

IU Northwest Council Meeting Notes

Meeting Held Tuesday, November 12, 2013

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

I. Green Space Project Update

A Green Space Project presentation was provided by Ellen Szarleta, Neil Goodman, and students, Missy Grish and Kelly Clemens, in behalf of the campus Green Space Committee. The committee members discussed the committee's response to two concepts that have been presented to Mark Ramsey, IU Architect's Office, for consideration, and all three designs submitted were shared with the Council. Chancellor Lowe thanked the committee for their work, and acknowledged that the idea for a green space was the result of work done for a class project in 2012 by Missy and Kelly. The University Architects will be asked to adapt the ideas submitted by the committee. Funds must be raised for the project, and the sequence of the work to be done will be confirmed in consultation with the architects, to determine how the project might be phased. Chancellor Lowe requested that the committee's redesign recommendations be sent to him, and to Vice Chancellor Pellicciotti, prior to submitting to the University Architect's office. Dr. Szarleta encouraged Council members to send her any other thoughts or comments.

II. Enrollment Management & Student Success

a. Enrollment Management Group Update

Interim Vice Chancellor Beth Tyler reported that recruitment, matriculation, engagement and completion, have been targeted for the Enrollment Management Group (EMG) Strategic Plan, and the EMG is focusing on what can be done to improve student life in those areas. Admissions standards, the qualifications that students arrive with, and the process used by the Office of Admissions to make admissions decisions are being reviewed. There is concern that students have suitable admissions qualifications on paper, but do not have the necessary qualifications to succeed. A consultant will be examining the communication process intended to convert accepted students to matriculated students to offer suggestions on how to improve student yield.

Chancellor Lowe recently served on a student loan default rate task force that was charged with creating an action plan to address escalating default rates. The task force considered early intervention, especially in students' first term, to help them get on track, or limit their liability in borrowing. Student default rate issues are directly connected with completion rates. In the future at IU Northwest, additional scholarship funds need to be made available, and will be used as an incentive for students to enroll and graduate, which will also mitigate the amount of funds students have to borrow to attend school. Student Success Workshops are scheduled each Wednesday at 1:00 p.m. in Hawthorn Hall, Room 428, and are designed to help students be successful.

b. Academic Advising Update

The interview process has begun for the Academic Success Advisor positions, with the goal of having the positions filled by early December.

Vice Chancellor Malik reported that the Academic Advising Task Force is in the final stages of preparing their report, which will examine ways to improve the advising system to ensure that the campus is fully supporting students. Implementation of the recommendations contained in the report is slated for the Spring 2014 semester.

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III. IU Northwest Council Structure

a. Proposals for Presentations

Chancellor Lowe asked if there were any volunteers to provide presentations for the December 2013 Council meeting, and he reminded the Council of their suggestion to have presentations at Council meetings.

b. Report on member constituencies, Council governance structure and selection processes

Results of the annual IU Northwest Council survey and review prompted a review of IU Northwest Council memberships and constituencies to ensure that campus constituents are appropriately represented by members of the Council. Chancellor Lowe reminded the group that Council members are responsible for informing their constituents of Council deliberations, to keep them informed and to provide a process for questions or concerns to be brought to the Council for discussion.

The Agenda Group recently reviewed the current Council membership to ensure that the campus understands the employee categories represented on the Council, and are familiar with those on the Council who provide that representation. Chancellor Lowe distributed a copy of the newly revised Council Member Constituency List, and explained that the list is what has been confirmed from the recent membership review.

As a result of the review, Dr. Linda Delunas, who was previously an AQIP representative on the Council, will be rotating off, because John Novak is now the lead person with regard to AQIP and institutional research, and Dr. Cynthia O'Dell also represents AQIP. Dr. Nelson De Leon, who was, at one time, a Faculty Organization representative to the Council, will also be rotating off, based on confirmation of current Council members who represent the Faculty Organization.

A draft process to select staff representatives to the IU Northwest Council was posted on Oncourse. Clerical and Technical Staff employees, and Police Officers, should be represented by the designated campus union representative or her/his designee. Representation goes with the position, and no term is required. Clerical and Technical Staff employees are currently represented on the Council. Indiana University Northwest Police recently elected to be represented by the American Federation of State, County and Municipal Employees Union (AFSME), and they will now have representation on the IU Northwest Council. Their representative is Officer Nate Dover, and he will join the Council in December, 2012.

