

**IU Northwest Council Meeting Notes**  
**Meeting Held Tuesday, April 10, 2018**

**Strategic Priorities & Objectives:**

**#1 Student Success; #2 Valuing People; #3 Leveraging Diversity for Inclusive Excellence;  
#4 Building & Sustaining Community; #5 Financial Stewardship & Infrastructure**

Chancellor Lowe asked if there were comments or questions regarding the March 20, 2018 meeting notes and, hearing none, he advised Council members to contact Kathy Malone with any changes, and thanked her for keeping a very good record of Council deliberations. He reminded members to connect, where appropriate, with Strategic Priorities and Objectives as agenda items are discussed.

**I. IU Students/James Wallace: Spring Break Washington, DC trip**

The Office of Diversity, Equity and Multicultural Affairs (ODEMA), and Student Support Services, partnered to take 17 students to Washington, DC during Spring break for a Sankofa experience. Sankofa is a Ghanaian word that translates to “go back and get it” or “it is not taboo to fetch what is at risk of being left behind.” The students visited several of the Smithsonian museums, and had breakfast on Capitol Hill with Congressman Peter Visclosky. The students were asked to journal their experiences, write a paper, and present to the campus about their experiences upon their return. Two students, Lateyneisha Thompson and Cheyenne Johnson, presented information to the Council about their learning experiences in Washington. James Wallace thanked Kourtney Givens, Mary Lee, Tierra Jackson, and Davetta Haywood, for their assistance with logistics and coordination efforts for the trip. All student participants shared their reflections with the campus at an event on April 19.

**II. Enrollment Management & Student Success – Strategic Priority #1:**

- **Enrollment Management Update** – Vice Chancellor Montevirgen did not attend the meeting. Vice Chancellor Román Lagunas announced that planning is moving forward for the next retention summit, and summit participants are working on various projects that will be reviewed, along with supporting data, when the next summit is convened. Vice Chancellor Román-Lagunas has met with the new director of Financial Aid, Gina Pirtle, and together they will continue efforts to assist eligible senior students by providing persistence grants and other financial assistance, where possible.

RedHawk registration days were held on April 6 and April 13. For the event on April 6, 150 students registered to attend, 137 attended, and 104 registered for classes. Administrators are examining why other students in attendance did not register. There were reports by students that they were sent to areas to register that were not staffed. Staff and faculty are reminded to have personnel available in units to serve students. Overall, it was a great experience, the sessions ran smoothly and were well organized, a parent session was added and it was a good idea to have two sessions.

**III. Updates – Finance and Human Resources – Strategic Priority #2, #4 and #5**

• **FY19 Budget preparation**

In Vice Chancellor Dickerson’s absence, Mianta’ Diming reported that FY19 budget construction was moving forward, and was due in the IU Northwest Fiscal Affairs Office by April 16, and due to the University Budget Office by April 23. The Salary Policy was released on March 22, and it was decided that the campus will target a 2% base salary increase pool, which includes a mandatory increase of 1%. The Budget Committee is in the process of identifying funds to reallocate to support salary increases. Town Hall meetings were held on May 1 and 3 to discuss FY19 Budget Update & Preparation and the Employee Engagement Survey Campus Results.

Mianta’ announced a Professional Development opportunity for the campus on May 3 and 4 entitled “Understand Yourself and Others’ Communication Styles” for all staff and faculty.

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- **Employee Engagement Survey Update** – Chancellor Lowe reported that the Employee Engagement Survey results have been made available, and representatives from the University Human Resources Office attended the Town Hall meetings to explain the purpose of the survey, and how the results should be interpreted. The data are broken down by division, and subsequent to the Town Hall meetings, the University HR representatives will meet separately with units to assist with interpreting and reacting to the data at the division level.

**IV. Update – Facilities and Operations – Strategic Priority #5**

- **Starbucks initiative**

Andy Kapocius reported that the Starbucks initiative is moving forward, and there will be two Starbucks campus locations, in the RedHawk Café in Moraine, and in the Little RedHawk Café in the Library. Campus Starbucks operations began on April 23 and will be available throughout the summer.

