

IU Northwest Council Meeting Notes

Meeting Held Tuesday, July 9, 2013

Chancellor Lowe began the meeting by introducing Dr. Lora Bailey, the new dean of the School of Education, who began on July 1, 2013. He asked if there were any comments or additions to the notes from the June meeting, and thanked Kathy Malone for her good account of the meeting. If there are any changes, Kathy should be notified.

I. Enrollment Management & Student Success

a. Enrollment Management Group (EMG) Update

Vice Chancellor Lewis reported that, for Summer and Fall 2013, applications are up 12% and admits are up 27%. Out-of-state applications are up 27%, and admits are up 50%. Out-of-state transfer applications are up 5%, and up 21% in admits. Undergraduate transfer applications remain the same, with admits up 13%. Dr. Lewis attributed the increase in admission statistics to enhanced initiatives to attract a more successful selection of students, including contacting students immediately after they apply and assisting them through the process.

There were seven orientation sessions scheduled this summer, with three completed to date. The most recent Fall enrollment report looks positive, and Dr. Lewis encouraged Council members to continue tracking students for matriculation to the Fall semester.

Vice Chancellor Malik reported that, with eight weeks remaining until census, enrollment stands at 3,425 students (.55% behind the same period last year) and 36,588 credit hours (1.92% behind the same period last year). Academic honors admits are up 57%. There is also an enrollment benefit as a result of the new marketing plan, including increased marketing efforts to adult learners.

Dr. Malik attended the Provost Roundtable in June, offered by the Education Advisory Board, and two major foci from the Roundtable were enrollment management and online experiences. He plans to share information that he received with the EMG.

The first-year experience planning will continue for Fall 2014. At the August Council meeting, Dr. O'Dell will report on the first-year strategy. The *One Book – One Campus – One Community* initiative will be embraced by several English composition class sections.

Process changes, and the combination of strategies executed by the Enrollment Management Group, contributed to the increased number of admits over last year. Chancellor Lowe reminded the Council that getting students in the door is one thing, but keeping them here is another, stressing the importance of student retention.

b. Athletics

Vice Chancellor Lewis distributed a summary of the RedHawk Athletics program that contained recommendations for expansion and restructuring of the unit. The current Office of Athletics includes one full-time director of athletics, one full-time administrative assistant, four part-time head coaches, four part-time assistant coaches, 50-60 full-time student athletes, and three National Association of Intercollegiate Athletics (NAIA) championship sports, and one emerging sport. Preliminary expansion goals include six NAIA championship sports by 2015-16 (NAIA compliance requirement), 100+ full-time student-athletes on campus, engaging current and future students, improving presence on campus and in the community, and giving teams the opportunity to compete at a national level.

To retain its affiliation with the (NAIA), IU Northwest is required to have six championship sports by the 2015-16 year. It was determined that remaining with the NAIA is a better fit for IU Northwest instead of moving to the National Collegiate Athletic Association (NCAA).

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Indiana University Northwest currently has three championship sports: men's and women's basketball, women's volleyball, and one emerging sport, which is bowling. Cheerleading is also considered an emerging sport. The campus must add three more sports in the next two years to remain NAIA compliant.

According to the research conducted by the Department of Athletics, adding two cross country teams to the athletic program within the next two years will be the most fiscally responsible decision for the unit. Adding those two teams will put the least amount of stress on the budget and facilities, and allow the department to continue to operate at a competitive level. Adding two cross country teams will bring the Office of Athletics to a total of five teams on campus with a final decision to be made before the 2015-16 academic year. More time is needed to properly prepare for a sixth championship sport on campus, which will allow time to get feedback from students and also determine if additional funding will be allocated for future growth in athletics. The potential team to be added could be men's golf, women's golf, men's soccer, women's soccer, men's tennis, or women's tennis. The campus must determine whether to stop at the six required teams or continue to add teams, using athletics as an enrollment incentive. Currently, IU Northwest student-athletes have maintained a higher average GPA than the general student body throughout the 2012-13 academic year.

