

IU Northwest Council Meeting Notes

Meeting Held Tuesday, January 14, 2014

Chancellor Lowe began the meeting by asking if there were comments or questions regarding the December 2013 meeting notes. Hearing none, he advised Council members to contact Kathy Malone with any changes, and thanked her for keeping a good record of the meeting.

Chancellor Lowe introduced new Council member, Dr. Subir Bandyopadhyay, who is representing the IU Northwest Faculty Organization. He also announced that Emily Banas was elected to serve as the Professional Staff representative on the Council. Emily will replace Professional Staff representative Helen Harmon, who has been on the IU Northwest Council since its inception. Chancellor Lowe thanked Helen for her valuable service to the Council.

I. Student Victimization Study Presentation

Dr. Tanice Foltz attended the meeting and provided information about a Student Victimization Study, which is a proactive response to the possibility that answering questions about being victimized could both raise campus awareness and bring up issues that need to be dealt with through counseling. As a result of student interaction in various courses, she has been made aware of extreme abuse issues among IU Northwest students for many years, and thought it was time to take a serious approach to measure the incidence and prevalence of abuse issues, as well as symptoms that may accompany the trauma. Conducting the study will identify how IU Northwest can help students better cope with what is, for at least some of them, a daily part of their lives, and ultimately be successful in their academic and work pursuits. Dr. Foltz has been working on this project with Dr. Monica Solinas-Saunders, and they have received an Indiana University grant to support this initiative, which will allow them to hire six graduate students to administer the survey in early February to 50 randomly-selected, undergraduate and graduate courses. The surveys will be anonymous, and after the students collect the data, they will be instructed on how enter the data. Dr. Foltz solicited the support of the Council in this very important endeavor.

Chancellor Lowe encouraged Council members to urge their colleagues to allow visits to classes, so that the survey can be administered. At this point, the surveys will not be administered to those taking online courses. Dr. Foltz will present information about this project at the next Faculty Organization meeting.

A companion project, The Clothesline Project, took place in fall 2013, to raise awareness about domestic violence. Participants in the project made colorful T- shirts as a means of expressing personal stories, or in honor of a survivor or victim, that were hung along the windows in Moraine Student Center. The Clothesline Exhibit is part of a national project intended to educate, break the silence, and bear witness to violence against women. Dr. Foltz is looking to transform the IU Northwest Women's Center into a resource center for students. The Clothesline Project will be repeated in Spring 2014. She announced that the Celebrating Students Conference is scheduled on March 13, 2014.

II. Enrollment Management & Student Success

a. Enrollment Management Group Update – Spring Semester 2014

Dr. Malik reported that the campus is 1% behind in credit hour registration for Spring Semester 2014, and 4% percent behind in headcount, compared to the same time a year ago, which reflects a difference of approximately 200 students. He is optimistic that the numbers will be more positive after the anticipated registration of a significant number of high school students. It is important to note that, while headcount is important, the campus is almost on target with credit hour projections, which directly relates to budgetary projections.

The IU Northwest campus has the second largest online enrollment of all regional campuses. Online learning positively affects retention, and approximately 25% of our students are taking online courses. The campus receives 10% of the income from online courses that students take at other campuses.

Interim Vice Chancellor Beth Tyler reported that the campus is down approximately 5% in the number of students admitted for Spring Semester 2014, and down approximately 20% in the number

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of new students enrolled for Spring Semester. Consultants from DemandEngine will be on campus later in the month to assess Office of Admissions processes, to determine how the campus can do a better job of recruiting and yielding students. Admissions are up 18% for Fall Semester 2014.

b. Academic Advising Update

Chancellor Lowe recognized the members of the Advising Task Force for their good work on the Advising Task Force Report, and mentioned that it was good to see substantive faculty contributions to the substance of the report, which has been placed on Oncourse. Two academic success advisors, Cynthia Robles and Elizabeth LaDuke, have been hired, the result of implementation of one strategy for improved advising. They are located in Hawthorn Hall, in Rooms 244 and 246.

As additional strategies cited in the report are considered, the Enrollment Management Group will determine what can be done near-term, to make effective improvements for fall 2014, and will also determine what improvements will be included in long-term plans. An IU Northwest team of administrative and academic personnel will be identified to attend a summer institute in late June sponsored by NACADA (The National Academic Advising Association). An outcome from the institute is that participating teams will construct action plans for their respective campuses. Academic units are asked to examine how their advising resources are being used (space, personnel, advising load) to determine if optimal benefits are realized from advising efforts, particularly examining advising loads of advisors, relative to the number of students served, to determine how advising loads might be reallocated.

