

**IU Northwest Council Meeting Notes
Meeting Held Tuesday, June 11, 2019**

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 about the May 14, 2019 meeting notes and, hearing none, he advised Council members to contact Kathy Malone with any changes, and thanked her for keeping a good record of Council deliberations. The Council welcomed Beth Tyler, Associate Vice Chancellor and Dean of Students for Student Affairs and Enrollment Management, who is overseeing the principal functional areas of that unit. She is serving, with Dorothy Frink, in an interim leadership capacity.

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

- **Enrollment Management Update (*enrollment statistics cited were effective June 11, 2019*)**
Dorothy Frink reported that headcount was up 4%, and credit hours were up 2.7% for the Fall 2019 semester. Fall enrollment data are encouraging, which was great news! The push continues to increase the first-time freshman Fall 2019 enrollment count. Overall, IU enrollments for Fall 2019 are up 3.7%. A focus continues on reenrollment of returning freshmen, an area where additional efforts are needed. Continuing enrollment of senior students is down, but enrollments continue to improve, and graduate enrollment data is encouraging. Effective June 2019, there were approximately 800 potential students who were eligible to enroll for Fall 2019, and efforts continue to contact those students to get them enrolled. Chancellor Lowe thanked all for their good work to enroll students, and encouraged everyone to continue their efforts. Four New Student Orientation sessions are planned between July and August, and campus colleagues were asked to be accessible to participate, where necessary, to make the campus as vibrant as possible. The 2019 Freshman Induction Ceremony will be held on the first day of classes, August 26, and faculty are asked to release first-time students to attend the event, and administrators are asked to attend. Effective for Spring 2020 registration, the campus will pursue providing free parking for students, to encourage early student enrollment, an idea, generated by the IU Northwest Council. Consideration is being given to kicking off the effort with free pizza for students, and the Student Government Association (SGA) will assist the administration to move this initiative forward and promote it among their student colleagues.

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

Vice Chancellor Dickerson reported that the 2019 budget was balanced, and the budget for 2020 is complete. She thanked all for their contributions during the budget season, which contributed to the timely submission of budget information. Current enrollment data indicate that enrollment projections will be met, and the financial picture for 2019-2020 is encouraging due to increased performance funding, a result of improved graduation rates. A higher tuition rate approved by the university, and increased enrollment also contributed to a positive financial picture. With the increase in revenue, the campus can support proposed initiatives planned for 2019-2020, including support of a 2% salary increase pool. The campus must sustain enrollment funding which represents 60% of campus revenue. Chancellor Lowe thanked all for their contributions to balance the budget.

Vice Chancellor Dickerson commented that the tiered parking rate structure was lowered to accommodate a support staff category who historically paid a lower parking rate, and the lower tiered rate served to avoid a large parking rate increase for this employee category. Questions about the tiered rate for parking can be addressed to Vice Chancellor Dickerson or members of the Fiscal Affairs staff.

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III. Status of Search for Vice Chancellor for Student Affairs & Enrollment Management

Chancellor Lowe provided an update on the position of Vice Chancellor for Student Affairs & Enrollment Management, the position vacated by former Vice Chancellor Alexis Montevirgen, who is now the president of Pierce College in California. The transition/interim team consists of Dorothy Frink and Beth Tyler who will remain in interim positions until a new Chancellor for IU Northwest is named in 2020, which will allow him/her to make a decision about this position.

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

Andy Kapocius reported the following:

- The Anderson Library Renovation project continues, and phase one is near completion. Employees on the first and second floors of the Library have been moved to other locations to enable work on those floors to move forward. Work in the Library Archives area is also moving forward, with substantial completion of the Library project scheduled for September 1, 2019.
- Demolition of the Anderson Library Plaza is complete, with the initial project focus to make the plaza area ADA compliant. The renovation will include an outdoor theater, and completion is scheduled for early August 2019.
- Lindenwood Hall has been demolished and the site seeded, and several unoccupied homes purchased near the campus, primarily on the East side of the Arts and Sciences building, have also been demolished.
- The renovation of offices for Academic Affairs in Hawthorn Hall, is moving forward and should be complete by September 1.
- The Hawthorn Hall driveway and sidewalk project has begun, and the area will be blocked to traffic until the project is complete, which is anticipated to be in early August. When complete, the project will make that area more ADA compliant.
- To renew reserved parking tags, employees must contact the Parking Services Office by phone at (219) 980-6876, or visit the Parking Services Office in Moraine Student Center, Room 113. Office Hours are Monday & Thursday, 8:00 a.m. - 6:00 p.m. and Tuesday, Wednesday, & Friday, 8:00 a.m. - 5:00 p.m.
- The Council discussed temperatures in campus buildings, and Andy confirmed that IU Northwest follows the university standard for building temperatures, with the desire to have temperature ranges of 68-76 degrees, and 30-60% relative humidity. Operationally, the campus will heat up to at least 68 degrees, and cool down to at least 76 degrees, and air (with some fresh air mix) circulates between these set points. Various mechanical systems on campus do not operate optimally, and repairs and replacements to these systems are ongoing, with mechanical upgrades to the Anderson Library heating and cooling systems included in the current construction project. In other buildings, where heating and cooling controls are not fully operational, complaints are investigated on a case-by-case basis. Andy commented that Facilities Planning and Campus Services staff are aware of temperature control challenges, and as problems are located, where possible, repairs will be made. Research suggests that individual temperature impact varies based on the sex of the individual, with cold temperatures interfering with the ability of females, more than males, to concentrate and perform tasks. Chancellor Lowe asked Andy to raise this topic in university facility meetings to make the university aware of the research, which might result in needed attention to reprioritization of R & R funding to address old systems, and bring renewed guidance to the university standard. Andy encouraged all to report problems through the Facilities Planning and Campus Services work request system. A suggestion was offered to remind the campus that the work request system is used to report problems, and to provide instruction to the campus on how the system works. Each work request submitted automatically generates a “received response” and tracking number. Adding a timeline to the “received response,” with

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information about when the work will be done, is a good approach and will be helpful for campus constituents. Students can also use the work order system to request services. Requests for Services can be found at the following website: <https://www.iun.edu/physical-plant/forms/request-services.htm>

V. Student Government Association (SGA) Update – Strategic Priority #1

Laila Nawab, Student Government President, reported that the SGA had their first meeting with new officers, and a meeting focus was to discuss the SGA Constitution to make certain that members are familiar with their roles and responsibilities. Because there are fewer students on campus during the Summer, there are no student reports or concerns to address. To provide additional resources for students to voice concerns, suggestion boxes will be added around campus for the Fall 2019 semester, and a “suggestions” tab will be added to the Student Government website, with QR scan codes to refer students rather than web links because students find that process more convenient. The SGA will assign two members to the Board of Advisors Leadership Program Search Committee, and representatives assigned to various schools have been asked to contact respective Deans to introduce themselves, schedule a meeting with the Dean prior to the start of the semester, and meet with Deans monthly. The primary function of the representatives is to meet with the students of the school they are representing to hear any concerns pertaining to their school, and relay that information to the Dean. Unit representatives include: Kayla Hofferth, College of Arts and Sciences; Nibal Abdelsalam, College of Health and Human Services; Agatha Grabowski, School of the Arts; Daniel Riordan, School of Business and Economics; Lorissa Clubb, School of Education.

VI. Employee Engagement -- Strategic Priority #2, and #3

• **Update on Academic Affairs Engagement exercise**

Executive Vice Chancellor Román-Lagunas reported that the Academic Affairs staff met in a town hall meeting on April 12, 2019 to discuss action steps identified based on survey results from the Gallop Survey administered last year. One action step previously identified was to host the meeting to address staff concerns and comments that they feel they are not heard, and their ideas are not taken seriously.