The process to select Service Maintenance and Professional Staff employees is also outlined in the draft selection process, and Council representation, for a three-year term, will be identified through a nomination process. Service Maintenance employees have not previously had representation on the Council. While Professional Staff employees are currently represented, the selection process will give Professional Staff employees the option to retain the current representative or select someone different. Chancellor Lowe urged supervisors to facilitate representation of those in their areas who are chosen to serve.

The Council agreed that Human Resources should move forward with the new process to select staff representatives to the Council, with the process becoming effective in January 2014. The staff already serving on the Council, with the exception of the Professional Staff representative who is eligible for re-nomination, will be identified when the nomination process is released, so that they are not nominated again.

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Two people will discontinue service on the Council, and two others will join (representatives from the IU Northwest Police and Service Maintenance employees) who have not previously been represented on the Council. So the number of Council members will not change. These changes are the result of the review to assess the Council's effectiveness and membership. Chancellor Lowe thanked all on the Council for their service, and especially the two departing members, Dr. Delunas and Dr. De Leon. The new structure will take effect at the December meeting, with Professional and Service Maintenance staff members selected and in place, effective January 2014.

IV. Strategic Priorities Revision

Chancellor Lowe requested that the Strategic Priorities Committee (Vice Chancellor Jeri Pat Gabbert, Dr. Charles Gallmeier, Dr. Mark Hoyert, Vice Chancellor David Malik, and Interim Vice Chancellor Beth Tyler) re-examine campus priorities, to determine if any revisions are necessary. Vice Chancellor Malik provided a revised draft to the Council, with current suggestions from the Committee reflected in the new draft. Changes to the Strategic Priorities document include:

- The overarching goal was revised to reflect annual degree productivity of 800 degrees, with student census of 6500 by academic year 2015-16.
- Changes were made in the first paragraph to reflect new expectations for higher education in the 21st century.
- The "Student Success" section was changed significantly. The new language ensures that student success is the primary and ultimate motivation behind campus efforts.
- Revisions to the "Community-based engagement" section reinforces new community engagement initiatives.
- The "Student as *Future Citizen*" section was added, and speaks to campus efforts to prepare for adult life, and to be engaged in the community.
- The last section of the priorities, "Funding our future," addresses the idea that the campus must focus on how to support campus initiatives, and examine all revenue streams to determine how to work together to develop new financial opportunities.

Chancellor Lowe also asked the Strategic Priorities Committee to examine the Vision and Values statements for possible revisions. The suggested changes are below:

- In the Vision Statement, use "Indiana University" instead of "IU."
- In the Values Statement, the statement that refers to "an environment conducive for learning" now states ". . . and personal growth that leads to greater student success."

There was concern expressed that extending or adding priorities might result in the campus losing focus on the main mission and purposes of the original priorities, and that new, modified priorities could have additional financial ramifications. The thought process or formula used to make the decision regarding the overarching goal number was also questioned, and there was caution expressed about raising the degree productivity number to 800. It was stated that the Strategic Priorities have the main theme of reinforcing student-centered focus and academic success, and describe what is important to the campus. The revisions appear to add at least another dimension that describes what the campus already does. After discussion about several aspects of the revised Priorities, Vision and Values statements, Chancellor Lowe suggested that this topic be brought back again for review and discussion at the December 2013 meeting. Chancellor Lowe reminded all that the document is reviewed annually, and adjustments can be made on an annual basis. He asked the committee to consider the discussion that took place as they further deliberate on at least three key revisions that were questioned:

- Adding the "Student as future citizen" priority. Should it be included as a strategic priority, and is it sufficiently and clearly tied to the Mission and to student academic success?

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- Sustained degree productivity of 800 degrees. Is a more “comfortable” number of 750 degrees more appropriate?
- Should the Vision Statement be revised to say “Indiana University” instead of “IU?”

Chancellor Lowe thanked the committee for their good work, and for doing what he asked them to do.

