

**Indiana University**  
**BLOOMINGTON FACULTY COUNCIL**  
**October 03, 2023 | 2:30 – 4:30 p.m.**  
**Presidents Hall – Franklin Hall**

**Attendance**

**MEMBERS PRESENT:** Ahlbrand, Ashley; Anderson, Dana; Asher, Sofiya; Bala, Hillol; Brinda, Chelsea; Buggenhagen, Beth; Butters, Rebecca; Cavar, Damir; Dekydtspotter, Lori; DeSawal, Danielle; Docherty, Carrie; Eskew, Kelly; Freedman, Seth; Gahl-Mills, Karen; Giordano, Anthony; Grogg, Jane Ann; Herrera, Israel; Hojas Carbonell, Virginia; Housworth, Elizabeth; Ivanovitch, Roman; Johnson, Colin; Kravitz, Ben; Kubow, Patricia; Lalwani, Ashok; Lammers, Sabine; Lanosga, Gerry; Lion, Margaret; Lochmiller, Chad; Loring, Annette; Mather, Tim; McCoy, Chase; Michaelson, Jonathan; Northcutt Bohmert, Miriam; O'Brien, Travis; Paschal, Joshua; Reck, Cathrine; Sapp, Christopher; Sela, Ron; Shrivastav, Rahul; Silvester, Katie; Sinadinos, Alison; Thomassen, Lisa; Torres, Vasti; van der Elst, Louis; Walton, Christi; Whitworth, Cale; Wyczynski, Stephen

**MEMBERS ABSENT:** Bridges, Chandler; Chen, Xin; Cohen, Rachel; Cole, Shu; Daleke, David; Dalkilic, Mehmet; Dau-Schmidt, Kenneth; Eaton, Kristine; Furey, Constance; Hamre, Kristin; Koda, Marsha; Perry, Brea; Raji, Aaliyah; Ramos, William; Raymond, Angie; Rutkowski, Leslie; Siek, Jeremy; Tanford, Alex; Terry, Herbert; Tracey, Dan; White, Tameka

**GUESTS:** Davis, Allen; Johnson, Anna Marie; Johnson, David; Kress, Laura; Nelson, Nancy; Royer, Christan; Sherman, Jim; Waller, Matt

**Agenda**

1. **Approval of the minutes of September 19, 2023**
2. **Memorial Resolution for William R. Cagle**
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](mailto:bfcoff@indiana.edu). Questions should be submitted no less than two business days before the meeting.
6. **Updates on Faculty-Staff Meal Plan and The Vault** (15 minutes)  
Rahul Shrivastav, Executive Director, IU Dining
7. **Questions/Comments on Updates on Faculty-Staff Meal Plan and The Vault** (10 minutes)
8. **Enrollment Updates** (15 minutes)

David Johnson, Vice Provost for Enrollment Management

9. **Questions/Comments on Enrollment Updates** (10 minutes)
10. **Report from 2022-23 Grievance Committees** (5 minutes)  
Miriam Northcutt-Bohmert, 2022-23 Faculty Misconduct Review Committee  
Allen Davis, 2022-23 Faculty Board of Review  
Anna Marie Johnson, 2022-23 Faculty Mediation Committee  
B7-2024: 2022-23 Grievance Committees' Report
11. **Questions/Comments on Report from 2022-23 Grievance Committees** (10 minutes)
12. **Annual Report from Human Resources and Benefits Committee** (15 minutes)  
Christan Royer, Director, Benefits  
Nancy Nelson, Benefits Committee Co-chair  
Jim Sherman, Benefits Committee Co-chair
13. **Questions/Comments on Annual Report from Human Resources and Benefits Committee** (10 minutes)

### Transcript

Shrivastav (Provost) ([00:00:02](#)):

Good afternoon everyone. I have been advised we have quorum, so let us get this started. Welcome back. Today is October 3rd and the first order of business is to approve the minutes from our last meeting, which were September 29th. So all in favor of approving those minutes. Please raise your hands. Looks like we have an easy one to do. Motion passes. Thank you. Thank you for your enthusiasm on that one. And we always start this meeting with a memorial resolution and today we have a memorial resolution for William R. Cagle. Carrie Docherty VPFAA will read that out for us.

Docherty ([00:00:47](#)):

Thank you. Enthusiasm. The word carved on a small wooden plaque on the bookshelf behind Bill Cagle's desk at the Lilly Library serves as a fitting description of Bill's approach to books and to life, whether in his book buying, his sharing of library treasures with interested visitors, his conversations or his interest in good faith and drink bill's enthusiasm was apparent and infectious. After undergraduate studies in English at UCLA and service in the US Army in Paris, Bill studied at Oxford. In 1960, he began work at the Huntington Library as an assistant to the librarian and also returned to UCLA as a student in the newly founded school of library services. After completing his studies in library services, he'd left the Huntington Library in 1962 to become librarian for English in the Indiana University libraries. In 1967, bill moved a few hundred yards southwest to the Lilly Library where he would spend the rest of his professional career.

([00:02:01](#)):

Bill was interested in a great many modern authors, but Joseph Conrad always received bill's closest attention and he focused his bibliographical studies on Conrad's work. Early in his

career, Bill wrote the publication of Joseph Conrad's bibliography and he also did a great deal of research toward a Conrad bibliography, which unfortunately was never completed, but Bill was always generous in his responses to inquiries and he never hesitated to share his unfinished 1972 typescript bibliography of Joseph Conrad, which remains until future publications of a full bibliography, the most useful source of information on many of Conrad's publications. In 1977, Bill became the head librarian of the Lilly Library and for the next two decades he was able to focus even more of his attention on expanding the library's collections into new areas including literary archives, film and popular culture and modern designer book bindings. He greatly enjoyed travel and his frequent excursions with his wife Terry, to visit booksellers and collectors and subsequently brought exciting and interesting books and manuscripts to Bloomington. Bill maintained many of his contacts after his retirement from the library in 1997 and after a few years in Maine, Bill and Terry moved to Paris, remained where he spent the rest of his life. He was a great bookman and his legacy can be found at the Lilly Library where his three decades of devoted collecting will continue to shape and benefit research and teaching at Indiana University for centuries to come. Thank you.

Shrivastav (Provost) ([00:03:58](#)):

Thank you Carrie. If you're able, please stand for a moment of silence. Thank you. I now invite faculty president Colin Johnson to present his executive committee business.

Johnson, C. ([00:04:27](#)):

Good afternoon everyone. So it has been observed in some quarters of the university that I have a tendency to speak fairly quickly and sometimes at greater length than I should. So today's challenge where Colin confronts the burdens of public speaking is I am going to go out of my way to speak kind of slowly and concisely so that we can move on quickly. I dunno what people are thinking anyway. So in terms of matters that drew the executive committee's attention over the last two weeks, there's really one that I wanted to point to which was the apparent termination last week of the research supplement, the research leave supplement program. As some of you may have heard from deans or from department chairs, there was a message circulated last week that suggested that that program had been terminated partly because of changes in the research administration structure.

([00:05:33](#)):

I just wanted to note for everyone that thanks to I was very quickly in contact with our colleague Brea Perry, who is now our vice provost for research at the campus level and I was happy to learn that both she and the vice provost, Carrie Docherty were on the matter and thinking about ways to try to deal with that to make that program continue to be viable at the level. So I know there are sort of information forthcoming about that, but I just wanted to let everyone know that people who were paying attention to those things did in fact have a plan to try to preserve the spirit of that program and to make it function at the campus level. And we can expect to hear more about that and I'm very grateful to our colleagues for having dealt with that quickly to clear up confusion about that.

([00:06:19](#)):

We also received a communication from one of our colleagues expressing concerns about whether or not the campus and the university is fully prepared to deal with the complications and challenges of managing the privacy of our data, specifically in the context of certain initiatives at the campus and university level. Interestingly, parking being one of them and the collection of data through the new technologies that are being deployed in the realm of parking enforcement. And I'm happy to say that when that matter was referred to Angie Raymond and to the other good folks on our tech policy committee, we were quickly informed that they are already thinking about that very much at both the campus level and the UFC level and that we can expect to see some additional information from them and suggestions from them about possible policy that could be put in place to ensure that people's personal data is carefully managed by the university when it's collecting that in different contexts.

[\(00:07:19\)](#):

There are already some provisions, but I know there are concerns about that moving forward. We also received some other inquiries from people about various things, but in many instances they were just questions about particular topics that I think we were able to answer or put people to connect people with others who could provide those answers. So all told really those are the two issues that dominated the last two weeks. I do have one announcement to make and it has two parts. I wanted to let everybody know that after serious soul searching, we have decided to cancel the October 17th meeting of this body and there are really two reasons for that. It's not unusual for that to happen in the fall. We did it last year and I believe the council did it the year before and there's a very easy or kind of plain reason why that often happens and it's because we start fairly early in the year, but it takes the committees a bit of time to begin to develop actionable items that they can bring to the floor for consideration.

[\(00:08:17\)](#):

So I can tell you that the executive committee has worked very hard to try to make our meetings to date deeply amusing today. For example, we have a number of very exciting things to look forward to including, well, there are many things including for example, the first meeting of the faculty medication committee, which some of you the first reported that which you may have noticed if you looked closely at the agenda, but also we're going to have some other reports, but we are mindful of the value of your time and we want to make sure that if we're asking you to set aside two hours in your week that we have work that we can do and we hope that by canceling meeting we'll be able to buy a little bit of time for the committees to develop materials so that we can start acting on items shortly after that break.

