

IU Northwest Council Meeting Notes

Meeting Held Tuesday May 12, 2015

Chancellor Lowe asked if there were comments or questions regarding the April 14, 2015 meeting notes. Hearing none, he advised Council members to contact Kathy Malone with any changes, and thanked her for doing a good job of keeping track of the proceedings.

Chancellor Lowe introduced and welcomed Azaz Mehmood, new Student Government President and IU Northwest Council member.

I. Enrollment Management & Student Success

a. Enrollment Management Update

Vice Chancellor Malik, provided information from periodic registration updates. For Fall 2015, the campus is ahead 1% in student headcount, and credit hours, compared with a year ago. Early registration efforts continue to encourage students to register.

Summer I enrollments are behind approximately 6% in student headcount and credit hours. More than 500 under-enrolled lectures for Summer I and II do not meet the campus guidelines for sustainable summer courses. Minimum required enrollments for summer courses must be maintained to cover the cost of offering the course, which could mean using adjunct faculty rather than full-time faculty to teach.

For Fall 2015, the campus remains ahead in registrations in every category except freshmen, with the seniors as the largest group enrolled. Currently graduate enrollments are ahead by 20%, and an email blast will be sent to a list of 50,000 graduate students in the Northwest Indiana area, developed from a database that includes approximately 140 million emails of people who opt in, through various internet sources, to receive news and offers from companies or news organizations. Because these people choose to receive these emails, they avoid spam filters, so they go directly to their inbox. The list IU Northwest is using was narrowed down from this database to include those in our geographic region, ages 22-50, who have a college degree or are in college and have an interest in continuing education.

Enhancements continue for first-year and exploratory students to help them be successful. Efforts are focused largely on helping these students navigate the college experience and determine a course of study, at which time the job of advising shifts to the respective academic departments.

Vice Chancellor Montevirgen reported that the search committee for Director of Admissions and Strategic Recruitment, chaired by Carol Wood, completed their work and provided him with a candidate summary. Three well-qualified finalists were brought to campus for interviews. Vice Chancellor Montevirgen is in the process of reviewing feedback from campus interview sessions, and conducting reference checks, with a goal of completing the process and extending an offer to one of the candidates during the week of May 11. The anticipated start date is in June. He thanked those who served on the committee and participated in the campus forums.

With regard to Fall 2015 applicants and admits, as of May 10, the number of first-time freshman applicants is down 1.7%, and new admits are down 3.7%, compared with the same time a year ago. Current outreach initiatives are strategically focused to address the decline in applicants and admits. Applications of transfer students are down 11-12%, and admission of transfer students is down 25%, from the same time last year. Currently, less than 10% of admitted students have enrolled, and initiatives will be focused on encouraging new student enrollment prior to New Student Orientation dates which are June 23, July 9, July 22, July 30, August 4, and August 18. All campus offices are asked to remain open and accessible on New Student Orientation dates and specifically the following offices: Academic Advising, all academic departments, ideally with a faculty member and/or advisor in the office, administrative offices of all schools and colleges, academic success and achievement programs, Admissions, Athletics, Office of the Bursar, Career Services, the Counseling Center, Financial Aid and Scholarships, Diversity, Equity and Multicultural Affairs, Registrar, Student Activities, and Student Support Services. To encourage an environment that is inviting and welcoming to students during New Student Orientation, a suggestion has been offered to coordinate "Thrill of

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the Grill” summer events to coincide with New Student Orientation sessions, and encouraging all campus constituents to wear their Indiana University gear, which will promote a welcoming atmosphere.

With regard to targeted and strategic recruitment efforts, outreach to adult learners, and the Return and Complete Initiative, Beth Tyler is working with 936 names of potential/former students who remain in the service area. The approach is to reach out to the 765 potential/former students who do not have any financial service indicators, to inform them of flexible options to complete their degree at IU Northwest. The remaining 171 students may have balances with the Office of the Bursar, and options and incentives are being considered to assist those students. Targeted recruitment efforts continue on campus and throughout the Northwest Indiana community.

II. Financial Status & FY16 Budget Preparation

Chief Financial Officer Marianne Milich reported that the current budget deficit is approximately \$1.9 million, and the Campus Budget Committee has tentatively identified \$1.7 million to decrease the budget deficit, which leaves a remaining deficit of approximately \$200,000. This amount does not include funds for salary increases. The latest tuition increase projection is 1.65% which is \$50,000 less than the prior tuition projection. On May 18 the University Salary Policy will be distributed, and other variables such as University Tax, tuition increase amounts and other unknown variables will be confirmed, with the potential for positive news after the variables have been identified. The budget will close on May 25.

