

**IU Northwest Council Meeting Notes**  
**Meeting Held Tuesday, January 11, 2011**

Chancellor Lowe began the meeting by asking that any changes or amendments to the meeting notes be submitted to Kathy Malone.

**I. Planning**

**a. Update on Stakeholder Scan/surveys: External community; campus**

John Novak provided an update on external community and campus stakeholder scans and surveys. The community stakeholder survey, sent in Fall 2010, had a deadline of December 15, 2010. To date, more than 130 survey responses have been received including many responses from alumni. Most responses have identified similar themes, with job creation and cooperation in the Northwest Indiana region listed as most important.

John is in the process of gathering trend statements from campus constituents and is asking that all complete an environmental scan which can be found on the Office of Institutional Effectiveness and Research website (<http://www.iun.edu/~oier/scanning/index.shtml>). He asked the IU Northwest Council to submit the abstract form and include documentation and rationale to support trend suggestions. An environmental scanning workshop will be held on Friday, January 14 and will highlight how to spot and interpret trends for information gathering. Dean Rominger asked for more information on the process to obtain internal stakeholder feedback, in an effort to allay her concerns that the process could appear to be “top down.” She feels the planning process will be more effective “from the grassroots up” and asked that John make certain campus constituents have an opportunity to participate in the process. John responded that the process for trending will provide for internal input, and campus constituents will have an opportunity to provide input by completing the survey, participating at town hall forums, and reviewing the draft planning document. The community scanning process will supplement what is being done on campus through the environmental scan, as both constituencies will provide information based on the same scan or survey. The planning process will be parallel with the AQIP process, and operational plans established as a result of the initial plan will have action projects that may align with the AQIP process. Chancellor Lowe urged all Council members to participate in the survey process, encourage their colleagues to participate. The IU Northwest Council is constituency-based and every member of the campus community will have the opportunity to contribute to the planning process.

**b. Planning cycle for Spring semester 2011**

- Chancellor’s overview

Consideration is being given to launching the planning cycle with a one-hour town hall meeting on January 21 at 9:00 am, preceding the Faculty Organization meeting at 10:00 that same day. The Council endorsed the idea, and Dr. Gallmeier agreed to notify the faculty to encourage them to attend the important town hall and Faculty Organization meetings.

Chancellor Lowe explained that the goal is for the planning process to align with the IU Regional Campus Blueprint Process, which has six action categories (Excellent, Distinctive Education; Student Success; Access and Innovation; Pathways and Transitions; Affordability and Efficiency; Meeting Regional and State Needs). If necessary, additional categories specific to IU Northwest can be established, to ensure that the IU Northwest plan both aligns with Blueprint priorities and fully reflects campus priorities. Some campus priorities include student academic success to graduation, online learning, advising, effective teaching, service to veterans, and community-based engagement. Wildly Important Goals (WIGs) will continue to be important and can be reflected in the revised plan, but new priorities will probably emerge too. The Blueprint Process will also be discussed at the town hall meeting.

**IU Northwest Council Meeting Notes  
Meeting Held Tuesday, January 11, 2011**

Our planning must include full campus discussion of a critical premise: where we stand, as a community on continuing enrollment growth and its implications (liabilities of a growth strategy; supporting enrollment growth has first call on new revenues; the characteristic lag between new revenues and investment commitments).

- **Planning time line**

The Council reviewed a draft timeline submitted by John Novak. Chancellor Lowe explained that the Institutional Effectiveness Advisory Committee will be the core group to ensure that continuous improvement, planning ideas, and priorities are aligned and rolled out effectively to the campus community. He encouraged participation from those interested in working with the core group. Chancellor Lowe is considering launching a broad-based chancellor's advisory group among NWI community leaders and alumni. This group would also consider the initial trend report and have an opportunity to comment, as its first activity. The draft time line takes account of the faculty governance process and aims at having a "substantial draft" of a plan by mid-April 2011. The Council agreed that the overall timeline reflects a reasonable approach to planning for the Spring semester and agreed that the campus should proceed as the draft timeline states with a more specific timeline to follow. The draft timeline can be shared with campus constituents.

## **II. Update on Budget Situation**

### **a. R & R Funding**

Marianne Milich announced that the campus has met its mandate of moving \$510,000 from unbudgeted income to the campus Repair & Rehabilitation (R & R) account, to prepare for R & R projects that will not be funded by the State or IU Administration. She clarified that the funds do not have to be spent during fiscal year 2010-11, but are earmarked for R & R projects. Specific criteria must be met before funds will be released. One criterion stipulates that the cost of an R & R project must be more than \$75,000 and must be approved by the University Architect's office before the project can be considered for R & R funding.

