

IU Northwest Council Meeting Notes

Meeting Held Tuesday, October 12, 2010

I. Retention & Student Success

Vice Chancellor Diane Hodges reported that retention efforts are ongoing. Approximately 104 students have withdrawn since the beginning of the Fall semester and the Retention Initiatives Office is contacting them by telephone to determine what impacted their decision to withdraw and to offer assistance for them to return to school. She will provide additional information regarding these students when it becomes available.

Vice Chancellor Malik reminded the Council of the Academic Advisors Council established last year to assist underprepared students. Vice Chancellor Hodges and Jon Becker most recently hosted a webinar for academic advisors and were pleased that 14 advisors attended. They will update the Council regarding the work of the Academic Advisors Council.

Vice Chancellor Hodges reported that the Early Alert System is operational and Dr. O'Dell, Jon Becker, and JoAnn Bowen are coordinating efforts. If a student is not attending classes or not performing successfully, an indicator is disbursed. Marianne Milich reflected on IU Kokomo's alert system which provides early alerts at five and ten week intervals providing more usable information. Vice Chancellor Malik remarked that the Early Alert System is directly linked to student success and stated that it is important to know class activity and attendance patterns of students as early as possible.

Tim Sutherland reported that the Library Café has recently served approximately 300 customers per day which is a record number. The Library has been busy which indicates that students are remaining on campus throughout the day.

II. Update on Facilities

a. Update on Shuttle

Dr. Pellicciotti provided a summary report on the RedHawk Shuttle service which began on August 30, 2010. He reported that the total ridership since the inception of the program through October 7, 2010 is 3,818, and he expects ridership to increase with the onset of adverse weather.

b. Broadway Crossing

Dr. Pellicciotti distributed a list of actions taken or considered during the past year to improve pedestrian safety on Broadway. A request was made to the Indiana Department of Transportation (INDOT) to prohibit left turns for westbound traffic on 34th Avenue seeking to turn South onto Broadway. In two instances, pedestrians were hit when this occurred. Dr. Pellicciotti is working with the district engineer and others at the INDOT district office in Laporte regarding Broadway safety.

Chief Chatfield attended the Council meeting to provide additional information regarding the Broadway crossing. He stated that there is concern nationally about traffic safety and announced that the campus is planning a safety education campaign which will include additional signage. He stressed that students must realize that Broadway is a State highway and they must pay more attention when crossing. He asked the group to encourage students to use 33rd or 35th Avenues to cross Broadway because there are traffic lights at those corners. He noted that students are not patient and are not allowing traffic to clear before attempting to cross the street. As safety enhancements to Broadway are considered, he informed the group that the law states efforts cannot result in traffic being impeded. University Police are running radar cars and have written 100 tickets

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for speeding around the campus. They are teaming with State and County police to run “wolf packs” or police swat efforts when students are present which has contributed to traffic being slowed on Broadway by 80% since the beginning of the semester. Dr. Bankston suggested having buttons that pedestrians push to stop traffic at both ends of the street when they want to cross. Vice Chancellor Malik suggested placing a radar sign on Broadway to show motorists their speed with a message saying “students ahead, please slow down.” Chief Chatfield is already working to have signs placed on Broadway going north and south. He informed the group that part of the problem is the speed limit exiting on Broadway from 80/94 is 40mph and then changes to 30mph closer to the campus.

Chancellor Lowe stated that Broadway safety information shared at the Council meeting can be made available to colleagues. Chris Sheid in Marketing is preparing a release that will provide the same information. Chancellor Lowe asked Dr. Pellicciotti to provide the document he shared to Kathy Malone for posting to the Oncourse project site. Dr. Lowe has asked Dr. Pellicciotti to embark upon a safety campaign for faculty, staff and students.

Dr. Chuck Gallmeier asked Chief Chatfield or Vice Chancellor Pellicciotti to attend the Faculty Organization meeting on Friday, October 22 to share information with colleagues regarding Broadway safety.