As the end of the fiscal year approaches, Marianne continues to ask for restraints on spending. Chancellor Lowe thanked all who have worked very hard to identify savings to balance the budget, and remarked that this is the toughest financial situation he has encountered since he became Chancellor. He is encouraged about the good initiatives going forward to increase enrollments, which will put the campus in a good position to reverse the trajectory of declining enrollments and enhance revenues.

III. Facilities Planning

a. Arts and Sciences Building

A pre-bid meeting was held on May 19 in Hawthorn Hall 107 at 3:00 CDT. Opening of the bids, which is open to the public, will occur on June 11 at 2:00 CDT in Conference Center 105ABC, and the contract will be awarded shortly after the bid opening. Consideration will be given to the lowest and best bid. State targets are in place to ensure that a percentage of minority contractors are involved in all university projects. Indiana University Northwest is committed to providing to contractors a list of available, local workers to encourage local hiring, and hiring of women and people of color.

b. Summer Projects

Vice Chancellor Pellicciotti provided an update about campus facilities-related projects taking place. Many of the projects began during the week of May 18.

1. Sycamore Hall Parking Expansion Project. The major expansion of parking in the area of the old Sycamore Hall is proceeding ahead of schedule and should be substantially completed by the week of May 11. Some work involving the placement of new lighting will occur later in May, when materials arrive. However, except for partial lot closures during the placement of particular lights, the expanded lot will be in use. The project includes new lighting, landscaping, a code blue security phone, sidewalks, drainage, and the paving of the old alleyway and former lot.
2. Planning is going forward for a new parking lot, to be located near the NE corner of 35th and Massachusetts St. Design work has begun and is expected to be completed by mid-May, with work beginning during the early summer. The plan is to complete the entire project before the start of the Fall Semester, 2015.
3. Renovation to the Raintree Hall restrooms is tentatively scheduled to begin March 18. The project will be conducted by the contractor who recently completed the Moraine Student Center restroom renovation project, and is scheduled to be completed before the start of the Fall Semester, 2015.
4. Not only will the existing restrooms on the first floor of Raintree Hall be renovated, but a new, gender-neutral restroom will be added to Raintree Hall on its second floor.
5. Raintree Hall also will undergo an upgrade to its fire alarm system this summer.
6. Renovation to the Anderson Library first-floor restrooms is expected to begin May 18th.

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7. Academic Affairs, Fiscal Affairs and Student Affairs & Enrollment Management are partnering for a major “face-lift” to the Hawthorn Hall lobby area and to offices within enrollment services’ units. Work will involve new lighting and ceilings in the lobby; some main office carpeting, signage, seating and other furniture improvements; patching and painting; and reallocation of some space within enrollment services. The goal is to provide a better and more appealing environment for our students and prospective students. Design work is going forward well, with a project schedule that seeks to complete construction by early August 2015.
8. A major renovation project to the elevators in Hawthorn Hall will begin this summer. The project includes new/upgraded electronics, hydraulics, and lighting and flooring in the elevator cars. While focused primarily on maintenance/ensuring dependability, the upgrades will improve the overall appearance inside the cars and allow the elevators to increase speed of operation.
9. Last year, new seating was installed in Marram 119, with the hope that new matching seating could be installed in Marram 115 and 123 later. We are now ready to proceed with the purchase and installation of the new seating. The orders are in and we expect to have new seating in 115 and 123 by the start of the Fall Semester, 2015.
10. Finally, construction of the new Arts & Sciences building across Broadway is planned to begin this summer.

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

a. One Book – One Campus – One Community Update

1. 2015-16 Reading Selection: *Operation Homecoming: Iraq, Afghanistan, and the Home Front, in the Words of U. S. Troops and their Families* by Andrew Carroll (ed.)

2. Summer Council Reading Initiative

Discussions regarding activities for Council members during the Summer will be deferred until the June meeting. Council members are encouraged to purchase the book selected for the Summer initiative, which is the 2015-16 One Book, One Campus, One Community selection, *Operation Homecoming: Iraq, Afghanistan, and the Home Front, in the Words of U. S. Troops and their Families* by Andrew Carroll (ed.).

3. Debrief: Council Summer Reading Discussion, Wednesday, August 13, 2014

Draft Action Items identified by One Book Committee for further consideration:

- Create activities that address unconscious bias. (Incorporate in service initiative?)
- Provide training and diversity awareness for faculty/staff (and incoming employees) that leads to multicultural competence. (Incorporate in service initiative?)
- Develop support systems for students with felony records that facilitate their graduation and employment.

