

IU Northwest Council Meeting Notes
Meeting Held Tuesday, March 19, 2019

Strategic Priorities & Objectives:

**#1 Student Success; #2 Valuing People; #3 Leveraging Diversity for Inclusive Excellence;
#4 Building & Sustaining Community; #5 Financial Stewardship & Infrastructure**

I. Job Framework Redesign project – Strategic Priority #2 and #4

Representatives from IU Human Resources, Betsy Larson, Director of IU Compensation; Rob Springston, Senior Director of Human Resources; Nick Sexton, Compensation Analyst; and Evan Curry, Compensation Office, participated in the Council meeting, via Zoom, to provide information regarding the Job Framework Redesign project. The following information was presented by the team:

Goal: Will retire the current job classification system and create a job framework that is **clear, consistent, and transparent** empowering staff employees to navigate “what’s next” in their career journey.

The new framework will provide:

- A way for employees to make informed decisions about advancing their career – whatever that might mean for them.
- Tools for employees to see how their job relates to others jobs across the University to explore career and development opportunities.
- Tools for managers to make informed decisions about pay, advancement, and development opportunities for their employees.
- Base salaries will not be affected by this project.
- Jobs will not be eliminated and job duties will not change as a result of this project.
- Benefits for employees in PAO positions will not change as a result of this project.
- A modern job framework will replace the existing structures.
- The approach of the job framework project is informed by research into other universities and employers.
- The new framework will update key components that help organize jobs.
- Streamlined and consistent titles will help provide better insight into career opportunities at IU.
- New role descriptors will focus on roles, not individuals.
- Position reclassifications and updates continue, but will be frozen prior to the transition.
- The ability for managers and HR business partners to request salary changes will continue in the new framework.

After spending eight months collecting feedback from leaders, managers, HR representatives, and others across the university, the HR Compensation Team has begun redesigning the job classification structure as part of the Job Framework Redesign Project. The project will focus on appointed staff positions; academic positions will not be evaluated as part of the project. Material presented has been shared with employees, and listening sessions were held on all campuses.

The Project will help staff rethink careers at IU and create a job classification structure that accurately reflects today’s IU workforce while also preparing for the future. Moving from the current classification structure to a new job framework will create clearly and consistently defined jobs, career levels, and role descriptors, and will help reveal the diverse career and development opportunities at IU.

Refer to the Job Framework Redesign Project website at hr.iu.edu/redesign for additional information, or contact Miantá Diming, Director Human Resources at mdiming@iun.edu. The website has background information on the project, timelines, frequently asked questions, and opportunities to provide feedback. It will be updated over the course of the project to assist with understanding what the new job framework will look like. Implementation is scheduled for October 2020.

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

• **Enrollment Management Update (*enrollment statistics cited were effective March 19*)**

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

Vice Chancellor Montevirgen reported that recruitment continues to be above where we were, at the same time last year. In terms of applicants, the campus is 13.8% above, and 7.2% above in terms of admits. Within our campus service region the campus is 11.9% above in applicants, and 6.6% above in terms of admits, and outside the campus service area, 22.7% above in terms of applicants and 10.5% above in terms of admits, with students in this category coming primarily from Illinois. The positive enrollment data reflects a major commitment by the Admissions staff, to connect with schools within and outside the IU Northwest service region. There is a continued focus on transfer student recruitment and, on April 26, 2019, the Office of Admissions is hosting a guidance counselor and advisor luncheon in Orland Park, Illinois. A transfer café was recently held at South Suburban College in South Holland, Illinois, and a transfer café will be held at IU Northwest in April.

Vice Chancellor Román-Lagunas provided an update regarding ongoing retention and enrollment initiatives, and commented that students, who have not registered for Fall 2019, will be contacted, at various intervals, to determine if they need assistance registering. Messaging, regarding available emergency assistance for students, is being released through multiple venues, and encourages them to contact the Office of the Dean of Students, or the Advising Center, for assistance.

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

Vice Chancellor Dickerson thanked Deans and Directors for their timely credit hour projections and other income submissions. Budget hearings were scheduled the weeks of March 18 and March 25, and budget construction will begin April 4.