Beth Tyler has been consulting with Jim Kennedy, Associate Vice President for University Student Services and Systems (USSS), regarding the transformation of the first floor of Hawthorn Hall, using minimal funds, into a “one-stop shop” for students. Jim feels that the space had good potential, and would like to have the one stop operational by fall 2014. Consideration is being given to including the advising component into the “one-stop”, so that students can get questions answered on demand. Dr. Malik reported that this topic is also being discussed at the Dean’s Council, as they examine best practices in advising, and look to institute an appropriate approach for IU Northwest. A strong academic component is important to the success of the advising component.

A continuing topic with the Enrollment Management Group (EMG) is admissions standards, and they are particularly interested in conditional admissions. The success rate of conditional admits, students that technically do not meet IU Northwest admissions standards, is being examined to determine if they are being served effectively.

III. Strategic Priorities Revision

a. Continuing Discussion

As a result of the last two lengthy Council meeting discussions about the added Priority, “Student as Future Citizen,” it was determined that additional discussion is necessary. The Priority is an academic commitment, and Chancellor Lowe has asked Vice Chancellor Malik, and Academic Affairs, to assist with continuing the discussion about this priority, to determine how this new academic commitment should be pursued. The final Strategic Priorities document will be placed on Oncourse, and this topic will be placed on a future Council Agenda.

IV. Budget Update

a. Expenditure Review

In Marianne Milich’s absence, Chancellor Lowe reported that, although the current enrollment status affects revenue targets for this year, the campus continues to manage reasonably well, and he does not foresee any problems with revenues this year.

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In December 2013, Governor Pence announced a reduction across all state agencies of 2%, which affects the portion of the IU Northwest budget that is provided through state appropriations. At the end of the current fiscal year, 2% must be taken from unspent funds to give back to the state, which will affect/reduce carry-forward funds. This mandate indicates the volatility of the fiscal environment, at the state level, to which the campus is susceptible.

The budget process will begin in February 2014, and a necessary and ongoing part of that process will be Expenditure Review, which will be framed as a continuous improvement project. Expenditure Review will continue to be an integral part of the budget process along with Enrollment Management. The campus must continue to increase revenues through enrollment, and also manage expenditures. Because savings were introduced as a part of the budget process, and expenditures were trimmed last year, the campus was able to invest in salary increases and the University Relations and External Affairs Office. Indiana University Northwest is fortunate that there have not been significant drops in enrollment, as with other public universities in Indiana. Maintaining or sustaining enrollments is not enough; growth is vitally important to this scenario.

V. Update on Facilities

a. New Academic Building project status

Programming for the new building is being finalized, and work will then progress to the design phase. An application will be submitted for a working or temporary name for the building, and the temporary name "Arts and Sciences Building" was agreed upon by Chancellor Lowe and Ivy Tech Chancellor, Thomas Coley. Collaboration with Ivy Tech is moving forward favorably. Meetings held with building constituents were engaging, and the architects were receptive to ideas and suggestions offered.

This project will be one of the largest construction projects in Gary in approximately 50 years. A meeting has been scheduled with homeowners who live in the footprint of the building, to discuss the possibility of them selling their dwellings adjacent to the construction site. Residents that choose to remain will be accommodated by designing the building around their properties.

Discussions about parking alternatives to replace parking areas that will be consumed as a result of the building construction are continuing. While construction of a parking garage is not being considered with this project, the University Architect's Office is examining a federal program that provides incentives to developers interested in building a garage. Parking options at Arts on Grant will be important to the campus during construction of the new building. The lease at Arts on Grant will end when the new building opens.

To assist with parking constraints, there are plans to significantly enhance the parking lot adjacent to Sycamore Hall, and Sycamore Hall could be demolished during summer 2014, which would provide additional parking. Additionally, the acquisition of property adjacent to Sycamore Hall, including the Smith property, will help to enhance parking efforts.

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

a. One Book – One Campus – One Community Update

1. Earlier identification of 2014-15 Book

James Wallace provided an update regarding the One Book initiative for Dr. Rochelle Brock, who is on sabbatical. Dr. Crystal Shannon met with the Executive Committee of the Faculty Organization and asked for support to elicit more faculty involvement with One Book–One Campus–One Community efforts. They recommended that a book list be offered rather than a choice of only one book, which is contrary to the stated purpose and format of the reading

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initiative. James and Dr. Shannon will also address the Faculty Organization regarding this topic at their next meeting. A suggestion was offered to have a process to receive book recommendations, similar to the one used when selecting ideas for the Green Space, and beginning the process in February, with the objective of having a book selected by mid-March 2014.