Expanding athletics programs will increase enrollment, with an increase in student athletes. Student Activity Fees will be the major source of funding (99.9%) for the sports programs, which requires that students endorse expenses. The student endorsement process in place at IU Northwest is not the model on other regional campuses. A majority of Student Activity Fees are used for sports, but they are also used for other things such as, programming, Student Government expenses, *The Northwest Phoenix*, and *Spirits Magazine*. Dr. Lewis stated that students will sit on a budgeting group to make decisions regarding how they wish to allocate funds.

Vice Chancellor Lewis has created a Student Affairs update which he will share with the Council, going forward, on Oncourse. An athletic report will also be placed on Oncourse, and the IU Northwest Athletics topic will remain on the Council agenda. He ended the discussion by stating that student athletes are great students.

II. Budget Briefing : FY13 vs. FY14

a. FY14 Budget Message

Chancellor Lowe distributed a message to the campus, dated June 24, 2013, summarizing the budget process for the year and detailing where the campus stands. He asked if there were any questions about the document from Council members or from their constituents. The document was placed on Oncourse for reference purposes. Dr. Gallmeier thanked Chancellor Lowe for distributing the budget message and for promoting transparency on campus about budget deliberations.

Chancellor Lowe clarified that the pool allocated for raises is based on merit, and that not all personnel will receive the same amount, or the total allocated for raises. Dean Bankston suggested that, in the future, more explicit language be used to explain that not everyone will receive the same amount across the board, or the total allowed for raises, a suggestion with which Dr. Lowe agreed. Dr. Lowe commented that it is the responsibility of a supervisor to have ongoing discussions regarding the amount of the raise that the employee will receive, and it should not be a surprise to an employee if they receive less than the amount allowed per employee. Annual reviews are important and should be used when determining meritorious service or the amount of the raise to be received, and should be the source of conversation with employees, in advance of employee salary increases. Supervisors need to emphasize what makes the difference in those who receive higher raises than others.

Chancellor Lowe encouraged Council members to provide suggestions for improvements, for next year, to the campus budget message. He reiterated that the campus was able to balance the budget and provide

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raises because, across the campus, constituents found savings. Importantly, campus investments through savings were made possible because every unit contributed to the savings, which resulted in the campus having the ability to provide raises and invest in campus fundraising. Looking forward, Chancellor Lowe asked the Council to consider the approach the campus would take if the problems with revenue continue to be difficult. Increasing enrollment should allow the campus to get ahead of possible revenue restrictions. Prior to, and in preparation for the next budget process, Chancellor Lowe is considering an expenditure and priority review. While the campus was able to balance the budget this year, it is still a volatile financial environment, and a proactive approach must be taken. The Trustees and others have made it clear that they want to see both results and savings.

Marianne Milich distributed the IU Northwest General Fund Operating budget for a five-year time period, FY10 through FY14. For FY13/14, there was a year-end closing decrease in income for student tuition fees which was offset by the increased State appropriation. Marianne also provided the following FY13-14 budget notes:

- Information Technology (IT) accounts and related expenses were moved to University Administration.
- Compensation decreased due to Responsibility Centers identifying vacant positions for reallocation to balance the budget.
- Reserves were reduced to reallocate funds to balance the budget.
- Transfer of Funds increase – includes \$1,094,527 to University Administration (UITS) for IT.

The total budget for revenue was up 7.6%. Budgets are currently online, and Marianne offered to visit units to review budgets. The first year-end closing was July 8, and she is working on the final year-end closing, which is scheduled on July 25, 2013.

III. IU Temporary Positions Policy

a. Workshops

Two information workshops to review the Temporary Positions Policy have taken place, and two more are scheduled on July 17 and 18, with additional workshops being added if necessary. Council members were encouraged to have their unit supervisors and chairpersons attend the remaining scheduled workshops. The monitoring component in IU Information Environment (IUIE) is not yet complete, but a system will be put in place so that managers and supervisors can access a report on the total number of hours worked by employees. Establishment of a notification system in Time Information Management Environment (TIME) to notify employees and supervisors that they are approaching the total number of hours that they can work is being considered. Persons who work hourly, and also teach as adjuncts, cannot do both. They must decide on one position or the other.

In reference to guidelines for volunteer opportunities, clarity was provided in the April 2013 Fair Labor Standards Act (FSLA) training regarding paid and unpaid volunteers. If there is uncertainty regarding guidelines, Council members are encouraged to notify Carolyn Hartley before events for clarification regarding restrictions.

