

IU Northwest Council Meeting Notes

Meeting Held Tuesday, February 11, 2014

Chancellor Lowe began the meeting by introducing and welcoming new IU Northwest Council members, Emily Banas and Cheryl Halkitis. Emily will represent IU Northwest Professional Staff members, and Cheryl will represent Service Staff. He thanked them both for their willingness to serve, and stressed the importance of their roles on the Council, which includes communicating to colleagues what is discussed, and bringing forward issues from their constituents.

Chancellor Lowe asked if there were comments or questions regarding the January 2014 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.

I. Enrollment Management & Student Success

a. Enrollment Management Group Update – Spring Semester 2014

Dr. Malik reported that an Enrollment Management Group (EMG) planning meeting has been scheduled, and several topics will be addressed, including review of reports generated by the Advising Task Force, and DemandEngine, based on their visit to the IU Northwest campus in January 2014. He highlighted recent contributions to major campus growth:

- **Dual Credit Program** – The program began in 2009 with approximately 100 students enrolled. During the fall 2014 semester, there are approximately 600 students enrolled and currently, there are 500 students enrolled, with 100 students enrolled in the Advance College Project (ACP). Dr. Malik acknowledged the work of Dr. Cynthia O’Dell, resulting in increased enrollments for both programs. Academic Affairs has reached out to area schools, specifically the Gary Community School Corporation, to foster dual credit relationships. The current effort with the Gary schools is based on their needs and aspirations, is a major movement forward. This topic is a focus of the EMG.
- **Online efforts led by the Center for Innovation and Scholarship in Teaching and Learning (CISTL)** – During the fall 2013 semester, IU Northwest had more than 1,500 students taking online courses, and provided students with a substantive, high-quality online experience.
- **Recent branding efforts** – In cooperation with the Office of Marketing and Communications, CHHS, and COAS, the campus is focusing on the idea of IU Northwest being the complete experience for health education for students, from their arrival as new students, to possibly attending medical school.
- **Jobs issue** – To retain talented health sciences students, the campus is exploring opportunities for students to shift to an alternate academic focus if they are unable to migrate into their desired health sciences program, and still be involved in health sciences academic curricula. There is a university-wide, focus to consider employment opportunities for students, as a means to improving retention and degree completion.

The overall enrollment picture for spring 2014 is positive, and the campus is on track to achieve its overarching goal of 6500 students by FY15-16. The EMG is introducing new efforts to feed enrollments, not only considering new beginners, but also focusing on transfer students, adult learners, veterans, and the global online environment.

b. DemandEngine Visit

Dr. Malik commented that, overall, the initial report from DemandEngine was positive, and revealed that there was a great deal of positive feedback offered from colleagues in Academic Affairs. The consultants reported that the interviews were substantive, and the campus is doing a lot of the right things, but there are areas that need improvement.

Beth Tyler reported that consultants from DemandEngine were on campus for three days during the last week in January. Approximately 30 campus constituents participated in conversations with the consults, including representatives from academic programs, Marketing and Communications, Information Technology, Admissions, and senior leadership. The consultants reviewed the current processes surrounding recruitment, from attempts to find potential students, to converting prospects to

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applicants, to securing applications and, finally, converting admitted students to enrolled students. They reported a high level of engagement from the campus community, and a strong commitment to understanding and improving campus processes and results.

DemandEngine submitted an initial report from their visit in January, and provided the following main points to consider:

- The Admissions operation must transition from processing to recruitment.
- The campus must transition toward adult learners and transfers, along with high school seniors; will need to adopt new strategies to gain access to these populations.
- Currently, there is no comprehensive plan for converting prospects to applicants; this process needs to be improved so that *EVERY* inquiry is captured.
- Many areas are doing too many things manually and not taking advantage of the available Information Technology infrastructure.
- Nothing that the consultants saw can't be fixed; this experience needs to be viewed as an opportunity.

The DemandEngine consultants will send their final report, with recommendations, by March 6, 2014. A DemandEngine consultant plans to return to campus on March 25, 2014 to discuss the report with all the relevant parties. Beth expressed her appreciation to all who participated in the visit, and to those who made arrangements for the initial visit, and then revised all of the initial plans because of the campus closure during the time that the visit was originally scheduled. Ultimately, Beth feels the visit was very positive, and she was encouraged by the enthusiasm she observed from those interviewed. She acknowledged former Vice Chancellor for Student Affairs, Georj Lewis's leadership in making this happen.

