

IU Northwest Council Meeting Notes
Meeting Held Tuesday, October 9, 2018

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 asked if there were comments or questions regarding the September 11, 2018 meeting notes and, hearing none, he advised Council members to contact Kathy Malone with any changes, and thanked her for keeping a very good record of Council deliberations.

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

• Enrollment Management Update

Vice Chancellor Montevirgen, once again, thanked everyone for Fall 2018 enrollment efforts, and encouraged them to now focus their efforts on Spring 2019. The Admissions office has planned several transfer recruitment events, including transfer café events where the Admissions staff visits local community and junior colleges to recruit transfer students, transfer Friday and Saturday events in November where students can apply and have their college credit reviewed on the same day, a transfer visit day is planned, and a transfer webinar to reach out to online transfer students.

Communication efforts continue with students who previously applied, and were admitted, but did not enroll for Fall 2018, and students who were accepted for Spring 2018, and have not enrolled at an institution of higher learning, will be contacted and sent degree plans. Select students, with prior balances, and are eligible for assistance, will be contacted and counseled by the Admissions and Financial Aid staff regarding financial literacy. The goal is to assist them with persistence grants, so that they can proceed on a clear pathway for success. Adult recruitment efforts are also planned, and adult scholarships will be implemented in Fall 2019.

Vice Chancellor Román-Lagunas commented that we do well bringing students in, but we are not retaining them, noting that first to second year retention decreased by 2.5%. She is reviewing Clearinghouse data to identify students who were enrolled at IU Northwest in Spring 2018 and did not return, and she will be examining all of the variables associated with those students. It is likely that many of them did not enroll at another college or university.

The Enrollment Group is reconvening, and Vice Chancellor Román-Lagunas reminded those in attendance to meet with sub-groups to assess progress with strategies, to determine the most effective way to ensure forward movement. Because faculty best relate to students, they are encouraged to engage in conversations with students, reminding them to register, and all are asked to share that message with colleagues across campus. It is important to be knowledgeable about issues confronting students, particularly with regard to enrollment and retention, so that the campus can offer assistance, when and where possible. Someone has to be in a position to listen, and relate to students, so that these issues can be brought forward. Gina Pirtle, Director of Financial Aids, is hosting FAFSA informational sessions to provide assistance to those in need.

Communication efforts are ongoing to dispel the misconception that students must pay tuition and fees at the time they register, and students who register early will not necessarily have to pay earlier. Getting this information out to students is crucial.

Chancellor Lowe thanked all for their ongoing efforts and strategies to recruit and retain students, and stated that we had a good incoming cohort of students for the Fall 2018 semester, but retention continues to be problematic. He cited university data, which indicates that, in first to second semester retention of first year students, and first to second year retention, IU Northwest has the best rates of all IU regional campuses. After the Fall semester of the second year, retention issues begin, basically with sophomore students, or students with more than 30 credits and, this year, we lost eight percent of the senior student population prior to the Fall 2018 semester. In some instances, students find out that they are not eligible

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to move forward in their majors in their third year, and choose to stop attending classes, which impacts third-year retention rates, but retention of students in their third to fourth year is fine. It is also important to note that IU Northwest graduation rates improved by six percentage points from last year, and are now at 34%, which is evidence that the ongoing strategies to improve enrollment, retention and graduation rates are paying off. The university recognizes IU Northwest's ongoing efforts, and their analyses point to stabilization on the horizon. Chancellor Lowe commented that the next budget cycle, preparing for FY 2020, will be very difficult, because there are not a lot of alternatives left to balance the budget, and if salary increases are budgeted, there will be pressure in other areas. Even if there is preliminary evidence of enrollment stabilization in Spring 2018, it will be necessary for the campus to have contingency plans for Fall 2018.

While data do not indicate that online classes contribute negatively to retention of students, more online students withdraw from classes. Student preparation for online courses, particularly at the lower levels, will be examined, because the campus cannot assume that students are equipped to take fully online classes. Suggestions offered for better online preparation include providing a set of instructions at new student orientation sessions that describe the functionality of online courses, and introducing students to IU Online Student Onboarding, which is an online orientation that includes helpful information about online courses.

