

**IU Northwest Council Meeting Notes**  
**Meeting Held Tuesday, April 8, 2014**

Chancellor Lowe asked if there were comments or questions regarding the March 11, 2014 meeting notes. Hearing none, he advised Council members to contact Kathy Malone with any changes, and thanked her for keeping good notes of the discussion.

**I. Chancellor's Report**

Chancellor Lowe began the meeting by reading the excerpt below, from an article that he read in ACE's *The Presidency*, which was also shared at the Faculty Organization meeting on March 28. The article captures the environment in which publicly-supported higher education is operating, and speaks to the fact that we are in a very volatile and difficult environment that is not likely to improve in the near term. Chancellor Lowe encouraged all to share the excerpt with their colleagues.

**a. New Frontier**

In the wake of the Great Recession, this current period of transformative change is neatly wrapped up in the much-overused phrase "the new normal." The new normal has become a polite euphemism for doing more with less. It's true—more is expected today. The expectations, however, far surpass and will eclipse normal. This is not a new normal; it is a new frontier in higher education.

In the new frontier, the future is unwritten, the rules are changing, resources will continue to be scarce, and resistance to change and the inheritance of others' problems won't abate, but the pressure to produce will be unparalleled and continue. More so, the need for change will not dissipate or retreat— rather it is rapidly expanding and accelerating across all sectors, even in higher education.

Joan E. Wodiska, "The New Frontier in Higher Education" in *The Presidency* (ACE, Spring 2014), p. 18

**b. Framed copies of Mission, Vision and bullet-version of Strategic Priorities in classrooms and offices.**

Following up on a suggestion offered at the February 2014 meeting of the IU Northwest Board of Advisors, the campus Strategic Priorities, and Mission and Vision statements, will be posted in campus offices and classrooms. Vice Chancellors Pellicciotti and Gabbert will coordinate this effort, with a goal of having the posting project complete in time for the fall 2014 semester.

Student Government President, Larissa Dragu, introduced Student Government Senator, April VanMilligan, who is running for the office of Student Government President. Larissa will be completing her term in office in May 2014 and will be graduating soon. If April is successful in her bid to become president, she will serve on the IU Northwest Council beginning in May 2014.

**II. Enrollment Management & Student Success**

**a. Enrollment Management Group Update**

Vice Chancellor Malik reported that the Enrollment Management Group (EMG) will be focusing on declining graduate enrollments. The EMG, and the Deans will institute a framework that ensures that graduate program websites contain useful information, and that prospective students, seeking information from online graduate course resources, will be contacted to ensure accountability when responding to graduate program inquiries.

Another concept to improve the student pipeline, the Pre-professional Medical School Admissions Conference, is a collaborative effort between the College of Arts and Sciences and the College of Health and Human Services. The conference is scheduled on Saturday, April 12, 8:30 am– 2:30 pm. A significant number of students who have attended this conference in the past have enrolled at IU Northwest.

Interim Vice Chancellor Beth Tyler reported that the EMG is continuing with advising improvements, and is working to improve and further define the process to ensure that student advisors are identified, and that advisor identification information is placed in SIS, which will ensure that students are aware of their advisors. Having degree maps is helping to improve

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advising, and work is ongoing to complete all degree maps, which is a requirement for the fall 2014 semester.

**b. DemandEngine**

Communication obstacles on campus was one of the main issues identified by DemandEngine consultants, and particularly between Admissions, Marketing and the academic units. The campus has Talisma, a Constituent Resource Management (CRM) tool, used by IUPUI, which allows the campus to begin electronic communication with students from the time they express an interest in IU Northwest, through enrollment, graduation and alumni status. Talisma will also allow better communication between units with students, and can be used to more effectively track the effectiveness of communications with students. Efforts are ongoing to make Talisma more user friendly for the IU Northwest campus. Staff in Marketing and Communications, Information Technology and Admissions, are working to address the recommendations contained in the DemandEngine report, and are preparing an action plan, which should be complete by May 1, 2014. Additional information will be provided at the May Council meeting.

**c. Academic Advising Task Force**

The Council for the Advancement of Standards in Higher Education (CAS) promotes intra-campus collaboration, and reflects good practices agreed upon by the profession-at-large through the CAS Standards, a tool kit that allows for self-study about a variety of administrative offices and functions, to help identify best practices, and how well they are being met on campuses. Indiana University Northwest has purchased the self-study, and will initially focus on undergrad admissions and new student orientation. Academic advising will also be examined. Beth Tyler is working with John Novak in this effort.

Chancellor Lowe reported that the leading campus, within Indiana University, for reducing student debt, is IU Northwest. The student loan three-year cohort default rate has decreased from 15.5% to 14%. Of all Indiana University campuses, IU Northwest has shown the most significant decrease in campus borrowing and is down 22.8% in the number of borrowers (4,525 borrowers), and down 27.4% (\$17.6 million in loans) in the dollar amount of loans that IU Northwest students have taken. This is significant, and Chancellor Lowe asked Beth Tyler to examine how students are funding their education as a result of less borrowing. Factors contributing to the decrease in borrowing include readjustment of the amount that students can borrow, and students exercising their own limits due to financial literacy counseling efforts. All Indiana University campuses have reduced student debt, and this information will be reported at the next Board of Trustees meeting, with IU Northwest and IU South Bend recognized for significantly reducing student debt.

