

Questions

Graduate compensation	3
Follow-up to last month’s question about graduate compensation: Is it true that the university contributes more to the healthcare premium costs of permanent staff/faculty if they include a child on their healthcare plan compared to their contribution for just an individual, but does not contribute more to the premium for a graduate staff employee who includes a child on their healthcare plan compared to their contribution for just an individual? If so, this has the effect of having the university subsidize and assist with the child healthcare costs for permanent staff/faculty, but require graduate staff to pay the entire cost of child healthcare premiums.....	3
Earthquakes	3
As two massive earthquakes hit a large region in Turkey and Syria, severe damage and many casualties (more than 19000 people so far) are reported. How could Purdue University’s leadership, faculty, and staff financially and academically support earthquake victims? Can Purdue leadership organize a university-wide fundraising event for the earthquake relief efforts?	3
Hiring and faculty compensation	3
Faculty are asking for clarity regarding the current indefinite pause on all strategic hires, as well as information about the rumors that promotion and tenure cases will be undergoing a new level of scrutiny. Are standards for tenure and promotion changing? Will the expertise of primary and area committees continue to be respected, as has historically been the case at Purdue?	3
The climate for hiring has dramatically changed (refer to Provost’s memo 2/6/23). We will be very unlikely to recruit and secure top-candidates if we are putting top-notch senior faculty through this new process. What is the rationale for increased scrutiny?	4
What are the general procedures and policies that the administration will follow in order to cut a tenured professor’s salary to zero? What are the ways in which the Faculty Committee on Censure and Dismissal Proceedings are involved, as per Policy B-48? Please consider this question independently of the particularities of any contemporary case where this appears to be happening.	4
I was particularly interested in this line from the Provost’s email: “We will enable faculty members, through the Purdue Applied Research Institute (PARI) and other mechanisms being vetted, to apply for increased total compensation from external awards when permitted by the sponsor.” What is the mechanism for requesting this or exploring it further, and for determining which/whether sponsors permit it? What kind of timeline is there for putting this into effect if it isn't actually “effective immediately”?.....	4
With tuition remaining frozen for another year, Purdue University must grapple with the challenge of huge inflation. Other universities have taken steps to help faculty and staff with inflation. For example, Princeton University just approved a supplemental 2.5% midyear salary increase for most of its faculty, academic professionals, and staff. What is Purdue's plan for responding to the persistent inflation that has hampered the market competitiveness?.....	4
Physical facilities	5

As part of Transformative Education 2.0, a space survey was conducted to evaluate physical instructional facilities (classrooms, labs, etc.). What recommendations are being implemented? Classes across campus are being overcrowded, which is particularly burdensome for active and experiential learning, and labs.5

Lactation spaces are not available in every building on campus, and the list of lactation spaces on Family Friendly Purdue is not up-to-date. Given this constraint, the University might benefit from investing in a few of the portable Mamava freestanding lactation pods. These are the same pods that you might see in airports, at Walmart, etc. They are not exorbitantly priced, and their portability would allow for Purdue to place private pumping spaces within larger spaces (lobbies of large buildings, for example) and “flex” lactation spaces based on the continual need to adapt Purdue’s living/working spaces.5

Admissions..... 6

How is the number of students admitted allocated across academic units? Based on what criteria? Some units report having to hire additional instructors to manage increased enrollment, while others are having hundreds of students received deferrals, while not having enough students admitted to meet their enrollment targets. Is there a priority for admitting students to programs unique to the WL campus (i.e., programs that deferred students could not pursue by attending a regional campus)?.....6

Given that the West Lafayette Admissions office will take over admissions for the Indianapolis campus, what will the administration do to ensure the campus continues to meet the same demographic of students they have historically served? The Indy campus serves to provide assets to a much more diverse group of students (with very different needs from those on the West Lafayette campus). How will Purdue continue to provide access to that same demographic of Indiana residents if the Indianapolis campus has the same admission criteria as the West Lafayette campus?6

Questions for President Chiang..... 6

I’d like to hear more about the President's commitment to basic research beyond metrics determined by impact factors and grant dollars obtained. What is his vision for Purdue as a leader in research into fundamental questions that do not have obvious immediate applications?6

What is President Chiang’s understanding and recommendation regarding PNW Chancellor Keon’s anti-Asian behavior at the Purdue Northwest Fall Convocation?6

Graduate compensation

Follow-up to last month's question about graduate compensation: Is it true that the university contributes more to the healthcare premium costs of permanent staff/faculty if they include a child on their healthcare plan compared to their contribution for just an individual, but does not contribute more to the premium for a graduate staff employee who includes a child on their healthcare plan compared to their contribution for just an individual? If so, this has the effect of having the university subsidize and assist with the child healthcare costs for permanent staff/faculty, but require graduate staff to pay the entire cost of child healthcare premiums.