[\(00:09:03\)](#):

There is a second reason why the October 17th meeting in particular is probably a good one to cancel and that's because of the fact that during the month of October, the university faculty council is actually going to be convening for its first regular meeting of the year. And I did want to sort of point out to people that there are a couple of particularly important matters that are very likely pending approval by the UFC Executive Committee to show up on the agenda for the October 31st UFC meeting. One of them we hope will be a formal charge for the AI task force that I had mentioned earlier, and we would like to take that before the University Faculty Council for formal adoption. I think I'm violating my rule about speaking quickly, but I hope that

people will take an interest in that and look at it. It should be posted along with the agenda two weeks in advance of that meeting.

[\(00:09:54\)](#):

You'll be able to find it at the University faculty council website. The other is a kind of newly proposed policy that the UFC has actually been working on for a number of years that currently bears the title, the Employee Relationships Involving Students Policy. It's tentatively numbered UA 22, which will also be posted in draft form. That matter will be brought to the UFC floor for a final round of discussion before it is moved hopefully to the December meeting for formal adoption. I would strongly encourage people to keep a close eye on that policy to look at it very closely and to provide feedback especially to other members of this body who serve as voting members on the University Faculty council. It's a policy that, as I said, the UFC has been working on for a number of years. It's a policy that I think is very important and it's motivated by the best of intentions, but as you can probably imagine, it's a very complicated policy to work out in practice for a number of reasons.

[\(00:10:53\)](#):

And having reviewed a draft of it that came out of the University Faculty Council, faculty Affairs Committee, I can tell you that both Phil Goff at IUI, myself and also Carolyn Schultz still have some concerns about the manner in which the final draft was rendered. When this was discussed on our campus several years ago, there was actually a lot of reluctance to adopt something formal. We do need to do something, but it's crucially important that we do it and in order to do that, we need feedback from everybody to make sure that it's properly formulated and achieving the goals that it's actually set out to achieve. So I would just encourage everyone to take a look at that, to seek feedback and to bring that feedback to the UFC members who serve on this body so that can inform their thinking about how they want to intervene in the discussion and also how they want to eventually vote on it on our collective. So I think that's all that I have and maybe I came close to sticking to time anyway.

Shrivastav (Provost) [\(00:11:50\)](#):

No, you have 10 minutes on the agenda

Johnson, C. [\(00:11:51\)](#):

But they're like me minutes. Yeah, so my apologies.

Shrivastav (Provost) [\(00:11:57\)](#):

Thank you. Thank you Colin. The next item on the agenda is my report. So let me formally say good afternoon and welcome back. I hope you are. Month of October is off to a good start and as I will do fairly regularly in this body, let me start with progress on IUB 2030. First of all, I'm thrilled to say we have a number of working groups up and running on key initiatives, particularly those related to the undergraduate first year experience. And I must say thank you to Vasti, David and several others in this room in this right now who are leading or actively participating in these efforts. I know these are really critical. We are also hoping to launch a couple more groups. One dedicated to advising and one dedicated to experiential learning. We

are also continuing to work towards transformational research as has been identified in the research plan.

[\(00:13:05\)](#):

So again, keep an eye on the IUB 2030 website, just Google IUB 2030. It takes you right there. We are posting updates, committees recommendations almost as quickly as they are formalized so that our hope is that that website will continue to be a near live place for you to get an update on progress we are making. And as I said last time, I hope all of you consider opportunities to participate, join and shape the discussion for the implementation of 2030 goals as your time and expertise will allow. Lemme give you some more details on our plan to update academic advising. Our goal is to have an advising platform and services that provide equitable access and to all academic advising and academic support resources for all students. VPUE, Vasti and the director for academic advising, Dan Turner, have initiated a comprehensive assessment of where we are and where we want to go.

[\(00:14:27\)](#):

Currently what we see on campus is a vastly different advising caseload that varies a lot by schools and colleges, sometimes within a school by department and a very variable utilization of advising by students in those schools. If you attended the meeting, last meeting of this group, we learned about the new stellar platform and that will eliminate the need for multiple advising and course registration software that students currently need. And correct me if I'm wrong, Vasti, a typical student will need at least six different tools just to do a basic act of finding and registering for classes. And depending on your needs, there may be as many as 30 different tools that a student has to use and our goal is to get away from that broken steps and processes into a single comprehensive approach moving forward. And as we always try to do rooted in rigorous research, a subgroup of advisors and faculty will be working through a series of steps to ensure the best possible advising experience for students.

[\(00:15:45\)](#):

The charge for this group will be to require academic advising each semester for every undergraduate student at IU, continually assess current institutional practices around advising, providing university-wide support and structure for advising, ensuring equitable support and interventions across schools and programs, integrating both academic and career counseling into a single resource. To the extent possible, this has been shown to have a very powerful effect on student success, evaluating academic policies and procedures that may be barriers to student success and developing a communication plan for all of campus to ensure that a smooth rollout happens. The charge for this group is pretty expensive and the timeline is pretty short. We are hoping that this group will finish its assessment, develop recommendations, and an implementation plan basically throughout the rest of the semester into early spring with the goal of having a new advising plan in effect by summer of 2024.

[\(00:16:54\)](#):

So the incoming class next year walks into this new advising plan. Ultimately, our goal here is to increase retention and successful outcomes for all students, especially for those who come from disadvantaged academic preparation or backgrounds. I am truly grateful for everybody

working on this and I look forward to seeing students who will benefit from these adjustments that we will make. A second big initiative that we have kicked off are some exciting changes in my opinion to the Hutton Honors College interim Dean, Rebecca Spang, I don't know if she's here today, has been working with a faculty working group to assess the current state of honors education at IU Bloomington and to develop a plan around where we want to go. Currently, there is a disjunction between how we talk about Hutton Honors program, which is a small community with special access to academically stimulating resources and the reality of the Hutton Honors program, which really has more than 5,000 people officially part of the 5,000 students officially part of the honors program, but fewer than 300 of whom actually complete the honors notation every year.

[\(00:18:15\)](#):

In order for us to optimize the honors education experience for students, this faculty group has recommended or proposed several changes which include reworking of honors notation requirements to emphasize breadth by requiring students to complete a certificate, a second major or a degree in an outside field or to take four or more honors seminars, the creation of a new honors introductory set of courses. These are meant to prompt active consideration of past education and current plans, create opportunity for meaningful cohort level activities, and to establish a close and long-term mentoring relationship between the instructors associated with the Hutton Honors program and the students, which then leads to the creation of a Hutton faculty fellows program that the core of the Hutton programs that'll serve in this mentoring and training role in which nominated and selected permanent instructional faculty teach us set number of credit hours for Hutton Honors program each year and provide an exceptional experience to those who are pursuing honors notation and experience like the last goal.

[\(00:19:33\)](#):

The big goal here is to make the Hutton experience a meaningful and beneficial program for our most curious and academically engaged students. And again, I'm excited about what this group has proposed and I look forward to working to implement this over the course of the next year or more on these. As these develop, I'll be happy to share or have the two leaders driving these come and talk to this group about the proposed programs. Let me update you on the searches that are ongoing. The finalist for the Dean of the School of Optometry visited or the finalist, there was a sole finalist visited campus last week. We are at the stage where we are reviewing feedback and look forward to the next step in that process. The dean search for the Hamilton Luger School is continuing. Our recruiting efforts to cultivate a strong pool of candidates is ongoing.

[\(00:20:35\)](#):

We are hoping to have the short list that the committee will recommend in the coming weeks and the rest of process will unfold from there. Also, I'm sharing today that we are anticipating an additional search and I will be for the position of the Dean of School of Education more information on that as we formally launch that search in the near future. I also want to say thank you to Colin and the rest of this group because for your help in nominating individuals to help implement the IUB part of the Climate Action Plan. This is a new committee as I had announced a few weeks ago, that we will be forming much like the executive leadership team

helping implement the IUB 2030 goals. This committee will help implement the goals that are set for ourselves under the Climate Action Plan. We hope to finalize and charge this group in the coming days as well.

[\(00:21:50\)](#):

In closing, thank you as always. I know we are heading into the meaty part of the fall semester and I know it'll be a busy month, month and a half before we feel like we are on the downward slope for the end of the semester as we move to the middle of the fall. Again, I encourage you to keep looking out for each other and to take care of yourselves and keep doing all the wonderful things that make IU Bloomington special. Thank you. Let me address one question that was submitted over email. I'll read it out verbatim. And it says, A recent IU Bloomington today article says that 350 faculty join IU Bloomington this fall with a hundred and thirty eight, a hundred and thirty of them being tenure track. What determines whether any recent or future tenure track hire counts in the faculty 100 initiative and how would faculty hiring priorities on our campus be different without the Faculty 100 initiative?

[\(00:23:03\)](#):

So this is really two questions and let me answer each of those separately. The first, as a reminder, all the faculty 100 hires are net new positions. These are faculty that are added to our existing faculty totals. They are also specifically defined positions in areas of strategic focus. You may recall phase one hires were basically bottom up. These were proposals submitted to two, a faculty committee who then elevated some proposals for hiring. Phase two, which is something we are working on, are largely based out of strategic goals as defined in the IUB 2030 plan. The specific searches approved last fall are listed on the faculty 100 website and as I mentioned earlier, we will be announcing an additional series of new searches in alignment with the transformational research areas in the IUB 2030 plan in the coming weeks. The second question to answer the second question, nearly all the tenured and tenure track faculty hires that have arrived this fall, and I believe all but two, but VPFAA, Carrie can correct me, are actually hired through the regular hiring process or one of the new initiatives.

