

Sixth Meeting  
Monday, 24 March 2025, 2:30 p.m.

Zoom Meeting

**AGENDA (As amended)**

1. Call to order Professor Susan South
2. Statement of Land Use Acknowledgement Professor Susan South
3. Approval of Minutes of 17 February 2025
4. Acceptance of Agenda
5. Remarks of the Senate Chair Professor Susan South
6. Remarks of the President President Mung Chiang
7. Question Time
8. Memorial Resolutions (None received for March)
9. Résumé of Items Under Consideration by Various Committees For Information  
Professor Elizabeth A. Richards
10. Senate Document 24-07 Creating a University Senate Listserv (revised) For Action  
Faculty Affairs Committee
11. Senate Document 24-09 Nominees for Vice Chairperson of the Senate For Action  
Nominating Committee
12. Senate Document 24-12 Nominees for ex officio members of the Faculty Affairs Committee For Action  
Nominating Committee
13. Finance Presentation For Information  
Treasurer and Chief Financial Officer  
Christopher Ruhl
14. New Business For Discussion  
a. Senate Document 24-13 Bylaws Revision Senator Libby Richards  
Re: CSSAC and MaPSAC Senate Members
15. Adjournment

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**Present:** *Joseph W. Camp Jr. (Secretary of Faculties and Parliamentarian), President Mung Chiang, Susan South (Chair of the Senate), Mark Zimpfer (Vice-Chair of the Senate), Patrick Wolfe (Provost), Se'Andra Johnson (Sergeant-at-Arms), Dulcy Abraham, Ryan Alan Altman, Arezoo Ardekani, Santokh Badesha, Saurabh Bagchi, Andy Baker, Jonathan Bauchet, Ximena Bernal, Afsan Bhadelia, David Blon, Lisa Bosman, Françoise Brosseau-Lapr , Tom Brush, Stephen Cameron, Julia Chester, Joseph Coates, Dan Cziczo, Brian Dilkes, Vince Duffy, Abigail Engelberth, Mara Faccio, Yi Gao, Sarah Huber, Whitney (Yu) Huidan, Morgan Hynes, Katie Jarriel, Hyunyoung (Young) Jeong, Alice Johnson, Nastasha Johnson, Kee-Hong Kim, Cheng-kok Koh, Sarah LaRose, Kiseop Lee, Brian Leung, Stacy Lindshield, Damon Lisch, David Liu, Yuli Lyanda-Geller, Ryan Manuel, Stephen Martin, Seema Mattoo, Byung-Cheol (BC) Min, Paul Mort, Robert Nawrocki, Abdelfattah Nour, Li Qiao, Darryl Ragland, Padinjaremadhom (PV) Ramachandran, Julio Ramirez, Sebastian Murgueitio Ramirez, Elizabeth Richards, Brian Richert, Joseph (Paul) Robinson, Torbert Rocheford, Gustavo Rodriguez-Rivera, Leonid Rokhinson, Chris Ruhl, Jennifer Scheuer, Greg Shaver, John Sheffield, Michael Smith, Kevin Stainback, Rusi Taleyarkhan, Mohit Tawarmalani, Sasha Tsymbaliuk, Anish Vanaik, Christina Wilson-Frank, Bowei Xi, Howard (Howie) Zelaznik, **Advisors:** Eric Adams, Heather Beasley, Chad Cahoon, Michael Cline, Melissa Franks, Cherise Hall, Sheila Hurt, Lowell Kane, Carl Krieger, Lisa Mauer, Beth McCuskey, Sunil Prabhakar, Jenna Rickus, Alysa Rollock, Katherine Sermersheim, **Guests:** John Gipson, Ian Hyatt, Jamie Mohler, Dimitrios Peroulis.*

**Absent:** Charles Bouman, Ali Bramson, Sabine Brunswicker, Xingshan (Shawn) Cui, Eugenio Culurciello, Alejandro Cuza, Ben Dunford, Jim Dworkin, Ulrike Dydak, Alex Francis, Geraldine Friedman, Abrar Hammoud, Lori Hoagland, Brent Jesiek, Bhagyashree Katara, Seungyoon Lee, Stephanie Masta, Somosmita Mitra, Patricia (Trish) Morita-Mullaney, Loring (Larry) Nies, Jason Packard, Tae Hong Park, Chris Rogers, Ant nio S  Barreto, Dennis Savaiano, Steven Scott, Marisol Sepulveda, Ganesh Subbarayan-Shastri, Dengfeng Sun, John Sundquist, Monica Torres, Kim Updegraff, Rua Williams, Patrick Zollner, **Advisors:**

1. Quorum being established; the meeting was called to order at 2:30 p.m.
2. Chair Susan South read the following Statement of Land Use Acknowledgement, as required by Senate Document 20-55:

*The Purdue University Senate acknowledges the traditional homelands of the Indigenous People which Purdue University is built upon. We honor and appreciate the Bod wadmik (Potawatomi), Lenape (Delaware), Myaamia (Miami), and Shawnee People who are the original Indigenous caretakers.*

3. The minutes of the 17 February 2025 Senate meeting were entered as read.

4. Senator Libby Richards made a motion to modify the Agenda by adding Senate Document 24-13 Bylaws Revision Re: CSSAC and MaPSAC Senate Members to the Agenda under New Business. Her motion was seconded by Senator Zelaznik. There was no discussion, and the amended Agenda was accepted by general consent.
5. Chair South began her remarks [Appendix A].

“Good afternoon, The US House Select Committee on the Chinese Communist Party has recently requested that Purdue University and other institutions disclose information about Chinese graduate students citing national security concerns. This comes alongside other chilling actions by the Trump administration against graduate students, faculty members, and universities. Our graduate students at Purdue are a vital part of our educational mission and our values must be to protect and defend their ability to study and learn in the United States.

In other news, you may have seen the recent series of articles in the Exponent that cover different aspects of faculty salaries. For instance, this one provided the total salaries of some of our fellow faculty who are rated highly for their teaching on an independent website. I particularly like the disembodied heads myself. There is a serious story to be discussed here as to how we evaluate and reward excellent teaching. Excellent teaching should be valued as much as research productivity and higher education as both are critical pillars of a university's mission. Groundbreaking research drives innovation and academic prestige, and exceptional teaching directly impacts students' intellectual growth, engagement, and future success. Next slide, please.

However, if we are to encourage excellent teaching, we have to figure out how to do it in an equitable manner. We know from decades of research that there is a bias in teaching evaluations with women consistently rated lower. If we can develop ways to minimize this bias, or at least account for it in our algorithm for merit pay, perhaps we can start to equalize differences in faculty pay, another point brought up in the Exponent. One study of 5,000 faculty across different disciplines found that salary disparities were negatively associated with job satisfaction for women and had a strong effect on intention to remain in academia. Next slide, please.

‘But, Susan, why are you so much focusing so much on salaries here?’ Brief tangent. Just recently, I was complaining to someone that my son only seems to do things for extrinsic motivation, for rewards. And the person responded, ‘Well, I bet you wouldn't go to work unless they paid you.’ And that is certainly true. I love many things about my job, but I would not do it for free. Salaries are the clearest and surest way an employer can show that you are valued. Our own Jerome Adams has written eloquently about worker wellbeing with higher wages being one of the strategies employers can use to improve worker wellbeing, which leads to greater productivity. My fellow faculty, staff, and graduate students have made this one of the best universities in the United States according to various quantitative metrics that are touted by our president. But in the process, are we ignoring the qualitative efforts that are the backbone of the academic experience and that do not easily fit into a box?

The best way to continue Purdue's upward trajectory is to make faculty, graduate students, and staff, feel valued for all the work they do as they fulfill this university's tripartite mission. Thank you. I will recognize President Chiang for his remarks.”

6. President Chiang presented his remarks [Appendix B].

“Well, good afternoon Well, good afternoon to everyone joining including members of the university senate and news media. So following the practice from last month to ensure accuracy in reporting, today, I will read from written remarks that will be distributed to any inquiring media. In the allotted time, as is standard practice now, my presentation is provided in two parts, one by myself and the other by a colleague rotating each month across different key units at the university. This month, That is Chris Ruhl, treasurer and Chief Financial Officer. I will therefore keep mine succinct.

### **Topic 1- Undergraduate Admissions:**

We continue to see record undergraduate applications with more than 86,000 wanting to attend Purdue University as freshmen in 2025. As indicated previously, we are adjusting our admissions rate to whatever point it takes to avoid over-enrollment while ensuring as many qualified in-state applicants are admitted as possible. For example, last year our in-state admissions rate was 74% while out-of-state was only 45%. And indeed in fall 2025, Purdue had the largest class of Indiana new beginners on record, 4,693, and served the largest number of Indiana residents, 20,244 in school history.

### **Topic 2- Federal Executive Directives and Court Orders**

The Purdue team continues to closely track the situation at both the federal and state levels as actions impact us and hundreds of public and private universities across all states, including research grants. Recent communications from Purdue executive leaders are linked from our government transition directives website, and I encourage you all to watch that site as it is updated regularly.

There continue to be many questions that we do not know the answers to, and we cannot execute on hypothetical directives that have not been given to us. We have been providing regular updates to faculty, staff, and doctoral students indeed earlier this morning to all doctoral students without flooding everyone's inbox every hour. Key messages and actions from these communications include the following.

First, based on the strength of Purdue's financial foundation and operational efficiency, various offices have been working with the deans of all the colleges to prepare for the following:

- **Staff Positions:** In some cases, current staff position vacancies may provide a fit for colleagues impacted by federal funding changes. Therefore, we are intentionally moderating our external hiring for such vacancies to provide interview opportunities for some of our existing staff colleagues.

- **Bridge Funding and Performance Evaluation:** We are in the midst of creating a mechanism and a process for impacted researchers to be considered for short-term internal bridge funding.

Second, based on the long-standing strength and recent momentum, our university is uniquely positioned to accelerate efforts in the following dimensions:

- **Industry Collaboration and Funding:** We have been doubling down on collaborations across many industry sectors, and I shall return to this topic and elaborate in a minute.
- **Philanthropic Support:** Last month we announced the largest comprehensive fundraising campaign in Purdue history, targeting \$4 billion by 2030 with special focus on research facilities, professorships, PhD fellowships, and other support for academic excellence throughout the university.
- **Online Degrees and Indianapolis Growth:** Purdue's main campus now consists of three parts, one, West Lafayette, two, Indianapolis, and three, Purdue Online. With strategic growth in two and three, for example, Purdue Online degree offerings impact, scale, and rankings, have all been rapidly rising in recent months

### Topic 3- Industry Funding for Research:

Universities can offer a pathway of innovating to profitability and a special talent pool educated in a research environment, but unlike tax dollars, a corporation's financial decisions must align with their shareholder interests. University research needs to help address pain points, reduce cost, or expand revenue.

In general, new arrangements and processes are required for all parties because industry and academia are not always naturally aligned in many dimensions:

- *Objectives:* Shareholder values versus the creation, dissemination, and deployment of knowledge.
- *Operational Issues:* Key ones include institutional rights on intellectual property, faculty, conflict of interests, competitions among companies in the same sector, and more.
- *Structures:* Some standards taken for granted in American academia in general have been in fact driven in part by the nature of federal money. For example, discipline-based instead of problem-based departmental boundaries, duration of PhD study in the US, and the funding model for core research infrastructure.
- *Speed of Transaction:* Universities and governments match each other in bureaucratic speed, where an NDA might take six months instead of a day, a business moves faster.
- *Unintended Consequences:* Universities are not to become companies. We must ensure the educational opportunities for undergrad and graduate students, continuation of intellectual independence, and the preservation of fundamental research or research areas that most companies' timescales typically do not support.

Having sketched the challenges, we are optimistic about the opportunities. University-industry relationship is a hexagon; research, recruiting, online learning, IP licensing, philanthropy, and economic development. Purdue has started experimenting with '360 partnership task forces' with some companies with growth toward many of the other 400 companies that we partner with.

Purdue has always been one of the most industry-coupled universities in the country and it is getting better each day. Our new degree programs have industry leadership advisory boards, our enterprise publicity campaign is carried out jointly with some of the corporate partners. The structures and the personnel in industry partnership units were updated last semester, training workshops for faculty and staff new to the world of industry partnerships will start next week.