The IU Northwest Conference Center Plaza renovation was approved by the Board of Trustees at their last meeting on April 6, and Andy shared the approved design illustrations, that are available at the following website: <http://www.iun.edu/administration/docs/IU%20BoFT%20Facilities%20Presentation-IUN-4.6.18.pdf>. A separate sidewalk improvement project will begin in May, prior to the start of the plaza redesign, and will run concurrently with the plaza redesign. Both projects are scheduled for completion at the beginning of the Fall semester.

**V. Coffee and Conversation – Constituent group sessions: Strategic Priority #4**

- **Coffee and Conversation – Constituent group sessions: Staff**

Chancellor Lowe met in March with students in Moraine on two occasions. The student response was good, and the sessions were well received. Student sessions will continue next year, and will be scheduled one-time per semester. Several transfer students from Purdue Northwest remarked that the food is better at IU Northwest.

Chancellor Lowe met with staff in early April, and few attended. He remarked that the Coffee and Conversation initiative with employees has run its course, and a different approach to employee engagement is being considered. For next year, consideration is being given to an employee reception approach, maybe two times per semester, to create informal opportunities for employees to interact with one another.

**VI. Institutional Advancement update – Strategic Priority #5**

Vice Chancellor Gabbert commented on several events and topics:

- The IU Northwest Alumni Association hosted a webinar, which featured conversations with Alumni about government careers.
- IU Day was held on April 18, and included many activities for the day.
- Grad Night is scheduled on May 8, and tickets can be purchased from Alumni Relations.
- In partnership with UITS, a new platform, through Salesforce, was announced for the Daily RedHawk, and the new format began on April 16. Below is the web link to use for online submissions. <https://www.iun.edu/marketing/forms/daily-redhawk-submission.htm>

The Daily RedHawk will now be sent using Salesforce's Marketing Cloud, an Indiana University enterprise communications solution, and will continue to be released at 6 a.m., Monday through Friday. Items must be submitted by 2:00 p.m. to be included in the 6 a.m. announcement the following day, Monday through Friday.

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The IU Northwest School of Education, and the IU Alumni Association, co-sponsored an event at Theo's in Munster on April 26, to interact with teachers from IU Northwest and Bloomington.

**VII. Council Annual Survey Results – Improvement Initiatives – Strategic Priority #1, #2, #3**

- ↪ Suggested Council Agenda Changes – implement in January
  - ↪ Connect reports/comments to *Strategic Priorities & Objectives*
    - Focus on a priority each meeting/strategic planning theme
    - Strategic Planning/AQIP Systems Portfolio Group Status Reports
  - ↪ Rotate “pressing issues”/dean/division/office/program updates/profiles at alternate meetings
    - “Pressing issues”
  - ↪ **Issue/Profile Schedule: January, March, May, August, October, December**
    - **Pressing Issue for May 2018: Vision Exercise**
- ↪ **Reading Schedule: February, April, June, September, November**
  - For April, the Council reading selection was an article from the *New York Times* entitled, “The Growing College Graduation Gap,” which was suggested by Dr. Susan Zinner.  
(<https://www.nytimes.com/2018/03/25/opinion/college-graduation-gap.html?rref=collection%2Fsectioncollection%2Fopinion&action=click&contentCollection=opinion@ion=rank&module=package&version=highlights&contentPlacement=6&pgtype=sectionfront&auth=login-email>)