### **b. Benchmark Project Update**

Kathryn Lantz provided a written update to the Council about the Benchmark Project. To date, IU Northwest has completed and submitted all benchmark data for Human Resources, Bursar and Student Services units. Stakeholder surveys were sent on Monday, January 3, 2011, and data validation and executive interviews conducted by the Accenture Group have begun. In March 2011, Kathryn will participate in a review of the draft report from Hackett and Accenture. After that review, Hackett and Accenture will finalize their reports and analysis. Final reports are due April 1, 2011.

Chancellor Lowe remarked that stakeholder surveys were sent to 35 IU Northwest vice chancellors, deans and directors. He was informed that information contained in the survey was not clear and encouraged those asked to submit information to do as requested. Specifically, some of the questions asked were not necessarily geared to those who were asked to complete the survey. Chancellor Lowe will share the concerns expressed by survey respondents with the project group, and Dr. Pellicciotti will make Kathryn Lantz aware of concerns.

## **III. Salary Study Group: recommendations from the group**

Recommendations from the Salary Study Group were provided in advance to the Council. Chancellor Lowe thanked the group for their good work and stated that the document will be used to frame the

**IU Northwest Council Meeting Notes  
Meeting Held Tuesday, January 11, 2011**

thinking and discussions about salaries. Because a prior equity raise process was halted twice before the cycle was complete, Dean Rominger suggested establishing a backup plan to make certain salary adjustments are completed. Vice Chancellor Malik remarked that new faculty have been hired at appropriate salary levels, and other steps have been taken whenever possible to remedy salary inequities at the faculty level.

The report acknowledges that there are constraints and alludes to the fact that good planning is necessary to make what is proposed successful. Choices must be made, and there will be constraints and tradeoffs. Council members remarked that establishing appropriate salary levels for varying positions is important and should be considered. After a lengthy discussion, the Salary Study Group was asked to revise appropriate language in the written draft to reflect what was suggested. The Council endorsed moving forward with the salary initiative and accepted the report with the understanding that suggested revisions will be incorporated. The next step is for Chancellor Lowe to speak with Vice Presidents Applegate and Theobald, to ensure that IU Northwest has the support of IU Administration. Chancellor Lowe asked the Council to consider how to address the various constituencies represented in the Council so that all employee statuses are considered and addressed (e.g., the recommendations for a Staff Salary Review Group and an Academic Salary Review Group). He thanked the Salary Study Group for their good work.

**IV. Retention & Student Success**

Vice Chancellor Malik reported that 130 students have participated in four reinstatement workshops held. The workshops are designed for students who were dismissed and want to return to school and are geared toward providing helpful information on how to study better, time management, transcript management, FX option, etc. The focus is on what should be done to improve student academic success and retention. The Early Alert Program is being enhanced.

Vice Chancellor Malik also reported that the campus is close to having 57,000 credit hours for Spring 2011, and he anticipates that the Spring credit hour count will increase to 59,000. Dual credit opportunities with high schools have been successful, and he is looking to identify other schools to involve in this effort. Forty-three students from East Chicago High School are taking classes. Online learning experiences are being explored.

**V. Update on Facilities**

**a. Update on the Village**

Vice Chancellor Pellicciotti reported that work on the Work One Building is complete, faculty have been moved, and classes are being held at the site. There is still work to be done on the video store facility which will be used as a black box theater beginning in March. Security services have been enhanced to correspond with the hours of operation.

**b. Update on Tamarack**

After the IU Northwest Police Department vacates Tamarack, the building will be closed and could possibly be razed. Chancellor Lowe was told that the Indiana Commission for Higher Education (ICHE) must endorse the Tamarack Building Project before the project can move to the State Budget Committee for approval and release of funds. In response to a question, Chancellor Lowe confirmed that consideration has been given to IU Northwest sharing the new building with Ivy Tech because Ivy Tech also has a building for which the appropriated dollars are on hold. It is thought that collaboration between the two campuses might be a way to move both projects forward in the State process. There is

**IU Northwest Council Meeting Notes  
Meeting Held Tuesday, January 11, 2011**

no new information at this time on the status of the project or the possibility of a collaborative approach.

**VI. Chancellor's Report**

**a. Synchronous Time Workshops and follow-up**

In December 2010, workshops to provide instructional information for TIME approvers were held. The synchronous time process and data from the workshops will continually be evaluated. Chancellor Lowe noted there is concern that approvers are arbitrarily approving compensation time off and overtime, and stated that there is no funding source to cover overtime expenses. Units must be prepared to pay these costs and cover shortages as a result of loss of staff due to excessive compensation time used. Chancellor Lowe asked all to consider how to make the TIME system and process work more effectively.

