

IU Northwest Council Meeting Notes
Meeting Held Tuesday, March 6, 2012

Chancellor Lowe began the meeting by officially welcoming Dr. Georj Lewis, Vice Chancellor for Student Affairs, who began his tenure at IU Northwest on March 1. Chancellor Lowe acknowledged the service provided by Harold Burtley as Interim Vice Chancellor for Student Affairs. He thanked him for his willingness to serve, and recognized Harold for doing a good job during the transition period.

Chancellor Lowe asked the group to forward any additions or corrections to the February meeting notes to Kathy Malone.

I. Planning (FYI)

a. Revised Planning Priorities and Plan Implementation

- Planning Emphases (consistent with Strategic Priorities): Online Learning Options & Transfer Students
- Continuing emphases: high school seniors, graduate students, retention to successful degree completion, IU Northwest stop-outs
- Summer/Fall 2012 enrollment emphases and preparations:
 - Online courses
 - Summer UG discount
 - Transfer students/stop-outs
 - Tuition remission for Illinois residents

An expanded lineup of online courses will be available for summer and fall, 2012, and Chancellor Lowe encouraged the Office of Marketing and Communications to contact Dr. Paul Blohm, Director of The Center for Innovation and Scholarship in Teaching and Learning (CISTL) for additional information to include with advertising efforts. The summer discount initiative is a university priority, and the campus is making every effort to enroll more students, to offset losses as a result of the 25% summer discount initiative. Going forward, special marketing efforts will focus on transfer and stop out students, and Chancellor Lowe asked Vice Chancellors to give specific attention to the recommendations offered in the Transfer Student Report. He advised that enrollment priority themes should be more prevalent in advertising and marketing efforts.

Vice Chancellor Malik reported that his office is moving forward, conservatively, as details are confirmed regarding tuition remission for residents of Illinois. Dr. Malik, along with the Enrollment Group, is identifying criteria for the program, and stressed the need to initiate marketing efforts to inform neighboring communities about the initiative. The Office of Admissions has received an unusually large number of out-of-state applications and interest shown by potential students from Illinois.

II. Retention & Student Success

a. Student Retention and Success Update

b. Reversing first-year-student attrition

- Vice Chancellor Lewis reported the following information:
 - Summer applications are up compared to last year, and fall application statistics are up slightly; freshman applications are up 51% and transfer applications up 65%. African American freshmen applications are up 40% and Hispanic applications are up 10%.
 - Satisfactory Academic Progress (SAP) 2011-12 statistics indicate that for fall 2011, 33% (672) of sapped students (1985) did not appeal.
 - Reporting on the Call Center, 995 students were flagged for attendance-related concerns in 1379 courses; includes 506 students who were flagged for never or not attending 775 classes; 31 of the students who were flagged for never or not attending had not met SAP, but had successful appeals.
 - The Reinstatement Workshop is being revamped to be more interactive. Workshops are planned in May, June, and August.

A copy of Dr. Lewis' report was posted on the Oncourse site.

