

IU Northwest Council Meeting Notes

Meeting Held Tuesday, May 10, 2011

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

I. Business Intelligence Structure Video Conference

The Council participated in a thirty-minute video conference about the Business Intelligence Structure (BI) with Brian McGough, BI Task Force Chairman, and other presenters. During the video conference, participants explained that the 2009 Indiana University Strategic Plan for Information Technology, [Empowering People](#), includes two specific action statements, Action 30 and Action 31, for improving access to and use of administrative data for decision-making activities throughout the University.

An IU Business Intelligence Task Force was assembled to pursue the noted action items, and the initiative became known as the IU Business Intelligence Initiative. The Task Force includes more than 25 individuals representing a wide cross-section of campuses and departments at IU. Questions about Business Intelligence or the BI initiative, can be emailed to the BI Task Force at bi@iu.edu. Suggestions and project proposals can be submitted to the BI website at <http://businessintelligence.iu.edu/projects.shtml>

Beth Van Gordon will coordinate times for BI representatives to visit the IU Northwest campus to interact with constituents about specific needs to ensure that their comments are incorporated into the work of the task force. The complete project will take a considerable amount of time. Presentation slides will be placed on the Council Oncourse project site.

II. Planning

a. Planning cycle for Spring semester 2011

- **Revised Planning Priorities**

Chancellor Lowe acknowledged that the Council had a good discussion about planning at the last meeting on April 12, and documents revised, as a result of suggestions offered at that meeting, were distributed. Chancellor Lowe wants to ensure that Council members are sufficiently satisfied with revised documents to endorse them. Dr. Chuck Gallmeier remarked that he distributed draft strategic priorities to the Faculty Listserv for faculty review, and Dr. Sam Flint reviewed the documents with his SPEA colleagues. A recurring question among colleagues was how long the process will take. The following comments were offered about the draft document.

Overarching Goal

- The goal states that 500 Baccalaureate degrees will be awarded in calendar year 2015. Comments offered noted that the goal does not mention anything about quality, and a suggestion was made to add a minimal grade point average to the number of degrees awarded. In addition to increasing quantity, the goal should also reflect on increasing quality, and measurable goals should be included within the objective. Chancellor Lowe remarked that the goal must be revised because IU Northwest will award 550 Baccalaureate degrees at the 2011 Commencement on Thursday, May 12, which is already over the stated goal. Consideration will be given to amending the goal based on comments offered.
- Include a goal for diversity and underrepresented students with a target to have a graduation rate for students of color equal to the overall population.
- Include a companion goal for graduate degrees and graduate students.
- Include, as a metric, a learning objective and assessment system for students.

Student Success

- Chancellor Lowe suggested changing the sentence to read: *Meeting student objectives in learning, offering the best pedagogical practices, instituting efforts to improve collaborative learning opportunities, merging the best technological advances in the conduct of our learning, and other*

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*innovative initiatives and **partnerships**, lead us to a premier academic experience and outcome for our demographically diverse student population.*

Academic Excellence

- Sentence was changed to read: *Building a strong, **diverse** faculty reinforces good stewardship of our resources and best serves the needs of our students and **Northwest Indiana** communities.*
- Dr. Sam Flint applauded the 2011 Promotion and Tenure process.

Community engagement

- Dr. Flint's unit asked how service/community service is rewarded. Chancellor Lowe responded that service could be included in an Academic Affairs plan. Comments offered noted that service awards are not as attractive as other awards, such as research and scholarly awards. Chancellor Lowe remarked that, in IU Northwest's recent (and successful) promotion and tenure recommendations, service was fully acknowledged.
- Dr. Charlotte Reed remarked that pursuing the Carnegie Community Engagement Classification will require explicit documentation of faculty service. She also remarked that Vice President Applegate should be made aware of disparities in awards given for teaching that are not available to regional campuses, and the need to identify more funds to support teaching. Chancellor Lowe acknowledged that IU is working toward an enhanced award structure (e.g., the Blueprint recommendations).
- Carolyn Hartley added that staff community engagement should be acknowledged/included because many staff members are engaged in the community and serve on boards throughout Northwest Indiana.

Chancellor Lowe stated that, in revising priorities, the Council can attempt to find language that is more inclusive of all employees.

Administrative Structure and Function

- Vice Chancellor Hodges remarked about increased student enrollment and concern in her unit regarding the ability to support the needs of an enhanced student base.
- Chancellor Lowe suggested adding "human capital" in the title to more adequately describe the goal and, in the last sentence, revise to say *as a **diverse** community of students, faculty and staff.*
- It was noted that strategic priorities for staff have not been considered and could be added in this section.

