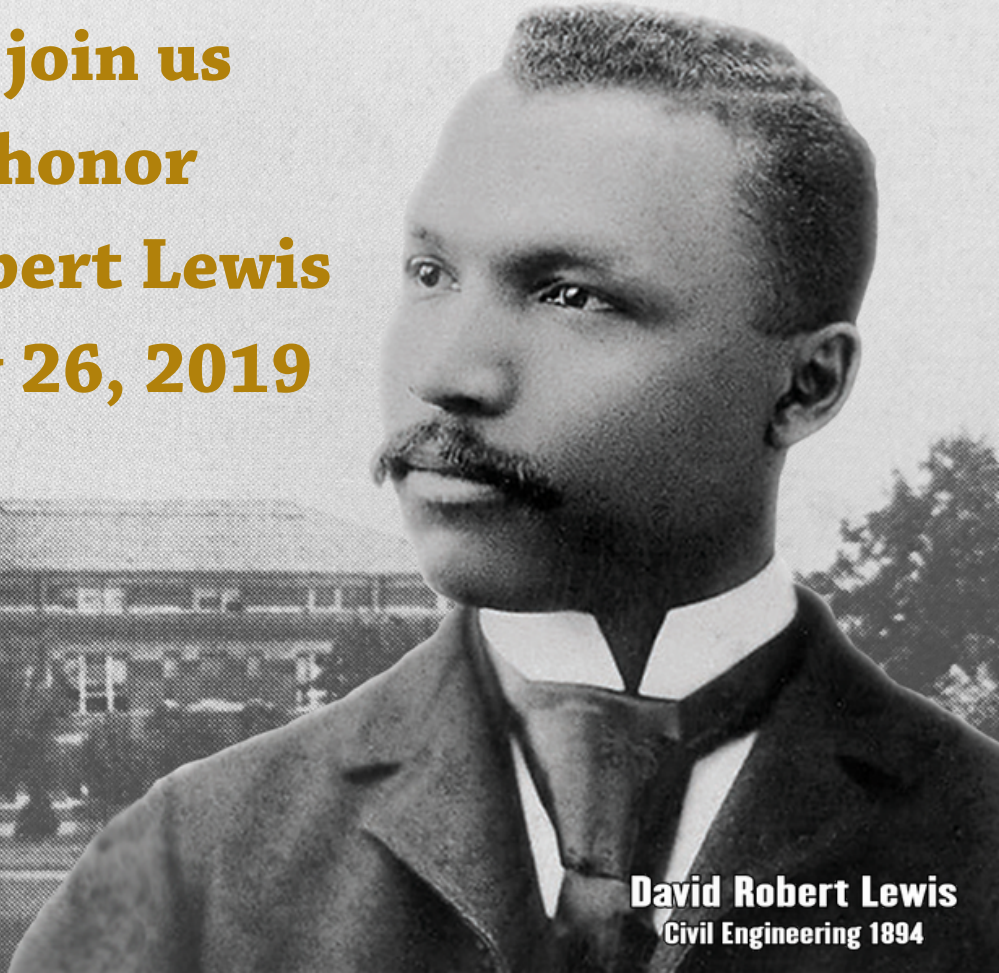


Please join us

as we honor

David Robert Lewis

February 26, 2019



David Robert Lewis
Civil Engineering 1894

15 YEARS OF
GIANT LEAPS
IN ENGINEERING

The luncheon will include a special feature showcasing the historical perspective of African Americans in engineering at Purdue and the re-dedication of the National Society of Black Engineers Key.

**The Lyles School of Civil Engineering
and the College of Engineering**

cordially invite you to celebrate with us the legacy and significance of

David Robert Lewis, 1894 BS Civil Engineering

Purdue University's first black graduate

Tuesday, February 26, 2019

Lecture: 10:30 a.m. – 11:30 a.m.

Keynote: Dr. Mamon Powers, Jr., (BSCE '70 and HDR '14)
Material Science and Electrical Engineering Building (MSEE)
Room B012
501 Northwestern Avenue, West Lafayette, Indiana 47907

Luncheon: 12:00 p.m. – 1:30 p.m.