Just in the past few months, we have had numerous announced or in-the-work successes across various sectors, colleges, and departments. The following examples and the pilots reflect elements of an emerging playbook, one that favors scale, speed, and agility:

- *Creating Consortia*: Lilly and Merck consortium with Purdue's Bill Young Institute for Pharmaceutical Manufacturing, and that is on top of the Lilly-Purdue 360 partnership that includes \$142.5 million of support for research and workforce development.
- *Remixing Public-Private Partnerships (with "Private first" and "private more")*: Purdue is the lead university for the National Center for Digital Twin as part of the semiconductor research corporation's \$1 billion public-private partnership with a three-to-one ratio of private to public funding.
- *Sharing talent*: Microsoft's lab on the Purdue campus helped make the breakthrough in the science of topological quantum computing last month with our physics professor, Mike Manfra, as a part-time consultant to Microsoft.
- *Sharing space*: Our One Health Innovation District in Indianapolis is a joint effort by Elanco and Purdue with three other companies and future startups sharing wet lab spaces. The primary goal is talent collision and translational impact, but the economy of scale in facility sharing is also helpful.
- *Co-locating Co-op*: Wabash is coming to Discovery Park District with their new R&D center in autonomy and data platform for transportation, a home to grow funded research collaborations with Purdue faculty and 'learning while working' internships and co-op with students.
- *Deploying Lab-to-Life*: Universities are also customers, so they procure products and services from companies. The DP district, for example, has the potential to become a Lab-to-Life testbed for innovation deployment.

Now, wrapping up these three topics, we deeply appreciate the efforts of each of you and all our campus colleagues as we continue Purdue's trajectory of stability and success. Back to you, Madam Chair."

Chair South recognized Dimitri Peroulis, Senior Vice President for Partnerships, to talk about AI tools and demonstrate how he is using them in his teaching. [Vice President Peroulis shared his screen, but the videos he showed were not recorded.]

Vice President Peroulis: “Thank you very much. I will keep this brief. It is really an honor that I will have a chance to talk a little bit about AI tools and really appreciate the opportunity here. This is more of a demo of a couple of AI tools that I think have proven useful, at least to me and I know a few of our colleagues. Let me just also say that I know a lot of us are using different tools and you probably have seen some of the things I will try to quickly demo, so feel free of course to keep using them as you see fit. Of course, this is just my own experience that President Chiang asked me if I could say a few words about.

So the first one, let me try to share here. All right, I hope you can see my screen. The first one is NotebookLM. This is a tool that has been produced by Google and essentially anyone that has a Gmail address can use today. We are not using this as part of an enterprise license or anything like this but just using it as an individual user at this point. If you haven't had the chance to explore NotebookLM, this is essentially an easy AI tool where it allows you to input the resources that you want. And so rather than inputting the entire web, like for example, Copilot will do, you can choose to add any resources you like, and essentially build an AI assistant based on that. If I click the Add Resource button here, you can see that we can select several different things. Of course, you can select Google Docs, you can select different links including websites, as well as YouTube videos, or plain text.

In this case, for this first example, I have inserted my own textbook. This is a textbook we use in electrical and computer engineering for more than a thousand students every semester. It is the ECE 2001 course, and we give this book for free to the students, and this book will be published soon by Purdue Press. Once you insert your resources, you can do several things. For example, you can start typing questions, which I will not do right now, but you can start interacting with this AI tool just by text. You can ask to generate different guides, for example, FAQ, or study guides for the students so they can start learning. You can even create a quiz, but honestly, just to keep things short, the most interesting thing to me is the ability to create an AI-generated podcast. So you are going to hear in just a minute, an AI podcast that just takes a few minutes to generate. There are two individual voices that you will hear interacting, and at least I could not tell that these are AI voices. They sound incredibly close to human. [Vice President Peroulis shared an AI-generated podcast.]”

“I will stop it here. So you can see how realistic this sounds, and you can see how for a student, for example, this could have been far more interesting to engage with than just reading a text. But what is also even more fascinating, is that recently, as of January of this year, NotebookLM allowed the users to not only listen to this podcast, but in real time, interact with it. So this is another example. I have added here the Purdue University News articles. I took basically about 40 of those news articles that came in the month of March, and you can see that I also inserted a YouTube video, this is the Purdue News video from March of 2021. So let us listen to this podcast and then I am just going to interrupt it with a couple of questions. This is in beta

version, so sometimes it has challenges, but let us see. [VP Peroulis shared another AI-generated podcast during which he asked questions of the AI-generated “speakers”.]

“In the interest of time, I am going to stop here [with that podcast]. I have seen real value here interacting with this AI in many different modalities, voice and text being two of them. The last thing I want to share is a tool that we have available right now for everyone that we have been experimenting with for some time now, and it is the ability to create avatars for any one of us. Anyone who is interested in creating an avatar can do this right now. We are using a third-party provider called Synthesia. In this example, I was the guinea pig, so I created my own avatar. We have staff members that can help everyone who is interested in doing that. It takes about 30 minutes total from the time you enter the room until you leave the room. Most of that is about fixing the lights and getting you right in the center of the screen. And then it takes about five minutes or so to read the specific script that things will be recorded. Usually we do it a couple of times, but once the avatar is created, then the avatar essentially can read any script you upload. So let me give you an example. This is the avatar that we just created of myself reading a script about AI. [VP Peroulis shared the video of his avatar.]”

“I am just going to show you just one more thing because this is not available only in English, but it can help us create things very quickly in different languages. So my last video, which I will share is the same thing in Spanish. [VP Peroulis shared the Spanish language avatar video.]”

“Thank you for the opportunity. Things are moving fast in this space. Exciting things are happening, exciting things are coming up. Probably the most interesting thing is that, maybe six months from now these tools will already be obsolete and will have an opportunity to be even more impactful with additional ones. Happy to engage in questions if there is time or pass it to Provost Wolfe.”

Chair South recognized Provost Wolfe for his comments.

Provost Patrick Wolfe: “I do not know Dimitri, if I can beat the podcast on PN Junctions, it was a killer. I will be brief. I know we have, not only Dimitri, but others presenting today. Just really to reinforce what President Chiang said at the beginning, which is sturdy and steady those are our watchwords we have, and we recognize, and we live by our duty of care to our students and to our people. And That is not something I have to tell you. That is something you can observe by looking at Purdue's track record over the past many years. So I just chaired a meeting this morning with Chris Ruhl, our regular meeting of our action council on Student Wellbeing and Housing and of course we took most of that time to talk about concerns that our undergraduate students and graduate students are feeling.

We have got a video note that is coming out from Haley Oliver talking to our Ph.D. student community here and in Indianapolis and we continue to watch and prepare and plan and just ready ourselves for these interesting and tumultuous times. One last thing I will say, there is always opportunity in situations like this and you will have seen that most recently it is the entire University of California system that declared a



hiring freeze. That is not how we are thinking about things at all. In fact, we are imagining, and I would encourage each of you to imagine the opportunities to go out and find top talent, whether it is top Ph.D. students, incoming or junior faculty or mid-career faculty or more senior faculty. Find the opportunity in these interesting, challenging, changing times and welcome people to the stability and opportunity that is Purdue. So let me stop there and again, I know we will have time for questions, so let me keep it short and stop there. Thanks Susan.”

7. The answers to pre-submitted questions were posted to the Senate website [Appendix C]. Chair South opened Question Time.

Chair South: “So we do indeed have time for questions now. The answers to questions that were pre-submitted are posted. We also do have time for questions from the virtual Senate floor, so I will open it up and Senator Zelaznik, I saw your hand.”

Senator Howard Zelaznik: “I have a question for Professor Peroulis, the avatar that was speaking in Spanish, were his lips moving so that a lip reader could actually understand what he was saying?”

VP Peroulis: “I am not sure about the answer to this question. I think that it is not as good yet for a lip reader to understand even though I have not tried that, but I think the technology is improving quite fast, so I would not be surprised if pretty soon that is the case.”

Senator Zelaznik: “Okay, thank you.”

Past Chair Leung: “I was excited by that unique presentation. That is a first at the Senate I think that was great. As an English professor, I want to introduce this that in the AI presentation, the speakers are speaking the first person using the word I, but I just want to, I feel like, humanly, I need to remind us there is no I there. That is really important. There is an amazing, famous poem, an American poem by Elizabeth Bishop called In the Waiting Room. You can all get on your smartphones now and look at it in which as a young girl, she describes discovering I and weigh that poem against the I that wants to assert itself in AI. I am pro-technology, so this is not an anti-AI screed. I just really feel it is important to draw the line on that point.”

8. Memorial Resolutions (None received for March)
9. Senator Elizabeth Richards, Chair of the Steering Committee, presented the Résumé of Items (ROI) under consideration by the various Senate Standing Committees [Appendix D].

No updates were made to the ROI.

10. Senator Anish Vanaik, Co-Chair of the Faculty Affairs Committee, presented Senate Document 24-07, Creating a University Senate Listserv, for Action. Senator Vanaik made a motion to approve Senate Document 24-07. As this document comes from a

Senate Standing Committee, no second was required. Senator Vanaik described the Rationale for the document.

“This document was presented for discussion two meetings ago in the Senate and has since undergone revisions that are marked out in yellow. These were all responses to specific queries that were raised amongst others in the previous reading in the house. Just to quickly go over the changes that were made, rather to start at the general principle behind this ask, which is that the University Senate ought to have access much as do several other bodies on this campus. It ought to have the capacity to reach out to constituents without mediation from the administration or without additional mediation from the administration. Currently, such access is available to Purdue Student Government, Purdue Graduate Student Government, MAPSAC leadership and CSAC leadership and the university Senate is the only body that does not have such access.

In terms of the revisions that have been made in the document, the issues raised last time included first a general discussion and a modification, suggestion to modify the document to reflect the fuller constituency and that has been done here beginning with clarifying that the quotation at the top of the rationale is indeed a quotation from the Senate's own description, but also pointing out that we have representatives from PSG, PGSG, MAPSAC, CSAC and others and therefore they might be interested in joining such a listserv. So the alignment of rationale and the proposal is therefore kind of taken on board. The second question raised was about the role of Sergeant-at-Arms. Previously, the Sergeant-at-Arms, the Senate Chairperson and the Secretary of Faculties were the ones who were deciding on communication through this listserv.

The Sergeant-at-Arms has been removed from that position as a purely administrative functionary and instead it was felt that it would be appropriate to add the Vice Chairperson as a second elected representative to this decision-making process, which now involves the Secretary of Faculties, the Vice Chairperson, and the University Senate Chair. Finally, there was a concern around three people deliberating to work out the modalities. The general sense was that these three folks are their offices that the Senate entrusts to carry out business and would be able to reach a reasonable set of agreements on this and any abuses would be checked retrospectively in a variety of other ways.

Finally, there was one additional concern raised in committee, just a clear stipulation that the listserv would continue to be subject to standard IT rules that operate at Purdue. This would be a listserv that is owned by Purdue University and so that was added in as footnote seven, as reference seven to the policy. So that has background to the changes that were made and the general rationale. I am happy to invite any questions or discussions.”

Chair South: “Are there any questions or discussion on the document?”

Senator Zelaznik: “This seems long overdue, and we should implement this, and support is as quickly as possible.”

No additional discussion occurred, and Senate Document 24-07 was approved by general consent.

11. Senator Seema Mattoo, Chair of the Nominating Committee, presented for Action and made a motion to approve Senate Document 24-09, Nominees for Vice Chairperson of the Senate. As this comes from a Senate Standing Committee, no second was required.

Senator Mattoo: "Thank you Chair South. I am pleased to report that the Nominating Committee has identified an excellent, well-qualified slate of candidates for the Senate vice chair position. They are Senators Julio Ramirez and David Liu. We thank each of our colleagues for their dedication to the Senate and their willingness to serve in this leadership capacity."

No additional nominations were made from the virtual Senate floor, and each nominee spoke about his candidacy. Chair South recognized Senator Ramirez to speak first.

Senator Ramirez: "Thank you, Chair South. Good afternoon to all. First I want to thank the members of the nominating committee for forwarding my nomination and recognize all members of the Senate for their service and considering my nomination today. Purdue has been my academic home since 1983 when I arrived from Texas after my Ph.D. at UT Austin. I am a civil engineer specializing in design of reinforced and pre-stressed concrete civil infrastructure such as buildings and bridges. My research has focused on improving the performance and resilience of structures in service and other extreme events such as earthquakes and windstorms. This is my second time as a faculty senate representative for the Lyles School of Civil and Construction Engineering. I have served in various university committees in the graduate school and the College of Engineering. For more details about me, a summary of my activities on the screen here was included with my nomination. During my time at Purdue I have enjoyed the culture of learning, engagement and discovery and service. Today as you know and remarked by President Chiang, higher education is experiencing a new set of serious challenges to their mission in all areas of concern to higher education, both in funding and to the faculty.

