

IU Northwest Council Meeting Notes

Meeting Held Thursday, August 12, 2010

Chancellor Lowe began the meeting by asking if there were any comments or corrections to the July meeting notes. There were no corrections and the meeting began.

I. Update on Fall 2010 Expectations

a. Update on Enrollment: Admissions and Registration

Vice Chancellor Hodges reported that enrollment and admissions are continuing to increase. A challenge faced by the Admissions staff is getting students advised and placement testing done in a timely manner. There is one more orientation session scheduled on Thursday, August 19 and, to date, 170 students have reserved places. Meeting Financial Aid needs is also a challenge because students are starting the process late and funds probably will not be available to students in time for the start of the semester. Vice Chancellor Malik remarked that students from the Crown Point High School dual credit program are not reflected in current enrollment numbers. John Novak predicts enrollment will be 6094 with credit hours at 63,800 based on calculated rate of growth. Chancellor Lowe stated statistics indicate students that show up late to enroll do not progress well and are not retained. He advises the campus to consider a reasonable cut-off date. Vice Chancellor Hodges reported that counselors in Admissions are informing potential students of repercussions because of their late start and advising them to consider other options such as waiting until January 2011 to start taking classes.

b. Update on “Plan B”

Vice Chancellor Malik applauded efforts by the Deans to monitor course offerings and classroom sizes and moving classes, if necessary, and remarked that they are making progress on how to effectively manage the influx of students. The “Plan B” Committee is considering adding Wednesday and Friday classes and establishing class offerings at the Village Shopping Center that are not Fine Art classes for Spring 2011. The Committee wants to ensure that the first two weeks of the semester go as smoothly as possible and, to better serve students, the RedHawk Café is adding staff to accommodate students more expeditiously and the Little RedHawk Café will be open longer hours. During the first two days of classes, campus greeters will again assist students and present them with small goodie bags. Online placement testing is being considered.

c. Update on Facilities

Vice Chancellor Pellicciotti provided an update on the following Facilities topics:

- New furniture was delivered and installed in Hawthorn Hall during the week of July 20. Phase two, scheduled for completion within the next academic year, includes replacing furniture in Raintree.
- Leases for the Village Shopping Center have been fully executed. Keys to the property will be provided during the week of August 15.

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- Parking projects across Broadway are complete or near completion including the Artistic Cleaners project at 35th and Broadway. All lots on campus have been examined to identify new parking locations, and approximately 75 new parking spots will be available as a result of parking projects.
- Kathryn Lantz attended the meeting and presented information about the new “Park and Ride with RedHawk Shuttle” campus initiative. To alleviate parking constraints, Kathryn explained that the campus signed an agreement with McDonald Transit Associates from Fort Worth, Texas to administer shuttle services on the IU Northwest campus. They operate Bloomington’s bus system and also operate the shuttle system at Valparaiso University and will have two buses in operation daily at IU Northwest with a third shuttle on site in case one of the shuttles is inoperable during the day. Capacity on the shuttle is approximately 20 seated and more standing. Buses will have IU Northwest/RedHawk graphics on the side and will be stored at the old Dental Building when not in use.

There will be two shuttle stops on campus – outside the Library Conference Center and outside the Moraine Student Center. Two buses will provide continuous operation beginning at 8:00 a.m. until 6:00 p.m., departing every 10-14 minutes. There are currently 200 parking spaces available at the Village with the possibility of another 100 spaces available by 2011. The shuttle will run through finals week but will not run on holidays or when classes are not in session. Kathryn distributed a draft schedule and map and outlined plans to saturate the campus and Village bus area with schedules. Dr. Delunas suggested sending a text message at key times when campus parking areas are full reminding students that there is available parking at the Village. Data from a study conducted last year was shared which indicates that 8:30 a.m. until 1:00 p.m. campus parking is over 100% utilization rate. After 2:00 p.m. parking is available. Another parking utilization study will be conducted again this Fall.

A certified security guard will be stationed inside the building at the Village and will monitor the Village lot, and an IU Northwest officer will patrol the area one time per hour. Parking permits are not needed to park in the Village lot, but a University ID is needed to board the shuttle. Kathryn will inquire about the availability of an escort service at the site. Signage for the Village facility has been ordered, and directional signs will be placed on light poles from IU Northwest to the Village and off of 80/94 going South. Kathryn is negotiating a trial run on the shuttle the week before classes begin and asked that Council members ride during the trial trip to have a sense of confidence in recommending the shuttle. She distributed a draft visitor pass which will be available from University Police to enable visitors to ride the shuttle, and she is working with Police Chief Chatfield and Linda Sharma in Special Events to establish a visitor system.

