

IU Northwest Council Meeting Notes
Meeting Held Tuesday, December 11, 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 November 13, 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.

I. Enrollment Management & Student Success – Strategic Priority #1

• **Enrollment Management Update (*enrollment statistics cited were effective December 11*)**

Vice Chancellor Alexis Montevirgen reported that new student applications for Spring 2019 were 21.3% above the same time last year, and 15.4% higher in terms of admits. The Kresge Grant (ABC Program) is being phased out and, after the grant expires, the campus will continue efforts to solidify and continue the transfer relationship with Ivy Tech. The Kresge Grant funds a degree pathway program to help Ivy Tech students transfer to one of the IU campuses and receive the support they need to graduate with a bachelor's degree. A breakfast meeting to discuss fostering the collaborative relationship, and continuing the transfer pipeline for students, was held for IU Northwest and Ivy Tech administrators.

Enrollment of continuing students was 64.24% of projected, budgeted credit hours, and .68% below the same time last year, with the campus 1.4% ahead in terms of the number of students who have reenrolled. Approximately 42% of continuing students had reenrolled, but approximately 50% had not. Vice Chancellors Román-Lagunas and Montevirgen thanked the Deans for sending messages to students encouraging them to reenroll, and others in attendance were asked to continue to encourage students. It appears that continued enrollment efforts have contributed to the campus beginning to experience enrollment stabilization. Chancellor Lowe remarked that continued interaction with students, in the days prior to the start of classes, when campus operations resume after the holidays, is extremely important to sustain the good enrollment momentum.

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

- Non-instructional fee requests were submitted to the University Budget Office, and Vice Chancellor Michelle Dickerson thanked all for their timely submissions. The Fiscal Affairs team provided training on KFS and IUIE financial reports, and a class is scheduled in January 2019 for those who could not attend other sessions, with a goal of completing all training prior to the next budget cycle. To request training, contact Terri Chance at tschance@iu.edu, Krista Grant at kjgrant@iu.edu, or Vice Chancellor Dickerson at mtdicker@iun.edu.
- Miantá Diming provided the 2019 Holiday Calendar to the Council, and it will also be published in the RedHawk Digest.

For the second year, IU Talent & Organization Development is hosting the Regional Supervisor Series (RSS), and ten slots will be available for IU Northwest campus participation. This series is a development program designed to introduce leadership concepts, techniques, and principles to develop the skills of those who supervise and lead others. The series will begin January 30 through July 17 and the application deadline is **Friday, January 11, 2019**. For additional information, access the following web link: <http://hr.iu.edu/training/regional-supervisor.html>. To apply for the 2019 RSS, access this link: https://www.surveymonkey.com/r/RSS_2019_Application.

The Director of IU Compensation, Betty Larson, has offered to visit the IU Northwest campus, in February or March 2019, to provide a brief overview to the IU Northwest Council, or the Leadership Team, about the status of the Job Framework Redesign Project. This offer will be considered, and Miantá will be contacted regarding a possible visit.

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III. Encouraging Performance Funding recommendation

The Commission for Higher Education (CHE) made performance funding recommendations to the legislature for the next biennium, which will begin in July 2019. As a result of IU Northwest's 6% increase in six-year graduation rates, the recommendation for performance funding at IU Northwest could result in an increase of 7% in state appropriation, over the course of the biennium. This is very good news, and illustrates that student success has a positive payoff. Efforts will continue to improve four-year rates, which will result in the largest payoff in performance funding. Chancellor Lowe was very encouraged with the successful increase in graduation rates, and thanked the campus for the good work, which must be ongoing to sustain the momentum.

Chancellor Lowe commented that the university is moving forward with an online BS in Business administration for regional campuses, an initiative that began approximately four years ago. The effort has taken years to initiate because the program must be consortial and collaborative. Recently, the Higher Learning Commission (HLC) informed IU Chancellors that the program will be approved, and it is anticipated that the Association to Advance Collegiate Schools of Business (AACSB) will approve the program for accreditation in Spring 2019, and students can be enrolled beginning in Fall 2019.

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

Andy Kapocius provided the following updates:

- **Admissions Office:** At the request of the Office of Admissions, a first-floor Admissions Office has been established in the Arts and Sciences Building, Room 1048, with an emphasis on transfer students.
- **Renovation of spaces for Academic Affairs and UITS in Hawthorn Hall:** UITS has made a decision about the temporary spaces provided for the WEB Team on the second floor of Hawthorn Hall since vacating Lindenwood Hall. These spaces remain appropriate for their operation. Now, since there is no longer a need for major reconstruction, the project responsibility has been passed from the Architect's Office to Interior Design, to assist with finishes and updates. We anticipate this will move up the anticipated completion date to 1st quarter of 2019.
Renovation plans for Academic Affairs are moving forward, an architect for the project has been hired, and a timeline is being constructed.
- A new supervisor has been hired for the mechanical operations of the Facilities unit, effective January 2019, and he will report to Gary Greiner.

