

IU Northwest Council Meeting Notes
Meeting Held Tuesday, February 12, 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 regarding the January 8, 2019 meeting notes and, hearing none, he advised Council members to contact Kathy Malone with any changes, and thanked her for keeping a very good record of Council deliberations.

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

• **Enrollment Management Update (*enrollment statistics cited were effective February 12*)**

Vice Chancellor Montevirgen reported that Fall 2019 new student applications were 15.8% above, the same period last year, and new admit totals were 9.5% higher. The Office of Admissions is cultivating potential transfer students, and potential students in the adult learner population, and there are focused recruitment efforts targeting students eligible through the Midwest Student Exchange Program (MSEP).

Vice Chancellor Román-Lagunas reported that the Retention Summit initiative has been fully institutionalized, and planning for the next summit has begun. One strategy will be to review student data, at various intervals, focusing on students who have not yet registered, including online students who have stopped out, to identify barriers that prohibit them from enrolling, to determine what can be done to assist them.

The Offices of Financial Aid and Admissions continue to enhance and enforce positive relationships with local school districts. Financial Aid has offered to visit high schools to assist with completing FAFSA forms, and continuing IU Northwest students will also receive FAFSA assistance.

Chancellor Lowe thanked Dorothy Frink and her colleagues in the Office of Admissions for their recruitment efforts. The campus continues to do well recruiting and admitting new students, but retaining students after they are enrolled continues to be a challenge. The long-awaited Online Business Degree is close to being approved, and will be launched in Fall 2019, and has the potential to help increase enrollment.

↳ **Student emergency assistance: Sources, criteria, process, communication plan**

Vice Chancellor Román-Lagunas provided a draft communication plan for the Student Emergency Assistance Fund. The goal of the Emergency Assistance Communication is to inform students, faculty and staff about opportunities available to students who suffer from an emergency or financial crisis that may adversely impact their ability to remain enrolled. IU Northwest wants to help, and aims to inform students that we may be able to assist them in their time of need, allowing them to continue their studies. Target audiences include current students, faculty, staff and media outlets. The current timeline is February through April 2019, but the expectation is that this effort will be an ongoing campaign, one that runs from the beginning of each semester to the end. Messages will be varied and geared toward target audiences, and will be strategically released at various times of the year through social media, targeted emails, digital signage and, in the future, local media, with a specifically crafted message. A suggestion was offered to include text messaging, which will be an immediate and effective way to communicate with students. The faculty/staff message will be launched by Chancellor Lowe and, moving forward, will be distributed by Deans. Student messages will be generated from the office of the Dean of Students or Advising Center. Students will complete an internal intake form, after contacting Beth Tyler or Veronica Williams, to begin the confidential process. The Student Government Association will

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take a leadership role to encourage colleagues who need assistance to seek help, and a message with that information will be released to students by Student Government President, Joe Jansky.

A suggestion was offered to have a dedicated emergency assistance telephone line accessible to students at all times. The campus must be proactive in efforts to assist students with emergency situations.

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

Vice Chancellor Dickerson reported that the campus is on track to meet budget projections for the current fiscal year, and the budget process for FY 2020 is underway. Credit hour projections will be in place for two years, and Council members are asked to be cognizant of credit hour trends as projections are finalized. For assistance with trend data, contact the Fiscal Affairs Office. Budget hearings are scheduled the weeks of March 18 and March 25. The campus investment in online courses has provided significant revenue through Online Course Connect, and revenue from high school student enrollments, including Dual Credit/Early College (DCP) and Advanced College Project (ACP) programs, has been profitable.

The Regional Supervisory Series kickoff meeting was held on February 6, and was successful. Director of IU Compensation, Betty Larson, will participate in the IU Northwest Council meeting on March 19, 2019 to provide an overview of the Job Framework Redesign project.

