

**IU Northwest Council Meeting Notes  
Meeting Held Tuesday, May 14, 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 began the meeting by introducing Laila Nawab, the newly-elected Student Government President. He also announced that Vice Chancellor Alexis Montevirgen will be leaving IU Northwest to become President of Los Angeles Pierce College, in California. The Council wished him well, and his last day at IU Northwest was Friday, May 24.

Chancellor Lowe asked if there were comments or questions regarding the April 9, 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

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

• **Enrollment Management Update (*enrollment statistics cited were effective May 14*)**

Vice Chancellor Montevirgen reported that increases in new student applicants and transfers are holding steady, and applications for Fall 2019 are at 15.2% above where they were at the same time last year, and students admitted from that pool are at 10.4% above the same time period. Continuing student enrollment data is improving, and Vice Chancellor Montevirgen expressed his appreciation to the campus for aggressively addressing this student population. As of May 14, 71% of eligible freshman had not reenrolled, 36% of eligible seniors, 58% of eligible juniors, and 61% of eligible sophomores, had not reenrolled for the Fall 2019 semester. An ongoing focus is to contact students, who have not reenrolled, to determine if they need assistance and encourage them to enroll. The Office of the Registrar is providing helpful student data to units, identifying students who are eligible to reenroll, and responses from students contacted are logged to identify prohibitive situations preventing them from enrolling, and to determine a strategy to address those situations, with comments shared with Deans and others.

Chancellor Lowe reiterated that retention continues to be a significant issue for the campus. Vice Chancellor Montevirgen suggested having a scheduling system that prepopulates a schedule for students based on their degree plan, which would prompt students to consider registering when they receive the schedule and not wait until the last minute. This system would convey to students that the campus expects them to enroll, and enrolling would be viewed by students as an “opt in rather than an opt out.” Laila Nawab, Student Government President, liked the idea of having a prepopulated schedule system, which would encourage students to plan for four years, but would not allow them to register for more than one semester, except during Summer sessions. This idea is a broad concept for the campus, and many changes to the current system would be necessary to initiate the new system suggested. Current registration processes will be reviewed to make it easier for students to enroll in classes.

After students are contacted and encouraged to enroll, Vice Chancellor Montevirgen stressed the importance of enrolling students the same day that they contact the campus, and not ask them to come back or wait to see an advisor. This comment was offered based on feedback he has received.

Interim Dean Latrice Booker suggested an enrollment push during the Fall and Spring semesters, possibly a focused event, to market registration periods, rewarding students with something free when they enroll. Several ideas were discussed to incentivize students to return, including providing free books for classes or free parking. The campus currently provides \$1.3 million in

**IU Northwest Council Meeting Notes**  
**Meeting Held Tuesday, May 14, 2019**

scholarships, and is considering a fund to enable/assist students with purchasing their books. The Council liked the idea of free parking for students who enroll by a certain deadline, and will consider providing this incentive to students.

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

Chancellor Lowe provided an update on retention and why it is important. In Vice Chancellor Dickerson's absence, he reported that the budget outlook has favorably changed for IU Northwest. The state appropriation for the campus increased approximately 5.5% as a result of improved graduation rates, with a smaller increase anticipated in the second year of the biennium, making this the largest increase in state appropriation at IU Northwest in some years. Two positive situations adding to the favorable budget situation are (1) the university is considering approving a 2.5% tuition increase instead of a 2% increase, and (2) the Admissions Office is reporting the possibility of a large first-year class. Campus projections, if students are retained and reenrolled, indicate that the campus will positively move toward stabilization in Fall 2019, which will help financially and increase the potential for some growth beyond stabilization. Failing to reenroll our students will undercut the potential for a positive financial outcome. In the past, 20% to 25% of IU Northwest students register for classes the week before, and the week of, the start of classes, which is not favorable for the campus or for students. The financial picture is positive for a change, but we must retain our students, and get them enrolled, which will enable the campus to begin to look differently at financial forecasting and commitments.

