

IU Northwest Council Meeting Notes
Meeting Held Wednesday, February 9, 2011

Chancellor Lowe began the meeting by asking that any changes or amendments to the meeting notes be submitted to Kathy Malone.

I. Planning

- a. John Novak reported that he has received approximately 150 responses to the Stakeholder Scan, and the data has been entered for analysis. John suggested extending the deadline for on-campus submissions from February 11 to February 18 because of recent campus weather closings. Chancellor Lowe does not feel that the date should be extended. John will send a campus reminder regarding submission of trend statements by February 11, 2011.

b. Planning cycle for Spring semester 2011

• **Revised planning time line**

John provided, in advance, a revised planning timeline which was shared at the campus town hall meeting on January 21. The timeline addresses crucial steps discussed so far and will result in preparation of a strategic planning draft before the end of the academic year. John reminded the group to respond to the trend survey and to ask their colleagues to set time aside for participation in town hall forums in late March 2011, which will provide important feedback.

The IU Northwest Council Retreat will be held at the Hilton Garden Inn in Merrillville Indiana on March 28-29.

Chancellor Lowe noted that the draft timeline mentions community stakeholders. He is moving forward to establish the Chancellor's Commission on Community Engagement, a group of community leaders, including alumni, that is designed to enable the Chancellor and the campus community to stay closely connected with NWI communities. He has identified more than 150 people throughout the region to involve in this group. The idea is to invite them to attend two meetings per year which will give them an opportunity to come on campus to be involved in substantive discussions about the campus, our plans and the region.

II. Blueprint update

a. Reminder: Feedback on interim reports/themes

The Blueprint Steering committee met on Friday, February 4, to lay out plans on how to move forward. The final draft reports from all subcommittees are due March 1, from which the steering committee will draft a first report. Council members were encouraged to review draft subcommittee reports available on the Blueprint website at <http://www.iu.edu/~uapp/blueprint/index.html> and provide feedback on the reports. At the Steering Committee Meeting, participants discussed what regional campuses were doing to solicit feedback. Indiana University Northwest has done more to solicit feedback from campus constituents than all the other regional campuses. In reference to the metrics phase which measures success, the Faculty Organization has been assigned to give feedback on subcommittee reports. Vice Chancellor Hodges reported that a student feedback group met on Monday, February 7, and those responses have now been posted. Chancellor Lowe asked Blueprint representatives to monitor how degree completion is measured because there are a range of student demographic characteristics that are specific to regional campuses such as IU Northwest (e.g., more "adult learners", more part-time students, more students of color, more transfer students, more students holding jobs). The degree-completion measures that are most commonly used and are described in media accounts, for example, do not reflect the realities of the IU Northwest student population and might actually account for fewer than 40% of our students. This understates student success at IU Northwest and inadequately recognizes our students' academic achievements. There are more authentic measures of student success that still hold regional campuses appropriately accountable, and also consider all students. He reported that IU Northwest recently joined the Voluntary System of Accountability (VSA), and he has spoken with Vice President Applegate about looking at better, more effective, reporting measures. Chancellor Lowe asked those on the group to advocate, along with

**IU Northwest Council Meeting Notes
Meeting Held Wednesday, February 9, 2011**

him, for the Voluntary System of Accountability student success measures, which he considers a more effective reporting system, and an education process that not only influences Indiana University but also the Indiana Commission for Higher Education (ICHE). He encouraged participants to refer to the VSA website at <http://www.voluntarysystem.org/index.cfm>

John Novak reported that Vic Borden produced a report for IU Kokomo a few years ago using the Cliff Adelman model of accounting for transfer students and that IU Kokomo is the prototype for this type of reporting. Dr. Cliff Adelman is a senior associate with the Institute for Higher Education Policy, and Dr. Vic Borden is Associate Vice President for University Planning, Institutional Research, and Accountability at Indiana University. Chancellor Lowe referenced a very useful report published by the American Council on Education, "College Graduation Rates: Behind the Numbers", and noted that Vic Borden and Cliff Adelman are contributors. The report can be viewed at <http://www.acenet.edu/AM/Template.cfm?Section=Home&TEMPLATE=/CM/ContentDisplay.cfm&CONTENTID=38399>

