

IU Northwest Council Meeting Notes
Meeting Held Tuesday, March 20, 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 February 13, 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. He reminded members to connect, where appropriate, with Strategic Priorities and Objectives as agenda items are discussed.

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

- **Enrollment Management Update** – Vice Chancellor Montevirgen provided current enrollment information to Council members in advance, which included more detailed enrollment reports. Students are encouraged to enroll for Summer and for Fall and, if they have questions, they should be referred to the Office of the Registrar, and to their advisors. For Fall 2018, applicant numbers are up 24.2%, and admits are up approximately 34.2%, compared with the same time last year. Transfer student enrollments are also up. RedHawk registration days are being coordinated through the Office of Admissions, and the campus is involved in various enrollment outreach initiatives.

Vice Chancellor Roman-Lagunas reported that participants involved in a recent retention summit are working on more formulated plans and strategies to keep students enrolled, including adding additional FAFSA workshops, after the new Financial Aid Director has started. Another retention summit is being planned in April to follow-up on the last summit, and to review more recent data, with a continuing focus on assisting students who are unable to enroll due to financial difficulties.

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

The results of the Employee Engagement Survey have been shared with Chancellor Lowe and the Leadership Team, and he is in the process of sharing divisional results with unit leaders. The Leadership Team met on Friday, March 23, with Mianta' Diming and Lita Peneer, IU Senior Consultant, to review the data from the survey. The campus will receive guidance regarding next steps, and how to disseminate the information.

Vice Chancellor Dickerson provided an update on the budgeting process, which she said is going well and on schedule. She consulted with the Deans to confirm final credit hour projections, to ensure that they are aligned with past projections. A campus budget training session, led by a representative from the University Budget Office, was held on Tuesday, March 27, for campus unit finance directors, and Fiscal Affairs staff members. Budget construction has begun, and the deadline is in April. The campus Budget Committee has met to review the results of budget hearings, and to identify a plan to provide salary increases and cover operating expenses for 2019. The benefit rate has decreased from last year to this year, not a common occurrence, and provides a financial boost for the campus, with the possibility of those funds being repurposed to support salary increases. The salary policy will be communicated to Responsibility Center heads when it is available. Chancellor Lowe commented that the budget process yielded requests for almost \$1 million in additional/new funding, but because of our current financial and enrollment situations, we will not be in a position to fund most of those requests. During a recent budget conference, when asked to describe our financial strategy for the past few years, with declining enrollment and lost revenue, Chancellor Lowe provided the following insight:

- Reduced enrollments have made the budget process very challenging for the last few years, but a positive is that people have worked hard to establish budgets for the campus, and at the Responsibility Center Level, so that budgets do not yield deficits. Resources are skillfully managed during the course of the year, resulting in a balanced budget at the end of the fiscal year. The campus has consistently realized balanced budgets, with no deficits, at the end of the fiscal year.
- The campus has maintained reserve funding, at amounts higher than required by the Board of Trustees, that can be used for one-time funding and unanticipated expenses.

**IU Northwest Council Meeting Notes
Meeting Held Tuesday, March 20, 2018**

- Even though revenue has been lost, the campus has protected employment, which directly relates to the ability to adequately serve students. The campus must continue to spend carefully, and continue to work to make sure students are retained.
- Meaningful salary increases have been provided throughout most of the “lean” years, with Banded Tuition helping to provided additional revenue. We continue to work to have better, and equitable, compensation available for employees, in jobs that, by Northwest Indiana comparisons, offer decent, full-time salaries and very good benefits . The University/continues to work toward a \$15 minimum wage.

The campus has made good (though difficult) decisions through the years, with a focus remaining on students and the importance of our employees.

