

## **IU Northwest Council Meeting Notes**

### **Meeting Held Tuesday September 13, 2016**

Dr. Lowe asked if there were comments or questions regarding the June 14, 2016 meeting notes (*the Council did not meet in July and attended a planning retreat in August*). Hearing none, he advised Council members to contact Kathy Malone with any changes, and thanked her for very comprehensive notes from the last meeting.

He acknowledged that Carol Wood, Executive Director of IT at IU Northwest, was principal investigator, and IU Northwest was lead campus, for a grant from the National Science Foundation (NSF) to upgrade computer capacity at IU Northwest and at other regional campuses. IU Northwest received \$90,000 from the computer upgrade grant and, within the last 18 months, has received more than \$1 million dollars in very competitive NSF grants, including the AIMS grant (\$675,000), led by Dr. Bhaskara Kopparty. Recently, Dr. Kopparty was notified that IU Northwest will receive \$475,000 from a \$4 million Indiana University NSF collaboration. Chancellor Lowe congratulated those who worked on the NSF grants and noted that this is a real distinction for the IU Northwest campus.

Chancellor Lowe welcomed to the Council Michelle Dickerson, Executive Director of Finance, and Aneesah Ali, Director of Equal Opportunity and Affirmative Action Programs, who both joined the IU Northwest family in July 2016. Tameka White attended the Council meeting as an observer.

#### **I. Enrollment Management & Student Success – Enrollment Management Update**

Vice Chancellor Montevirgen reported that, compared to last year, there was a 9.5% increase in first year beginner applicants, and a 4.7% increase in admits. In terms of enrolled beginners, there was a decrease of 8.0% compared with a year ago. For transfer applicants, compared to a year ago, there was an increase of 6.6%, a 1.3% increase in transfer admits, and a decrease of 0.4% in enrolled transfer students, which represents one student less. There was an 11% increase in Hispanic and Latino applicants, and a 17% increase in African American applicants. The campus realized a 7% increase in admitted Hispanic and Latino applicants, and a 9% increase in African American admits but, similar to the decrease in overall enrollment, there was difficulty getting these two subgroups enrolled. Efforts continue to implement strategies to encourage students to enroll, including enhancing communication strategies and follow-up and looking closer at students who were admitted but chose not to come to IU Northwest. James Wallace commented that, if additional manpower is needed, Vice President Winbush's office offered to assist with contacting students.

Other regional campuses are also experiencing enrollment challenges, but when compared with those regionals, IUPUI, and Bloomington, IU Northwest generates, by far, the most enrollments closest to the start of classes. Between August 14 and August 31, 21.6% of our headcount, and 9.7% of our credit hours were generated. Dr. Montevirgen urged all to continue working with students to shift this culture of last-minute enrollment, so that students will realize the benefit of registering earlier for classes. He is very appreciative of the combined campus efforts to increase enrollments in the weeks prior to census, and specifically acknowledged the Admissions and strategic recruitment teams for their efforts. He, announced that the Office of Admissions is conducting a comprehensive review of freshman scholarship offerings, and he will provide a report and supporting data at the conclusion of the review. Interim Executive Vice Chancellor Anna Rominger commented that she is impressed with the work being done, the enrollment data generated, and the measures used to determine the implications of the data. She further stated that Vice Chancellor Montevirgen's staff is working hard and is embarking upon professional management of enrollment data, and she is appreciative.

Vice Chancellor Rominger reported that at census, including dual-credit high school students, head count was at 5,591 and credit hours were at 54,946, compared to 5,848 head count, and 57,207 credit hours in Fall 2015. Credit hour projections were exceeded because the FY17 budget was very conservatively constructed. As the campus continues to face economic and enrollment challenges, we must continue to consider new strategies and initiatives to halt the downward trend in enrollments each year. With regard to Banded Tuition, there has been an overall 14% increase in the number of undergraduates taking 15 or more credit hours compared to last year (freshmen, 11%; sophomores, 2%; juniors, 33%; seniors, 14%), and a 37% increase compared to 2014.