**IU Northwest Council Meeting Notes
Meeting Held Tuesday, March 6, 2012**

- Dr. Malik explained that the summer transient student process is different than the regular summer admission process for students, and students are classified as non-degree seeking students.
- The Associate of Science degree in Dental Hygiene expires in 2013 due to the pending approval of the Bachelor of Science program. Students cannot be admitted into the program after that time, but enrolled students can complete their degrees.
- Chancellor Lowe urged careful and early consideration of the Bachelor of Applied Science (BAS) and remarked that, while he was first to raise the idea, two other regionals are farther along with new program efforts.
- Bloomington classes will now begin a full week earlier, with a break in October and a full week off at Thanksgiving. Vice Chancellor Malik, is examining how the IU Northwest calendar can be changed to better benefit the campus and students. He was asked to carefully study circumstances surrounding this topic, and also advised to differentiate between addressing student success efforts and addressing student desires. The idea of closing the week of Thanksgiving is understandable, but closing for a break, in addition, may not be feasible.
- Dr. Bankston announced that next year, the Medical School is planning student interviews at IU Northwest. The potential exists for students to come from Illinois, Wisconsin, Michigan, and northern Indiana, giving prospective students an opportunity to visit the IU Northwest campus. Dr. Bankston was recognized for negotiating this initiative. He is also organizing a “show and tell” (*Secrets Revealed!*) about applying to medical school in April for interested students in Northwest Indiana, which will also bring students to IU Northwest to see the campus.
- Dr. Malik updated the Council on the Enrollment Management Group, and reported that he and Vice Chancellor Lewis are working together, in a joint venture, to help the campus do a better job with enrollment initiatives and to address global issues. They will ensure that all Enrollment Management Group initiatives resonate with University Blueprint efforts. Items to address include the issue of students who apply for admission and have criminal records, the development of coursework from orientation sessions, and the development of a program to help students do better on placement exams. Chancellor Lowe asked the Enrollment group, as they move forward, to also keep IU Northwest student recruitment initiatives in mind.
- Chancellor Lowe reported that all regional campuses had similar experiences with the loss of first-year students. He cited a report from the National Survey of Student Engagement (NSSE) that indicated students experiencing financial difficulty, or who are worried about financial issues, are negatively affected academically, and their views of their future success are distorted. Another variable could be that Satisfactory Academic Progress (SAP) restrictions are affecting first-year students. Dean Rominger encouraged promotion of pre-professional programs to students, including medical education, law, etc.

III. FY13 Budget Process and Financial Plan Update

- Budget hearings are complete. The projection for salary increases, for planning purposes, is 1.5%, and the salary policy is slated to be released during the week of March 12. Projected credit hours did not project enough growth to fund salary increases, and funding the 25% discount for summer for fiscal year 2013 also will decrease base funding. For FY13, the initial base budget gap is \$900,000.
- Income for summer 2013 must be projected at the 25% discount level. Budgets (and supporting revenues) need to be in the 2% range of growth as it relates to budget, and the University requires campuses to have a 3% reserve; the IU Northwest campus reserve is 5%, which enables the campus to make adjustments to accommodate unanticipated budget situations that may arise.
- The next step in the budget process will be to send budget sheets to units for projections and object code funding. One difference will be that two object codes, Telephone Monthly Rental (4085) and Telephone Long Distance (4086) will no longer be listed on budgets. As a result of the new telephone system, a new telephone billing system will be initiated, using one campus account. International calls will still be charged to specific units.
- Consideration is being given to scheduling town hall meetings later in March. On the agenda will be an explanation of the budget situation (including the salary plan if it is available), the salary study, and other

IU Northwest Council Meeting Notes
Meeting Held Tuesday, March 6, 2012

topics of interest to the campus. Chancellor Lowe remarked that this is a transitional year (for enrollment and revenues), and the campus is seeking alternate ways to balance the budget. He thanked all for their efforts with the budget process.

IV. Update on Facilities

- a. Tamarack replacement project status: Awaiting ICHE decision
- b. Tamarack demolition in progress
 Dr. Pellicciotti reported that Tamarack Hall will be demolished in two phases. Phase One involves completing the demolition and clearing away the debris. Phase Two involves lighting and refinement of the area, and enhancing it with grass, etc. Specifications for Phase Two will be provided for review.
- c. Space Study and Replacement of Lindenwood & Sycamore Halls
 - IU draft report expected in March 2012 – The Space Study has not been received from Bloomington. The Child Care Center facility will be included in the study.
- d. Update on Projects
 - The Anderson lobby restrooms are almost done and should open within the next few days.
 - The Indiana Department of Transportation (INDOT) has agreed to install a traffic light at 34th and Broadway.