Information about the “Park and Ride with RedHawk Shuttle” initiative can be found at: <http://www.iun.edu/~rshuttle/>

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II. Update on Budget Situation

Marianne Milich announced that year-end closing is complete and that IU Northwest had no outstanding issues identified in the year-end closing meeting. The campus met the 3% required operating budget reserve and closed with a positive balance. She congratulated everyone for their assistance. Campus projects made possible as a result of the positive fiscal circumstance include Keyless Entry, Video Surveillance and Hawthorn Hall Furniture projects. In addition, funds were set aside for Repair and Rehabilitation (R&R) projects in case of an emergency, and the Raintree Hall Furniture Replacement Project was identified during 2010 budget hearings for funding in Fiscal Year 2011.

Regarding the status of cash and carryover balances for academic units, Marianne and Chancellor Lowe met with Steve Keucher, Associate Vice President & University Budget Office Director, to discuss appropriating funds to units that had savings. He strongly advises discussing plans with the units on how they intend to use the funds going forward. Marianne will attend a Deans' Council meeting to discuss how to identify/stipulate use of carryover funds for one-time cash projects. She reiterated that carryover funds are one time reserves. When asked for clarification on Nursing fees instituted last year, Marianne determined that a separate discussion is needed to respond to that inquiry.

Chancellor Lowe was pleased about the meeting with Steve Keucher and feels it was valuable as the campus moves forward with Responsibility Centered Management (RCM). He further remarked that the campus must have guiding thresholds from year to year regarding carryover amounts, and a process must be established to disburse the funds. There is no intention, at this point, to not fulfill commitments made for carryover funds and expenditures can be consistent with budget hearing priorities cited during 2010 hearings. Chancellor Lowe assured Mr. Keucher that expenditures will be planful.

III. Teaching Policy for Non-Academic Employees

Chancellor Lowe opened the floor for comments and concerns about the Teaching Policy. Dean Rominger voiced concerned that the policy will affect the School of Business tremendously because first-year, gateway classes are taught by Professional Staff members. If the teaching policy is implemented, she can no longer allow Professional Staff to teach 8:00 a.m. classes. In the past, this teaching arrangement has served students well and contributed to student retention. According to Dean Rominger, because staff will not be compensated adequately for teaching responsibilities, teaching duties cannot be assigned as a part of their regular job. In response, Dr. Bankston cited that there are employees in his unit that have teaching as a part of their job, and Vice Chancellor Malik questioned the balance of Professional Staff as it relates to the instructional role stating that the predominant role of the employee in the unit must be clarified. He further remarked that lecturers can be assigned other duties that do not directly involve teaching. Carolyn Hartley informed the group that other Indiana University campuses refrain from using staff to teach classes but acknowledged

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that the University does not have a policy to address this issue. Dean Rominger cautioned against moving toward rigid rules because the focus seems to be employee productivity goals and if employees are accomplishing those goals. Vice Chancellor Hodges was the impetus for establishing a teaching policy based on the lack of productivity in some areas when people are needed in their primary jobs and also have teaching assignments. Marianne Milich further explained that complaints from employees that had to “pick up the slack” in the units when staff members were absent doing other jobs were lodged. Dr. Reed remarked that this seems to be a class system and noted that employees in certain job classes should not be singled out as those that can or cannot teach or receive overloads. Faculty are not included in the draft policy and, in the past, faculty were given a multitude of overloads. She feels the campus should be more flexible and criteria in the policy should apply to all and not just a few people. Dr. Coopwood feels teaching assignments should be at the discretion of the supervisor and remarked that supervisors should not release employees to teach if the assignment will pose a hardship on the unit.

Chancellor Lowe concluded the discussion by saying that the group is not in agreement, and he encouraged all to give this topic additional thought. The Teaching Policy will not be effective for the Fall 2010 semester and will be returned to the Council Agenda for discussion at a later date.