The annual employee recognition award process began the week of February 18, and all are encouraged to participate. Chancellor Lowe commented that the recognition luncheon and process is valued on campus, and supervisors are obligated to take the process seriously. All supervisors are urged to respond when their direct reports are nominated for awards. There have been instances where supervisors have not responded when the Awards Committee solicited feedback regarding employee award worthiness. A non-response from a supervisor is not acceptable.

Employee Engagement Action Plan updates are due and should be forwarded to Miantá Diming, who will submit them to Human Resources in Bloomington.

III. Update – Facilities and Operations – Strategic Priority #5

Andy Kapocius reported about the campus impact of the polar vortex, and subsequent campus closing, January 30 & 31. Mechanical and maintenance staff were on campus 24 hour a day, in addition to campus police, routinely checking buildings for possible weather-related situations due to the extreme temperatures. There were a few items identified that were quickly solved.

Bids are out for the Plaza Project, and Andy is optimistic that the campus will obtain better pricing than with the previous bidding process. The Anderson Library Renovation continues, with an estimated completion time of Fall 2019. Because of the third floor closing, efforts continue to maintain the integrity of the Archives collection, and still provide access to that area while it remains in operation.

The Office of Space Planning in Bloomington is developing a master plan, in parallel with campus renovation projects, and should take four to six months to complete, which will provide guidance, going forward, regarding the Library and other campus spaces.

The temporary spaces provided for the WEB Team on the second floor of Hawthorn Hall, since vacating Lindenwood Hall, remain appropriate for their operation. The renovation is basically complete, with finishes and updates currently being added.

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The Academic Affairs renovation project is also moving forward. The design is complete and will be put out for bids.

Joe Jansky remarked about a discussion last semester with Progressive Dining (Mike) and Andy regarding food options and materials, and Joe inquired about the status of an audit that Progressive agreed to conduct. Andy commented that Progressive is putting together better prepared, and more affordably packaged food items, and data from the audit will be placed on the Facilities and Operations website. Joe will meet with Andy and Mike to follow-up on this topic. The five-year Progressive Dining contract will expire in 2020.

Joe also reported complaints that Crimson Cards do no work on keypad locks on classroom doors, and Andy responded that the campus is migrating to a new key lock system for classrooms, and keys have been issued to all faculty.

IV. Student Government Association (SGA) Update

Joe referenced a document that he provided to the Council addressing the changing infrastructure of SGA, and described positions being added to better fit the needs of the students. The new structure will add student representatives to the SGA, from the College of Arts and Sciences, School of the Arts, School of Business, School of Education, and the College of Health and Human Services, to ensure that there is a line of communication between students and administrators. The restructuring will allow students to be better connected with their respective school or college, and will replace the current system that provides representatives for classes, which is ineffective in delivering communication among classes. The SGA is seeking approval from Deans to add the new positions, and will move forward to revise the Student Government Constitution to include the positions, and then advertise for eligible candidates. Selected representatives will receive a stipend for their service. Student elections will take place in April 2019, and the new officers and representatives will be effective for the Fall 2019 semester. Council members and Deans endorsed the new SGA student representative structure.

V. Carnegie Update

Dr. Ellen Szarleta provided an update regarding Carnegie Classification Engagement efforts. Campus units will be contacted in the next few weeks for additional details regarding questions from Carnegie that relate to various units. Questions regarding the process can be directed to Dr. Szarleta at esarlet@iun.edu

Partnerships, at various levels, is a strength of the campus. Campus partnership efforts will be tracked, recorded and assessed through Collaboratory, a cloud-based tool IU has adopted for connecting faculty, students, staff and the community. This is an important resource for sharing community-engaged research, teaching, and service (including public service, service-learning, engaged research etc.) with the campus, IU, other universities, and the community-at-large. Collaboratory empowers higher education institutions to document and understand the full scope of their community engagement and public service activities to improve practice. There is representation from most IU Northwest units for at least one initiative in Collaboratory, and the goal for April 2019 is to have at least one activity from each of the units to showcase the involvement of the campus, and to track and assess the type of community involvement in which the campus is engaged. IU Northwest received *Indiana Campus Compact* (ICC) funding to support the launch of Collaboratory. The ICC grant supports community partner listening sessions (held on March 5 and 8) where a preview of Collaboratory was provided, and input was gathered, on the value of the system from the partner perspective.

