

IU Northwest Council Meeting Notes
Meeting Held Tuesday April 14, 2015

Chancellor Lowe asked if there were comments or questions regarding the March 10, 2015 meeting notes from the planning exercise. Hearing none, he advised Council members to contact Kathy Malone with any changes, and thanked her for doing a good job of keeping track of the proceedings.

I. Enrollment Management & Student Success

a. Enrollment Management Update

Vice Chancellor Malik provided positive enrollment reports for Fall Semester 2015, due to early and open registration opportunities. Currently, for Fall 2015, the campus is 9% ahead in credit hours, and 11% ahead in headcount, compared with a year ago. Spring registration for 2016 recently began, and students can enroll for the entire year, including during new student and orientation sessions. Early and open registration opportunities provide a more holistic way for students to think about their academic pursuits at IU Northwest.

As anticipated, Summer I and II enrollments are behind, compared with a year ago. Students often opt to attend summer classes closer to the beginning of summer sessions, so there is a chance that enrollments for summer will be more positive.

Indiana University Northwest will, roughly, break even in its participation in IU Online Course Connect for 2014-15. Also, progress has been achieved in securing approval for regional campuses to offer flexible attendance and completion ("hybrid") options that enable students to make progress on their degrees through a combination of on-campus (e.g., late afternoon/evening) attendance and online courses. Students cannot complete more than 80% of their courses online, but, for students in the region, such options will encourage enrollment, persistence and degree completion.

Efforts are moving forward to identify factors that cause students in the "middle" to be successful and complete their degrees, and also to determine factors that cause less-successful students among them to drop-out. An investment will be made in the students who have an opportunity for success, and efforts will be identified and directed toward other students, who may be destined to dropout, to enable them to be more successful.

Veronica Williams, new Director of Academic Advising, began the week of March 2, and she is located in Hawthorn 300. Previously, she worked as Director of Exploratory Student Advisement at Southern Illinois University.

The Pre-Med Initiative is the result of a strategic recruitment effort to identify and recruit cohorts of students who have a good chance of being successful, and is a collaborative effort between the College of Health and Human Services (CHHS), IU School of Medicine-Northwest, and the College of Arts and Sciences (COAS). The success of this program has led to more than 100 new majors in biology. The Freshman to Physician Experience, an informational event for students with an interest in attending medical school, was held on Saturday April 11 and was successful and well attended. This initiative is the result of successful collaborative efforts between various offices of Student Services, COAS, the IU School of Medicine and CHHS. The NSF science, technology, engineering and mathematics (STEM) grant recently received better connects IU Northwest to medical programs and STEM activities, placing a new focus on related programs which will, hopefully, encourage students with related interests to consider attending IU Northwest.

Vice Chancellor Montevirgen thanked all who participated, from various academic departments, in the annual Spring Preview Night, which was held on March 31. The annual High School Counselor Appreciation Luncheon was held on Friday, April 17. The Office of Marketing and Communications (OMC) has been doing a good job of promoting the 25% summer discount, which is prompting inquiries from prospective students. With regard to Fall 2015 applicants and admits, the number of first-time freshman applicants is down 2%, and new admits are down 6%, compared with the same time a year ago. Current outreach initiatives are strategically focused to address the decline in applicants and admits. Applications of transfer students are down 11%, and admission of transfer students is down 25% from the same time last year. LaJeanne Grinnage,

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new Transfer Specialist for the Kresge ABC Grant, will be focusing on transfer student enrollment. Her office is located in Hawthorn Hall, Room 448.

More targeted and strategic recruitment, in particular for the African-American student population, is taking place. The Admissions staff will serve as primary contacts, and will also be engaged in targeted outreach for adult learners, working with OMC to develop strategic marketing campaigns that focus on those populations. A specific recruitment focus will be on veterans, those currently unemployed looking for new career opportunities, and those currently employed and looking to complete a degree.

The search for Director of Admissions and Strategic Recruitment, chaired by Carol Wood, is conducting first-level interviews, and on-campus visits will be arranged before the end of April.