Executive Vice Chancellor Román-Lagunas reflected on what was said by staff, and she told the staff group that the information provided during the Town Hall meeting would also be shared with the IU Northwest Council. She asked the Deans to consider the best approach to share this information with faculty. In some cases, comments offered reflected on staff perceptions, or lack of knowledge (the campus is doing some of these things), and below are the survey questions and responses/discussion comments from the staff.

How do employees think they fulfill the Mission of IU Northwest?

Some are unaware, or hardly aware, of the mission and values of our campus

Action Steps:

- Align job descriptions/responsibilities to the mission of the campus.
- Align Performance Evaluations and Job Duties to the strategic goals.
- Value/Support the Person: “if I feel valued, I will be more inclined and attentive to the Mission and Strategic Goals.”

How do I know if I am valued?

Action Steps:

- Promote/ensure better cross campus communication.
- Take a critical look at bureaucratic processes to see which can be streamlined and which can be eliminated: “don’t take processes for policy” “bureaucracy is crushing” “madness coming out of Bloomington.”

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- Campus facilities, especially bathrooms and stairwells are “filthy” (note: not that the staff is doing a poor job, but rather, this is an example where budget cuts and resulting staff cuts demonstrate to those of us who aren’t “cut” that we are not valued (i.e. we—and the students--don’t deserve clean bathrooms). This topic was discussed at length.
- Know that my work and my feelings matter.

Promote Internal Community Engagement/Positive Campus Environment

Action steps:

- Establish cross-functional working groups/teams, task force—create improvement plan.
- Re-enact family-friendly events (we used to be “one happy family”): one-half day off for campus picnic with families at park.
- Create a community of “us together.”
- Partner with churches and schools (eg. provide smoking cessation, teen pregnancy workshops).

Communicate/Share Conversation Among the Departments about Campus Offerings, Rules, Processes, Events, Successes and Challenges (Topple the Silos)

Action Steps:

- Share good news! Encourage all faculty and staff to talk about the good work they are doing.
- Use social media to geo-fence around campus to establish a social media community for employees.
- Red Hawk Ribbon (daily/weekly/monthly acknowledgement/announcement to focus on a department/individual through a technology push).
- Use screen-savers on monitors.
- Create improvement plan, cross-campus, marketing.

Address Communication Issues that sometimes demoralize staff. Some staff feel treated with disrespect by supervisors and/or faculty, or treated like second class citizens. Some staff resent the culture of elitism and condescending language: their ideas and opinions “don’t count.” They feel devalued/dismissed

Action steps:

- Faculty can help staff by understanding their competing priorities and urgencies, and by supervisors helping them to set priorities and establishing urgencies
- Be more mindful as a community: Feelings matter. Adhere to the concept of “customer service” with students and with each other (Vice Chancellor Román-Lagunas commented remark sounded similar to the RedHawk Response).

Address Compensation Issues

Action Steps:

- Less top-level administrators, and more staff (to do the day-to-day work).
- More money for staff (not administrators): Living wage. Some are “one paycheck away from disaster”
- Retain quality professionals by keeping salaries competitive by
 - Seeking alternative compensation methods
 - Allowing for flex-time/working remotely
 - Scheduling shorter work weeks (i.e. Summer)

Provide Support/Resources

Action Steps:

- Increase professional development (PD) opportunities.
- Encourage staff to do PD and not use time off.
- Provide proper training sessions for new hires/new positions.
- Create tutorials.
- Establish point-of-contact to help—on our campus.
- Have training coordinators—on our campus (mentors).

The Council discussed comments from the staff at length, noting that some of the information shared includes items that can, and should be addressed, and some items are already being addressed. There are also perceptions shared that are not necessarily accurate. Constituents who behave in the ways described are not always aware of how their behavior affects others, particularly staff, and directly relates to implicit bias, and what is described by the staff is a university culture that does not just represent faculty, but the university as a whole.