Academic Affairs is focusing on retention and persistence to increase enrollment, and instituting high-impact practices. They are also encouraging staff and faculty to provide assistance to students and interact with them in positive ways so that they are engaged and satisfied in this environment. Kelly Zieba, in the School of Education,

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a former call center employee, conducted a seminar for faculty and staff to teach them how to call students and collect usable data from the call to determine calling effectiveness. Contacts were made from a focused list of more than 1,200 students, and 69% of those contacted on that list registered for Fall 2016 classes, which positively impacted enrollment and made a significant difference. Several new academic opportunities for undergraduate and graduate students are underway, with growth markets in professional and master's degrees.

Dr. O'Dell provided a summary of the Reimagining the First Year (RFY) initiative and related activities moving forward:

- An RFY webinar, sponsored by AASCU (American Association of State Colleges and Universities), was presented on September 14, featuring Dr. David Yeager, Assistant Professor of Psychology at the University of Texas at Austin, who presented theory and data on belongingness and growth mindset, two of the concepts embedded as a high-impact practice in several first-year classes at IU Northwest.
- Belongingness and growth mindset intervention is currently being piloted in W130 freshman composition courses, with the anticipation of expanding to all freshman composition courses in Fall 2017.
- A successful Summer Bridge Program was held in August 2016 that served a small group of students recruited by the Office of Diversity, Equity and Multicultural Affairs. There were positive outcomes that will be parlayed into an expanded program for next year, which will impact a higher number of students.
- In January 2016, COAS began Pedagogical Innovation Groups (PIGS) that became a part of RFY. Many COAS faculty are involved in one of the PIGS, and fifty introductory courses are piloting high impact active learning.
- First-year seminars, another aspect of RFY, were first offered in Fall 2012 in three different courses with 280 students participating. For Fall 2016, there are now eight different courses with 365 students participating, which reflects a sizeable increase in students who benefit from the seminars. All students admitted on probation are asked to take one of the first-year seminars to provide academic support.
- A sophomore roadblock survey is administered to determine what new sophomores feel can be improved based on their experiences as freshmen.
- Two initiatives, in the planning and development stages, include development of a traditions taskforce to focus on campus traditions to enhance the sense of belonging for students, and co-curricular learning outcomes and transcripts to meet co-curricular goals.

Chancellor Lowe thanked Vice Chancellors Rominger and Montevirgen, and Dr. O'Dell for their comprehensive reports. Many targeted activities and initiatives are underway to ensure that the campus is focusing on the necessary issues to stabilize the enrollment situation. He appreciates the full-team effort focused on the support and success of IU Northwest students.

## **II. Budget Update**

Michelle Dickerson, Executive Director of Finance, provided an update on how the campus ended FY16. Because the campus had a well-planned, strategic budget, and budget reductions for FY16, at the end of the academic year there was a \$1.1 million surplus which contributed to the fund balance of \$7.1 million. Reduced from that number were reserves (IU Northwest maintains a 5% required reserve, 2% more than the Trustees' requirement), residual savings to support the Arts on Grant lease, the Arts and Sciences building expenses, student bad-debt write off, early retirement incentives and the Chancellor's Initiative funding. While the full effect of Banded Tuition is not yet known, it will be closely monitored to determine how it is received by students, with preliminary indications revealing that it will be a benefit. Lowering bad-debt write-offs, by the end of the fiscal year, will be a focus. For FY17, the campus remained within budgeted numbers for credit hours and anticipates a tight, but sound budget.

## **III. Service Initiative Status Report**

Beth Tyler attended the Council meeting to discuss the campus Service Initiative, and provided an update regarding the ideas collected at the recent Campus Conversation Service Initiative session, which she led. She received 60 responses to the seven service dimensions that relate to what good service looks like, based on research conducted by Drs. Demetra Andrews and Andrea Griffin. Data is being compiled from attendees who identified behaviors that they thought would demonstrate good service. To provide additional information, Beth is

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also reviewing the more detailed focus group data, and data from prior conversations. She is recruiting people for a Redhawk Response Task Force, to be comprised of approximately 14 people, with two people working on each of the seven service dimensions, to identify what is the promise of a Redhawk Response, and what we are promising our constituents, both internally and externally. From this effort, the goal is to establish a draft service philosophy to be reviewed by the IU Northwest Council in Spring 2017, and then next steps will be determined. This initiative is a cultural transformation, and the campus needs to determine how to implement it so that the campus community will agree on what a good response looks like, embrace the philosophy and embed it into the campus culture. Based on its focus regarding what faculty and staff can do to better support students to provide a more supportive campus environment, this effort is also aligned with the RFY initiative. Chancellor Lowe thanked Beth for her dedication to this initiative and noted that she was an early adopter of the idea of good service on the campus.