IV. Update on AQIP/Continuous Improvement

Dr. Delunas announced that colleagues working on Action Projects have been given pertinent information and asked to provide their work to her by September 14. The IU Northwest AQIP Team is scheduled to attend the AQIP Strategy Forum November 17 – 19, 2010, and she is outlining the work to be done in advance. A decision must be made regarding what AQIP category will be declared as the primary area for improvement going forward next year, and a determination must be made regarding how to move the continuous improvement culture forward at IU Northwest.

V. Chancellor’s Report

a. Month One: Thank you

Chancellor Lowe thanked all for the welcoming environment exhibited to him and the help provided during the time he has been at IU Northwest. He remarked that he has learned a great deal.

b. Staff Council

Chancellor Lowe provided an update regarding the Staff Council situation. Much concern has been expressed about the implementation of synchronous time. He explained that the Staff Council that has existed through the years and was quite active during the last few months, specifically to discuss synchronous time, must cease to exist. Shortly after his arrival, he was specifically asked by the Staff Council if they “had his

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permission to continue meeting.” That request prompted him to research the entire situation with regard to the Staff Council, and he was told that the basis on which the campus has had a Staff Council in the past did not have the full sanction of Indiana University. The complication is that the CWA Union on campus represents a significant portion of the biweekly staff members and that relationship, if governed by a contract, cannot even have the appearance that anyone else is representing this group. University Human Resources emphasized how important this distinction is and stated that the current Staff Council at IU Northwest cannot go forward. A new Staff Council can be established consisting of those not covered by the Union (Professional, Service Maintenance and Confidential Clerical Staff). This new Council can form by-laws that must be approved by Human Resources but cannot be seen as representing anyone that is represented by the Union. All staff not in the categories noted above are covered by the Union whether dues paying or not. Those that do not pay dues cannot vote on changes. Carolyn Hartley clarified that Technical workers are also covered by the CWA. Dr. Lowe stated, for the record, this was not a change that he was seeking and making the inquiry was not an attempt by him or the administration to limit ways in which staff can get together. He supports and encourages interaction and will emphasize to the campus community that there are other forums, such as town hall forums, through which people can meet. A campus town hall forum will be announced in the near future.

During the week of August 16, a communication will be sent to the entire campus informing them of the change in practice. The last Staff Council meeting under the former structure was held on Wednesday, August 11. There was no attempt by the administration to interfere with that meeting but, going forward, the campus must adhere to a new structure.

Peg Fiala clarified that the Staff Council can no longer exist even though it was a social organization in the past. In responding, Chancellor Lowe said that a Staff Council cannot discuss policy topics, work conditions or salary issues and noted that the Staff Council recently met to discuss topics that they should not discuss. Peg then asked if an alternate venue will be available for staff to be heard because, in the past, CWA Union meetings have not been held on the IU Northwest campus. Dr. Lowe responded that town hall forums will be explored as an option, possibly having forums more frequently. Those represented by the Union can have Union meetings and those not represented by the Union can meet after bylaws for a new Staff Council have been established and approved. Audrea Davis commented that CWA meetings will be scheduled in the future. Chancellor Lowe encouraged Council members to forward any questions or concerns to him.

c. Themes for President’s Retreat Report

Chancellor Lowe was asked to prepare, relatively quickly, themes in preparation for The Presidents Retreat. He shared with the Council in advance what was submitted for our campus based on his thoughts and input from the Agenda Group. Dean Rominger asked Chancellor Lowe to add “access to professional education” to the themes document. Dr.

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Lowe clarified that “access to modern education” includes professional education and speaks to all in a very broad term. His statement was not meant to be exclusive but was stated in broad terms. Chancellor Lowe encouraged the Council to share the document with campus constituents and remarked that it is a “starting document” for other discussions and plans.

The President’s Retreat Report submitted by Chancellor Lowe is reprinted below:

Strengths on which to build

- IU Northwest serves a diverse region and student population that preview the 21st-Century future of urban, comprehensive higher learning.
- Growing enrollments that reflect redoubled interest in the “broad access to modern liberal education” and academic excellence that Indiana University represents in NW Indiana.
- Extensive, long-standing engagement with the Gary and Northwest Indiana community.

Challenges to be engaged

- Facilities and space (instructional, office, other), including loss of Tamarack Hall in 2008.
- Planning and investing to support higher enrollments and student success (“protecting and strengthening the academic core”) in an environment of dynamic, continuing change).
- High and unsatisfied expectations for community-based engagement.