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

Michelle Dickerson provided an update regarding efforts, by the University Budget Office, to move forward with a two-year university budgeting process, effective in 2019 (FY20), which will include setting fees, credit hour projections, expense projections, and budget loads for a two-year time period. The new process will streamline the budgeting process, make it more efficient, allow for better fiscal planning, and will also align with the State of Indiana appropriation process. Details, associated with this change, are being finalized, and Michelle will provide additional information to the Council as it becomes available. Non-instructional fee updates, which is usually the first step in the budgeting process, will be due in November 2018.

Fiscal Affairs will provide additional training to units on financial reports. They are also updating their website to clarify information regarding student payments, including due dates for tuition and fees after students register for classes, so that information provided will be consistent with information provided by the Office of Financial Aids and the Office of Student Accounts. The Office of the Registrar will include payment due dates on the Academic Calendar, and hallway electronic monitors will also display payment and due date information. Joseph Jansky, Student Government President, confirmed that students do not regularly look at the monitors, and commented that there is a ripple effect, with students reminding one another about registering at registration times. Effective ways to communicate with students around registration and fee payment topics was discussed, and a suggestion was offered to provide free incentives to students who can prove that they have registered or enrolled.

Miantá Diming provided the following updates:

- In compliance with the Cleary Act, changes were made to the IU employment application. The new application, which can be found at the following link, should be accessed when hiring employees: http://hr.iu.edu/pubs/forms/employ_app.pdf
- Miantá thanked the Council for informing units about the consequences of delayed hiring for unfilled positions. There were eleven positions in the recruitment process and, after the September Council meeting, members urged their units to work more aggressively with search committees to adhere to the October 31, 2018 deadline. As a result, at the time of the October Council meeting, there were only five positions not filled. Positions not filled by October 31 must be approved by the Leadership Team, or hiring/on-boarding can be delayed until January 2019.
- Another Job Framework Redesign Listening Session was scheduled for October 11.

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- A request for a status update on identified unit Employee Engagement action plans was sent to Champions and to the Leadership Team, so that updates on action plans can be shared with University Human Resources. Those who need assistance are urged to contact Miantá.
- The 529 Educational Savings Plan is specifically designed for families to help save for future education expenses (and reduce reliance on student loans), and these plans are administered by state agencies and organizations. The plans are free from federal income tax, and so are withdrawals when used for qualified education expenses, such as: tuition, computers, mandatory fees, books, supplies, certain room and board costs, and more. For Indiana University families interested in saving for education, the IU Office of Financial Literacy has launched a new resource: 529.iu.edu. This resource makes it easier to start saving by guiding you through some of the most common saving options available, and breaking down the process of choosing the right plan(s) for your needs.

III. Update – Facilities and Operations – Strategic Priority #5

Andy Kapocius provided the following updates:

- Bids for the Anderson Library Conference Center renovation project, a \$6.5 million project, will likely be awarded in November, with work slated to begin in January 2019.
- Academic Affairs, and UITS, projects are moving forward, and information regarding timelines is forthcoming.
- Demolition projects out for bids include Lindenwood Hall and properties east of Broadway. The campus is continuing to purchase property on the East side of the Arts and Sciences building, which secures the perimeter of the campus, and adheres to the inclusion of that land as identified in the IU Northwest Ten-Year Master Plan. Lindenwood Hall will be razed this Fall, and there is a possibility that bricks from the building will be available to constituents at no cost. Remaining items in the building that are IU-owned assets have been listed on Government Deals (<https://www.govdeals.com/>)
- The front of the Facilities Services building will be redesigned to compliment the Arts and Sciences building.
- The Ivy Tech Board of Trustees meeting, in the Arts and Sciences Building in October, went very well, and IU Northwest was pleased to partner with them to plan the meeting. Several IU Northwest representatives served on their planning committee.
- There are not plans for IU to purchase the Gleason Park Golf Course, and there is no agreement with the golf course to allow parking in their lot by IU Northwest employees and students. Faculty, staff and students park at their own risk.

IV. Institutional Advancement update – Strategic Priority #5

Vice Chancellor Gabbert commented about Philanthropy Week (October 8 – 12), and encouraged all to get involved. She acknowledged the offer by Dr. Bankston to donate a \$500 matching gift if Advancement raised that amount on October 9 through Philanthropy Week efforts. She thanked all for their generosity and continuous support, and also announced the Chancellor’s Medallion celebration on November 1, 2018.

