

IU Northwest Council Meeting Notes Meeting Held Tuesday May 10, 2016

Chancellor Lowe began the Council meeting by welcoming to the Council, Dr. Susan Zinner, newly-elected president of the Faculty Organization. She will replace outgoing president, Dr. Chuck Gallmeier, whose tenure will end on July 31, 2016. Dr. Zinner has been a SPEA faculty member since 1998, and she stated that she is happy to be a part of the IU Northwest Council. Newly-elected Student Government Association president, Mr. Chiamara Anokwute, was also in attendance and was welcomed. Chiamara is a Biology pre-med major, who just finished his second year at IU Northwest. He looks forward to working with the Council, and thanked them for greeting him so warmly.

Dr. Lowe asked if there were comments or questions regarding the April 12, 2016 meeting notes and, hearing none, he advised Council members to contact Kathy Malone with any changes, and thanked her for very comprehensive notes from the last meeting.

I. Higher Learning Commission AQIP Comprehensive Quality Review Visit

Chancellor Lowe thanked all for the good work while the team was at IU Northwest in April for their visit, and also for the preparatory work prior to the visit. At the Faculty Organization meeting, the AQIP team remarked about the great attendance at the open campus meetings, which reflected very well for the campus, through the sharing of necessary information, and is not always the case during campus accreditation visits. The campus acceptance of continuous quality improvement, and the use of WEAVE to document and plan activities, was apparent, and positions the campus well for regional accreditation in the AQIP program. He is confident that the campus is poised for reaffirmation, and the AQIP team will be contacting Chancellor Lowe in the near future regarding the results of the visit.

II. Enrollment Management & Student Success

• Enrollment Management Update

Continuing on a positive trajectory, Vice Chancellor Montevirgen reported that, effective May 8, there was a 13.4% increase in undergraduate admission for Fall 2016, and a 19.4% increase in transfer applicants. Additionally, there was an 18% increase in Hispanic/Latino admits, and a 43% increase in African American admits.

Two weeks prior to census for Summer I, enrollment was 6.6% behind, and 9.8% behind in credit hours. As of May 8, for Summer II, enrollment was approximately 4.6% behind and 4.8% behind in credit hours. For Fall 2016, with 16 weeks remaining before census, enrollment was 15.2% behind, and 13.9% behind in credit hours. The focus on enrollment continues in all academic units.

Vice Chancellor Montevirgen thanked all who participated in New Student Orientation for Summer Students. Discussions continue with academic units regarding structuring orientation so that it is more than a one-day event, to ensure that unit first-year experiences, campus-wide, are interwoven, resulting in a seamless experience to welcome students to campus.

Executive Vice Chancellor Mark McPhail reported that he had a good meeting with Margaret Semmer, Vice Chancellor for Academic Affairs and Student Success, at Ivy Tech, regarding managing student transfer and transition. She is interested in the work with Reimagining the First Year that IU is doing, and wants to meet regularly to align various strategies to integrate different populations, and strategize with regard to using shared spaces to facilitate and enhance student success.

Dr. McPhail and James Wallace continue to meet to discuss the Summer Bridge Program that will be available to students, and particularly those who are challenged. The aspiration is for the experience to be engaging and strongly academic, introducing strategic ways to learn.

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The Howard Hughes Medical Institute proposal submitted by IU Northwest, on inclusive excellence in stem fields, did not move forward, but great work at the campus level went into the proposal, and those who worked on it will be asked to align their efforts with Reimagining the First Year efforts.

Dr. Cynthia O'Dell reported that there are a total of 25 people on the complete team for Reimagining the First Year, 16 faculty, 8 staff, and one student. The team was divided into four groups that focused on the four areas, identified by AASCU (American Association of State Colleges and Universities), where projects will be developed:

- Curriculum redesign
- Institutional intentionality
- Student roles
- Faculty and staff roles

By mid-May, draft recommendations, for a three-year plan to reimagine the first year, will be produced, and a final plan will be available by June 2016. Individual unit efforts can have a larger impact if the efforts are coordinated and carry the same message to move students forward in the same direction. Fall 2016 students will benefit from the first-year team efforts.