[\(00:24:28\)](#):

And the two are largely the primary one being the Presidential Diversity Hiring Initiative with schools and the college outside. And all of these were done outside of faculty 100 each year. The deans work with faculty leaders within their schools and colleges to develop a hiring plan. That plan is then reviewed collaboratively with VPFAA and my office and then they are approved or asked to be modified. Certainly the deans and departments are asked to think strategically and seek opportunities connected to the strategic plan and future growth areas. But there is a wide range of priorities within that because each school and each unit has different needs and different goals that they are seeking and they all tend to fit within the rather broad objectives as laid out in IUB 2030. And again, faculty 100 just as a reminder is in addition, not instead of, but in addition to whatever hiring plans are submitted from schools and colleges. That was the only question submitted. We have a few minutes for questions from the floor if you have, this is a good time to bring them up. If not, we'll move on. Yes,

Gahl-Mills [\(00:25:54\)](#):



I'm delighted to hear about the streamlining of the advising process and trying to rightsize the work in any of that conversation. And forgive me, I walked in late because I was teaching. Are we talking about adding advisors in addition to streamlining the process? Are we able to get the ratio of student to advisor down to something more manageable? That's also part of what's going on. I think

Shrivastav (Provost) ([00:26:16](#)):

You are absolutely right. We have looked at that data and very few units are at a ideal level of advising student to advisor ratio. Some are doing really well, some units are woefully short. And as this process rolls out, I fully anticipate that that would be one of the recommendations that comes from this group. So more to come. I'd be surprised if that is not the case, but that is not officially the recommendation today. Other questions? Okay. See, the next item on the agenda is an update on faculty staff, meal plan and the vault. And for that I'll invite my name, doppelganger, the other Rahul Shrivastav. Rahul, take it away.

Shrivastav (IU Dining) ([00:27:17](#)):

Thank you so much. Thank you for letting me be here. Thank you for letting me present our story and the new faculty staff meal plan and a little bit about the vault pub that we've opened recently. Are you dining? We've been around since 1904. Officially, somebody was peddling food around campus before that. I mean you can't have a campus without food. So 1904 officially we've been here since alcohol was formed and we were serving across that. If you see on your screens, they're actually cooking chicken tenders on the right side on the bottom. That's still the number one item that we sell across campus chicken tenders from that day till today. That's what we have. And from 1903 to 2023, that's McNutt Dining Hall with a Fisher Farm steak with asparagus that is being served to the students on China. So we've come far away, but we still serve the chicken tenders as number one item.

([00:28:15](#)):

So our IU dining, our purpose is to nurture Indiana's future. Our vision is great food, great people, and great hospitality. And our mission is that IU Dining is committed to serving the Hoosier community by providing an environment to grow with innovative cuisine and to create shared experiences. So we partner a lot with Fisher Farms, which is featured out there, that come out and show students how sustainable food is developed and how sustainable food is consumed and how we work around it. Professor Eskew sitting right across from me has taken a lot of students up to the farm to see how regenerative farming is done at that farm. So our partnership with them is very strong. We serve about half a million Fisher Farm burgers every year. So that's the number of burgers that we serve every year. We are introducing from all that faculty and staff meal plan.

([00:29:06](#)):

So our meal plan is, sorry, I'll click that here. Is \$310 for 25 scans at our All you Care to eat locations that can be used as exchanges at our retail locations. So if quick comparison, it's \$12 and 40 cents Tax's included in the meal plan. And at the register it's \$14 and 28 cents for lunch and \$17 and 58 cents for dinner. So it's a discounted scan that you get at if you buy the meal

plan as a bulk plan on that. So that's our new and staff meal plan. Our menus are curated by chefs. You see Chef Darren right up top who's very proudly displaying his Spice Road items. Spice Road is an Asian cuisine area and chef Talent. These chefs work really, really hard to develop about 3000 recipes per year to get them to our students and our community.

[\(00:30:02\)](#):

If you don't follow our chefs on Instagram, do follow them. They're rock stars. Students do follow them a lot. They do a great job of featuring their food out. The engagement that Chef Jack, the middle chef there has is one of the best in Bloomington. So on social and if you follow him, you'll see why he engages into Food Deeply. So it comes out pretty well. Chef Jack is at Forest, so if you have a chance, just follow him. If you can catch his Instagram handle from here, you can just go to our website [dining@indiana.edu](mailto:dining@indiana.edu) and you can get them right on there. Sugar and Spice, that is included in the meal scans. So you can go get coffee pastry and a fruit, a side dish at Sugar and Spice in the morning. Also a savory pastry that is available at Sugar and Spice. So our cookies are very famous from Sugar and Spice that we provide to the entire campus.

[\(00:30:56\)](#):

Our staff are very helpful and very friendly. We employ employ about a thousand students staff and we have about 262 full-time employees and our management and support staff are 78 of them. So just they have the attitude of just ask. If you ask them for something, they'll make sure they provide it for dietary restrictions. These students from the dietetic program, there's a professor from Dietetics here. Thank you so much for these students because they're amazing. They work on something called Net Nutrition, which breaks down all the nutritional factor of food and presents it to the students. So if you have a dietary restriction or you are watching the way you eat, you can actually go to net Nutrition and then you'll be able to tell what you're consuming and how you're consuming it. And we have two registered dieticians on staff, Lauren and Rachel. They're right on the side right there and they're always available to students as needed.

[\(00:31:54\)](#):

We are working with over 600 students this year with special needs and allergies on food and that number when I started here was a hundred, so that was six years ago. So it's grown exponentially and it'll keep growing as I talked to my folks over at high schools, the dining directors of high school, that the allergies are becoming one of the major areas of concern in this area. So that is my presentation. I quickly want to move to the vault if we can get that going. Thank you. So the vault, can you Hoosier hangout at the vault? The vault pub that has just recently been opened at the Indiana Memorial Union, if you have that right in front of you, hours are right there. Tuesday through Saturday, four to 10:00 PM on the weekdays Friday it changes from four to 12:00 PM and Saturday it changes from 12:00 PM to 12:00 AM We are having events over there such as shows with bands and trivia nights.

[\(00:32:58\)](#):

So we are really enjoying ourselves in that space. Our beers are locally curated. We have worked a lot with the local folks such as Upland and Taxmen to make sure that our beers are

locally curated. We do have the Ruby Bloom in there and we have the Kirkwood in that space. So if you are enjoying a beer on Saturday, Friday afternoon, it's the best place to go. And of course we have wines as well, which we cannot curate a lot of wine locally. We do have olive wines in there and our menus are curated from local food, it's pub fair, so it's matched up to match the beer and wine that we provide over there. Beard battered mushrooms are one of my favorites. It's very popular for the pork tenderloin that we are serving in that space. So those are two things I wanted to present today to you. All of you. Thank you again for giving me the opportunity. Please do come visit us before I leave, I will drop off a coin to each one of you that actually takes half off an appetizer before I leave, so I'm open for questions. Questions,

Shrivastav (Provost) ([00:34:16](#)):

Questions, Go ahead.

van der Elst ([00:34:18](#)):

Hello. Thank you for your presentation. You mentioned you had a thousand students hired and I was wondering of these, how many were grad students and maybe specifically master's students?

Shrivastav (IU Dining) ([00:34:29](#)):

So grad students is about 30% are grad students in our area. Luddy school supplies us with a lot of folks from the graduate program that works. They work in there.

van der Elst ([00:34:40](#)):

I'm actually aware, I'm in the Luddy school,

Shrivastav (IU Dining) ([00:34:43](#)):

So I'm very grateful for you. I really am because we are running through a very severe hospitality, staffing crisis and if it wasn't for the students last year, we wouldn't have had dining.

van der Elst ([00:34:56](#)):

And I had a second question if I may. Are you working with the Crimson Cupboard on campus is our campus food bank?

Shrivastav (IU Dining) ([00:35:03](#)):

Yes. We work with Crimson Cupboard, the community kitchen and we also have an emergency meal project that we work on. Food insecurity. Absolutely. We work with the food insecurity every way we can.

van der Elst ([00:35:14](#)):

Yeah, thank you. My

Shrivastav (IU Dining) ([00:35:15](#)):

Pleasure.

Shrivastav (Provost) ([00:35:19](#)):

Yes, yes, Kelly.

Eskew ([00:35:22](#)):

I just want to make a quick comment and note that Rahul not only has worked very hard to bring more real food, which is defined as local, ethical, sustainable and fair to this campus for our students and for our staff and faculty. But he's also come into the classroom. I know he is busy and he comes into the classroom and he served as a client for several semesters worth of students in my sustainability law and policy class. So literally hundreds of the students in the Kelley School plus the O'Neill students that take my classes have benefited from learning about food and the food industry from Rahul and I'm really grateful to him.

Shrivastav (IU Dining) ([00:35:59](#)):

Thank you Professor Eskew. I am very grateful to those students. The new meal plan is their brainchild that they developed and it's working out very well. So

Shrivastav (Provost) ([00:36:13](#)):

Thank you. And I just want to say he, Rahul does such a fantastic job overseeing everything and we truly have a national leader in this space here. So we are fortunate to have you. One of the things you didn't share is a special secret, one of a kind dessert at the vault and so you should mention that to this group.

Shrivastav (IU Dining) ([00:36:36](#)):

Yes. So we do have the Indiana famous sugar pie that is actually delicious and it's made by Chef Hayden Kimberly, who's at Sugar and Spice and she makes that all the desserts at Wal is made by her and it is delicious. So absolutely something to try out at the vault. Only available at the vault, nowhere else. So exclusively available there. Yeah, and that's down here. There it is. Sugar cream pie right there. And it's a very Indiana thing, so you all should try that out. 100%.