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Miantá Diming described an IU initiative, “The Four Simple Actions,” a communication framework initiative where employees, on all campuses, were asked what they wanted from supervisors and leaders (<http://hr.iu.edu/4simpleactions/index.html#challenge>). The four simple things desired were: 1) Ask me what I think, 2) Tell me what you expect of me, 3) Say something positive about my work, and 4) Share information that will help me. The four steps focus on what was shared by the staff, and additional information shall be forthcoming as the initiative moves forward. Indiana University acknowledges that there is a need for supervisory training, and a focus remains on professional development for staff.

Staff do not feel empowered, and want to be heard by leadership. Tameka White represents the Biweekly and Clerical Staff, and Professional Staff do not have their own organization or anyone representing them. A comment was offered that Professional Staff need their own organization to enable this staff category to have their concerns heard, with a representative who can report back to the administration on those concerns. Both employee categories participated in the Academic Affairs Town Hall Meeting and, while the two categories represent different levels of employment, it is felt that they do not need to be separate to be heard, as evidenced by the success and effectiveness of the town hall meeting. Discussions with staff at evaluation time can be structured differently, not just based on the form or evaluation tool, but include a guided conversation to address other staff issues and situations which would provide a communication tool for staff members to be heard at the departmental level. Several suggestions were offered including sharing with staff the Four Simple Action statements, and also incorporating them into the staff evaluation form. Having open communication with supervisors is key, and conversation opportunities should be established, as often as possible, to encourage open communication. Establishing a cross-discipline resource group was also suggested to enhance the engagement of all IU Northwest constituents (IUPUI has one). Staff must take ownership with the change and be open to receiving it, recognizing and sharing their strengths with peers, and modeling the change that they want to see happen.

A team of staff identified from the staff town hall group volunteered to work with leaders and administration to address the topics shared, and Executive Vice Chancellor Román-Lagunas will convene the volunteer group to discuss next steps. Communication and awareness is key, and Deans agree that the information from staff needs to be shared and discussed, and all should make a point of listening. There appears to be a disconnect between staff and faculty, and sometimes comments and other information can be misconstrued. Comments shared during the town hall were not just focused on negative issues, but there were positive ideas, comments and suggestions. The important role of staff in managing units needs to be emphasized among faculty, and formal and informal regular communication with staff helps keep the lines of communication open and promotes respectful and informative interaction. There will be another Academic Affairs town hall in Fall 2019 and Spring 2020.

The Job Framework Redesign initiative will view Professional and Staff and Biweekly as one staff category and not separately. Communications Workers of America (CWA), which represents IU Northwest clerical and technical staff, will continue to have a separate organization.

Next steps include:

- Sharing information with staff, who did not participate in the exercise, and having employees who did participate, be the leaders of that group to have them address suggestions and ideas presented.

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- Deans will share these data with faculty and others in their colleges and schools (most of the deans attended the town hall meeting).

Chancellor Lowe thanked Executive Vice Chancellor Roman-Lagunas and others for this very important and worthwhile exercise and subsequent discussion. He reiterated that historically communication on campus has been the key, and continues to be an issue.

VII. Council Annual Survey Results – Improvement Initiatives – Strategic Priority #1, #2, #3 and #4

- Rotate “pressing issues”/dean/division/office/program updates/profiles at alternate meetings
 - ↳ **Issue/Profile Schedule:** May, August, October, December, February, April
 - ↳ **Reading Schedule:** **June**, September, November, January March,
Topic: *What Is the Future of Town-Gown Relations? These Researchers Think They Know*
<https://www.chronicle.com/article/What-Is-the-Future-of/245993>

Dr. Ellen Szarleta suggested the June reading selection to reflect on the status of campus community engagement, and what needs to be accomplished to advance IU Northwest’s presence in the community. The article, “*What is the Future of Town-Gown Relations? These Researchers Think They Know*,” states that colleges have boards and initiatives that focus on town-gown relations and research, including public-service graduation requirements or a commitment to purchase and hire from neighborhoods around the campus. But few community members actually play roles in leading or shaping those projects, according to a new report analyzing 100 urban college and university partnerships with their cities (IU Northwest was included in the survey of colleges). That needs to change, argues the “Field Guide for Urban University-Community Partnerships,” published by the University of Virginia’s Thriving Cities Lab. The online article includes an interactive map identifying the 10 universities the study considers exemplars at handling town-gown issues. “Despite progress on other fronts, questions of sustaining true community partnership built upon equity, inclusion, and even, in some cases, reparations remain pressing at most institutions and within most communities,” the report says. “It takes more than rhetorical commitments, no matter how well-intended or passionately made.”