III. Update on Budget Situation

a. Salary Increase

Marianne Milich reported that pay increases will be effective November 1 and will be reflected on November checks. Pay increases submitted by IU Northwest have been accepted by the University Budget Office and are subject to confirmation from President McRobbie’s office. After the approval process has been completed, salary letters will be sent from Chancellor Lowe to faculty and staff at the end of October or first part of November. Information contained in the salary letters will be made available to deans and vice chancellors with the understanding that the information will not be discussed with employees until Chancellor Lowe’s letter is released. Budgets will be adjusted to cover raises. Dr. Gallmeier complimented Chancellor Lowe and Marianne Milich on the salary process compared to processes described by his colleagues at other campuses. He remarked that the campus appreciates the process and the transparency.

b. RCM Implementation, FY11

Chancellor Lowe commented that there is no new information regarding RCM and asked that plans be submitted to Marianne Milich detailing how funds will be spent.

c. Cost Benchmarking Project

Chancellor Lowe reminded the group that Vice President Neil Theobald, Chief Financial Officer, will conduct a campus visit on Thursday, October 14 and that he is intricately involved with University level initiatives that directly affect IU Northwest. He suggested that Vice President Theobald meet with the IU Northwest Council because it is a group representative of all campus constituents and will provide the exchange of dialogue that Vice President Theobald is seeking. He referred to the Benchmarking Plan and explained that the purpose of benchmarking is to learn from best practices at other organizations classified as leaders or considered excellent at what they do. A memorandum was placed on Oncourse in advance from Kathleen McNeely, Associate Vice President and Executive Director, Financial Management Services and Vice President Theobald

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explaining that the benchmarking project will assess university activities in Human Resources, Payroll, Student Services (Bursar, Financial Aid, Registrar, including support for Academic Advising, and Admissions), Marketing and the Bloomington Physical Plant operations. The benchmarking effort involves collecting data on the staff mix, transaction volumes, quality indicators, and cost drivers for these areas. As a part of the process, the university's performance will be compared to identified peer groups and world-class performers in an effort to evaluate current operational processes and assess efficiency and effectiveness. Data will be collected through a combination of interviews with leaders across Indiana University and an online survey. A relevant presentation shared at the September Board of Trustees meeting was also provided in advance to the Council. A point person from the IU Northwest campus for this project must be identified. The IU Northwest campus will be benchmarked with other institutions, and any cost savings realized as a result of the process will remain at the campus level. Chancellor Lowe, encouraged the group to direct all relevant questions and comments to Vice President Theobald on October 14.

Council members asked for clarification on the functionality of the Regional Campus Expenditure Review Committee (ERC) chaired by Chancellor Nasser Paydar and the Affordability and Efficiency Action Team which is a part of the Blueprint for Student Attainment initiative. The core membership of the ERC will be the Affordability and Efficiency priority area team from the Blueprint for Student Attainment initiative. Marianne explained that they are two separate committees but will work together with Kathleen McNeely, Cost Benchmarking Project Director, serving as a liaison to the joint committee.

Dr. Sam Flint remarked that campuses should embrace these efforts and view them as continuous quality improvement and commented that the rollout of the processes are problematic because it seems that mandates are coming from the top down and communication about the changes does not always reflect a clear message. Employees may not be as resistant to proposed change if clear messages are sent that convey all are working together for a common cause.

d. R & R hold back and project priorities

Chancellor Lowe stated that during this biennium, the State has provided minimal funds for Renovation and Rehabilitation (R & R). As a result of tuition revenue increases, campuses are asked to set aside fifty percent of unbudgeted tuition revenue for R & R. If there is a higher academic priority than R & R, campuses can spend the funds but a plan must be submitted detailing how funds will be spent. For the IU Northwest campus, the R & R amount will be approximately \$700,000 for the academic year. Vice Chancellor Pellicciotti was asked to provide a list of R & R projects that can be completed with funds IU Northwest has identified. Chancellor Lowe estimates that the amount to be encumbered for the Fall semester is \$369,500, but that amount must be confirmed. The implication is that this process will occur again in the Spring based on revenue generated.

