

Indiana University
BLOOMINGTON FACULTY COUNCIL
January 30, 2024 | 2:30 – 4:30 p.m.
Presidents Hall – Franklin Hall

Attendance

MEMBERS PRESENT: Ahlbrand, Ashley; Anderson, Dana; Asher, Sofiya; Bala, Hillol; Bridges, Chandler; Brinda, Chelsea; Buggenhagen, Beth; Butters, Rebecca; Cavar, Damir; Chen, Xin; Cohen, Rachel; Daleke, David; Dekydspotter, Lori; DeMaine, Susan; DeSawal, Danielle; Docherty, Carrie; Eskew, Kelly; Freedman, Seth; Furey, Constance; Gahl-Mills, Karen; Giordano, Anthony; Grogg, Jane Ann; Hamre, Kristin; Herrera, Israel; Hojas Carbonell, Virginia; Housworth, Elizabeth; Ivanovitch, Roman; Johnson, Colin; Koda, Marsha; Kravitz, Ben; Kubow, Patricia; Lalwani, Ashok; Lammers, Sabine; Lanosga, Gerry; Lion, Margaret; Lochmiller, Chad; Loring, Annette; Mather, Tim; McCoy, Chase; Michaelson, Jonathan; O'Brien, Travis; Paschal, Joshua; Perry, Brea; Raji, Aaliyah; Ramos, William; Raymond, Angie; Reck, Cathrine; Rutkowski, Leslie; Sapp, Christopher; Sela, Ron; Shrivastav, Rahul; Siek, Jeremy; Silvester, Katie; Sinadinos, Alison; Tanford, Alex; Thomassen, Lisa; Torres, Vasti; Tracey, Dan; van der Elst, Louis; Walton, Christi; Whitworth, Cale; Wyrzynski, Stephen

MEMBERS ABSENT: Cole, Shu; Dalkilic, Mehmet; Dau-Schmidt, Kenneth; Eaton, Kristine; Koda, Marsha; Mather, Tim; Northcutt Bohmert, Miriam; Raji, Aaliyah; Raymond, Angie; Terry, Herbert; White, Tameka

GUESTS: Carroll, Michael; Dayhoff, DeeDee; Kahn, Hilary; Lester, Jessica; Miles, Emily; Need, Andrea; Nelson, Nancy; Ochoa, Christiana; Royer, Christan; Ryan, Colleen; Sherman, Jim; Silvester, Katherine; Winterman, Brian

Agenda

1. **Approval of the minutes of January 16, 2023**
2. **Memorial Resolution for Virginia Alice Woodward**
3. **Executive Committee Business** (10 minutes)
Colin Johnson, Faculty President
4. **Presiding Officer's Report** (10 minutes)
Rahul Shrivastav, Provost
5. **Question/Comment Period** (10 minutes)
Faculty who are not members of the Council may address questions to Provost Shrivastav or President Johnson by emailing bfcoff@indiana.edu. Questions should be submitted no less than two business days before the meeting.
6. **Updates from the Vice President for International Affairs** (15 minutes)
Hilary Kahn, Interim Vice President for International Affairs
7. **Questions/Comments on Updates from the Vice President for International Affairs** (10 minutes)
8. **New Policy on Tenure and Promotion¹** (10 minutes)
Jessica Lester, Co-chair, Faculty Affairs Committee
Katherine Ryan, Co-chair, Faculty Affairs Committee

¹ The Faculty Affairs Committee would like to call your attention to two related university-level policies: ACA-37, Faculty and Librarian Tenure, and ACA-38, Faculty and Librarian Promotions.

[Action Item]

B16-2024: Indiana University Bloomington Principles and Policies on Tenure and Promotion (second reading)

9. **Questions/Comments on Policy on Tenure and Promotion** (10 minutes)
10. **Proposed Change to BL-ACA-H21, IU Bloomington Academic Calendar Principles** (10 minutes)
Andrea Need, Co-chair, Educational Policies Committee
Brian Winterman, Co-chair, Educational Policies Committee
Michael Carroll, Registrar
[Discussion Item]
Current BL-ACA-H21, IU Bloomington Academic Calendar Principles
B17-2024: Proposed Changes to BL-ACA-H21, IU Bloomington Academic Calendar Principles
Passing Period Recommendation Timetable, from the Office of the Registrar
11. **Questions/Comments on Proposed Change to BL-ACA-H21** (10 minutes)
12. **Updates on Employee Clinic** (15 minutes)
Nancy Nelson, Co-chair, Benefits Committee
Jim Sherman, Co-chair, Benefits Committee
Christan Royer, Director, Benefits
13. **Questions and Comments on the Employee Clinic** (10 minutes)

Transcript

Shrivastav ([00:00:03](#)):

([00:00:03](#)):

Good afternoon everybody. I'm told we have quorum as you can see. Thank you. Let's get this meeting started. As we always do, we start with the first item, which is approval of the minutes of January 16th, 2023 meeting. We need a motion for that. If anybody's willing. We have a motion. Anyone to second it? Second, we have a second. All in favor of approving the minutes as stated, please raise your hands. Looks like an easy motion to pass. Thank you very much. We will now have a memorial resolution for Virginia Alice Woodward. I will request Carrie to read that out for us. Carrie,

Docherty ([00:00:51](#)):

Thank you. Virginia Alice Woodward, 93, died on June 20th, 2021 at Vitalia Nursing Home in Westlake, Ohio. Many features of the Indiana University School of Education early childhood program bear the stamp of Virginia Woodward's intellectual input, Virginia was determined, was a determined advocate for universal preschool education, staffed by professionally trained early childhood educators. Virginia's professional education began at Temple where she earned a BS degree in 1951 after teaching kindergarten for six years in New Jersey and Iowa, Virginia went on to get her MS degree from the University of Michigan. Virginia came to Indiana University Bloomington in 1969, bringing with her a wealth of experience in early childhood education and in designing teacher education programs for early childhood educators. Virginia's initial role at IU was as a research associate in the Institute of Child Study. During the next eight years, Virginia served as director of the School of Education's laboratory

school, preschool and kindergarten program, as well as a faculty member for IU interdisciplinary doctoral program on young children.

[\(00:02:16\)](#):

As a scholar, Virginia was an advocate for open education, a movement she studied and wrote about. In part of her work at the Institute for Child Study, Virginia spent a sabbatical at the University of California at Berkeley where she worked as a research associate for Robert Ruddell, who was involved in a study of early readers. When she returned to IU, she collaborated with colleagues and together they wrote a grant for a formal study of 3, 4, 5, and 6-year-old early encounters with print. She later turned this into a million dollar federal grant and a publication of a book of her findings, language stories and literacy lessons. This work was widely received in the field of literacy education and heralded as a paradigm shift in the profession's thinking about how written language was learned. Despite recognition of her scholarship, Virginia saw herself first and foremost as a teacher working with undergrads and graduate students brought her particular joy. She was a demanding instructor who expected much and who gave fully of herself to help students at all levels to achieve her potential. Beyond the University of Virginia, always made time for family and travel, often treating various nephews to trips abroad. For her 75th birthday, Virginia arranged her own party at Squam Lake in New Hampshire where the movie on Golden Pond was filmed. Virginia Ever. The teacher required her siblings and her nephews to tell an Aunt Ginny story. Everyone contributed as always, no one could avoid participating with the Ginny's curriculum. Thank you.

Shrivastav [\(00:04:06\)](#):

Thank you. Carrie. If you're able, please stand for a moment. As Silas. Thank you. The first order of business is the executive committee business report and I invite BFC President Colin Johnson who is about to turn 50 by the way, so happy birthday.

Johnson [\(00:04:43\)](#):

The end is nigh. Good afternoon everyone. It's lovely to see you again. I'm actually going to make an attempt this afternoon to keep my comments brief in part because at our first meeting of the semester you may have noticed that I went on at kind of greater length than I'm officially afforded by the agenda. I think it was appropriate to do so, but I do want to make sure that today we leave sufficient time for questions and comments from the council. So I actually just have a few announcements to make with regard to the executive committee's business. I noted at the last meeting that we had made an official request of the Faculty Affairs committee to review the language of BL ACAC-27, which is our campus level policy having to do with faculty misconduct. That's been reviewed and I just want to thank my colleagues serving on faculty affairs because they've had a lot to deal with this year and they've moved very expeditiously to try to do that.

[\(00:05:44\)](#):

We do expect to have revised language on that policy for our next meeting for consideration. The other thing that I wanted to remind everyone of is the fact that we are entering election season. Our election season, everyone serving on the council should have received the ballot to submit nominations for the next presidential candidates. If you've not taken the time to fill those out, I would strongly encourage you to do that. They close tomorrow at noon, so you have until the middle of the day tomorrow to complete those. There are actually a lot of pieces to our annual election process, including the election of new council members, and I just want to take a moment this afternoon to remind everybody how important the enterprise of shared governance is and to remind everyone of the fact that the lifeblood

of the enterprise of shared governance is faculty members' willingness to step up and serve in elected positions.

[\(00:06:49\)](#):

I will say having served on the college policy committee for three years, one of those years as chair, having served on this body for more years than I can count over my almost 20 years at IUB and now serving in this capacity, participating in this work is enormously rewarding. It's one of the ways I think that faculty members are able to forge not only professional working relationships but friendships with people from across the campus. It is enormously rewarding work. It is also very difficult work and I think it's work that's especially important in this day and age, so I would just encourage all of you in your capacity, I feel a bit awkward saying that to this group because this is a group of people who have agreed to step into those very important positions and so far be it for me to chastise anybody in this room for failing to step up and be involved in that process.