The “Employee Active Job Lookup” tool is now available in OneStart. This tool can be used as a way to become aware of all active jobs that an employee may have at Indiana University. Carolyn Hartley provided the following link to access the tool: <http://www.indiana.edu/~uhrs/hrms/support/>

b. Delay in implementation & guidance from University

The IU Temporary Positions Policy became effective July 1, 2013. While President Barack Obama delayed implementation of a portion of the Affordable Care Act, the policy is still in place, but the proposed penalties are not currently in effect. University Administration will provide additional guidance regarding the policy in the near future, but their approach probably will not change.

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IV. Employee Referral Incentive Program Policy

The draft Employee Referral Incentive Program Policy was distributed to the campus community, and comments about the policy must be submitted before July 31, 2013 to be considered for inclusion in the final draft. The policy provides an incentive or award for referring successful applicants to Indiana University.

V. Institutional Effectiveness Update

The Institutional Effectiveness Advisory Council met in June 2013 and discussed the AQIP Action Projects that must be updated and reported to the Higher Learning Commission (HLC) each year in September. The three current action projects are General Education Assessment, Community Engagement and Degree Audit for Advising. General Education Assessment and Community Engagement will be continued as action projects. The campus is applying for the Carnegie Foundation Community Engagement Classification, and continuing Community Engagement as an action project is a benefit. Degree Audit will probably be retired as an action project because degree audits are, mostly, now in place and less of a focus. The WEAVE system will probably be identified as the new action project, which will help keep track of strategic planning and outcomes. The WEAVE system is an online assessment system for campuses and is a powerful software application that addresses the need to develop and maintain continuous improvement processes for both the academic and administrative structures within an institution of higher education.

The AQIP Portfolio is due on November 1, and the Advisory Committee is reviewing the first drafts of the portfolio. Revisions will be completed, and the portfolio will be submitted in advance of the November 1, 2013 deadline.

Information Technology has completed the revision of the Institutional Effectiveness webpage. National Survey of Student Engagement (NSSE) information has been added to the site, including the 2012 NSSE results. Other reports and results are now on the revised website, making them more readily available.

The senior survey of graduates is now complete, and responses were received from 337 seniors, a 66.46% response rate (507 total seniors). Responses included 85% of respondents who indicated that they will be working, 30% are planning to attend graduate school, and 10% will be raising a family. John Novak will sort through the survey data in the coming months and will provide additional data to the Council.

VI. Update on Facilities

- a. Tamarack replacement project status: Re-request endorsed by Indiana Commission for Higher Education (ICHE) and included in final FY14 state budget, as partnership building with Ivy Tech-Northwest; awaits final authorization/release by State Budget Committee.

Discussion of the Tamarack Hall Replacement Project is on the next meeting agenda of the State Budget Committee. Indiana University administrators are still very optimistic about receiving final authorization/release by the Committee.

VII. Protocol for the Review of Applicants that Self-Disclose Criminal History

Vice Chancellor Lewis distributed a draft document, "Protocol for the Review of Applicants that Self-Disclose Criminal History" which was created by members of a committee to address the topic. Members of the committee included Vice Chancellor Georj Lewis, Vice Chancellor David Malik, Admissions Director Linda Templeton, Assistant Vice Chancellor Beth Tyler, and a representative from the IU Northwest Campus Police Department. The committee received feedback from the Deans Council and IU Legal Counsel, and the document was endorsed by both. The Protocol procedures address convictions and will become a part of the IU Northwest admissions process. Unit regulations regarding criminal history will remain in place. If students are being considered to work at the university, they will undergo a complete background check. For clarification purposes, "student" applicants will be inserted in the document title. Conduct files containing information about student behavior at other colleges is oftentimes available for consideration from other schools and colleges. The student

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check-list process is effective in identifying students who have had conduct problems in the past. The Council agreed that Vice Chancellor Lewis should move forward with implementation of the policy, keeping in mind the concerns expressed by the Council and the sensitivity of the subject matter. University Counsel is looking to use the Protocol procedures as a model with other campuses. Chancellor Lowe asked that the document and attendant process be reviewed after a year, to evaluate its usefulness. Council members applauded Dr. Lewis' efforts to move forward with this policy.

