

IU Northwest Council Meeting Notes

Meeting Held Tuesday November 10, 2015

Chancellor Lowe began the Council meeting by welcoming two new members, Dr. Vernon G. Smith, Interim Dean, School of Education, and Dr. Kalim Shah, faculty member in the School of Public and Environmental Affairs. Dr. Shah was absent, but will attend, beginning in December. Chancellor Lowe asked if there were comments or questions regarding the October 13, 2015 meeting notes and, 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 attended the Theatre Northwest production of "Hedda Gabler," and encouraged all to see the excellent performance by students, under the direction of Professor Mark Baer, who did a terrific job. First-rate IU Northwest theatre programming and performances underscores the need for an appropriate theatre on campus.

I. Enrollment Management & Student Success Update

Vice Chancellor Alexis Montevirgen provided a positive enrollment report. For Spring 2016, applicant numbers are above where they were last year for beginners and first-degree transfers, with approximately the same number of admits compared with the same time last year. For Fall 2016, the number of applicants is above where we were last year, resulting in 426 admits. Current enrollment for Spring 2016 stands ahead of the same time last year, and credit hours are ahead compared with the same time last year. Registrations equate to 38.79% headcount and 41.54% credit hours for Spring 2016. The campus is at actual versus projected credit hours of 44.8% for Spring 2016, but the caveat is that the first day of Spring registration this year was in March, as a result of year-round registration, and last year it was in November, precluding a direct comparison. Efforts will focus on confirming that students who registered previously still plan to attend, and continuing to contact students to encourage them to meet with their advisors. Ida Gillis inquired about recent enrollment statistics for females and minorities. For Spring 2016, there are fewer Hispanic applications, and there is a slight increase in applications from African Americans. For Fall 2016, applications from Hispanics and African-Americans have increased.

Vice Chancellor Montevirgen encouraged all to attend the Careers in Healthcare Seminar, held on Saturday, November 14, 2015. This effort is an expansion of the previous "Freshman to Physician" program, and includes examination of all careers in healthcare.

Interim Dean Vernon Smith shared information regarding efforts in the School of Education (SOE) to increase enrollment, noting that they would like the ability to contact students directly, who express interest in enrolling in the SOE, which they feel will increase enrollment. Other units share this belief and would also like to contact students directly. Dr. Smith commented that the SOE wants to match potential SOE students with an alumnus mentor to identify a support system for the student early in their academic career. The Office of Alumni Relations has just launched a program that matches students with alumni mentors, and Vice Chancellor Gabbert will speak with Dr. Smith regarding the initiative. As various enrollment efforts are pursued that involve contacting students, Chancellor Lowe said that all such activities should be coordinated with Dorothy Frink, Director of Admissions. He also remarked that enrollment management is an extremely important topic and is integral to the success of our students and the financial health of the campus.

Other initiatives mentioned include bringing new admits in prior to June to get them registered and connected to the campus earlier, and to administer placement tests online. The Enrollment Management Group is already exploring the option of administering placement tests online which, under the current system, is often an obstruction for newly admitted students. Convenient access to required student entry requirements such as placement tests has been identified as a critical competitive advantage (or disadvantage) among our potential students.

Executive Vice Chancellor Mark McPhail reported that he recently attended an IU Online Course Connect Summit, and Center for Regional Campus Excellence meeting and, at the Summit, they focused on minimizing competition among regional campuses for online course enrollment. Two important realizations, as a result of the meeting, were that more faculty involvement is needed, and a faculty advisory committee will be established. At the Summit, he provided data that suggests ratios be changed to provide more equitable online

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course income sharing for campuses. This option will be considered by campus financial officers and chancellors.

At the Center for Regional Campus Excellence meeting, the new AASCU (American Association of State Colleges and Universities) initiative “Reimagining the First Year,” was discussed. Indiana University Northwest deans were aware of the initiative, and were already working on the application process prior to the meeting. The university has decided to submit a collective proposal, inclusive of all IU campuses, and Dr. William McKinney, IU Senior Advisor for Distance Education, will take the lead on the initiative and will be looking for a team from IU Northwest to work with him. The deadline for the proposal was November 20, 2015. Vice Chancellor McPhail thanked the deans for their good work with the early application process, which could shape the direction of the proposal.