III. Update on Budget Situation

a. 2011 Budget Hearings

Marianne Milich reported that she has received fee requests for course related and administrative fees and will review them with Vice Chancellor Malik. She will inform those submitting requests if any fees will not go forward. She also received enrollment projections and will forward them to Vice Chancellor Malik and the Deans. Marianne is currently in the process of gathering information for actual budget construction which will be available to her at the end of March. Budget hearings will take place in March using the same process used for the last two years. Dr. Gallmeier will be involved in the hearings, and one member of the Faculty Budgetary Affairs Committee will attend each meeting. She hopes to have information regarding proposed budget cuts from the ICHE prior to completing the budget.

b. FY12 outlook & planning implications

Chancellor Lowe anticipates that speculation of a \$1.14 million budget reduction will be a worse-case scenario, but we are awaiting additional information. Fortunately for IU Northwest, it is anticipated that additional reductions in state appropriations can be handled up front, from uncommitted resources, without asking units to contribute funds for cuts. But through the planning process, the expense side of the budget must also be examined, which might lead to reallocations, examining efficiency savings, and implementation of other cost saving measures.

c. Benchmark Project Update

Kathryn Lantz provided an update on the status of the Benchmarking project which was posted on the Council Oncourse site. The update is as follows:

- The project is still on schedule.
- All data will be finalized by February 18th. After that date IU cannot change any data.
- In early March the campus liaisons and the main project team from Bloomington will see a draft presentation on the report by Hackett and Accenture. This gives IU a chance to make sure Hackett and Accenture haven't misinterpreted anything in the data and the report doesn't contain any errors about IU.
- On March 21st the President, Chancellors, Vice Presidents, Vice Chancellors and deans from Bloomington will be given a presentation on the final report.
- Accenture and Hackett will present their final report with recommendations to the Trustees in April.

Chancellor Lowe stated that the project timeline is very aggressive for such a large project and will potentially have relevance to our planning.

**IU Northwest Council Meeting Notes
Meeting Held Wednesday, February 9, 2011**

IV. Salary Study Group: recommendations from the group

a. Next steps

The Salary Study Group refined the Salary Study Report, which was placed on the Oncourse site, based on recommendations suggested at the last Council meeting. Chancellor Lowe indicated that, having framed the issue, he provided Vice President Applegate with a copy of the report and spoke with him to make certain that, going forward, IU Northwest salary efforts are supported by Indiana University. Vice President Applegate responded in detail to the report and suggested that the two of them meet with University Chief Financial Officer, Neil Theobald, who has also received the Salary Study. That meeting is scheduled on February 17. Because the IU Northwest campus will have to fund the salary initiative, Chancellor Lowe reminded the group that student recruitment and student retention affect the long-term financial health of the campus and the ability to do special initiatives and investments like salary. He further stated that a study of the market place in the Northwest Indiana region will be vital and asked the Vice Chancellors to submit to him data that supports the statement that IU Northwest loses candidates because of salary restrictions and loses employees due to higher salaries elsewhere. He asked all Council participants to begin to assemble data about candidates and employees leaving due to salary issues. Carolyn Hartley commented that she asks employees during exit interviews why they leave and she notes their comments.