V. Draft Time Log-in Policy

The Council reviewed the draft Time Log-in Policy, provided by Vice Chancellor Pellicciotti and Carolyn Hartley, that requires all bi-weekly paid employees to clock-in/out from their primary, assigned work location/computer on the IU Northwest campus. The policy includes some exceptions to the requirement to clock-in/out from primary, assigned work locations/computers, with supervisory approval. The Policy also applies to student workers. Chancellor Lowe explained that supervision on the campus is not even across all areas, and there is need for a more well-defined process. There are currently mechanisms in place to identify where employees are clocking in. After Council discussion, Chancellor Lowe asked Carolyn Hartley to promulgate the policy among supervisors, and those affected by the policy.

VI. Faculty and Professional Staff Recruitment Guidelines and Procedures

This topic was deferred until the December 2013 meeting.

VII. Update on Facilities

a. New Academic Building project status: Programming and selection of architects

Prospective architects for the New Academic Building were interviewed on November 4 and 5, 2013, and the University Architects hope to have an architect named soon. Programming for the new building has been substantially completed, and the academic units, proposed to be in the building, have been involved in discussions. In scale, the largest building on campus is Dunes, and the new building will be approximately 50,000 square feet gross larger than Dunes. Summer 2014 is the projected time for breaking ground.

VIII. Institutional Effectiveness Update

a. AQIP Systems Portfolio

John Novak reported that the AQIP Systems Portfolio was submitted on November 1, 2013, and he was notified that the Higher Learning Commission (HLC) has received the Portfolio. He will probably hear more about the actual report early in 2014. The two continuing Action Projects, Community Engagement and Assessment of General Education, have been completed, reviewed, and forwarded for final approval and consideration. The new Action Project using WEAVE (tool available through UITS), an online tool to manage institutional effectiveness and continuous improvement, is being considered by the HLC. Chancellor Lowe reported that more than 100 people were involved with the process, and he thanked all who contributed to the systems portfolio. He acknowledged Dr. Cynthia O’Dell and John Novak for their work in unifying the voice of the portfolio, and their good editorial work.

b. ICHE Performance Metrics Project

The Indiana Commission for Higher Education (ICHE) tasked institutions with the exercise of creating specific targets for a collection of performance metrics, ten years into the future. The performance metrics include degree completion, student persistence, on-time graduation, expenditures per completion, and student debt. The Institutional Effectiveness Advisory Committee, and the Enrollment Management Group, deliberated prior to submission of the

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requested information to the ICHE. Chancellor Lowe acknowledged John's leadership and good work.

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

a. *One Book – One Campus – One Community Update*

Dr. Brock reminded Council members about the *House on Mango Street* book discussion, scheduled in the Gallery for Contemporary Art, which will be moderated by Student Government President, Larissa Dragu and Student Government Senator, Hasan Issa.

The *One Book – One Campus – One Community* sponsored Poetry slam will take place on Saturday, November 16 in Bergland Auditorium. Dr. Brock remarked that the *One Book – One Campus – One Community* committee is *great!* and has been working diligently, but the initiative does not have sufficient campus/faculty support and engagement to be successful. She would like to have this topic on the agenda for the December Council meeting to discuss how the One Book initiative can be successfully continued. Larissa Dragu commented that students feel that they receive too many email messages and are getting frustrated with the number of emails they receive about various events and initiatives. She suggested placing banners in hallways and walkways as an alternate way of advertising, and getting people/students involved.

b. Council Project for 2013-14

1. Update: Faculty reading project focused on *Whistling Vivaldi*
2. Update: Ideas from State of the Campus discussion exercise

This topic was deferred until the December meeting.

X. Chancellor's Report

- a.** Chancellor's Medallion Dinner – Thursday, November 14, 2013 at Avalon Manor, in Merrillville. Chancellor Lowe and Vice Chancellor Gabbert encouraged all Council members to attend.
- b.** Reminder: Attendance at Campus Events
 1. *House on Mango Street* Book Discussion today at 12:00 noon in the Gallery for Contemporary Art. All are encouraged to attend.

XI. Other Information

- a.** Carolyn Hartley reminded all that TIME training sessions have been canceled because implementation of the new system has been postponed until January 2014.