A book discussion on “**Stereotypes: The Search and Struggle for Identity**” is scheduled on January 28, 2014 in conjunction with a “Soup and Substance” event in the Gallery for Contemporary Art.

b. Council Projects for 2013-14

1. Update: Faculty reading project focused on *Whistling Vivaldi*

Chancellor Lowe informed the Council that Dr. Claude Steele, author of *Whistling Vivaldi*, has taken a new position as Provost at the University of California, Berkley, which might affect his ability to visit IU Northwest this spring. Dr. O’Dell will confirm Dr. Steele’s availability and, if necessary, alternate visit dates will be provided. Even if he is unable to visit the campus, Chancellor Lowe recommends that the faculty move forward with the *Whistling Vivaldi* reading project.

2. Update: Ideas from State of the Campus discussion exercise

The Planning Group for the State of the Campus Address/Campus Conversation has continued to meet since the event in August 2013 to discuss the data provided by faculty and staff who attended. The data, which was analyzed by Dr. Subir Bandyopadhyay and his Analytical Task Force, targets various themes, and the Planning Group has discussed various methods of addressing the themes identified including:

- Collecting data from Council members to determine what is taking place in the units that relate to the themes identified.
- Establishing focus groups to enhance constituent relations, for both internal and external “customers.” One theme identified relates to enhanced internal constituent services, with regard to employees doing more to better serve one another.
- Identifying themes to serve as AQIP projects, and aligning themes with the strategic priorities of the campus.
- Involving the EMG with the themes that relate to how the campus interacts with students.

There are short-term and long-term action items. Council members are encouraged to contact Interim Vice Chancellor Tyler or Vice Chancellor Malik, if they want to be involved with forward movement of the Planning Group.

Chancellor Lowe noted the significance of items related to Diversity, Equity and Inclusion in the report, and encouraged James Wallace to share and discuss the report with the Diversity Advisory Council. Vice Chancellor Malik encouraged all constituents to examine the report, to determine how the suggestions and action items relate to their areas and consider improvements that can be made, noting that everyone has a stake, not just Academic Affairs.

c. Diversity Programming Series Events

James Wallace distributed Diversity Programming Series postcards and reminded the Council about the event on January 22, in celebration of the Dr. Martin Luther King holiday, featuring Michael

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Fosberg. A call for proposals for next year's programming events will be presented at the next Faculty Organization meeting, with the deadline for submission in March 2014.

VII. Institutional Effectiveness Update

John Novak provided updates on several projects:

- **Statewide General Education Audit Report:** The Audit Report is a special report to show that students are in compliance with state statutes, and verifies that students have taken 30 credit hours of General Education courses. Indiana University Northwest was the first to run the report in December 2013. There will be an official line on transcripts that verifies compliance, and this requirement will apply to students beginning in fall 2014.
- **Degree Mapping Project:** Another state requirement, this project is in the very early development stages and requires all full-time students to have a degree map to complete in four years. Degree maps must be continually reviewed with students to help them remain on track. This is an ongoing project that will affect faculty and staff advisors, and how they interact with students.
- **Higher Learning Commission (HLC) Online Bachelors in Applied Science:** Indiana University Northwest is in the process of applying for an Online Bachelors in Applied Science, which has been approved by both the IU Trustees and the ICHE. This will be the first request from IU Northwest for approval of an online program rather than online courses, and the request is being submitted as part of a consortium with other IU campuses. The timeline to roll out the program is fall 2014. The threshold to be considered an online program is that 50% of the coursework has to be available to students online.
- **Blue Print Metrics for Student Attainment:** John Novak is currently collecting data to review how successful the campus has been with targets. The Institutional Effectiveness Advisory Committee will review the results to determine if targets should be reset.
- **Peer Institution Review:** All Indiana University campuses will be undergoing a review of peer comparison institutions. The Institutional Effectiveness Advisory Committee has suggested a peer group, which will be reviewed with the Council before submitting to IU Administration.
- **AQIP Action Projects:** The three action projects will be reviewed by the Institutional Effectiveness Advisory Committee.
- **Campus Climate Survey:** This survey was administered at the end of the fall term. The data will be analyzed, and a report will be provided to the IU Northwest Council.
- **Graduating Senior Survey:** From this survey, more than 100 responses have been received, out of approximately 180 surveys sent. The survey will run through January 2014, after which results will be reviewed.

VIII. Chancellor's Report

- **Promotion of changed RedHawk Café credit card policy and renovated facilities.**
 Chancellor Lowe referenced an email message sent to the campus announcing that, effective with the start of the Spring Semester 2014, the \$5 minimum purchase for credit card use with campus dining services has been eliminated. Larissa Dragu, Student Government President, brought this matter to Chancellor Lowe's attention during the fall 2013 semester, alerting him to the fact that students were not using the dining service because of the credit card policy. Arrangements have been made with dining services for the campus to subsidize dining operations, until a Smart Card is in place for student (and employee) use. Chancellor Lowe thanked Larissa for bringing this topic to his attention.
- Chancellor Lowe reminded the Council that next week is homecoming, and encouraged all to support the events planned.

IX. Other Information