VIII. IU Northwest Council Annual Survey Results

a. Mission/Charge Change

Chancellor Lowe suggested to the Council that the current Council Mission Statement be changed to reflect that "the Council functions as the central governance body for the discussion of significant issues facing the campus," and not "functions as the central administrative body" because others on campus "administer" and not the Council. The Council agreed that the word "administrative" should be replaced with "governance" in the IU Northwest Council Mission Statement.

There was a 64% response rate to the IU Northwest Council Annual Survey. While the survey was similar to surveys administered in past years, a few specific questions were inserted. The Council discussed the survey and the open-ended responses submitted, and Chancellor Lowe encouraged everyone to be very candid, as members discussed options for making the Council more effective.

Suggestions offered include:

- Welcome and encourage Council discussion topics from employees not on the Council. When the campus is alerted that Council agendas and notes have been posted to the Council site, it was suggested that a reminder be added stating that the on-line Suggestion Box is available to campus constituents to bring forward topics for the Council to discuss (since implemented).
- Specify actions that need to be taken relative to topics and situations rather than giving the appearance of the Council as a for-information-only body.
- Connect the budget process more directly with IU Northwest Council deliberations. Open budget hearings so that the entire campus can hear budget presentations. Chancellor Lowe will confer with the Budget Committee about considering this change.
- Try to end meetings by 11:30 am.
- Provide training sessions or presentations at each meeting, which are a good use of Council time.
- Have Council members highlight information from their units.
 - At each meeting have a unit profiled, on a rotating basis, with Council members sharing what they are doing or their future plans. Units should present one time each per year, beginning in August 2013. Allocate fifteen minutes per meeting, at the end of each meeting, for units and departments to share information.
 - Invite volunteers to present.

Chancellor Lowe addressed the survey comment that there is a lack of sufficient discussion at Council meetings about topics, and that there is not genuine interest in discussing topics or hearing what participants say. Some Council members perceive that decisions are made outside of Council deliberations. Chancellor Lowe stated that, ultimately, all of the decisions are his, but he values and considers, in his decisions, the rich discussions and valuable recommendations and suggestions that come forward from the IU Northwest Council. Also, some topics that are important information for the Council (e.g., from the Indiana University administration) certainly permit discussion, but not the discretion for campus-level decisions.

Council members endorsed the idea of having unit presentations at Council meetings. At the August 2013 meeting, there will be a Safe Zone presentation. Dr. Malik suggested asking each Council member, at the beginning of the academic year, how they will communicate the issues and outcomes from the Council to members of their constituency. Also, perhaps defining the member's constituency is important since it may

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not be clear that individuals know who their constituencies are. How do we ensure that the campus is covered by their representatives on the Council? Chancellor Lowe clarified that documents on Oncourse can be circulated to campus constituents unless noted confidential.

In closing the discussion, Chancellor Lowe remarked that topics and decisions are not all predetermined, and all members are welcome to recommend changes. He cited the Diversity Advisory Council Report as an example of something important to the campus that was vetted by the Council before going forward. Kathy Malone thanked John Novak for administering the Council survey and compiling the results.

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

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

The book selected for the 2013-14 *One Book – One Campus – One Community* initiative is *The House on Mango Street*. Dr. Rochelle Brock will provide an update regarding this topic at the August 2013 Council meeting.

b. Summer 2013 Council Reading Groups

Summer 2013 Council reading groups will convene later in July or early August. Chancellor Lowe asked for volunteers to lead discussion groups for both books, *The House on Mango Street* and *Whistling Vivaldi*. James Wallace volunteered to lead and convene the *Whistling Vivaldi* group, and Chancellor Lowe will lead and convene *The House on Mango Street* group. There will be a combined discussion forum to discuss both books in September. Chancellor Lowe asked the two groups to discuss a possible format for the discussion forum.

X. Chancellor's Report

Consideration is being given to having a convocation and picnic to launch the 2013-14 academic year. A committee has been convened to work on this initiative, and will provide additional details at the August Council meeting.

XI. Other Information

Dr. Patrick Bankston thanked Dr. Joseph Pellicciotti and the Physical Plant for responding expeditiously to the campus beautification suggestions offered at the May 14, 2013 Council meeting.