The campus will build into the budget a 2% salary increase pool for all employees, and salary spreadsheets, and directions for salaries, were provided to Deans and Directors the week of May 13. The new tiered parking rate structure was approved, effective July 1, 2019, with all IU campuses adhering to the tiered rate. Budget construction for FY 2020 was complete by May 31, and the Office of Fiscal Affairs thanked the Deans and unit directors for submitting budget material in a timely manner.

Miantá Diming reminded all that another Employee Engagement survey will be administered this year.

Human Resources Competencies will be worked into models for recruitment efforts. IU Staff Core Competencies will serve as the guiding principles for the university, and will be the foundation for Human Resources to enhance recruitment, performance management, training, development and more. Staff Competencies define what we, at IU, should expect from ourselves and from one another, and allow employees to approach work with a shared understanding of how to best work together to support the university. For more information, see the following website: <http://hr.iu.edu/competencies/>

**III. Updates – Facilities and Operations – Strategic Priority #5**

Andy Kapocius remarked that he appreciates the assistance and understanding of all campus constituents during the various campus projects, and provided the following updates:

- The Anderson Library Renovation project continues. The entire third floor of the Library was vacated, with work on that floor representing half of the renovation project, as the campus nears the halfway point. First and second floor non-Library staff have been moved to other locations so that work on those floors can be completed. Starbucks Café has moved from the Library to the RedHawk Café in Moraine Student Center, and will be open 9:00 am until 2:00 pm, Monday through Thursday during the Summer. Food products in the Café can be purchased during the

**IU Northwest Council Meeting Notes**  
**Meeting Held Tuesday, May 14, 2019**

hours of 10:30 am until 2:00 pm. The Anderson Library project is scheduled for completion by Fall 2019.

- The campus received competitive pricing during the bidding process for the Library Plaza Project, resulting in a contract being awarded for the project, and work on the project began in May.
- Several demolition projects are moving forward, including Lindenwood Hall, and demolition of several unoccupied homes that have been purchased near the campus, primarily on the East side of the Arts and Sciences building.
- LED lighting is being installed in the Savannah Gymnasium to enhance lighting in that area, and a 93% reduction in electricity use has already been realized as a result of LED lighting being used in campus parking lots.
- Amy Bluhm is the new Regional Campus Environmental Health and Safety (EHS)/Emergency Management and Continuity (EMC) specialist at IU Northwest, replacing Kathryn Manteuffel who is now the Associate University Director of IU Environmental Health and Safety (EHS). Kathryn has relocated to IU Bloomington.
- Currently, there is an ongoing university-wide sustainability initiative, and colleagues from all campuses are working on plans, for the next two to three years, to move forward with university sustainability efforts. One initiative that recently materialized was the Arbor Day Tree Planting on April 25. The campus planted a total of 77 trees with more than 110 participants, including faculty, staff, and student volunteers from IU Northwest and Ivy Tech, and also community partners.

**IV. Institutional Advancement update – Strategic Priority #5**

Vice Chancellor Jeri Pat Gabbert expressed appreciation to all who participated in Commencement. She also thanked those who participated in the Director of Marketing and Communications interviews, and encouraged comments through the submission of feedback forms, or direct contact with her. She commented that the Bicentennial Campaign, which is slated to end in June 2020, continues to go well, and the campus is getting close, at 97%, to its campaign goal of \$8 million. She thanked those who have already contributed, and encouraged those, who would like to make a gift, to contact her. Chancellor Lowe also thanked donors for their contributions, and remarked that the campaign has increased employee and retiree giving, which has assisted with efforts to reach the campus goal. Faculty and staff are the highest contributors, in the donor category, for the campus/campaign in terms of financial dollar amount.