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On April 23, there will be a celebration for community engagement. A summit will be included in the activities to celebrate IU Northwest's long history of community-university collaboration, which is supported by the IU Office of the Bicentennial. The Celebration also serves as the official launch of the IU Northwest Collaboratory, and will provide an opportunity for faculty, staff and students to showcase their projects. Colleagues are encouraged to present as teams, with community partners, and there will also be workshops for community partners to present separately. The campus is focused on better understanding community partner perspectives, and will be sharing what is learned from the listening sessions at the Collaboratory launch.

The Carnegie Application will be submitted on April 19.

VI. Employee Engagement, Chancellor's Division – C. Roberts

The Employee Engagement emphasis for the Chancellor's Office, and supporting units, is the campus mission, which is integral to the work of the campus, and the campus purpose. The mission should be a focus for all, and the Chancellor's Office would like to determine how others see the Mission, and suggest how it can become more vital in their daily work. Several Chancellor's Office efforts have already advanced this initiative, including making the Mission Statement more visible on campus, and distributing the mission to campus colleagues at various campus events.

In an effort to broaden the conversation to others on the campus, Dean Cynthia Roberts was asked to assist. She presented a tentative plan to the Council to have deeper conversations about the Mission at the leadership level and at the staff level, and provided draft survey questions to be administered first, to the Council, and then to other employees. Suggestions were offered on how to engage the campus, including hosting focus groups, and a town hall meeting (requested by Academic Affairs faculty and staff).

VII. Strategic Priorities and Objectives

Review of Strategic Objectives and WEAVE Documentation

Chancellor Lowe emphasized the importance of continuing to document priorities and objectives in WEAVE, because the data documents the progress the campus makes in support of our strategic initiatives and objectives, and is important to support continuing accreditation. Additionally, the IU Northwest planning process is a part of IU's Bicentennial planning process, and initiatives documented in WEAVE will provide information regarding campus efforts in support of university priorities.

John Novak suggested collecting data relative to the objectives to determine if they continue to support priorities, or if they need to be updated. This idea was endorsed by the Council, and John will take the lead on this effort with assistance from Dean Roberts, Vice Chancellor Román-Lagunas, Dr. Chris Young and a representative from the Fiscal Affairs team.

John announced that the version of WEAVE in use at IU Northwest will be retired by the end of the calendar year, and WEAVE has agreed to provide a demonstration of the new product to the Council, tentatively scheduled at the April 9 meeting. The new version of WEAVE is more user friendly and intuitive, and the information contained in the prior version of WEAVE will be transferred to the new version. John will continue to provide assistance with WEAVE documentation.

VIII. Council Annual Survey Results – Improvement Initiatives – Strategic Priority #1, #2, #3

- Rotate “pressing issues”/dean/division/office/program updates/profiles at alternate meetings
 - ↳ **Issue/Profile Schedule:** **March**, May, August October, December, February, April
 - Topic:**
 - An issue will be identified for the March Council meeting.

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- **Reading Schedule:** **February**, April, June, September, November, January, March
Topic: “Teaching the Students We Have, Not the Students We Wish We Had”
<https://www.chronicle.com/article/Teaching-the-Students-We-Have/245290>

The Council discussed the reading topic “Teaching the Students We Have, Not the Students We Wish We Had.” The article states that today’s college students are radically different from the students who occupied college classrooms even a decade ago. For students to complete degrees without huge debt burdens, they must have good experiences in the classroom. The new economics of college compromise time, energy and money that students and professors have to spend on quality learning. The article further states that faculty members feel that students are “harder to teach”, perhaps suggesting that one should feel sorry for the faculty because they do not have more-engaged students to teach. Today’s college students are the most overburdened and under-supported in American history, and have fewer resources or options for support. More than one in four have a child, almost three in four are employed, and more than half receive Pell Grants but are left far short of the funds required to pay for college.