Tim Sutherland suggested ordering the strategic priorities to reflect consistency in institutional processes and procedures. He suggested that the priorities be presented in the following order: student success, academic excellence, community engagement, outstanding institutional infrastructure, administrative structure, funding. The Council agreed with the suggestion and concurred with the order suggested.

- **Campus-level goals**

The Council reviewed the draft, campus-level goals, and discussed having an intermediary set of campus level goals that would not interfere with unit level goals, but would help focus unit level goals under identified priorities. Chancellor Lowe asked the group to consider having an overarching campus goal and also having a campus level goal to enable embedding continuous improvement even deeper into the campus community with mission, vision and priorities set-up in terms that all can embrace and support.

John Novak reminded that the campus has limited resources, and that the strategic plan should drive the budget, not the other way around. The group mentioned the possibility of having a continuous improvement goal which John will discuss with the Infrastructure Committee.

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After discussion, Chancellor Lowe concluded that the issue of a campus level goal should be tabled for now, and the group should proceed with the edited priorities and overarching goal which will be reviewed again at the June meeting. He asked the Editing Group to consider if there are campus level goals that are necessary to pursue, and encouraged discussion of having a continuous improvement goal.

- **Draft Revised Vision**

Chancellor Lowe read comments offered about the draft vision statement from a staff member in the Library. The comments were: *The IU of Northwest Indiana does not sound good and (the Vision Statement) should say something smoother to the effect that we are Indiana University in Northwest Indiana.* Chancellor Lowe agreed that the vision statement should be changed to reflect what was suggested. After discussion, and many other statement suggestions, the group agreed that the statement should indicate how we are viewed and what makes IU Northwest the best. On a related note, Tim Weidmann remarked that his office has employed an outside firm to help identify an appropriate tagline for the campus. Chancellor Lowe asked the Vision Group to consider adding to the statement “we are Indiana University in Northwest Indiana” and “we personalize or offer a personal education” instead of saying “the best” education. Stan Wigle provided a draft statement to Tim for the Visioning Group to consider and bring back to the Council at the June meeting.

- **Draft Values Statement**

Due to time constraints, review of the draft values statement was deferred until the next meeting.

III. Retention & Student Success

a. Satisfactory Academic Progress (Financial Aid)

Vice Chancellor Hodges reported that Academic Affairs, Student Affairs, Information Technology staff, and the SAP Appeals Committee, are collaboratively working to ensure that the campus is in compliance with the new SAP guidelines by July 1, and that students are informed about impending changes. She applauded the efforts of the units involved. The committee will meet once per week during the summer to hear appeals. Vice Chancellor Malik remarked that IU Northwest is not only working to ensure compliance with federal financial aid guidelines, but more importantly, is working to ensure student success.

b. Financial Aid Packaging

Vice Chancellor Hodges reported that the financial aid packaging process has begun and, so far, is a clear indication of the state of the economy. To date, students have requested over \$40 million in need-based aid, and there is concern that there will be many others with need-based aid necessities. Student Services is working to make students aware of debt issues and financial literacy. She cited that the average graduating student, nation-wide, has \$22,900 in debt.

c. Enrollment Update

Vice Chancellor Hodges shared enrollment numbers of note. Based on a May 2 enrollment report, beginning student enrollment is up 19.5% and new admits are up 12.3%. Transfer applications are up 21.9%. Applications from beginners 20-24 years of age are up 37.4%, and from students 25 years of age and up, applications are up 32.2%. Latino applications are up 66.2%. Vice Chancellor Malik reported that there are currently over 25,000 credit hours which is a double digit increase over last year, and the target budget number is 60,900. He reported that the enrollment outlook is encouraging.

d. Federal Regulations Compliance

Dr. Malik applauded the efforts of the Faculty Organization Academic Affairs Committee, and Dr. Cynthia O'Dell who have defined the credit hour and have already posted the definition to a website.

Vice Chancellor Malik provided information on the Department of Education (DOE) Attendance Rule and reiterated, if classroom attendance is taken as a matter of department policy, if requested by Financial Aid,

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that attendance data must be provided. Regarding online education, if it is offered, State laws must be met where the student is taking classes. Chancellor Lowe remarked that Indiana currently does not have such a requirement. Two new policies being considered are an administrative withdrawal policy and a policy to limit the number of withdrawals received.