The Return and Complete initiative, formerly the “Stop Out” initiative, is moving forward and is geared toward students in the region who left IU Northwest (and other IU campuses) in good standing, have not earned a degree elsewhere, and have no encumbrances. A targeted recruitment piece is being created by OMC focusing on these students.

Chancellor Lowe commented on Lt. Governor Sue Ellspermann’s visit to the campus on April 10, and reported that the visit was very successful. Lt. Governor Ellspermann and her team enjoyed their visit, and she was very engaged during the two-hour visit. Chancellor Lowe and Vice Chancellor Malik served as hosts and, during the visit, she toured the Job Fair in Savannah, where there were 62 employers participating, met with the NSF STEM Grant Faculty Team, and toured the NW Center for Medical Education, followed by lunch. The campus received good press articles in the local papers. Chancellor Lowe received a message from Bill Stephan, IU Vice President for Engagement, who was told by Lt. Governor Ellspermann’s office that the visit was “terrific.” President McRobbie was also contacted about the success of the visit, and sent congratulatory remarks.

II. Financial Status & Expenditure Review: FY16

Chief Financial Officer, Marianne Milich reported that credit hour projections were finalized and, compared to last year’s projections, 9% less was projected, which equates to a decrease in projected income for FY16. For FY15, there is a budget shortfall, and funds to balance the budget must be identified because there must be a balanced budget going into FY16. President McRobbie has agreed to fund 50% of the 25% that the campus will lose as a result of the summer tuition discount. To assist with FY15 year-end budget balancing, Marianne asked Council members to be conservative with their spending at the end of the fiscal year 2015. Everyone must contribute to find ways to reallocate and save, and also be discerning regarding expenditures at the end of the fiscal year.

For FY16, the campus will be faced with a \$1.5 million shortfall, which does not include several unavoidable expenses and other initiatives being discussed. University budget guidelines will be distributed on May 18, which will provide information regarding salary increases and tuition rates. If the university authorizes a salary increase, funds must still be identified to fund the increase, in addition to the \$1.5 million shortfall. The budget will close on May 25.

Concern was expressed that campus colleagues do not realize the severity of the budget complexities faced by the campus, or the consequences of not being fiscally frugal. The message regarding the budget crisis must continue to be reinforced, at every opportunity, by campus administrators to their constituents. Variables that can affect the budget situation in a positive way are increased enrollment, completion efforts and the revenues that result.

III. Facilities Planning

Vice Chancellor Pellicciotti provided information about nine major facilities-related projects taking place, or soon to take place on campus:

1. Sycamore Hall Parking Expansion Project. The major expansion of parking in the area of the old Sycamore Hall is proceeding and is approximately a week ahead of schedule. If this continues, the project should be

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- completed in the latter half of May. The project includes new lighting, landscaping, a code blue security phone, sidewalks, drainage, and the paving of the old alleyway and former lot.
2. Planning is going forward (and the expectation is for work to begin later this summer) on a new parking lot, to be located near the NE corner of 35th and Massachusetts Street.
 3. As soon as the semester ends, renovation to the Raintree Hall restrooms will begin. The project will be conducted by the contractor who recently completed the Moraine Student Center restroom renovation project.
 4. Not only will the existing restrooms on the first floor of Raintree Hall be renovated, but a new, gender-neutral restroom will be added to Raintree Hall, on its second floor.
 5. Raintree Hall also will undergo an upgrade to its fire alarm system this summer.
 6. As soon as the semester ends, renovation to the Anderson Library first-floor restrooms will begin.
 7. Academic Affairs, Fiscal Affairs and Student Affairs & Enrollment Management are partnering for a major “face-lift” to the Hawthorn Hall lobby area, and to offices within Enrollment Services’ units. Work will involve new lighting and ceilings in the lobby, some main office carpeting, HVAC improvements, signage, seating and other furniture improvements, patching and painting, and reallocation of some space within Enrollment Services. The goal is to provide a better and more appealing environment for students and prospective students.
 8. A major renovation project to the elevators in Hawthorn Hall will begin this summer. The project includes new/upgraded electronics, hydraulics, and lighting and flooring in the elevator cars. While focused primarily on maintenance/ensuring dependability, the upgrades will improve the overall appearance inside the cars and allow the elevators to increase speed of operation.
 9. Finally, construction of the new Arts & Sciences building at 35th and Broadway is planned to begin this summer.