Dr. Malik reported that a common calendar for Indiana University has been adopted by all campuses, resulting in synchronization of all campus dates. This change will allow students attending other campuses the opportunity to adhere to campus summer enrollment/attendance deadlines. He also reported that summer and fall registrations are up.

Audrea Davis commented that the campus does not do a good job of maintaining a relationship with alumni beyond donor efforts, and that the campus should consider providing access to library/computer services to all alumni. Beth Van Gordon will work with Library personnel to determine what is currently available to alumni, and what can be improved.

**III. Budget Update**

**FY15 Budget Process and Expenditure Review**

Chief Financial Officer, Marianne Milich reported that the budget process is moving forward, and she has received the proposed salary policy for the university, which allows campuses to fund increases up to 2% for faculty, professional and support staff. This proposed policy must be approved by the Board of Trustees. The amount of the increase will vary by campus, taking into consideration the financial status of the campus. The Campus Budget

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Committee met to determine how the IU Northwest campus would fund a salary increase, and it was decided that the campus can fund a 1% pool for faculty and professional staff, and a 2% pool for support staff. For professional staff this year, .7% will be provided to units to allocate based on merit and performance, and .3% will be allocated to the employees who have not reached 55% of the market zone, and have been at IU Northwest for five years.

Moving forward, the campus will have to closely examine expenses, and, after year-end closing, will begin an expenditure review process to determine what resources are needed to ensure the best education and success for students. Campus priorities will be identified, and expenditure reallocations and adjustments will be made accordingly. When the campus salary study was implemented three years ago, a commitment was made to adhere to the salary guidelines for three years. The campus is currently in the third year of implementation, and a new salary study will be conducted prior to the next fiscal year, and will be a companion project to the expenditure review.

University-wide, a salary review and reclassification for Service Maintenance Staff was completed last year, and a review and reclassification was completed for Police Officers in 2012. While the university has indicated that they will conduct a review and reclassification of Support Staff, due to Human Resources staff personnel vacancies in Bloomington, this project has been put on hold until 2016.

Chancellor Lowe thanked Marianne and the Budget Committee for their recommendations and work on salary and budget issues, and he is looking forward to campus units contributing to the expenditure review.

**IV. Update on Facilities**

**Arts & Sciences Building project status**

Chancellor Lowe reported that programming efforts continue with the architects, taking into consideration budget and space constraints, to place in the building what has been requested by IU Northwest and Ivy Tech faculty members. A meeting has been scheduled to review building requests and available funding.

**Vice Chancellor Pellicciotti provided the following updates:**

- The Arts and Sciences Building will contain unisex restrooms, and a unisex restroom will be added to Raintree Hall, hopefully this year or possibly next year. Facilities at The Village Shopping Center, including parking areas, will no longer be used when the new building is opened. After several demolition projects on campus are complete, additional parking areas will be available, including the site of the first Childcare Center on Adams Street, the Quentin Smith home on Jefferson Street, and the Sycamore Hall site. The Campus Community Garden is being moved from the area adjacent to the old Childcare Center on Adams Street, to the corner of 35<sup>th</sup> and Washington Street.
- The Childcare Center renovation project, on the corner of 35<sup>th</sup> and Washington Street, is expected to be complete by July 1, 2014. The Offices of Development, Marketing and Communications and CURE will occupy the building, which will be equipped with upgraded video conferencing capabilities.
- Concrete replacement work on sidewalks and other areas around campus will begin when the weather is more suitable.
- The selection of an Assistant Director of the Physical Plant is moving forward. An offer is pending, but a final decision has not been made.
- Plans for the campus Green Space are moving forward. Some final design refinements and a suitable implementation plan, that the campus can fund, are being prepared by the consulting architects.
- The area drainage project, which involves storm water sewer improvements on campus, is moving forward. The goal is to complete the project before the beginning of the fall 2014 semester.

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

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

**Identification of 2014-15 Book**

Chancellor Lowe, complimented and thanked the One Book, One Campus, One Community committee, especially committee chair, Dr. Crystal Shannon “who does a terrific job, with a sense of style that is rare.” He commended the committee for their hard work, and commented that the wrap up event on April 7, for the *House on Mango Street* campus reading project for 2013-14, was excellent and first-rate. There was a conversation, via Skype, with author Sandra Cisneros, and Chancellor Lowe remarked that the entire event was very worthwhile, and worth the time of Council members and other campus constituents. The author was terrific, and was really engaged with the students who attended, many from East Chicago High School, and did a great job of getting the students involved. They had a wonderful, memorable experience speaking with the author who provided a wealth of advice and encouragement about writing to the students and the audience. Chancellor Lowe encouraged Council members to hear Sandra Cisneros if the opportunity presents itself, and challenged the Council to do a better job of supporting campus events, particularly the One Book initiative. He was disappointed that more people, especially IU Northwest students, did not attend to witness the event first-hand, and remarked that he, too, is very busy, but if can make time to attend events, others can also.