Shrivastav (Provost) ([00:37:11](#)):

Okay, thank you. Yeah, go ahead.

Johnson, C. ([00:37:14](#)):

Is the vault reservable for campus level events? I mean we have a lot of events that go other places and I'm just wondering if

Shrivastav (IU Dining) ([00:37:22](#)):

It's an option because it's a pub and it's taking care of the community during the operational time. We can reserve tables but we can absolutely, when it's not operational, we can reserve it for your event outside the hours of operations, which is available on weekdays,

Johnson, C. ([00:37:36](#)):

Like starting at 8:00 AM

Shrivastav (IU Dining) ([00:37:38](#)):

We can make sure that we can make that reservable

Johnson, C. ([00:37:41](#)):

Lovely. Okay.

Shrivastav (Provost) ([00:37:44](#)):

Okay. Alright. Thank you very much.

Shrivastav (IU Dining) ([00:37:46](#)):

My pleasure.

Shrivastav (Provost) ([00:37:47](#)):

Let's move on to the next item, which is enrollment updates. And we have our vice provost for enrollment management. David Johnson,

Johnson, D. ([00:37:58](#)):

Pleasure to be with you. That's a hard act to follow. Tenderloin, sugar, cream pie and beer.

([00:38:07](#)):

When I came in, David Taylor said, just sit by Rahul. And I thought, wait, wait, no, no, no. This other Rahul. Yeah. And just one more joke on names or comments is David Brent Johnson, who many of you might know through WFIU is just you and me and jazz and all things wonderful music. He gets my emails and I get he gets more of mine and you probably get more of that other Rahul. So thanks for forwarding them on as David Brent Johnson does as well. Pleasure to be with you this afternoon and just to share a bit with you, I'll see if I can manage the clicker. Here we go. I'm here to give you a beginner class update and some outcomes for total enrollment and also retention at IU. So you can see, and I'll guide along on my own pad in case I can't read the details from that view where we landed this year with 9,550 freshmen students from all 92 counties, 84% of our beginners, our new students, our freshmen, whatever you want to call them in that regard.

([00:39:20](#)):

Our official title is beginner with demonstrated need received gift aid. So really proud of the support we're providing our students in terms of gift aid and that's the students who had demonstrated financial need records that I would want to share as we have a record of

historically marginalized students enrolled in this class. We'll unpack that a bit more in a few minutes. Record academic performance in high school, A 3.9 GPA, there's a bit more about academic performance in a moment and then record students 40% or 37 74 with a 4.0 high school GPA. So a group that we can collectively I think be proud of. And I just want to say thank you to all of you, the faculty, your staff in their schools and in the college and the students in your schools who helped us recruit and enroll these new students to IU. So a bit of detail here just to kind of how the sugar cream pie is made.

[\(00:40:26\)](#):

How about that? Just to show you beginner applicants and admit rate. Just to share with you, we've increased applications year over year as you can see, 2017 the year we went to the common app, a big increase in applications and of course we admit students and you can see the admit rates there that we have. I want to pause and kind of maybe give an anecdote in this way that students do two things in this process and we do two things, maybe more than two, but this is a good example for illustration. So we make access available through the application for students to apply. That's an action we take. Students then apply, they take an action, they apply, then we admit or not admit a student. That's the action, second action we take. And then finally on the next slide you'll see those that we admitted, that's our action and the yield, the student's action, they choose to come here or not.

[\(00:41:27\)](#):

And so as we have increased the number of applications and as we have increased admits, then the yield rate has gone down. And this is something we're targeting to focus, to return that yield rate back up a percentage point at a time as we can move it forward. Along with on the previous slide, decreasing the admit rate to increase our selectivity. These are strategies that we have in place that we are discussing with the provost and that he has charged us to deliver. So the undergraduate yield rate as I mentioned, and then the beginner cohort targets. Here's a decade view of the targets and our enrollment. The targets are in red and the beginner enrollment is in gray. And you can see the pandemic year of 2020, a slightly smaller target and enrollment. And then in 2021, a challenge between our target and what we enrolled.

[\(00:42:32\)](#):

But I'm proud that this year we have the second largest freshman class and we were asked to deliver 96 50, we delivered 95, 50, 100 fewer. That's 99% of that target was met 100 students difference. And I will say there was action we took and external action that led to that. Typically we overshoot kind of go over, we were asked to come down a little in that class size where we weren't overshooting. And then external market factors impacted us too with other institutions going to their wait list and pulling students in from our admit pool. So there's always a bit of action and swirl there this year, but I feel really good about that and I think you can too in terms of the academic quality, the diversity and the overall class size meeting, the enrollment target there. Next, the residency mix, we are proud as Indiana University Indiana's in our name to have more than 50% of our students coming from the state of Indiana.

[\(00:43:41\)](#):

And you can see the residency percentage there as that has shifted and fluctuated and the economy and many other things come into play in this regard. And then you can see the numbers of our domestic non-residents and that's about 41% and then 5% international to make up the entire class gender. We have had years in which we have had 51% female and you can see those there, but we haven't had this large number of females in the past. And so you can see here that 4,913 of the freshmen class, 51% are female. And so we are proud to have those women in our class. And then the male population as we know particularly in the state of Indiana, but across the country, challenges in terms of enrolling students and particularly minority males. So there's a layer upon layer of challenges there, but still not dramatically different than the past, but a nice increase for women.

[\(00:44:52\)](#):

And here's the historically marginalized students, our underrepresented students, and we have nearly doubled this since 2013. We have had a year upon year of record and we're pleased with that. And you would ask, and I see Professor Callaway Thomas is here and I appreciate and I hope she indulges my calling her out, but she's so kind to ask the question every year. So I put a slide in for her that articulates, this is the Callaway Thomas slide, the historically marginalized students by group. And so you can see that we have the green, if you can't read the little legend is our Hispanic students. And that is nearly tripled in the last decade because of the growth of Hispanic students in the country. And the two or more races has nearly or more than doubled. It has more than doubled. And that's the orange at the top.

[\(00:45:47\)](#):

And then our African-American student population, single race, African-American population has been rather flat. But we're pleased that we've had a second year where we're over 400 African-American students in this class. Of course, two or more races makes up a variety of students including African-American students and who might have other racial aspects. So proud of this work. And I guess a pause would be just to say we acknowledge the Supreme Court's action of June and we have been closely working with the general counsel regarding the action of the Supreme Court in the US that says we cannot consider race as a single factor among factors. It hasn't been an outsized factor for us. It has been a factor among factors, but we no longer can consider it as a single factor. But we can consider a student's lived experience and a student's recognition of how their race has impacted their academic performance and their lives and all of their experiences boiled through their essays. And so we can acknowledge as the court said, a student's written statements about their race.

[\(00:47:04\)](#):

Speaking of academic performance of our students, 78% of our new students, these beginners arrived with credit college credit. How much credit? On average, it's 14.8 hours of credit. And so 78%, that's a lot of students coming with a lot of college credit through a lot of means, whether that's dual enrollment or ACP or we are proud of that. And then how does that equate then to class standing? You might ask. And so if 14.8 hours is the average, then some of those students have a lot more credit and some have a lot less. And so it takes 30 hours to be a sophomore and we have 15.1% of those students who are coming in as sophomores. And so this is a great opportunity to target these students, these particular students, but even all

students who come in with credit to help them understand our new or newly emphasized AMP program so that they could enroll in some of our accelerated master's programs rather than maybe staying for their four years and doing a minor or major. And that's great too. If they want to do a second major or another minor, that's the student's choice, that's wonderful. But if they don't want to do that, maybe they want to combine their liberal arts degree, whatever that might be with a master's degree in an applied area at IU. So our colleague David Daleke and I have been talking about how we can promote this more, but these data bear out, as you can see, a great opportunity there.

[\(00:48:47\)](#):

Then beginners by intended school, you can see, I'll just call out the top five here would be Kelley School of Business, the college, the Luddy School and the Media School and School of Public Health. And then if we focus on direct admit to the school, that previous slide is just the student's intended major. That's clearly what they stated on their application and they've been admitted, and this is everybody direct admits and pre-major, but if we want to focus just on direct admits, we've had a strategy and an approach over the last decade to increase the direct admits and well we have done, so all schools, even nursing is piloting a direct admit program along with social work who has not had one in the past. And so you can see the growth in direct admits there. And on the next slide is just a view of direct admits in those circle bubbles in terms of, again, Kelley, the College Media School of Public Health and Luddy with larger numbers there. So 60% as the previous slide showed, 60% of our students are direct admitted, but 40% are pre majors. They are being supported and advised to determine their path and as the provost mentioned, there's more on advising to come and Vosti and others are going to be working on those initiatives.

[\(00:50:16\)](#):

So just to call out again, we're proud that we have students from all over the state of Indiana, all 92 counties, and it's for the sixth consecutive year. We wanted to share that. We also have a geography quiz for you this afternoon, and I'll see if I can pass it from my homework that I did this morning early to remind myself of those western states there, 43 states, we have students, let me say from all 50 states enrolled at IU Bloomington, but in this beginner cohort, 43 states, right? So is that difference clear across all of our years at IU, all cohorts, we have 50 states represented, but Montana, North Dakota and Wyoming are missing and Vermont, Maine, West Virginia and Alaska this year. But we have a 50 state strategy. We're very focused on recruiting students and enrolling students from all 50 states. Yet it is challenging every year just like it is in the counties.