V. Institutional Effectiveness Update

John Novak reported that, beginning on April 22, an IU Northwest team, consisting of Chancellor Lowe, Vice Chancellor Malik, Vice Chancellor Montevirgen, Dr. Bandyopadhyay, John Novak, Dr. Deleon, and Dr. Delunas attended an AQIP Strategy Forum held in St. Charles, Illinois. Campus representatives must participate in the strategy forum every four years to remain on the AQIP accreditation cycle. The campus must have a minimum of three action projects reviewed on an annual basis by the Higher Learning Commission.

The objective of the Strategy Forum was to develop a new action project, and the project developed by the team, through a number of exercises, is a campaign to improve integration of Continuous Quality Improvement (CQI) more completely with business practices within IU Northwest. Continuous quality improvement process planning, assessment and documentation must be in place for IU Northwest to remain an AQIP participant. The campus must demonstrate to AQIP that CQI is integrated into campus activities, is imbedded into how the campus conducts business, is a part of the campus culture, and that the campus recognizes improvement projects that can be documented as examples of CQI.

Because IU Northwest does not take full advantage of the CQI model and methods, efforts will focus on getting campus constituents to use the process of CQI to “close the loop” and create a transparent and effective decision-making process that tells the IU Northwest CQI story consistently across campus. The plan is to determine ways to recognize where the campus is doing continuous improvement and provide enhancements and improvements where necessary. The Campus Conversation in August 2015 will be a kickoff for this renewed effort, focusing on CQI, and will feature a draft online resource center to assist campus constituents with learning how to integrate

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continuous improvement more completely into their processes. Associated with the CQI action project is the branding campaign “Stay Calm and Close the Loop.”

While this project will use the Culture of Service initiative (an action project to advance the ability for faculty and staff to better serve students) as an opportunity to practice CQI, aspects of a Culture of Service Action Project will be separate, and it will require its own action project team to implement. These efforts will translate into a more campus-wide awareness of continuous improvement deliberations. Anything can be an improvement project, beyond the Action Projects submitted to AQIP.

John encouraged all to review the relevant documents from the Strategy Forum posted on the Oncourse site. He stressed the need for people to be involved with this effort, and solicited team members to serve, with his office, from various campus leadership areas to effectively implement the action project. Campus buy-in is critical for the action project to be successful. Dr. Gallmeier offered participation from Faculty Organization committees, and additional committees can be established where necessary. Contact John Novak at jmnovak@iun.edu or (219) 980-6905 to get involved.

VI. Student Government Association (SGA) Update

Student Government President Azaz Mehmood reported that revisions to the Student Government Constitution, overseen by IU Bloomington and AUSA (All University Student Association), are moving forward. The Student Activities Budget has been cut significantly and has been restructured to ensure that significant activities that offer an activity-filled campus life, which helps with the retention of students, continues to be provided on campus. There is a heightened effort to make students aware of activities on campus and to dispel the belief that the campus is boring. Toward this end, a newsletter will be provided, via paper copy and through social media, to inform students about what is happening each month.

The first Student Government meeting of the new student administration will be held the week of May 18, where participants will be discussing the Board of Trustees meeting on June 18-19, and the Arts and Sciences Building Groundbreaking ceremony, scheduled on June 18, all at IU Northwest. Azaz will have an opportunity to speak to the Board of Trustees during their Business meeting on Friday, June 19 at 11:45 am about various aspects of the IU Northwest SGA. Historically, IU Northwest students consistently attend Board of Trustee meetings and are actively involved. The IU Northwest Council wished Azaz and the SGA the best for the upcoming year, and also wished Matt Lawson well in his endeavors.

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

Emily Banas reported that there were a few questions from Professional Staff members regarding the change of food service vendors which she referred to Vice Chancellor Pellicciotti.

Mianta’ Diming and Audrea Davis will be attending a meeting on May 18 in Bloomington to discuss salary for staff members represented by CWA Local 4730.

VIII. Discussion of Strategic Planning Priorities and Objectives

Chancellor Lowe would like to receive responses/suggestions for revisions to the Strategic Planning Priorities and Objectives prior to the June meeting, so that the document can be finalized. Azaz will provide student observations regarding the Strategic Planning Priorities to Kathy Malone. Formatting ideas for the plan are encouraged and should be provided to Emily Banas, who will present all suggestions to the Marketing & Communications Group for consideration. Emily will provide formatting suggestions to the Council at the June meeting.