**a. Announcements**

Vice Chancellor Diane Hodges, who was on vacation and did not attend the meeting, has announced her retirement at the end of the academic year, June 30, 2011. Chancellor Lowe stated that she has made wonderful contributions to the campus during her tenure and will certainly be missed. After acknowledging her value to the campus as a team player, he announced that a search committee will be named to identify her successor with the goal of having someone in place by July 1, 2011. Vice Chancellor Hodges has agreed to remain in her current position until her replacement is named.

**b. Town Hall Meeting: topics and timing?**

Chancellor Lowe asked meeting participants to bring potential town hall meeting topics to the Council for consideration.

**c. Electronic versus printed holiday cards**

Chancellor Lowe received feedback that not everyone was pleased to receive an electronic holiday greeting. Staff and faculty liked the card design but preferred to receive a paper card. He reminded the group that the e-cards do not represent a change in recent practice and the campus has been mandated by IU Administration to lower printing costs.

**VII. Other Information**

**a. Blueprint for Student Attainment Update**

<http://www.iu.edu/~vpurapp/regional/BlueprintforStudentAttainment.shtml>

An update on the Blueprint process was provided by Dr. Gallmeier, Dr. O'Dell and Marianne Milich. Their comments are noted below.

**Excellent, Distinctive Education, Dr. Charles Gallmeier, Co-chair:** Dr. Gallmeier reported that Vice President John Applegate began the effort to define regional campus roles and missions. A statement released by the ICHE indicating that the focus of faculty on regional campuses is teaching rather than research contributed to the need to distinguish and more fully represent regional campuses. This committee desires to define the role of regional campus faculty to set them apart from Indianapolis and Bloomington faculty. Dr. Gallmeier announced that promotion and tenure guidelines are being revised to reflect regional faculty roles.

**IU Northwest Council Meeting Notes**  
**Meeting Held Tuesday, January 11, 2011**

**Access and Innovation, Dr. Cynthia O'Dell, Co-chair:** Dr. O'Dell explained that the Blueprint process is a strategic planning process for regional campuses. There are six teams (Excellent, Distinctive Education; Student Success; Access and Innovation; Pathways and Transitions; Affordability and Efficiency; Meeting Regional and State Needs) lead by the Office of Regional Policy and Planning. The categories are broad, and each team has co-chairs and members from various campuses. The teams met multiple times last semester to develop a list of strategies within the categories and to develop action steps that fit within the categories. The strategies and action steps were submitted to Judy Palmer, Project Director, who reviewed the information, identified a list of common themes, and asked the groups to review the themes. Draft documents will be available for review on a webpage that the Office of Regional Policy and Planning will establish with the overall goal of framing how regional campuses operate. Vice Chancellor Malik wants to ensure what is recommended, which represents brainstorming efforts and ideas of the teams, actually goes forward and will result in the implementation of relevant strategies. He urged Council members to review the information drafted by the committees, which will be posted on the website when it is available, and provide feedback if the opportunity exists. Marianne Milich will find out if information contained in subcommittee reports can be placed on the Oncourse site for review by the Council.

**Affordability and Efficiency, Marianne Milich, Co-chair:** The Affordability team works closely with the Expenditure Review Committee chaired by Chancellor Nasser Paydar. This team is close to completing its work.

The next step for teams is to determine how to engage constituencies, faculty, staff, students and the community. The feedback will be used to revise strategies and action steps and then to develop a matrix. The final report will be submitted to the Blueprint Leadership Team comprised of regional chancellors, Associate Vice President Barb Bichelmeyer, and Vice President John Applegate.

- b. Beth Van Gordon reported that the Next Generation Classroom located in Hawthorn 329 is complete. A streaming demonstration of the room will be provided during the next Faculty Organization meeting, and Dean Stan Wigle will be featured.
- c. Beth also reported that the IU Northwest campus is the only IU campus to implement print management. Beginning February 1, a pilot study to assess student printing levels will be conducted and will allow students an assumed print quota of 500. Students will have actual print quotas assigned beginning Fall 2011. Faculty will be unable to print from labs as they have in the past.
- d. Dean Bankston reminded the Cabinet of the need to be vigilant about addressing students who have behavioral issues and referenced the violent incidents that occurred in Arizona.
- e. Dr. Coopwood invited all to attend the annual Martin Luther King, Jr. celebration on Thursday, January 13 at 6:00 p.m. in the Bruce Bergland Auditorium. Featured will be Cheryl Brown Henderson and John Stokes, original plaintiffs in the Brown vs. the Board of Education Supreme Court case. John Stokes replaces Linda Brown Thompson, who was originally scheduled to speak alongside her sister, Ms. Henderson. The Wirt/Emerson choral ensemble will perform.