A campus priority is to move everyone from Tamarack Hall, specifically moving the Police Department, in a way to not further jeopardize the functionality of the department. There is a possibility that insurance funds will be available to assist with the move. Other priorities include replacing locks on classrooms and buildings, moving forward with Phase II of the Video Surveillance Camera Project, and classroom remodeling in Marram, Hawthorn and Raintree Halls. Additional information and discussions shall be forthcoming, and input will be solicited regarding additional projects and priorities.

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e. Publications budgets reductions

In the recent past, some IU trustees have remarked that units have spent significant funds on publications, and should be encouraged to put more information on line rather than in print. The President's Office announced at the last Board of Trustees meeting that non-revenue generating units will have their publications budgets reduced by 25%. Admissions Office publication material is exempt from the reduction mandate. Funds realized as a result of the reduction will remain at the campus level with the idea being to force an examination of print material. Additional rules and specifications shall be forthcoming, and Marianne added that more specific fiscal information could be provided during a meeting on Wednesday, October 13. Tim Weidmann added that the Northwest campus does not have an inundation of print material compared to what he has seen at other campuses. Dean Rominger and others agreed that the former *Northwest News* publication is missed and very much needed.

IV. Update on AQIP/Continuous Improvement

Dr. Delunas stated that campus participants are preparing for the AQIP Strategy Forum. The category of focus for the coming year will be "Understanding Student and Other Stakeholder Needs" which will be addressed by the Category Three Working Group. Chancellor Lowe remarked that this focus will help make people aware of their roles as stakeholders in campus continuous improvement efforts and will enable all to identify with continuous improvement in alignment with the mission of the University.

V. Planning and Stakeholder Scan

John Novak reported that planning efforts are going forward. A survey based on information requested by AQIP was sent to the campus community. Based on responses, understanding stakeholder and student needs ranked 3rd out of nine AQIP themes identified on the survey behind student learning and valuing people. The survey also polled strengths and weaknesses of the campus. John reported that the strategic planning process will be done in four stages:

1. **Cycle 1 Environmental Scan** – Collect trends and research to support trends – survey community and campus, research existing work down
2. **Cycle 2 Environmental Scan** – Review, evaluate, and rewrite trend statements – "town hall" workshops; focus groups
3. **Core Trends & SWOT Analysis** – Focus in on about 6-8 core trends and develop SWOT Analysis
4. **Strategic Plan** – Vision, Mission, Values, and Goals

The IU Northwest Council will be the planning group, and workshops will be arranged to train people as trend spotters, environmental scanners or to provide information on trendsetting. Carolyn Hartley mentioned that The Center of Workforce Innovations provides good reports about the labor force in Northwest Indiana. Chancellor Lowe read their latest report and concurs that they do a good job with statistical reporting. He encouraged John to secure a copy of their latest report. A suggestion was made to include the Chicago area when conducting scans because IU Northwest students are often employed in that area.

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VI. Chancellor's Report

a. Campus Community Conversation

Chancellor Lowe remarked that the campus Installation Committee has done a splendid job of pulling together installation arrangements, and he thanked all for their contributions. Prior to the installation a community oriented activity is being planned by Dr. Malik and Dr. George Bodmer along with a subcommittee of the Installation Committee. The community-based "Conversation" will be facilitated by consultant Jeff Johnson, and there will be a panel of four faculty members and four community members speaking on the following topics:

- Economic Impact (Dr. Subir Bandyopadhyay)
- Environment (Dr. Ellen Szarleta)
- Educational Access and Advancement (Dr. Rochelle Brock)
- Arts and Cultural Enrichment (Dr. Lori Montalbano)

Dr. Malik is working to confirm community panel participants. The event will begin at 1:00 until 2:30 on Installation Day, October 29, 2010.