V. Institutional Effectiveness Update

John Novak provided several updates:

- AQIP action projects: The Community Engagement Steering Committee met to discuss the community engagement action project. Indiana University hosted a workshop for several institutions, along with Campus Compact, which afforded an opportunity to assess where the campus is in this regard.
- Degree audit: John is completing audits of the Bachelor of Arts Degrees in the College of Arts and Science (COAS), and they should be complete before the end of March. He has started on the Bachelor of Science Degrees in COAS, and has revised the projections on how many audits will be complete by fall 2012, and will conduct workshops next fall to allow faculty members and others to learn about degree audit.
- The Higher Learning Commission Report is now available. The campus must submit enrollment numbers and provide updates on any changes to programs. A significant portion of the report is completed by a central office in Bloomington. The report is due in April 2012.
- The Voluntary System of Accountability (VSA) College Portrait has been updated. John is looking to customize the report so that numbers reported reflect campus successes. New testing initiatives will begin next year, and a recommendation was made for IU Northwest to conduct campus-wide student exit interviews for seniors, and also conduct an alumni survey. John suggests having this new survey material in place by the end of the year. Several Council members endorsed the exit interview, alumni survey idea, commenting that the data can be used for a variety of purposes. Several participants questioned if proven methods are available to ensure accurate information, because the required survey information is not easy to obtain or readily available. Using social media strategies to obtain alumni information, and keeping alumni engaged on a regular basis were two strategies offered. All agreed that exit interview information is important and valuable.
- Blueprint Data Gathering Committee Update: John distributed a written update to the Council members. The first two pages of the report are primary metrics for Blueprint initiatives. Committee members will be asked to collaborate with members of their respective campuses to evaluate potential targets for these measures. The metrics are:
 1. Bachelor's Degrees Conferred
 2. Student Progress and Success Rate
 3. Transfer Enrollment
 4. National Survey of Student Engagement (NSSE)
 5. Net Price & Loan Indebtedness
 6. Pre-college Credits

**IU Northwest Council Meeting Notes
Meeting Held Tuesday, March 6, 2012**

The six items listed are considered indicators for success and are the main focus of dashboards; IU Northwest must set targets for dashboards for three years (2015). John welcomed suggestions regarding how to approach target setting.

Dean Rominger asked for data at the unit level, such as graduation and retention rates, which will enable unit-level goal setting. John referred participants to the University Institutional Research and Reporting (UIRR) website (<http://www.iu.edu/~uirr/>) for useful information, and he also offered to work with units to assist with obtaining retention and graduation rate information.

VI. Staff Salary Study Draft & IUHR salary project

a. Revision of Staff draft

• **UHRS Salary Review Project**

b. Faculty Salary Review status

Salary project reports are complete for academic and non-academic employees at IU Northwest. Vice Chancellor Malik reported that a group of IIA Regional Peers, with whom we compete, were identified for comparison purposes. Salaries for different ranks of faculty members were examined, and, in comparison with their regional peer institutions, IU Northwest is well below salary levels. Salary levels must be addressed if IU Northwest will continue to compete successfully in the Chicago market. Chancellor Lowe asked Vice Chancellor Malik to include in the report the total number of faculty members living in Chicago and working at IU Northwest, to reinforce the fact that IU Northwest is in the Chicago market. For faculty purposes, salary efforts are based on merit. Chancellor Lowe thanked the co-chairs of the non-academic group, Vice Chancellor Pellicciotti and Kathy Malone, and the co-chairs of the academic group, Vice Chancellor Malik and Dr. Chuck Gallmeier. Chancellor Lowe will now forward both salary study reports to Vice Presidents Neil Theobald and John Applegate. Both reports are posted on Oncourse.