Anyone in a graduate staff position(s) carrying a minimum of 0.50 FTE/half time/20 hours per week or more, or a graduate student with a fellowship administered as an assistantship on the West Lafayette campus, receives \$2,300 in University funding if they enroll in the graduate medical insurance plan through United Healthcare. Graduate students also have the option to enroll (without University subsidy) in the domestic/international student insurance plan, which may be more cost-effective given that premiums under all of the different plans vary by how many individuals (adults/children) are covered and by plan design, including deductibles, co-pays and out-of-pocket maximum.

Earthquake relief

As two massive earthquakes hit a large region in Turkey and Syria, severe damage and many casualties (more than 19000 people so far) are reported. How could Purdue University's leadership, faculty, and staff financially and academically support earthquake victims? Can Purdue leadership organize a university-wide fundraising event for the earthquake relief efforts?

Our Provost's Office identified and emailed both students and faculty from the impacted regions (and checked that no Purdue community members were physically present in these regions), and helped to ensure that Purdue Today carried multiple notices of a vigil and fundraising campaign by Purdue's Turkish Student Association. President Chiang and Provost Wolfe recorded messages for this vigil. We have also gathered information about scholars at all levels who are supported by government funding from Turkey, so that we can be prepared to step in and backstop any funding or other arrangements should such be suspended in the wake of this disaster.

Hiring and faculty compensation

Faculty are asking for clarity regarding the current indefinite pause on all strategic hires, as well as information about the rumors that promotion and tenure cases will be undergoing a new level of scrutiny. Are standards for tenure and promotion changing? Will the expertise of primary and area committees continue to be respected, as has historically been the case at Purdue?

The Provost's Office has paused its Strategic Opportunity Hiring Program, in light of overall university leadership changes, to assess the extent to which it is meeting university goals. Promotion and tenure cases this year are assessed following our existing procedures, and senior faculty and heads/deans can certainly be expected to continue to play a critical role in this process in future.

The climate for hiring has dramatically changed (refer to Provost's memo 2/6/23). We will be very unlikely to recruit and secure top-candidates if we are putting top-notch senior faculty through this new process. What is the rationale for increased scrutiny?

It is exactly for the purpose of recruiting truly top-notch senior faculty, through an accelerated "immediate tenure" process, that we have to ensure self-consistency. As noted by the memo, "The consideration of a tenured appointment for senior faculty being recruited from elsewhere is of the utmost gravity to Purdue and our academic mission. Recognizing that there has been considerable variation to date in processes used, we will now follow [the issued] uniform guidance."

What are the general procedures and policies that the administration will follow in order to cut a tenured professor's salary to zero? What are the ways in which the Faculty Committee on Censure and Dismissal Proceedings are involved, as per Policy B-48? Please consider this question independently of the particularities of any contemporary case where this appears to be happening.

Tenured faculty have continuing obligations to the institution in the areas of research, teaching, and service. Specific duties and obligations vary across departments and colleges. In an exceedingly rare case where a faculty member is unwilling to engage in any research, teaching, or service activities, Purdue may choose to pursue attempts at corrective and remedial action to allow the faculty member to resume reasonable faculty duties.

These efforts typically include clear, detailed information about the expectations related to a faculty member's effort or activity levels, with clear benchmarks, and such efforts would take place over multiple semesters to ensure that a faculty member has every opportunity to demonstrate willingness to assume some responsibility in the areas of research, teaching, and/or service.

Should such comprehensive corrective efforts fail, Purdue may consider reducing a faculty member's salary to reflect the amount of effort they are extending. Any faculty member who receives a salary reduction as a result of not engaging in their faculty responsibilities has the opportunity to have their case heard through the Faculty Grievance Policy process. This process in turn makes findings, conclusions, and recommendations to the Vice Provost for Faculty Affairs for a final determination.

I was particularly interested in this line from the Provost's email: "We will enable faculty members, through the Purdue Applied Research Institute (PARI) and other mechanisms being vetted, to apply for increased total compensation from external awards when permitted by the sponsor." What is the mechanism for requesting this or exploring it further, and for determining which/whether sponsors permit it? What kind of timeline is there for putting this into effect if it isn't actually "effective immediately"?

Details are being worked out at present. The general parameters include a determination that the additional compensation is in compliance with any sponsor limits; external funds are sufficient and validated for the amount and term of the additional compensation; effort reporting does not exceed 100%; and a portion of the faculty member's academic year salary is currently being (or will be) charged to sponsored programs. We anticipate an application process to roll out in due course.

With tuition remaining frozen for another year, Purdue University must grapple with the challenge of huge inflation. Other universities have taken steps to help faculty and staff with inflation. For example, Princeton University just approved a supplemental 2.5% midyear salary increase for most of its faculty,

academic professionals, and staff. What is Purdue's plan for responding to the persistent inflation that has hampered the market competitiveness?

It's unclear that inflation has hampered market competitiveness per se. In comparing Purdue with other public universities, we have responded to inflation much better than many others. The 4% +1% pool for FY23 was the largest such increase at Purdue in two decades. There has been no increase in healthcare premiums for four years, and a one-time premium reduction was provided in November. We anticipate hiring a record number of new faculty. Staff turnover has declined in the last year, and through flexible remote work options we have greatly expanded our opportunity to recruit and retain professional staff. The vast majority of our peers have implemented compensation increases below Purdue for many years running, in periods of low and high inflation. We will continue to assess the role compensation plays in attracting the best and brightest to the Purdue community, noting that the macro-economic environment is one of many factors that helps to determine the University's annual salary pool.