III. FY16 Wrap-up & FY17 Preparations

Marianne Milich, CFO, reported that Fiscal year 2016 will end on June 30, 2016, and the campus is on target to exceed budget projections, closing with a positive balance. Items that are funded annually, at the end of the year, include the operations of Arts on Grant (\$350,000 – the 2016 payment for 2017 will be the final year of the expense), Student Bad Debt Write-Off (~\$200,000), and Early Retirement Incentive payouts (\$125,000).

The FY17 budget has been submitted, the University Budget Office has accepted what was submitted, and the budget will now go to President McRobbie, and then to the Board of Trustees for approval at the June 16-17 Board meeting. The budget increased by 1.7% over last year, and salary increases will be funded for all pools of employees. According to the IU Salary Policy, salary pools will “consist of a 1% baseline increase, assuming performance of the employee meets the base level required by the position.” In addition, “the policy provides for a remaining allocation” which, for the NW campus, was allocated based on merit and notable performance, and included other categories, such as reclassification. Union-negotiated increases have been ratified at 2% and were distributed across the board. A 2% salary increase pool was approved for non-union support and service employees and a 2.3% salary increase pool was approved for faculty and professional staff. The increases for non-union support and service employees and faculty and professional staff were distributed based on the 1% baseline and merit and notable performance. The increase amount does not include increases for Police Officers because salaries for all regional campus Police Officers were increased and standardized. Salary letters will be provided at the end of June, with the budget effective July 1, 2016. The budget is two-thirds dependent on tuition revenue to sustain a balanced budget, which means that all employees can assist with maintaining a balanced budget by working to increase enrollment and retain students. Chancellor Lowe thanked Marianne and the Budget Committee for their good work and collaborative approach to budget deliberations.

IV. Facilities and Operations Update

Andy Kapocius reported the following:

- **Arts & Sciences Building** – The project remains on track, and the building should be fully enclosed by mid-May. The deadline to have offices and cubicles in the new building identified is July 1, 2016. Those who are moving have been identified, and are encouraged to begin packing and purging offices to ensure a smooth transition on the move date, July 1, 2017. There will not be room in the new building to house what has been accumulated over time. The move will be strategic, and units will be assigned move times. The policy regarding placing items on walls is being reviewed, and will be enforced in the new building. Chancellor Lowe indicated that many of the finishes and

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approaches to offices reflected in the new International Studies Building in Bloomington are similar to those planned for the Arts and Sciences Building, and he encouraged those who travel to IU Bloomington to visit the International Studies Building. As the building “landlord,” IU Northwest will maintain the building, and Ivy Tech will pay fees to lease space. The occupancy agreement is being negotiated, and Ivy Tech students and employees will have the potential to use IU Northwest parking lots, with their parking fees either included in the lease cost, or paid by purchasing parking tags. The IU Northwest Police Department will patrol the entire building.

- **Backfill Space Study** – The study is moving forward, with leadership and input from IUPUI and IU Bloomington, which will strategically identify how vacant unit spaces can be filled, as a result of the move to the new building, which will allow areas to operate in a more efficient manner. Andy has received information from several units, and he appreciates the input provided from campus constituents which will help to confirm that the best unit decisions are made.

V. Review of Strategic Priorities & Objectives 2015-20: Process & Time Line

The IU Northwest strategic priorities are reviewed annually, and the Council will be reviewing the strategic priorities and objectives formulated last year, to identify what has been achieved, and to ensure that the plan effectively captures what is needed for the future. Because there is new data available to be considered that was not available last year, the review process will take longer. It is proposed to complete a revised plan by the end of Fall Semester 2016. Information from the Chancellor’s Fifth-Year Review report provided recommendations that have clear implications for moving ahead. A common theme in the Chancellor’s Fifth-Year Review report and in the Service Initiative Focus Group Report is communication and information, which continues to be a major issue at IU Northwest, and will be a focus in the planning process. When the report is received from the AQIP Comprehensive Quality Review, it is anticipated that it will confirm reaffirmation, and also be useful as a planning source. The following planning data sources were provided to the Council in Box and have been placed in a Box planning folder. John Novak will provide useful environmental resource scans for the group, and other Council members are encouraged to provide useful information.