[\(00:07:46\)](#):

But it is crucially important that all of our colleagues be encouraged to do so. I will say that over the last several years especially, I have been incredibly impressed by the degree of engagement and organization of our NTT colleagues. I really want to kind of congratulate them on having organized themselves and made a point of giving voice to their concerns, really trying to engage with the institution in ways that are beneficial not only to them but to really the entire institution as a whole. I have greater concerns frankly about the degree of engagement to my colleagues in the tenure track ranks having served, as I said in numerous capacities, it has become increasingly difficult over the past five years to get people to agree to serve in these positions. Unfortunately, I think there is kind of a common wisdom that says that this kind of work is not necessarily appreciated or rewarded, that it is not a good use of time, and I think that's a very poisonous thing that we all need to address and we really need to encourage, especially our tenure track colleagues to be involved because speaking as someone who oversaw has ever overseen elections in recent years, there are still seats on this council that are vacant because we cannot get people to fill 'em, and if that continues, our ability to I think do the work that we need to do on the institution's behalf is going to be greatly hampered.

[\(00:09:11\)](#):

So I would appreciate, I would very much appreciate it if all of you as elected campus leaders, as people who have stepped up to fill those roles and to do this really important work, could talk to your colleagues and really encourage engaged, thoughtful people who you would like to see be involved in what are increasingly important conversations about the direction of this institution and higher education generally to do that and to step up when the time comes by volunteering to serve not only on this body or to stand for election to this body, but I would say the same thing applies at school and in the schools and the college in terms of participation in policymaking bodies there as well. People get very engaged and very concerned when things happen that they don't like, but we need people involved all the time to make sure that those things are addressed before they become problems. So please by all means do that. With that, I'm going to conclude my remarks because as I said, I don't want to take more time than I'm afforded and I really would like to make sure that there's time for questions and comments from the floor, and I will turn the floor over to Provost Shrivastav.

Shrivastav [\(00:10:23\)](#):

Thank you Colin, and I would second that call for encouraging your colleagues and friends to step up for various positions in BFC and various councils. Let me start with my report. It continues to be a busy semester here and we continue to make progress on a full range of initiatives and efforts. I want to bring

updates on some of the key ones here today, and then as always we follow up with email and other communications for additional details. Let me start first with Kinsey Institute. Over the last couple of weeks, we've had a series of listening sessions on next steps for the Kinsey Institute hosted by the special working group that I had charged late last semester. This past weekend. I also met with the Kinsey's International Advisory Board in New York. Later this week we have an additional listening session with alumni and donors. I want to thank everybody who has participated in these sessions and shared your heartfelt perspectives on related issues.

[\(00:11:38\)](#):

The deep passion for protecting the invaluable faculty, staff, research, collections and reputation of the Kinsey Institute has been abundantly clear through these sessions, and please know your voices have been heard very clearly. Once feedback from all listening sessions is compiled, the IU board of trustees will consider those perspectives as well as guidance they will receive from other areas, including and especially legal experts to decide the best path forward for Kinsey. Please note that at every step of this process, the goal has remained the same for the Kinsey Institute, its name, its research, scholarship education initiatives will continue as a pillar of intellectual freedom and academic inquiry at Indiana University. I said this earlier as I was walking in, I have made the same comment to the International Advisory Board last week. The debate here is about the how, not the if or the what, and that's a good position to be in.

[\(00:12:45\)](#):

So I look forward just like you do, to seeing where this moves forward. At the trustees meeting at the end of the month of February, IU and our university relations team are also closely tracking action in the current state legislative session. We have heard from several faculty and staff in particular about the pending legislation SP-202 in particular, which contains multiple provisions that would be disruptive to Indiana University and if I may add not just IU but all public higher education in the state. Please know that these concerns are shared by other state universities as well and we are partnering with most of them in working to monitor and address this as best as we can. We have shared our concerns and continue to meet with the state Senate leadership on this issue, and I want to remind everybody here it is still fairly early in the session.

[\(00:13:50\)](#):

This is a rapidly changing and fluid situation. Multiple amendments to the bill have already been proposed. We are still far away from the crossover where bills go from the Senate to the house and vice versa. We will continue to follow new developments and keep you apprised over the next few weeks on this or any other legislation that may impact IU. As always, we are dedicated to work towards the best possible support to IU from our state and government colleagues. On IUB 2030, let me update you on some of the goals and some of the work being done on the strategic plan. I'm happy to say we are making good progress towards goals in each of the three pillars. Once again, I know several people on this group are participating through various committees and working groups on these issues. With undergraduate student success, working groups continue to develop learning outcomes for a common first year seminar, which will become part of the targeted classes next fall semester.

[\(00:14:59\)](#):

They are working to refine a separate group is working to refine a new strategy around academic advising and a pilot for an early alert program for courses with historically high failure rates is something being worked on. Finally, another group is working to enhance experiential learning that we hope we'll adopt for all our students at the graduate level. We are making additional investments in career and professional development in recruitment and support for diverse students in a way to better find

solutions to resolve conflicts and grievances and as I mentioned briefly last time, a further increase in the minimum stipend for academic appointees along with benchmarking for our Big 10 peers, Dean Daleke, who I'm sure here somewhere there he is, is leading many of those events and I know or many of these programs, but I know other conversations are happening at school and college levels as well.

[\(00:16:05\)](#):

In the realm of transformational research, our focus on increasing research capacities beginning to show promising results in terms of increased grant proposals and research productivity. As you may have seen in the president's announcement this morning, we have made several key faculty hires through faculty 100 and we are now recruiting for a full range of new positions in exciting areas of growth. Candidates will be visiting campus through the semester, including I believe at least one, maybe two, who are on campus today and for the duration of the week. We are continuing our work following the go ahead in November from the board of trustees to pursue renovation of lab and research spaces across campus. These updates will be critical to expand our capacity and to ensure the highest quality of research spaces for our current and new faculty members so they can succeed in their pursuits of various areas of academic inquiry.

[\(00:17:07\)](#):

All of this comes alongside increased capacity to support the pursuit of grants, including large team grants and the development of new research clusters around the themes identified in IUB 2030 plans. Finally looking to the service pillar, we will be taking some key steps in the coming weeks towards re-imagining our community engagement structure for IU Bloomington and partnerships amongst faculty with city and regional colleagues and embarking on the next chapter for the Center for Rural Engagement. As Denny Spinner settles into his role as the interim executive director, you may recall he started early December in his new role winding up a major effort with the state government and then speaking of the Center for Rural Engagement, the center is leading our rural solar eclipse initiatives and supporting 30 different rural organizations that are planning events and programs connected to the eclipse. I continue to be inspired by how many groups across campus are preparing for April 8th and the growing excitement around it.

[\(00:18:22\)](#):

You probably have heard this before, but we are expecting as many as 400,000 people to visit Bloomington over the weekend and our various teams, including facilities and public safety, have been planning for well over a year to manage this event effectively. Our faculty across disciplines are offering their expertise to help us learn from the eclipse and stay safe while viewing it. And on that note, our campus is one of three regional coordinating sites for Citizen Kate, a continent spanning project funded by the National Science Foundation and NASA to track the eclipse as it passes through North America. And as a reminder for all of you all in-person classes are canceled for that day and I hope you and your students are able to participate on a plethora of events that are being planned for that event. And personally, I hope the weather's a little bit better than it is out there today.

[\(00:19:30\)](#):

I'm also excited by the new position we have recently posted an executive director for arts and humanities. This new campus leadership position will help us increase student and community engagement with our extraordinary efforts and offerings in the arts and humanities to foster new creative collaborations with cultural institutions and community organizations and broadly grow visibility and recognition of IU's local and global leadership in the arts and humanities. Judah Cohen and I see Judah back there. Thank you. Judah has agreed to chair the search and the search committee will be formally charged tomorrow morning I believe. I encourage all of you to help share this opportunity

widely and I hope we can attract some good talent to lead this effort on campus for ongoing efforts. Our office will continue to provide support for the campuses', art and Humanities Council and dedicated staff, as well as the Gayle Karch Cook Center for Public Arts and Humanities in other searches.

[\(00:20:36\)](#):

I'm happy to say all finalists for the Hamilton Luger School Dean position have now visited the campus and participated in town halls. We have received everyone's feedback and I'm now actively working to hopefully finalize a candidate selection that I can announce in the coming weeks to this group. The School of Education Dean search is also moving forward as recruitment wraps up. I believe they closed their search phase on Friday or Saturday of last week. We will now enter into the next phase and I'm hoping the search committee can give me recommendations to bring some candidates on campus for the next round of interviews. As always, you all are what makes this work possible and we are deeply grateful for your many efforts in all things that make IU so special. Before I close, I have received a few questions, a series of questions, many related largely to the cancellation of Samia Halaby's exhibit, so I'll just try to make some comments on that.

[\(00:21:53\)](#):

As I shared at our last meeting, I know this outcome continues to be especially disappointing for many, especially the faculty who had built the exhibit into spring courses, the staff who had spent nearly three years planning and curating for the exhibit to students and community members who might experience the art and the story making and for all those who see this as another complicating challenge to academic freedom. And again, on that front, we are not the only ones. This is a national issue that is being addressed everywhere. I can share today that we continue to be engaged and we continue to work on some of the related programming planned alongside the Halaby exhibit as well as utilizing the printed materials which had already been created. Our museum team is also exploring an additional range of exhibits, programs and other opportunities for learning and reflection at the museum to provide critical spaces to confront the implications of this and other challenging issues of our day.