IV. Update on Budget Situation

- a. Marianne Milich reported that the state released the FY12 budget approximately two weeks ago. The Indiana Commission for Higher Education (ICHE) has included a performance funding idea which Indiana University lobbied to get changed but was not successful. As a result, 5% was reallocated from publicly-supported university budgets to the performance formula, resulting in IU Northwest losing \$675,000. Chancellor Lowe cited structural problems with the formula and the criteria used to determine funding. Indiana University will further evaluate performance funding criteria with the ICHE, which is required by the legislation. The budget does not include funds for new capital projects or repair and rehabilitation. Fee replacement funds for Tamarack Hall were not included.
- b. **FY12 preliminary financial game plan**
Indiana University Northwest anticipated a cut of \$1 million. Due to the revenue forecast being stronger than anticipated, the decrease was \$675,000. Other variables such as salary increases, tuition increases and the Early Retirement Incentive Program (ERIP) will affect FY12 anticipated expenses. At IU Northwest, 50-51% of the operating budget is covered by tuition, and 30-35% of the operating budget is covered by state appropriation. Funds have been budgeted to provide support to additional students, as a result of increased enrollment, while still providing a high level of service.
- c. **Approved Fee Rates for 2011-12**
Marianne also reported that tuition rates have not been announced. Regional campuses have been working to standardize tuition rates, administrative fees and other rates. Vice President Theobald has approved administrative and course-related fees, but the fee information has not been circulated. The Bursar will contact schools that assess lab fees because, beginning in 2011, fees will be assessed by contact hour. To date, there is no news regarding salary structure.

V. Update on Facilities

- a. **Tamarack replacement project status: Awaiting ICHE decision**
As a result of a briefing from Tom Morrison, Chancellor Lowe reported that the Tamarack replacement project is still awaiting ICHE decision. Release of the budget revealed that no new capital projects were approved. While the State Budget Agency (after ICHE endorsement) can approve Tamarack going forward, the funds must be approved during the next legislative session because funds previously approved are no longer available. The ICHE can still move forward with approval when they meet on May 11. If all is approved, the earliest starting point for a new building would be July 2013. Indiana University has, as a priority, demolition of Tamarack, at their expense, and would like to start the demolition project later this year.
- b. **Shuttle Update and Survey**
Dr. Pellicciotti asked the Council to review the RedHawk Shuttle Survey Results and the RedHawk Shuttle Cumulative Ridership Report placed on Oncourse in advance of the meeting.
- c. **Master Land Use Plan**
All regional campuses are undergoing a Master Land Use Project that is more conceptual, but not the master plan that IUPUI and Bloomington received. A team, from IU Northwest, is providing pertinent information to representatives from Bloomington working on this project. A more updated plan, based on information provided, is anticipated at the end of August. IU Northwest will eventually receive a plan with campus

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parameters and guidance on campus land use. A land use document will be placed on Oncourse for Council review, and Dr. Pellicciotti asked the Council to submit comments about the document to him or Vice Chancellor Malik.

d. Project Updates

- Vice Chancellor Pellicciotti reported that there is a Federal Pumping Station Project underway in Gary, and Indiana University has agreed to pay for IU Northwest to be connected, to help alleviate campus flooding issues.
- A more complete update on facilities will be placed on Oncourse.

VI. AQIP Update

Dr. Delunas reported that IU Northwest is required to have at least three AQIP Action Projects (APs) posted at all times and reviewed annually. The three current action projects are:

- Implementation of the new General Education Program—Assessment of Learning Outcomes
- Improving Academic Advising through a Degree Audit System
- Transition to Responsibility Centered Management as a Continuous Improvement Tool

It is now time to determine the disposition of the current APs and also decide the future APs on which the campus would like to work. Provided on Oncourse are suggestions regarding the current APs and suggestions for new APs. The Council was asked to generate ideas, related to planning priorities, to discuss at the June meeting.

VII. IU Priority: Improvement of TIME Retouch Rates

Chancellor Lowe asked the Council to keep in mind that Indiana University has made improving TIME processes a high priority, with the highest priority being accuracy. Reducing retouch rates, which are being monitored, is also a priority. The TIME software will be upgraded in the Fall to allow employees to make changes before the electronic documents proceed to the next supervisory level. Carolyn Hartley offered assistance from the Human Resources staff, and reminded all that on-line training videos are available. The training links are:
http://www.fms.indiana.edu/time/time_intro_3-15-11.swf http://www.fms.indiana.edu/time/time_synch_3-15-11.swf

VIII. Publicity for Campus Excellence

Due to time constraints, this item was not addressed and will be placed on the June agenda.

IX. Chancellor's Report

- a. There will be an IU Northwest Council Gathering at Chancellor Lowe's home, possibly on Friday, July 8. Additional information shall be forthcoming.
- b. As a result of a suggestion from the 2011 Leadership Group, beginning in Fall 2011, Chancellor Lowe will host informal sessions, two times per month, with faculty and staff. The purpose is to accelerate getting to know all employees by having informal breakfast or lunch sessions with a cross-section of campus constituents.

X. Other Information

- a. Summer meeting dates have been added to the Council schedule.