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

a. Diversity-related offices review

Chancellor Lowe reminded the group that one reason to engage in the conversation initiative was due to the leadership transition in the Office of Diversity Programming. He was encouraged to examine ways of organizing various diversity-related offices (Diversity Programming, Multicultural Affairs, etc.). James Wallace is serving as interim director while consideration is given to what, if anything, will be done differently, organizationally, in the Office of Diversity. Considering that Vice Chancellor Lewis has experience in diversity programming organizational structure, Chancellor Lowe asked Vice Chancellor Lewis to initiate his own inquiry around this topic, and he has agreed to conduct a review. Vice Chancellor Lewis has scheduled a kickoff meeting the week of March 12, to begin the effort, and the campus community is encouraged to contact him with ideas.

b. Ad hoc committee to assist with Diversity Annual Report Committee (DARC) Report/follow-on to February Council discussion

• **Diversity Programming Update**

The DARC committee has created a sub-committee to work on creating a mission statement for the annual report and is looking to strengthen and formalize membership to ensure continuity from year to year, also ensuring that various constituencies are represented. Specifically, they would like to add more faculty representation. James anticipates that a draft of the required annual report will be available for the Council to review at the April Council meeting. He remarked that he would like to include a measurement component to the report.

c. Academic Affairs Update

Dr. Malik reported that in early 2012, he and Ida Gillis examined an aggressive recruitment strategy for academic/faculty hires, in an effort to identify a more diverse group of colleagues. One strategy is to create unit action plans for faculty recruitment, detailing how units will address diversity. It is desirable for the

**IU Northwest Council Meeting Notes
Meeting Held Tuesday, March 6, 2012**

plans to examine availability and campus demographics, with the goal of improving and generating plans to improve those demographics. The campus is also looking to provide better training for search committees to enable them to provide better candidates for consideration, integrating more successful strategies into the knowledge base. Dr. Malik and Ida Gillis are working to finalize recruitment strategies for the campus.

Ida remarked that ownership of recruitment strategies must be driven down to the academic units to cultivate faculty and make them understand the importance of offering a diverse applicant pool. She advised that recruitment efforts should take place consistently, and not only when a position is vacant, using professional memberships and meetings as recruitment tools. Search committees must be trained to identify and refrain from unconscious bias situations, with an awareness of how unconscious biases affect committee efforts. The campus must be held accountable for improving recruitment strategies, stressing to departments the importance of diversity in the student body, faculty and staff. Efforts must reflect IU Northwest's values and mission, and the campus must find ways to expedite the recruitment process, starting earlier, to compete with recruitment efforts from other universities or companies.

d. Listing of activities and initiatives

Chancellor Lowe reminded the Council of the Diversity document, "Examples of Associated Initiatives and Activities," posted on Oncourse, and encouraged the group to suggest other items to add. The list will serve as a basis for momentum and continuity during the academic year.

VIII. Follow-up to IU Northwest Council Assessment & Council-Sponsored Suggestion Box: March 2012

John Novak reported that the Council Assessment group met with Kathy Malone, who provided additional information to be considered in terms of recommendations going forward. The entire group has been unable to meet, but will do so in the foreseeable future to deliberate on appropriate recommendations. The Suggestion Box Initiative will be finalized, and the Office of External Relations will implement the initiative. Updates from the Assessment Group will be provided for the April meeting.

IX. Chancellor's Report

- Chancellor Lowe reminded the group that Adjunct Professor, Mark Spencer, has provided to the campus free tickets to see the play, William Shakespeare's *The Comedy of Errors*, at Westside High School's theater, on Wednesday, March 6. Tickets are available at several, on-campus locations, for students, faculty and staff.
- Dr. Lowe called attention to the artwork added to the conference rooms in an effort to make the facilities more attractive, and encouraged all to inform him of other campus locations that would be more attractive with the addition of artwork. He thanked Kathy Malone and Ann Fritz for selecting the pieces of art and the hanging locations. The Council acknowledged the generosity of Chancellor and Mrs. Lowe for personally underwriting the cost of a significant portion of the artwork framing initiative.

X. Other Information

Chancellor Lowe informed the group of planned work on the streets around campus that will restrict access to the campus and surrounding area. The Office of Marketing and Communications has sent one alert to the campus and will be sending updated information as it becomes available.