The Indiana University Parking Strategic Analysis Committee, a group consisting of representatives from all IU campuses, has asked that IU Northwest and IUPUI, the only IU campuses that had not previously moved to a tiered rate parking structure, move to the tiered structure. A change in IU Northwest parking rates will reflect a tiered rate, which means that parking fees will be assessed according to salary group – the same salary group structure used for medical benefits. Employees, with salaries lower than \$35,000, will pay the lowest parking rate, and other tiers are \$35,000 - \$59,999, \$60,000 - \$99,999, and the highest tier is \$100,000 and above. Proposed parking rates for students, adjunct faculty, and employees with reserved parking spaces, will remain the same.

Miantá Diming reminded Council members to continue work with Employee Engagement Action Plans, and commented that the Gallop Survey will be administered again on September 16, 2019. She also reminded all to complete and submit Performance Management evaluations. All employees are encouraged to avail themselves of professional development sessions offered throughout the year.

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/>

IV. Updates – Facilities and Operations – Strategic Priority #5

Chancellor Lowe provided the following update for Andy Kapocius, who could not attend the meeting:

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- Anderson Library
 - Eight piece Air Handler system was hoisted to the third floor during the week of March 11, and is being assembled. The heaviest of the eight pieces weighed in at just over seven tons. Two gas-fired boilers have also been lifted in place. Construction barriers, on the south side of the Library, have been removed. Work will continue on the Library third floor through mid-May.
- Facilities Services Annex building (formerly old Dental Building), north on Broadway, is having a new roof installed.
- The Police Department has been afforded a utility vehicle to more efficiently access campus buildings inside the quad. The Kubota side-by-side has been finished in flat black, and will have PD decals and emergency lights added.

V. Institutional Advancement update – Strategic Priority #5

Vice Chancellor Gabbert reminded Council members of IU Day, scheduled on April 10. In observance, many campus activities have been planned, including a “Thrill of the Grill,” and campus constituents are encouraged to make contributions to IU Northwest to support philanthropic efforts.

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

Joseph Jansky reported that Senate surveys, conducted to identify the nature of most student issues and complaints, revealed that the complaint, most communicated by students, is related to the pricing and quality of food. Joe recently met with Andy Kapocius and Mike from Progressive Dining, and discussed campus food service, and how it functions within operational constraints due to the small scale of the food service operation at IU Northwest, compared with other institutions, such as Bloomington and IUPUI. Based on the discussion, Joe, and others, now have a better idea of how to approach student complaints.

Second to food service, most students complain about facility issues, including maintenance of the Library bathrooms, and making sure that they are clean and functioning. At her request, Joe will provide to Latrice Booker student comments about the Library. The Library is being analyzed for repurposing, and creating a more student-friendly area, and student views on use of Library spaces are welcome. Students are pleased about the Library renovation and other planned campus renovations. A room on the second floor of the Library is being used as a Meditation Space, replacing the third floor space that is not available due to construction.

Student Government Association elections will take place in April, and Joe asked that Council members encourage good student candidates to apply for available positions. The newly defined representative positions, for schools and colleges on campus, will be included in the nomination and voting process. When encouraging students to apply, they should be reminded that Student Government also works at the state and federal level to impact positive changes. The All University Student Association (AUSA), comprised of Student Government presidents of the IU campuses, provided a joint statement related to the Higher Education Act, which Congress is reauthorizing. More than six million students, across the country, have authored a joint statement, which AUSA cosigned to show support, addressing student-related issues, regarding the Higher Education Act, and the students are recommending and endorsing the following principles:

- Make higher education affordable and accessible to all.
- Support diversity and equity, in all facets, including ensuring that all students are treated the same, make financial aid assistance available to all, with the ability to complete FAFSA, and focus on student mental health assistance.
- Examine student rights on campuses, enhancing sexual assault awareness, and addressing voter ID and registration laws.

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Students are requesting that the President and Congress consider and implement their recommendations.

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

The Employee Engagement emphasis for the Chancellor's Division is the campus mission, which is integral to the work of the campus, and the Chancellor's Division believes that mission should be a focus for all. It is important to emphasize that the campus purpose is our mission, and the Chancellor's Division would like to determine how others see the mission, and suggest how it can become more vital in their daily work. This effort has been advanced through several initiatives to make the Mission Statement more visible, and has been distributed to campus colleagues at several campus events.