[\(00:23:01\)](#):

One specific set of questions asked about the costs and potential obligations from not hosting the exhibit and concerns with other invited university guests opting out of campus engagements with the exhibit. I will say we have met our contractual obligations both to the artist as well as to other agencies and donors from whose collections the art was scheduled to come here and our team at the museum continues to work directly with Ms. Halaby and her team to ensure that all the details are handled appropriately. We are also working with grant makers who supported development of the exhibit and will not receive that funding as university employees. Our museum team continues to work diligently on other upcoming programs and exhibits. I would like to spend a special thanks and acknowledgement to all those who were involved in this effort and what I know is a very difficult time and turn of events for all of them and to our community.

[\(00:24:05\)](#):

Again, I fully understand the concerns raised and the disappointment and disillusionment that has been felt and continues to be even today. This is a complicated situation without any easy answers and while I know that the effects will be felt for some time, as I shared at our last meeting, we remain deeply committed to the successes and wellbeing of all members of our community and to our core value of academic freedom. With that, let me open this up for additional questions we may have from the floor and I'll be happy to respond as best as I can. Any questions? Yes,

Buggenhagen [\(00:24:55\)](#):

Thank you. I'd like to ask, have you seen the exhibition catalog?

Shrivastav ([00:25:00](#)):

I have.

Buggenhagen ([00:25:01](#)):

Are there plans to reprint it?

Shrivastav ([00:25:05](#)):

I don't have the answer to that. I know some are printed and I don't know if there's a need to do more, but I can discuss that with the museum and see. I don't have an easy answer to that.

Buggenhagen ([00:25:18](#)):

Can I follow up?

Shrivastav ([00:25:19](#)):

Sure.

Buggenhagen ([00:25:23](#)):

Oh, sorry. Would you be willing to elaborate on the statement and the catalog about Libby's exhibition as speaking to it's commitment to social justice and diversity?

Shrivastav ([00:25:40](#)):

I will have to go back to read what that statement is and I don't know what to comment without specifically seeing it or the context. Elizabeth.

Housworth ([00:25:58](#)):

The particular context is when the Eskenazi Museum of Art began a major renovation of its IM pay design building in 2017, the museum not only recommitted itself to being a preeminent teaching museum, but also began the process of establishing the museum's first contemporary art department whose purpose is to spark reflective dialogue within our university community around artistic issues that include identity changing cultural landscapes and social justice. What better way to achieve this work than through the presentation of Halaby's art? Does that help you answer

Shrivastav ([00:26:43](#)):

The question? Thank you for reading that and I think the intent is and continues to remain the same and I hope in due course of time we don't judge that goal for the museum by one particular exhibit. Other questions? Yes.

Furey ([00:27:22](#)):

So yeah, I have a couple of questions about central administration, so not about the Halaby Exhibit one, and I think these are related and I hope that they will seem related to you and not my way to try to smuggle in two questions, but I've had several faculty ask me about the degree to which the provost office is involved in the hirings associated with the hundred. I'm sorry, I've forgotten the exact title.

Shrivastav (00:27:52):

Faculty100 faculty one

Furey (00:27:54):

Faculty 100, exactly. So I wonder if you could just comment on your understanding of the provost's role in those hires and then just thinking more generally about the administration also. So today you had announced there's a new, again, I'm going to forget the exact titles, but a new position in the arts and humanities and I believe last time you mentioned a new position as an associate vice president, I believe, to the vice President for student success, which itself is a new position and I just wondered if there's ways that we could all have information about the relative size of the administration and the degree to which new positions are being created in your current administration. So those are my two related questions. Centralization and

Shrivastav (00:28:40):

So two different questions. Faculty 100, the only candidates that come up to my desk for review are the ones that are senior hires because they have to be bought in with tenure and for tenure and promotion review as part of normal course. They do come through the VPFAA to my office to discuss and approve for any position that is at the assistant level. That is largely done by the search committee with the division or divisions because a lot of these are by design intended to be multidisciplinary level hires. They do not come up to me for approval. The process is being handled through the VPFAA office. Carrie, if you want to add anything to that, you're welcome to, but I think that was the question you asked.

Furey (00:29:42):

Can I follow up to that question? So what are the criteria by which you go through? Are you saying that Carrie's office is the one that makes the decisions about what to, I'm just trying to understand the criteria in play for your approval at that level. For

Shrivastav (00:29:54):

The senior, for tenures faculty, they need to meet the standards for tenure in that discipline and they need to be responsive to the area of research for which that position was approved. Those are the two criteria we look at. Anything you want to add? The second question was around administrative positions. Administrative bloat is a real concern, not just here but in every higher ed institution. We look at that very carefully. The executive director for arts and humanities was a position that was recommended to me by the executive leadership team for arts and humanities. You may remember a position that was sort of led by Ed Herrmann leading arts and humanities efforts. He has since taken a new position in the VPR's office. This is going to replace that, but on a bigger scale consistent with our hopes for sort of pushing our arts and humanities efforts to the next level of excellence. That was the charge. That's where this is moving towards. The other position on student success is a university level position. It is not in the provost office level position. That is indeed a new division within the university administration as we call it. It's sort of the central administrative functions.

(00:31:25):

I mean that's really something driven by the president's office, but it is unusual for a president's leadership team not to have somebody focused on student success. It is so central to what we do as a university that having that kind of a role is not surprising to me at all. I can speak to my own administrative efforts and if you look at the size of my team today in my office, it is actually smaller than

it has been when I walked in here. That is by design. We are trying to reduce the administrative expenses so we can shift more dollars being spent either towards faculty or towards students. Some of that, by the way, will require us to centralize some functions because the way we have operated for decades is not the most financially efficient way to move forward. I've given this example in other meetings, so I'm happy to say that again.

[\(00:32:31\)](#):

We have multiple schools with multiple, is Vasti here? Vasti's here. So one of the things Vasti is looking at multiple schools have, each school has its own policy for academic probation for instance. So if you have different probation standards, you create your own infrastructure to monitor and address those standards. Then to do that, you have your own, let's say assistant or associate dean position to support that. That person now needs their own tools and software or personnel to manage the academic probation policies. If instead we all get on a table and say, let's have uniform probation policies, then you could take that entire infrastructure out of the schools and create a single simpler infrastructure possibly at the VPUE level. That's the logical place, and then not only create more efficient ways to monitor and address it, but then find ways to prevent students from going to probation in the first place.

[\(00:33:42\)](#):

So a lot of this centralization, as you use the word, is necessary for us to operate in a way that is more financially better. So we can actually put resources where it matters and that is either for the faculty or for the student and reduce the expenses somewhere else. So this is a change we have to do. What we have on the ground today is an artifact of how our budget model has been, how our sort of operational structure has been, and it was fine for many years. It was fine. A lot of schools operated this way, but that is not the right approach for us to be successful in the coming decades. So we will continue to see these changes. I hope you recognize that a change of this magnitude will invariably lead to some hiccups. We will address that as and when we discover those, but I continue to believe that when we get to the other side of it, we will be running better as an institution because we will be more strategic in how we utilize the limited resources that we always will have in the near future. I hope that answers your question. Do we have time for more? I think we have time for one more question. If there's any,

[\(00:35:11\)](#):

Somebody here had raised their hands. I think

Michaelsen [\(00:35:17\)](#):

I appreciate your willingness to meet with me regarding the art cancellation, so I'll save my questions for that time.

Shrivastav [\(00:35:24\)](#):

Sounds good. Look forward to it. Okay, thank you. One more. Yes.

Paschal [\(00:35:35\)](#):

Is the upper administration planning any of response to the Indiana Graduate Workers Coalition letter submitted two weeks ago to the president's office?

Shrivastav [\(00:35:43\)](#):

Well, I got a copy of that. Thank you for sending that, but that's a conversation with the office of the president. Thank you. Okay, let's move on to the next item on the agenda. The first one is updates from the Vice President for International Affairs and I invite Hillary to give your report. Thank you.

Kahn (00:36:12):

Okay, great. Can everybody hear me okay? Very good. Thank you so much for inviting me and it's great to be here and it's always nice to see so many colleagues and friends around the table. So I've been asked to give a brief overview of OVPIA and talk a little bit about any updates in our world, any student related matters particularly, and just some alignment with what we're doing and the IUB 2030 implementation. So I'm happy to do that. This is OVPIA. I don't know. I assume most of you are familiar with it, the Vice President for International Affairs, we have a number of different units in our office. We're obviously the office that takes care of all the mobility, all the students coming in, the students going out, scholars coming in, staff as well who may need immigration support, IU education abroad, and I want to particularly mention that as well.

(00:37:24):

I don't know if you recognize that that is what was study abroad and we've made a particular deliberate change in now referring to it as at abroad as of fall 23. And that's because when students go abroad, they just don't study. They do a lot more. They engage in, okay, well, you can laugh on that one, which I deserve that one, but what I meant by that is that they engage in internships and practical training and service learning and so on. So there's a general trend now in the field to refer to it as education abroad and IU has picked up on that new moniker. We have our Global Gateway network of course, and we are very proud of managing our overseas offices. Just to reiterate, they are not campuses abroad. They are literally an extension of IU offices that engage in whatever IU needs us to engage in a lot of recruitment, alumni relationships, study abroad, education of broad research, support, supporting workshops, and a variety of other areas.

(00:38:36):

We also do a lot of work with partnerships. I'll talk a little bit more about that. We serve generally the IU research mission by supporting capacity building and in other international initiatives to support the research agenda. Generally, we work on trying to engage IU and to elevate our visibility and reputation abroad, and we also now are also home to the center for the Study of Global Change, which we had been in the past and then we weren't, and now we are again, and the Center for the Study of Global Change really allows the office of the OVPIA to engage in sort of more of an academic arm of our work and it's been very helpful, particularly as we work to support some of the IUB 2030 priorities around experiential learning, global learning and such. And I'll talk a bit more about that.