When Vice President Applegate cautioned that the salary initiative will elicit interest from other campuses, Chancellor Lowe reminded the Council that IU Northwest will be financially responsible for moving forward with this initiative and other campuses that have the ability can do the same. He noted that one difference to consider is IU Northwest's proximity to the Chicago area. A bonus plan that does not add to the base budget to compensate and retain employees was suggested. Bonuses can be given instead of salary increases, but sometimes they work together. Vice Chancellor Malik added that there was a bonus system in effect, but was put on hold after the first salary freeze. This reward system was used more with staff; faculty preferred salary increases. Chancellor Lowe thanked the Salary Group and indicated that he will report back on the meeting with Vice President Applegate and CFO Theobald. He asked all to talk to colleagues and impress upon them that the campus is taking this seriously and that efforts will be long-term.

V. Retention & Student Success

a. Engagement

Vice Chancellor Hodges reported that the current focus is on student engagement and its impact on retention. Getting students active in student life is beneficial, and a focus is to plan and host midday activities for students. Students are remaining on campus more as a result of the parking situation because, if they leave during the day, they cannot find a place to park when they return. Over 400 students participated in Spring Jump Off and 82 people attended the Super Bowl Party hosted by Student Life. Homecoming activities are scheduled for Thursday, February 10, and many Black History Month activities have been planned. All of the activities combined make for a higher level of energy outside the classroom, and it is refreshing to see students getting involved in campus life. Dr. Gallmeier remarked that more students are in the Library Cafe, and the Library Commons has really made a difference. Chancellor Lowe reminded Vice Chancellor Hodges to keep track of and report successful interactions with students as student success. Online faculty reports this year will cite outreach efforts with students. There are approximately 90 registered student groups, and support is building for a student group for veterans. Vice Chancellor Hodges is working with a representative from the City of Gary to initiate a veterans group.

b. Partnerships

Vice Chancellor Malik reported on the positive press as a result of the Accelerated Degree Project. IU Northwest faculty train and work with faculty in high schools to mirror courses on the campus. The model has

**IU Northwest Council Meeting Notes
Meeting Held Wednesday, February 9, 2011**

worked well resulting in good student retention. Lumina invited IU Northwest to submit a planning grant, and the campus has made the first cut. Receipt of the grant will enable IU Northwest to have a sustainable program. The benefit is financial and will help with recruitment efforts. A concurrent enrollment effort, The First Year Experience Project, is available. Beginning Spring 2011, students are bused from East Chicago to participate in concurrent enrollment at IU Northwest.

Vice Chancellor Malik also reported on the Twenty-First Century Scholars Early Start Program, in which income-eligible students commit in middle school to a pledge of good citizenship and are guaranteed the cost of four years of college tuition at any participating public university in Indiana. Through the Early Start Program, IU Northwest will subsidize students in good standing in high school and allow them to take up to 30 credits while in high school. Dr. Malik noted that there are other programs at IU Northwest that bring students and parents to campus and there is a continuing effort to better define engagement efforts and get the word out about what is being done at IU Northwest.

VI. Update on Facilities

a. Update on the Village

Dr. Pellicciotti reported that the Fine Arts Department is operational at the Arts on Grant location. The black box theater will be located in the former video store, which is still undergoing construction and slated to be completed in March. Chancellor Lowe applauded all involved for their efforts at the Village. He toured the Village site with Kathy Malone, and it is apparent that the furniture moved from Tamarack Hall is in very bad shape and is very old. To enhance the appearance at the facility and students' comfort, new tables, chairs and lounge seating will be purchased, and the lockers will be painted. Chancellor Lowe urged all in attendance to tour the facility and commented that the space is nice and, with improvements, can be used to recruit students. Vice Chancellor Pellicciotti will confer with Dr. Hoyert, Dean of Arts and Sciences, and others to move forward with this project. Dean Hoyert commented that many of the wooden chairs in disrepair are from the Michigan City Prison.

b. Shuttle Update

During weeks when the shuttle is operating fully and there are no weather constraints, ridership has increased due to classes being held at the Arts on Grant facility.

c. Tamarack replacement project status

Chancellor Lowe reported there has been small but significant movement around replacing Tamarack Hall. The request is moving forward to the ICHE, and then to the State Budget Agency, and lastly to the Governor, to release money already appropriated for the project. The project will be discussed at the Board of Trustees meeting February 17-18 and, for that reason, Chancellor Lowe has been asked not to comment in detail on this topic until after the meeting. On Friday, February 18, after the Board meeting, he will return to campus to meet with Vice Chancellor Malik, Dean Hoyert, Chairpersons of Fine and Performing Arts and the Faculty Organization Executive Committee. After that meeting, an announcement will be sent to the campus, to make everyone aware of what has transpired and the status of the Tamarack replacement project.