[\(00:51:18\)](#):

You see there's some counties in the state where the students don't have to come that far where we have just one or two students, they're coming a lot further if they're coming from Wyoming. But we need to create the value proposition for them to come here and we work hard to do that and we're working hard in the strategic planning process to increase that opportunity. Finally, a couple of more slides and they'll be ready for any questions. I just wanted to share some transfer student data. We've talked in various settings about our transfer challenges and that is in the two year space. Ivy Tech, the leading two year institution really in



the state has gone from a hundred thousand students to like 50 something thousand students. So there's not as many students and we all know the Indiana Commissions data on fewer students choosing to go to college, period.

[\(00:52:09\)](#):

So there they have experienced a challenge in that regard. But in terms of our fall transfer students, the 600 and something students that transferred this fall, 60% came from four year institutions. Those are like stealth transfer students. They came from everywhere all over. We're going to be working with Nancy Peyton to utilize the National Student Clearinghouse data to market to students through advertising, not direct messaging to help entice students who had applied here, had been admitted here, but chose to go somewhere else. Maybe they'll want to transfer or maybe they'll want to come to graduate school. So keeping IU in the forefront of their mind. And then the intercampus transfer, were working to smooth those processes out. As many of you know, it might be more challenging for a student to transfer from an IU campus than an external transfer. And so we're working on lots of challenging opportunities there to smooth out that process for fall or spring transfer students.

[\(00:53:17\)](#):

And the provost has asked us to increase transfer enrollment and particularly to increase the spring enrollment. And so we are working on that, whether it's four year transfer, two year transfer or our Hoosier Link program, which has students living on our campus only about 50 and they take classes at Ivy Tech. Well, once we have more housing on campus, we want to ramp that up to have a hundred, 150 students if we have the space for them because there's interest and capacity. And that helps Ivy Tech and it helps us students who we don't have the space for in our class or who might not meet the academic requirements initially, but they show promise and potential, they could be part of Hoosier Link and those students are successful. We have a great track record with those students who are in that current program. Total campus enrollment, I wanted to just share a bit of that with you. You can see we have a record undergraduate enrollment, 36,571, not a record, but a large number of graduate students. We have had increases in the PhD doctoral level, but a slight of flattening in the master's level. And there's lots of plans and discussions in place through strategic planning to try to re-address that issue regarding master's students. But we also all know that if the economy's pretty good, sometimes students don't choose to go to a master's program as they might if the economy were more challenging.

[\(00:54:46\)](#):

And this is terribly hard for you to see, but I have more slides to really unpack this. And so what I wanted to just point out is we're tracking here rather than you trying to read this, I'll move on. But we track retention. We track retention from freshmen from the fall to the spring, which is 96% in the most recent cohorts. And we track fall to fall the first year and that is 90 91% in the last few cohorts. We also track the graduation rates, the four year rate of 72% and the six year rate, which is the nationally benchmark rate, which we are at 81%. So another visual for that is some slight steady growth there in our graduation rates. But as we all know, we want to improve this by improving graduation rates and retention rates just by a couple of percentage points through academic support, through curriculum enhancements, through financial aid,

through student life, through health initiatives, through many, many initiatives. We can improve these rates by two and three percentage points, which would in a moment, I'll show you big 10 comparisons, put us in a better comparative position with our peers and then would help with recruitment. It helps with enrollment and all of that is a full cycle of return on that investment.

[\(00:56:09\)](#):

But you can be proud that students are graduating at that 70% or higher in four years and 81% and there's more work to do. Here's some of that work. You can see here where we are on retention rates, if we just move it up to 91, 92, 93, we'd be in the middle to the top quarter of the Big 10, the ever-growing Big 10 I should say. But you might say, well why are you just positioning this with the Big 10? Well, that's who we compete with among academically, not just athletically, largely among the Big 10. And then graduation rates as well. If we could move that 81 to 82, 83, 84, you could see we'd be right in the middle of the pack and then moving that 72 up would be better to get us above some of our peers there. So it's a challenge, but a great opportunity, and this is squarely in the middle of what the student success work in strategic plan is all about, is supporting students and increasing retention and graduation rates. So that's all I have. I can refer back to the slides, I can entertain any questions and I hope I've stayed within the time.

Shrivastav (Provost) [\(00:57:21\)](#):

Thank you David. We have time for some questions. Go ahead.

Paschal [\(00:57:29\)](#):

I'm mainly just curious when it comes to say things like retention, how much this is attributable to students transferring out of the IU system.

Johnson, D. [\(00:57:39\)](#):

And so we have the data on the students who transfer to other IU campuses. We also have the data where they transfer to. We get it from the National Student clearinghouse if they go to another institution and if they said what they were studying too. So we have a good bit of data around that that will be unpacked this Friday in the transfer work group that is kicking off and we'll be looking at all of these aspects of who the students are, where the migration end, and to your point, the migration out and how we can then provide better support and service to the students.

Paschal [\(00:58:16\)](#):

Okay, thank you. I just want to know specifically, is there any sense currently about how much of say the retention rate is currently attributable to transfer outs though? Or is that just not data that's been processed yet?

Johnson, D. [\(00:58:32\)](#):

Yeah, no, we do know, and I don't have it in front of me, but we will be able to say did students, are they anywhere in the higher ed space in the country or did they drop out completely and what that percentage is. So as I mentioned, 60% of the incoming students in the fall came from four year institutions. So we're sending some to other four year institutions too. There's always a trade and that was 61% and about 39% come from the two year institution. So that stealth unknown where people are coming from is a big part of the transfer piece. So it's a great question. Sorry, I don't have that in front of me of where they're going and how many are not going at all or going to other institutions, but we have these data. Alright, thank you.

Shrivastav (Provost) ([00:59:23](#)):

Vasti you may have something there.

Torres ([00:59:28](#)):

Generally speaking, in the field, retention is held within the institution. Persistence is across higher education. So when we talk about retention rates, we're talking about students remained at IU, not necessarily students remained in higher education.

Shrivastav (Provost) ([00:59:46](#)):

Thanks. Yes.

van der Elst ([00:59:50](#)):

Yeah. I might have missed this, but are we only talking about on-campus students or is it also including online students?

Johnson, D. ([00:59:59](#)):

This is only Bloomington and undergrad and we only have one online. I think if you said online we only have one online program.

van der Elst ([01:00:10](#)):

Then my question then is why is there jump between 2022, 2021 in the first year hiring? If you go to your earlier slides, you can see a clear jump. And to my knowledge, there wasn't significant infrastructure developed for more students. So I'm curious what happened there. Yeah,

Johnson, D. ([01:00:33](#)):

So I should say that this slide where I mentioned targets is those targets are not set by me or my office. They are set in consultation with the provost, with the faculty, with the BFC leadership, with the deans and the budget office. I mean a lot of people come to the table with observations and thoughts. And so these targets are set and we had a larger target there from 20 to 21 and we were actually trying to rebound from being slightly lower in 2020 coming out of the pandemic and lots of challenges there. So that was the goal to grow a bit larger. We could have a broader debate as to whether we were prepared to serve the students, to teach the

students, to feed the students and to house the students. But we work to meet all those challenges as best we can. But that's not to say there aren't challenges for sure.

van der Elst ([01:01:36](#)):

Thank you.

Herrera ([01:01:41](#)):

So David, thank you. Thank you again for this presentation. So I always ask about international students. We have a number of international students decrease as far as I see, and actually we have had ups and downs. Yeah, the 446. So I'm wondering if there has been any reason about the application for international students and also in this moment in 2023 for the new year, how many students, you mentioned the map about the 43 states, but regarding the international map from which countries or which regions we have more international students now enroll in our university.

Johnson, D. ([01:02:31](#)):

So I did not include that. That's a critical part to the 5%, the 446. I want to first address maybe the first part of your question and first say that in 2008, as many of you who were here recall when there was the great recession and then in 2009 and 10, those subsequent years, there were not family resources after the crash of the stock market and all of that in 2008 for students in this country to enroll at IU from other states. And so we had smaller non-resident populations and we did increase our international students to try to help make up that difference in non-resident students. And so what you don't see here is even larger freshmen cohorts for those previous years of 2009, 10, 11, and 12. And it is, as I always say, that there are competing and complimentary goals. There are challenges in the marketplace for sure.

([01:03:36](#)):

You can say, look here since 2016, then 17, is it geopolitical? Is it politics in our own country? Is it gun safety issues? These are issues and topics that my colleagues in international admissions are always bringing up as challenging topics. And is it the competition among our peers? Some of our peers grew their international population this year. And so we did see during the pandemic, particularly East Coast and West Coast, did really well with international students. They didn't have much of an impact, but we in the heartland a bit here in the Midwest had a bit more of a challenge. And so we're looking at this, we're tracking it from year to year. And so I will also say, and you're probably aware of this, that over the years we've had different populations of students. First it was a big increase of students from Korea, South Korea, then that they built their own institutions, their own infrastructure.