IV. UITS Reorganization

Beth Van Gordon, Chief Information Officer, reported that the CIO for the southern two regional campuses, and the Columbus Center, will be retiring effective July 1. A decision has been made to have one regional CIO, and Beth has agreed to assume that responsibility. A new position is being considered to provide assistance to regional campuses to have a professional systems expert devote time to specific initiatives on the regional campuses.

Indiana University had the opportunity to apply, as an operational unit, for an NSF Operational Grant, and Beth acknowledged Carol Woods' leadership with that effort for all regional campuses.

V. Campus Conversation on Diversity, Equity, Inclusion follow-up: Leadership role(s) for Council

a. One Book – One Campus – One Community Update

1. **2015-16 Reading Selection:** *Operation Homecoming: Iraq, Afghanistan, and the Home Front, in the Words of U. S. Troops and their Families* by Andrew Carroll (ed.)
2. **Summer Council Reading Initiative**

After discussion, the majority of Council members agreed that there should be a Summer 2015 Council reading initiative, and the book that will be read is the 2015-16 One Book, One Campus, One Community selection, *Operation Homecoming: Iraq, Afghanistan, and the Home Front, in the Words of U. S. Troops and their Families* by Andrew Carroll (ed.). Each Council member will purchase their own copy of the book. On Amazon a new paperback copy is \$12.88 (See website: [Operation Homecoming - Amazon.com](#)). At Barnes and Noble at IU Northwest, the cost of a new paperback copy of *Operation Homecoming* is \$12 with no additional discount. At the May meeting, the Council will discuss possible initiatives to pursue with regard to the reading selection.

3. “Don’t Guess My Race” Game Demo

During the 2013-14 academic year, ODEMA sponsored the Race Experience Kiosk on campus, which was a museum quality exhibit that would take an individual's picture and then transform them into another race. The object of this exercise was to encourage students to engage in frank and open discussions regarding the intersectionality of race, gender, class, sexuality and myriad other factors which make up personal identity. While the intent was good, the equipment malfunctioned and was returned to the vendor after three days.

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In May of 2014, James attended the National Conference on Race and Ethnicity (NCORE) as a Student Scholar, and encountered the creators of the (Don't) Guess My Race Game. This game is a web-based application that encourages discussion regarding diversity, ethnicity and inclusion. The creators of this game asked people from Boston and LA "What race are you?" Game players are then provided four options and asked to guess the race of the person depicted. The answers are often surprising and are followed by direct quotes from the individuals depicted, expressing their thoughts on how others treat them because of their race and ethnicity. James demonstrated "Don't Guess my Race Game" software that he obtained for the campus to continue on-going discussions regarding race and inclusivity with faculty, staff and students. He will also share the software at the next Faculty Organization meeting. The game can be accessed at the following website through the end of Spring 2015: <http://www.iun.edu/diversity/office-programs/index.htm>

4. Debrief: Council Summer Reading Discussion, Wednesday, August 13, 2014

Draft Action Items identified by One Book Committee for further consideration:

- Create activities that address unconscious bias. (Incorporate in service initiative?)
- Provide training and diversity awareness for faculty/staff (and incoming employees) that leads to multicultural competence. (Incorporate in service initiative?)
- Develop support systems for students with felony records that facilitate their graduation and employment.

VI. Institutional Effectiveness Update

John Novak reported that he and Dr. Cynthia O'Dell attended the Higher Learning Commission (HLC) Annual Conference in early April, and several changes are taking place with regard to regional accreditation of higher education institutions, including changes made by AQIP, the continuous quality improvement pathway for the IU Northwest campus. The campus will have a Quality Checkup visit, probably in Spring 2016. John, Dr. O'Dell and the Institutional Effectiveness Advisory Committee will direct their efforts toward ensuring that the campus is prepared for the visit, which includes stringent federal compliance requirements. A presentation will be made at a Fall 2015 Faculty Organization meeting to provide information regarding the Spring AQIP visit. In early April, the annual update of institutional information was submitted to the HLC. Beginning on April 22, an IU Northwest team, consisting of Chancellor Lowe, Vice Chancellor Malik, Vice Chancellor Montevirgen, Dr. Bandyopadhyay, John Novak, Dr. Deleon, and Dr. Delunas attended an AQIP Strategy where the team engaged in developing action projects for the campus. Action projects include a Culture of Service Action Project, to advance the ability for faculty and staff to better serve students, and a project to improve the ability to provide continuous improvement at IU Northwest.