- **Data Sources**
 - Chancellor’s Fifth-Year Review recommendations
 - IU Northwest Diversity Mapping Report from Halualani & Associates
 - IU Northwest Diversity Mapping Report abstract prepared by James Wallace
 - Service Initiative Focus Group Report
 - AQIP Comprehensive Quality Review report
 - NWI Coincident Economic Index May 2016 – Specialized research tool developed by Dr. Micah Pollak and Dr. Bala Arshanapalli which focuses on Northwest Indiana. Data can be found monthly in *The Times* newspaper. The Index is included as a data source for context, providing a comprehensive economic view of the region. Chancellor Lowe remarked that Congressman Visclosky refers to the Coincident Economic Index and other data from our Economics Department, and has remarked that he finds the economic data valuable in his role in Congress.

A planning document that is concise, clean, and accessible, emphasizing the large issues moving forward, along the lines of the one produced last year, is preferred. Consideration is being given to attaching expanded measures and targets to the objectives identified.

A process by which the Council can engage will guide what can be accomplished during the Summer. Interim Dean Charlie Hobson agreed to serve as facilitator, as he did last year, and suggested that the Council revisit *The Speed of Trust* leadership training, previously provided to IU Northwest administration, in conjunction with the Strategic Planning process. Author Stephen Covey asserts, “the ability to establish, extend, and restore trust with all stakeholders – customers, business partners, investors and coworkers – is the key leadership competency of the new, global economy,” building on the slogan, “trust changes everything.” *The Speed of Trust* framework can be beneficial in the planning process, and

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Executive Vice Chancellor Mark McPhail, who has served as a *Speed of Trust* certified trainer, will provide information in the Box planning folder about *The Speed of Trust*, principles and relevant summaries, and also information about servant leadership, for Council members to review. Additional information about *The Speed of Trust* can be found at web link <http://www.speedoftrust.com/How-The-Speed-of-Trust-works/book>. Council members were asked to familiarize themselves with the data sources provided to prepare them for a productive planning discussion at the Council meeting in June.

Dean Anna Rominger commented that faculty have traditionally operated in the concepts of teaching, research and service, but AACSB (Association to Advance Collegiate Schools of Business) has changed that focus, moving from those areas to innovation (doing something new in your environment), impact (measuring the impact of your activities) and engagement (how are you engaged in your community, your goals for engagement and measurement of engagement), and suggested that those concepts might be helpful for IU Northwest as we move forward with strategic efforts.

Faculty Organization representatives will discuss a strategy to keep faculty abreast of planning throughout the process, and particularly during the summer, which relates to continuing campus communication efforts. Campus constituents feel communication efforts are not always effective, which suggests that the campus is in need of new, more effective, strategies. Chiamara Anokwute remarked that the issue is not necessarily that students do not read email, but that they do not like the volume of email they receive. He suggested consolidating emails into a digest, published possibly one time per day, or using Box, or a campus folder, where students can select the files or folders to which they need to refer for relevant, updated campus information. Dr. Iztok Hozo suggested using the digest feature of campus email where you can select how frequently you wish to receive email messages from the Listserv. Technology exists that can allow communication with various Listservs, and can be used to consolidate messages. Vice Chancellor Jeri Pat Gabbert commented that she and CIO Beth Van Gordon have been working on a similar system for the IU Northwest campus, and would like to have a different system in place for the Fall 2016 semester. A new system will require a change in campus information dissemination practices, and input from students will be critical to this process.

Chancellor Lowe asked Council members to read all of the information previously referenced for the June meeting. A discussion will be designed around those points, with a plan for how to move forward during the summer, in preparation for good discussions during the academic year.

VI. Institutional Effectiveness Update

- **Blueprint Metric Targets** – John Novak reported that there has been a delay in the development of recommendations for Blueprint Metric Targets. He referred to the [Blueprint for Student Attainment \(BSA\)](#) which outlines a distinctive mission for regional campuses that is different than the missions of IU's core campuses, Bloomington and IUPUI, and asserts that the regional campuses are best situated to serve the state of Indiana by bringing high quality education to students in more places and with a broader range of backgrounds, preparation and life circumstances. The six major areas in the Blueprint are:
 - Collaboration
 - Excellent, Distinctive Education and Student Experience
 - Completion and Student Success
 - Access and affordability
 - Connecting to Careers
 - Engagement and Regional Development

Subcommittees for each of the major areas were established, and metric targets were developed and are due to be updated to align with the Bicentennial Plan, which is the overall Indiana University plan. Recommendations for targets will be provided by John to the Council for review. Chancellor Lowe commented that updating metrics for the Blueprint is on hold because the Board of Trustees would like

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to see targets in dashboard form, to regularly test overall institutional organizational health. He clarified that the Blueprint 2.0 Plan, created in conjunction with the Bicentennial Plan, is now the operative planning document, and is a revision of the original Blueprint for Student Attainment.