([01:04:36](#)):

And then we moved to students from China. They have built their own institutions, their own infrastructure and then throw in some global politics into all of that and visa documents and availability to get documents and all of that. So now we are relying heavily on our international population for students coming from India. That is our largest student population now has surpassed China in the number of students. And so strongly diverse. And I will add this for John

Wilkerson, my colleague in the Office of International Affairs, that they have a very diverse outreach strategy, but they like us, struggle to get the students that they're looking for from out of all of the different regions. And I think they have fared better than some other institutions who would have put all of their eggs in the Chinese basket or the India basket. They are in South America, they're in Europe, and they have a strong strategy. Yet it is very challenging and the numbers acknowledge that. So lots of work to do and lots of opportunity here to find new strategies, new opportunities to increase the international enrollment. For sure. Colin, I hope that answered your questions. Yes,

Johnson, C. ([01:05:53](#)):

David, I just wanted to ask you, I think I asked you a version of this, or at least I asked you a version of this question last year, which is A whether or not we collect data not just on who transfers out and where they go, but why they transfer out and whether or not we're actually doing kind of exit interviewing to try to figure out what students are seeing in other locations. So I want to ask that question again because my memory is that there was some indication last year that we were starting to do that or we're going to do that or we're going to try to do that. The other question I have is just one about our admissions rate. So I think faculty are often on this. We are in a very kind of mixed position. I think many of us have a strong commitment to the kind of democratizing function of public education and the idea that our job is to make available to the students of the state of Indiana and more broadly the nation on affordable like quality education, that we're not in the sort of selectivity game just for the purpose of having a very low admission rate.

([01:06:54](#)):

But it is also true that we all know that students themselves make decisions about what they perceive to be the value of institution often in terms of these kinds of metrics. So I'm just wondering if you have a sense when people turn us down, for example, to go someplace else, like who they are and what their motivations are. I think we would like to think that the students we must want to reach are drawn to a similar ethos, but I think that actually romanticizes and misunderstands significantly the kind of investments of, in many cases, the most aspirant kind of students we have who are trying to make the biggest leap in terms of what's in value to them.

Johnson, D. ([01:07:33](#)):

So I'll answer the first question, which was on transfer. And we can know to the question asked earlier about transfer, where they went once we get the national student clearinghouse data and we'll have that soon from them. They haven't released that yet for this fall. And the point of why that you asked is something that Sarah Booher, who's working with me in my office, focusing on enrollment related retention topics and working very closely with student life and very closely with Dan Turner in undergraduate education, we're looking to propose to the campus. We won't do it unilaterally on our own. We're looking to propose partnering with a firm to do exit surveys for us. I mean, yes, we could just pop up a Qualtrics, of course somebody could say we could do that, but we want to make it a more methodical, appropriate approach

and we might use a partner that we've already used for prospective student surveys and admitted student surveys.

[\(01:08:36\)](#):

So we can string all that data together. We have those data sets. We do not have exit survey data. And what we really want to do is partner with colleagues on the campus to identify before students exit. So if you're thinking of leaving, what are the reasons why and oh, did you know we have these? So that really falls more on the advising side on the campus, but as students are leaving, whether that's students leave from a variety of ways students leave from RPS students leave from talking to an advocate, and students also leave from talking to the student central or their academic advisor. And so all those places need to have the same mechanism for students to say and check off why they're leaving. And so we are looking to position that out to our colleagues to do so. It is not done, but it's not off the radar and we hope to get that done through strategic planning.

[\(01:09:34\)](#):

That's part of it. And then the other point that you mentioned, and I think you said it well, let me go back and take it to a quick higher level. I have said this in this body before, I work in higher education because I believe in the value of education. I have 30 years working in higher ed at three different institutions. And so I am very passionate about this work and I believe in access. And I know I said earlier, we are Indiana University, so we should support Indiana residents. And we do 54% of our class is a resident. We have more freshmen in our freshmen class who are from Indiana than any other institution in the state. I mean more than Purdue, more than anyone else. And a nod to our IU Indy campus, I will say they have more Indiana residents on their campus in the middle of the state, but in their beginner class we have more because we have a larger class.

[\(01:10:32\)](#):

So we are very committed to residents. There is no state requirement or board of trustees requirement to stay above 50%, but we are very committed to that. And I believe the current leadership, the provost and the president agree, but that may change, but that's something we are very committed to. And then also we are a selective institution, not a highly selective institution, and we are not an open door institution. So there is a middle ground here and as a selective institution and as an enrollment officer at a selective institution, these admit rates are too high. And so we need to come back down a bit to be more competitive with our peers and find the best and brightest students. And so what do I think is going to position this institution in the future? I believe the branding work that we're working on, I believe more financial aid and support, which we're working on with the foundation and the academic support, the academic programs, the advising, all of these pieces are going to position us to be a better place that students want to come to more and more students and so we can pick the best and brightest students.

[\(01:11:48\)](#):

I think I'm probably at time, I'm getting some nods.

Shrivastav (Provost) ([01:11:52](#)):

I was just making sure. Okay, other questions for David?

Herrera ([01:11:56](#)):

Yeah,

Shrivastav (Provost) ([01:11:57](#)):

Israel,

Herrera ([01:12:03](#)):

Regarding your statement about other universities in the Big 10 doing better or increasing numbers in international students, could you mention one or two universities who are increasing the population?

Johnson, D. ([01:12:16](#)):

Yeah, I recall that we have monthly meetings with our Big 10 peers and in the Zoom call that we had last month, I believe Rutgers indicated that they had a strong international enrollment and I believe actually Illinois did really well, but Israel, I can give you numbers because they'll be doing their census soon and I'm happy to share those big 10 comparisons and enrollment. I'm absolutely happy to get that because it's public data and we're happy to share.

Shrivastav (Provost) ([01:12:52](#)):

Okay, thank you. David. I don't see any other questions. Thank you very much.

Johnson, D. ([01:12:56](#)):

Thank you. Thank you for your time. Okay,

Shrivastav (Provost) ([01:12:59](#)):

Next topic on the agenda is the report from 2022 2023 grievance Committee, Miriam Northcutt-Bohmert, Allen Davis and Anna Marie Johnson. Looks like it's going to be a short report, but take it away.

Northcutt-Bohmert ([01:13:18](#)):

I can give my report. First we had no cases.

([01:13:28](#)):

I can take questions later though,

Shrivastav (Provost) ([01:13:30](#)):

If you have any.

Davis ([01:13:34](#)):

Hello everyone. I'll go ahead and read from our statement here. We had four cases brought before the board during the 2022, 2023 academic year, one in the summer, two in the fall, and one in the spring. The first was a summer case of non reappointment for tenure probational faculty. The board upheld the school's decision not to reappoint in this case. The next case is in the fall. The first was one case of contract resolution for a faculty member who belongs to two different departments in our campus. The associate dean of the school involved in that case found another way that this case could be resolved and that case was withdrawn. The third case was a case regarding sanctions levied against a faculty member for sexual harassment. The board rendered a decision that would reverse the original findings in the case based on having reviewed the same evidence that was originally presented to the Office of Institutional Equity concerning this case. However, our decision was reversed by the provost. The final case we received was in the spring concerning matters of age and gender discrimination. As this case was sent to us ahead of its being sent to the Office of Institutional Equity, we recommended beginning with their office. And so this case was also removed from our docket.

Johnson, A. ([01:15:03](#)):

So this is the mediation committee report, also known as the medication committee report, which might've been appropriate. I'm very grateful to the faculty members who served with me. Iman Alramadan from Hamilton Luger, Selene Carter from Theater Drama and Contemporary Dance, Tatiana Kolovou from Kelley School of Business, Margaret Lion Public Health, Julia Rademacher from Speech and Hearing and Thomas Sterling from the Ludy School. The committee responded to five petitioners during the 2022 2023 academic year. The first case in the fall centered around potential inequities and salary named fellowships and lack of PhD students being assigned. The subcommittee of myself and Julia worked on this case, which extended through four meetings in the fall semester. Another petitioner in the fall requested assistance with a course buyout request denial. Tatiana and Selene served on the subcommittee who handled this case, which included one meeting and then the issue was subsequently resolved without further input from the committee.

([01:16:10](#)):

In the late fall, a petitioner requested assistance with the denial of a named professorship. Julia and Iman took the lead on. This case included multiple meetings stretched into the spring semester due to scheduling difficulties. That case was eventually resolved with a meeting including the involved parties that ended in a mutually acceptable arrangement in the spring semester, a case involving possible salary inequities and not being paid for work performed was resolved in one meeting with Anna Marie and Margaret and the petitioner. In that case, the petitioner was provided with a list of contacts and ways to find resolution. And finally, also in the spring, a faculty member raised concerns about a change in criteria for a canceled faculty search and that petitioner met with Julia and myself who advised the petitioner about ways to move forward. The committee also met as a group and discussed the need for clarity as far as the role of the committee and what the expectations were expectations to set when faculty come to us. There's no formal in mediation that the committee members undergo and what we came to as we described the role of the committee as one of listening and helping guide petitioners to the next steps.



Shrivastav (Provost) ([01:17:23](#)):

Thank you. We have a few minutes for questions, if any. Yes,

Lalwani ([01:17:29](#)):

Thank you for that summary. I have a question for Allen. I was just wondering how many times, how often does the board have a hearing on the grievances received? Like what percentage roughly?

Davis ([01:17:45](#)):

I would say probably about 50%. 50%. There are often cases that are brought before the board that upon further investigation are found to perhaps have some initial type of acts that they should do ahead of coming to the board, for example, mediation and things of that nature. So I would say probably about half. Thank you. And that's about on track for this year as well as I also serve on the board, but not as chair.

Lalwani ([01:18:21](#)):

Thank you

Shrivastav (Provost) ([01:18:24](#)):

Questions. Seeing none. Thank you very much. And you? It'll be short. Oh, I think we have one more question. Sorry.

Herrera ([01:18:34](#)):

So I believe Anna about the Anna Maria faculty mediation.

Davis ([01:18:41](#)):

Oh, faculty mediation. No, I'm sorry.

Herrera ([01:18:43](#)):

So you mentioned three cases of salary equity.