Priorities & Strategies

- Facilities and space planning (e.g., temporary alternatives pending replacement of Tamarack Hall; master planning for the long term).
- Data collection that informs planning:
 - ↳ IU Northwest Stakeholder survey (campus and community at-large).
 - ↳ Consultant Jeff Johnson’s focused research on community-based relationships.
- Planning exercise (aligned with IU Blueprint process) coordinated by the newly-established Office of Institutional Effectiveness & Research, to identify priorities that guide investments that support academic quality, enrollment growth and deeper community-based connections.
- An aggressive communication plan that frames a consistent message to inform and engage campus and regional constituencies.
- Increased engagement with alumni and other friends of IU Northwest, to strengthen public support for Indiana University and private giving in behalf of IU Northwest.

At the Retreat, Chancellor Lowe also shared information about the students served by IU Northwest, defining the expectations and measurements used and highlighting the changing population of students and the need for better measures on which to measure regional students. He learned at the Retreat that the University will begin master planning efforts for regional campuses this year. He asked the Council to consider how the campus should move forward. Ida Gillis mentioned the topic of retention as a

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campus challenge and Dr. Lowe responded that real planning will develop in more detail and he recognizes there will be other things to consider as the campus moves forward that are not specifically mentioned in the document prepared for the presentation. Tim Sutherland cited a survey identifying Chicago and East Lansing, Michigan as locations attractive for students to live and remarked that IU Northwest is in the footprint of those two areas.

d. Planning Process

Chancellor Lowe is pleased that John Novak and Vice Chancellor Malik took the initiative to move forward with planning efforts by working on a draft planning document. Mr. Novak explained the impetus for his document was the desire to have an advisory group for Institutional Effectiveness and stated that he is aware of campus efforts in this regard taking place but cited the lack of a coordinated effort. He stressed the importance of data-driven decision making to bring together planning efforts and acknowledged that organizational structures within the University exist but a determination must be made regarding how responsibilities, within the concept, will be assigned among the Northwest Council, other campus components and units. Chancellor Lowe thanked John for his thinking on the Plan and remarked that the document is a good frame for discussion. He asked all in attendance to take a look at the document and to share it with colleagues in preparation for a more thorough and well informed discussion regarding next steps at the Council meeting in September. He remarked that while an external stakeholder survey is important, an internal stakeholder survey is equally important. Linda Delunas indicated that the University is at a critical juncture with AQIP planning, and the campus seems to be right on target regarding continuous improvement and planning.

Dr. Bankston further remarked that external environmental stakeholders are very complicated and expressed concern about basic decisions that must be made in reference to whether IU Northwest is a regional operation or more than that and the impact on students. According to Dr. Lowe, these issues will be considered as planning moves forward and urged that constituents within the University and outside be considered.

When asked by Tim Sutherland about the lack of references to WIGs, Dr. Lowe responded that WIGs can be overlaid with the planning process and that many current WIGs will remain very important goals going forward. Chancellor Lowe ended by asking John Novak to give some thought to an internal campus and external constituency stakeholder survey and to interpret the data during Fall 2010 for a plan.

e. Installation

Friday, October 29, 2010 is the date of Chancellor Lowe's Installation. He thanked the Council for their input at the last meeting regarding the appearance of the Installation and being clear about what they felt was important. The Installation will be a robed event and an activity that will emphasize community involvement. A symposium is being

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planned on the day of the Installation prior to the ceremony. Chancellor Lowe wants to balance academic tradition with an effort to include members of Gary and the Northwest Indiana community. He encouraged all to send suggestions or ideas to his attention.

VI. Other Information

- Dr. Delunas announced that a major smoke-free campus initiative is moving forward. The Campus Health and Wellness Center is joining with groups all over campus to bring renewed awareness to "Tobacco Free IU Northwest" informing all that smoking is only permitted on public sidewalks around the periphery of campus. The first major event will be in conjunction with "Welcome Back Week," and several donations have been received which will move the initiative forward. Participating groups want to make this renewed initiative an ongoing effort.
- Dr. Bankston announced that screening exams associated with health insurance changes going forward will be made available in the Health Clinic and conducted by LaPorte Hospital. He stated, for the record, that he is not happy with the mandated health changes. Chancellor Lowe informed the group that he forwarded comments regarding the Healthy Lifestyles Initiative offered by the Council at the July meeting to Vice President Neil Theobald.