The University Senate has an important task in addressing these challenges as a governing body that serves as a platform for faculty input and representation on academic matters, policies and governance issues. It is clearly stated in Article one of the Bylaws and quote, "Subject to the authority of the Board of Trustees and in consultation with the President, it this University Senate has the power and responsibility to propose or to adopt policies, regulations, and procedures intended to achieve in both ways the educational objectives of Purdue University and the general welfare of those involved in this education process." As a nominee to the vice chair position, I commit to bring if elected the same passion and dedication that I have placed in my work as a faculty member and look forward to working with the leadership of the Senate, my Senate colleagues, the students and administration on

matters of import to the Purdue community. Thank you. Chair South, I yield back the rest of my time.”

Chair South thanked Senator Ramirez and recognized Senator David Liu.

Senator David Liu: “Thank you Chair South and President Chiang and Provost Wolfe and all Senators and the Purdue community. So I am from regional campus, so I joined the Purdue Fort Wayne as computer science professor since 2004. And so also since 2000 I worked with the Purdue main campus in research, entrepreneurship and engagement. So currently as the second appointment, I also leading the quantum computing efforts at the Rosen Center for Advanced Computing. And in the meantime I serve at Senate Steering Committee in the campus faculty council, and we discuss everything from main campus to the Purdue Northwest, Purdue Fort Wayne. We face many challenges and for research I focus on quantum computing, machine learning, optimization and security.

I also focus on AI governance and have written a public paper on quantum governance. Looking at governance here, my principle for this as a Senate Chair will be shared governance and academic excellence and academic freedoms. So that is in line with the Purdue Senate mission as described by Julio. I will not repeat the Senate mission. Anyway, I will work with everyone else here to develop a shared vision in the coming years. That is my short presentation. Thank you.”

Chair South: “It is now time to put the question of who the next Vice Chairperson of the Senate will be. The Secretary of Faculties has prepared a poll. Please select one candidate.”

Following the voting, Senator Julio Ramirez was declared the next Vice Chairperson of the University Senate. Chair South thanked both candidates.

12. Senator Seema Mattoo presented for Action and made a motion to approve, Senate Document 24-12, Nominees for ex-officio Members of the Faculty Affairs Committee. As this comes from a Senate Standing Committee, no second was required.

Senator Mattoo explained the Rationale for the document. “This request to add these ex-official members comes from the members of the Faculty Affairs Committee.”

No discussion of the document occurred, and it was approved by general consent.

Following approval of the document, Chair South recognized Treasurer and Chief Financial Officer, Chris Ruhl, for a Finance Presentation.

13. Treasurer and CFO Chris Ruhl, Finance Presentation [Appendix E].

CFO Chris Ruhl: “Good afternoon everybody. Thank you, Susan. I think my lesson for today is next time I give one of these, I will have Dimitri's avatar. Maybe take my script and we can go quick, and we can pick the language. If you do not like the financial results in English, we can switch it up to Spanish, German, or French. I

thought just to set the stage; I listed some of what our peers here are facing (Slide #1). This is before recent events and uncertainty at the federal level. That is a whole separate set of unwelcome headlines, and we will talk a little bit about that later.

You may have seen the recent Chronicle front page story, something to the nature of two-thirds of colleges showing one sign of financial stress, whether that is operating losses, declining enrollment, declining appropriations, declining endowment. That was a considerable number, a top five issue for chief business officers across the country. The takeaway from this is you want to avoid being on this page for a whole variety of reasons but practically speaking from my chair on the finance side, when you are on a page like this, it really hinders your ability to attract revenue. Whether that is students, whether that is philanthropy, dampens your ability to recruit and retain top talent, which drive growth financially.

It is quite easy to end up in a cycle where you are short-term sub-optimally planning to get through the crisis versus making decisions in the best long-term strategic interest of the university. Next slide. So just to contrast that with where we sit at Purdue, good news, budgets are structurally balanced (Slide #2). We have strong liquidity; we have not piled on debt. All that gives us the ability to stay on the offensive. You will see that list of things here, the ability to invest in people, invest in facilities, invest in strategic initiatives, as we have noted (Slide #3).

When we think of resource management at an extremely elevated level. You have heard Mung say very many times the North Star of excellence at scale with affordability. A long-standing Purdue strategic imperative is value. Quality and outcomes in the numerator, affordability, and cost in the denominator. So as we think about how we ensure that, how we maintain the sort of high ground on trust and value, it is about keeping close tabs to ensure the resources we do have are dedicated chiefly to our primary missions - instruction, discovery engagement, not administrative bloat.

I highlighted a couple of critiques you see from the national press, from national thought leaders on some of the problems in higher education and how Purdue favorably compares (Slide #4). We are winning and we got to keep winning. You can see some of the things in the micro there as they relate to key workforce efficiency metrics and how we measure that, but more importantly, on the macro side, we are consistently in the top five, top 10 across the country on issues of trust, on issues of value, and that will be a theme I come back to in a few slides. But from my perspective, this in whole is a critical strategic advantage that we have, and we need to continue to monetize, and this type of thinking I hope will be important as we talk about some of the recent national events here in the coming slide.

With that context, the plan this afternoon was to cover the main campus university operating budget, planning efforts we are undertaking both current and future state. What keeps me up at night? With every risk, there is an opportunity, so we will talk a little bit about that. There is always questions about the Purdue West Lafayette tuition freeze. Year 13 is no different, so I will walk you through a slide on that around

the framework, the considerations, how we think about that decision on an annual basis.

There was a series of questions I know we have received throughout the academic year on specific topics. I know Brian had one for example on considerations for merit. There have been questions about capital project prioritizing. I think in the interest of time, I am not going to cover those specifically today, but they are in the materials that you will have access to on the Senate portal following my remarks, and I am happy to take questions on those topics.

As we go through all of these, I will hit on the questions. I know the Steering Committee had (Slide #5). Thank you, Libby, for sending those in advance, in the areas of tuition and fees, state appropriations research funding and the like. I always like to start with a group to try to visualize, when I talk about the university operating budget, what do we mean?

What is included in the University operating budget are those green circles (Slide #6). I will not read those to you. Importantly, what we do not include are in the red circles below, so dollars that primarily get passed through directly to students. So think financial aid grants from federal and state government, dollars that flow directly into our endowment and market value gains and losses on those endowments. We take the distribution from those endowments into our operating budget, but That is it with respect to endowment. And then major capital projects is the other bucket That is not included in the annual recurring operating budget.

A couple of other highlights on this, my team tracks a whole host of metrics, the philosophy being that we are judged on results not intentions. Number one metric is no margin, no mission, and you will see that in the tan box there. We target a positive operating margin every year of three to 5%. By that, we mean recurring expenses are below recurring revenues. That margin then gets reinvested back into those red circles, primarily capital projects, strategic priorities, other one-time opportunities to continue to grow the university.

So this is a chart of our operating budget revenue for fiscal year 25, ~\$2.8 billion (Slide #7). Key takeaways here, if you look at those slices, we are very well diversified across multiple different revenue streams. We have seen solid growth over the last decade in all those slices. We benefit from both public support and private support. It will not surprise you that tuition and fee is our largest source at a little under 40%. That is seen solid growth over the last decade driven by strong student demand. Mung mentioned earlier, another record as we think about applications for next fall.

A couple of questions that I know have come up on this topic. So of those slices, what has grown over time and what has declined over time? And if you think about what has grown over time, on a percentage basis, the answer is tuition and fees, and the next slice, which is grants and contracts, which is a proxy for our research activities, both with the federal government industry, philanthropy, and state government. Again, on a percentage basis, what has declined over time are appropriations and the endowment slice. Those have grown both in terms of dollars and raw numbers, but

other sources have grown more rapidly. There was a specific question as it relates to state appropriations. You will see that in the white slice of the pie there. That 13% represents both state and a small portion of federal appropriations we get mostly in the Ag space.

With respect to state dollars, there are four separate categories for which we are grateful for the support we receive from the state. There is general operating support, there is a specific line for debt service funds for specific major capital projects, there is a line for repair and rehabilitation funding to maintain our existing facilities and infrastructure, and then there is a fourth item that are called line items in state government parlance, but they are essentially specific appropriations for specific programs. There is about a half a dozen of those, the most notable of which is the line item that funds the extension function in our College of Agriculture. In total, those state dollars are ~\$300 million or about 11% or so of revenue. The additional 2% are county appropriations that help fund extension and federal appropriations

So this looks at operating expenses by category, again, the same sort of view broken down by a percentage of \$2.7 billion in total (Slide #8). It will not surprise you to know that we are in the people business. Roughly two-thirds of our annual expenses are personnel, so compensation benefits, benefits includes medical, retirement, and fee remission. This is holistic so it includes all faculty, all staff, graduate student stipends where we employ undergraduate student workers there in those compensation slides as well.

When you look outside of personnel related expenses, the largest items are utilities and maintenance of our capital, plant and buildings, information technology, travel, and just general supplies and services. I mentioned earlier that the operating margin target we strive to achieve, and you will note, and you compare these two slides, expenses at a little over 2.7 billion and revenue a little under \$2.8 billion. We budgeted around a \$70 million operating surplus for fiscal year 2025, again, with the intent of reinvesting those savings into one-time strategic initiatives and capital projects.

So in my world, a major principle of sound fiscal management being the guardian of long-term financial health is being proactive and planning ahead (Slide #9). A big credit to Mung. When he took over in 2023, these are the first conversations he and I had, focusing on what we call structural enhancements, which is code for how do we grow recurring revenue and how do we keep a keen eye on recurring costs? You can see there some of the strategies we have had in place since 2023. Mung hit on a couple of the newer ones we are working on now in 2025 and industry partnerships in our fundraising campaign. We set a goal in 2023 of a hundred million dollars of structural enhancements over four years. We are two years into that part of the plan. We are at ~\$55 million to date, so modestly ahead of target, and this again will be a key area of focus moving forward.

So I mentioned earlier there is always lots of questions, lots of interest in our tuition and fee strategy, and by this, I mean West Lafayette Main Campus, we are in year 13 of our tuition freeze (Slide #10). Just let me frame up the start strategically and

philosophically. Affordability and accessibility have long been pillars in Purdue's culture and ethos as a land grant institution. From a purely financial standpoint, when you start to add this up, the principle of putting students first in my opinion has been important to drive overall revenue growth, and it is not just about student growth. That has driven that revenue higher. It is our ability then to grow faculty and graduate students and increase research funding. It is been that this pillar has strongly resonated with stakeholders, public and private, who have entrusted us with record philanthropy, new funding from state government. That is for capital projects for the Indianapolis expansion for operating support.

And so I get calls probably once a month from our peer schools, 'Gosh, how do you do it? This is amazing. Look what you have done.' And my answer always is very simply it can create a virtuous cycle. Doing the right thing as a foundation as a core principle has resulted in more revenue over time, not less, which then drives our ability to invest and reinvest, which drives additional revenue. The question comes up, can we do it forever, in a responsible way importantly? And so we deliberately make that judgment. This was true with Mitch and with Mung to review on an annual basis, and we asked the four questions you can see on this page.

Are we able to be competitive with respect to recruiting the best and the brightest? Can we invest in strategic initiatives? Can we structurally balance the budget without gimmicks? Are we sustainable in the long term and not punting the problem to the future? And fortunately, for 13 years, we have been able to answer these questions in the affirmative, and you can see the details on those. Will all four be yes forever? Probably not, but if we can answer those questions in the affirmative when we look at it every year, we will continue to strive to put students and families first.

So let me just close with a few comments on risks and opportunities, that proverbial what keeps me up at night list (Slide #11)? And I say risks and opportunities in conjunction on purpose. Where there is risk-wise opportunities, and as Patrick mentioned earlier, Purdue has repeatedly demonstrated during times of uncertainty, we can exit stronger, we can exit in a better market position. I hope that it is not controversial to note that the national climate for higher education is, I tried to pick a benign term, challenging. We all read the headlines, and we can debate when, how and why it happened. But regardless of whatever the underlying drivers were, every survey of public opinion you read has roughly the same conclusion, declining confidence, and trust in us as an industry.

As I noted in that first bullet, at best, it is ambivalent, but it is trending towards hostility. And just to be clear, this is not directed at Purdue, not at all. If you think about where we stand, record enrollment in a landscape of fewer kids going to college, record philanthropic support, record research awards, stronger student outcome, national leader in excellence and affordability and individual freedom, and co-creating jobs and innovation. At the end of the day, our reputation here is our biggest financial asset, and we need to continue to pursue that in a positive way. But I think an honest assessment would say we do not live in a bubble, and it would be reckless to not at least acknowledge there are real headwinds out there and real potential for that to impact our finances going forward. But herein lies the



opportunity, the ability to continue to differentiate this institution from others, the ability to continue to demonstrate our core philosophies and mission, to be the outlier in a sea of uncertainty and headwinds, to be the top five most trusted institution in the country to win.