(00:39:42):

Can everybody see this? I can barely see it. I think there's a map there. Can you see the map? No. Okay. Well, there is a map underneath all those boxes. Again, this represents in red our global gateway offices in Mexico City, Berlin, Beijing, Delhi, and Bangkok. There's a lone red star that's supposed to be somewhere around Western Africa that's going to represent what we're hoping is going to be our Ghana office. And again, I'll talk a little bit more about that as we move forward. And then the other, our Madrid and Bologna are two major consortiums that we're involved in regards to education abroad and an Ldurt. Many of you familiar with the work of the School of Medicine and a number of other departments and what IU has done to build this amazing ampath project in Western Kenya that supports 24 million individuals in Western Kenya for primary care. Pretty impressive endeavor. Some basic data here. We've got a lot of international students, IU wide, there's about 7,400.

[\(00:41:05\):](#)

The students are, we have about students from about 138 countries at IUB. The number of students enrolled in fall 2023 were 5,246. 330 of them are graduate students and about 1,740 are undergrads. That has changed, and this is a trend that's happening nationally. There is a lot more graduate students coming to US institutions than there once were. It used to be very dominated by undergraduates and now that has flipped. Our spring enrollment has dipped a bit at the university. It's I think 6,869, but that's not uncommon because we have students graduating. Of course, as far as the students and where they're coming from for our international students, India is our top sending country to IU Bloomington, and that's followed by China, South Korea, Saudi Arabia, and Taiwan. Just for comparison, at IUI, the top ascending countries are India, China, Saudi Arabia, Nigeria, and Bangladesh. And of course we have about 75,000 alums and 40 something, 47 international alumni chapters around the world that we actually work very hard and diligently to maintain a strong relationship with.

[\(00:42:40\):](#)

I'll talk a little bit more about our partnerships and so on, but we have a very strong presence with institutions of higher education around the world. We have some hundred partnerships and about 40 of them are what we call considered primary partners, which I'll mention later when we're looking at our strategic plan, particularly around IU Bloomington, but generally as well throughout the university. There are a couple initiatives that we're particularly focusing on right now in regards to pursuing the IU initiatives across the three pillars of our strategic plan. One big area is virtual global experiential learning, even though we are one of the top senders for education abroad in the country.

[\(00:43:37\):](#)

At the same point, we also are very interested in making sure that our students are accessing global literacy, global opportunities, experiential learning here at IU Bloomington. So we are focused on making sure that we have classrooms that engage the world, and there's a number of initiatives that we've been working to implement, including one that's already been ongoing called global classrooms where we match classrooms here at IU to classrooms abroad, and we use our global gateways to help make those connections. The other is another one called Clip. We love our acronyms, client-based international projects, which is sort of a virtual internship with companies abroad and other NGOs, and that has just kicked off as part of IU 2030, and we're just getting going on that. I think we have five classrooms that are initiating clip projects this semester, so we also have a lot of intercultural competence training.

[\(00:44:55\):](#)

We already have a very well received certificate for staff. We're working to switch that for students and to create opportunities for students to have an easy accessible modality of training for intercultural competence. We've also been working on building capacity for international institutional development grants, and in that case, you may or may not have filled out a survey that was sent out in fall. We sent out a survey, a Qualtrics survey as part of an initial sort of review. Our goal is that the feedback from that survey will then feed into a self study report, and really what this initiative is trying to do is determine how to improve the competitiveness of IU, and in this case, it's IU writ large competitiveness of IU and really securing and implementing large international development grants like those from USAID, state Department Defense and so on, particularly USAID to be honest with you.

[\(00:46:02\):](#)

And so we're working on bringing in a team of external reviewers in early April to help with that initiative and to help us develop a framework to move forward and strengthen our capacity in that area. And then service to the state, which is ongoing. And I'll mention briefly, but I'm going to move on in this

way. This is from the IUB strategic plan. In the plan, there is an expectation for us to expand participation in global gateways, and we are doing so making sure we diversify the opportunities for individuals to engage the gateways, get more information out about the gateways. I will be honest with you, I often am surprised about how often people still don't know what the gateways are or how they can support your work, but the gateways and IU Global are really here to help you do what you do better.

[\(00:47:05\):](#)

We're not here to add on a whole nother sort of strain of priorities, but to truly support the mission of iu. So we're able to do that through our five, hopefully six gateways as well. Again, working diligently to support grants, the development of external grants, and we have some funding opportunities that I'll mention in just a minute. We already mentioned our evaluation for the infrastructure for obtaining international institutional development grants. Again, that's specifically from the IUB strategic plan, and we're working to support that. And then working with the state, that is a big area. I've been engaged much more than I ever have been with the Indiana Economic Development Corporation, trying to determine how we align and how IU gets more involved in foreign direct investment and trade and really supporting that mission of our state. The one thing that's missing on this slide is global readiness.

[\(00:48:10\):](#)

That's also part of the IUB strategic plan, and I can't tell you that how much that is a priority for us, and again, how much we're doing in that area to support global literacy, to develop courses either through virtual learning or otherwise, and to make sure that all students at IUB do graduate with intercultural competence and so on. One thing that we're doing in this area is we actually have just formed, literally just formed a faculty committee that's working together to help define and discuss what I B'S approach to global learning should be. There's been conversations about that. I actually know that the BFC's International Committee has had conversations about that, but we're also doing that to try and articulate this for the purposes of what does it means to have global experiential learning as a priority for IUB. Okay. Oops, what did I do?

[\(00:49:15\):](#)

There we go. So just quickly to let you know some of the funding initiatives that we have, we do actually have a fair amount of funding. I encourage you to take a look at our website and see what we have available. If you haven't partaken in any of our support and our resources, I think we have a lot of returning customers. So if you have not yet, please do so. We have grants to support the development of faculty led programs at abroad, for example. And we're really seeking proposals that focus on innovative program models, cross unit, cross campus collaborations, and particularly an emphasis in this case on the sustainable development goals and sustainable development there. You get a max of 3K to help develop these programs. Global Gateway grants, I hope you're familiar with those. Engage in a wide variety of activities that use our global gateways around the world.

[\(00:50:15\):](#)

We give up to 5K on that, and all we ask for is a match from your department as well to support those grants, international collaboration grants or another funding opportunity. There's two tiers of funding for these. One is an exploratory grant of 2K that really just sort of establishes support that supports teams of faculty working together, established partners, and is really just an initial kind of seed grant. And then we have a slightly greater grant on creative activity that's up to 10 K. Then we have international mobility grants. Again, that is for travel to pursue research or creative pursuits. That's up to \$1,500 with a match from a home department. And then we have the primary partner faculty grants, and that is a new grant initiative that we have just kicked off. And that's for faculty and librarians who

are interested in participating in research projects with one of i's primary partner institutions. And there's no real, the duration is variable, but it's expected to be somewhat substantial. So no less than two weeks. The expectation is that you do substantial research, research with this funding, and that's up to \$10,000.

[\(00:51:47\)](#):

Also, this is more on the primary partner faculty grant that there's a slight change. There had been a slight shift in this grant, so I just wanted to make it clear that these now have expanded. At one point, this was a model that only allowed exchanges and faculty research at I think 18 universities, partners and so on. And now we've opened this up to all primary partners so that now we have access to research at 40 primary partners around the world. If you're not familiar with our primary partners, please go to our Registry of International Partnerships and you will see which partners are considered primary partners. But that really allows many more options and new options. For example, in Kenya, Ghana, South Africa and Australia, even that were not on those lists beforehand. Similar mirror enhancement with access and flexibility and duration with the graduate student grants as well.

[\(00:53:05\)](#):

And then just to end and then I'll open it up to conversations are the initiatives that we've been focusing on Africa and particularly in the Ghana gateway office. We have had conversations for many years about establishing a gateway office in Africa. Many of you have been involved in these conversations along throughout the years. I mean, there's a huge gaping hole when you look at our, well, you couldn't see the map, but if you could have seen the map, there's a big gaping hole in the continent of Africa as far as where our offices are planted and where our footprints is. And it was somewhat of a contradiction with the focus of research agendas and connections that we actually did have across the continent of Africa, particularly in West Africa, Ghana, Nigeria, Senegal and so on. So with a lot of feedback and a lot of discussion and some movement along the way, there were always conversations about whether it should be South Africa, whether it should be Kenya, whether it should be Ghana.

[\(00:54:15\)](#):

We actually brought together a number of faculty over the past few years to get input on this, and we're very excited to now officially be moving forward with a gateway office in Ghana. We're seeking legal counsel. It's complicated as you can imagine. We're working on getting some staffing involved. The location we plan on right now is in Ghana. It's actually in the same building that the Ghana Academy of Arts and Sciences is delighted that one of our Samuel Bang actually has just been named a fellow for the Ghana Academy of Arts and Sciences. It also is the same building. So we'd be right next door to the African Research University Alliance, which is like the premier research alliance across the continent and so on. The goals, I'm going to totally knock on my head here, is to inaugurate the gateway during a trip when President Whitten joins us, president Whitten is joining us in Kenya and Ghana this May.

[\(00:55:25\)](#):

So again, just to reiterate, we're reestablishing relationships with the University of Ghana that we once had a very strong relationship with. Our African studies program has always had a strong relationship with, and we're trying to reboot that, but at the same point, really expand it beyond African studies. Again, we're also working at MOI University. That is the university where the school of medicine has been connected to for so many years around ampath. I was just there literally a week ago. Very excited about the opportunities to engage more meaningfully and comprehensively at MOI University and around curriculum, around research, around community engagement and so much more. So I'll leave it at that. But the focus on Africa right now is one thing that Hannah Buxbaum particularly asked me to

foster and promote what in her stead. So I've been hopefully trying to do so and look forward to see where that takes us. With that, I'll open it to questions.