Chancellor Lowe acknowledged submissions from the Library and the School of Business and Economics regarding the strategic plan. Clarifications will be worked into the priorities based on these comments.

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Proposed Revisions:

• **Strategic Priorities and Objectives**

Comments from Tim Sutherland (Library):

The Library's Management Council (Library Dept. Heads group) met on April 8, and as one of their agenda topics discussed the latest IU Northwest Strategic Priorities draft document. In discussing the draft the group did not come up with any needed changes, but the document discussion did help raise awareness and meaningful dialogue concerning parts of the document.

- Regarding the Vision Statement, there was discussion about the phrase "We are Indiana University in Northwest Indiana". The group overall like the phrase, with some thinking the phrase helps create pride for those who are part of the IU Northwest community serving the 7 county area, whereas some others wondered if at times this phrase would be employed in order to help overcome some inferiority feelings (that IU Northwest is not equal to the larger campuses).
- In the Student Citizenship section of the document, it was discussed that citizenship is essential to an IU Northwest education, but that it is also important to note that many students, especially returning students, may already be very involved in the civic life of the Northwest Indiana region, and therefore can help their fellow students learn about societal participation and awareness.
- Under the Campus Human Resources section, the group discussed that some staff who gain additional education and degrees while employed at IU Northwest, do not find ready career mapping that helps them find a promotion on the campus that fits with their additional degree attainment. Another discussion item was the importance of staff finding balance between giving appropriate focus to their particular position, while at the same time being encouraged to participate in campus activities (so that campus events are better attended and so that staff can benefit/learn from the many worthwhile happenings around campus).

Again, the Library group did not find any recommended changes to the latest draft document, but did benefit from discussing in some depth what they found in reading through the document.

Comments from Dean Anna Rominger (School of Business & Economics):

The main issue is specificity of the goals. Even when the goals are specific they are vague.

Introductory paragraphs

1. **Statement:** Trust in the promise of diversity, equity and inclusion in student and employee recruitment, retention and success.

Comment: This is not a strategy.

Student Academic Success is our primary mission.

1. **Statement:** Develop and continuously refine data-driven process to attract and recruit excellent, diverse students, to increase degree-seeking undergraduate enrollment by 5%.
Comment: 5% of what base? Can we state an ideal student body size? What about the mix between graduate and undergraduates?
2. **Statement:** Invest in individualized academic and student support programs that improve the quality of the student experience and lead to degree attainment.
Comment: What does "student support programs that improve the quality of student experience mean"?
3. **Statement:** Increase 2nd-year retention of First-Time Full-Time students to 70%; raise the number of Bachelor's degrees conferred to at least 625 annually and improve the Student Achievement Measure (SAM) in all student categories by 5%.
 - First-Time Full-Time after Six Years from 60% to 65%
 - Full-Time Transfers after Six Years from 65% to 70%
 - First-Time Part-Time after Ten Years from 45% to 50%
 - Part-Time Transfers after Ten Years from 67% to 72%**Comment:** These are random variations.

Community-based engagement advances educational opportunities and addresses regional priorities.

4. **Statement:** Expand accessible, community-based experiential learning opportunities for students, including discipline-specific, interdisciplinary and inter-professional experiences with regional business, civic, public and not-for-profit organizations, by 5% annually.
Comment: How do you measure current experiences?

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Chancellor Lowe asked Dr. Szarleta, Dean Rominger and Vice Chancellor Malik to update Statement #4 under “Community-based engagement” for the June meeting.

After discussion, it was agreed to update the planning draft, based on questions and comments from the School of Business & Economics.

Chancellor Lowe thanked Library and School of Business & Economics colleagues for taking the time to review the draft and submit their comments and suggestions.

IX. Chancellor’s Report

IU Northwest Council Appreciation Celebration at the home of Chancellor and Mrs. Lowe

Friday, June 12 at 5:00 pm: RSVP requested

X. OneStart Retirement in October 2015

Eric Westfall and Ryan Vallow from the IU Office of Enterprise Systems Integrations, attended the Council meeting and shared information regarding One.IU which is the replacement for OneStart, IU's enterprise web portal, which will be retired in October 2015. One.IU was created to bring a modern app store experience to finding what users need at IU. With One.IU, users search for what they want to do, and click to launch it. One.IU can be accessed through browsers, or one can download the [IU Mobile](#) app through Google Play or iTunes. For additional information about the retirement of OneStart and integration of One.IU, refer to the following websites:

- [About the OneStart retirement](#)
- [About One.IU](#)
- [View a video about One.IU](#)

XI. Other Information