Johnson, A. ([01:18:49](#)):

Let's see. I think it was just one case with salary and equity. The other things were more along the lines of named professorship denial, and there was one case of, no, I'm sorry. There were two cases of salary inequities and work not being performed

Herrera ([01:19:14](#)):

And the two cases for tenure track faculty.

Johnson, A. ([01:19:21](#)):

This was from a variety of faculty, so any faculty member can come to the mediation committee. I think there were some tenure track faculty, but there were also lecturers and adjuncts.

Shrivastav (Provost) ([01:19:37](#)):

Okay. Thank you very much. I know this is not the easy or pleasant job, but I really appreciate all the diligence you take in reviewing these. Thank you. Next item on the agenda is annual report from Human Resources and Benefits Committee, and we have Christian Royer from hr, Nancy Nelson, benefits Committee co-chair, and Jim Sherman.

Sherman ([01:20:10](#)):

Yeah, thank you for inviting us. The committee tries to do this every fall and keep you up to date about how we're doing and any changes that are coming. It's open enrollment season, so it means you should pay a little more attention than usual. I don't have anything to add except that I want you all, especially those of you who are new to the faculty council, to recognize how important Christian Royer is to our benefits. Without her, I would hate to think of where we'd be. I mean, she works tirelessly to get us our best benefits, whether it's prescription drugs or dental or the premiums keep as low as she can. She attends every benefits committee meeting without fail and does a great presentation each time. And so I just always want people to know that HR benefits is in really good hands and you are in good hands because of Christian.

Royer ([01:21:45](#)):

Goodness. Thank you, Jim. Every year, as Jim mentioned, we try to come and give an update just not only to tell you about what changes to expect and there are some this year, but just kind of an overview of our plans and a little bit how they work. And so every year we take a look at for this group, how many eligible employees do we have for healthcare? We're just under 20,000 employees that are eligible right now. Of those about 18,000. Take our benefit plan. If you add in spouses and children, we're covering 41,000 plus individuals. So depending on how you look at it, we are the number one or number two employer in the state. In terms of employees we're covering for healthcare, it's a huge piece of our budget. The projection for healthcare for the 2324 fiscal year is \$300 million. So in addition to salary and other benefits, just the healthcare, the medical, the dental, those are projected to be the \$300 million.

([01:22:57](#)):

That does not include retirement contributions from the university. That presents a challenge as try to manage the overall cost of healthcare, but still provide a really robust set of benefits. We want to make sure employees have access to the coverage they need, and it is a growing budget item for IU. For those of you that aren't aware IU, because of our large employer status self-fund, our medical plans, that means every dollar that an employee spends on healthcare, the university pays that dollar. We use Anthem as our administrator for healthcare, but all we do is pay them a flat monthly fee to help us administer our plans such as sending out ID cards, processing claims, and some of the other activities such as providing a website where you can

look up who's an in-network provider and setting up that network for us. So we're paying them a flat fee and the university's paying dollar for dollar what employees spend.

[\(01:24:04\)](#):

We also know, if you haven't seen in the news that Indiana is a really high cost state for healthcare, we are number eight in the country and we've consistently been in the top 10 for the last five plus years of most expensive states for healthcare. So that is something we're constantly trying to manage and look at. You've also probably seen in the news there are more and more medications coming to market that are high cost medications. We want to ensure employees have access to the medications that need, but also be mindful of what are the alternatives that are available that employees could use that might be lower cost. We also know, especially in Bloomington, that access to care has been a challenge for everyone, especially for primary care. So those are all things that just add in addition to the budget challenge, just add into healthcare plan challenges.

[\(01:24:59\)](#):

For that reason, we do have some changes coming during open enrollment. And the open enrollment period is always a several week period during the fall this year it will run from October 23rd through November 3rd. We started our communications to employees yesterday with an article in IU today, and we'll be rolling out direct emails this week and ongoing throughout the period, we'll continue to have our dedicated open enrollment website. We do a home mailer to employee home addresses because we know sometimes the spouse or partner might be the one managing benefits and we want to make sure they're aware. So we always do that home mailer. And we used to do a digital, or excuse me, we're doing a digital open enrollment guide this year for those of you who've been at IU for many years, I'm going on year 18. We used to do those big thick booklets we would send through campus mail.

[\(01:25:57\)](#):

We got quite a lot of feedback on that and from a sustainability perspective, employees wanted it digital. So we have moved to that method only. We'll offer almost three dozen live webinars and q and a sessions for employees over the next four plus weeks and then some prerecorded on-demand videos. So that's just kind of an overview of the timeline and what we're planning to do at a really high level, if we dive into what the changes are, and again, I mentioned earlier there are some this year employee premiums will increase about three and a half percent, but we've also increased the lowest three salary bands to incorporate more employees. We know the salary banding, especially for our lowest paid employees. When we raise premiums, sometimes that creates an issue. So we've accommodated the lowest three salary bands to be increased, just slightly about 4% to ensure that those premiums are still feasible for those lowest paid employees. Also this year we're continuing with the tobacco free reduction. So if you sign the affidavit that you don't use tobacco, that can reduce your premium every month for you or a spouse that you might cover. However, those premium reductions have decreased slightly, so it's now \$15 a month for employee or spouse or \$30 per month if you sign for both you and or your covered spouse.

[\(01:27:37\)](#):

Deductibles do increase slightly deductibles increased from 1800 to 1900 for employee only and 3,600 to 3,800 for all other coverage levels. And the out-of-pocket maximum are doubled those. So 3,800 for employee only and 7,600 for all other coverage levels. We are very mindful of the deductible and making sure that it stays in line with the IRS requirements to offer an HSA plan because there are certain requirements, but also monitoring where we sit with our peers. So we worked with other peers in the Big 10 and did a survey of what all of the deductibles were and IU was the lowest in terms of offering a high deductible plan paired with an HSA because of some of these changes. Anthem will send new ID cards to everyone. Nothing changes in terms of our group number or ID number if you accidentally use your old card, no harm, no foul. It just has updated numbers on the front of the card in terms of the deductible and the out-of-pocket.

[\(01:28:52\)](#):

In terms of prescription drug coverage, ours is through CVS Caremark, which is mandated by state legislation, but there are a couple things we wanted to highlight. CVS is rolling out a new partnership with GoodRx. So if you present your ID card at the pharmacy counter, they will run the prescription and they will take the lowest price, either the IU plan price or GoodRx. Sometimes one is cheaper than the other. It's not always consistently the same, and that's for certain medications like generics. Also, you've probably seen in the news much like every other employer, insulin prices will be lower for our plan members with new legislation around caps on insulin pricing. And then just as a reminder, we can't always control the formulary. CVS does change that throughout the year. There are a few formulary changes for January 1st and CVS will notify members who are impacted. We don't know all of the details yet because they haven't released it, just that there are some changes coming. Our understanding is it's a minimal number of employees, probably maybe two or 3% of employees might have a change to their prescription. And in terms of the vision coverage, that remains the same. No plan changes there. Same thing with the Cigna dental plan. There's no change in benefits and there are also no change in the premiums. Those remain the same from 2023 to 2024.

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

And probably the biggest change coming for this year is the health savings account. So everything remains the same in terms of what IU contributes. Currently that's \$1,300 if you enroll an employee only coverage and 2,600 for all other coverage levels. But we will be moving to a bi-annual contribution schedule. So we used to upfront the money in January as a lump sum. Now that will be split and provided to employees in both January and then half in July. It will be moving to that schedule.

Sherman [\(01:31:08\)](#):

Yeah, can I just add that the reasoning for this and the savings Christian will talk about is that we have many employees, a lot of faculty for example, who retire in December and yet they've gotten their full HSA contribution from the university for six months in which they're not working for the university. So it really does split it in two and may make it a little inconvenient for some, but the savings to the university is about how much?

Royer ([01:31:44](#)):

\$2.2 million. So we presented some data to the benefits committee to work with them on is this change reasonable? And we have quite a lot of employees that will receive the HSA money in January and they might leave the university faculty staff at some point during the year. So they're not here for a full year. But the university has funded the full amount to their HSA. The IRS does not allow us to take back that money once it's in the account. So moving to this bi-annual schedule will save the university about \$2.2 million in the course of one year.

([01:32:26](#)):

Other benefits, we continue to offer our flexible spending accounts. We offer the healthcare and the dependent care up to the IRS maximums that are allowed as of this being published. We continue to offer a supplemental a, d and D, which is an accident and death and disability plan. It's a voluntary plan, no plan changes there, but employees can elect that or change their coverage during open enrollment. For those that are already enrolled in long-term disability. We've been working with our vendor to reduce the premiums there. If you are enrolled in that plan, you'll see a 15% premium decrease beginning January 1st, 2024. So that's some good news. Also, we've heard from quite a lot of employees, both faculty and staff who have been interested in IU offering a critical illness plan. So we're moving that forward for January 1st, 2024. For those of you who are familiar with TV ads, this is much very much like an AFLAC plan for various types of illnesses.

([01:33:36](#)):

If you're diagnosed with cancer or you have a stroke or all sorts of different illnesses, we have a full list on our website. You receive a direct cash payment and it is payable if you're diagnosed, and you can elect from 10,000 up to \$50,000 in coverage for not only you, but you can also elect coverage for your spouse. And there are coverage options for children as well. So it will be available to elect during open enrollment and then ongoing for new hires. The other really I think key feature of this benefit is that you probably recall when I was here last year, we talked about having to discontinue the healthy IU \$100 incentive for getting a screening. And that made a lot of employees unhappy. It was to achieve some budget savings. So we've worked with the vendor and under the critical illness plan, they're able to reimburse a hundred dollars wellness incentive for employees who receive all sorts of various screenings, your annual colonoscopy, your mammogram pap smear.