Shrivastav (00:56:32):

Hi, you want to go ahead? We have time for just a couple of questions.

van der Elst (00:56:37):

Thank you for your presentation. I was wondering how much funds are generated to the OVPIA from the international student fees and how are these distributed among the different OVPIA branches

Kahn (00:56:50):

All fees that are, I don't know the exact number and I'm happy to get that for you. I really am not trying to keep anything. I believe in complete transparency, but all those fees go to the Office of International Services, so they go back into the support of international students. Hi,

O'Brien (00:57:08):

So thank you for that overview. I want to highlight an issue that I've had bringing in international scholars and I wonder if there might be a solution because so far I have not found a clean one. So for a recent example, bringing in a postdoc from Cameroon, their economy is very, very different from ours. And the cost of relocating to the US is a major impediment, almost was not able to get this postdoc, excuse me here because of that, had to be very creative in how I handled that. I've encountered this with several students, one of them from Ghana for example, and each time is required a custom solution. I think one of the barriers seems to be that I, at least according to my unit, the university seems to have a policy that money can't be given to students or postdocs until they're here and enrolled or here and employed. And that can't happen until they've gone through immigration and are actually physically here. But the act of getting here has a huge cost and so I'm wondering if there are any creative solutions or ways that that problem might be able to be solved more systemically.

Kahn (00:58:12):

I am not going to be able to help you with that solution, but I'm going to put you in touch with somebody who can. So here in Bloomington, Joanna Snyder is our director of International Scholar Services and she would certainly want to support that. And we're pretty crafty and creative when it comes to coming up with solutions that support our scholars and students. So will you write to me and I connect you with Joanna?

O'Brien (00:58:41):

I will do so, Thank you.

Kahn (00:58:41):

Thank you.

Shrivastav (00:58:43):

Thank you. Thank you. Hillary, we need to move on to the next item. Appreciate your report. The next item is new policy on tenure and promotion. This is being presented by Jessica Lester and Catherine Ryan. I don't see Catherine. So it's all you. Jessica, take it away. Thank you.

Lester ([00:59:07](#)):

Alright, good afternoon everyone.

([00:59:10](#)):

Just as a reminder, what we're bringing to you today following the discussion is the proposed policy. That is the document that has long been in place. The purpose of this policy has always been to provide principles and practices related to the promotion and tenure process. I want to provide a general overview to the ways in which the FAC committee responded to the feedback that you all provided at the last BFC meeting for context following the last BFC meeting. The FAC members met two days following that and discussed the feedback that was provided and we very much appreciate all the comments that were provided. So one of the comments that was offered was the suggestion to strike history, the component that was at the end of the policy proposal given this is actually the first time this will officially be positioned as a policy. So that has been struck from what you previously saw.

([01:00:07](#)):

And then in addition to that, there was a suggestion that we consider adding an effective date. Upon discussion, it was noted that all of our policies once passed have an effective date listed at the top of the policy. Moreover, this particular policy proposal is already what's in place across campus. And so this proposed policy wasn't viewed as being in contradiction to the current practice. We will also have an effective date post a vote. So we didn't add an effective date. And then in addition to that, we received a recommendation to provide order or structure to the policy. Our parliamentarian made that suggestion and we all concurred and spent some work to restructure the policy to provide it with a bit more cohesiveness and align with other structures that are already at play. So with that, I will open it up to the floor.

Shrivastav ([01:01:06](#)):

Let me remind everybody, this is an action item. It will need a vote. So before we get to that point, we welcome your comments and questions. Elizabeth,

Housworth ([01:01:17](#)):

I have a motion to retain the language. In any case in which the position of a faculty member with tenure has been eliminated or has been removed from the jurisdiction of the university, the university will make every reasonable effort to place the faculty member in a comparable position elsewhere in the university or in another institution. So the policy strikes that language and my motion is to retain the language. If there's a second to my motion, I'd like to speak to the motion.

Shrivastav ([01:01:53](#)):

Alex, are you seconding the motion? Okay, so we have a motion and a second. So now that motion is you can present it and then there will be a discussion on just the motion, not the original document. Go ahead

Housworth ([01:02:06](#)):

Elizabeth. Okay. My rationale is that you are asked to remove duplicative language and that language is in policy ACA-52. I believe so. I believe that that duplicates language. That's in policy ACA-52. And my point is that ACA-52 is a university level policy governed by the university faculty committee, not by this council retaining the language in this policy isn't duplicative in the sense that it means that if the UFC

changed their language, this campus would still afford people with tenure the protection of trying to place them in another unit.

Shrivastav ([01:03:04](#)):

Jessica, do you have a response to that?

Lester ([01:03:07](#)):

As we shared last time, the reason that we removed it is because it is word for word from BL-ACA-E2 and

Housworth ([01:03:15](#)):

E2? Okay, and that is a campus policy?

Lester ([01:03:21](#)):

Yes, it's BL-ACA-E2

Housworth ([01:03:22](#)):

E2.

Shrivastav ([01:03:27](#)):

Okay. So I'm trying to keep the procedures just right here. So since this was a motion, do you want to withdraw the motion or do we need to have a discussion and vote on it? Is that right? Parliamentarian

Housworth ([01:03:38](#)):

If you assure me that it is in campus policy that this committee would vote on, I'm okay with withdrawing the motion. I only found it in the 52 policy.

Shrivastav ([01:03:50](#)):

I think there's another comment before we get to that

Tanford ([01:03:52](#)):

Point. I'm the second and I'm not yet willing to withdraw because I'm going every other piece of language in E2 is redundant of this policy. So I'm going to support keeping this. And when she's done, I plan to make a motion to rescind a number of outdated policies that are redundant and that would include E2. So if we withdraw this language because it's in E2 and then we rescind E2, then the language will appear nowhere. So I'm in support of putting it into the new policy, which then makes it that we can rescind E2, the rest of which is redundant.

Shrivastav ([01:04:44](#)):

Okay, I hope you're following because it's not easy. I've got it so far. Alright, I'm going to lean on the able parliamentarian here to walk us through this really well. So we are still have a motion and we still are open for discussion. So on the motion that Elizabeth suggested any other questions, seeing none, are we ready to vote? Unless you're not withdrawing because Alex is not withdrawing. So this motion is up for vote. So the motion, if I remember it right, is to revert back to the original language, some of which has

been deleted in the current version. Jessica, would you or Elizabeth, would either of you mind reading that again? So the group knows what they are voting on?

Housworth ([01:05:37](#)):

The motion is to retain the following language, which was stricken in the proposal before us to retain the language. In any case in which the position of a faculty member with tenure has been eliminated or has been removed from jurisdiction of the university, the university will make every reasonable effort to place the faculty member in a comparable position elsewhere in the university or in another institution.

Shrivastav ([01:06:10](#)):

So this is a motion to retain that language. And now I call upon the group to vote. All in favor of retaining this language? Please raise your hands. Alright, we may need a count.

([01:06:29](#)):

Okay,

([01:06:30](#)):

So the motion passes. So now we have a revised version of this document with the language retained. Now Alex wants to start a new chain here. So go ahead Alex.

Tanford ([01:06:43](#)):

I also have a motion and those of you who have bothered to check your email, I sent this around about an hour and a half ago. It is a motion to add to this that it rescinds six policies, E2, E6, E10, E13, E18, and E20 as redundant. Now of the new policy, obviously if the new policy does not get approved, this amendment is pointless. I want to specifically attach it to the existing proposal and if there's a second I will explain why.

Shrivastav ([01:07:36](#)):

Okay, so first of all, is there a second to Alex's proposal? Okay, we have a second. So now the proposal is subject to the approval of the new policy. The motion is to rescind the six different policies, ACA-E2, ACA-6, E10, E13, E18, and E20. That motion is now open for discussion.

Tanford ([01:08:04](#)):

And if I can just, first of all, I apologize to Lana, I forgot to send it the text to you. And these policies which have to do with various pieces of the promotion and tenure policy date from 1976, 1985, 1992, 1994, and 2009, I was on the working group with the vice provost in 2015ish. When there was one of the revisions of these guidelines and principles document. At that time, the language of all of these was incorporated into the vice provost's guidelines, but they were the ones enacted in policy. And the provost guidelines were only guidelines now that if we enact the provost's guidelines and they become policy, all of the language in these six has become redundant. And some of it, like going back to 1976 is probably even inaccurate

Johnson ([01:09:20](#)):

If I may. So this is actually a question to Alex. So I actually understand and agree with the general principle of trying to clean these things up as we go about them. I'm also very concerned and I'm wondering if you are at all concerned about voting to rescind six policies governing tenure and

promotion on the basis of an amendment on the floor of the BFC, without anyone having had the opportunity to review those six policies for their own purposes. I mean, I'm not saying I would move to perhaps refer those six policies, which currently stand as the foundation for our tenure and promotion proceedings to faculty affairs for review and perhaps they could bring it back. But I'm very uncomfortable with the idea of rescinding six policies on the fly

Tanford ([01:10:07](#)):

Wimp. The, that was why I attempted to send him around early enough that people could in fact look them up for themselves. I realized people teach and have other things do and probably didn't. And so I believe that the chair has the power to refer this question to the faculty affairs committee and dump the work on them so that they can go through and just make sure that the language of these policies is included. I'm not opposed to that. It just, this seemed a more efficient way of getting something done and off of our plates. But I understand your concern.