b. Jeff Johnson Institute recommendations: Document for circulation

The group was reminded that Jeff Johnson was commissioned by IU Northwest to provide research on community based relations. His recommendations, as a result of that research, will be distributed on October 12 to the campus and community research participants. Chancellor Lowe remarked that he is impressed by Mr. Johnson, and appreciates his good work. He views his work as "good grist for the planning mill" and feels his research is directly related to the mission and vision of the campus.

c. The Stress Management Workshops

After receiving the endorsement of the Council, Chancellor Lowe asked Audrea Davis and Carolyn Hartley to move forward with planning. He encouraged supervisors to allow for employee participation.

d. In an effort to assess the Council structure, Chancellor Lowe asked Council members if the structure ensures that members have information to disseminate in their units, have opportunities for questions and are allowed to speak informally to constituents. He stressed that a major responsibility of Council members is dissemination of information and asked if it is helpful to come together as a group to think together and discuss important issues. The following comments were offered:

- Dr. Coopwood: Speaking from the vantage point of being on the Chancellor's Cabinet, he explained that the idea for the IU Northwest Council came about because there was a need for transparency. He questioned if the current venue provides enough transparency with decisions made and stated that the overall question of functionality needs to be addressed.
- Dr. Bankston: He was a skeptic when the group was formed because the former structure had the appearance that people were being treated unfairly and some were being favored. He feels the idea for this group came about after all came together to handle the flood situation and feels the group has been successful and has enhanced issues with the appearance of transparency. The group has been valuable and the structure provides an opportunity to have input on topics.

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- Dean Rominger: She was a member of the predecessor of the Council. She likes the current structure and appreciates information provided through interaction. She does not feel the meeting is structured to be a working meeting but more of an information exchange. While the agenda provides structure, she sometimes feels things have happened that she does not understand and decisions were made without her knowledge.
- Dr. Delunas: She is curious to know if people represented by the Council know what goes on at the meetings. Chancellor Lowe would also like to assess the effectiveness of information dissemination.
- Dean Wigle: Might be worthwhile to send the agenda out on the campus Listserve prior to the meeting to obtain feedback from constituents.
- Dr. O'Dell: She concurs with comments made regarding the value of the Council conversations. It is not clear to her what rises to the discussion level at the Northwest Council and how decisions are made regarding what is discussed.
- Tim Weidmann: He has worked on other campuses, and this is the first time he has experienced working with this type of group. The Council structure promotes a positive feeling of democracy for him and his staff.

Chancellor Lowe ended the discussion by saying the Council will continue to discuss the structure of the group examining the balance of what to spend time discussing, how to balance the meeting and how to use time well.

VII. Other Information

a. Web Content Management System

In Beth Van Gordon's absence, Chancellor Lowe reported that the Web Content Management System is not working well, and Beth and others in Information Technology at the University level have identified the problems and are working to solve them. Dr. Bankston stated, as the campus becomes more dependent on technology, there must be some dependency built into the technology system. Chancellor Lowe suggested that the campus be made aware in advance when something significant will affect campus technology. He also noted that problems experienced did not originate at the campus level.

- b.** Dr. Malik announced a meeting on October 12 of the campus Blueprint Action Groups. All six groups have met, and because there are 12 people at IU Northwest involved, and several groups overlap in mission, he feels it is a good idea for campus participants to meet to keep each other and the campus informed. A videoconference with Vice President Applegate is scheduled on October 13.
- c.** Dr. Bankston reminded all that free flu vaccines are available.
- d.** Dr. Delunas asked for an update on the Chief Financial Officer search process. Vice Chancellor Pellicciotti reported that the process is proceeding well. The committee has met several times and the entire process is online.
- e.** Carolyn Hartley announced that Equal Employment Opportunity, Affirmative Action, and Sexual Harassment Legal Compliance Training sessions will be held during the week of October 11. She encouraged all to attend the Open Enrollment session scheduled on October 21 to hear important insurance changes for the coming year.