An important point of the article was the shared interest and mutuality of the work for a common goal. There is a significant effort nationally to gather and analyze the data on community engagement to direct community efforts. The IU Northwest campus is fully engaged with other community partners in Northwest Indiana who are having conversations, sometimes difficult, regarding issues of concern to the community, and how to successfully move both entities forward collaboratively with mutual benefit. Dorothy Frink asked to be involved with the team engaged in those community discussions because, in her role as Admissions Director, there is a benefit to receiving information about the communities from which students are recruited and enrolled, and will help provide an understanding of the community for students who are not from the surrounding area. Developing cross-community relationships is a direct benefit for students. The City of Gary has offered to provide tours for incoming IU Northwest freshmen to help them understand their environment, and connect them to the issues and resources around them. Executive Vice Chancellor Roman Lagunas would also like for new faculty to have the opportunity to learn about the community from community partners. Dean Mark Sperling described a plan in effect, in the School of Education, to be involved in every community in Northwest Indiana, which serves to develop relationships, and helps students feel at home. He suggests that students tour the city after they are enrolled as students, with the tour providing an academic/economic focus to understand a city and its future. The university is viewed as a resource in the community, and establishing a relationship where there is a pipeline for students to fill

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employment positions in the community, after they receive their degree, could be beneficial to get the community more involved with the campus. The region needs to be more substantively involved in the knowledge economy. Some questioned what is considered the community – Northwest Indiana, the student demographic, or the physical location of the campus?

Dr. Szarleta asked that units inform her of public service initiatives in which they are engaged, which will provide additional campus/community opportunities, and provide to her suggestions regarding how to move forward. Chancellor Lowe thanked Dr. Szarleta for suggesting the article and leading the discussion.

VIII. Institutional Effectiveness Update

- John Novak announced that evaluations for Summer I classes are available. The campus has registered for the Higher Learning Commission Academy for Student Success, the first step in the Open Pathway for accreditation, for the Fall cohort of institutions. The application has been submitted, and Dean Mark Hoyert has accepted responsibility for leading the team of individuals to embark upon the three-year project to develop a new plan for a student success initiative, which will serve as the quality initiative for the campus accreditation cycle. The Higher Education Research Institute has a faculty survey, with a campus climate module, which the campus will be administering during the next year. An IU Financial Wellness survey will be conducted in Fall 2019, and was piloted this summer. The survey will examine the financial status of IU Northwest students. Academic Advisors at IU Northwest have been surveyed to determine what type of professional development is of interest to them. The campus is also considering administering an academic advising survey, using the NSSE model, which will provide an opportunity for student views of academic advising.

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

One Book – One Campus – One Community – One Book Committee

- 2019-20 selection: *They Can't Kill Us Until They Kill Us: Essays* by Hanif Abdurraqib
<https://www.theguardian.com/books/2018/oct/21/they-cant-kill-us-until-they-kill-us-hanif-abdurraqib-review>

↳ **Author Visit – Thursday, October 17, 2019**

Chancellor Lowe recommends that everyone read the book *They Can't Kill Us Until They Kill Us: Essays* by Hanif Abdurraqib, which he feels is very well written, and students will enjoy. The book contains essays adaptable for various situations, and campus programming, around the book, is being developed. More than 950 books have been received and will be distributed free to first-year students, made possible through an initiative funded by Chancellor and Mrs. Lowe, and the Office of the Chancellor.

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

XI. Chancellor's Report

- The annual Council Appreciation Luncheon was held immediately following the Council meeting. There was no Council meeting in July, and the next scheduled meeting is on August 13.