Being a non-residential campus in an urban environment, some felt that IU Northwest students have always been different and, historically, have had to handle multiple commitments, distractions and challenges to obtain a degree. The consensus of the group was that this generation of students have more distractions that they must deal with, and universities are becoming more aware of the stressors that impact students and are trying to respond in a manner that is sensitive to the student. This a major change, which has not always been the case. The university is becoming responsible for helping students become successful, which is not an easy job, and efforts at IU Northwest to establish student emergency procedures was cited as a good example. It was noted that students are bringing children to class because they have no resources to arrange child care. One difference mentioned was that students have online options, which helps with stressors and obstacles related to coming to campus for class. Thirty percent of IU Northwest students are taking online classes, and students who come to class want to be in class. Current students feel like they have the right to keep faculty more accountable which establishes a new/different relationship between faculty and students. There is more awareness of issues confronted by current students, and institutions of higher learning are being held responsible for giving students a chance and making sure that they succeed. Faculty and administrators are not gatekeepers, but are facilitators of their success. Faculty and administrators in K-12 environments have experienced, for years, what is now being experienced in university environments as it relates to challenges, and college professors are not prepared, or trained to handle those challenges. In the past, it was not an expectation of those who choose to be college professors to relate to student challenges, but now it is. Active learning is more important compared with teaching experiences years ago. Educators, need to lead the way and design pedagogical approaches for the students they have, not the students they wish they had.

IX. Institutional Effectiveness Update

- **AQIP Systems Portfolio** (<https://www.iun.edu/aqip/systems-portfolio/2018%20Portfolio.htm>)
 John Novak commented that the annual campus update will be submitted to the Higher Learning Commission (HLC), and campus representatives will attend the annual HLC conference April 5-9, 2019.

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The NACE First Destination Survey (National Association of Colleges and Employers) captures information regarding how new college graduates fare in their careers within six months of graduation. The annual initiative provides clear, concise, and consistent data on the outcomes associated with a college education on a national scale. Outcomes include 1) types of employment—full or part-time, contract, freelance, and so forth; 2) additional education, e.g., accepted to graduate or professional school; 3) still seeking either employment or further education; 4) and starting salary for those employed full time. In addition to providing outcomes for individual classes, the First-Destination Survey is designed to provide trends data over time to inform the discussion about the value of higher education. A response rate is requested by NACE on 65% of graduates. The survey, an important IU initiative, is mandatory for IU campuses. Consideration is being given to revising existing student/graduate surveys to include questions that provide data required by NACE. John will provide additional information as it becomes available.

X. Campus Conversation on Diversity, Equity, Inclusion follow-up: Leadership role(s) for Council One Book – One Campus – One Community – One Book Committee

- 2018-19 selection: *Women & Power: A Manifesto* by Mary Beard (<https://www.amazon.com/Women-Power-Manifesto-Mary-Beard/dp/1631494759>)
- March 7, 2019 – International Women’s Day; collaboration with Women’s and Gender Studies. Guest speakers include:
 - ➔ Karen Bender <http://karenebender.com/bio-interviews/>
 - ➔ Donna Hylton <https://www.donnahylton.com/donna-hylton>
 Nominations for the next One Book selection closed on February 9, and the next book selection was announced at the International Women’s Day event.
- Laurie Burns McRobbie will moderate a panel discussion the afternoon of March 20, to discuss the campus reading selection *Women & Power: A Manifesto*. This event is a collaborative effort with the One Book Committee and University Advancement and External Affairs in celebration of the “Women Helping Women” efforts.

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

No updates.

XII. Chancellor’s Report

No additional information.

XIII. Other Information