Shrivastav ([01:10:55](#)):

Again, personally, I think that's the right approach, but I will let the group speak its voice. So any other question on this? Any other item for discussion on this? Then we can call this for a vote and move from there. Seeing none. So the motion is to rescind six policies subject to the approval of the original policy change that Jessica proposed. All in favor of rescinding the six policies. Would you please raise your hands? Thank you Alex, appreciate that. So I think that's an easy one. The motion fails. We are not rescinding that. Seeing the discussion, I think it makes sense to refer this to the faculty affairs committee and that will require us to bring this item back on the agenda. Anything else we need to do procedurally?

Cohen ([01:11:54](#)):

Well we can still vote on this and then go back to those policies.

Shrivastav ([01:11:58](#)):

That's true.

Cohen ([01:11:59](#)):

And review

Shrivastav ([01:12:00](#)):

That is true. So there is a live motion still on the floor. It continues to be open for discussion. This is no longer about rescinding anything but the original changes that Jessica has presented. Any other questions? Seeing none. I would call for a vote. All in favor of keeping the changes as Jessica has proposed. Please raise your hands.

Cohen ([01:12:33](#)):

Those include yours including including yours, including the amendment, the proposed,

Shrivastav ([01:12:36](#)):

Including the amendment. Including the amendment. That's right. Yes. No, the amendment failed.

Cohen ([01:12:41](#)):

Now Elizabeth's passed. So Elizabeth's are automatically included in Jessica's, correct.

([01:12:51](#)):

Johnson So wait, maybe we should roll this back.

Shrivastav ([01:12:53](#)):

Go back. One step to clarify what people, so Elizabeth's amendment passed.

Cohen ([01:13:00](#)):

Elizabeth? Yep. Those are automatically included in Jessica's.

Shrivastav ([01:13:03](#)):

That is to keep the language which had been struck down in the original proposal. So we now have a revised version of the tenure and promotion policy, which Jessica explained, plus keeping that one unit that was stuck down based on a proposal from the floor, a motion to propose to approve that policy is still active and we are now calling on a vote to move forward with those changes plus Jessica's Elizabeth's amendment or to not do it and send it back to the committee. So all in favor of keeping these changes plus Elizabeth's modifications to it. Please raise your hands. Okay, motion passes. I assume the motion passes. Thank you. You have the new charge separately. There are six other policies that Alex has identified, which may be redundant with the new policy. And so for the faculty affairs committee,

Johnson ([01:14:12](#)):

The executive committee will take it upon itself to refer those six committees to faculty affairs for evaluation for possible rescinding. Score.

Shrivastav ([01:14:22](#)):

Thank you very much.

Johnson ([01:14:23](#)):

Mischeif managed. Yay.

Shrivastav ([01:14:25](#)):

Okay. All right. Let's tackle the next item on the agenda. Propose changes to BL-ACAH-21 IU Bloomington Academic calendar principles. Andrea Need, Brian Winterman, and Mike Carroll. And thank you Jessica.

Need ([01:14:40](#)):

Hi everybody. I'm going to explain briefly the proposed changes to ACAH-21, which is called IU Bloomington Academic calendar principles. So the registrar asked the educational policies committee to consider amending number four on the document. If you're looking at the ACAH-21 to change the break are also known as passing time between classes. So as you can see it's currently 15 minutes, which we haven't been following. Prior to Covid we had 15 minutes for most, but not all of our passing periods. And then covid, as you might remember, we extended passing periods for up to 50 minutes. So after covid the registrar set passing times, we categorize our classes in three days a week versus two days a

week and they have different passing times. So the passing times were 20 minutes for three day a week classes and 30 minutes for two day a week classes. And so that is what we're doing right now. The proposed change is to take away the 15 minutes and to have it be at least 20 minutes and have discretion for the registrar to increase it to 25. So the 20 minutes acknowledges, I think that the passing time needed to be a little longer for people to get between classes and it also and moving to 20 minutes for the two day a week classes allows for an additional scheduling flock within prime time, like normal working hours.

[\(01:16:20\)](#):

So again, 20 minutes is what we have right now for three day a week and 30 for two day a week. And so every class going forward would be 20 except there would be a handful of 25's. So if you look at the chart that was sent around, you can see that there are a couple 25 minute blocks for the three day a week classes. And that is so the registrar can help nest these two sets of classes together. So if you also look at the bottom, you can see the number of blocks of scheduling and you could see that under the proposal for spring 2025, we actually gain a block of scheduling time. It goes pretty late, but if you didn't want to use that scheduling block that last one, you still have the same number of blocks we have now, but you can see that we have more within the prime time scheduling. So the EPC discussed the proposed changes in December and we voted to approve them on January 11th. That's all I have. If we have any questions.

Shrivastav [\(01:17:34\)](#):

This is a discussion item, no vote necessary, but it's open for questions. Does it impact

Ramos [\(01:17:40\)](#):

Start times at all because that also changed over covid. I'm just wondering if that was part of the mix.

Need [\(01:17:46\)](#):

No, it doesn't. It's still 8:00 AM.

Shrivastav [\(01:17:53\)](#):

Other questions? Yes.

O'Brien [\(01:17:56\)](#):

Wanting to pass along a comment given by one of the constituents in the college n&m group. Sorry, comment and a question. So the comment is that decreasing the passing time, particularly on Tuesday, Thursdays might disadvantage some students. There are some students who already have 15 to 20 minute treks across campus and so that would give them more possibility for back-to-back classes with little to no time to deal with personal needs, interact with faculty and what not. Granted we do have shorter blocks already on Monday, Wednesday, Friday, but I think the essence of the comment is that at least Tuesday, Thursdays there's some longer times that allow for more interactions and more dealing with personal needs. Also a comment related to that about this might disadvantage students with mobility issues. For example, the question that the person raised was do we know how many students that potentially are impacted by having back to back classes with such a short block and maybe a long trek across campus? And I guess this is more a question for registrar who probably has the data on that.

Carroll [\(01:19:08\)](#):

We don't have data on it specifically at the moment. When we looked at it a few years ago, actually it was Dennis Gross office that looked at it. At the time there were fewer students that had back to back classes than we anticipated. It was actually a lower number.

O'Brien ([01:19:26](#)):

Thank you.

Shrivastav ([01:19:29](#)):

Elizabeth,

Housworth ([01:19:31](#)):

Is there a significance to the green coloring on the display for the passing times? And is primetime defined to be the same?

Need ([01:19:45](#)):

I printed out in black and white is the

Housworth ([01:19:49](#)):

I just didn't know that whether there was a significance to some of the blocks being colored and green.

Carroll ([01:19:55](#)):

It was really just to distinguish them as sets of blocks.

Shrivastav ([01:20:01](#)):

But some are green and some are white and I think that's the confusion. Elizabeth has.

Carroll ([01:20:09](#)):

Oh,

Shrivastav ([01:20:09](#)):

I think it's nine to five is shaded in green is what I think it is.

Carroll ([01:20:12](#)):

Yes, that's what it is.

([01:20:13](#)):

Yes.

Housworth ([01:20:15](#)):

But you haven't changed. So when department schedules classes are supposed to have ever so many in prime time and ever so many not in prime time, has the definition of prime time changed?

Carroll ([01:20:28](#)):

It has not at this point, no.

Shrivastav ([01:20:34](#)):

Yes.

Ivanovitch ([01:20:37](#)):

Hi there. Can you hear me? Okay, sorry, I'm speaking here. As a representative of the School of Music, I know there were some kind of concerns talking to people in the undergraduate and the graduate office and then also in the scheduling office about some of the intricacies of this and about what the changes might do to degree paths and the kind of nested and relationship between courses for students who need to have their courses in in particular orders we're also a little bit maybe concerned about the AI implications that the need for them to have their obligation meet their teaching obligations while at the same time their other curriculum might be changed. And as you may know, the School of Music also has as a considerable sort of upheaval over the coming year with the renovation to the music annex and the already stretch scheduling office is going to need to basically rebuild the schedule from scratch this coming year anyway. Is there any scope at all for delaying the implementation of this and if not, or if so, are there any funds available to help with scheduling on campus?

Carroll ([01:22:01](#)):

Spring 25 is the soonest we could implement given the timelines for building the schedule. We are planning, assuming this passes, to adjust all of the times accordingly before we send it out for the schools to manage. So hopefully that would take a significant load off of what the School of Music has to do. I know with the closure of the annex for the coming year, there's a lot more to it than that for your team and we will work with them as much as possible to help them through that

Shrivastav ([01:22:36](#)):

For context, a big reason for that is because between 9 and 5, but especially between 11 and 4, there is virtually no classroom available on campus. So when we look at occupancy data, it's nearly a hundred percent and that is creating challenges everywhere. So I think urgency is necessary. I know you have a short-term challenge for a good cause. You'll hopefully have a much better building at the end of it so we can find solutions to help as needed. Okay, seeing no other questions, we will move on to the next item. Remember we are not taking a vote here, you'll come back at the next meeting for a vote so you have time to discuss this further as needed. The last item on the agenda is updates on the employee clinic and this is led by the elite team of Nancy Nelson, Jim Sherman and Christian Royer.

Royer ([01:23:41](#)):

Thank you. May I grab your great

([01:23:52](#)):

Thank you all for having me back today. I understand I'm the last on the agenda, so I will go quickly so everyone can move on with their day, but I do feel like we have a lot of good and exciting news to share. So I hope you all agree I'm going to go through some just updates on the clinic and also happy to take questions as well. If you recall, I was here in October of 2023 talking about our benefits and mentioned briefly at that point in time that we were looking at the topic of employee clinics. And you may remember a year ago, so February of 2023, the provost and our vice president for Human Resources, Todd Richardson, announced several initiatives around ways to recruit, retain, and engage employees specifically for our Bloomington campus. And this included an initiative to look into primary care and mental health here in Bloomington.