And another obvious thing we are thinking a lot about, and Mung and Patrick both hit on this so I will not belabor it, but federal funding. If I made a slide of risks and opportunities as I do for our board once a year for the last seven years, federal funding would be on this list every single year. In any appropriations bill, any continuing resolution, any federal administration turnover, you are going to have winners and losers. That said, I do not think it would be an honest assessment to not acknowledge current uncertainty and risk level are heightened, but we also need to be careful, as both folks have said earlier, not to overreact to all of this. As Mung frequently tells us, there is a lot of zigzagging, by the hour, by the day, by the week. We are doing our best to be steadfast in our institutional values, support the campus community, continue to actively monitor, and communicate both what we know and when we do not.

We are in a strong position, financially, operationally, and strategically. In this context specifically, we have a well-diversified research portfolio. No one agency comprises more than 15% of awards annually. We are ahead of the curve on structural enhancement planning, which I mentioned a couple of slides ago. We have healthy reserves. Mung mentioned already the long-term growth strategies we have in place. We have short-term contingency plans in place for individual situations as they arise. Where we have those individualized impact, a big thank you to the Purdue community who like it always does rallies, supports those folks, and collectively chips in and makes it work. So we are in, again, a strong spot here.

The opportunity I think in this risk is something Mung's touched on repeatedly, stability, calm, be on the offense when others are panicking. So day after day, you see list after list of schools that are taking action. We can be the bridge there. We can be an outlier; we can go out and poach talent and continue to try to improve. The last risk I will touch on just briefly. It is more inside baseball, but it is instructive of how the team approaches this. So we have been really blessed in my seven and a half years here, and it predates me, the ability to think big, to act boldly, to invest in the future. It was prominent during the Daniels decade and even more so under President Chang's two years, the original Purdue moves, the Purdue next moves, the current four circles, which you saw on a slide earlier. As an institution, we have committed significant resources to strategic investments, and we should, and our track record is excellent. But again, in the interest of transparency, not every swing at the pitch results in a home run, and that is okay. You want to be moving forward, you want to continue to think about this.

Ultimately, you do not commit to a strategic initiative only for money. It is about student success, it is about research excellence, it is about stakeholder affinity, it is about reputation. That is what drives motivation, and the scorecard. That said, I say to my team all the time, intangibles do not pay the bills, and so we need to measure success of these strategic initiatives. Our role in finance is to be the voice of reason,

not the voice of popularity, and winning needs to manifest itself in direct revenue streams and positive return on investment. Growing those streams on the pie chart I showed you earlier or creating new revenue streams where none exist today, or finding ways to do more, do better within existing resources.

As I said, we have a strong history in this regard, and more importantly than that, amongst the leadership team, a mentality, and a motivation of continuing on your behalf to lead and win big ideas, big goals, culture of data-driven metrics and accountability to the school. So let me just conclude by thanking you all for the opportunity. Our planning and our goals are to remain fiscally responsible, build on the solid foundation we as a leadership team inherited, manage our operations in a manner that engenders trust, transparency, and confidence. That the resources we are provided, we are entrusted by families, by taxpayers, by donors as stewards, we use them in the most effective and efficient way, to advance our missions, both in a sustainable way for the current set of Boilermakers, but importantly, to serve future generations. And we have a 150-year track record of doing that. So Boiler up. Thank you again for the opportunity. I am happy to entertain questions and feedback.”

Chair South: “Thank you so much. That was helpful and very informative. And we will put these slides on the Senate web page. Are there questions for Chris?”

Senator Zelaznik: “Thanks so much for a nice presentation. I am going to take us back 16 years or 15 years to the academic year 2009/2010. I was Chair of the Senate, and the faculty were fighting, I will use that word loosely, with the Board of Trustees who determined that our ‘retirement’, in quotes, benefit was overly generous and way over the top compared to all the other universities. So at the end of the day, the university did not provide 4.6% of one's salary over 10%. Let me say this, it was 14.6% in 2009. It shifted to 10% in 2010, but Al Diaz along with Ken Sandel worked out a system in which all the current faculty members had their salaries raised by 4.6% across the board to cover that loss of the retirement contribution.

In that issue, the Chair of the Board of Trustees, Keith Krach, and Michael Berghoff, who was I think the Assistant or Associate Chair at the time, agreed to provide us with evidence over the years that this change to the benefit structure would yield very, very much larger incoming salaries for all new faculty, and they would provide that evidence. That evidence has never been provided. It has been a long enough period, and I am going to suggest that someone in your office should start working on this so we could see how well this great experiment worked.”

Past Chair Leung: “It would not be a meeting if I did not follow up after Senator Zelaznik with a question. Chris, thank you for the presentation. You are really good about boiling everything down, and there is no ‘but’ coming in my question here. The message I am getting from today, from the university, from President Chiang's remarks, and your remarks, is that this campus community needs to be aware of the conversations happening in Washington, in our state legislature. But in terms of the anxiety that student, staff and faculty are experiencing, the messaging I am getting is that while we are aware of those things, we have maybe a little bit of permission to

decompress. We are healthy, we are healthy going forward, and we are going to have anxiety no matter what, but we can ramp down just a little bit compared to what is happening with other universities. Am I receiving that message correctly today?"

CFO Ruhl: "Brian, I think that is fair. In my role, I am always anxious, and probably what drives a finance person, the craziest is not knowing the uncertainty, because if you know, you can take counteracting measures. But I think it is a fair assessment, and again, this balance of not trying to chase the zigzagging because it literally does change by the hour, by the day, by the week, but also being attentive to when things are happening specifically, whether it is the state or the federal government, communicating that, being supportive to those folks. Because listen, if you had an individual grant terminated, it may be very small to the overall university, and that is what we have seen to date, but to that faculty, to that grad student, and to that staff, it is a big deal. So trying to be compassionate, trying to listen, trying to rally around those groups, trying to fit the solution to the problem at hand.

And as Mung says, let us not speculate too much on what we do not know. All of that said, we have been through this before. When you think about the financial crisis of 15 years ago, you think about COVID, there was a lot of instructive things within there to say, hey, if it does start to go south, we are well-positioned and we have got plans to be able to address it. But at this point, we are reacting primarily to what we know, which to date has been relatively small. That could change and our plans would change, but yeah, it is that balance of being attentive, being prepared, being thoughtful, helping where we can, but not overreacting to hypotheticals because you can spend a lot of time and effort doing that, and not end up in a better place."

Chair South: "Chris, I am going to take the liberty of recognizing myself for a question. I wonder if you can talk just briefly about how money is distributed from those general funds you were talking about to the separate colleges and departments."

CFO Ruhl: "It is a good question. So there is a lot of terminology within higher ed. People put on different budget models. I describe ours as kind of a hybrid RCM where there are revenue streams that ultimately accrue to the, in your example, the academic unit that generates them. So think fundraising, think auxiliary operations, think research, think online professional master's programs. That is about half the budget in rough terms.

The other half is what I describe as an allocation model that is essentially a base plus. And so we consolidate undergraduate tuition and fee revenue, state appropriations, and investment income. That comes from a central pool standpoint, first and foremost, we are funding the merit pools we recommend each year. Typically, there is a handful of strategic initiatives. In our current world, that is the school of business, that is Indianapolis, that is One Health that is Purdue Computes. We fund items out of that.

And then we go through a process every year that Patrick and I lead whereby we ask each unit, 'Put together your budget request list.' In most years the lists are longer requests than there are resources, and we must, like any good organization, prioritize

what we think collectively is in the best interest of the institution. To the extent we say yes to those requests, an incremental allocation comes to that unit from that central pot of funding.”

Chair South: “So I am going to recognize myself to follow up because I do not see any other hands. So is it a one-to-one allocation based on how large the major would be? If you have a larger major, are you going to get more allocated to you?”

CFO Ruhl: “It is a good question. Not necessarily. And I also, when you think about the overall allocation, what is in the base budget, you must remember it is 150 years in the making. It is like where it started, compared with where we are today. So the way we think about it is where are those incremental allocations going in the future? And we have been very focused on this in my time here, and this dates to when Mitch took the Presidency, of very much focusing on what those strategic initiatives have been.

And there was a period where one of those big initiatives was growth from an enrollment standpoint. So in those years, dollars did tend to follow areas that had seen growth, and that was Engineering, that was Science, that was PPI, to a lesser degree service courses in Liberal Arts, HHS. Everybody benefited to some degree, but in areas that typically had seen more significant growth, the allocations tended to follow those, but not necessarily dollar for dollar, not necessarily with any one model.

It was, again, in each of those years, you'd go through a process, folks would make a request whether that was for new tenure track lines, clinical faculty, graduate students, staff, et cetera, and you'd bump that up against what resources did you have available on an incremental basis, and you try to match those as best you could.

Again, I think we have been fortunate as an institution of that hybrid model where you can be entrepreneurial, you can generate sources of revenue directly through a unit, but you also have the ability from that central pool when it is a strategic initiative for the university, you're going to see allocation dollars follow those priorities set by the board, set by the leadership team, if that makes sense.”

Chair South: “That is helpful. Thank you.”

Senator Anish Vanaik: “I guess two questions and forgive the ignorance that is involved. Where does Purdue Research Foundation fall into this picture, or is it a separate picture? And the university residences, where do they fall into this picture and the incoming, because you mentioned residential college experience being one of your nightmares and so on. Of course the residences themselves are one part of that. So I was curious about where they come into this picture.”

CFO Ruhl: “So the Purdue Research Foundation is not included. They have a separate standalone, both operating and capital budget as a separate 501(c)(3). University residences is included. So I mentioned in one of the pie charts what are called auxiliary enterprises, and that is where housing and dining fit into that slice,

both on the revenue side and on the expense side. So they are generating revenue from the room and board plans, they deliver to students, and they have an expense base there both on the operating and infrastructure side, both of which are included in the overall operating revenue budget and the operating expense budget. It is a separate unit within that, but it all gets rolled up ultimately into the whole.

As a standalone group, they operate under roughly the same principle. Again, a small operating margin that enables them to reinvest in keeping the facilities up and adding. We have added thousands of new beds over the last several years and the capital costs of those ultimately get embedded in that, but it is included in the overall university budget.”

Chair South: “Chris, while we have you, I am going to recognize myself for one more question. With Purdue Indianapolis, I am sure you have run the numbers, and you were talking about return on investment of strategic initiatives. What are you looking for in terms of enrollment or other indices of, well now we see Purdue Indianapolis as a steady source of revenue?”

CFO Ruhl: “I think it is a handful of metrics but think about the pie chart of revenues. So student growth, both undergraduate and graduate. Mung mentioned earlier, the innovation district and partnership opportunities with Elanco and other industries. I think that will generate research opportunities, particularly on the industry side. I hope we can tap into philanthropic support over time. That may take some time as we grow that campus, we grow alumni, we grow affinity. Very early on when we pitched the separation with IU, the state stepped in and helped us both, not only with recurring operating appropriations, but with some one-time transition support. So when you think about that initiative, that is a big one because it potentially hits on all these recurring revenue streams. And we are off to a good start on a lot of those fronts, particularly as it relates to enrollment and the research potential down the road.

In a perfect world, you are hitting every one of those buckets. From a pie chart, Indianapolis is a good example, thank you for the question of the opportunity, if we execute it, to hit on multiple of those in a meaningful way. So that is how we would track it over time. And you would compare that. Obviously it is not free to operate down there. We have hired faculty, we have hired staff, we are looking at expanding our footprint. There'll be a new capital project we are going to break ground on in a couple of weeks down there with state support and some other funds. But over time, again, the ability to generate all those revenue slices and do it in a cost-effective way.”

Chair South: “That is helpful. Thank you. All right, well thank you so much. I appreciate that finance presentation.”

CFO Ruhl: “Thank you guys.”

#### 14. New Business

Chair South Recognized Senator Libby Richards to introduce an item of New Business (Senate Document 24-13).

Senator Richards: “Great, thank you so much. We are introducing Bylaws revision for CSSAC and MaPSAC membership to become voting members of the Senate versus Advisory members of the Senate. We do have a MaPSAC member, Eric Adams, who can provide some discussion on this. And just as a reminder, this is a request to change the bylaws. So this will only be presented and discussed today. Action will occur at the April meeting. Eric, please join us.”

MaPSAC Vice Chair Eric Adams: “Thank you Senator Richards and Chair South. We would just put the proposal together to look at increasing the inclusiveness of the University Senate, increasing the shared governance potential, and to help staff and clerical and service staff, and professional staff all feel more like we have a voice on campus. Right now we kind of feel isolated on an island, like we do not get much say in what's happening. So we would like to make this proposal.”