Welcome: Rao S. Govindaraju, the Bowen Engineering Head of Civil Engineering
Keynote: Mung Chiang, the John A. Edwardson Dean of the
College of Engineering
Neil Armstrong Hall of Engineering (ARMS)
Kurz Atrium
701 West Stadium Avenue, West Lafayette, Indiana 47907

RSVP for the luncheon prior to February 15
College of Engineering Events Office: engineeringevents@purdue.edu
Parking available at the Northwestern Parking Garage
For questions or additional information please call 765-494-5178

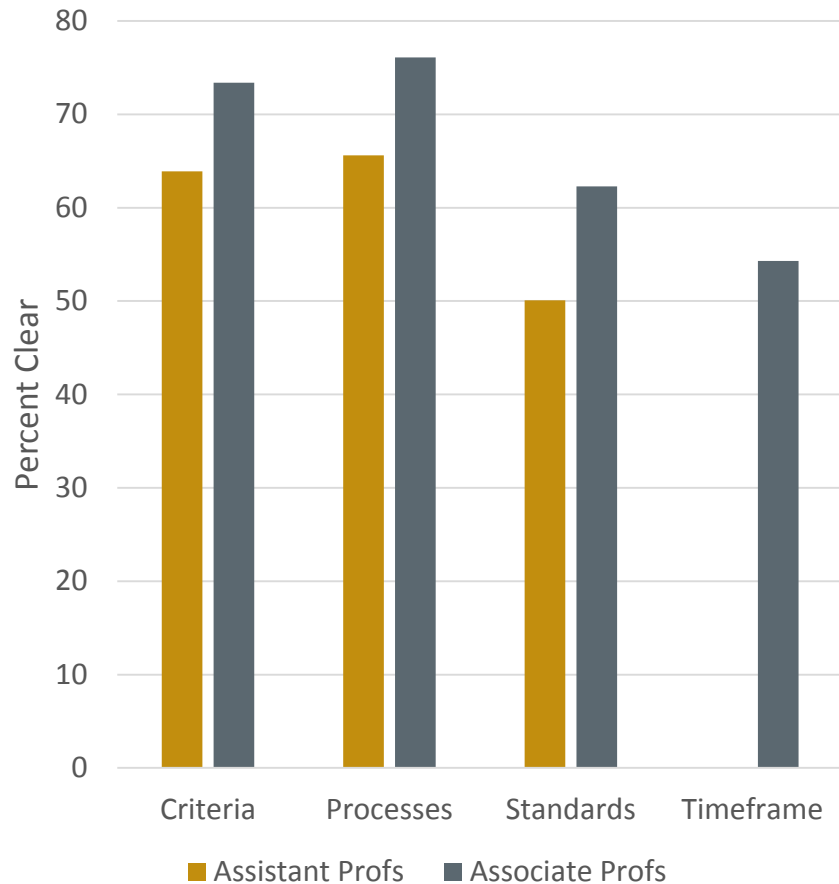
Please advise of mobility or dietary needs

COACHE SURVEY 2018
FACULTY-DRIVEN CHANGE

A decorative graphic consisting of several overlapping circles in various colors (green, blue, orange, yellow) and a horizontal bar with a diagonal hatched pattern in a light brown color.

THANK YOU!