Physical facilities

As part of Transformative Education 2.0, a space survey was conducted to evaluate physical instructional facilities (classrooms, labs, etc.). What recommendations are being implemented? Classes across campus are being overcrowded, which is particularly burdensome for active and experiential learning, and labs.

As announced in October 2021, TE 2.0 included a campus-wide classroom master planning activity overseen by the Provost. Recommendations were briefed to the Board of Trustees in October 2022, and approval was given to invest \$8.4M to renovate 92 classrooms over the next four summers (116k ft² of space across 35% of classrooms on campus). This will enable classrooms and instructional labs to become more flexible, allowing active learning and supporting instructional methods to create and sustain meaningful in-person classroom experiences for students and instructors. Twenty-three classroom improvements are planned for Summer 2023.

Approval was also given in October 2022 for a \$56.6M investment to renovate three academic halls plus libraries. These projects will enhance and modernize our working and study environments. We will be able to convert current office space in Beering Hall into a 180-seat active learning classroom, and will create an additional 10,958 square feet of study space. University Hall will be renovated, transforming Purdue's oldest building into a new "front door" for Purdue, featuring open-concept study spaces and collaboration hubs that will provide an additional 2,387 square feet of open space for students, with additional classrooms in University Hall updated as part of the classroom master plan work referenced above.

Lactation spaces are not available in every building on campus, and the list of lactation spaces on [Family Friendly Purdue](#) is not up-to-date. Given this constraint, the University might benefit from investing in a few of the portable [Mamava](#) freestanding lactation pods. These are the same pods that you might see in airports, at Walmart, etc. They are not exorbitantly priced, and their portability would allow for Purdue to place private pumping spaces within larger spaces (lobbies of large buildings, for example) and "flex" lactation spaces based on the continual need to adapt Purdue's living/working spaces.

Bi-annual audits of the 50+ lactation spaces on campus are currently underway, and the list will be updated accordingly once the audit is complete this month (end February 2023). Following this audit, any space gaps will be identified that are more than a 5-minute walk from a faculty or staff member's building to the building with the lactation space, and work with building deputies will then begin to determine whether additional space is readily available that can be dedicated or shared for lactating mothers. The overall space map will also be updated to make it easier for finding and utilizing space.

Purdue has investigated freestanding lactation spaces in the past but until now the above approach has been judged to be a better use of resources. If the gaps identified above cannot be filled, then options including Mamava and other equivalent portable stations will be reviewed to determine the best available solutions.

Admissions

How is the number of students admitted allocated across academic units? Based on what criteria? Some units report having to hire additional instructors to manage increased enrollment, while others are having hundreds of students received deferrals, while not having enough students admitted to meet their enrollment targets. Is there a priority for admitting students to programs unique to the WL campus (i.e., programs that deferred students could not pursue by attending a regional campus)?

Working closely and continuously with the President and Provost, nominal goals are set by Enrollment Management for enrollment for each college for each enrollment cycle. These nominal goals are based on historical application/enrollment trends, alongside market realities as monitored across the entire nation and including our peer competitors. As applications are reviewed, admissions decisions are made upon a holistic review of applications. It is useful to note that enrollment is the product of three factors: applicant numbers, acceptance rate, and yield rate. All three factors should be considered with actions and effort. For example, there are units with high acceptance rates but low yield rates, and we welcome actions to substantially enhance yield rates.

Given that the West Lafayette Admissions office will take over admissions for the Indianapolis campus, what will the administration do to ensure the campus continues to meet the same demographic of students they have historically served? The Indy campus serves to provide assets to a much more diverse group of students (with very different needs from those on the West Lafayette campus). How will Purdue continue to provide access to that same demographic of Indiana residents if the Indianapolis campus has the same admission criteria as the West Lafayette campus?

Admissions for Indianapolis will work alongside admissions for Purdue West Lafayette and will utilize the same process. Admissions to each program in Indianapolis will consider the pool of viable applicants based upon a holistic review.

Questions for President Chiang

I'd like to hear more about the President's commitment to basic research beyond metrics determined by impact factors and grant dollars obtained. What is his vision for Purdue as a leader in research into fundamental questions that do not have obvious immediate applications?

We appreciate and support world-leading research and scholarly contributions of all types. Some are measured by citation and publication quality. Some by competitiveness relative to other proposals. Some by books that change the global dialogues. Some by patents and startups that improve others' lives. And more. All need to be recognized externally, too. It is precisely for this reason that we have established a Faculty Recognition Office within the Office of the Provost, with six positions currently advertised to help nominate our faculty for national and international awards.

What is President Chiang's understanding and recommendation regarding PNW Chancellor Keon's anti-Asian behavior at the Purdue Northwest Fall Convocation?

The Chair of Purdue's Board of Trustees has commented on this matter on 22 December 2022, and made clear that "the university does not intend to comment further on this personnel matter."