Senator Richards: “Thank you so much. And yes, I agree. We do rely heavily on our staff and professional members. And for us to be a true University Senate, I think that it is important that we do recognize these important members with voting privileges.”

Chair South: “Do we have discussion on this?”

Senator Vanaik: “Could Eric or Libby shed some light on the existing structures of CSSAC and MaPSAC? Our understanding is that these are bodies for clerical staff and managerial staff to have a say in university functioning. So could you talk about whether that is functioning, not functioning, why this additional requirement would be there?”

MaPSAC Vice Chair Adams: “I would be happy to speak about that. I am the current Vice Chair, therefore Chair-elect of MaPSAC. The operating procedure just changed to allow this to happen because technically there are only three-year terms. I should not have been able to extend that, but it has been extended.

We are a body. We have been advised not to use the word representative because we do not really represent staff. We meet, we talk, we bring things to the attention of HR. That has also shifted. Originally MaPSAC fell under the LOD group in HR. That has now shifted back to directly under Amy Boyle and some things are changing, so there is uncertainty.

We get feedback, we get to them, and usually that is about where it stops. Usually we are asked to make proposals. We make those, we submit those. If they do not agree or they do not think what we bring to the table is worth taking anywhere else, then it stops with them, it goes no further. So we, Misty, the current chair and I have met often with Amy Boyle about some current issues, trying to get some things moving and going. We have had a lot of discussions, but we do not really have much of a voice.

And a little clarity on the way our communications even work. All our mailing lists are managed and maintained by HR. They update those, and they alone moderate them. So when we send something to those lists, it goes to moderation queue, and they determine whether or not they get released. So the way it functions currently is we advise HR as to what we feel the temperature is or what feedback we are getting, and that is about where it stops. We have no way to go beyond them. Amy is our last-ditch effort. If she does not think what we are raising is important, it does not go any further.

And staff are also, I have been here Purdue for 25 years, so like Professor Zelaznik, I was here when it was a full 14.6% and staff also got the 4.6% increase year one. So that covered us year one, but nothing since then to help with that.”

Senator Zelaznik: “You need a union, not to be a voting member of the Senate. I support this motion when the time comes, but you guys really need a union and that will give you a voice.”

MaPSAC Vice Chair Adams: “I will tread carefully on this subject. I also sit on the Big 10 Staff Advisory Council, and we are the only Big 10 university left without union representation. That much, I will say. A part of what we are facing in professional and critical advisory roles is a great fear of repercussions of what we say or do. Purdue is historically very, very strong in their union busting activities. And I think it would be tough to get enough people to come forward to make that happen. But I will not say discussions have not taken place.”

Senator Vanaik: “One additional question, that the Senate as it is configured now, the University Senate, has a particularly significant role to play in the academic functions of the university and so on. Could you speak to how members of MaPSAC and CSSAC view themselves as contributing or as engaging in those sorts of questions, especially I think given the current climate around academic freedom and so on?”

MaPSAC Vice Chair Adams: “Sure. I guess I would do the terrible thing of answering your question with a question and put a question back to you. Can you imagine how to fulfill your mission and your goal in the absence of the support of professional and clerical staff?

We are frontline help and support for faculty. I work in research computing. I help make sure that researchers have access to world-class, top-of-the-line research computing facilities that helps our research to go to new heights and helping things like the AI and machine learning things that we are doing on campus. We feel very plugged into that.

I spent some time in business systems with IT, and I got out of that quickly because that felt very much like I was no longer a part of the university mission. It just felt very business oriented. What I enjoy is being on campus, being directly involved with different professors and things going on, working closely with computer science, helping do things directly for a class. We held tours from one of the CS classes

recently and provided some information for them to help them. That was very fulfilling.

So we feel like we are very much plugged into the academic and research mission of Purdue University. We are a vital part of that. We provide a lot of support. And that is what a lot of us are here for. We enjoy being part of that. If I wanted to just be in business, I had been there, done that, I could go back to that world, but being part of the academic mission and fulfilling that is what keeps us going.”

Past Chair Leung: “I am looking at the proposal in front of me. And as I understand the proposal, it's saying two votes. Is that right, Senator Richards?”

Senator Richards: “Yes, sir.”

Past Chair Leung: “So would that become 106 votes in the Senate rather than 104?”

Secretary Camp: “Yes, that is at the top of the proposal.”

Past Chair Leung: “So it seems like to me a reasonable and important gesture, the Senate can invite our super great colleagues with two votes, which is not going to flood, overwhelm the Senate with a new constituency. And so I am in favor of the proposal, right now as it is, depending on how it comes back in the next meeting. I do not have a vote, but I support adding two votes to the Senate voice and support the idea of an actual University Senate.”

CSSAC Chair Chad Cahoon: “I just wanted to second what Eric had to say regarding when Anish asked how do we support the academic mission of the university? We do not exist without the academics, and the academic mission of the university cannot be met without CSSAC and MaPSAC personnel.

In the past year, the Senate has come to MaPSAC and CSSAC and asked for our support on various things, and we have tried to give that support when we have had an understanding or felt that our support was warranted in that, and we have discussed that. So that is why we are asking for a vote.

Also to agree with what Eric says is it is essential in our charter that we are advisors to the university and that is it. We simply can advise them on topics, and we bring that information back to the employees that fall under our purview. So that is why we're asking for this, is that we would then have somewhat of a better voice, hopefully.”

Senator Paul Mort: “Yes, thank you. I think it feels like a win-win to adopt this proposal, especially in context of President Mung's comments on building more industry collaboration and funding through industry. I mean, that is just not going to work if the support staff is not there.”

MaPSAC Vice Chair Adams: “I just wanted to respond to Past Chair Leung's comments. And we fully understand that two votes out of 106 is mostly ceremonial,



but the gesture there means a lot to us to have a voice and be recognized. It would have a big impact upon the way we feel about our role in the university. And so that is why we are making this request.”

As there was no additional discussion, Chair South reminded the Senators to take this matter to their constituents to gather their input.

15. There being no further business, the meeting adjourned at 4:20 p.m.

## Questions

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### **New Elements System .....**

How does the rollout and implementation of the new Elements system (which at the moment is to be done in addition to existing Form 36 and CV updates) align with the Returning One Hour Per Day to Faculty initiative that President Chiang's team launched when he became the university president?

- Elements serves as a long-term time-saving investment that streamlines reporting, minimizes duplication, automates data collection, and provides greater publicity and visibility for faculty expertise. The short-term effort required to set up and maintain records will ultimately result in less faculty time spent on administrative tasks year after year, allowing faculty to focus more on research, teaching, and scholarly activities.

### **Movable Dream Hires.....**

Movable Dream hires are not necessarily filling vacant positions. Certainly not at the rate those positions are becoming vacant. We are down 9 faculty over the last four years. Movable dream hires are not going to fill those positions. What are you going to do about it?

- While other universities are announcing hiring freezes, Purdue continues to hire. We are working to ensure that our efforts toward faculty hiring and retention are strategic and fiscally responsible in order to meet our needs. The Movable Dream Hires program is one part of our faculty hiring strategy, but not the only one. Alongside a focus on strategic hiring to support Purdue's long-term success in Indianapolis and West Lafayette, we are prioritizing efforts to retain and support exceptional faculty already driving academic and research excellence. We will continue working closely with deans and department heads to advance these efforts, ensuring that Purdue remains a destination for world-class faculty.

### **Federal Grant Funding .....**

During this period of uncertainty in federal grant funding, what is Purdue doing to support pre-tenure faculty?

- Led by deans and department heads, we will continue to work with faculty to explore viable pathways for continued scholarly excellence in an evolving environment. We are also actively working to strengthen partnerships with industry, private foundations, and philanthropic organizations to diversify funding sources and create new opportunities for faculty research.

### **Metrics .....**

We can all agree that metrics can be essential for evaluation of universities, colleges, and departments. However, metrics can also result in perverse incentives. Can you share with us your assessment of the most potentially harmful of these perverse incentives and how you are working to ameliorate them?

- A variety of metrics and published data common to all universities factor in, for example, everything from government funding formulas across different US states to Pell grant students. With the Senate's help and advice, decision-making is focused on the best interests of Purdue to improve inputs (e.g., student support and academic policies) that impact meaningful outputs (e.g., student retention rates).

### **Pocket Constitutions .....**

Given the rapidly unfolding events that are headed in the direction of a constitutional crisis, would you be open to posting "nonpublic space" signs in appropriate locations (e.g., dorm entries, faculty offices, labs, etc.) on campus, and making pocket constitutions widely and amply available on campus?

- The university's longstanding use of facilities policies establish content-neutral time, place and manner regulations for the use of campus facilities and spaces to ensure campus safety and the orderly functioning of university operations.

### **Purdue University Mission .....**

How would you articulate Purdue University's current mission? What do you think Purdue should be aiming for in the next 25 years? I know that you have articulated "pillars" but these do not seem like a mission, more objectives.

- Purdue continues our public land-grant university mission of learning, discovery and engagement.

### **College of Education Dean .....**

Considering the 3-year stand still with hiring of a Dean in the College of Education, can the President talk about where he envisions Education at Purdue to be in 5-years? What role does Purdue have in preparing teachers to meet the teacher shortage in Indiana? What would a highly successful College of Education look like to the President and his administration? When will Purdue University announce a national search for the College of Education Dean? Phil Van Fossen is an excellent interim Dean but for the COE to consider its excellent work, having a permanent Dean is necessary.

- Purdue is helping to address Indiana's teacher shortage through teacher education programs at our main campus, Purdue Northwest, and Purdue Fort Wayne. Highly skilled STEM educators will be equipped to meet the demands of tomorrow's classrooms as well as today's. By leveraging our strengths in science, technology, engineering, and mathematics, we expect to expand innovative teacher preparation programs, integrate cutting-edge instructional technologies, and strengthen partnerships with K-12 schools, including Purdue Polytechnic High School.

### **Advising at Purdue University .....**

President Chiang, can you please address what steps are being taken to help strengthen the advising community at Purdue? Advisors at Purdue face significant challenges that impact both advisors and students. The starting salary is not competitive with the cost of living in the area, even though the position requires experience and a Master's Degree. This discrepancy makes it very difficult to attract and retain qualified advisors, leading to larger caseloads, longer response times, and distress on our offices. Consequently, students receive less individualized support, which can delay their academic progress and negatively affect their overall experience at Purdue. The shortage of advisors means that students often feel unsupported, and the quality of the advising experience is undermined.

- We recognize the essential role our advisors play in student success. We have already taken steps to assess advisor workloads and established a caseload (1:225) below the national average. College-level advising caseloads are assessed each fall at census, and new advising lines are allocated accordingly. Additionally, we are investing in technology and process improvements to enhance efficiency and reduce administrative burdens on advisors.

## **The Purdue Way .....**

This might be something President Chiang would want to include in his prepared remarks:

"The Purdue way," is an oft repeated, if unofficial campus slogan. In my time here I've heard it associated with grit, frugality, resilience, and loyalty-- along with the better and worse angel-cousins of those words. But it's been a while since I've heard a fresh characterization of "the Purdue way." We've passed the quarter century mark of the 2000's and simultaneously enjoy 150 years as Indiana's land grant university. Avoiding marketing phraseology, please, what does "the Purdue way" mean today and going forward into our next five to ten years? How does the slogan meet our contemporary moment?

- Thank you for suggesting remarks for the President to make. We welcome suggestions about the "Purdue Way" from all Boilermakers.

## **Graduate Housing .....**

What initiatives does Purdue plan to implement to make graduate student housing affordable and available?

- The University is opening two new residence halls, one in Fall 2025 and another in Fall 2026, which will add housing for approximately 1,900 undergraduate students – thus also opening more beds in the community for our graduate students. The community has already seen a nearly 4% increase in available beds over the past year, with more major projects underway.