V. Athletics expansion briefing

The campus has applied for admission into a National Association of Intercollegiate Athletics (NAIA) conference in the Chicagoland area, and a decision about our application will be made on October 29, 2018. Membership in NAIA conferences has been successful for other IU regional campuses, and joining the conference will be good for our athletic program, providing an opportunity for growth. Currently, the campus is in an association of independent campuses that requires a great deal of team travel, which leads to increased expenses, and additional time away for students and staff. Men’s soccer and men’s and women’s tennis programs will begin in 2018-19, with the intention to add other sports at intervals in the future. A facility will be leased in Crown Point to accommodate the soccer program. These efforts support our recruitment and retention strategies, because student athletics must attend school full-time and take at least 12 credit hours.

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Expenses associated with the strategic expansion of athletics will be made available through reallocation, tuition revenue, and private scholarship fundraising.

VI. Debrief: Employee reception: Friday, September 21, 2018

The IU Northwest Leadership Group sponsored its first Employee Fellowship Reception on Friday, September 21, 2018, and all in attendance at the Council meeting agreed that the reception was well-received and brought various campus constituencies together. They voiced the sentiment, from other campus constituents, that the reception initiative should continue because attendees had a great time, enjoyed the interaction, and those who did not attend are interested in attending the next time. Having the reception after the Faculty Organization meeting was a great idea, and the next reception is planned after the Faculty Organization meeting on Friday, April 19, 2019. Chancellor Lowe credited Vice Chancellor Román-Lagunas with bringing this idea to campus.

VII. Council Annual Survey Results – Improvement Initiatives – Strategic Priority #1, #2, #3

• **Council Agenda Items**

In response to a question regarding what items are appropriate for the IU Northwest Council agenda, Chancellor Lowe commented that, in his nine years as Chancellor, no one has come forward when asked to assist the Leadership Group in setting the agenda for the IU Northwest Council. In addition to the Faculty Organization, The Council is a governance body that examines issues, of relevance and importance, affecting the campus as a whole and is distinct from established shared governance with the Faculty Organization (which is represented on the Council). The Council Mission and Charge, which serves as a guide to what is placed on the agenda, was provided in the Council Box folder for review, and members were asked to consider whether the Mission and Charge, which was established in 2008, and revised in 2013, should be revised to provide more clarity. While the document provides general guiding principles, it is not a process. This topic will be retained on the Council agenda for additional discussion.

Dr. O'Dell reflected on the content of the Council Mission and Charge document and noted that the athletics expansion information did not follow the described process, because the announcement about the athletics expansion was made at the Faculty Organization meeting before it was discussed by the Council. Chancellor Lowe commented that timing of deliberations regarding the athletics decision was a factor, and the September faculty meeting occurred prior to the Council meeting.

• **Council Agenda Changes – implemented in January 2018**

➔ Connect reports/comments to *Strategic Priorities & Objectives*

- Focus on a priority each meeting/strategic planning theme
- Strategic Planning/AQIP Systems Portfolio Group Status Reports

➔ Rotate “pressing issues”/dean/division/office/program updates/profiles at alternate meetings

- **Issue/Profile Schedule: October, December, February, April, June, September, November**
Topic: Innovation in Challenging Times

The issue for discussion, “Innovation in Challenging Times,” was suggested by the Dean’s Council, and Chancellor Lowe began the discussion by referencing the word “austerity” to describe how the campus has functioned since approximately 2001. The first responsibility, in times of budget cuts, is to reallocate existing resources and, in times of austerity, it can be difficult to find ways to reallocate. The assumption by many at IU Northwest is that there are no resources to fund new initiatives, but, actually, an ad hoc process of supporting important initiatives, brought forward to Chancellor Lowe that require institutional resources, have historically been supported. Some innovative ideas include various Admissions initiatives, the addition of the Master’s in Nursing Degree and Carnegie Classification efforts. Chancellor Lowe also referenced other initiatives submitted to him that were supported, noting that initiatives of substance, that will advance IU Northwest Strategic Priorities, will be considered for support and funding.

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Chancellor Lowe suggested establishing an innovation fund, to move beyond resource limitation concerns, to send a clear message that, not only are innovative ideas welcome and supported, but there is also a funding source.

Colleagues must be encouraged to come forward, at all constituent levels, with innovative and substantive ideas, in financially-challenging times, to ensure that ideas surface, and necessary discussions occur. To formalize this effort, a process, with clear criteria, would have to be established, with defined outcomes, to determine if initiatives can be supported. Applicants must do the work associated with validation and support of ideas presented and, in a time of scarcity, a challenge will be determining which ideas will move forward for funding. The Leadership Group will discuss this prospective initiative and provide additional information. All agreed that a fund should be established, supported by a process to identify innovative ideas.