**IV. Update – Facilities and Operations – Strategic Priority #5
Andy Kapocius reported on the following:**

- **Starbucks initiative** – The campus is moving forward with the Starbucks initiative. The IU Northwest Small Business Institute is assisting in this effort by conducting research to determine if the initiative will be a viable entity, and if there would be a good return on the investment. Both RedHawk Café locations will sell Starbucks products, at some level, and plans are to have the operation up and running by mid-April. Campus locations will not be full stores, and there will be signage in the area where Starbucks is located. IU Environmental Health and Safety, is advising on necessary improvements to ensure that the campus is compliant with health and safety requirements. As this plan moves forward, all were reminded that this initiative has been suggested by the Student Government Association, on behalf of our students. Students will be involved in planning opening ceremonies for the campus locations.
- **Backfill Study Update** – Lindenwood Hall is officially closed, and all occupants have been relocated in alternate spaces. Work continues on the alternate spaces for ODEMA, UITS, and Academic Affairs. ODEMA has moved into their space, which was redesigned by IU Northwest personnel. The areas identified for Academic Affairs and UITS require major renovation work, and will involve the University Architect’s Office. Temporary space for Labor Studies was provided in the Library. Andy was reminded to update online contact information for those who now occupy new spaces. When asked why it takes so long to receive services or supplies from the University Architect’s Office, Andy responded that the office is attempting to streamline the process, with a focus on addressing, first, those requests that are eligible to move forward and have funding available. Efforts continue to lessen the time it takes for services and supplies, such as furniture.
- **Library Plaza Redesign Update** – Slides from the Library Plaza Redesign Project, which were also shared with the Faculty Organization at the February 2018 meeting, were presented to the Council. This project, which began in November 2017, and is anticipated to be completed before the Fall 2018 semester, has been expedited, and it is anticipated that it will be approved at the Board of Trustees meeting on April 6. The university contributed \$1 million dollars toward the project, and the IU Northwest campus contributed \$250,000, with accessibility and more green space as high priorities in the redesign.

V. Coffee and Conversation – Constituent group sessions: Strategic Priority #4

Chancellor Lowe met with students on Monday, March 19 in the Student Center Lobby, and had another session with them on Tuesday, March 27, 2018 in the Savannah Art Gallery. For next year, the sessions with students will continue, perhaps one time per semester and, due to low participation, sessions with faculty and staff will be discontinued. An alternate communication initiative is being considered for faculty and staff.

VI. Institutional Advancement update – Strategic Priority #5

- Vice Chancellor Gabbert did not attend due to a scheduling conflict.

IU Northwest Council Meeting Notes
Meeting Held Tuesday, March 20, 2018

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

- ↳ Suggested Council Agenda Changes – implement in January
 - ↳ 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
 - “Pressing issues”
 - ↳ **Issue/Profile Schedule: January, March, May, August, October, December**
 - **Pressing Issue for March 2018: Review of the Vision**
- ↳ **Reading Schedule: February, April, June, September, November**
 - Dr. Lowe reminded the group that the focus in April will be a reading selection, and he asked all to consider manageable reading ideas that deal with an important campus issue, or higher education, to prompt a good discussion at the next meeting.

IX. IU Northwest Council Strategic Planning

- **Importance of documentation of action steps in WEAVE**
- **Update on Strategic Priority Two**

Dr. Joe Ferrandino attended the meeting to provide an update for Strategic Priority Two. Because the work of the groups, RedHawk Response, Strategic Priority Two (Valuing People) and Category Group Two (Valuing Employees) were related and overlapped, the groups were combined into one group. It was noted that a portion of the RedHawk Response is an action project within the Strategic Priority group. Dr. Ferrandino reported that the Priority Two group has been collecting data, with much of the data needed to support Priority Two already available, but needing to be compiled. Mentioned were several campus initiatives to improve employee communication (realignment of Coffee and Conversation structure, proposed Employee Operations Counsel, the IU Northwest Council Annual Survey, which is a continuous improvement effort to make Council deliberations more efficient and effective). With regard to employee compensation, results of the Salary Equity Survey, and Regional Market surveys were mentioned to benchmark faculty and staff salaries, and examine departmental compression, etc. Dr. Ferrandino noted that recognition opportunity information was not as readily available as other information cited, and a list of recognition opportunities for faculty and staff will be developed. The Priority Two group is in the process of collecting relevant data regarding employee development, including faculty and staff development, and the effectiveness of the newly developed Regional Supervisor Training Series will be measured.

An update on Priority Three will be provided next month.

- **Possible Revision of the Vision Statement (*current statement below*)**

In the absence of Dean Cynthia Roberts, Dr. Ellen Szarleta continued the Vision discussion, and process, and lead the Council in an exercise. Dr. Roberts compiled answers to the first two of five questions, previously addressed by the Council with input by Student Government, and the results were categorized (mission/students, culture, resources, community) and distributed. Those questions were:

1. *What keeps you here? What sets us apart and makes the difference for you?*
2. *Think back to a time when you were involved in an activity where you felt energized, committed, and successful. What was it? Who was involved? What made it a high point for you?*

IU Northwest Council Meeting Notes

Meeting Held Tuesday, March 20, 2018

Council members were arranged in groups, and the next three questions were discussed and answers provided by the groups:

3. *What does it look like when we are at our best?*
4. *Envision our Chancellor receiving a prestigious award on behalf of IU Northwest. What is the award recognizing?*
5. *What is my dream for IU Northwest? Imagine IU Northwest as*

At the conclusion of the exercise, the responses were collected and will be compiled for further review and discussion. The results will be shared at a subsequent meeting.