**To:** The University Senate  
**From:** Libby Richards, Chairperson of the Steering Committee  
**Subject:** Résumé of Items under Consideration by the Various Standing Committees

**Steering Committee**

Libby Richards, [erichards@purdue.edu](mailto:erichards@purdue.edu)

1. Soliciting reports and informational sessions in response to faculty and committee requests
2. Collaborating with PSG and PGSG to facilitate resolution review

**Advisory Committee**

Susan South, [senate-chair@purdue.edu](mailto:senate-chair@purdue.edu)

**Nominating Committee**

Damon Lisch, [dlisch@purdue.edu](mailto:dlisch@purdue.edu) and Seema Mattoo, [smattoo@purdue.edu](mailto:smattoo@purdue.edu)

1. Identify candidates for Senate Vice Chair
2. Managing committee vacancies
3. Evaluating and balancing numbers, disposition and experience of Senators for equitable representation and task assignments

**Educational Policy Committee**

Vincent Duffy, [duffy@purdue.edu](mailto:duffy@purdue.edu)

1. Indy Operations exam administration efforts
2. Assessing the need for AI regulations, the nature of AI use, available training
3. PSG PGSG Joint Resolution: Purdue University Voter Accessibility Policy
4. Well-being and stress management; including PSG Mental Health Days Initiative
5. Updating academic withdrawal language in academic regulations
6. Practices of departments requiring certain grades in specific courses, academic notice
7. Student Success, including communications re: brief DRC status update
8. Communication with Faculty Committees reporting to EPC

**Equity, Diversity, and Inclusion Committee**

Brian Dilkes, [bdilkes@purdue.edu](mailto:bdilkes@purdue.edu)

1. Possible committee name change
2. Compliance

### **Faculty Affairs Committee**

Françoise Brosseau-Lapr , [fbrossea@purdue.edu](mailto:fbrossea@purdue.edu) / Anish Vanaik, [avanaik@purdue.edu](mailto:avanaik@purdue.edu)

1. SD 24-07 (sent to Senate for action)
2. Impact and responses to SEA 202
3. Follow up with concerned parents regarding ECEC
4. Lecturers Advisory Committee
5. Assessment of recent changes in P and T process
6. University Innovation and Entrepreneurship framework

### **Student Affairs Committee**

Abigail S. Engelberth, [aengelbe@purdue.edu](mailto:aengelbe@purdue.edu)

1. Class Size
2. Equitable Parking
3. Move-in Package
4. Professional Excused Absences

### **University Resources Policy Committee**

Lori Hoagland, [lhoaglan@purdue.edu](mailto:lhoaglan@purdue.edu)

1. Parking regulations and appeals process
2. Issues around parking at bicycle racks
3. PSG/PGSG resolutions around voting, move-in packages and equitable parking

**To:** The University Senate  
**From:** Senate Faculty Affairs Committee  
**Subject:** Creating a University Senate Listserv to enable unmoderated communication between senate leadership and faculty  
**References:** See Footnotes  
**Disposition:** The University Senate for discussion and adoption  
**Rationale:** “The University Senate is the governing body of the faculty, and it exercises the legislative and policy-making powers assigned to the faculty, subject to review and check only by the faculty by established procedures.” [1]

The membership of the University Senate also includes voting representatives the Purdue Administration as well as from other representative bodies Purdue Student Government (PSG), Purdue Graduate Student Government (PGSG), Senates of Purdue-Northwest and Purdue-Fort Wayne. In addition, the University Senate also has advisors drawn from a number of units across campus, prominently including campus support staff (through CSSAC) and management and professional staff (through MaPSAC).

The University Senate does not have direct access to the use of university-wide mailing lists. For the University Senate leadership to email the Faculty directly, it must send a request to the Vice Provost of Faculty Affairs that justifies how the proposed email content is “official University business of broad interest.” [2] The VPFA must provide advance approval for the Senate leadership to email the faculty directly.

The above policy was put in place to address concerns about misuse of university-wide listservs for unimportant items.[2]

The AAUP Report on Academic Freedom and Electronic Communications [3] states:

“[S]enate officers and other faculty representatives engaged in institutional governance activities should have free and unfettered

access to university-controlled lists of faculty members they represent, and all faculty members should be able to comment electronically on governance issues without restriction or fear of disciplinary action.”

Purdue Student Government (PSG) and Purdue Graduate Student Government (PGSG), MaPSAC leadership, and CSSAC leadership currently enjoy the right to directly email their constituents without mediation by administration. Additionally, the Senate leadership at Purdue-Northwest and Purdue-Fort Wayne have the power to email their faculties without asking permission from the administration.

The University Senate Chairperson is entrusted with carrying on a number of regular and emergency tasks of the Senate. They are also usually designated by the President of the university as the Presiding Officer of the Senate. The University Senate Chairperson serves a one-year term.[4] The Vice Chairperson of the Senate is elected by the Senate, assists the Chairperson in the business of the Senate and acts as the presiding officer of the senate in the absence of the President and Chairperson of the Senate. The Vice Chairperson serves a one-year term and goes on to succeed the Chairperson of the Senate.[5] The Secretary of the Faculties is a designee of the University President to serve as Secretary of the Senate.[6] They typically serve the Senate across multiple academic years, thereby providing organizational continuity and consistency. These are Senate officers entrusted with ensuring the business of the Senate is carried on expeditiously, and that the will of the Senate is clearly expressed to various constituencies.

In pursuit of this charge, these Senate officers might have need to communicate with the faculty body at large from time to time.

**Proposal:**

The Vice Provost for Faculty Affairs issue an authorization request to IT at Purdue to create a University Senate listserv. The listserv will operate in a manner consistent with the relevant university IT policies [7]. It will have the following stipulations and take supportive measures to disseminate knowledge about the existence of the University Senate listserv.

1. The Senate Chairperson, Vice Chairperson and Secretary of Faculties have the right to send emails on the University Senate



listserv without needing advance approval by any member of the University administration. Deliberation among these three parties will be the sole basis for deciding what is appropriate content for posting on this listserv.

2. The listserv be created such as to allow any member of faculty, staff and students of Purdue University to:

a. Opt-in to receive emails sent on this listserv.

b. Once admitted, opt-out of this listserv if they wish.

3. That, once created, the university administration facilitate dissemination of knowledge about the University Senate listserv and instructions on how to access it through all available channels including (but not limited to):

a. One university-wide email annually

b. A monthly reminder in Purdue Today during the first academic year of the creation of the listserv.

c. Inclusion in the orientation materials sent to all new faculty hired at Purdue University.

d. Inclusion in orientation workshops to new faculty at Purdue University.

## References

1. Bylaws of the University Senate, Article 1: Purpose and Powers <https://www.purdue.edu/senate/about/bylaws.php>
2. Discussion during Question Time of University Senate meeting of 27 January 2020. Minutes available at <https://www.purdue.edu/senate/documents/meetings/Jan-27-2020-Minutes-Complete.pdf>
3. AAUP report on Academic Freedom and Electronic Communication, 2013, p. 48. <https://www.aaup.org/report/academic-freedom-and-electronic-communications-2014>
4. Bylaws of the University Senate, Article 3.20: Chairperson and Vice Chairperson of the University Senate. <https://www.purdue.edu/senate/about/bylaws.php>
5. Bylaws of the University Senate, Article 3.30: Secretary of Faculties. <https://www.purdue.edu/senate/about/bylaws.php>
6. Bylaws of the University Senate, Article 3.40: Sergeant-at-Arms. <https://www.purdue.edu/senate/about/bylaws.php>
7. Acceptable Use of IT Resources and Information Assets policy <https://www.purdue.edu/policies/information-technology/via4.html> and Electronic Mail (S-7) **S-7 - University Policy Office - Purdue University**

## **Committee Votes:**

### **For:**

Arezoo Ardekani  
Françoise Brosseau-  
Lapré \*  
Stephen Cameron  
Alice Johnson  
Nastasha Johnson  
Bhagyashree Katare  
Robert Nawrocki  
Jennifer Scheuer  
Anish Vanaik\*

\*FAC Co-Chairs

### **Against:**

### **Abstained:**

Ali Bramson  
Lisa Mauer  
Sunil Prabhakar

### **Advisors**

Lisa Mauer  
Sunil Prabhakar

### **Absent:**

Alexander Francis  
Stephanie Masta  
J. Paul Robinson

**To:** The University Senate  
**From:** Senate Nominating Committee  
**Subject:** Nominees for Vice Chairperson of the University Senate  
**Reference:** Bylaws, Section 3.20b, c  
**Disposition:** Election by the University Senate

**Proposal:** The Nominating Committee proposes the following slate to serve as candidates for Vice Chairperson of the University Senate during the academic year 2025-2026:

**Julio Ramirez, Civil Engineering**

**David Liu, Computer Science- PFW**

Please see the following pages for biographical statements.

**Committee Votes:**

**For:**

Dulcy Abraham  
Damon Lisch  
Seema Mattoo  
Byung-Cheol Min  
Abdelfattah Nour  
Mohit Tawarmalani  
Christina Wilson-Frank

**Against:**

**Abstained:**

**Absent:**

Sabine Brunswicker  
Sebastian Murgueitio  
Ramirez

Julio A. Ramirez, Ph.D. Dist. M. ASCE  
Karl H. Kettelhut Professor in Civil Engineering  
NHERI-NCO Center Director  
Lyles School of Civil and Construction Engineering

Dr. Julio A. Ramirez was appointed to the faculty at Purdue University with the rank of Assistant Professor in 1985 and promoted to the rank of Full Professor in 1996. In 2018 he was appointed as Karl H. Kettelhut Professor of Civil Engineering in the Lyles School of Civil and Construction Engineering to this date. During more than 30 years as Purdue University professor, he has served in a variety of school, college, and university-level committees, including the University Senate.

Dr. Ramirez is a full voting member of the technical Joint Committees of the American Concrete Institute (ACI) and the American Society of Civil Engineers (ASCE) 445- Shear and Torsion; and Committee 408- Bond and Development of Reinforcement and has been invited to serve as a full voting member of the ACI 318 Building Code Committee. This is the standard that regulates all structural concrete building design and construction in the United States. Since 2016, he has been the Principal Investigator and Center Director of the Network Coordination Office (NCO) of the NSF funded Natural Hazards Engineering Research Infrastructure (NHERI). Previously he served as the chief officer for the NSF funded large-scale research infrastructure George E. Brown Jr. Network for Earthquake Engineering Simulation (NEES) from October 2009 to September 2015. On July 29, 2014, while serving as the Chief Officer of NEES, Prof. Ramirez testified before Congress as it debated reauthorizing legislation to reinstate federal research funding devoted to mitigating earthquake damage to the nation's infrastructure.

He has served as an Associate Editor for the Committee on Concrete and Masonry Structures (CCMS) Division of the American Society of Civil Engineers (ASCE) Structural Journal and has been a member of several National Cooperative Highway Research Program (NCHRP) research panels. Prof. Ramirez has served in NSF proposal review panels for several directorates. In 2017 Dr. Ramirez was inducted to the Purdue Innovator Hall of Fame.

In 2021 he was elected Distinguished Member of the American Society of Civil Engineers. Prof. Ramirez is a Fellow of the American Concrete Institute and the recipient of the 2000 Delmar Bloem Award and the 2006 Joe W. Kelly Award of the American Concrete Institute. Currently, Dr. Ramirez serves a two-year term on the Advisory Committee on Structural Safety of Department of Veteran Affairs Facilities providing advice to the Secretary of Veterans Affairs on matters of structural safety and remodeling of VA facilities.

David Q. Liu, Ph.D.  
Associate Professor in Computer Science  
Purdue University Fort Wayne  
Director, Purdue Quantum AI Security Lab

Dr. David Q. Liu joined Purdue University Fort Wayne as an Assistant Professor in 2004 and was promoted to Associate Professor in 2011. Over his 20-year tenure, he has actively contributed to various school, college, and university-level committees, including the Purdue Fort Wayne Faculty Senate and the Purdue University Senate. Currently, he serves on the University Senate Steering Committee and the Intercampus Faculty Council. Dr. Liu has a comprehensive understanding of the challenges faced by Purdue University's main campus (including Indianapolis), Purdue Northwest, Purdue Fort Wayne, statewide Purdue Polytechnical Institute, Purdue Extension, and Purdue Global.

As an educator, researcher, entrepreneur, and start-up advisor, Dr. Liu has collaborated extensively with faculty and researchers across the Purdue system. He was a Scholarship of Engagement Fellow in 2020-2021 and a Faculty Entrepreneurial Learning Academy member in 2021-2022. He also holds a second appointment as a Senior Research Scientist and Quantum Information Science Lead at the Rosen Center for Advanced Computing. In this role, he secured and is leading an NSF CyberTraining project for 2025 and 2026 in collaboration with Arizona State University. Dr. Liu is affiliated with the Purdue Quantum Science and Engineering Institute (PQSEI), the Purdue Center for Education and Research in Information Assurance and Security (CERIAS), and the Chicago Quantum Exchange. He represents Purdue University on the Quantum Computing Steering Committee at Quantum Collaborative, a nationwide consortium led by Arizona State University.

Dr. Liu has served as a panelist for the US National Science Foundation and the Canada Foundation for Innovation. His expertise spans Cyber-Physical Systems, Intelligent IoT, Cybersecurity, Blockchain, Edge AI, Quantum Computing, and Generative AI. Additionally, he is an NSF I-Corps instructor for both the NSF I-Corps Great Lakes Hub and the Mid-South Hub, supporting start-up and economic development regionally and nationally. He is a senior member of IEEE and ACM.