Naomi Palagi commented that the initiative focuses on what is wrong with customer service and what needs to be improved, but consideration must be given to how to engage faculty and staff so that they are enthusiastic about providing enhanced service, doing their jobs, and going above and beyond. She suggested possible incentives including pay increases, published “thank you notes,” employee or department of the month designations, regular or surprise gatherings with food for employees, free parking spaces to reward employees, flexibility in scheduling, stress management workshops, and healthy workstyle incentives. Beth acknowledged that some of the information shared by Naomi is contained in focus group information that has been compiled, and she asked Naomi and Mianta’ Diming to serve on the Redhawk Response Task Force to share their perspectives.

**IV. Council Annual Survey Results – Suggestions for improvement**

Chancellor Lowe solicited reactions to the annual survey results that are useful to make IU Northwest Council meetings as beneficial as possible, and used as a communication mechanism to ensure that campus constituents receive important information. Some survey comments focused on the effectiveness of the Council’s decision-making process, and Chancellor Lowe commented that the Council reviews and reacts to campus topics of importance, such as planning, and based on Council deliberations, he can make informed decisions. John Novak will provide a longitudinal assessment of Council surveys to provide an overview of Council responses through the years. One consistent topic mentioned throughout the survey is communication, and whether information discussed in meetings is being disseminated to constituents served by Council members. A suggestion was offered to better define roles within the Council to ensure that more Council members have a working role. Currently, the agenda for Council meetings is set by the Agenda Committee (the Leadership Team), and each year, Chancellor Lowe extends an offer for an alternate group to set the agenda, which drives what is discussed and could offer roles for those who are less involved in Council deliberations. The Council survey ensures that there is continuous improvement within the IU Northwest Council. This topic will be retained on the agenda for further discussion.

**V. Facilities and Operations Update – Arts & Sciences Building**

Recently, university architects visited the IU Northwest campus during their annual architects’ tour, with their focus, this year, on the Arts and Science building. Chancellor Lowe and Andy Kapocius accompanied them on the tour of the building and reported that the structure is very attractive, with a great deal of natural light, and special attributes that will make the building marketable and amenable to a variety of offerings. The project continues to be on schedule, and barriers in front of the building on Broadway should be removed soon. At this time, building tours are not open to campus constituents. Andy reminded future tenants to continue to purge documents and discard other unwanted items prior to moving. Everyone must be packed and ready to move on July 1, 2017. Bins will be provided for items to be discarded, and also for books to be donated for the used book sale. A meeting will be held with IU Northwest and Ivy Tech constituents to assess the need for building keys, with deference to policies regarding key assignments enforced at IUPUI and Bloomington.

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**VI. Institutional Effectiveness Update**

• **AQIP Pathway Selection**

Chancellor Lowe was notified on August 19, 2016 that the campus accreditation was reaffirmed, based on the Spring 2016 Higher Learning Commission (HLC) visit and submissions. He was also notified that the campus needed to reaffirm the accreditation pathway and, because there was a short timeline for a decision to be made, he notified the HLC that the campus will continue on the Academic Quality Improvement Program (AQIP) accreditation pathway. He encouraged all to think about AQIP and the more traditional, self-study pathway and, if there is interest, the pathway designation can be discussed further.

• **WEAVE: Documenting continuing improvement projects & plan implementation**

John Novak reported that the 2015-16 cycle for WEAVE was closed out during Summer 2016, and what was submitted will carry over, but can be updated, or discontinued, if necessary. The possibility of having action projects chosen for review by the HLC in the future will be discussed, and the Institutional Effectiveness Advisory Committee will be utilizing WEAVE to develop new action projects that can be documented for review by the HLC. The section of WEAVE that relates to the institutional priorities will be updated as the strategic plan is completed and, if departmental projects or objectives have been linked to prior strategic initiatives in WEAVE, they may need to be updated. The Institutional Effectiveness Advisory Committee will be developing training later in the year to continue the education about WEAVE, and to improve the documentation process. With regard to annual reports, particularly in the academic units with assessment questions, John would like to incorporate the assessment questions into WEAVE to have the documentation in one place and have it available electronically. All were reminded that WEAVE can be useful to document continuing improvement projects, plan implementation and further document and measure campus improvements.