**V. IU Northwest Bicentennial Time Capsule**

Each campus is responsible for dedicating a time capsule that captures the unique essence of that campus, and represents the diverse culture of the campus. The time capsule project will conclude with the sealing of time capsules on each campus, and all campus time capsules will be dedicated and buried on IU Day 2020. The campus was made aware of the project and encouraged to submit ideas for items to be included in the IU Northwest time capsule. The online submission site closed on Friday, May 31, 2019. IU Northwest Bicentennial Time Capsule committee members include Kathy Malone, Office of the Chancellor; Steve McShane, Calumet Regional Archives; Mandel Smith, School of Education;

**IU Northwest Council Meeting Notes  
Meeting Held Tuesday, May 14, 2019**

Michael Griffin, Highland Clerk-Treasure (IU Northwest Alumni Association); Danielle Roeske, IU Northwest student.

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

Council members congratulated Joe Jansky, former Student Government President, who graduated on May 9, and was in attendance at his last Council meeting. Joe thanked Council members for the opportunity to represent students on the Council, and introduced new president, Laila Nawab, a senior Chemistry major. Laila commented that one major change in Student Government is that the organization has been diversified, providing better representation of more majors and schools on campus, allowing for wide-ranging ideas and feedback from students. The level of student participation in clubs and organizations was mentioned, and it was noted that faculty are a great incentive for students to participate.

**VII. Employee Engagement, Chancellor's Division (survey results)**

- **Update on Academic Affairs Engagement exercise**

Dean Cynthia Roberts provided an update regarding the town hall meeting hosted by Academic Affairs on May 12, where approximately 50 people were in attendance. Forty-nine people completed the survey, which was administered in advance, about ways to strengthen awareness of the campus mission, and make it more viable in the daily/working lives of faculty, staff and students. The survey results revealed that there was a good understanding of the mission, and participants indicated that they would like to see more communication on campus around the mission. The group participated in action planning, and indicated that more retreats, for discussion and interaction purposes, and more communication around the mission, to fully incorporate it, would be helpful.

Several participants commented about the lack of an IU Northwest Professional Staff organization, resulting in less of an opportunity for a communication platform for this group of employees. Specifically mentioned was the lack of a mechanism for Professional Staff to provide input on the initial Mission draft. The previous Professional Staff organization dissipated, but the opportunity exists for reorganization if interested employees come forward. Biweekly, technical and clerical staff indicated that they would appreciate having a better communication structure.

The results of the Academic Affairs survey were placed in the Council Box folder, and additional information from the event will be forthcoming. This topic will be placed on the June Council agenda for further discussion.

**VIII. Strategic Priorities and Objectives: Bicentennial plan reporting**

- **Review of Strategic Objectives**

Chancellor Lowe reported on several university Bicentennial Plan Reports that are underway. There is a Bicentennial Strategic Plan for the university, and material is being gathered for that report. Additionally, material is being gathered for the *Blueprint 2.0: The Bicentennial Strategic Plan for the Regional Campuses of Indiana University*, which is the culmination of a concerted endeavor by the entire IU Regional Campus community to identify and develop objectives for advancing the campuses' collaboration and the [Bicentennial Strategic Plan for Indiana University](#). Additionally, another report is being compiled, the "Tome", which will attempt to consolidate university planning from the campuses into a large report. Bloomington and IUPUI will have individual strategic reports, there is a strategic plan report for the entire university, and the Blueprint 2.0 for the regional campuses.

**IU Northwest Council Meeting Notes**  
**Meeting Held Tuesday, May 14, 2019**

The Bicentennial Strategic Plan provides a framework to assure IU's leadership in student success, research and scholarly excellence, and service to our communities, and as a driver of economic development for all of Indiana. The plan will serve as the cornerstone of future growth and distinction during IU's next 100 years.

The university wants to link to planning action steps and results at individual campuses, and have asked the regional campuses to identify items related to current strategic priorities and objectives. At IU Northwest, it will be useful to begin compiling requested information during the Summer, and information in WEAVE can be reported, and will connect directly to strategic planning efforts. The campus must identify items related to the current strategic priorities and objectives that represent progress, where results can be reported, to be linked to the larger report at the university level. The university wants material for planning reports provided by December 2019.

