AGENDA

1. Call to order

2. Approval of Minutes of 16 November 2020

3. Acceptance of Agenda

4. Remarks of the Senate Chair

5. Remarks of the President

6. Question Time

7. Memorial Resolutions

8. Résumé of Items Under Consideration by Various Committees

9. Senate Document 20-27 Student Member of Educational Policy Committee

10. Senate Document 20-28 Nominee for Senate University Resources Policy Committee

11. Senate Document 20-29 Nominee for Senate Equity and Diversity Committee

12. Senate Document 20-32 Nominee for Senate University Resources Policy Committee

13. Senate Document 20-26 Composition of the Visual Arts and Design Committee

14. Senate Document 20-30 Extension of Deadline for Students to Switch Spring 2021 Courses from a Letter Grade to P/NP

Professor Deborah L. Nichols

President Mitchell E. Daniels, Jr.

Professor Robert Nowack

For Information

Professor Elizabeth A. Richards

For Action

Professor Robert Nowack

For Action

Professor Robert Nowack

For Action

Professor Janice Kritchevsky

For Discussion

Professor Erik Otárola-Castillo
15. **Senate Document 20-31 Extension of Deadline for Students to Withdraw/Drop Spring 2021 Courses** For Discussion
   Professor Erik Otárola-Castillo

16. **Purdue Budget Update** For Information
    Chief Financial Officer Chris Ruhl

17. **New Business**

18. **Adjournment**
Fourth Meeting, Monday, 25 January 2021, 2:30 p.m.
Zoom Meeting


Absent: Charles Bouman, Min Chen, Laura Claxton, Ralph Kaufmann, Todd Kelley, Benjamin Lawton Greg Michalski, Ala Samarapungavan, and Michael B. Cline.

Guests: James Almond (Office of the Treasurer), Stacey Baisden (MaPSAC), Andrew Bean (Financial Planning and Analysis), Dan Carpenter (Student Success Programs), Cody Connor (Purdue Online), Anna Darling (WLFI), Spencer Deery (Office of the President), Emily Deletter (Journal & Courier), Natalie Fedor (Purdue Exponent), Jason Fish (Teaching and Learning Technologies), Clarence Maybee (Libraries and SIS), Abbey Nickel (Purdue Today), Eva Nodine (Office of the Treasurer), Evan Patterson (undergraduate, POL), Noah Scott (Board of Trustees), Ben Thorp (WBAA), Marion Underwood (HHS), and Rob Wynkoop (Auxiliary Services).

1. The meeting was called to order at 2:34pm by Chair Deborah Nichols.

2. The Minutes of the 16 November 2020 Meeting were entered as read.

3. The Agenda was accepted by general consent.
4. Chair Nichols presented remarks (See Appendix A). She noted that while a new year has begun, the challenges caused by the COVID pandemic remain with us, but that the demands and surprises of 2021 may be met with community responsibility and networks.

5. President Daniels first responded to some of the questions that had come in. He noted that Purdue would soon be approved as a vaccine distribution site. While our hope had been to function as a site for the community at large, because of liability issues we will at least initially vaccinate only members of the Purdue community and those under Purdue Health Plans or the Protect Purdue Health Center Coverage. Vaccinating the Purdue community is an important step supporting our responsibility to trying to keep the surrounding area safer as well. President Daniels also responded to a question about the national news reporting that many college campuses had contributed to or driven community spread in their surrounding areas. In contrast, in the West Lafayette area, the community rates of spread led the campus rates, not the other way around, perhaps because Purdue had more resources than its neighbors to devote to testing, tracing, and quarantining. President Daniels affirmed that Purdue takes its responsibility in partnering with its local community very seriously, and stated that, had the university gone entirely remote, the effects would have been locally devastating.
   a. The answers to other questions sent in have been recorded and are available on the Senate website (See Appendix B).
   b. President Daniels made remarks about air travel, and the desire for and potential to bring commercial air travel back to Purdue’s airport. Longstanding plans for campus and community growth and development, including the State Street renovation partnership with West Lafayette, and expansion in the Discovery Park District, contribute to making West Lafayette attractive to commercial carriers. Purdue is applying for a competitive federal grant that would assist us in expanding our air service by increasing the kinds of expenditures that encourage community support of local air travel. (See Appendix C).

6. Treasurer and Chief Financial Officer Chris Ruhl gave a presentation on Purdue’s budget and financial status (See Appendix D). He explained how Protect Purdue expenses were being covered, Purdue's use of Federal Stimulus funding, and current projections to fiscal year 2021 compared to the fiscal year 2020 budget plan. While uncertainty remains as to future gains and losses, Purdue's condition is healthy. Barring setbacks, merit raises will resume July 1. 150 faculty searches have been authorized for 2021 hiring, and the Board of Trustees have approved a tenth year of frozen tuition.
   a. Professor David Sanders asked about the chart of revenues for 2020 shown (Appendix D), and how the percentages there would compare to another year, such as 2010. CFO Ruhl responded that tuition and fee revenue today would be slightly higher as a percentage than 2010 given larger enrollments. We’ve increased by roughly 6000 undergraduates; state appropriations have been largely flat; gift revenue would be a slightly higher proportion; and other sources would be roughly equivalent. Research has continued to grow, so is a slightly larger slice of the pie now, but it takes significant growth to really move the percentages.
b. Professor David Koltick asked whether state appropriations have been getting smaller each year. CFO Ruhl explained that the “appropriations slice” is about 80% state appropriations, and that the College of Agriculture receives a small amount of county appropriations; there’s a component of county appropriations to extension offices across the state. Overall, appropriations have been roughly flat over the past 6 to 8 years, and some fluctuation is due to being in a performance—funding state model.

c. Professor Alice Pawley inquired about the financial health of Purdue Global during the pandemic. CFO Ruhl noted that the slides he had shown did not include any information from Purdue Global. Global had been growing pre-pandemic, and that growth had accelerated in the past six months. Last year was moderately in the black, and there will be a larger operating income forecast for FY 21. Income growth for the moment has been reinvested in growing programs, branding, and similar items.