VII. Student Government Association (SGA) Update

Matt Lawson could not attend the Council meeting but provided information about a campus town hall meeting for students to discuss the draft strategic plan scheduled on April 14 at 12:00 noon in Moraine Student Center, in which Chancellor Lowe will participate. Chancellor Lowe announced that Matt has been accepted into the Robert H. McKinney School of Law at IUPUI, and he will begin Fall 2015.

VIII. Updates – Professional Staff, Clerical and Technical Staff, Police Officers, and Service Staff

No updates

IX. Discussion of Strategic Planning Priorities and Objectives

Chancellor Lowe commented that he is relying on Council members to distribute the draft Strategic Plan to their constituents and those that they represent. He wants to make certain that everyone receives the draft plan, and has an opportunity to discuss it. Comments or suggestions for revisions should be sent by Council members, on behalf of their constituents, to Kathy Malone for placement on the Council agenda and for discussion. It is anticipated that conversations about the draft plan will be ongoing for the next two months. The goal is to have the final draft completed for review at the June 2015 IU Northwest Council meeting.

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Proposed Revisions were presented as shown below:

- **Strategic Priorities and Objectives**

Added 8th bullet:

- Pride and ownership of the IU brand, tailored to the needs of the IU Northwest campus with a commitment to strategic marketing and communications efforts focused on measurable results.

Revised as shown:

- Strategic marketing and communications that clearly identify IU Northwest as integral to the Indiana University brand.

- **Priority: Student academic success is our primary purpose.**

- **Revised Objective**

Changed 5th bullet to read:

Increase 2nd-year retention of First-Time Full-Time students to 70%; raise the number of Bachelor's degrees conferred to at least 625 annually and improve the Student Achievement Measure (SAM) in all student categories by 5%.

- First-Time Full-Time after Six Years from 60% to 65%
- Full-Time Transfers after Six Years from 65% to 70%
- First-Time Part-Time after Ten Years from 45% to 50%
- Part-Time Transfers after Ten Years from 67% to 72%

On behalf of the Professional Staff, Emily Banas suggested the following changes:

- **Student academic success is our primary purpose.**

Changed 2nd bullet to read: Invest in individualized academic and student support programs that improve the quality of the student experience and lead to degree attainment.

- **Student citizenship is an essential component of academic success and satisfaction.**

Changed 2nd bullet to read: Encourage and expand more active student participation in student governance, shared governance and student-led organizations.

- **Campus human resources and administrative functions facilitate transformational success.**

Changed 1st bullet to read: Achieved a Service Culture of Excellence that is reflected in all interactions between students, colleagues and other constituencies.

X. Chancellor's Report

a. **Town Hall Meeting on Tuesday, April 28 at 1:00 pm**

Due to end-of-the-year scheduling complexities, a time could not be identified to have two town hall meetings. In lieu of another meeting, the session on April 28 will be videotaped and make available on the IU Northwest website, and will be password protected.

Agenda topics include:

1. Service Initiative Progress Report
2. Planning Exercise feedback and discussion
3. FY16 budget preparation
4. Arts and Sciences Building
 - Building Status
 - Groundbreaking Ceremony (Thursday, June 18 at 5:30 pm)

b. **IU Northwest Council Appreciation Celebration at the home of Chancellor and Mrs. Lowe**

This annual event is scheduled on Friday, June 12 at 5:00 pm. Additional details to follow.

XI. Other Information

In partnership with Ivy Tech, on April 25, the men of Brother 2 Brother will host their 7th annual community cleanup.