V. Institutional Advancement update – Strategic Priority #5

Vice Chancellor Jeri Pat Gabbert was absent from the Council meeting because she, and staff in Institutional Advancement, were attending the 44th Annual CASE V (Council for Advancement and Support of Education) District Conference at the Sheraton in Chicago. CASE V annually recognizes higher education institutions that exemplify best practices in alumni relations, fundraising, advancement services, special events and outstanding communications, and Indiana University Northwest was the recipient of two Pride of CASE V Awards. Dean Cynthia Roberts also attended the CASE V awards for her involvement in the Best in Writing for the Media, Gold Award video, *IU Northwest MBA Student to graduate from Chicago hospital bed*. Chancellor Lowe and the Council congratulated the Marketing and Advancement staff, and also Dean Roberts, for their fine work. A complete listing of awards can be found via the following link:

http://www.casev.org/awards_and_scholarships/the_pride_of_case_v_awards_program/2018_pride_of_case_v_award_winners.html. Additional information about the IU Northwest awards is below:

- **Best in Writing for the Media – Gold**
IU Northwest MBA Student to graduate from Chicago hospital bed
<https://www.iun.edu/news/2018/willis-mba-grad-hospital.htm>
- **Best Video Fundraising, Alumni Relations and Commercial Spots -- Honorable Mention**
Together, we make this the Region's University
<https://www.youtube.com/watch?v=zEO2Aqu0y0Q&t=38s>

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VI. Student Government Association (SGA) Update

Joseph Jansky, SGA president reported, that emails that are not from him are being sent under his name, and he cautioned recipients to verify the IU authentication before accessing. He has alerted UITS about this issue, and Chancellor Lowe reminded all to inform UITS whenever similar situations are experienced.

In line with campus student success efforts, Student Government is focusing on enhanced goals, to have more integrated roles with students, and encourage them to voice their concerns and opinions. “What to Fix” (WTF) boxes will be placed around campus to solicit student suggestions, and surveys will be available for students to include in the boxes. Student Government will assess the issues and concerns reported and determine the best approach. Vice Chancellor Román-Lagunas asked Joe to work with her on a process which will inform campus administration of student complaints and how they are resolved. AQIP, and other accrediting pathways, have assigned a great deal of importance to how campuses handle complaints, and how they are resolved. Aneesah Ali reminded Joe to contact her if any complaints or issues received should be reported to her area, the Office of Equal Opportunity and Affirmative Action Programs.

The SGA wants to expand the integrative role that they have with the campus, and are focusing on internal improvements, which includes identifying student representatives, who will represent each of the schools on campus. This effort will promote diversity within SGA, and promote representation from all student populations, rather than having a majority of student ambassadors from the College of Arts and Sciences. A change in student representation will better inform SGA of lifestyles and concerns or needs of a more diverse student population. Guidelines for those roles must be determined, which could be more integrated than roles of senators, and more collaborative with the administration. Joe will update the Council as this initiative moves forward.

Student clubs and organizations are encouraged to re-register their club affiliations, to fully prepare them to interact with incoming students, to get them involved in the campus culture.

Joe agreed to distribute an email message to students reminding them to re-register, and Vice Chancellor Montevirgen will alert Marketing and Communication regarding this effort to assist with distribution of the message. Chancellor Lowe thanked Joe and the SGA for their continued efforts and initiatives.

VII. Academic Innovation Support Proposal

A draft process to apply for funds from the proposed Chancellor’s Fund for Innovation in Academic Programs & Support was provided to the Council by members of the ad hoc planning committee, which includes Dr. Patrick Bankston, Dean Cynthia Roberts, and Dr. Chris Young, with input from the Deans Council, and Vice Chancellors Román-Lagunas and Montevirgen. Dr. Bankston spoke for the group and remarked that the stated goal is to support a broad range of projects, short term (months) or long term (years), important to the mission of IU Northwest, designed to increase enrollments or increase retention (student success), that require substantial funds to accomplish, but cannot be funded by existing unit operating budgets. The process was approached as if one was applying for grant funds and included processes and criteria that would be typical of a grant application. The proposal outlined the following criteria for judging multiple proposals:

- Importance to meeting the mission of IU Northwest
- Potential for success, likelihood of attracting students, likelihood of retaining students/fostering student success
- Feasibility to accomplish with personnel, resources and budget described
- Realistic budget
- Scalability – can this be applied implemented more broadly or to other units
- Sustainability – is this a one-time expense, will there be ongoing costs or will this program pay for itself in time

Chancellor Lowe suggested adding to the criteria, that collaboration is a plus across units and divisions, and a positive is that the process takes into account resources and commitments that are already in place.