The article, which was discussed at length, described an attempt to bring more national attention to students who are not retained, and do not finish their degrees, which is a recurring situation nation-wide, and a serious concern at IU Northwest. Council members discussed interacting with parents of students in an attempt to provide reinforcement to students to remain enrolled, rather than leaving college for hourly employment opportunities. Also discussed was how to get the message through to parents regarding the advantages of remaining enrolled through to degree completion. Students have a great deal of financial need, and the regional culture is to work, without as strong of an attachment to education, with students abandoning their higher education pursuits, oftentimes, for seasonal jobs. Chancellor Lowe recently wrote an op-ed aimed at employers, asking them to encourage their employees to remain enrolled. At IU Northwest, a process is being considered to allow students to take a leave of absence from school, with a defined exit and re-entry procedure. Consideration is also being given to directing scholarship assistance to students who are not high achievers, but are good students with financial need, which may enable them to rely less on hourly employment. It seems that more students are going to college, but they are not persisting, and it was stated that students understand the importance of attending college, but they have to work to make ends meet. Some opinions are that colleges have not developed success strategies to support students so that they persist, are successful and graduate, which is a dilemma that affects IU Northwest students across the board.

A comment was offered that suggests a 16-week semester is too long, and students might be more receptive to, and benefit from, an eight-week courses, which would allow more frequent work intervals, including having the ability to participate in seasonal employment without stopping out. Additionally, when life's situations get in the way with educational pursuits, shorter semesters would not be as catastrophic for students by creating more flexibility. Internships were also discussed as an incentive for students, which provide valuable experience, but many of them are unpaid, which is not financially feasible for students needing an income. There is no shortage of unpaid internships offered through the IU Northwest Office of Career

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Services. The office is working to secure more paid internships for students, and the IU Northwest Board of Advisors has a committee dedicated to examining internships, and their availability, in Northwest Indiana. There is great benefit in securing more paid internships, which, in turn, provide needed income, help students find their niche, and enable them to graduate. The federal budget has increased work-study funds, which will also be beneficial to students with financial need, and could impact retention.

The Council questioned what message should be sent, and to whom, to encourage students to pursue higher education, as an alternative perspective to obtaining an hourly job (or jobs). How do we get a different viewpoint and perspective before people, in a very different, fragmented information environment, where higher education may not be seen as important? The Retention Summit group has been asked to address these questions.

**VIII. IU Northwest Council Strategic Planning**

- **Importance of documentation of action steps in WEAVE**
- **Update on Strategic Priority Three: Leveraging Diversity for Inclusive Excellence**  
James Wallace reported, on behalf of Strategic Priority Three, and began by contextualizing the role of his office, Diversity, Equity and Multicultural Affairs (ODEMA), to address priorities for the campus. He felt it was important to contextualize the role of ODEMA to better understand the data he shared. His office:
  - Provides diversity programming for the campus.
  - Takes a collaborative approach, with campus offices, to engage the community on issues of diversity and inclusion.
  - Offers support to students through the Brother 2 Brother Program, MORE, Summer Bridge programs, advises students (up to 150 per month), with assistance from Kourtney Givens.
  - Promotes advocacy and outreach to the community (Black Minds Matter, Junior Achievement/mentoring relationships, speaking engagements by James Wallace) to strengthen relationships in the community.

James noted that he is not on the Leadership Team, and has no direct influence on academic or curricular matters, except through the Diversity Fellows, where faculty are encouraged to do pedagogical innovations and share them with their peers. He makes every effort to be collaborative with faculty, and others, to have conversations about diversity. While there are currently no elements of accountability for diversity outcomes within units, departments or at school levels, Council members were reminded that it is the responsibility of all to address these issues, and not his alone.

In the past, when assembling the annual Diversity Report, which is sent to the Office of the Vice President of Diversity, Equity and Multicultural Affairs (OVPDEMA), data was collected, and information requested (according to a statutory format), to form a snapshot of what the campus looks like, compared to previous years, to determine if progress has been made with regard to diversity. The report was not benchmarked against other institutions, resulting in a collection of loosely coordinated activities that are not arranged in a strategic fashion, with no goals or targets for recruitment, retention and graduation. Cohesion is needed for these efforts, including levels of accountability, to accomplish those goals.

There is not enough data in WEAVE to determine what units are doing with regard to diversity, and there are no goals or measures to include in the WEAVE document. The Diversity Advisory Council determined that there are three issues of persistent concern: faculty diversity, student success and

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campus climate. James presented a document outlining associations, current data, action steps/current activities, goals and measures around the three issues of persistent concern. There have been conversations with regard to developing diversity plans for the colleges and schools, which will position the campus to address the accountability issue, with a mechanism needed to measure success. Additional information will be researched and placed in WEAVE.