II. Budget Update

a. FY15 Budget Process and Expenditure Review

Marianne Milich reported that the budget process is moving forward, and the campus is in the process of projecting the FY15 (2014-15) budget. Currently, she is requesting income projections, which include application fees, late fees, lab fees, etc. The campus Budget Hearing Process begins February 21, and information requested from units has been distributed. Marianne, Chancellor Lowe, and Vice Chancellor Malik, met with Vice President John Applegate, and others in University Administration during their annual budget meeting and discussed current fiscal year challenges, and challenges moving forward. The preliminary *pro forma* for FY15 operating budget projections indicates a one million dollar gap between income and expense projections. No determination has been made regarding salary increases for FY2014-15. Enrollment (credit hour) projections have not been received, but should be available within the next two weeks, and will be distributed to units for projection of credit hours.

One challenge for IU Northwest, for the current fiscal year, is to fund the Early Retirement Incentive Program (ERIP), which includes terminal pay expenses, and will cost approximately \$850,000 cash from this year's budget. Moving forward, the university hopes to capture salary savings, over time, from the ERIP option. Another challenge is return of the 2% state appropriation (\$300,000), received last year, which the state has requested back due to the unfavorable revenue forecast in January and February. Units have been asked to examine their unit budgets for expenditure/budget reallocations opportunities. The campus must continue to increase revenues through enrollment, and also manage expenditures to balance budgets.

Council members questioned university centralization efforts and asked if there have been measurable efficiencies as a result of those efforts. Most feel that the IU Northwest campus has not benefited

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from centralization efforts, and that services that were centralized have not positively served the campus.

III. University Advancement Progress Report

Vice Chancellor Jeri Pat Gabbert provided a progress report from the Office of University Advancement and External Affairs, presenting a year-to-date fundraising report which revealed significant fundraising success. For FY2013, cash received totaled \$431,369.59, and cash raised totaled \$577,414.23, which included a bequest of more than \$298,000. In December 2013, \$100,000 was raised. Already in 2014, verbal pledges committed \$75,000. All funds received are placed into an unrestricted account or, an account designated by the donor. A majority of funds received are designated for scholarships, which is a continuing funding priority. Funding priorities for the campus are being finalized. Scholarship funds directly relieve the operating budget, and are revenue for the campus. Funds designated for units are also placed in unrestricted accounts or scholarship accounts. Unrestricted funds are the most flexible funds in the Foundation and can be used to enhance unit efforts. Deans asked to be notified when gifts are received for their units. Chancellor Lowe mentioned that Council members should encourage employee giving in their units, noting that there are a variety of things that employee giving can help advance. Indiana University Northwest is at a 10-15% faculty and staff giving rate.

The campus has invested significantly in staffing for University Advancement, and seven new staff members have been hired. Key unit accomplishments include:

- Increased giving
- Staff hires
- Thinking/doing strategic (including written plans)
- Campus relationships
- Fundraising guidelines
- Chancellors Medallion event (\$74,359.37 raised; 275 attendees) – the event replaced the former Scholarship Gala
- Davey Award – won in partnership with UITS (award honors small firms with big ideas in web, design, video and advertising)
- Implementation of IU brand with design
- Focused on team mission, vision, values and strategic priorities

Initiatives for 2014 include:

- Increasing face to face visits and portfolio size
- Increasing major gift solicitations dollars raised
- Organizing Annual Fund, including a strategy for Medical School
- Increasing donor participation
- Establishing campus funding priorities
- Reviewing IU Foundation dormant accounts
- Comprehensive development of communication strategy that includes newsletters and online marketing
- Establishing admission marketing priorities
- Reviewing Office of Special Events (staff, process and expenditures)
- Alumni/friend events that are strategic and focused
 - Homecoming
 - Philanthropy Week
 - Faculty/Staff Campaign
 - Stewardship event in anticipation of new Arts and Sciences building

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Laurie McRobbie will visit the campus on April 1, 2014 for a “Women Helping Women” event, and invitations will be sent to the Council.

Chancellor Lowe thanked Vice Chancellor Gabbert for a good presentation.

IV. Update on Facilities

a. New Academic Building project status

The Arts and Sciences building project is successfully moving forward, and the building programming effort is close to completion. The building concept design phase is the next step in the process, and a preliminary building design should be available in March. A portion of the building will be built over the alleyway just east of 35th and Broadway. The building contractor, Moody-Nolin, is an African-American owned company based in Columbus, Ohio. Powers and Sons, a local minority-owned company, will be construction managers for the project.