7. There were no Memorial Resolutions.

8. Representing the Steering Committee, Professor Libby Richards presented the Résumé of Items Under Consideration (ROI) by the various Standing Committees (see Appendix E). The chairs of the standing committees briefly discussed the recent and current activities of their respective committees. Professor Robert Nowack, of the Nominating Committee, stated the Committee is seeking nominations for Vice Chair of the Senate for 2021-22, and that self-nominations are permitted. Senators wishing to self-nominate should contact Professor Nowack or any member of the Nominating Committee, and need to provide a short, one-paragraph biosketch. The survey for Standing Committee vacancies will be circulated shortly as well.

9. Professor Nowack next presented Senate Document 20-27 Student Member of Educational Policy Committee. Pratik Kashyap was confirmed to replace Vikram Cherupally on the EPC by general consent.

10. Professor Nowack also presented Senate Document 20-28 Nominee for Senate University Resources Policy Committee, Senate Document 20-29 Nominee for Senate Equity and Diversity Committee, and Senate Document 20-32 Nominee for Senate University Resources Policy Committee. There were no additional nominations from the floor on any of the Documents. By general consent, Professor Kashchandra Raghothama was confirmed to replace Professor Jules Janick on the URPC; Professor Sandra Rossie was confirmed to replace Professor Albert Heber on the EDC; and Professor Abigail Engelberth was confirmed to replace Professor Richard Meilan on the URPC.

11. Professor Janice Kritchevsky, Chair of the University Resource Policy Committee, presented Senate Document 20-26 Composition of the Visual Arts and Design Committee. Because the Document was largely a housekeeping matter, Professor Kritchevsky asked to suspend the rules so that the Senate could act immediately. The motion to suspend the rules carried, with 77 votes in favor, three opposed, and two abstentions. Professor Alice Pawley asked for clarification that the motion proposed would leave the committee with six faculty members and an at-large member with voting
rights. Professor Kritchevsky confirmed this was the case, and that it would be positive to broaden representation on the committee, since many members of the campus community who are not faculty still have an interest in Purdue’s art collections and displays. There being no further discussion, the question was called. The motion carried, with 79 voting in favor, three opposed, and three abstentions.

12. Professor Erik Otárola-Castillo, Chair of the Educational Policy Committee, presented Senate Document 20-30 Extension of Deadline for Students to Switch Spring 2021 Courses from a Letter Grade to P/NP. Professor Otárola-Castillo introduced the Document as part of the on-going efforts to mitigate some of the effects of the COVID-19 pandemic upon students, and called for a suspension of the rules to allow for a same-day vote on the measure. Professor Alexander Francis asked whether suspending the rules would have effect possible motions to amend. It was clarified that the Document would remain fully debatable and amendable. Purdue Student Government President Assata Gilmore voiced her support for the Document and the EPC’s work. The motion to suspend the rules carried, with 81 voting in favor, four opposed, and one abstention.

a. While waiting for the amendment language to be projected on the Zoom screen, discussion began. (The motion to amend was later seconded by Professor Francis, the regular sequence having been slightly interrupted by this discussion.) Professor Pawley proposed an amendment that would address the regulation that normally, when students repeat a course, they must do so in the same modality that they originally took it in. E.g., if they took a course as P/NP and then wanted to take it for a letter grade later, they would have to take it at another university, and then transfer the course back over. This requirement had been waived in Spring 2020, but not since then. Several students in Prof. Pawley’s department had been denied by the Registrar when they requested to re-take a P/NP course for a grade.

The amendment read as follows:

- In the first bullet, strike “like in fall 2020”
- In the first bullet, in the underlined section, add “and the university regulation on grade reports section J with respect to repeating a P/NP course for a grade,” so that it reads, “Other than the deadline extension and the university regulation on grade reports section J with respect to repeating a P/NP course for a grade.”
- In the first bullet, change the second sentence by adding “other” such that it reads, “Students must follow all OTHER regulations...”
- In the second bullet, add sub-bullet to bullet 2 that says, “Like in spring 2020, a limited part of university regulation on grade and grade reports section J shall be waived. Specifically, students shall be allowed to select P/NP for spring 2021 (only) and then repeat the same class again in the future for a letter grade, even though this is a change in grade modality.”

b. Professor Colleen Brady asked why, if a student took a course P/NP, they would then ask to take it again for a grade? Professor Pawley explained she believed that some students had been incorrectly advised that they could take courses P/NP in Fall 2020 and still use them to fulfill requirements. This had been true in S20, but not F20. So these students would now need to re-take such courses for a grade, but were being told they could not do so at Purdue. Provost Jay Akridge
confirmed that the changes made to how faculty could handle P/NP requirements in S20 were not renewed for F20, and that this was widely communicated. He asked Vice Provost Jenna Rickus to provide more detail.

c. Vice Provost Rickus explained that in Spring 2020, it was not that a rule had been suspended, but rather that an emergency override was put in place such that a P/NP grade could pass for any internal Purdue requirements. In Fall 2020, while the deadline for switching to P/NP was extended, no other changes were made and all internal requirements were left intact. It was her understanding that some First-Year Engineering students and their advisors had believed P/NP courses could still count for internal requirements. While the Registrar’s Office cannot override existing policy, it can process individual overrides if an error is made, which was the case here. Because of the advising error, the Registrar would make an exception and allow those students to re-take the needed courses for a grade.

d. Professor Otárola-Castillo invited Professor Pawley to provide her language to and visit the EPC to discuss the change she was proposing. He said that small changes to Purdue’s educational policies could have major unintended ramifications, and that rather than voting quickly, it would be best for the EPC to fully vet the proposal to suspend grade modality internal requirements with the Registrar and Student Academic Advisors. Professor Pawley stated that she had contacted the EPC with her concerns in December, and had called for a December meeting out of concern over having to suspend the rules for same-day action, but that a draft of the proposed Document had not been shared with her, which is why she had not sent a proposal to the EPC earlier.

e. Vice Chair Stephen Beaudoin asked for clarification: was the issue that the students had been wrongly advised? And the error had now been corrected, so that the students would be able to take the course for a grade at Purdue? Vice Provost Rickus confirmed that this understanding was correct; the only question was whether the overrides could happen in bulk or whether they needed to be dealt with individually; the technical build required to allow the system to make the change required manual attention.