Dr. Liu is committed to serving and representing Purdue University effectively as the Senate Vice Chair.

**To:** The University Senate  
**From:** University Senate Nominating Committee  
**Subject:** Nominees for *ex officio* members of the Faculty Affairs Committee  
**Reference:** Bylaws of the University Senate  
**Disposition:** Election by the University Senate  
**Proposal:** The Faculty Affairs Committee requested the addition of two *ex officio* members. Based on the recommendation of the Faculty Affairs Committee, the Nominating Committee proposes the following slate of nominees. The *ex officio* members elected will serve for the number of years specified.

<b>Name</b>	<b>Years</b>	<b>Department/School</b>
Alysa Rollock	3	Vice President for Ethics & Compliance
Candace Shaffer	3	Associate Vice President, Human Resources

**Committee Votes:**

<b><u>For:</u></b>	<b><u>Against:</u></b>	<b><u>Abstained:</u></b>	<b><u>Absent:</u></b>
Dulcy Abraham Damon Lisch (Co-Chair) Seema Mattoo (Co-Chair) Byung-Cheol Min Sebastián Murgueitio Ramírez Abdelfattah Nour Mohit Tawarmalani Christina Wilson-Frank	N/A	Sabine Brunswicker	N/A

**To:** The University Senate  
**From:** Senator Libby Richards  
**Subject:** Bylaws Revision re: CSSAC and MaPSAC Senate Members  
**Reference:** Bylaw 2.00  
**Disposition:** University Senate for Discussion and Adoption

**Rationale:** It is proposed that the Senate Bylaws be revised to grant CSSAC and MaPSAC members full voice and vote on the University Senate, i.e. they will become full Senators as are the other members listed below. Currently, these members serve as Advisors to the Senate with voice only on the Senate floor.

**Proposal:** Bylaw 2.00 is revised as follows:

Current	Proposed
<p>2.00 Composition</p> <p>a) The Senate is composed of 104 members.</p> <p>b) The representation of the Senate is apportioned as follows:</p> <ol style="list-style-type: none"><li>1. The President of the University.</li><li>2. The Chief Academic Officer and the Chief Fiscal Officer of the University.</li><li>3. The Chairperson and Vice Chairperson of the Senate.</li><li>4. Two members elected by and representing the faculties of the regional campuses: one each from Purdue Northwest and Purdue Fort Wayne.</li><li>5. Two members elected by and representing the faculty who hold University Tenure.</li><li>6. One undergraduate student member selected annually by the Purdue Student Government</li></ol>	<p>2.00 Composition</p> <p>a) The Senate is composed of 106 members.</p> <p>b) The representation of the Senate is apportioned as follows:</p> <ol style="list-style-type: none"><li>1. The President of the University.</li><li>2. The Chief Academic Officer and the Chief Fiscal Officer of the University.</li><li>3. The Chairperson and Vice Chairperson of the Senate.</li><li>4. Two members elected by and representing the faculties of the regional campuses: one each from Purdue Northwest and Purdue Fort Wayne.</li><li>5. Two members elected by and representing the faculty who hold University Tenure.</li><li>6. One member representing the Campus Support Staff Advisory Committee (CSSAC).</li></ol>

<p>(PSG) and one graduate student member selected annually by the Purdue Graduate Student Government (PGSG), with terms of office to begin on June 1.</p> <p>7. The remaining ninety-three members are apportioned among the faculty units according to the number of faculty members attached to the respective faculty unit. This includes those the President assigns to participate in faculty government procedures, with the provision that no faculty unit has fewer than two members. Where a Dean is administratively responsible for more than one school, the faculties of these schools are considered a single faculty unit.</p>	<p>7. One member representing the Management and Professional Staff Advisory Committee (MaPSAC).</p> <p>8. One undergraduate student member selected annually by the Purdue Student Government (PSG) and one graduate student member selected annually by the Purdue Graduate Student Government (PGSG), with terms of office to begin on June 1.</p> <p>9. The remaining ninety-three members are apportioned among the faculty units according to the number of faculty members attached to the respective faculty unit. This includes those the President assigns to participate in faculty government procedures, with the provision that no faculty unit has fewer than two members. Where a Dean is administratively responsible for more than one school, the faculties of these schools are considered a single faculty unit.</p>
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## **Committee Votes:**

### **For:**

### **Against:**

### **Abstained:**

### **Absent:**

#### **Senators**

Ulrike Dydak  
Abigail Engleberth  
Birgit Kaufmann  
Loring Nies  
Dennis Savaiano  
Michael Smith  
Denfeng Sun  
Hyunyoung Jeong  
Mark Rochat  
David Sanders

Alan Friedman  
Paul Asunda  
Pete Pascuzzi

#### **Advisors**

Heather Beasley

Beth McCuskey  
Kevin Gibson

#### **Students**

Josiah Davidson  
Adedoyin Famiyiwa

Rebecca Liu  
Parker Woodruff  
Sophie McGowen

# *REMARKS OF THE SENATE CHAIR*

# *Disclaimer*

- The following remarks are my opinion, and do not represent the views of Purdue University or the Purdue University Senate.

# Recent Request of Purdue

PURDUE

## House committee calls on Purdue's president Chiang to release info on Chinese students

**Wil Courtney** Lafayette Journal & Courier

Published 12:52 p.m. ET March 21, 2025 | Updated 2:24 p.m. ET March 21, 2025



### Key Points AI-assisted summary ⓘ

- The U.S. House Select Committee on the Chinese Communist Party is demanding information from six universities, including Purdue, about their Chinese students and their research.
- The committee argues that American universities are vulnerable to espionage and intellectual property theft due to the presence of Chinese students.
- China has condemned the committee's request, calling it discriminatory and urging the U.S. to protect the rights of Chinese students.

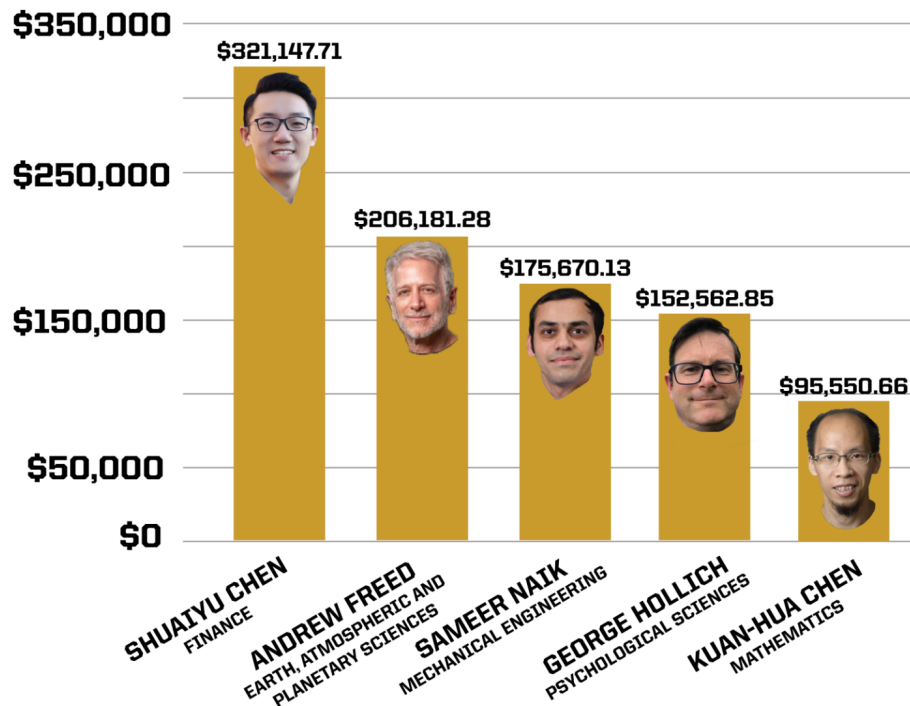
WEST LAFAYETTE, Ind. — The U.S. House Select Committee on the Chinese Communist Party sent Purdue President Mung Chiang and five other university presidents a letter this week, demanding information on students from China and their research on U.S. campuses.

# Appreciation for Teaching Prowess

What your favorite professors made in 2024

By DUNCAN WAYS Staff Reporter Mar 12, 2025 1 min to read

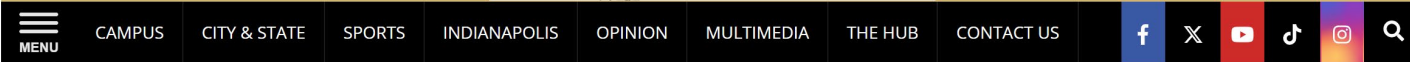
## PURDUE'S FAVORITE PROFESSORS



- *Rewarding effective teaching reinforces the core mission of colleges: providing quality education that drives student success.*

# Gender Equity for Salaries

THE EXPONENT



Top 5 highest paid women combine for \$2.84 million, 4 times less than highest paid men

BY JOSH MCNEIL City Editor Mar 16, 2025 1 min to read



*If we incentivize excellent teaching, then we must find a way to reduce bias in student evaluations.*

# Worker Productivity and Feeling Valued

- “Healthy and happy employees have a better quality of life, a lower risk of disease and injury, **increased work productivity**, and a greater likelihood of contributing to their communities than employees with poorer well-being.... Work environment can also influence employees’ mental health and stress levels.
- “Strategies [to improve worker wellbeing] include the provision of adequate paid leave; support for workers returning to work after injury; good management of disabilities; opportunities for **higher wages; greater autonomy, flexibility, and control over job tasks; improvements to the organization of work and to the way jobs are structured**; improvements to the physical work environment; and access to health care coverage.”

## The Value of Worker Well-Being

On average, employed US adults spend more than half of their waking lives working or engaging in work-related activities.<sup>1</sup> The time spent at the workplace, the tasks performed there, and the work environment all affect overall health.<sup>2,3</sup> We know many colleagues for whom their job is a great source of joy and fulfillment. They are passionate about their work and derive from it a strong sense of purpose and connection to others. However, we have also seen people working long hours under stressful conditions, which makes it difficult for them to spend time with their families and friends, balance work and non-work commitments, and pursue hobbies and other interests. Many are fatigued and some are burned out, which, in the case of medical staff members, can lead



Jerome M. Adams, MD, MPH  
Vice Admiral, US Public Health Service  
US Surgeon General

other health indicators, including physical activity and diet quality.<sup>13,14</sup> Work environment can also influence employees’ mental health and stress levels.<sup>3,15</sup> Work-related factors that affect worker well-being include job demands and pressures, degree of autonomy and flexibility, quality of interactions with supervisors and coworkers, frequency of shift work, and length of the workday.<sup>16-20</sup>

The nature of work is changing, and some changes may have a considerable effect on worker well-being. On the one hand, new practices that are being adopted to promote employee well-being (eg, non-standard employment arrangements) can also foster team member engagement and improved performance<sup>20,21</sup> and the evidence base for

# ***THANK YOU!***

senate-chair@purdue.edu



## **Prepared Remarks for March 24, 2025, Purdue University Senate Public Meeting President Mung Chiang**

Following the practice from last month to ensure accuracy in reporting, today I will read from written remarks that will be distributed to any inquiring media. In the allotted time, as is standard practice, my presentation is provided in two parts: one by myself and the other by a colleague rotating each month across different key units at the university. This month that's Chris Ruhl, Treasurer and Chief Financial Officer. I will keep mine succinct.

### **Topic 1: Undergraduate admissions:**

We continue to see record undergraduate applications with more than 86,000 wanting to attend Purdue University as freshman in 2025. As indicated previously, we are adjusting our admissions rate to whatever point it takes to avoid over-enrollment, while ensuring as many qualified in-state applicants are admitted as possible.

For example, last year our in-state admissions rate was 74% while out-of-state was only 45%. In Fall 2024, Purdue had the largest class of Indiana new beginners on record (4,693), and served the largest number of Indiana residents (20,244) in school history.

### **Topic 2: Federal executive directives and court orders**

Purdue team continues to closely track the situation at both the federal and state levels as actions impact us and hundreds of public and private universities across all states. Recent communications from Purdue executive leaders are linked from our government transition website and I encourage you all to watch that site as it is updated regularly.

There continue to be many questions that we don't know the answers to. And we cannot execute on hypothetical directives that have not been given to us. We have been providing regular update to faculty, staff and doctoral students, without flooding everyone's inbox every hour. Key messages and actions include the following.