At the One Book wrap up event, *The New Jim Crow: Mass Incarceration in the Age of Colorblindness* was announced, after a very close race, as the book, selected by the campus, for the 2014-15 campus and community One Book initiative. Chancellor Lowe proposed that the Council read *The New Jim Crow* during the summer to continue the Council summer reading initiative, and members were asked to consider initiatives and activities to pursue relative to the new book. Kathy Malone will poll the Council to determine who needs a copy of the book. A suggested approach was for the One Book committee to advise the Council on methods of facilitating Council discussion and involvement during the summer around *The New Jim Crow*.

Chancellor Lowe urged Academic Affairs, Student Affairs, Student Government, and the Faculty Organization to get more engaged, and to find ways to make the One Book, One Campus, One Community initiative more meaningful to members of the campus community. He challenged faculty and others to find creative ways to engage the book, stating that there are many ways to involve books selected through the One Book initiative in class curriculum and other efforts. The new book connects with many areas and disciplines, including Sociology, Education, SPEA/Criminal Justice, and Business and Economics, but faculty participation is critical. He acknowledged the involvement of Student Government in the 2013-14 reading initiative. Consideration will be given to having the author, Michelle Alexander, visit the campus.

James Wallace also recognized One Book committee members for their work during the academic year. Members, in addition to James, include Dr. Crystal Shannon, Dr. Rochelle Brock, Emily Banas, Linda Sharma, Tome Trajkovski, Tim Sutherland, Karen Newlin, Scott Fulk and Kathy Malone.

**b. Council Projects for 2013-14**

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

The next faculty reading group meeting is on April 16. Council members, who attended the first reading group meeting, remarked that there was good discussion around the book, *Whistling Vivaldi*.

**c. Diversity Programming Series**

Chancellor Lowe remarked that the recent School to Prison Pipeline event was also very good, as was the Arts and Sciences Research Conference.

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James Wallace provided information about the following events and asked all to support the activities and the students:

- April 11 is the Day of Silence for the Gay, Bisexual, Lesbian, Transgendered, Questioning (GBLTQ) community. The campus Connectionz Club is hosting their Week of Silence event the week of April 7 – 10, 2014. On April 25 there will be a “Train the Trainer” session for faculty members, to educate them on how to interact with those in the GBLTQ community.
- The Diversity Landmarks Quotation selection process, to submit individual quotations for placement consideration on the Diversity Landmark Wall of Fame, is still open, and will be open until April 18.
- The Brother2Brother student organization is hosting their sixth annual community cleanup on April 19. Many student groups and community organizations are working cooperatively with this initiative, including Dr. Earl Jones’s Community Development class, which is hosting a block party at 35<sup>th</sup> and Jefferson on that date, at 12:00 noon.

**VI. Institutional Effectiveness Update**

**John Novak provided the following updates:**

- At last month’s Council Meeting, John Novak presented an update to the IU Blueprint Metrics. The Institutional Effectiveness Advisory committee updated the results, and provided recommendations. The revised metric targets were submitted, prior to the April 1, 2014 deadline, and will be combined with other IU campuses.
- The Higher Learning Commission will visit the IU Northwest campus to consider approval of the online Bachelors for Applied Science Degree. They will be on campus the afternoon of April 22, and will meet with faculty who teach distance education courses, and also those responsible for online training (CISTL). Dr. Cynthia O’Dell is assisting with coordination of the visit.
- The Institutional Effectiveness Advisory Committee will be meeting in April to discuss, among other things, the Systems Portfolio appraisal and the Peer Institutional Data Model. The peer list provided by Associate Vice President Vic Borden will be the starting point for the discussion.
- There is progress in the development of the WEAVE assessment system, and the School of Nursing will be a pilot academic unit for the system. The CAS standards will also be considered with the WEAVE system to assist with evaluation and assessment. John encouraged other academic units to obtain early training and engage in early entry of data in the WEAVE system.
- The Senior Exit Survey has been distributed, and Council members are asked to encourage senior students to participate. The National Survey for Student Engagement (NSSE) will be administered again next year.

**VII. Other Information**

- Dr. Pat Bankston placed emphasis on the Pre-professional Medical School Admissions Conference on Saturday, April 12.
- Beth Van Gordon commented on the university decision, after using Oncourse for approximately eight years, to move from Oncourse to Canvas as the university learning management system. Canvas is more cost-effective for the university and, based on a two-year pilot, has capabilities that are more desirable by university personnel. Additional information about Canvas at Indiana University can be found at the following website: <http://next.iu.edu/index.php> University Information Technology Services will work with campus units to ensure an effective and informed migration to the new system. The lead campus department will be CISTL for instructional design, with assistance from Information Technology.