[\(01:24:52\):](#)

They've heard from employees as have I and others in our HR office about concerns around delays in getting care, finding providers, especially as new faculty are moving to town in August, trying to access care for their family becomes very difficult locally. So I'm grateful to say with leadership support and kind of this charge from the provost and vice president for human Resources, we've been working hard to address this topic over the last 11 to 12 months. And when I was here in October, we said something would be opening in spring of 2024. So I'm glad to be back today to give some insight and details on when that's going to happen and how it will roll out. You are the very first group to hear this information and hear the very first group to see this presentation. So again, all questions and feedback are welcome. There will be a broader announcement delivered on the information we're going to discuss today later this week. And so I'll kind of go through how we plan to roll all of that out. But again, you are the very, very first to hear.

[\(01:26:07\):](#)

Just by background before we kind of dive in, employers have gotten into healthcare sort of by necessity and probably will continue to offer healthcare to employees for the foreseeable future. Back in the 1930s people needed first aid as they were in these manufacturing environments. We see employers in the 1990's begin to open their own primary care clinics and today two out of three employers offer some form of an employee clinic. There are a lot of different models for operation of these. Some employers outsource to a third party vendor, some own their own clinics and hire their own providers. And we see our peers locally here in Bloomington doing employee clinics. So you might be familiar with Cook has a clinic, the city of Bloomington works with a third party. Our school district offers employee clinics to their employees. We also see this with our peers.

[\(01:27:07\):](#)

Purdue has an employee clinic for their employees and many other universities. Many of our Big 10 peers offer some form of employee healthcare clinic options on or near campus. So as we were given the charge to look into these clinic options, some of the concerns or the top concerns expressed were it's really hard to access primary care. I need somebody to really help me coordinate my care. That's been a really challenging thing for employees to have to navigate. Being able to access affordable care, mental health appointments and getting that care has been really a struggle. And then of course we want to make sure we're managing the healthcare spend not only for what employees pay out of pocket, but what the university is paying for healthcare as well. Those are kind of the chief concerns as the initiative was put out. We want to recruit, we want to retain employees, we want to really be a great environment to work in.

[\(01:28:12\):](#)

So being able to access healthcare, doing that quickly, reducing delays for employees to be away from work or research or family, all of these things we think we can help achieve a little bit of a better working environment by offering access to an employee clinic. So let's get into the details. With that background behind us, IU has partnered with a third party vendor called Marathon Health. Marathon Health is based here in Indiana. Their headquarters are in Indianapolis and they primarily work with employers who want to sponsor primary and acute care medical centers for their employees. They have a convenient network, a lot of locations to access here in Indiana as well as other parts of the us. I'll get to that in a second with some details around where those locations are and what that looks like in Bloomington. And what we would do is we would open these access to these health centers to all IU employees and their family members who are on an IU sponsored medical plan and it would be very convenient onsite healthcare in terms of primary and mental health.

[\(01:29:32\)](#):

And then with the additional ability of telehealth. And as I mentioned earlier, what that looks like in Bloomington is the opening of a new location right here in town. Marathon Health is not tied to a large healthcare system. They're independent. They basically open clinics and they allow employers to share access with other employers. So in Indianapolis, marathon Health works with many dozens and dozens of employers. But some names that you might be familiar with are one America CNO Financial Group, the Indianapolis Airport Authority, Valparaiso University, city of Indianapolis, and dozens of others. So what does this look like for IU? We've been working with Marathon Health and partnering with them and they are opening a new clinic that will open March 20th, 2024. So here in a few months when you see our communications rollout where you will be saying late March, we're targeting this date, we're like 99% sure it's going to happen, but the location is still under construction and we're still subject to some construction timelines and final building permit approvals and all of those things.

[\(01:30:55\)](#):

Again, marathon Health is a third party to IU. They own or lease the space and organize all the construction. So they'll be opening that clinic location on Pete Ellis Drive. So if you're familiar with that, that's on the east side, kind of out by the Target mall shopping area. It's across the street from, I think it's the Needmore coffee location. There's a new large kind of apartment complex, but there's a lot of retail space in the bottom. A financial group is in there, some others. But Marathon Health will have the vast majority of the space and there will be parking both outside of the building as well as in a parking garage on the backside of the building. Initially the clinic will be open Monday through Friday from eight to five, but they will continually monitor what's happening with employees who are making appointments and if there's a high enough demand, they will shift hours or add Saturday hours.

[\(01:31:57\)](#):

But as we head into the end of the semester and summer, we're going to begin with Monday through Friday eight to five and continue to evaluate that over time as this clinic is opening. Again, I'll go into a few more details about Marathon Health and how this will work and what services you can access. But I want to stress that this is not a requirement for employees. This is an additional way to access services. If you are already established with a primary care provider and you want to keep that, that's completely fine. There's no requirement. This is just in response to all the feedback the provost heard, vice President Richardson heard coming in new leadership positions and just working with other groups and faculty across campus, a desire to open access to additional care. And as we hire, well not we, excuse me, marathon health hires, physicians and providers that would work in this location. They'll start off with one physician, a nurse practitioner that will float in and out as needed to help with appointments and several medical assistants within the office to help with workflow and, excuse me, office flow and lab work and such. But again, they'll continually be monitoring that those physicians will be employees of Marathon Health, but they will live and work here in our Bloomington community, which gives us the ability to allow our employees to establish their primary care here if they don't have a provider or wish to do so with the clinic.

[\(01:33:34\)](#):

As I mentioned, marathon Health is based in Indianapolis, so this map is a little bit small, but they have seven different locations all around Indianapolis and downtown. These already exist and again, many employers in Indianapolis that are a part of the Marathon Health Network are already using these existing locations and they will be opening a new one here in Bloomington for our employees down in this portion of the state. Additionally, marathon Health Network is in other states across the country.

They have clinics in large cities like Salt Lake City, Cincinnati, Orlando, Charlotte, and they're continuing to expand across the country. But employees who are living and working in this area, we do have employees that work in other states besides Indiana. Children that are away at college, maybe you're traveling for fun to Disney and you are ill and you're in Orlando, you would have the ability to access one of these clinics as part of your personal or professional travels as well.

[\(01:34:46\)](#):

So again, we would open this up to all employees and their family members covered by an IU sponsored medical plan. Generally speaking, they provide primary care for adults, so they still want children to see their pediatrician. That is best practice for a child to stay with a pediatrician over the course of their childhood. So age 16 plus for primary care. However, they will offer sort of acute urgent care visits as well and that would be for any dependent who's age two and older. So if you don't want to see your pediatrician or you can't get in, your child has pink eye situation for example, you could use this Marathon Health location as covered by our plan. Preventive care visits and labs are no cost. Those are always covered for anyone on our plans for free. However, through the clinic, all other visits including acute care and mental health care are just \$35 per visit. All claims will be billed through the IU Medical plan, just like any other claim for any other provider you would see. And it will apply to the deductible and out-of-pocket just like any other claim. So the visits will be \$35 if you need to go for a sinus infection or something like that. And this applies to all of our plans, even if you're on the high deductible health plan. So it'll be a \$35 flat copay.

[\(01:36:23\)](#):

And again for mental health, all visits \$35 flat copay. This is kind of small print, but I think Lana and others can share the slides. But the services should be available same day or next day. Scheduled appointments, again, the option to do virtual or in-person, but that preventive care annual checkups, helping with managing chronic conditions, health screenings, immunizations, all of those things would be available. Sick care, those urgent care needs for cold, flu, pink eye, strep throat, those would all be available. Lab services, they offer the ability to draw for approximately 300 different types of labs, mental health counseling. So not only will the clinic have a provider that's a physician as well as again that kind of floating in nurse practitioner and mental health, or excuse me, medical assistance. There will be a full-time mental health counselor Monday through Friday from 8:00 AM to 5:00 PM to be able to see any of our employees that would like to schedule mental health counseling.

[\(01:37:36\)](#):

And again, for whether it's a mental health concern or a medical visit, marathon Health does this across all of their clinics. If they see a lot of appointments being scheduled, they will add more providers to that location or expand the hours to be able to provide care quickly to the employees that are part of that clinic. So again, mental health, behavioral health, that is really a concern in our community and hopefully this will address some of that. I did want to stress again that Marathon Health is a third party vendor, so all of your data is confidential, it's protected by all of the typical federal, state law, hipaa, all of those things just like any other provider you see here in town, whether it's through IU Health or Monroe Hospital or an independent physician that's separate from IU. So again, it's a third party Preventive care appointments, again, those remain no cost.

[\(01:38:40\)](#):

We're aiming to meet certain patient experience access to the clinic. So for preventive care appointments, we believe those would all be scheduled within five to seven days. Business days that is. So you should be able to call and get an appointment within one to two weeks for acute care. This is not a walk-in clinic, in order for everyone to have the very best experience and not sit in a clinic for hours, it

is a scheduled type of visit. So acute care appointments, if you call in the morning and they can get you in that day, they absolutely will or they'll get you in with a virtual provider if needed. If you need to see someone in person and it's not that same day, it should be within 24 to 48 hours. Again, any acute care appointments will be that \$35 visit that includes all labs and again applies to the deductible and out-of-pocket maximum mental health counseling also available onsite or virtual and it would be \$35 a visit. And the goal would be that we want to get our employees, their family members in quickly. So being able to schedule within five to seven business days, but they will prioritize urgent and critical needs to be able to see those individuals who maybe have a traumatic situation that need to get in quickly.