f. President Gilmore stated that she thought the amendment represented a very important issue, but that it was critical that it not pass immediately, so that students would not become more confused than they already were. Rather, perhaps it could go back to committee for a full review.

g. Professor Matthew Conaway stated that he was unaware of the policy requiring retakes to maintain the course’s original modality. His department actually requires its students to retake courses multiple times as standard practice. Because of this, he echoed President Gilmore’s concerns. He asked whether the Document could be held over for another month, allowing time for full consideration of the amendment. Professor Leonid Rokhinson voiced agreement with this comment, and asked for more information about the original policy. Professor Otárola-Castillo reminded the body that the Document at hand did not propose any change to standing Purdue policy: it only extended the deadline for P/NP without changing other requirements.

h. Chair Nichols asked whether Professor Otárola-Castillo was open to holding the Document back for a month to vet the proposed amendment fully. He replied that he would like to hear from Professor Pawley on the issue of timing. Professor
Francis clarified that there were two issues: the students who had already taken courses P/NP, and whose difficulties the Registrar was addressing, versus current and future students, and their relationship to the P/NP modality. Professor Pawley responded that when the deadline extension had been voted on in the fall, there had not been widespread understanding that it was any different from the spring extension (which had overridden internal guidelines on course modalities), and that she wished for that not to happen a second time. She stated that her preference would be for the Document to be withdrawn and improved, and voted on in February, but that she did not wish to withdraw the amendment and vote on the Document immediately without it, piecemeal. Vice Provost Rickus interjected that the current last day to cancel a course without a W on the transcript was 1 February, and so holding the Document off until the Senate’s meeting on 15 February would force students to make decisions potentially without knowing their full range of options. Provost Akridge noted that these consequences had been discussed in October, and that basically, the collective GPA was unchanged from Fall 19 to Fall 20—this held for distributions across gender, status, probation, etc. The grade most displaced by the P/NP option was a B, and the second most displaced grade was a C. The grade modality re-take policy is longstanding, and in need of a deeper look before changing.

i. Professor Brady asked whether this was an issue that could be handled at the departmental level, and also suggested that in the interest of other items on the Agenda that the body should move to vote on the amendment soon. It was clarified that the policy is university-wide. After a few more remarks largely reiterating earlier points, the question was called. The amendment failed to carry, with 28 votes in favor, 44 opposed, and eight abstentions.

j. Discussion on the Document resumed. Professor Pawley asked why the EPC was making policy for the Spring 2021 semester, but not Summer 2021—it was unfortunate that accommodations were not made for Summer 2020 students, despite their hardships being comparable to those in other terms. However, she declined to bring an amendment on this point. Professor Otárola-Castillo responded that we are making decisions in a state-dependent environment, and are trying to make the most informed decisions possible by relying on new data and changing circumstances as they come in. However, the EPC was actively discussing whether a yearlong deadline policy might be needed. Petite Senate Guest Nikolas Otárola-Castillo voiced support for continued dialog from his carrier. The question was called, and the Document carried, with 71 votes in favor, six opposed, and three abstentions.

13. Professor Otárola-Castillo presented Senate Document 20-31 Extension of Deadline for Students to Withdraw/Drop Spring 2021 Courses. Professor Conaway asked whether there would also be a motion to suspend the rules for this Document. The motion was made and seconded, and carried, 74 in favor, four opposed, and with two abstentions. During voting, Professor Cheryl Cooky praised the EPC for its hard work. Professor Otárola-Castillo also explained how to pronounce his surname, which rhymes with Motarola-Castillo.

a. Discussion began. Professor Otárola-Castillo noted that in this iteration of the motion, a line had been added to remind students that they would need to follow
all regulations already established by programs in units, majors, departments, Colleges, etc., and also that they should be aware of particular deadlines for Ws, WUs, WFs, etc. to be included in transcripts.

b. The question being called, voting commenced. The Secretary noted a typo in the poll’s title and apologized. The motion carried, with 71 votes in favor, three opposed, and three abstentions.

14. There being no New Business, the meeting adjourned by general consent at 4:32pm.
To: The University Senate
From: University Senate Nominating Committee
Subject: Student Member of Educational Policy Committee
Reference: Bylaws of the University Senate
Disposition: University Senate for Discussion and Adoption
Proposal: For the opening on the Educational Policy Committee, the Nominating Committee proposes the following nominee:

Name: Pratik Kashyap (replacing Vikram Cherupally)
Body: PGSG
Term: Spring 2021

Committee Votes:

For: Dulcy Abraham
     Martin Corless
     Ray Fouché
     Michael McNamara
     Larry F. Nies
     Robert Nowack
     Jan Olek
     Joseph Sobieralski
     Qifan Song

Against: 

Abstained: 

Absent: 

To: The University Senate
From: University Senate Nominating Committee
Subject: Nominee for Senate University Resources Policy Committee
Reference: Bylaws of the University Senate
Disposition: University Senate for Discussion and Adoption
Proposal: For the opening on the University Resources Policy Committee, the Nominating Committee proposes the following nominee:

Name: Kashchandra Raghothama
Term: Spring 2021
Department/School: Horticulture and Landscape Architecture
(replacing Jules Janick)

Committee Votes:

For:
Dulcy Abraham
Martin Corless
Ray Fouché
Michael McNamara
Larry F. Nies
Robert Nowack
Jan Olek
Joseph Sobieralski
Qifan Song

Against:

Abstained:

Absent:
To: The University Senate
From: University Senate Nominating Committee
Subject: Nominee for Senate Equity and Diversity Committee
Reference: Bylaws of the University Senate
Disposition: University Senate for Discussion and Adoption
Proposal: For the opening on the Equity and Diversity Committee, the Nominating Committee proposes the following nominee:

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<th>Name</th>
<th>Term End</th>
<th>Department/School</th>
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<tr>
<td>Sandra Rossie (replacing Al Heber)</td>
<td>2022</td>
<td>Biochemistry</td>
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Committee Votes:

For: Dulcy Abraham
     Martin Corless
     Ray Fouché
     Michael McNamara
     Larry F. Nies
     Robert Nowack
     Jan Olek
     Joseph Sobieralski
     Qifan Song