Dean Cynthia Roberts presented results from a Mission Survey, administered to the Council, and feedback from the Council was affirming, revealing that most Council members know and understand the importance of the mission, and understand how it relates to their job. Results also indicate that most people communicate with others about the mission, and feel communication of the mission should be more prevalent, with efforts focused on increased communication and awareness about the mission, through leadership, recognition and reinforcement structures. Responses to the open-ended questions were positive, with respondents effectively explaining how they connect to the mission, with active involvement related to the mission in the classroom and community. Chancellor Lowe reiterated that the focus is to provide attention to the mission and how it should inform the daily work of the campus community.

Academic Affairs has invited 80 constituents, from that unit, to a mission-focused town hall meeting in April. A version of the survey, which was administered to the Council, will be administered to the Academic Affairs group, in advance, and the results will be discussed at the town hall meeting. Several initiatives to reinforce the mission were discussed during the Council meeting, including having a "mission moment" section in the campus newsletter, and obtaining feedback from students about how faculty and staff make a difference in their lives, speaking to the point that all are responsible for student success. Joe commented that students are not very aware of the Mission, and a suggestion was offered for the SGA to reflect on the following questions: 1) Is the SGA concerned about the mission? 2) Are there aspects of the mission that make it more alive to students? 3) Have they experienced elements of the Mission on campus and, if so, how, and how has it resonated with them?

A mission-focused recognition award was suggested for the employee on campus who exemplifies what it means to "live the mission," to be presented during Bicentennial celebrations next year. Another suggestion was to develop a departmental approach to mission communication, to better ensure that employees acknowledge and understand how they play a role. The use of several venues and communication strategies will help to educate constituents, and better clarify the mission, including framing professional development classes to connect topics to the mission, and focusing on the mission in staff meetings.

The Mission Statement has been added to the communication template from the Chancellor's Office, and an updated copy has been posted in each classroom. Efforts to better communicate the mission are ongoing, including making certain that offices and work areas have the Mission Statement available and/or posted, and UITS will include the statement on campus computer monitors as a screen saver.

Dr. Lowe thanked Dean Roberts for her assistance with this effort, and noted that the campus mission topic will be retained on the agenda for the April meeting. He thanked all for helping the Chancellor's Division move forward with follow-up on the Gallop Survey and the Employee Engagement emphasis.

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VIII. Strategic Priorities and Objectives

Review of Strategic Objectives and WEAVE Documentation

John Novak will provide a video demonstration of the new version of WEAVE to Council members in advance of the April 2019 meeting. Representatives from WEAVE will join the meeting, via videoconferencing, at 9:30 am to answer questions about the new product.

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:** **March**, May, August October, December, February, April
 - Topic:** *Becoming a “Bilingual” Advocate for Your Discipline and Your Advocates*

Issue/profile topic and discussion was deferred until the April Council meeting.

- ↳ **Reading Schedule:** April, June, September, November, January, March
- Topic:**

X. Institutional Effectiveness Update

- **AQIP Systems Portfolio** (<https://www.iun.edu/aqip/systems-portfolio/2018%20Portfolio.htm>)
 Chancellor Lowe commented that the draft AQIP report has been received, and is being reviewed. It appears that the report is positive, and the draft indicates that no interim monitoring is needed for the campus. Responses to the draft are being considered, and there will be more to report about this topic at the April meeting.

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 next One Book selection was announced at the International Women’s Day event on March 7. The 2019-20 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>
- 2018-19 selection: *Women & Power: A Manifesto* by Mary Beard (<https://www.amazon.com/Women-Power-Manifesto-Mary-Beard/dp/1631494759>)

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

No updates.

XIII. Chancellor’s Report

Chancellor Lowe commented on the following announcements:

- Spring Colleague Fellowship Reception – Friday, 22 March 2019 at 3:30 pm, Arts & Sciences Building Theatre Lobby
- Town Hall Meetings that focus primarily on budget are scheduled on Tuesday, 23 April, 9-10am and Wednesday, 24 April, 1-2pm – Anderson Library Conference Center 105 ABC