A determination will be made on the information that will go forward from the IU Northwest campus. Campus priorities and objectives were aligned with the university Strategic Plan when they were updated in June 2018, and they also align with the Regional Campus Blueprint 2.0. Basically, efforts will produce a status report on the success of planning and implementation at IU Northwest. John Novak remarked that the AQIP Systems Portfolio will be a source of planning information for Bicentennial reporting, data are available in WEAVE and he will be convening the Metrics Group, to consult on the project.

**IX. 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:** **May**, September, November, January, March  
**Topic: *Becoming a “Bilingual” Advocate for Your Discipline and Your Advocates***  
 Discussion of the issue/profile topic above was deferred until the June Council meeting.
  - ↳ **Reading Schedule:** **June**, August, October, December, February, April  
 Reading topics for June were solicited.

**X. Institutional Effectiveness Update**

- **Transition to new Open Pathway for accreditation**  
 John Novak provided a handout and presentation on the basic elements of the new IU Northwest accreditation cycle. The campus is transitioning to the Higher Learning Commission (HLC) Open Pathway, which is one of three options institutions have for maintaining accreditation with the HLC. It follows a ten-year cycle and, like all pathways, is focused on quality assurance and institutional improvement. The Open Pathway is unique in that its improvement component, the Quality Initiative, affords institutions the opportunity to pursue improvement projects that meet their current needs and aspirations. The campus received confirmation from the HLC that the Systems Portfolio was accepted, with no special monitoring necessary from the HLC. With AQIP, the campus was on an eight-year cycle, and was technically in year three of the AQIP process. Institutions in year three of the AQIP Pathway in academic year 2018-19 completed their Systems Portfolio and Appraisal as scheduled, and because our Appraisal did not result in a Year Four comprehensive evaluation, IU Northwest will transition to Year Five of the Open Pathway in 2019-2020. Below is what is required in subsequent years for IU Northwest:

**IU Northwest Council Meeting Notes**  
**Meeting Held Tuesday, May 14, 2019**

- Years 5-7 Submit Quality Initiative Proposal (2019-2022)
- Years 7-9 Submit Quality Initiative Report (2021-2024)
- Year 10 Submit Comprehensive Evaluation (2024-25)

September 1, 2019 is the campus kick-off to identify a proposal for the Quality Initiative, and a Quality Initiative report will be due in 2021.

John commented that, while we are transitioning from AQIP, it is not really gone. Many of the elements in AQIP were reinvented in other accreditation pathways, which is one reason AQIP was discontinued. Continuous quality improvement inspired the HLC to incorporate some of the same components in the other pathways, and the campus should remain focused on continuous quality improvement.

- **AQIP Systems Portfolio** (<https://www.iun.edu/aqip/systems-portfolio/portfolio.htm>)

**XI. Campus Conversation on Diversity, Equity, Inclusion follow-up: Leadership role(s) for Council – Strategic Priority #3**

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

- The 2019-20 One Book selection is *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>
  - The One Book reading selection will, once again, be used in first-year writing classes. Chancellor Lowe encouraged all to read the book, and noted that the book is a good selection, and Hanif Abdurraqib is a very good writer. He looks forward to the events planned around the book during the academic year. All first-year students will, again, receive a copy of the book, free of charge, through an initiative made possible by a gift from Chancellor and Mrs. Lowe, with funding also provided by the Office of the Chancellor.

**XII. Updates – Professional Staff, Clerical and Technical Staff, Police Officers, and Service Staff**  
 No reports

**XIII. Chancellor's Report**

- Chancellor Lowe informed the Council that Chiamara Anokwute, former IU Northwest Student Government President and IU Northwest Council member (2017-18), is a candidate for an IU student trustee position. He is a first-year student in the IU School of Medicine-Northwest-Gary. Matt Lawson, another former IU Northwest Student Government President and IU Northwest Council member (2014-15) was also a candidate for an IU student trustee position, and while he did not move into that position, he became the president of the graduate and professional students at IUPUI, and is currently a lawyer. We are proud of our current and former Student Government representatives.
- The Annual Council Appreciation Luncheon is scheduled immediately following the June meeting. There is no Council meeting in July, and the next scheduled meeting is in August.
- **RETENTION!** Please help our students get enrolled for the Fall!