[\(01:40:07\)](#):

Marathon Health has their own portal, so you can go online to schedule your appointments from your phone if you'd like to do that quickly. Access health records, message the providers there, request medication refills for those who would rather call and talk to somebody or have a question. They have a member relations team so you can call in and talk to someone on the phone and they can help with scheduling, with portal assistance, all of those things. So that's kind of really high level of the cost locations, the services, and again, we're still working towards that March 20th date for the clinic here in Bloomington to open. So on the screen I'm showing kind of our communication plan subject to that date, staying solid. We think Marathon is confirmed a few times. They think that date is pretty solid. So you are my very first group to speak with.

[\(01:41:09\)](#):

We believe sometime in the next few days an executive announcement will be going out and then we'll continue to give out more details and information through emails directly from our office articles in the IU. Today. Marathon Health will be sending an email so that individuals can schedule with them through their portal link and then we'll continue to update materials, our websites orientation, onboarding for new faculty and staff since we usually have a large number of those in August. And then we of course want to plash all of that information again in August when employees are back to campus. And then we'll continue to engage and make sure that our leaders have information about the clinic, employees are aware and we'll work directly with Marathon again to make sure those patient experience opportunities to get in quickly, to be seen quickly, to be seen by a quality provider are happening and that we need to add providers or adjust times or days that is happening so that our employees have a really positive experience. So I'll stop there. I know I spoke very quickly and again, we'll be rolling out even more details as they're available and that March 20th date is a hundred percent, but wanted to share the news with you and take any questions.

Shrivastav [\(01:42:41\)](#):

Thank you Christian. Lots of questions. You want to start, Alex?

Tanford [\(01:42:46\)](#):

How long is our contractual commitment to them? I mean if this turns out to be a complete disaster, which I anticipate that it could be with understaffed and hard to get in and the nurse practitioners there, what kind of escape hatch do we have? I hope this isn't another IU Health where we get something that we're then locked into forever no matter what.

Royer [\(01:43:15\)](#):

Exactly. No, that's a great question. I hear your concern and I can directly answer that we are under an initial just three year contract period because it's going to take a little bit of time to get up and running

and for us to see that they're functioning and then if that point in time it's not in favor of IU, we will reevaluate. So three years if that helps answer your question

Shrivastav ([01:43:41](#)):

As somebody who moved into town, the wait times is absolutely absurd here and I'll take any service then. No service. So next question.

Freedman ([01:43:53](#)):

I guess sort of a related question, I think this is really great, but I wonder how much at the current space, how big can they get if they do add physicians given the space and then related if say some other employers in town see this and sign contracts with them, how does that affect our kind of space and stuff?

Royer ([01:44:10](#)):

Great question. So the first one, space, obviously I have not been through the space yet because it's not built out and it's under construction, but my understanding from Marathon Health is they actually leased space that was much larger than they normally do because they have so many locations in Indianapolis, they have a very prescribed way of building out their offices. So they built out space to be able to add additional physicians if there is growth in terms of the number of individuals that are using that location. They also built out space for conference rooms. So if we'd like to have a lunch and learn or healthy IU wants to do a presentation for employees over there, something like that, they built that out for those options, which is not common in most of their clinics. So I think the space will be large and they believe they can scale up because of that. And then, oh sorry Jim, go ahead there. Yeah,

Sherman ([01:45:14](#)):

In addition, I believe they're calling this Marathon east because if the need is great enough, they will open something toward center of town or west. So I think this is likely not going to be the only site for a marathon.

Royer ([01:45:36](#)):

Yeah, so to Jim's point, we strategically labeled it Bloomington East in case there needs to be expansion in town. To the second part of your question, well what about other employers? Right now, IU is the only employer in Bloomington. Obviously in Indianapolis we are not and we will be rolling it out to all employees at every campus. And obviously between Bloomington and Indianapolis that covers 90 to 92% of our employees. Our regional campus locations will continue to work with Marathon as they're expanding across the state and it makes sense where there's an IU campus will obviously push for that, but there are virtual services available as well and still the \$35 copay for those. But yes, we absolutely have set it up such that if we need to scale or marathon needs to add other locations to meet demand that is possible.

([01:46:35](#)):

Well and they can access other clinics.

Thomassen ([01:46:39](#)):

Thank you. I know this will be welcome to employees of Indiana University having had experience with third party providers, not to be too cynical about this, has

[\(01:46:48\)](#):

Marathon had their data breach yet?

Royer [\(01:46:53\)](#):

Yeah, there has not been a data breach and they have gone through the security review process that's required by IU through UITs and there will be the requisite business associates agreement in place and all of those things. I definitely hear your concern on that working in this space. Every time I get a letter in the mail I'm like, I think everybody knows my information at this point. But as IU works with vendors, we do our very best to protect our employee data. I can assure you that. Can I say there will never be a breach? That's probably an impossible question to answer

Shrivastav [\(01:47:33\)](#):

Rachel.

Cohen [\(01:47:36\)](#):

So just a question. So I was actually traveling two weeks ago and could not get services from my doctor here to get an EpiPen refill as I needed because they can't service out of Indiana. Will Marathon be able to have doctors if you're not in the state they're in currently? So if I contacted them, could they still support us?

Royer [\(01:48:02\)](#):

Yes, they should. I mean they have physicians in multiple states across the country and I can ask about the licensure for refills as people travel to states where they're not located. I can't answer that with a hundred percent certainty, but I believe they can do that because they provide the virtual care, they have physicians all over. So I'll follow up on that for a hundred percent answer.

Shrivastav [\(01:48:27\)](#):

Okay, one more.

deMaine [\(01:48:29\)](#):

What is Marathon doing to attract a physician and a nurse practitioner and others to Bloomington and to stay here?

Royer [\(01:48:38\)](#):

That's a great question. I think a lot of things that distinguish them from other potential similar positions with other providers. One is Marathon's focus is being able to provide quality care to be able to help a patient and coordinate their care, which means they tend to spend more like 45 plus minutes with a patient if need be. And they will schedule for longer time periods to make sure they're covering all of the things that individual needs when they're there for their visit. So as a provider coming in, you're working eight to five, there's no overtime or they'll bring in other providers to cover if the hours are larger than eight to five, but the patient volume that they're seeing is kept low by design one to make sure that they're not overworked and they're doing a very thorough job, but also again to make sure that the patient, in this case, our employee is getting the care they need.

[\(01:49:44\)](#):

They're able to sit with the provider and speak with and nobody's rushed and nobody needs to run out of the room to chart anything. So hopefully that's a great reason for providers to work with Marathon. We have talked with some of those companies in Indianapolis that I mentioned earlier and sort of done some reference checks, if you will, and employees that all of those organizations have found the experience to be really, really great. And the providers that Marathon has have been there for a very long time. So I'm hopeful that it will be a good experience for both.

Thomassen ([01:50:24](#)):

I just spent a few moments looking at the website for Marathon and if it's the same company, some of their sites working with employers, they offer point of care prescriptions, which would be a very, very helpful thing because there've been challenges with the supply chain getting prescriptions and cost-effective. Is that something that would be possible for employees of Indiana University at this clinic location, if not now in the future?

Royer ([01:50:49](#)):

That's a great question. So what I can tell you is initially when they open, they'll be able to hand over the counter things. So for example, if you are visiting the clinic and you have an upset stomach and you need something that could be attainable over the counter, they will hand that to you as you walk out the door and you won't have to go to CVS to pay for it. It's just part of the \$35 visit. In terms of actual prescriptions, as of right now, they will still hand you those to go fill at the pharmacy. We're still exploring would they be able to hand out some of the prescriptions there. They don't stock a whole ton of things. So we're still sorting through that and the legalities of just different rules within Indiana State Code on how that works.

Shrivastav ([01:51:42](#)):

Thank you. Thank you. Christian.

([01:51:44](#)):

Sherman: Let me add just a couple of things for Alex's benefit. I asked the question the other day at the benefits committee meeting whether this could be extended to retirees, and the answer is if the need is there and this works out, the answer is yes. So it could benefit us emeriti as well. The other thing I would say is that I think for a long time staff, faculty and administration have been unhappy with the kind of medical and mental health care in Bloomington, the delays, et cetera, and have been asking for a long time whether something could be done. So a lot of us have been asking, but there's one person who got it done and all of the front has fallen on Christian, and you should all thank

Royer ([01:52:49](#)):

Two things. I want to clarify Jim's point right now Marathon because they're focused on employees, they're not able to bill Medicare, but because we have such a large retiree population, that is a question we're exploring with them for the future. So it's not possible right now, but it might be. And while I appreciate the comments from Jim, I will say that this is something our team has been trying to do for a while and it was very hard for us to get over the hump of being able to get enough support from leadership. So really I have to thank the provost and vice President Richardson because without their kind of new insight coming in as new leaders and really seeing the challenges, it was really the push to kind of help us get this over the finish line. So thank you very much and their leadership and support has been great throughout the process.

Shrivastav ([01:53:45](#)):

Thank you, Christian. Getting to this point has been an incredibly difficult journey, so I don't want to make it sound like we got there with a snap of our fingers. I would say President Whitten was instrumental and next time you see Todd Richardson on campus, pat him on the back for that because it took a lot of work behind the scenes to get us there. But thank you Christian. Thank you everybody. As you can see, no shortage of questions because it's a big need in this community. So I think this will go a long way. Thank you. Okay, that was the last item. With that, we can officially adjourn the meeting and give you your entirety of five minutes back. Meeting adjourned.