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For academic or Student Services units submitting proposals, after appropriate approvals from the Dean or unit, the proposal would advance to the appropriate Vice Chancellor. A review committee will be established (faculty, students, administrators) to judge proposals based on success at meeting criteria, and recommendations will be made to the Chancellor. The credibility of the process will rest on the composition of the committee, the work that they do, and the recommendations forwarded to the Chancellor. The importance of the composition of the committee was discussed, at length, and the following suggestions were offered for review committee membership:

- Campus Leadership plus (EVCAA, VCSS, plus Chancellor's Professors for faculty input) – this suggestion is endorsed by Dean's Council
- Campus Leadership only (VCs)
- Some other combination of faculty and leadership

Chancellor Lowe acknowledged the good work of those who worked on the draft, much ahead of schedule and expectations, and asked them to consider the ideas and suggestions generated during the meeting, and come back early in 2019 with a revised process.

VIII. Formal Plan for Announcements with Ivy Tech – V. Román-Lagunas

Information regarding IU Northwest activities can be shared with Ivy Tech students and staff by forwarding information to Ivy Tech representative, Iris Sanchez at isanchez@ivytech.edu.

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

- Council Agenda Items
 - ➔ Revised Council Mission and Charge document

The first sentence of the Council Mission and Charge document was revised, and the sentence, with the addition shown in bold type, now reads, “The IU Northwest Council will serve the campus by functioning as the central governance body for the **exchange and dissemination of information** and discussion of significant issues facing the campus, including campus strategic planning and enrollment management.” The statement can be found at the following web link:
<https://www.iun.edu/chancellor/iu-northwest-council/index.htm>
- Council Agenda Changes – implemented in January 2018
 - ➔ 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

Issue/Profile Schedule: October, **December**, February, April, June, September, November

Topic:

- ➔ Student emergency assistance and scholarship packaging

The campus emergency assistance fund is now systematized, as the campus continues to refine its approach to providing student emergency assistance in an effort to assist with the mitigation of student poverty. Campus and IU Foundation representatives are working on scholarship packaging to make certain that the funds available are packaged appropriately to serve as many students as possible. These projects have moved along positively, and a different approach to scholarship awards is anticipated in Fall 2019. The campus wants to be as supportive as possible to students, many of whom are experiencing real financial need.
- ➔ State-level study of poverty among college students

State Representative Earl Harris was featured in *The Times of Northwest Indiana* regarding his plans to address poverty among college students with the Indiana legislature (see web link below). Many of the thoughts and ideas he expressed are similar to efforts by the campus to also address student

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poverty. IU Northwest wants to be involved in legislative conversation around this topic because it is described as a wide-spread issue and is attracting serious study and attention.

https://www.nwintimes.com/news/local/govt-and-politics/region-lawmaker-eyeing-student-homelessness-food-insecurity-as-impediments-to/article_b44203ae-3a06-5b66-bcf0-d063b98de0e7.html#utm_source=nwintimes.com&utm_campaign=%2Femail-updates%2Fdaily-headlines%2F&utm_medium=email&utm_content=9015A3CAAC55A71456EA1F3A0ED933220658B1CE

The Council continued the discussion on student poverty, that began at the November meeting, with additional information and web links provided for the discussion. In late November, *The Chronicle of Higher Education* profiled five students facing food and housing insecurity, and that information can be found at the following web link:

https://www.chronicle.com/interactives/insecurity?cid=pm&utm_source=pm&utm_medium=en&elqTrackId=9c6fe6a2ea0c4c69a5eb7a223ae85bcd&elq=138fdc6f85a04d54941e614c74337372&elqaid=21434&elqat=1&elqCampaignId=10251

The Council recalled the Lumina article discussed at the November meeting, (Lumina Foundation Fall *Focus* magazine: <http://focus.luminafoundation.org/issue/fall-2018/>) and based on the reading, Chancellor Lowe asked all to consider the question, “what does Lumina want us to do?” He also asked what information Lumina did not include in the stories, and observations from Council members are noted below:

- Articles did not indicate how the assistance would be funded and what it might mean regarding reallocations. At IU Northwest, funds are necessary to implement some of the assistance efforts described, and reinvestment of funds would yield longlasting dividends.
- Articles did not mention the faculty role, morale of the people, or if the entire campus embraced the culture of support. Faculty can design the curricula so that the pathway is clear for students, which would provide incentive for them to persevere, especially for students with limited funds or less understanding of the system. It was noted that, at IU Northwest, something as easy as simplifying navigation for students on campus through improved, clearer, more direct signage, can add to a positive student experience.
- There was a spirit of intentionality, and those involved embraced actions as a pathway to ensure the success of their students. The Council questioned how IU Northwest could begin to implement and embrace the culture described in the stories. The culture of caring improved retention and graduation rates which, for IU Northwest, would mean additional state funding and more students paying tuition on a consistent basis.
- There was concern expressed that the campus is not equipped to address many of the student problems described, and it was suggested that collaborations be fostered, with area resources and personnel, who can assist students. In one of the stories, students were provided assistance through on-campus resources and then directed to external sources for additional assistance. IU Northwest administrators will be meeting with a resource colleague at Ivy Tech to discuss how they approach the topic of resources. A communications plan will be provided to the campus, which will include information about available student resources, to direct them to resources on and off campus.
- The situations almost seemed too happy/positive, and some questioned “what is the dark side of the stories or situations chronicled?”

IU Northwest wants to be known externally/in the region as the institution that supports our students through to graduation. The students described were familiar and, even though they were from different parts of the country, they mirrored our students. To fulfill a responsibility toward students, IU Northwest is taking steps to be more effective at assisting them. While the responsibility of higher education institutions is to assist students in the best way possible, they are not the cause of student poverty. Dealing with the effects of poverty, among our students, is our responsibility, and one way that we impact poverty, and help the region, is by educating, retaining and graduating students.

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Reading Schedule: November, **January**, March, May, August, October, December
 ↳ The Dean's Council will suggest a reading selection for the January meeting.

X. Institutional Effectiveness Update

• **AQIP Systems Portfolio preparation and status**

Dr. Cynthia O'Dell reported that the AQIP systems portfolio was submitted, in the Assurance System, on December 3, and the review team has 12 weeks to review and provide feedback, with a response anticipated in early March. She thanked the teams who worked on the portfolio, and also thanked Karen Peterson and Scott Hudnall, who uploaded information into the Assurance System. Chancellor Lowe thanked Dr. O'Dell, John Novak and everyone who worked on the portfolio for the good work. Going forward with the next accreditation cycle, the campus will transition to a different accreditation pathway.

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

- 2018-19 selection: *Women & Power: A Manifesto* by Mary Beard (<https://www.amazon.com/Women-Power-Manifesto-Mary-Beard/dp/1631494759>)
 - One Book programming will resume in the Spring semester.
 - Nominations are open for the next novel for the campus and community reading initiative and can be submitted by accessing the following web link: <https://www.iun.edu/onebook/book-suggestion-form/suggest-new-book-form.htm>
 Book nominations close Friday, February 9, 2019, 5 p.m. CST.

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

Dorothy Frink, Professional Staff representative, provided the following comments:

- She shared a positive story about the quick response, and resolution by the IU Police Department, to an incident during a campus tour. Chief James immediately followed up, to participants of the tour group, with an email message, which was well received. Dorothy urged all on campus to speak to tour group participants, welcome them to the campus and briefly comment about your area. A positive campus environment ranks as the most important impact to retention.
- The Office of Admissions is exploring a new scholarship opportunity through a company called Raise Me (<https://www.raise.me/>), where students, based on established criteria, have to work to earn scholarships. This initiative will be launched in 2019/2020.
- The Office of Admissions continues to work with adults in the enrollment process, and adults over 24 can receive a scholarship of up to \$2,400.

XIII. Chancellor's Report

- Chancellor Lowe wished all a good holiday break.

XIV. Other Information

- James Wallace shared information from a student, where he stated that at least 20 times the student had greeted a campus colleague and has rarely, if ever, received a greeting in return. This has happened both in passing in the hallways of the campus and in those situations where the student would see the individual engaged in conversation, and patiently wait for an opportunity to speak, greet the individual and still not receive a response or greeting in turn. Campus leaders are asked to share this message with colleagues, subordinates, and student workers so that we, as an institution, can embody our mission statement which states that we will “inspire and empower a diverse body of students to be active citizens, who apply their knowledge to transform their communities and the world.”

We strive to create an inclusive and welcoming environment, and we cannot create a feeling for students of not belonging.