**VII. Changing our Mission statement (to reflect community-based engagement)**

Dr. Ellen Szarleta discussed the possibility of moving forward with integrating a review of the mission statement with the current planning process. University Academic Affairs at IU has established a group of regional campus leaders to oversee a Carnegie initiative for each of the regional campuses for the next Carnegie Classification for Community Engagement application process in 2020. The planning process has begun, and the application will be available in 2018 and should be completed in 2019. As part of the Carnegie classification for Community Engagement process, there are approximately 29 foundational indicators that each campus must meet to move forward with the application, in addition to other necessary data. A question on the last application, which was part of the foundational indicators, related to the university mission statement. Carnegie is looking for institutional commitment, which the University Academic Affairs office supports and, based on suggestions provided by Carnegie to campuses who will be applying, they suggest institutionalizing community engagement through expressions in the mission statement, as well as in strategic priorities. Because the campus is involved in a planning exercise, now would be a good opportunity to examine the strategic priorities and mission statement to better reflect the commitment to community engagement, and how it will be embraced as a campus. All of the regional campuses, associated with the Blueprint 2.0, have committed to applying at the same time, for the next round of the Carnegie Classification.

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

• **One Book – One Campus – One Community – One Book Committee**

2016-17 selection: Rebecca Skloot, *The Immortal Life of Henrietta Lacks*

The flyer for Fall One Book activities was provided to Council members in advance. The major Fall event is “World Bioethics Day” on October 19, 2016. The One Book committee continues to seek participation and engagement from faculty, staff and students. For the October Council meeting, Chancellor Lowe would like a report on the number of faculty members using the book in their classes, and a Council book discussion will take place during that meeting.

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- **Diversity Annual Report – J. Wallace**

James Wallace reported that, each year, the Diversity Advisory Council (DAC) submits its annual report on diversity, in compliance with Indiana state law (IC 21-27-4-4). This law requires the Trustees of Indiana University to create a diversity committee on each campus to submit an annual report to the Trustees regarding findings, conclusions, and recommendations relating to each of the statutorily defined areas below:

- Review and recommend faculty employment policies concerning diversity issues.
- Review faculty and administration personnel complaints concerning diversity issues.
- Make recommendations to promote and maintain cultural diversity among faculty members.
- Make recommendations to promote recruitment and retention of minority students.

The report is prepared by James Wallace and submitted to Dr. James Winbush, Vice President for Diversity, Equity and Multicultural Affairs. The eight-page report was placed in Box in advance, and is also located at the following website: <http://www.iun.edu/diversity/docs/2015-2016-annual-dac-report.pdf> . The Diversity Advisory Council meets one time per month, and all are encouraged to attend.

James highlighted important areas from the report:

- **Culture of Service**

Ongoing campus concern focuses on recruitment, retention and successful completion for students of color. There are continued efforts to recruit and retain faculty of color, representative of the communities that are served. Support for junior faculty in the tenure process needs to be enhanced. The campus commitment to academic advising needs to be strengthened, and the commitment to developing the culture of service initiative needs to be advanced, including more and better quality information and training, improving reliability of service provided, and improving employee responsiveness, ensuring that they exhibit professionalism and courtesy.

- **Diversity**

The campus needs to commit to diversity as a strategic priority and include it throughout the other priorities. Halualani & Associates provided a campus diversity assessment earlier this year, and commented that the campus is in a change-order sequence and taxonomy with regard to the depth/level of engagement to which we attend to issues of diversity and inclusion. They suggested that the campus reach higher levels of the taxonomy and indicated that the campus is barely scratching the surface. While creating awareness through programming, IU Northwest is not having the transformative impact that is suggested. Higher levels of engagement should be integrated into classrooms and into programs to have a transformative impact with regard to diversity and inclusion.