VII. Chancellor's Report

a. Announcements

The Chief Financial Officer search has been concluded, and Chancellor Lowe asked Marianne Milich to continue in that position on a permanent basis. He remarked that she has done a good job during the two and one-half years she has been in the position as an interim, and he is looking forward to working with her. The Council applauded her good work.

**IU Northwest Council Meeting Notes
Meeting Held Wednesday, February 9, 2011**

As a result of the pending retirement of Vice Chancellor Hodges, Chancellor Lowe is forming a search committee to identify a person to fill the role of Vice Chancellor for Student Affairs. Vice Chancellor David Malik is chair of the search committee, and Chancellor Lowe is optimistic that someone will be named to the position by summer. He encouraged the group to recommend those that they feel are good candidates.

Based on new, for-profit regulations, campuses must avoid making direct compensation linked to having more students. The regulation is aimed at “diploma mills” and the for-profit sector. Compensation cannot be linked to higher enrollment.

VIII. Other Information

a. Chief Information Officer update

Beth Van Gordon provided an update on several topics:

- The Print Management system has been implemented in Marram STC, Savannah STC, and in the Information Commons. Implementation will begin in the classrooms on February 15. This topic will be placed on the Faculty Organization agenda for the February 18 meeting, and a short presentation will be provided. Charges beginning in the Fall will be as follows:
 - \$.05/black & white laser print; \$.25/ color print; \$.04/duplex per side
 There will be three methods for adding value to student accounts.
- WCMS Publications Update – The IU Northwest website is being restructured to accommodate the fix; infrastructure work to accommodate this is complete. As a result, web addresses for all IU Northwest websites will be changing. Redirects will be established for all websites to handle the changes and to minimize disruptions. Faculty and staff professional web pages that have been migrated to the new environment are now handled through WCMS. Over 150 professional quality photographs have been taken of faculty and staff. An announcement will be posted detailing the anticipated schedule for the migration of websites. New instructional material will be available reflecting changes to locations of web content and other changes.

b. Mediation update

Ida Gillis announced that a planning group has been working to establish mediation training on the IU Northwest campus in Spring 2011 and are considering five dates to have sessions. The proposed dates are April 18, 19, 20, and May 23 and 24. Sessions can comfortably accommodate 20 trainees. She is hopeful that faculty and staff will be involved in conflict resolution training. Cost estimates indicate that each person will pay a fee of \$125 - \$130 per person. Trainees will be identified based on their interest in participating and permission from their supervisor. Chancellor Lowe and the Council endorsed the initiative. There will be a brown bag session held on March 3, which will serve as an introduction to the campus about the mediation training and will help recruit trainees. Chancellor Lowe asked Ida to forward descriptive information about the mediation training to Kathy Malone for posting on Oncourse.

- c. Tim Weidmann informed the group that the former Hoosiers for Higher Education effort is now “IU Day at the Statehouse” which was held on Tuesday, February 8. A new lobbying law has changed the tenor of the event, and this year the regional campuses were asked to prepare booths to display what campuses do best to engage legislators and were encouraged not to bring large numbers of supporters. Tim reported that IU Northwest had the best booth. The fundamental theme is to lobby legislators and to highlight Indiana University. Unfortunately, legislators were not available because they were catching up on work after weather absences the week prior. The functionality of this event is being examined, and there is a question on whether this event will continue.**