

**IU Northwest Council Meeting Notes**  
**Meeting Held Tuesday, January 8, 2019**

**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 December 11, 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.

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

• **Enrollment Management Update (*enrollment statistics cited were effective January 8*)**

Vice Chancellor Alexis Montevirgen reported that Spring 2019 new student applications were 15.7% above, the same time last year, and new admit totals were 11.8% higher. The campus was 1.4% ahead of the same time last year in terms of new student enrollees, but continuing student population reenrollment is problematic, resulting in headcount and credit hour decreases. Students who have not registered were contacted, and eligible students are being considered for persistence grants, with efforts ongoing to institutionalize the persistence grant award process. Vice Chancellor Román-Lagunas added that an email message was sent to approximately 600 students, with Bursar holds on their accounts, encouraging them to contact her to discuss possible options. An enrollment summit was held later in January.

Based on data provided by non-returning students, most are not reenrolling because they have not completed the required number of credit hours necessary to maintain financial aid and, to continue, must pay out-of-pocket. Fewer students were eligible to reenroll due to more stringent mandatory adherence to SAP (Satisfactory Academic Progress) eligibility guidelines. Additional information regarding SAP and required guidelines can be found at the following web link: <https://www.iun.edu/sap/>

Efforts continue to simplify unit processes to enable “drop/stop-out” students to enroll, and those students are being contacted and encouraged to contact their units and advisors. Campus constituents are urged to do whatever possible to facilitate the ability of students to enroll.

With employment in Northwest Indiana a stiff competitor, in some instances, students must choose to either work or attend college. Chancellor Lowe is trying to arrange to visit the new Amazon facility in Gary to ask that management consider allowing working students the flexibility to work and also attend college.

➔ **Student emergency assistance: Sources, criteria, process**

Moving forward with the topic of student poverty, and options to assist students with varying types of emergencies, Vice Chancellor Román-Lagunas provided, for Council review, a draft Student Emergency Fund policy/process and application. In case of emergency or crisis, students must be aware of the availability of the Student Emergency Fund before they decide to stop attending classes. Faculty, staff and Student Government leaders must also be knowledgeable about options provided through the emergency fund to direct students to seek assistance from fund administrators. Veronica Williams, Director of Academic Advising, and Beth Tyler, Associate Vice Chancellor and Dean of Students, will work directly with students to facilitate the application process. Gina Pirtle, Director of Financial Aid, will confer with Veronica and Beth to make a determination on the students’ eligibility to receive emergency funding, or identify other funding for which the student may be eligible. An effective communication strategy is necessary to make all aware of the availability of the Student Emergency Fund, and this information will be disseminated regularly, through various campus venues, including new student orientation sessions. A suggestion was offered to communicate directly with parents of students regarding the availability of student resources. Currently, parents of newly admitted students receive the campus newsletter, and information about the admissions process. In mid-January, the Office of Academic Affairs sent letters to the parents of approximately 350 freshmen students, with a 2.5 GPA or higher, to communicate that the campus takes the responsibility of educating students seriously, and is committed to nurturing and encouraging them to succeed. The correspondence included information about additional campus resources, and the availability of counselors and tutors.

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Chancellor Lowe thanked Vice Chancellor Román-Lagunas, and all who assisted with drafting the Student Emergency Assistance Fund process and application. This topic will be placed on the February Council agenda to discuss a communication plan, and other relevant information.

- A Student Financial Wellness Survey will be administered at IU Northwest during the Fall 2019 semester to provide useful data, in a more systematic way, regarding the dimensions of issues faced by students. Currently, there is interest from the Indiana legislature about this topic, and IU Northwest wants to be included, at the forefront, in relevant research or studies. Information about the survey can be found at <https://www.trelliscompa.ny.org/research/trellis-company-student-financial-wellness-survey/>.