Against: 

Abstained: 

Absent: 
To: The University Senate
From: University Senate Nominating Committee
Subject: Nominee for Senate University Resources Policy Committee
Reference: Bylaws of the University Senate
Disposition: University Senate for Discussion and Adoption
Proposal: For the opening on the University Resources Policy Committee, the Nominating Committee proposes the following nominee:

Name: Abigail Engelberth
   (replacing Richard Meilan)
   Term: Spring 2021
   Department/School: Agricultural and Biological Engineering

Committee Votes:

For: Dulcy Abraham
     Martin Corless
     Ray Fouché
     Michael McNamara
     Larry F. Nies
     Robert Nowack
     Jan Olek
     Joseph Sobieralski
     Qifan Song

Against: 

Abstained: 

Absent: 

To: The University Senate
From: University Resources Policy Committee
Subject: Composition of the Visual Arts and Design Committee
Reference: Senate Document 18-07
Disposition: University Senate for Discussion and Adoption

Rationale: Visual arts and design are important to all members of the Purdue community. For this reason the Visual Arts and Design Committee should reflect the diversity that exists within the university and integrate with other university entities.

Proposal: Change the make-up of the Visual Arts and Design Committee

1. The current composition of the Visual Arts and Design Committee consists of 7 faculty members, a PSG rep, a PGSG rep, a CSSAC rep, a MaPSAC rep, and various advisors. Current advisors are the manager of the visual arts lending collection or their designee, and the head of the Design, Art, and Performance.

2. Adding a person to the committee that represents campus planning and sustainability would allow more integration between the Visual Arts and Design Committee and other planning bodies.

3. Making the manager of the visual arts lending collection or their designee a committee member rather than an advisor would allow that individual to partake more fully in committee business. Replacing one of the faculty representative with an at-large representative on the committee would allow for more diverse perspectives to be heard.
Committee Votes:

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To: The University Senate
From: University Senate Educational Policy Committee
Subject: Extension of Deadline for Students to Switch Spring 2021 Courses from a Letter Grade to P/NP
https://www.purdue.edu/registrar/calendars/2020-21-Academic-Calendar.html

Disposition: University Senate for Discussion and Adoption
Rationale: To mitigate negative academic impacts to students due to the COVID-19 pandemic, in spring and fall 2020, Purdue University extended its deadline for students to switch any course from a letter grade to P/NP.

Proposal: To lessen negative impacts on student academic performance during the continued pandemic in Spring 2021, the last day for students to switch a course from a letter grade to P/NP, if the course is currently allowed to be taken P/NP, will be extended from Monday, March 22, 2021 to Friday, April 30, 2021 (Friday before spring 2021 finals).

- Like in fall 2020, other than the deadline extension for spring 2021, no other changes to existing P/NP regulations will be made. Students must follow all regulations already established by programs, majors, departments, schools, the University, or other units regarding P/NP (including whether P/NP is allowed).
- “Pass/No Pass: Students have until the end of the semester (April 30, Friday before finals) to switch a course from a letter grade to P/NP, if the course is currently allowed to be taken P/NP, with Instructor, Advisor, and Department Head Signatures.
  o The minimum threshold for a grade of “P” is defined as a C- for all 10000-40000 level courses in spring 2021.
  o Passing grades for courses completed in spring 2021 will count for degrees, admissions, indexes, and prerequisite requirements internal to Purdue, in
accordance with established departmental, program, and major requirements.

- As always, P/NP grades are not used in computing GPA.
- In fall 2021, established deadlines for changing letter grades to P/NP will be reinstated.

Committee Votes:

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* Indicates advisers with voting rights.
**Indicates student members.
To: The University Senate
From: University Senate Educational Policy Committee
Subject: Extension of Deadline for Students to “Withdraw/Drop” Spring 2021 Courses
Reference: https://catalog.purdue.edu/content.php?catoid=13&navoid=15965
Disposition: University Senate for Discussion and Adoption
Rationale: To mitigate negative academic impacts to students due to the COVID-19 pandemic, in spring and fall 2020 Purdue University extended its deadline for students to “Withdraw/Drop” courses.
Proposal: To lessen negative impacts on student academic performance during the continued pandemic in Spring 2021, the last day for students to “Withdraw/Drop” courses with academic advisor approval will be extended from Monday 22 March 2021 to Friday 30 April 2021 (Friday before spring 2021 finals). In Fall 2021, established deadlines for course Withdrawal/Drop will be reinstated.

- As in fall 2020, other than the extension of the deadline to withdraw from a course, as specified above, no other changes to existing university regulations are made by this resolution.
- Students must follow all academic regulations already established by programs, majors, departments, schools, the University, or other units regarding the W grade including the scheduling and regulation of W, WF, WN, or WU grades included in the transcript.
- Students are encouraged to consider whether the formal process of withdrawing from the University provides a more feasible long-term solution than withdrawing from any or all individual courses.
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<td>Thomas Siegmund</td>
<td>*Jeff Stefancic</td>
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<td>**Hannah Walter</td>
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</tbody>
</table>

* Indicates advisers with voting rights.
**Indicates student members.
Good afternoon, and welcome back.

We last spoke in mid-November when we were wending our way through a very difficult fall semester, limping across the finish line. While I hope the break over the holidays was restful and even possibly rejuvenating, I know that was most likely not the case. In fact, how did you face the thought of 2021? Before it arrived, I wondered if I would have that same sense of beauty and awe that I have had in the Before Times when a new year starts. There are new possibilities, we get a clean slate, we can decide how we want to shape things. This year…well, it was much harder, at least for me. I certainly had moments of joy in 2020: spending more time with my family, cooking more than I ever have, working out in the mornings together. But, like with all of us, there were also so many moments of sorrow and anger. The world and especially the United States has been out of control for quite a while. Likely, like me, you had all the good and all the bad swirling around inside your head.

I think we all punctuated the end of 2020 with an exclamation point! 2020 was a dumpster fire for sure [see Slide 2]!

While it came as little surprise that the transition to 2021 was rocky, perhaps we weren’t expecting the degree of rockiness we faced [see Slide 3]. We were still in the aftermath of a divisive, erratic, and crazy election cycle. And, we were still battling a pandemic and everything that comes with that.