- **Campus Statements:**

- **Public Narrative** (*Approved November 14, 2017*)

Indiana University Northwest provides personal, affordable and life-changing education, in a high-quality academic environment where we value diversity, inclusiveness, scholarship and cultural and regional partnerships. Our students practice their communication and digital skills, collaborate and solve problems, which is a powerful, adaptable preparation for ethical leadership and success throughout a satisfying life and career.

- **Vision** (*Approved December, 2013*)

We are Indiana University in Northwest Indiana, providing personal, affordable and life-changing education, to advance the social, economic and civic health of the region. Through our diverse working and learning environment, we help build lives and communities.

- **Mission** (*Approved by IU Board of Trustees on 16 June 2017*)

Our purpose is to enhance the quality of life of the most diverse, urban, industrialized region of the state.

- We engage the community in high-quality teaching and scholarship.
- We partner with communities to impact and promote social, economic, and cultural development.
- We inspire and empower a diverse body of students to be active citizens, who apply their knowledge to transform their communities and the world.

- **Values** (*Approved December, 2013*)

We, the students, faculty, staff, and alumni of IU Northwest, value:

- Our unique identity as Indiana University in Northwest Indiana;
- Academic excellence and scholarship, characterized by a love of ideas and achievement in learning, discovery, creativity, and engagement;
- The complete richness and dignity of the human family in all of its diversity;
- Supporting aspirations of the individual and community;
- The contributions of all of our constituencies;
- An environment conducive for learning, self-examination, and personal growth that leads to greater student success;
- Graduates prepared for life-long learning, ethical practices, successful careers, and effective citizenship; and
- Collaboration with other educational institutions, external partners, and the Northwest Indiana community.

X. Institutional Effectiveness Update

- **WEAVE documentation and the AQIP Systems Portfolio** – John Novak reported that AQIP co-chairs and category groups are meeting regularly. The Higher Education annual report was due March 30, 2018, and will be submitted as requested. The Annual Higher Learning Commission meeting in Chicago is April 6-10, 2018, and a number of co-chairs from IU Northwest AQIP groups will attend, where it is anticipated that information about completing the new portfolio will be provided. The National Survey for Student Engagement (NSSE) survey is moving forward, and students completing the survey are offered an incentive. There has been a positive response rate, and John anticipates surpassing the 2015 response rate.

**IU Northwest Council Meeting Notes
Meeting Held Tuesday, March 20, 2018**

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

2017-18 selection: *Conflict is Not Abuse*, by Sarah Schulman

• **Campus visit by the author, Tuesday, March 6, 2018**

Chancellor Lowe thanked the One Book Committee for a very successful event/visit with Sarah Schulman, author of the 2017-18 reading selection, *Conflict is Not Abuse*. He remarked that, in her session, our IU Northwest students were engaged, and made the campus proud. Dr. Schulman was very impressed by the student artwork that she viewed in the Gallery for Contemporary Art. Congratulations to the One Book Committee for a great event, and to the students for their good participation. The book selected for the 2018-19 campus reading opportunity was announced on March 6, and it is ***Women & Power: A Manifesto by Mary Beard*** (Available for purchase at [Amazon.com](https://www.amazon.com)). Chancellor Lowe encouraged all to start reading the 2018-19 book selection

XII. Student Government Association (SGA) Update

No report. A student representative could not attend.

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

- No report from Professional Staff, or Service Staff
- Tameka White reported that Coffee and Conversation sessions with staff are scheduled on Monday, April 9 at 10:00 am in the Little RedHawk Café, & Thursday, April 12, 2018 at 2:30 pm in the Savannah Gallery.
- Andy reported, on behalf of Police Officers, that a meeting has been established with all local law enforcement agencies to strategize about emergency procedures.

XIV. Chancellor's Report

Recent Announcement by Ivy Tech: Status of Ivy Tech's Occupancy in A & S Building

Chancellor Lowe commented about recent changes announced by Ivy Tech for the Lake County region, and stated that the question has come up again regarding what those changes mean for IU Northwest, and the Arts and Sciences building. Nothing has changed, and nothing is projected to change. The campus relationship with Ivy Tech is guided by agreements and leases, and the partnership with Ivy Tech is by design. Nothing with the relationship has changed. Ivy Tech occupies 32% of the building, and will continue to occupy that same space, with the remainder of the building occupied by IU Northwest. The campus will continue to build a strong relationship with Ivy Tech.

XV. Other Information

The IU Board of Trustees meet on the IU Northwest campus June 14-15, 2018.