**II. Results of recent Graduates Survey**

Dr. Cynthia O'Dell presented the results of a recently introduced graduate survey, a collaboration between Academic Affairs, Alumni Affairs and Career Services. A request to complete a Qualtrics survey was emailed to more than 1,400 graduates, for continuous improvement purposes, who are one and three years post-graduation (years 2014-15 and 2016-17), with each respondent receiving an IU Northwest tee shirt. Going forward, the survey will be administered each summer, and the data will be disaggregated by academic unit. Of the 2016-17 graduates contacted, 103 responded, and 79 of the 2014-15 graduates participated.

Survey categories requested information about current employment (status and salary), reflections on IU Northwest (how well did your education prepare you), and qualitative data included open-ended comments focused on what the campus could do in the next 5-10 years to increase IU Northwest pride and involvement. Questions about jobs and career opportunities received the lowest satisfaction scores, which reflected on the ability of students surveyed to find a job in their field soon after graduation, and the availability of information about careers and job opportunities while at IU Northwest. Major themes regarding what the campus could do in the next five to ten years to increase their pride in IU Northwest, focused on efforts by Alumni Affairs and Career Services, increasing the variety of courses and programming on campus, and working more with the community.

Comments offered included the need for more opportunities to get relevant experience for their degrees while still in college, the availability of internships, and including more opportunities on campus to work in their field, including providing mandatory internships. The Council discussed mandatory internships and building mandatory work experiences into curriculums. Currently, internships are available, but many are unpaid. Where possible, campus offices create paid internship opportunities for students. Survey comments also included the need for more degree programs and majors.

Accolades and positive comments included the following: (1) "IUN is a great school. I hope to return to complete a master's degree." (2) "I enjoyed IUN and would recommend it to anyone I know." (3) "I graduated in 2015 from IUN and am now attending as a graduate student. Northwest Indiana is lucky to have an amazing school like IUN that has so much to offer in the community." (4) "Keep having amazing professors that speak from knowledge of their profession and experience."

A question will be added to the survey addressing the campus diversity and inclusion student experience. Dr. O'Dell thanked John Novak, Sharese Dudley and Paulette LaFata-Johnson for their participation with the survey, and Chancellor Lowe also thanked the group, commenting that the data provides a good base of information moving forward.

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

Vice Chancellor Michelle Dickerson reported that approval has been granted to move forward with the MSEP (Midwest Student Exchange Program) at the graduate level. The MSEP has provided more affordable opportunities for students to attend out-of-state institutions, and serves as the Midwest's largest multi-state tuition reciprocity program. The campus has been offering MSEP benefits at the undergraduate level since 2016, and students in neighboring states, enrolled at IU Northwest, will receive a tuition discount, which should increase enrollment.

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As a result of improved performance ratings (e.g., degree completion), it is anticipated that the campus will receive an increase in state appropriations this year. Vice Chancellor Dickerson thanked all for their timely non-instructional fee request submissions, which were forwarded to the University Budget Office. While fees for students will not be increased, the campus is looking to support non-recurring, one-time expenses, requested by units, with cash reserves. Program fees will be submitted for approval by the Board of Trustees in the Spring, and credit hour projections are due in February 2019. The budget hearing format will be redesigned this year, and hearings will be scheduled after Spring break. More detailed information on this topic will be provided at the February Council meeting.

The Fiscal Affairs team provided training on KFS and IUIE financial reports with a goal of completing all training prior to the next budget cycle. To request training, contact Terri Chance at [tchance@iu.edu](mailto:tchance@iu.edu), Krista Grant at [kjgrant@iu.edu](mailto:kjgrant@iu.edu), or Vice Chancellor Dickerson at [mtdicker@iun.edu](mailto:mtdicker@iun.edu). Regional campus Finance Directors are working, with the training department in Bloomington, to develop more training courses for regional campuses, to provide accessible, on-demand webinars.

Miantá Diming thanked all for supporting the 2018-19 Professional Development Initiative, and commented that the university is using the IU Northwest Development Series model at other regional IU campuses. The development series will continue for 2019-20.