But, I am an eternal optimist and occasional idealist and sometimes when those merge on major holidays with champagne and finger foods…like New Year’s Eve 2020, well, you put the ugliness and the sorrow and the anger out of your mind and hope that the new year will bring you all the clichés: a new beginning, a new start, a fresh start…pick your favorite [see Slide 4].

I’ve always thought that New Years’ Eve was a holiday with serious imposter syndrome [see Slide 5]. We place so many expectations on one night. How many times has New Years’ Eve met these expectations? Or exceeded them? I’m sounding like a pessimist right now, which is definitely not me. I am seriously a crazy-cat-riding-the-unicorn-under-the-rainbow kind of person. In my life, I have learned to embrace change and to find ways to move on from situations, events, and experiences that cause
sorrow and anger. These changes can be thrilling, scary, happy, sad, bittersweet.

We have started the spring semester. Obviously we cannot know the future. But for me, I choose to embrace that a vaccine is coming. I choose to embrace that we know if we mask, if we socially distance, if we wash our hands, if, while we look out for our own health and safety, we also do what we can for other people’s health and safety, then we are doing what we can to move forward. We are doing what we can to embrace 2021 and the new beginnings that it offers. We are doing so in ways that respect the lessons of 2020 while also knowing that we met those challenges and that, somehow, we will meet the challenges 2021 throws at us. But, I admit, this is not easy, not easy at all.

I think one of the greatest gifts that 2020 gave to me was a squad of amazing women [see Slide 6]. We check in with each other every day, we support each other unconditionally, and we amplify each other’s voices. What I wish for each of you is that you have such a squad around you. It doesn’t matter who they are, how they fit into your life, or even how many are in your squad. What matters is that you have connections to others, even if those others are your pets or your family. I would encourage each of you to reach out to those in your life and make a connection, no matter how fragile.

I love this quote about human connection [see Slide 7] … it’s by Reverend Henry Melvill (not Herman Melville…he often gets the attribution, but as someone who took a class in college that focused on all of Melville’s works except *Moby Dick*, these were not his words! (And, as an aside, thank you University of Rochester for the liberal arts education you gave me!)

Ye live not for yourselves; ye cannot live for yourselves; a thousand fibres connect you with your fellow-men, and along those fibres, as along sympathetic threads, run your actions as causes, and return to you as effects.

We cannot live for ourselves alone. Our lives are connected by a thousand invisible threads, and along these sympathetic fibers, our actions run as causes and return to us as results.
I will end with this [see Slide 8]. In these most difficult times, we all deserve the beauty and grace of a new beginning. We all deserve a 2021 that is filled with joy rather than sadness. We all deserve an opportunity to celebrate the small steps we take and the giant leaps that we embrace this year. I love this poem written by Lucille Clifton about new beginnings [see Slide 9].

i am running into a new year
and the old years blow back
like a wind
that I catch in my hair
like strong fingers like
all my old promises and
it will be hard to let go
of what I said to myself
about myself
when I was sixteen and
twentysix and thirtysix
even thirtysix but
i am running into a new year
and I beg what I love and
i leave to forgive me

I believe that there are exciting changes on the horizon (and this is not the crazy cat riding a unicorn talking!). The small steps will give us peace and the giant leaps will wake us up and move us forward into new spaces, new ways of thinking, and new ways of doing! Let’s embrace where 2021 takes us! *Alea iacta est.*
PURDUE UNIVERSITY SENATE

Prepared by Deborah L. Nichols, Ph.D.
University Senate Chair
For Senate Meeting
25 January 2021
what if 2021 told 2020
to “hold my beer”? 
made with mematic
Riding into NY Eve 2020 with optimism and idealism
Imposter Syndrome
The Squad
Henry Melvill, Anglican Preacher (NOT Herman Melville, whale hunter)

Ye live not for yourselves; ye cannot live for yourselves; a thousand fibres connect you with your fellow-men, and along those fibres, as along sympathetic threads, run your actions as causes, and return to you as effects.
i am running into a new year
and the old years blow back
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even thirty-six but
i am running into a new year
and i beg what i love and
i leave to forgive me

See https://www.newyorker.com/books/page-turner/remembering-lucille-clifton
THANK YOU!
STAY SAFE AND HEALTHY
Questions

When can faculty members under 60 expect to be vaccinated? Are faculty members considered teachers and/or frontline workers? Some states put college instructors earlier in the line for vaccines than others.

Many analyses are suggesting that college campuses are super-spreaders. We had roughly 3000 cases on campus last fall, which led to an untold number of cases locally and in the home communities of infected boilermakers, with as yet unknown long-term morbidities. What is our responsibility to the county and to the world as we bring students back to Tippecanoe in its current “red” environment?

I would be grateful if President Daniels could provide some details about the basketball tournament in March.

I am sure that you have seen articles like this: https://www.insidehighered.com/news/2021/01/11/colleges-weigh-taking-action-against-incendiary-comments-aftermath-capitol-attack, and I know you are very aware that Purdue is not immune from intolerance and even violence. Personally, over the past few years I have seen increasing hostility toward “liberal elites” from folks in nearby communities. In my 20 years at Purdue, this is first time I have had serious concerns about safety on campus. I hope you will address the campus community about this in the near future.

In light of the fact that President Daniels received a merit bonus last year in the amount of $191,572.50, what is the University's stance on merit raises for faculty this year?

Our school has implemented a “raising of the floor” for graduate salaries, making sure all our graduate student workers receive at least a minimum well above that set by the Graduate School. But even though this is supposed to be internally approved, graduate students are still waiting to see their salary changes. One graduate student had his pay approved by his advisor back in August. When will they be approved?

What advancements in system and application support and infrastructure have been put in place since last semester to support the ongoing needs in this realm for this spring term? Are there new/improved processes for communicating outages (e.g., IT dashboard), expediting technology system concerns, etc., that we should be aware of for the spring?