A campus team is working on a proposal for the Howard Hughes Medical Institute Inclusive Excellence Grant, which is due in December 2015. The goal of this initiative is to help institutions build their capacity to effectively engage all students in science throughout their undergraduate years, especially those who come to college via nontraditional pathways. Through this initiative, colleges and universities will be supported that commit to measurably increase their infrastructure, resources, and expertise to involve undergraduate students in science, resulting in expanded access to excellence for all students.

II. Financial Planning FY17

Marianne Milich, CFO, reported that the budget process for FY17 will be accelerated because the legislature will have a short budget session, and the university will not have to wait until April to be informed of decisions related to state funding. Going forward, the IU Board of Trustees has indicated that they wish to become involved earlier in the budget process, and want to receive and review more detailed budget information, from individual campuses and the university, prior to when the budget is submitted for approval. They want to fully understand the budget process, and are taking a greater role in their responsibility to make certain that they have a detailed view of the entire university. The Board exercises the fiduciary responsibility for the university, at the highest level, and wants to be more knowledgeable about what they are endorsing in terms of the university budget. To this end, campuses have been asked to accelerate their budget processes and, at the February 2016 Board of Trustees meeting, Vice President MaryFrances McCourt will present a preliminary budget assumption, inclusive of budget information from all campuses. While the actual budget will be approved at the June 2016 Board of Trustees meeting, Marianne asked Responsibility Center heads to give some thought to budget requests and enrollment projections for FY17, so that major assumptions, or budget requests, are identified prior to February 2016.

Indiana University has committed to working with the Indiana Commission for Higher Education to set “banded” or flat tuition rates for IUPUI and IU’s regional campuses by the start of the 2016-17 academic year. Under such a structure, which is already used at IU Bloomington, students pay the same fee for any course enrollment between 12 and 18 credit hours, instead of paying a per-credit rate, as they currently do, and students taking fewer than 12 credit hours will continue to pay the per-credit rate. Full-time students are not required to enroll for 15 credits for a semester, and careful academic advising will be critical to underwriting the academic success of individual students. In keeping with efforts to promote on-time graduation for as many students as possible, this effort will encourage students to take more classes. Students who take longer to finish are not penalized, but there is a bonus (through state Performance Funding) to campuses for improvement in four year completion rates. At IU Northwest, any additional revenues will be allocated to provide greater student support and advising to ensure student success. Efforts will be made to enhance summer programs for students who need to meet course requirement thresholds (e.g., 21st-Century and O’Bannon Scholars), and scholarship programs will be identified to assist with these efforts at all of the regional campuses. Tuition has not been raised appreciably in the last two biennia, and how the “banded” tuition initiative is communicated to students is very important. It is equally important for advisors to be on

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board with how this effort will move forward, and be prepared to respond when students approach them with questions or concerns. The “Finish in Four” initiative, which guaranteed no tuition increases for juniors and seniors who finished their degrees on time, will not add any new students, and the 25% summer tuition discount, which did not encourage summer enrollment, will no longer be offered. Dean Anna Rominger spoke about the importance and effectiveness of career counseling and how critical it is to students, by enabling them to know the types of careers that are available to them, and the level of preparation necessary to be successful.

III. Office of Advancement: Philanthropy Week & Homecoming report

Vice Chancellor Jeri Pat Gabbert reported that Philanthropy week went well, and she thanked everyone for their support. This year, there were more than 349 campus donors and, as a result, more than \$10,000 was raised. Faculty and staff fundraising efforts will continue until the end of the fiscal year. The Professional Clothing Drive, also a Philanthropy Week initiative, was very successful, through the efforts of the IU Northwest Alumni Association, and in partnership with the IU Northwest Board of Advisors and the Office of Career Services. As a result, more than 314 professional clothing items were donated. Efforts are ongoing, and donated items can be provided to Sharese Dudley in the Office of Career Services, who manages the intake of the clothing, and is planning a distribution process in Spring 2016.