For the second year, IU Talent & Organizational Development is hosting the Regional Supervisor Series (RSS), and eleven slots will be available for IU Northwest campus participation. The series, scheduled to begin January 30 through July 17, is a development program designed to introduce leadership concepts, techniques, and principles to develop the skills of those who supervise and lead others. For additional information, access the following web link: <http://hr.iu.edu/training/regional-supervisor.html>.

Director of IU Compensation, Betty Larson, will attend the IU Northwest Council meeting on March 19, 2019, to provide an overview of the Job Framework Redesign project.

#### IV. Update – Facilities and Operations – Strategic Priority #5

Andy Kapocius provided the following updates:

- **Parking:** Lot 13, immediately south of the Arts and Sciences Building, has been converted to an employee only parking facility for faculty and staff from IU Northwest and Ivy Tech.
- **Renovation of spaces for Academic Affairs and UITS in Hawthorn Hall:** The focus has primarily been on the UITS renovation. UITS has made a decision about the temporary spaces provided for the WEB Team on the second floor of Hawthorn Hall since vacating Lindenwood Hall and these spaces remain appropriate for their operation. Now, since there is no longer a need for major reconstruction, the project responsibility has passed from the Architect's Office to Interior Design, to assist with finishes and updates. UITS will possibly occupy the renovated spaces before the end of January, with an anticipated project completion date before the end of the first quarter of 2019.  
Renovation plans for Academic Affairs are moving forward, an architect for the project has been hired, demolition is ongoing in the area, and construction plans for the project are being completed.
- **Library Renovation:** Chancellor Lowe reported that the third floor of the Anderson Library is being renovated, access is restricted, and employees who work on the third floor are being relocated, resulting in some inconvenience for those who work in and visit the Library. The University Archives will remain accessible and, to gain access, contact Steve McShane at [smcshane@iun.edu](mailto:smcshane@iun.edu) or at (219) 980-6628. The university initially requested \$13 million for Library Building renovation efforts, and the state has allocated half of this amount, which represents two-thirds (\$6.5 million) of all renovation funds allocated for IU regional campuses. The overall purpose of this major capital project is to update heating, cooling and air handling systems, as well as replace the lighting systems, resulting in better reliability and environmental control, cost reduction, improved safety (e.g., sprinklers) and comfort. Substantial savings will result from the conversion of the original all-electric heating system to natural gas, and the addition of LED lighting. The General Contractor for the project is Powers & Sons and work began during the December holiday break, with a projected completion date of September 1, 2019.

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The timing of the first phase of the project is critical, and the new air handler system is scheduled for installation during Spring Break. A crane will be located in the Anderson south parking area during that time, to lift the new systems into place, through the 3<sup>rd</sup> floor glass windows, which will then be reinstalled. The second phase of the project includes the first and second floors of the Library, which will take place from mid-May 2019 until the scheduled completion of the project on September 1, 2019. Planning is in process for the first and second floor office relocations scheduled to take place at the end of Spring Semester 2019. The work on the first and second floors will be less labor-intensive and time-consuming, which will make the relocations for this phase of the work of much shorter duration. Spaces currently being used for the third floor relocations can also be used for the first and second floor moves. The university will be looking, in the current legislative session for the next biennium, to have funds allocated for the second part of the renovation project, which will involve renovation more to spaces than systems. This project is separate from the outdoor plaza project, which will be put out for bids in the near future. The campus will be informed about these projects on a continuing basis. These substantial renovation projects represent a major IU investment in the future of IU Northwest.

**V. Institutional Advancement update – Strategic Priority #5**

Vice Chancellor Jeri Pat Gabbert announced that the IU Northwest campus, along with the Women’s Philanthropy Council, housed at the IU Foundation, and IU’s First Lady Laurie Burns McRobbie, are celebrating and recognizing female student leaders who are active on campus and have strong community engagement. These leaders will be recognized during the annual “Women Helping Women: Honoring Student Volunteer Leadership” event, hosted at IU Northwest, on March 20, 2019. Each recognized student will be awarded \$500 to benefit the students’ primary volunteer organization. The campus was asked to nominate students, and the deadline for nominations was Friday, February 8. Paulette LaFata-Johnson, Director Alumni Relations, sent information to the campus about this event, and questions can be directed to her at [plafataj@iun.edu](mailto:plafataj@iun.edu).