Michelle Dickerson reminded all that, during the FY19 budget process, the campus supported more than \$500,000 of requests submitted through savings. As innovative ideas are considered, analyses must take place, particularly with new programming/initiatives, to determine the length of time before the campus can begin realizing a return on the investment.

- **Reading Schedule: November,** January, March, May, August, October, December
Suggested Topic: The following article was suggested as the reading selection for November: Student Poverty: Lumina Foundation Fall *Focus* magazine:
<http://focus.luminafoundation.org/issue/fall-2018/>

VIII. IU Northwest Council Strategic Planning

- **WEAVE: Documenting of processes of improvement (depth/detail vs. number)**

John Novak provided an update on priority reports submitted by Council members throughout the year, and he has included the reports in WEAVE, in the context of a plan or action step. He went online, to the WEAVE site, to show actions taken and measures to advance strategic priorities and objectives. There were details about five priorities, 22 objectives and 56 measures. A method of collecting data, to ensure that the measures are advancing the objectives, must be established. John encouraged Council members to review the 2018-19 Action Plan Profile (list of action projects) in WEAVE, which will be used to track action plans to advance measures. Targets and findings must be created for some of the measures, to document progress.

The Campus is running an old version of WEAVE, which will not be updated in the future, and it will benefit the campus to upgrade to the current version. John has been told that the data contained in our current version of WEAVE can be transferred into a new version, and he will get additional information about possibly upgrading WEAVE.

IX. Institutional Effectiveness Update

- **AQIP Systems Portfolio preparation**

The Higher Learning Commission is discontinuing the AQIP pathway for accreditation, and future accreditation options include the Open Pathway or Standard Pathway. John recommends, and is hopeful, that the campus is identified to proceed with the Open Pathway, and the portfolio, and subsequent appraisal, will determine which pathway the campus will proceed with in the future. If we proceed with the Open Pathway, the next comprehensive review for accreditation will take place in six years, with an institution-wide action project that must be completed within that time period. If we are found to be lacking on the systems portfolio, or if AQIP identifies major problems, they could request a visit, but there is not a scheduled visit associated with the current portfolio, and the expectation is that there will not be a visit until approximately 2026.

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The Category review process began the week of October 8, and as the editing process progresses through the category chapters, they will be released to Chancellor Lowe for review, to allow as much time as possible for editing prior to the December 3, 2018 AQIP Systems Portfolio due date.

**X. Campus Conversation on Diversity, Equity, Inclusion follow-up: Leadership role(s) for Council
*One Book – One Campus – One Community – One Book Committee***

- 2018-19 selection: *Women & Power: A Manifesto* by Mary Beard (<https://www.amazon.com/Women-Power-Manifesto-Mary-Beard/dp/1631494759>)
 - ➔ Movie Screening, *The Bleeding Edge*, Thursday, October 18, 3:00 – 6:00 p.m., Bergland Auditorium
 - ➔ *Women in Politics* Panel, Monday, October 22 at 3:00 p.m. – Bergland Auditorium
Panel members: Mayor Karen Freeman-Wilson and Rep. Mara Candelaria-Reardon

XI. Student Government Association (SGA) Update

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

- **New Professional Staff Representative**
Professional Staff representatives voted on eight candidates to replace Naomi Palagi on the Council, and Dorothy Frink, Admissions Director, was selected as the Professional Staff representative.

XIII. Chancellor's Report

- A request from the Student Government Association was submitted for a late-night study area for students, and alternatives are being examined that will not affect Library services, but will be in addition to those services. The late-night study area will be open during the week, after the Library closes, possibly until midnight.

XIV. Other Information

- Vice Chancellor Román-Lagunas invited the Council to attend a meet and greet, with IU Northwest and Ivy Tech colleagues, on Friday, October 19, after the Faculty Organization meeting.
- Aneesah Ali commented that IU Northwest Police representatives, and Barbara Dahl, Director of Counseling Services, did a great job at the NWI Urban League Diversity and Inclusion Symposium at Valparaiso University on Friday, October 5.
- Aneesah also announced the ribbon cutting ceremony for the IU Northwest Veterans Resource Center, on November 12, 2018, in Hawthorn Hall, Room 106.