Per the Registrar, the deadlines to submit information and request classrooms are in February. With so much uncertainty, it is difficult to plan for the coming fall, let alone begin requesting classrooms, etc. We will certainly have to keep adjusting schedules and expectations. It would be helpful to delay schedule building until we have more information on matters such as the vaccination plan, and when instructors will be vaccinated, whether we will still have an online-COVID cohort, and whether classes will continue to require multi-modal delivery, etc.

From Eric Barker, Dean of the College of Pharmacy:

"Access to COVID-19 vaccine will be dictated by the strategy outlined by the Indiana State Department of Health. Currently, the strategy employed by the state is age-based. As vaccine doses become more available, we anticipate incremental expansions of eligibility. Employees should monitor https://www.coronavirus.in.gov/vaccine/index.htm"
for the most up-to-date information. Purdue will also be communicating with faculty and staff as eligibility criteria evolve.”

Many analyses are suggesting that college campuses are super-spreaders. We had roughly 3000 cases on campus last fall, which led to an untold number of cases locally and in the home communities of infected boilermakers, with as yet unknown long-term morbidities. What is our responsibility to the county and to the world as we bring students back to Tippecanoe in its current “red” environment?

From Eric Barker, Dean of the College of Pharmacy:

“We appreciate all who are tracing the spread of COVID-19, but must take issue with the idea that the return of students, at least in Purdue's case, caused a spike in COVID-19 cases in our surrounding community.

As the graph below indicates, the Protect Purdue team's relentless contact tracing and comprehensive data analysis shows quite the opposite. Unlike many schools mentioned in recent articles that had outbreaks on campus early in their semester that were followed by spikes in their respective communities, Purdue did not. Both Purdue and Tippecanoe County data attest that in the second week of October, a full 7 weeks into the semester, the average positivity rate in the county took a turn upward. But Purdue's rate did not increase for some time, and when it did, it increased much more slowly than the surrounding area, never catching up to it. Contact tracing demonstrated this late increase was due to individuals off campus and in the community interacting, engaging in activities away from Purdue proper, and letting their guard down.

Throughout the semester, our classrooms, lab spaces, offices, and even our Co-Rec proved to be some of the safest places around.”

I would be grateful if President Daniels could provide some details about the basketball tournament in March.

From Mike Bobinski, Athletics Director:

“The NCAA Men’s Basketball Tournament games to be held at Mackey Arena in March will be conducted in accordance with comprehensive medical and safety protocols adopted by the NCAA for the entire championship. Those protocols meet, and in some cases exceed, the standards currently in place for Big Ten men’s and women’s basketball competition. Teams and officials will be housed in a controlled environment in Indianapolis and subject to
daily COVID testing. They will be transported here in time for their specific game, and will return to Indianapolis immediately after. The opportunity for fan attendance beyond the immediate family members of playing participants is undetermined at this point—any decisions regarding even limited capacity will be made in collaboration with local public health authorities sometime around the beginning of February.”

I am sure that you have seen articles like this https://www.insidehighered.com/news/2021/01/11/colleges-weigh-taking-action-against-incendiary-comments-aftermath-capitol-attack, and I know you are very aware that Purdue is not immune from intolerance and even violence. Personally, over the past few years I have seen increasing hostility toward “liberal elites” from folks in nearby communities. In my 20 years at Purdue, this is first time I have had serious concerns about safety on campus. I hope you will address the campus community about this in the near future.

From Carol Shelby, Public Safety Director:

“The safety of the Purdue community will always be our highest priority. As you know, we have individuals working truly around-the-clock every day of the year protecting our campus, assessing threats, and developing action plans and programs to create the safest and most secure environment we can. In addition to on-campus planning and efforts, our law enforcement and public safety leaders are in constant communication with local, state, and federal safety agencies, and our plans are continuously reviewed and refined based on the latest information. I can assure you that any event or situation that could potentially present safety concerns for our campus is taken seriously, and work is being done whether it is visible to the community or not. We are gratified that our community of West Lafayette was recently ranked the third safest college town in the U.S. — a testament to the efforts of all members of our campus and community as we care for each other and take an active role in keeping each other safe. We know how important it is that faculty, staff, students, visitors, prospective students, and parents feel secure on our campus and in our neighborhoods. We offer many training resources to our campus community members, and our campus and public safety leaders are always willing and available to discuss any concerns that you might have.”

In light of the fact that President Daniels received a merit bonus last year in the amount of $191,572.50, what is the University’s stance on merit raises for faculty this year?

A similar question was asked and answered in November, 2020. The response below is a reprint.

Response from Bill Bell, Vice President of Human Resources:

“Purdue will continue to do all it can to compensate its employees well. In prior years, we offered salary pools that were larger than our peers’. Unlike many schools during COVID, Purdue has avoided lay-offs, furloughs, and pay cuts, and we have maintained our benefits. The university has every intention to make merit increases available starting next fiscal year, with a total amount to be distributed consistent with pre-pandemic levels.

By any measure, Purdue’s paid time-off benefits are generous. In addition to 14 paid days off (16 in 2020), staff receive 10 to 22 vacation days per year, plus sick leave allowances. By providing the additional two days of winter recess, faculty and staff who were planning to use vacation days for that time will have those days to be utilized in the future. Staff may opt to use this time to coincide with the scheduled “reading days” during the semester – allowing periodic breaks throughout the semester.

With regard to President Daniels, he actually took a $23,000 pay cut in fiscal year 2020. When he became president of Purdue in 2013, he requested that the Board of Trustees place a portion of his salary “at-risk”, meaning he would
only receive his full salary if he scored 100% on a set of metrics. In fiscal year 2020, fully half of the president’s pay
was “at-risk”, and because of COVID’s impact on his performance metrics, he received only 89% of his “at-risk” pay.
That means that President Daniels earned less at-risk pay than any year since 2015."

Our school has implemented a “raising of the floor” for graduate salaries, making sure all our graduate student workers
receive at least a minimum well above that set by the Graduate School. But even though this is supposed to be
internally approved, graduate students are still waiting to see their salary changes. One graduate student had his pay
approved by his advisor back in August. When will they be approved?

From Jay Akridge, Provost:

“Due to the University merit compensation pause, regular graduate student pay raises are also paused. However,
units can give compensation increases to graduate students when they pass prelim exams or to honor other criteria
for compensation increases as part of standard unit policy. Any questions related to a specific graduate student pay
increase issue should start with the Unit Head.”