Commencement will be held on May 9, 2019, at 4:00 pm at the Genesis Convention Center in Gary. The student commencement website is active, and “Countdown to Commencement” will be held on Tuesday, February 26, at 10:00 am – 5:00 pm in the Anderson Library Conference Center, Room 105. TerryAnn Defenser and Paulette LaFata-Johnson will be handling Commencement arrangements.

**VI. Student Government Association (SGA) Update**

Joe Jansky reported that the SGA had not met due to the holiday break. Plans are to move forward with initiatives shared at the December Council meeting with regard to expanding the role of the SGA, and creating new positions to prepare them to be more progressive in handling and solving student issues. Joe will update the Council as plans progress.

**VII. Strategic Priorities and Objectives**

- **Documentation**

- ↳ **Review of Strategic Objectives**

Chancellor Lowe reminded all that, as we move forward with strategic planning, after AQIP, it is important to document accomplishments in WEAVE, as they relate to strategic priorities and objectives. The IU Northwest planning process is a part of IU’s Bicentennial planning process, and initiatives documented in WEAVE will provide information regarding campus efforts in support of university priorities. Chancellor Lowe asked that units review what was documented in WEAVE and contributed to the AQIP Systems Portfolio, and assess how it relates to their strategic objectives. In some instances, what was documented in WEAVE was not appropriately aligned with strategic priorities, particularly as it relates to what was reported to AQIP. If unit objectives have changed, priorities and objectives must be updated. This topic will be discussed at the February Council meeting.

Vice Chancellor Román-Lagunas asked that anyone who worked on category preparation for AQIP, review what they submitted, and also review what was submitted to AQIP. The Systems Portfolio was

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strategically edited, and what was subsequently submitted to AQIP was different than what was initially provided. The web link for the AQIP Systems Portfolio is <https://www.iun.edu/aqip/systems-portfolio/2018%20Portfolio.htm>. Web links that appear in the PDF are not live, but Dr. O'Dell, or John Novak, can assist with web link information content.

The Systems Portfolio covers the six AQIP categories, describing **Processes**, **Results** and **Improvement** in each of the institution's systems. The **Results** is the documentation that should be included in WEAVE. The Strategic Plan will drive the future accreditation pathway for the campus, and it is important that strategic plans and priorities, and documented accomplishments are aligned.

**VIII. Academic Innovation Support Proposal**

A revised draft process, based on comments offered at the last Council meeting, for the proposed Chancellor's Fund for Innovation in Academic Programs & Support, was provided to the Council by members of the ad hoc planning committee. Committee members include Dr. Patrick Bankston, Dean Cynthia Roberts, and Dr. Chris Young, with input from the Deans Council, and Vice Chancellors Román-Lagunas and Montevirgen. Next steps include establishing an application form, based on the criteria and outline, creating a rubric for judging the applications, and establishing a committee to move forward with recommendations from the ad hoc committee. The consensus of the Council was to move forward to finalize the process presented by the ad hoc committee, with the corrections suggested. Chancellor Lowe thanked the ad hoc committee for the good work, which was ahead of expectations. He will move forward to appoint a review committee, in consultation with the ad hoc committee, adhering to recommendations that the committee include the following core campus leadership: Executive Vice Chancellor for Academic Affairs (EVCAA), Vice Chancellor Student Affairs and Enrollment Management (VCSAEM), Chancellor's Professor, faculty representative chosen by the Faculty Organization and Student Services representative chosen by VCSAEM.

The review committee will ask for expert advice from *ex officio* campus faculty, staff, and student consultant(s), depending on the nature of the project. A suggestion was offered to provide a summary, survey, or final report, at the completion of the project, to address stated outcomes and the benefit to the campus. The Chancellor's Fund for Innovation in Academic Programs & Support will become effective in the new 2019-2020 fiscal year, and proposals will be invited for FY20.