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

- **One Book – One Campus – One Community – One Book Committee**
 2016-17 selection: Rebecca Skloot, *The Immortal Life of Henrietta Lacks*

There was nothing new to report from members of the One Book Committee. Council members are encouraged to read the 2016-17 book selection, *The Immortal Life of Henrietta Lacks* by Rebecca Skloot.

VIII. Student Government Association (SGA) Update

Chiamara Anokwute reported the following:

- The Student Government Association recently hosted a “meet and greet,” and Chiamara noted that students are adamant about making certain that other students are aware that the Student Government Association is in place to assist them.
- The SGA would like to increase awareness through Student Government internships. Currently, freshmen are not eligible to apply for Student Government positions until the end of their Spring semester. Internships would allow freshmen to engage in SGA activities, and would involve shadowing SGA officers or senators to experience their work, which would serve to develop their leadership skills.
- A standing meeting day and time will be established, one time per month, to allow students to adjust their schedules to attend the regularly scheduled meeting. Students will be made aware that the meetings are open to them.
- Student Government Association plans for the year will be discussed during the Summer. During the first week of classes in the Fall, a fun event for student clubs is being considered, to bring the clubs together as a family.
- The SGA would like to use televisions on campus to provide useful information to students, possibly providing weekly updates about what is going on around campus, and they would like to collaborate with Communication majors to provide the information.
- Currently, there are no blood drives planned in the Spring semester, and SGA is considering planning one, possibly in April 2017.
- The SGA would like to have a significant event to support non-profit and charity organizations, possibly a dance marathon, with significant student involvement, and all clubs involved in the planning to develop leadership qualities.
- Students are considering hosting a student formal event, possibly at the Radisson, to give students an experience of this nature, and also to promote what IU Northwest has to offer.
- Chiamara wanted to especially recognize former Student Government members Victoria Morales and Danielle “Dee” Dotson, and also Alexis Morales, sister of Victoria, for the outstanding job that they did with establishing the Food Bank.

Chancellor Lowe thanked Chiamara for the comprehensive report, and commented that, in planning discussions, the Council has spoken a great deal about communication, and it appears that students have also discussed communication efforts. The Council, and students look forward to learning from each other. He also recognized the contributions to the Council of past SGA president, Azaz Mehmood.

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

- Cheryl Halkitis commented that the grounds look great, and all agreed.
- Audrea Davis announced that four students, who work in the Library, are graduating. She is proud of them, and remarked that there have never been four student workers in the Library graduating at one time.

X. Chancellor's Report

- Chancellor Lowe suggested that the June 14, 2016 Council meeting be extended to include lunch (8:30 – 1:00), which will serve as the annual Council appreciation event. Council members agreed with this idea, and the meeting will be extended.

XI. Other Information

- Marianne Milich announced that, effective May 19, the transition for Parking Services from Fiscal Affairs to Facilities and Operations will be complete. The office will physically move from Hawthorn Hall, Room 109 to Moraine Student Center, Room 113. For now, staff in the Office of the Bursar will continue to assist with the transition. With the new standardized parking system, a new software system is being used university-wide, and notification regarding the new system will be sent to faculty, staff and students. All must reapply for parking stickers, and information about all personal vehicles driven to campus must be registered on the parking website, with the system allowing for three license plates per person to be registered. By Fall 2016, parking operations will be fully operational, and functions previously handled in the Parking Services office can be handled online. Credit card payments must be made online, and will not be accepted in the Parking Services. The Parking Services website is <http://www.iun.edu/parking/index.htm>
- Marianne also reported that the Office of the Bursar's name will be changed to the Office of Student Accounts, to assist students with understanding the function of the office. Two employees in Fiscal Affairs, Susan Schaefer and Kim Harness, will relocate from the Library to the Office of Student Accounts in Hawthorn Hall, Room 109. The Office of Student Accounts is no longer accepting credit cards for payments on student accounts, a change that responds to a treasury compliance issue. Credit cards can be used online.
- Dr. Chuck Gallmeier commented that new student orientation sessions were very successful, and encouraged colleagues to attend and get involved.