What advancements in system and application support and infrastructure have been put in place since last semester to
support the ongoing needs in this realm for this spring term? Are there new/improved processes for communicating
outages (e.g., IT dashboard), expediting technology system concerns, etc., that we should be aware of for the spring?

From Jay Akridge, Provost:

“The best place to stay abreast of enhancements in teaching support is the Innovative Learning website:
https://www.purdue.edu/innovativelearning/

Note as well that Vice Provost for Teaching and Learning Jenna Rickus sends out a weekly e-mail update on
teaching support: https://www.purdue.edu/innovativelearning/teaching-remotely/communications.aspx

Based on our fall experiences and instructor/student feedback, we have taken a number of steps to better support
both instructors and students in the Spring. We have worked with the Registrar and Physical Facilities to reduce the
number of ‘split’ course sections, where the enrollment exceeded the COVID-19 room capacity, which required a
portion of the class to be online every week. The Zoom license and access to an education level license is now
automatic at no cost to the instructor or academic unit so that instructors can put Zoom to work in their courses
without the challenges experienced in the Fall. About 100 student Technology Advocates have been hired to support
instructors. The Technology Advocates are directly connected to ITAP and TLT to assist with trouble shooting. If you
are interested in securing a Technology Advocate for your course, more information is available here:

We are now providing increased access to professional closed captioning services for course instructional videos via
the DRC and Innovative Learning Team to reduce this workload and simplify the process for
instructors. https://www.purdue.edu/innovativelearning/supporting-instruction/instructional-
technology/kaltura.aspx

We appreciate the feedback of instructors and students on the Fall semester and hope the changes/new resources
described above will support a better Spring semester for all.”
Per the Registrar, the deadlines to submit information and request classrooms are in February. With so much uncertainty, it is difficult to plan for the coming fall, let alone begin requesting classrooms, etc. We will certainly have to keep adjusting schedules and expectations. It would be helpful to delay schedule building until we have more information on matters such as the vaccination plan, and when instructors will be vaccinated, whether we will still have an online-COVID cohort, and whether classes will continue to require multi-modal delivery, etc.

From Jay Akridge, Provost:

“The uncertainties and challenges of building the Fall 2021 schedule right now are real. That said, if we don’t start now, we won’t have students registered by the end of spring term. Pushing student registration into May creates many other issues for us. At this point, what we are asking departments/faculty to provide is what they expect to teach in fall. We have not pushed for any modality decisions at this time, or specific room requests. We are hopeful that by time we get into those elements we should have some direction from the Medical A Team on Fall 2021 planning. Nevertheless, we have to continue to compile all of the data that leads into the building of the schedule if we are to deliver a schedule by March 22. We will start with a set of core assumptions about what will be and will not be possible in Fall 2021, and then will modify the schedule as needed should the conditions reflected in those assumptions change.”
Community Growth and Economic Development

- Aerospace District
- Greenbelt
- State Street
- Provenance
- Main St.
- District Core
- Discovery Park
- LAF
- SEL
- Zucrow
- Sandia National Laboratories
- Purdue University
$120 million State Street Redevelopment Project
- New and improved sidewalks
- 8,300 lane feet of cycle track
- 12,200 lane feet of shared use paths
- 33,700 linear feet of landscaping to buffer pedestrian and vehicular traffic
$1 billion, 30-year initiative
"Live. Work. Learn. Play" vision
Aerospace District: business hub for collaboration on research & commerce
WL Purdue Research Park Expansion: 2017

- $12 million, 60,000-square-foot expansion to Kurz Purdue Technology Center
- Largest cluster of technology companies in the state
- 725-acres
- 50 buildings
- 3,200+ employees
- 327,000 sq ft feet of business incubation space
- Average wage for startup companies in excess of $63K
Steady Population & Wage Growth: Greater Lafayette

Population growing faster than national, Indiana & Big Ten averages

- Up 18% in last decade

Sources: Census, EMSi, BEA
Big Ten Universities Ranked by Distance to Commercial Airport

- Rutgers: 4 miles
- Illinois: 5 miles
- Penn State: 5 miles
- Nebraska: 5 miles
- Wisconsin: 7 miles
- Michigan State: 8 miles
- Ohio State: 10 miles
- Minnesota: 13 miles
- Northwestern: 16 miles
- Iowa: 23 miles
- Michigan: 25 miles
- Maryland: 28 miles
- Indiana: 45 miles
- Purdue: 67 miles

Miles from Campus to Airport with Commercial Flights
Small Community Air Service Development Program (SCASDP)

Competitive federal grant to assist smaller communities in expanding air service

- Purpose of grant is to encourage community support for air service development
- Would allow more funding and expenditures in pursuit of goal to connect to hubs

Carriers have expressed interest in market but success more likely with this grant and proven community support.
Overall Positivity Rate Fall Semester

- State 7-Day Moving Average
- County 7-Day Moving Average (Excluding Purdue)
- Purdue 7-Day Moving Average

August September October November

- Breakfast Club
- Halloween
FY21 FINANCIAL UPDATE

Purdue Faculty Senate Meeting
January 25, 2021
Operating Budget – What’s Included?

Included:

- Operating (Including Debt)
- Repair and Rehabilitation (R&R)
- Sponsored Programs (SPS)

Total Operating Budget

Not Included:

- Capital (New Building and Major Renovations)
- Endowment (Gifts and Investment Gain/Loss)
- Agency Funds (Pass through Student Aid)
West Lafayette Campus Operating Budget – FY21

**Revenues - $2.09B**
- Tuition and Fees: 40%
- Grants & Contracts: 21%
- Sales & Services: 15%
- Appropriations: 14%
- Investment Income: 6%
- Equipment/R&R: 4%
- Student Aid: 7%
- Supplies & Services: 23%
- Debt & Financing: 4%
- S&W/Fringes: 62%

**Expenses - $2.09B**
- Tuition and Fees: 40%
- Grants & Contracts: 21%
- Sales & Services: 15%
- Appropriations: 14%
- Investment Income: 6%
- Equipment/R&R: 4%
- Student Aid: 7%
- Supplies & Services: 23%
- Debt & Financing: 4%
- S&W/Fringes: 62%
FY 21 Budgeted Protect Purdue Expenses