Council members commented that there is a disconnect with what James is trying to do, and what everyone else is trying to do. Campus diversity cannot be an office, but needs to be operationalized across the IU system and, specifically, on the IU Northwest campus. Chancellor Lowe commented that the topic of diversity is a strategic priority, so that it will be distinctive and command attention campus-wide. James's document, which was not available prior to the meeting, may point to ways in which associations among and between the different Strategic Priorities may be documented in WEAVE.

The Council will thoroughly read the material provided by James, and this topic will be placed on a subsequent agenda for continued discussion. Review of the diversity document might remind others of ongoing diversity efforts that have not been documented.

- **Possible Revision of the Vision Statement (*current statement below*)**

Dr. Cynthia Roberts announced that she, and Dr. Ellen Szarleta, will serve as co-facilitators for the Vision Statement revision effort. In the interest of time, discussion of this topic was deferred until the next Council meeting. Drs. Roberts and Szarleta provided a handout, which captured responses to questions and themes asked at the last planning session, and Council members were asked to review the document for discussion at the next meeting. Members were reminded of the proposed vision statement generated, as a starting point for discussion:

*Indiana University Northwest will be central to the advancement of the educational, social, economic and civic health of the region. Our students will receive a powerful, adaptable preparation for ethical leadership and success throughout a satisfying life and career.*

- **Campus Statements:**

- **Public Narrative** (*Approved November 14, 2017*)

Indiana University Northwest provides personal, affordable and life-changing education, in a high-quality academic environment where we value diversity, inclusiveness, scholarship and cultural and regional partnerships. Our students practice their communication and digital skills, collaborate and solve problems, which is a powerful, adaptable preparation for ethical leadership and success throughout a satisfying life and career.

- **Vision** (*Approved December, 2013*)

We are Indiana University in Northwest Indiana, providing personal, affordable and life-changing education, to advance the social, economic and civic health of the region. Through our diverse working and learning environment, we help build lives and communities.

- **Mission** (*Approved by IU Board of Trustees on 16 June 2017*)

Our purpose is to enhance the quality of life of the most diverse, urban, industrialized region of the state.

- We engage the community in high-quality teaching and scholarship.
      - We partner with communities to impact and promote social, economic, and cultural development.
      - We inspire and empower a diverse body of students to be active citizens, who apply their knowledge to transform their communities and the world.

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**Values** (*Approved December, 2013*)

We, the students, faculty, staff, and alumni of IU Northwest, value:

- Our unique identity as Indiana University in Northwest Indiana;
- Academic excellence and scholarship, characterized by a love of ideas and achievement in learning, discovery, creativity, and engagement;
- The complete richness and dignity of the human family in all of its diversity;
- Supporting aspirations of the individual and community;
- The contributions of all of our constituencies;
- An environment conducive for learning, self-examination, and personal growth that leads to greater student success;
- Graduates prepared for life-long learning, ethical practices, successful careers, and effective citizenship; and
- Collaboration with other educational institutions, external partners, and the Northwest Indiana community.

**IX. Institutional Effectiveness Update**

• **WEAVE documentation and the AQIP Systems Portfolio**

John Novak was out of town and could not attend the meeting. Dr. Lowe reminded all of the importance of documentation in WEAVE.

**X. Campus Conversation on Diversity, Equity, Inclusion follow-up: Leadership role(s) for Council One Book – One Campus – One Community – One Book Committee**

2017-18 selection: *Conflict is Not Abuse*, by Sarah Schulman

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- 2018-19 selection: *Women & Power: A Manifesto* by Mary Beard (<https://www.amazon.com/Women-Power-Manifesto-Mary-Beard/dp/1631494759>)

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

No report. A student representative could not attend.

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

No reports.

**XIII. Chancellor's Report**

**XIV. Other Information**

The IU Board of Trustees meet on the IU Northwest campus June 14-15, 2018.