The Office of Student Athletics was integral to Philanthropy week efforts, and through their successful “Can Jam,” more than 800 pounds of food was collected and will be distributed to students on campus through a “food bank” process. The Student Alumni Association lead Philanthropy Week efforts, and their more than 65 members each made a financial contribution. The Student Activities Board and Student Government Association were also involved, as well as other students who joined in the efforts. The videos were well received, and Jeri Pat thanked all for their support, and for providing an opportunity for her to speak with faculty and staff to promote Philanthropy week. She looks forward to meeting with staff and faculty throughout the year to promote philanthropy.

The IU Northwest Homecoming Activities on Saturday, November 7, were also successful, with an enthusiastic attendance of more than 300 for the day. The 2010 and 2011 Women’s Basketball Teams were welcomed back and honored for their past achievements. Faculty and staff are encouraged to attend basketball games to support both the men’s and women’s teams, who are doing well this season. The 2015 IU Northwest Student Spirit Award was presented to Danielle “Dee” Dotson, and the 2015 IU Northwest Volunteer Service Award was presented to Garry Aloia, a member and past chair of the IU Northwest Board of Advisors. Chancellor Lowe thanked all who gave, and noted that most of the money raised during the week supported scholarships.

IV. Facilities Planning

a. Andy Kapocius, Executive Director for Facilities and Operations, reported that he is currently working on three top initiatives: (1) continuous quality improvement; (2) increased cost savings; and (3) improved customer service. Regarding continuous quality improvement, a new campus work order system will be initiated, and Aames Maintenance Management, a product that most other IU campuses is using, will be used to manage that system. Andy is scheduled to meet with staff in Bloomington to discuss the capabilities of the system, which will serve as a measurement and reporting tool, and will assist with efforts to manage departments more efficiently. The system will also track work requests and planned preventive maintenance.

b. Arts & Sciences Building

The Arts and Sciences building is slightly ahead of schedule, with much of the foundation work moving forward before the winter weather arrives. The framework is up, the stairwell towers are complete, and the elevator towers are nearly complete. The building should be enclosed by the end of February 2016. The building progress is being captured with snapshots every 15 minutes. Safety and security is key, and Andy asked that people do not visit the site. It was suggested that the departments that will occupy the

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building be more widely marketed because some have indicated that they do not know what programs and units will be housed in the building. There is a separate initiative for a backfill study to address the moves that will occur when units occupying the new building vacate their current locations, and the University Architect's Office will assist the campus with this effort. Chancellor Lowe encouraged Council members to submit space requests to help with the assignment of vacated and available spaces, if new unit arrangements are desirable.

Reserved parking spaces are now available at \$500 per person, but specific locations for the parking spaces have not been identified.

V. Campus Conversation on Diversity, Equity, Inclusion follow-up: Leadership role(s) for Council Discussion of Diversity Advisory Council Annual Report for 2014-15

a. One Book – One Campus – One Community – One Book Committee

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.)

Several activities were planned by the One Book Committee in observance of Veteran's Day. Those activities included a "Soup 'N Substance" Book Discussion (MREs [Meals Ready to Eat] were served), Screening of the PBS production, "America at a Crossroads," and discussion of veteran women's health by Miyoko Hikiji. Dr. Crystal Shannon, One Book Committee chairperson, spoke to the IU Northwest Board of Advisors at their bimonthly luncheon meeting on Veteran's Day, and highlighted campus One Book efforts. On Tuesday, November 17, the One Book Committee also hosted a Campus Health and Wellness Fair. Chancellor Lowe received information regarding the number of faculty/classes using the book, "Operation Homecoming," for Fall 2015. Seven faculty members are using the book in the following courses: Vulnerable Populations, English, Women's Studies, Mental Health and Communication. The book is also being used as a supplement to the curriculum in the following ways (some are intended for spring 2016): discussion of women in the military and experiences with sexual harassment, rape, gender conflicts, and addressing Post Traumatic Stress Disorder (PTSD), discussions of war abroad and veterans issues, interviewing veterans on the radio, writing assignments on films, discussing needs of veterans.