First, based on the strength of Purdue's financial foundation and operational efficiency, various offices have been working with the deans of all the colleges to prepare for the following:

- **Staff positions:** In some cases, current staff position vacancies may provide a fit for colleagues impacted by federal funding changes. Therefore, we are intentionally moderating our external hiring for such vacancies so as to provide interview opportunities for some of our existing staff colleagues.

- **Bridge funding and performance evaluation:** We are in the midst of creating a mechanism and process for impacted researchers to be considered for short-term internal bridge funding.
- **Top faculty and PhD student recruitment:** Unlike some peer institutions, we do not have a freeze on faculty hiring or PhD admission. Each college and department has details specific to that unit, but in general there is a clear and present opportunity to bring top-flight talent to our institution.

Second, based on long-standing strength and recent momentum, our university is uniquely positioned to accelerate efforts in the following dimensions:

- **Industry collaboration and funding:** We have been doubling down on collaborations across many industry sectors, and I shall return to this topic and elaborate in a minute.
- **Philanthropic support:** Last month we announced the largest comprehensive fundraising campaign in Purdue history — targeting \$4 billion by 2030, with special focus on research facilities, professorships, PhD fellowships and other support for academic excellence throughout the university.
- **Online degrees and Indianapolis growth:** Purdue's main campus now consists of (i) West Lafayette, (ii) Indianapolis, and (iii) Purdue Online, with significant growth in (ii) and (iii). For example, Purdue Online degree offerings' impact, scale and rankings have all been rapidly rising in recent months.

**Topic 3: Industry funding for research.** Universities can offer a pathway of “innovating to profitability” and a special talent pool educated in a research environment. But unlike tax dollars, a corporation's financial decisions must align with shareholder interests. University research needs to help address pain points, reduce cost, or expand revenue.

In general, new arrangements and processes are required at all parties, because industry and academia are not naturally aligned in many dimensions:

- *Objectives:* shareholder values vs. the creation, dissemination and deployment of knowledge.
- *Interests:* key ones include institutional rights on intellectual property, faculty conflicts of interests, competitions among companies in the same sector, etc.
- *Structures:* some standards taken for granted in academia have in fact been driven by the nature of federal money, e.g., discipline-based instead of problem-based departmental boundaries, duration of Ph.D. study in the U.S., and funding model for core research infrastructure.

- *Speed of transaction*: universities and governments match each other in bureaucratic speed, where an NDA takes six months instead of a day. Business moves faster.
- *Unintended consequences*: universities are not to become companies. We must ensure the educational opportunities for graduate students, continuation of intellectual independence, and preservation of fundamental research or research areas that most companies' timescale typically do not support.

Having sketched the challenges, we are optimistic about the opportunities. University-industry relationship is a hexagon: research, recruiting, online learning, IP licensing, philanthropy, and economic development. Purdue has started experimenting with "360 partnership task forces" with some, with growth toward some of the other 400 companies we partner with.

Purdue has always been one of the most industry-coupled universities in the country, and it's getting even better each day. Our new degree programs have industry leadership advisory boards. Our enterprise publicity campaign is carried out jointly with corporate partners. The structures and personnel in industry partnership units were updated last semester. Training workshops for faculty and staff new to the world of industry partnership start next week.

Just in the past few months, we have numerous announced or in-the-work successes across various sectors. The following examples and pilots reflect elements of an emerging playbook, one that favors scale, speed and agility:

- *Creating consortia*: Lilly and Merck consortium with Purdue's Bill Young Institute for pharma manufacturing (on top of the Lilly-Purdue 360 partnership that includes \$142.5M support for research and workforce development).
- *Remixing public-private partnership (with "private first" and "private more")*: Purdue is the lead university for the National Center for Digital Twin as part of the Semiconductor Research Corporation's \$1B public-private partnership (3:1 ratio of private:public funding).
- *Sharing talent*: Microsoft's lab on Purdue campus helped make the breakthrough in topological quantum computing with Physics Professor Mike Manfra as a part time consultant to Microsoft.
- *Sharing space*: One Health Innovation District in Indianapolis is a joint effort by Elanco and Purdue, with 3 other companies and future startups sharing wet-lab spaces. The primary goal is talent collision and translational impact, but the economy of scale in facility sharing is also helpful.
- *Collocating co-op*: Wabash is coming to Discovery Park District with their new R&D center in autonomy and data platform for transportation, a home to grow funded

research collaboration with Purdue faculty and “learning while working” internship with students.

- *Deploying lab-to-life*: Universities are also customers, procuring products and services from companies: we might as well turn, for example, DP District, into a lab-to-life testbed for new product deployment.

Wrapping up these three topics, we appreciate the efforts of each of you and all of our campus colleagues as we continue Purdue’s trajectory of stability and success.

# *University Finances*

Faculty Senate – March 2025



# ***From the National Headlines***

- **“Rutgers University will be taking steps to eliminate a \$125 million budget deficit”**
- **“Budget Woes Hit Several B1G Universities”**
- **“University of Nebraska Facing a Nearly \$50 million Budget Shortfall”**
- **“University [of Chicago] Presents Plan to Close Budget Deficit by 2028”**
- **“Penn State works to trim deficits that have placed it in 'vulnerable state’”**
- **“West Virginia University Makes Wide Ranging Cuts to Academic Programs and Faculty”**
- **“Protests Erupt over University of Minnesota Budget Cuts”**
- **“Moody’s downgrades University of Washington ... thin operating performance expected to persist for several years”**
- **“Students and Teachers Angry Over University of Arizona’s \$240 million budget shortfall”**

## ***In Contrast ... Purdue University***

- AAA bond rating (one of seven nationally)
- Budgets structurally balanced, no gimmicks
- Institutional debt reduced since 2013
- Growth in net assets
- NOT shirking on quality:
  - Back-to-back years of highest compensation increases in Purdue history for faculty and staff
  - Faculty dream hires
  - Major investments in graduate student stipends
  - \$1 billion+ commitment over the next decade to strategic initiatives
  - \$1.5 billion capital program (major projects). \$75m/year in R&R

# ***Purdue ... An Outlier in Higher Education – Mission and Value***

Critique - “**More administrators than students**”

- Purdue: Undergrad students per Staff = 5:1. All students = 6:1
- **25% more efficient than national average**; 30% improvement in the last decade

Critique - “**Ratio of non-faculty to faculty is alarming**”

- Some peer institutions upwards of 7-9x
- Purdue = 2.8:1 or **10% better than national average**
- Academic to Non-Academic ratio has improved by 10% since 2013

“**Americans Are Losing Faith in the Value of College**”; top 5 issue for Chief Business Officers

- Purdue = 4<sup>th</sup> most TRUSTED Public University in the U.S.
- Purdue = #7 Best VALUE University in the U.S.



# *Topics*

- Higher Education Fiscal Landscape
  - University Budget Highlights – FY25
  - Future State Planning Efforts
  - Risks and Opportunities
  - PWL Tuition Freeze
- 
- In appendix – responses to questions on merit pool, capital projects and PG

# University Operating Budget Components

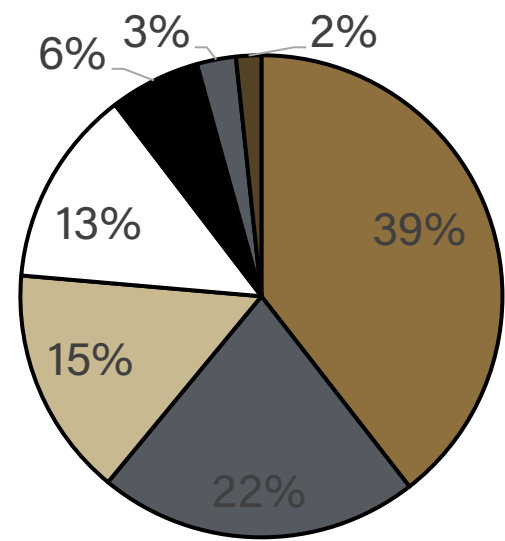
## Included:



## Not Included:

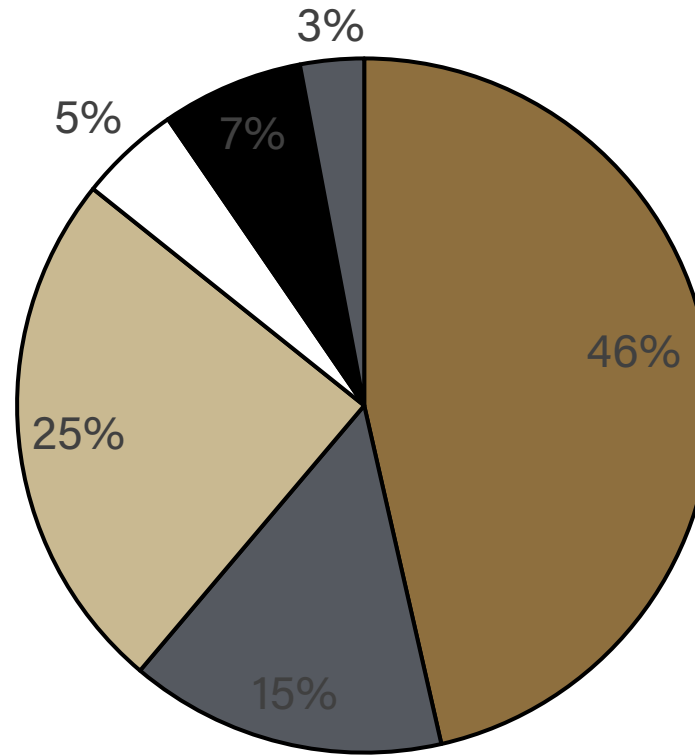


# FY25 Operating Budget – Revenue \$2.8B



- Tuition & Fees
- Grants & Contracts
- Sales & Services
- Appropriations
- Investment Income & Endowment
- Gifts
- Other

# *FY25 Operating Budget – Expenses \$2.7B*



■ Compensation ■ Benefits ■ Supplies & Services ■ Capital & Equipment ■ Scholarships ■ Financing (Debt)

# ***Future Planning – Structural Enhancements***

- Imperative from President Chiang - January 2023
- Undergraduate enrollment hitting equilibrium on PWL campus after decade of growth
- Strategies to grow revenue and manage costs
- Importance magnified given recent federal funding uncertainty
- 2023 - Indianapolis, Research, Online, Fundraising, Investment Income, Appropriations
- 2025 – Industry partnerships, \$4B campaign

# *Tuition Freeze - Considerations*

- Are we competitive on faculty, staff and graduate student compensation?

Average merit increase during freeze substantially higher than pre-freeze

Overall compensation increases exceed merit pool given promotions, recognition/rewards

\$20m+ invested in graduate student stipends since FY23

- Can we invest in key university strategic initiatives?

Purdue Moves (2021) \$250m

\$1.5B in capital projects

\$1B over the next decade for 4 circles: Indianapolis, DSB, Purdue Computes and One Health

- Can we structurally balance our operating budget without gimmicks?

For at least 13 years running

- Are we sustainable for the future by preserving reserves and limiting debt?

Financial statement net position has nearly doubled. Long-term debt is below one decade ago.  
Endowment inflows generally match outflows on an annual basis

# *Musings ... what keeps me up at night?*

- Value of residential education, demographic cliff, competition, student outcomes vs. cost ... manifested in public ambivalence and political hostility toward higher education (federal and state)
- Federal funding volatility (see last two months)
- ROI on strategic investments generating new direct revenue streams
- Cyber-risk and data privacy in rapid move to AI
- Athletics/NIL

# ***APPENDIX***



# *Merit Pool Considerations*

- Competitiveness with peers (primarily B1G; CUPA)
- Competitiveness with local labor market and other stakeholders (e.g. state government)
- Total compensation - benefits, promotions, off-cycle increases, 1x 'bonuses,' paid leave
- Pay for performance metrics/distribution
- Aging of pay bands; comp-ratio; distribution of employees within job family structure
- Turnover/retention data
- Affordability
  - Institution (expected revenue growth, hiring plans, strategic investments, benefits, non-compensation costs)
  - Employee (cost of living - overall; rate of change)
- Compensation mix - general vs. dedicated funds, grants, endowment performance
- History of prior increases

# *Capital Projects Philosophy*

- Core Learning and Discovery Missions ... Return on Investment
- Accommodate Growth
- Prioritize R&R and Renovation/Remodel - capital renewal ratio  $>1$
- Leverage Other People's Money
- Don't Mortgage the Future

# ***Purdue Global - Finances***

- Included in Purdue's consolidated financial statements
- Note 10 shows separate balance sheet and P&L for PG
- Student census up by 33% since 2018
- Positive annual financial net position in 4 of previous 5 years
- Net position has increased \$13m over the last five years