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

- Council Agenda Items
  - ➔ Revised Council Mission and Charge document  
The first sentence of the Council Mission and Charge document was revised, and the revised statement can be found at the following web link: <https://www.iun.edu/chancellor/iu-northwest-council/index.htm>
  - ➔ **Issue/Profile Schedule:** **March**, May, August October, December, February, April  
**Topic:**
  - ➔ **Reading Schedule:** **February**, April, June, September, November, January, March  
**Topic:** "Teaching the Students We Have, Not the Students We Wish We Had"  
<https://www.chronicle.com/article/Teaching-the-Students-We-Have/245290>  
Discussion of the Council reading selection was deferred until the February meeting.

**X. Institutional Effectiveness Update**

- **AQIP Systems Portfolio** (<https://www.iun.edu/aqip/systems-portfolio/2018%20Portfolio.htm>)  
John Novak reported that the AQIP Systems Portfolio was submitted on December 3, and the campus is awaiting the appraisal from the Higher Learning Commission (HLC). After the appraisal is provided, a new campus accreditation pathway will be identified. The annual campus update will be submitted to the HLC, and campus representatives will attend the annual HLC conference in April 2019. The link to the PDF of the AQIP Systems Portfolio is provided above. Web links that appear in the PDF are not live links, but Dr. O'Dell, or

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John Novak, can assist with web link information content. Chancellor Lowe thanked all who contributed to the portfolio.

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

- 2018-19 selection: *Women & Power: A Manifesto* by Mary Beard (<https://www.amazon.com/Women-Power-Manifesto-Mary-Beard/dp/1631494759>)
- March 7, 2019 – International Women’s Day; collaboration with Women’s and Gender Studies. Guest speakers include:
  - ➔ Karen Bender <http://karenebender.com/bio-interviews/>
  - ➔ Donna Hylton <https://www.donnahylton.com/donna-hylton>
- Laurie Burns McRobbie will moderate a panel discussion the afternoon of March 20, to discuss the campus reading selection *Women & Power: A Manifesto*. This event is a collaborative effort with the One Book Committee and University Advancement and External Affairs in celebration of the “Women Helping Women” efforts.
- Nominations for the next One Book selection close on February 9, and the next book selection will be announced at the International Women’s Day event on March 7, 2019. Chancellor Lowe expressed his preference for a book selection similar to “Women in Power” that can be integrated in courses, particularly general education courses taken by first-year students. The greatest benefit from a common reading effort is for faculty and students to be engaged, and he was encouraged by integration of the current book selection by faculty into the academic curriculum, providing an enriching experience for students.
- James Wallace announced several events in celebration of Dr. Martin Luther King Jr. and Black History Month:
  - January 24: “MLK and the Strength of Shared Dreams”
  - February 4: “50<sup>th</sup> Anniversary of the African American and African Diaspora Studies Program and the Black Student Union”
  - February 5: “Life and Times Bessie Coleman: The First African American Female Pilot”
  - February 12: “Long Road to Hard Truth: The 100-Year Mission to Create the National Museum of African American History and Culture” – 2:30 p.m., Tuesday, Feb. 12, Bruce W. Bergland Auditorium, Savannah Center

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

No updates.

**XIII. Chancellor’s Report**

No additional information.

**XIV. Other Information**

- James Wallace referenced the positive article featured in *The Times* on January 6 on IU Northwest police Officer, Sarah Storm at [https://www.nwitimes.com/niche/get-healthy/fitness/love-of-bodybuilding-a-dream-a-goal-highland-woman-and/article\\_24d8f18e-e6ed-5a70-bdf7-2f8ad662f974.html](https://www.nwitimes.com/niche/get-healthy/fitness/love-of-bodybuilding-a-dream-a-goal-highland-woman-and/article_24d8f18e-e6ed-5a70-bdf7-2f8ad662f974.html)