- **People (faculty and staff)**

A review of the Affirmative Action plan data, for full-time faculty and staff, revealed that, of the 115 tenure/tenure track faculty at IU Northwest, 24 or 20.8% are faculty of color (6% or 8 each African Americans, 5% or 6 each Latino and 8.6% or 10 each Asian) compared with the 41% minority student population. The goal is to have faculty of color representative of the communities served and closer to the 41% minority student population. The campus is doing a good job with hiring women and diversifying leadership positions, with a number of signature hires in the last few years. Hiring committees are the foundation of efforts to diversify faculty and staff, and they must continue to make certain that there is a level of awareness when committees engage in their work. The campus must also provide more support for junior faculty. James commented on the need to improve graduation rates and provided the following six-year rates (from 2009), compared with last year: African American rate was 8.5% (1.2% decline); Hispanic/Latino rate was 23.1% (6.1% decline); White graduation rate was 28.5% (2.4% decline). Work must continue to create an environment where all students can succeed.

Dr. Szarleta commented that the work James describes would be a benefit to the Carnegie Classification for Community Engagement application process and is consistent with Carnegie's recommendations for the next round of applications. Carnegie noted that the campus needs to focus on collaborative internal practices, specifically on diversity, integrating community engagement with diversity initiatives, and then going deeper, integrating that into the classroom, with teaching, learning and research.

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Aneesah Ali, thanked James for a good report and inquired about a veteran/military focus as a group who are diverse, service-focused and interested in advancement. Currently, there are campus initiatives in place to advance veterans, and Dr. Montevirgen reported that, from a student perspective, plans are underway to launch, through the Registrar's Office, the primary office on campus that services veteran students, a veteran's resource center, which will be located in Hawthorn Hall Room106. He is seeking a veteran, student employee to staff the office, and staff members from community veteran resource centers will be invited to present on various topics. Additionally, last year, the campus and community focus, through the One Book initiative, was on veterans based on last year's book selection, *Operation Homecoming: Iraq, Afghanistan, and the Home Front, in the Words of U.S. Troops and their Families*.

With the persistent underrepresentation of Hispanic/Latinos on the staff side, Aneesah also suggested building an employee network, starting with the Hispanic/Latino population.

**IX. Student Government Association (SGA) Update**

Chiamara Anokwute, Student Government President, reported that Student Activities recently participated in the annual Popcorn Fest held in Valparaiso. Constitution Day events were planned by Student Activities to commemorate the day, including inviting a veteran speak at an event. There is an increase in awareness of Student Government, and new students have expressed a desire to become involved. Chiamara, and other SGA officers want to make certain that students know they are available for them. Students recently expressed their desire for Library hours to be extended in the morning and evening. After discussion, Tim Sutherland confirmed that the Library is already open during the hours the students requested (opens at 7:30 a.m. and closes at 9:00 p.m. Monday – Thursday). Tim will speak with Chiamara separately regarding Library accessibility.

The treasurer of the Criminal Justice Club proposed/drafted an Active Shooter Policy and plan of action that involves using IU Notify and provides what some students feel is clearer and more comprehensive information in the event, if there is an active shooter scenario. This plan is an alternative to "Run, Hide, Fight" which Andy Kapocius commented is the active shooter response that is recommended by Homeland Security and Protect IU, and by which the campus is governed. A meeting will be established, with appropriate personnel from IU Northwest and Student Government, to discuss the Active Shooter Policy and concerns from the students. Chancellor remarked that best practices have been identified to approach these situations based on prior active shooter situations at other campuses.

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

There were no updates presented.

**XI. Chancellor's Report**

Relative to Chancellor Lowe's commitment to better communication on campus, the following sessions have been planned for faculty and staff:

Coffee & Conversation with the Chancellor:

- Monday, 19 September 2016 – 9:00-10:00 am – ALC 105 AB
- Thursday, 20 October 2016 – 2:00-3:00 pm – Library Little RedHawk Café
- Wednesday, 16 November 2016 – 9:00-10:00 am – Gallery for Contemporary Art, Savannah Center
- Tuesday, 13 December 2016 – 1:30-2:30 pm – ALC 105 AB

**XII. Other Information**

**XIII. Strategic Planning Discussion**

Chancellor Lowe thanked Strategic Planning facilitator, Dr. Charlie Hobson, and the entire IU Northwest Council, for their work on the strategic planning priorities. Discussions continued with regard to the preliminary planning draft by strategic priority teams for the duration of the meeting. Chancellor Lowe requested that the redrafted objectives be submitted to him by September 27.