([01:34:49](#)):

When you do any of those screenings, you can notify them and they will then issue you a hundred dollars check. It's all on an after-tax basis, so you don't have to worry about waiting for IU to issue it through payroll or taking any taxes out of that. Our vendor will handle it directly. You can also receive the a hundred dollars incentive for any covered family member. So even for children, which wasn't an option with the healthy IU screening incentive. So that is an additional bonus and we are suggesting that employees look at the premiums because in some cases you might actually come out ahead. So if I elect maybe \$10,000 in coverage based on my age and my premium comes out to be \$105 a year, but I send in for my a hundred dollars wellness incentive, it essentially offsets my premium to be \$5 a year.

[\(01:35:48\)](#):

So this could be a good plan to enroll in to provide some coverage, but then also send in for your a hundred dollars wellness incentive to recoup what you've paid in premiums. So we'll have some more details and multiple presentations available on this during open enrollment. And finally, I wanted to close with last time I was here in the fall, we heard loud and clear Vice President Todd Richardson over HR heard loud and clear a lot of the comments from this group about lack of access to primary care. And I know he announced with the provost in February of this year an initiative to bring an employee clinic to campus or to Bloomington. So we've been working on that over the last about nine months. And we are very close to being able to launch an employee clinic near campus in spring of 2024. And our goal would be to increase access to preventive and acute care services for our employees.

[\(01:36:58\)](#):

We will also offer onsite mental health cleaning counseling, excuse me. Goodness. And it will come with an option to see a counselor in person virtual or a combination of both. So depending on what individuals are most comfortable with. And then free preventive care visits and labs and a low copay for all other visits. So I believe it would be a \$40 copay to see a physician or to do mental health counseling that would also apply to your deductible and out of pocket. And some of the services we expect to be covered include things like being able to have 3000 different types of labs done, immunizations done, diagnostic testing, management for chronic conditions such as diabetes. And we hope that the clinic will be able to really set the standard for accessing care for our employees. And we will be working with a vendor to put certain arrangements in place that employees can get in very quickly.

[\(01:38:09\)](#):

So for example, if you call for a preventive care visit, you might be able to get in within one to two weeks, not six to nine months. So that is our goal and what we're working on and more information coming very soon on that. So that is just kind of an overview of what's happening and what we've been working on. Special thanks to Nancy, Jim, and the committee as well as all of you for always giving feedback and again, trying to balance all the different needs of the university in our budget to provide those robust benefits. And happy to take any questions.

Shrivastav (Provost) [\(01:38:46\)](#):

Thank you, Christian, go ahead.

O'Brien [\(01:38:49\)](#):

Two questions about budget that are related. So the first one is on that initial \$300 million expense on healthcare item, can you clarify, is that 300 impact 300 to the 2 billion IU budget or is that 300 on healthcare including the fees that we end up paying into insurance as well? And the second question that's related to that, is there a budget implication of employee choices for healthcare plans? If everybody all of a sudden one year chose the PPO plan, what would that do to our pool of insurance resources?

Royer [\(01:39:25\)](#):

Great, great question. So let me try to clarify, and I don't work for the budget office. So if I misstate something, I am not a CPA, so I apologize in advance. The \$300 million covers most of all of our benefits except retirement and tuition benefit. Those are not built into this number. But any dollar that we spend for an employee on healthcare, on dental, providing our employee assistance program, our care.com program, so all of those benefits are rolled into that \$300 million. So hopefully that answers your first question from the second question standpoint. The plan designs don't really impact too much the overall budget. And the reason for this is because IU is paying dollar for dollar anyway, what our expenses are, and we offer the PPO \$500 plan. I didn't go into all of the details in this presentation and I apologize, I should have at least noted for this group that that plan has very low enrollment.

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

So approximately 96% of our employees are on the high deductible plan. We continue to offer the PPO 500 because of federal regulations for visiting scholars. They're not eligible for a high deductible plan. So we offer the PPO 500 to at least provide a plan that's compliant for those individuals that are coming to do teaching and scholarly work at IU. So both are very low deductible, both are very low out of pocket for any employee who's on those plans. So really the university is paying for, depending on what your salary level is, within those salary bands, 90 plus percent of the bill anyway. So switching between plans would not impact the budget that much. Hopefully that makes sense.

Freedman [\(01:41:34\)](#):

Two questions. The first one is quick, will the employee clinic be able to be used by dependences of employees as well or just the employees? And then the second question, you were mentioning high cost drugs and how those might be affecting the budget in the near future. So I'm wondering if you guys have any projections or plans of the new weight loss drugs in particular in terms of how that will impact the budget and how coverage will work currently and then in the future for those?

Royer [\(01:42:03\)](#):

Great question. So to answer your first question, yes, dependences would be able to use the clinic and I'm happy to come back in the spring, maybe one of the early meetings when we have more information if you'll have me to go through in more detail. But yes, any employee, any spouse that's covered under that employee as well as dependent children. The way that the clinic works is they would provide acute care. So more urgent care, you have a sinus infection and earache for children who are age two and older, but for primary care, they would provide for age 16 and older. And the goal is that children should really still see their pediatrician. The clinic will be more geared toward ongoing care for adults, but can provide that acute care for children if you can't get into the pediatrician. So hopefully that answers your first question.

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

For the second question, that is really a hot topic. You can see it all over the media right now. IU covers weight loss drugs, specific ones including Wegovy is one that you see in the media. And we have historically covered those drugs. There are employees that need those medications for

certain reasons. So we will continue to cover those. But we do have requirements in place that state that if you need access to that drug that you have to meet certain requirements, ie, you have to have a weight loss need. And so your physician would have to provide medical documentation to speak to that for some of the other medications you're seeing in the media. We also cover those on our plans, however, they're covered currently for diabetic patients only. Some of the medications are not entirely approved for FDA use of weight loss. And so they're covered for what FDA approves them for now, which is diabetes. And so that's how we're currently set up. We continue to evaluate that, but we want to again, balance the fact that some employees need these medications, but making sure it's getting to those who need it for the right reasons.

Shrivastav (Provost) ([01:44:20](#)):

Any other questions? Thank you, Christian. And oh, does Israel has one? Yes.

Herrera ([01:44:27](#)):

So regarding the split in January and July, so for July, the date would be the last day of July. So remains the same January and July,

Royer ([01:44:40](#)):

Yes, for monthly paid. The question was about the HSA, if I heard you correctly, and kind of the timing with paychecks. And for monthly paid employees, we receive one paycheck every year on the last business day of the month. So the HSA funding would correspond with that because it does have to run through payroll because we have to report it on the W2 and report that to the IRS. So that would continue for biweekly paid employees, it's a little bit different. It's on the second paycheck they receive in the month.

Herrera ([01:45:11](#)):

I don't know if the last part you were talking about was about the \$100 incentive for children now is different from the clinic.

Royer ([01:45:23](#)):

Yes. So the a hundred dollars wellness incentive, it's just a benefit that's built into the critical illness plan. So if you enroll in the critical illness plan, you have the ability to receive the a hundred dollars wellness incentive that is separate from the clinic that's coming soon, as well as just any other benefits we offer. So you could go to your physician have, we have a couple examples of some of the tests that are allowable to receive the incentive on the screen such as colonoscopy. If you have that done, it's covered at no cost under the medical plan. And then you could submit to the vendor for critical illness, which is the standard for the a hundred dollars wellness incentive and receive a check back for that.

Herrera ([01:46:07](#)):

But for children



Royer ([01:46:09](#)):

And for children that are covered under the plan,

Johnson, C. ([01:46:16](#)):

Well first I want to say how excited I am about having a financial incentive to have a colonoscopy every year just for fun. So that's great. Thank you for that. But the second thing I want to say, just by way of, I really want to take an opportunity. I think Jim, you provided a beautiful and gracious kind of introduction to Christian. I would like to sort of add to that on all of our behalf. We are enormously grateful to you. We came to IU roughly the same time. I have always felt in deeply good hands and your careful hands. I also want to take an opportunity to thank both Nancy and Jim who have served, Jim especially has served ably for a very long time on this committee. I don't know, as I think I said to you at the beginning of the year, I don't know what we're going to do if and when you finally tell us to buzz off that you would actually like to.

([01:47:03](#)):

But we have been extraordinarily well served by your service. And I would also just say I have never served on the benefits committee, but it has been my observation. I think you said something very, very important, Christian, when you said, we came in and we said, does this seem like a reasonable change? And it has been my observation that that committee in particular, the relationship between our colleagues on the staff side of things, the faculty is genuinely collaborative and sort of mutually accountable in the most important way. And I think that the relationship that's been built up on that committee of kind of mutual respect and everybody being on the same time side to try to do the best for everybody that can possibly done is really a model for how shared governance should work. So I want to thank all of you on everybody's behalf for your work.

Shrivastav (Provost) ([01:47:50](#)):

Well said. Colin, one more question or is that just mic turned on? Okay.

([01:47:59](#)):

I think that is all the questions. Thank you. Thank you Christian. And particularly I want to express just how big a change having a primary care clinic here would be for all of IU Bloomington in particular. And I want to acknowledge the hard work that Todd has put into that for months with very, very strong support from President Whitten. So this has not been easy at all. So I am glad we are where we are. And thank you for everything you've done. Thank you very much. That was the last item on our agenda and the meeting stands adjourned. Thank you.