Bids went out for renovation of the old Childcare Center, and a local, minority-owned, company has been selected for the project, which should start within the next few weeks, with completion set by the end of June 2014.

V. 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 reported that Dr. Crystal Shannon distributed a call for nominations for books for next year’s One Book-One Campus-One Community initiative. The nomination process will close on Saturday, March 1, 2014. All are encouraged to send book nominations.

A One Book discussion, led by students, “Stereotypes: The Search and Struggle for Identity”, will be held in the Gallery for Contemporary Art on Thursday, February 20 at 12:00. This event will be held in conjunction with a “Soup and Substance” event.

“Shattering the Silences Panel Discussion - School to Prison Pipeline for Youths of Color” is scheduled on Tuesday, March 25 at 5:30 p.m. in the Bergland Auditorium.

b. Council Projects for 2013-14

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

Dr. Claude Steele, author of *Whistling Vivaldi*, is unable to visit the IU Northwest campus at this time because he has transitioned to a new position. Drs. Chris Young and Cynthia O’Dell are preparing an announcement about the faculty reading project planned around the book, *Whistling Vivaldi*. They will be scheduling time in March and early April for the book club.

c. Diversity Programming Series Events

James Wallace highlighted the Diversity Programming Series events scheduled for the month of February. The campus has the rights to use the films shown during the Programming Series, and they are available to faculty members and others who are interested. Chancellor Lowe encouraged all to attend the remaining events, and applauded James’s efforts to bring diversity events to the campus. A call for diversity programming for next academic year has been released, and all are encouraged to submit proposals. Interested persons can access applications online, or contact the Office of Diversity, Equity and Multicultural Affairs.

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James announced the Diversity Fellows Program for faculty members who are conducting diversity research curriculum enhancement to insert diversity within the classroom experience for students. The amount provided for this effort is usually \$1,000 for full-time faculty. The deadline is March 28 for Diversity Programming proposals and Diversity Fellows applications.

VI. Institutional Effectiveness Update

a. AQIP Systems Appraisal

John Novak and Dr. Cynthia O'Dell reported that the campus has received the Systems Appraisal report from the Higher Learning Commission (HLC) as a result of submitting the Systems Portfolio in November 2013. The report has a summative component and a formative component. The summative component verifies that the campus provided the appropriate evidence to satisfy the core components/criteria for accreditation, and all core components were described appropriately. The formative component is where the feedback is given on each of the nine categories included in the Portfolio, and suggestions for improvement through continuous improvement are provided. The evaluation determines whether questions answered are strengths or opportunities, and positively, 48% of the questions answered were categorized as strengths. There are still quite a few areas of opportunities for improvement, and the HLC provided valuable constructive feedback on moving the campus forward to embrace the components for continuous improvement. The report will be given to the Systems Portfolio category co-chairs for a deeper analysis of the feedback and a determination on how to proceed. A major focus will be how to better describe how the campus is moving from data to decisions. There are three components in the Systems Portfolio, process, measures and results and the HLC wants the campus to move from processes to resulting improvements.

The Institutional Effectiveness Advisory Committee will be examining Blue Print Metrics for Student Attainment targets to determine if they should be revised. They have been monitoring metrics associated with Blue Print targets, and will present their findings at the March Council meeting.

b. Continuous Improvement Framework

Chancellor Lowe thanked John Novak and Dr. O'Dell for reviewing the report so quickly and for the work they did on the Systems Portfolio. He commented that AQIP feels that the campus needs to make better use of the continuous improvement framework. Anything done to make the campus better is eligible to be a continuous improvement project, and keeping continuous improvement before the campus can be very helpful.

c. DemandEngine, Performance Management and Constituent Relations

Chancellor Lowe commented that DemandEngine, Performance Management and Constituent Relations can be framed as continuous improvement efforts. He thanked the IU Northwest Council for taking the Performance Management Training sessions seriously.

VII. Chancellor's Report

a. Strong Cities, Strong Communities Update

The City of Gary has been awarded a Strong Cities, Strong Communities designation, and in that, IU Northwest and the University Park Plan are included. This designation will provide consulting help from Federal agencies directly to the City of Gary, and is designed to point Gary and other partners toward assistance from federal programs. Because IU Northwest is an important part of the University Park Plan, this designation can be significant for the campus. Strong Cities will also help other neighborhoods in Gary. A planning session is being scheduled and will include discussions about housing.

VIII. Other Information