First stimulus covers 16% of expenses

Second stimulus covers add’l 30% of expenses

(in million $)

Testing/Tracing $26.8
Facilities Changes $10.8
Disinfecting Ops $7.8
Instruction $6.2
PPE/Supplies $4.4
Healthcare $4.6
Quarantine $5.4
Other $5.2
Federal Stimulus – as of January 2021

CARES – March 2020

$22.6M for PWL
  • At least 50% must be allocated to students with financial needs; all but $500k distributed or pending
  • Up to 50% used for institutional COVID expenses

HEERF – December 2020

$32.5M for PWL
  • At least $11.3M must be allocated to students with financial needs; reviewing US Dept of Ed guidance
  • No more than $21.2M used for institutional COVID expenses
# Current Projection vs. FY20 and Budget Plan

<table>
<thead>
<tr>
<th>Category</th>
<th>Current Projection to FY20</th>
<th>Projection To FY21 Budget</th>
<th>Notes</th>
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<tbody>
<tr>
<td><strong>Revenue</strong></td>
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<tr>
<td>Tuition &amp; Fees</td>
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<td>➣</td>
<td>Budgeted growth to 34.3K UG’s, online pricing structure, grad decreases</td>
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<tr>
<td>State Appropriations</td>
<td>➣</td>
<td>➣</td>
<td>7% reduction to operating &amp; line item allocations; budgeted 10% reduction</td>
</tr>
<tr>
<td>Auxiliaries</td>
<td>➣</td>
<td>➣</td>
<td>Housing contracts down, decreased athletic/event/retail dining revenues</td>
</tr>
<tr>
<td>Investment Income</td>
<td>➣</td>
<td>➣</td>
<td>Decreased yield on cash investments</td>
</tr>
<tr>
<td>Gifts</td>
<td></td>
<td>➣</td>
<td>Budgeted decreased due to economic conditions, trending flat with FY20</td>
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<tr>
<td>F&amp;A Recovery</td>
<td></td>
<td>➣</td>
<td>Budgeted modest slow down in grant expenses (mainly due to reduced travel)</td>
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<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
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<tr>
<td>Compensation</td>
<td>➣</td>
<td>➣</td>
<td>Faculty growth in areas with enrollment increases, but staff hiring freeze</td>
</tr>
<tr>
<td>Purchasing/Travel</td>
<td>➣</td>
<td>➣</td>
<td>Budgeted 20% Purchasing &amp; 50% Travel reduction; outperforming as of 12/31</td>
</tr>
<tr>
<td>Protect Purdue</td>
<td>➣</td>
<td>➣</td>
<td>Testing/Tracing, Facilities, Instruction, PPE, Quarantine, Healthcare</td>
</tr>
<tr>
<td>R&amp;R</td>
<td>➣</td>
<td>➣</td>
<td>Pause on some new and existing projects</td>
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**Risks & Opportunities**

**Risks**
- Enrollment disruptions
  - Retention during pandemic
  - Uncertainty among potential new beginners
  - Long-term impacts to internationals and grads
- Sustained recession
  - Impact to state revenues/appropriations
  - Impact on industry support
  - Gift volatility
- Fewer/smaller events
  - Revenue impact of long-term shift away from large in-person conferences and events

**Opportunities**
- Online growth
  - Purdue Online – new program launches in several colleges
  - Increased WL undergrad content available online
    - Especially during summer term
    - Purdue Global operating income
- Shift to virtual/remote work
  - Less travel to meetings
  - More efficient/lower cost space utilization
- Protect Purdue expenses decline significantly
- Quicker recovery in state appropriations
- Enhanced federal grants
Looking Forward ... FY22/FY23

- Barring major setbacks, resume merit raises starting July 1 at a level consistent with recent years
- 150 faculty searches authorized for fall 2021 hiring. 37 net new targeted to areas with growth in undergraduate enrollment
- Year 10 of tuition freeze
To: The University Senate  
From: Libby Richards, Chairperson of the Steering Committee  
Subject: Résumé of Items under Consideration by the Various Standing Committees

Steering Committee  
Libby Richards, erichards@purdue.edu

1. Received a resolution from SAC: Temporary elimination of standardized test requirement for undergraduate admissions. This resolution was forwarded to EPC for review  
2. Steering is working on sending Document 19-30 to the Nominating, Faculty Affairs, and Equity & Diversity Committee for their evaluation and recommendations.

Advisory Committee  
Deborah Nichols, deborahnichols@purdue.edu

Nominating Committee  
Robert Nowack, nowack@purdue.edu

1. Nominees for standing committee vacancies.  
2. Populating faculty committees  
3. Accepting Vice-Chair nominations

Educational Policy Committee  
Erik Otárola-Castillo, eoc@purdue.edu

Following the 2020-2021 winter break, the EPC has been proactively working to adapt academic policies to alleviate potential adverse effects on students and instructors brought on by the COVID-19 pandemic. To this end, after a data-driven assessment of the impact of similar policies enacted in fall 2020, we present the following resolutions:  
1. Extension of deadline to withdraw/drop a course for spring 2021  
2. Extension of deadline to change from letter grade to P/NP for spring 2021

We are also considering other policy adaptations and revisions, which EPC will bring to Senate in the February meeting.

Equity and Diversity Committee  
Audrey Ruple, aruple@purdue.edu

1. COVID-19: focus on the disproportionate impacts on faculty, staff, and students  
2. Racial justice  
3. Amplifying black scholars  
4. Purdue police – use of racial profiling and representation on the force  
5. School of Interdisciplinary Studies (SIS) funding  
6. Land Acknowledgement statement  
7. Continuing education pertaining to diversity and inclusion for educators at Purdue  
8. Lactation spaces for students and staff
Faculty Affairs Committee
Alexander Francis, francisa@purdue.edu

Student Affairs Committee
David Sanders, retrovir@purdue.edu

1. SARS-CoV-2 testing
2. Mental Health

University Resources Policy Committee
Janice Kritchevsky, sojkaje@purdue.edu

1. Visual Arts and Design Committee Composition