James Wallace informed the Council that the Diversity Assessment website is now available at <http://www.iun.edu/diversity/diversity-assessment/index.htm> and contains information regarding the university-wide assessment. There is a survey link available on the website which will be available until January 12, 2016, with the results of assessment available in April 2016. James urged all to complete the survey. Concern was expressed that the information included in the assessment, and the method of capturing the data, via the website, could lead to a distorted picture of diversity on campus. The website provides guidance for submission of data, and James encouraged the Council to provide the consultants with all relevant information. Diversity assessment should be viewed as an opportunity to assess what is done, and to improve, if necessary, diversity efforts.

VI. Institutional Effectiveness Update

WEAVE (Web-based Analysis and Visualization Environment) Update:

John Novak reported that there were more than 60 participants in attendance at the AQIP (Academic Quality Improvement Program) open forum, "Quality Time," on Monday, November 9, where participants learned what it means to create and build upon a culture of continuous quality improvement at IU Northwest. At the event, there was a demonstration of WEAVE, the online tool being used to document improvement efforts, and additional training on WEAVE will be made available. There are also helpful, online resources available on the WEAVE online site. A campus online resource center for WEAVE is being established and, when available, the information will be located at <http://www.iun.edu/aqip/>. John encouraged those who need a training session to contact him, and a presentation about WEAVE will be made at the next Faculty Organization meeting.

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Preparations for the Spring AQIP visit, and comprehensive quality review, are ongoing. Vice Chancellor McPhail encouraged all to download and review the Systems Appraisal Report, and encouraged the campus to be more intentional about how the responsibility for action plans is designated. The campus creates action plans, but the person or persons responsible for the action plan is not clearly stated.

VII. Discussion of Council Annual Survey

Continuing with the discussion of the Council Annual Survey, Chancellor Lowe feels a responsibility to preserve and keep the Council as a useful governance body. Important topics are brought forward at meetings, and discussions that have significant campus impacts take place. The Council is the only governance body where all campus constituencies have a voice, and is the meeting where important information is shared, including external influences that affect the campus. There continues to be ambivalence about how, and if, the Council affects the direction of the campus. Chancellor Lowe reminded members that the Council leads planning efforts and referenced the most recent planning exercise, which resulted in the campus *Strategic Priorities & Objectives, 2015-20*. He reiterated that agenda-setting is a way to affect how meetings are conducted, and he encouraged other constituencies to participate in agenda-setting, which could have an effect on the meeting structure, even though the agenda does not always dictate what is discussed and meetings are adaptable. If there is no change, the Council structure will continue as it has in the past. There were no additional questions or comments.

VIII. Student Government Association (SGA) Update

Azaz Mehmood, Student Government President, could not attend the Council meeting due to a work commitment, but he provided a written report:

- The Student Government Association helped with the planning for Homecoming activities, and worked the day of the event. Everyone was generally pleased with the event.
- Preparations to establish the food pantry are ahead of schedule. The space is being cleared, and there is already a long list of volunteers from PPSC (Pre-Professional Studies Club) waiting to help organize the donations.
- The Leadership Banquet has been rescheduled to Tuesday, December 1 at 6:30 pm in the Gallery for Contemporary Art.

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

There were no comments or updates.

X. Chancellor's Report

a. Events on November 12, 2015

On Thursday, November 12, in conjunction with the Chancellor's Medallion Dinner and Bicentennial Launch, President Michael McRobbie was in Northwest Indiana most of the day. He visited the Port of Indiana in the morning, and was on campus in the afternoon, where he met with students, hosted a media roundtable, and participated in a "call-in," answering questions submitted by area Chambers of Commerce. He hosted a private reception prior to the Medallion Dinner and attended the dinner, where NIPSCO and Cathy and Cal Bellamy were honored for their support of IU Northwest. Vice Presidents John Applegate and Bill Stephan, and a number of other staff members, accompanied President McRobbie during his visit. "McRobbie on the Move" is a tour initiative that began in Southwest Indiana. Several of the visit elements were duplicated during his visit to Northwest Indiana, and will be features at other IU campuses, with visits planned throughout the year to coincide with signature campus events.

XI. Other Information