Tenure and Promotion

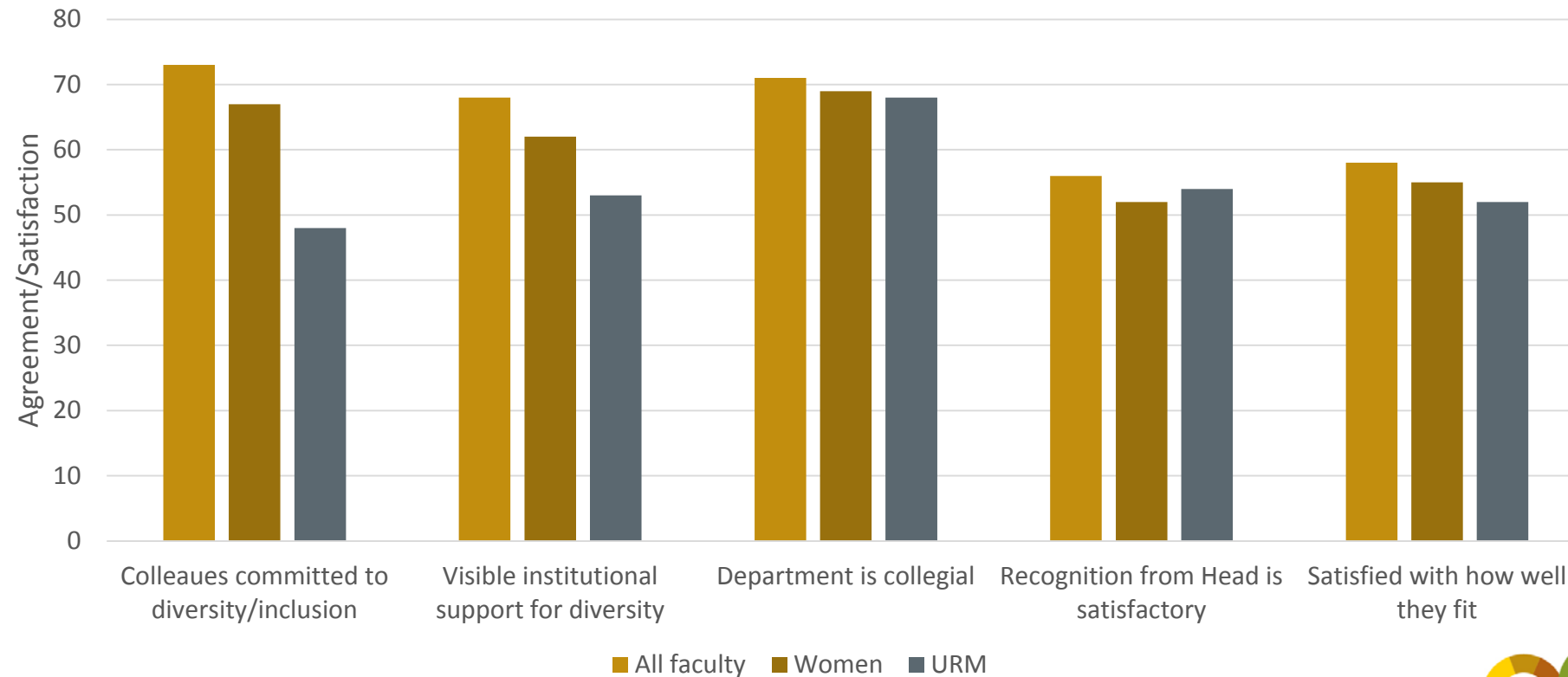


Promotion criteria are clear but standards and timeframe are less so

- Lag behind peers in these areas.
- **75%** of associate profs agree that the expectations for promotion are reasonable.
- **46%** of associate profs report that whether they will be promoted is clear.
- **49%** of assistant profs agree that messages about tenure are consistent.

Diversity, Inclusion, and Collegiality

Lower than our peers and the COACHE cohort in these areas



Comparisons to Peers: Strengths

- Nature of work: research
 - Quality of graduate students
 - Support for research
 - Support for engaging undergrads in research
 - Pre-awards management (support for grant submissions)
- Interdisciplinary work – but room to improve and lead
 - Although we are higher than our peers, less than **40%** of faculty agree that interdisciplinary work is rewarded in merit or promotion.
 - Agreement that interdisciplinary work rewarded in tenure went down **6%** since 2015.
 - This area is critical to the future of science and innovation in answering big questions.
We could be a leader in this area if we are able to improve this further.



Comparisons to Peers: Strengths

- Mentoring – but room to improve and lead
 - Although we are higher than peers, less than **40%** of faculty report that mentoring of tenured associate professors is effective — up **5%** from 2015, but an area to work on.
 - Only 25% of faculty agree there is support for faculty to be good mentors. We need to develop this support.
 - We are already ahead of peers — this is an area we could lead if we further improve.
 - Agreement that mentoring of non-tenure track faculty is effective in departments increased **15%** since 2015, but still below peers.
- Classroom space
- Childcare – but room to improve and lead
 - While we rate better than our peers on childcare, only **25%** of faculty are satisfied with childcare resources. This is an area where we could impact faculty work-life satisfaction and lead as a University.
- Stop-the-clock policies