

IU Northwest Council Meeting Notes
Meeting Held Tuesday, February 13, 2018

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 January 9, 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. He reminded members to connect, where appropriate, with Strategic Priorities and Objectives as agenda items are discussed.

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

- **Enrollment Management Update** – Vice Chancellor Montevirgen reported that, for Fall 2018, applicants are up 29%, and admits are up approximately 41% compared with the same time last year. An admissions summary shared with the Council provided detailed information, including specific data on beginning students (SAT range, residency, ethnicity, sex, high school diploma, Twenty-first Century Scholar status and age) excluding transfer students and students that already have Bachelor's degrees. Also provided was graphical information about IU Northwest admissions trends compared with the last two years. The Office of Admissions, Office of Marketing and Communications, and other campus units, continue to focus on increasing the number of applicants and yield. Another retention summit was held in February to follow-up on the work done at the last summit in November 2017, and to make certain that there is a continuing focus on retention and admissions.

Vice Chancellor Román-Lagunas reported about a campus effort to help students complete the FAFSA. The Office of Financial Aid and Scholarships has arranged a meeting with students who have not completed the FAFSA for this year, are eligible to complete the form, and owe funds. Students who have not completed a FAFSA for next year will also be contacted. A number of seniors, who had financial balances, received assistance with completion of FAFSA forms, which enabled them to persist, and they will now graduate. Chancellor Lowe commented that retaining seniors has a positive impact on performance funding, and it is beneficial to identify individual and personalized strategies to assist students who are not continuing which directly impacts enrollment and retention. At the February Board of Trustees Trustee's meeting, the Spring 2018 Enrollment Report was discussed and, compared with other regional campuses, IU Northwest continues to look positive in terms of Fall 2017 to Spring 2018 retention. As we all know, retention is a major focus and, in a difficult and competitive environment, IU Northwest is doing well getting students admitted, but the challenge is keeping them enrolled and progressing forward. John Novak is preparing data on students from Fall 2017 who did not return in Spring 2018 to determine what can be done to assist them. The campus will continue to focus on retention data and continue identifying useful strategies to increase retention, and the retention summit will be very helpful in this effort.

Enrollment of non-residential and graduate students continues to be higher than last year, and efforts continue to grow graduate programs. To that end, Academic Affairs, and the Office of Marketing and Communications, are working together on a Geo-fencing Retargeting strategy, which is a digital marketing effort when analyzed can reveal who is looking at ads, and those people can be contacted. It will also help to assess if the ad is a good return on investment.

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

Mianta' Diming could not attend the meeting, and Vice Chancellor Michelle Dickerson, reported on the Job Framework Redesign Project for Appointed Staff Employees. The project will focus on appointed staff positions in response to continuing demand that job positions and classifications, university-wide, be re-examined, and the HR 2020 project team has focused on the redesign, with a goal of having the classifications revisited by the end of 2019. The project will not affect any jobs, or change any base salaries, and academic positions will not be evaluated as a part of the project. For specific information, access the website at hr.iu.edu/redesign.

Vice Chancellor Dickerson reported that the 2019 budget cycle is in full swing, and she thanked all for their contributions to date. Budget hearings were scheduled in late February and early March, and budget construction will occur in late March and should be complete in approximately 30 days. In addition to the budget narrative

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required by units each year, two spreadsheets were added that will provide additional budget request information. Chancellor Lowe's operating assumption, as we go into budget season, is that the campus will provide salary increases, which may be accomplished through the use of budget savings and realignments, and underlines the urgency of better retention, and finding ways to help our students persist. To date, the university salary policy has not been released.

A suggestion was offered to not provide salary increases this year, due to campus fiscal constraints, a result of declining enrollment and lower retention numbers, and to allocate those funds to a campus priority, supporting student success efforts, possibly enhancing the effort for long-range sustainability. IU Northwest employees are valuable and important assets, particularly in the areas that serve students. A campus focus has also been to provide equitable compensation for employees, and we must be attentive to the morale of current employees, and the ability to recruit new ones. Compared with regional campuses, IU Northwest has the highest salaries because of its location in the Chicago metropolitan area. We must trust the work of the budgeting process, which will identify areas that can be reduced or reallocated, if necessary, to effectively fund pay increases. With the process, there is much to balance, and the budget group will be working diligently to realign the budget, but not at the expense of our students, student programs or anything directed toward student initiatives. Other areas in the budget will be adjusted, or realigned, to the extent possible, to fund any salary increases.

The results of the 2017 Employee Engagement Survey have not been released.

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

Andy Kapocius reported on the following:

- **Starbucks initiative** – The campus is negotiating with Starbucks to have a coffee shop on campus, at one, or both, campus dining facilities. Involved in the negotiations are campus administrators, Progressive Dining Group, the campus food service provider, and IU Purchasing, who will negotiate a contract if details are finalized. The coffee shop will be integrated into Progressive Dining Group's spaces, and will not consist of a full store. Andy will provide additional information, as it becomes available, and if negotiations and plans positively move forward, Starbucks could be on campus in approximately two months.
- **Backfill Study Update** – The focus remains to vacate Lindenwood Hall, and alternate/temporary spaces on campus have been identified for the seven offices involved. After necessary renovations have been made, those offices will be integrated in the other campus locations in an effort to completely vacate Lindenwood Hall by April 1 and, in some cases, offices currently located in Lindenwood will occupy alternate/temporary spaces until the full unit can be permanently relocated. Seven groups being moved are: ODEMA, UITS, Academic Affairs, Facilities Planning, Labor Studies, Environmental Health and Safety and ROTC. It is estimated that renovations in Hawthorn Hall, for Academic Affairs, will take approximately eight months.

Library Plaza Redesign Update – The sunken plaza, North of the Library building, will be completely renovated. A small campus working group is involved in the redesign project, and the University Architect's office is fully engaged, with the project moving forward expeditiously, and slated for completion by Fall 2018. Chancellor Lowe shared the design with the faculty at their meeting on February 16. The university allocated \$1 million for this project, and accessibility for that area was a significant component in securing those funds. There will be less concrete in the area, and more green spaces

IV. Coffee and Conversation – Constituent group sessions beginning Spring Semester 2018 (Faculty, Professional Staff, Biweekly Staff, Students) – Strategic Priority #4

An alternate meeting structure for the Coffee and Conversation initiative began with the Spring 2018 semester. The Professional Staff was the first group scheduled under the new structure, meeting with Chancellor Lowe on Thursday, January 25 and Monday, January 29. Two sessions were scheduled for faculty on Thursday, February 22 and Wednesday, February 28, and student sessions are scheduled on Monday, March 19 in the Student Center Lobby, and Tuesday, March 27 in the Gallery for Contemporary Art, both in Savannah. Sessions in April for Biweekly Staff are being arranged and, after all constituencies have met, there will be an open meeting in May. Chancellor Lowe thanked all for their suggestions regarding the new meeting structure.

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V. Institutional Advancement update – Strategic Priority #5

- Vice Chancellor Gabbert announced several events and dates that took place in February, and early March, and reminded all of IU Day, scheduled on Wednesday, April 18, which will include a variety of events and festivities. Additional information about these events shall be forthcoming.
- Chancellor Lowe provided an update on “For All: The Indiana University Bicentennial Campaign”. In January 2012, Indiana University, in collaboration with all seven IU campuses, initiated, *For All: The Indiana University Bicentennial Campaign*, a comprehensive, now \$3 billion fundraising effort to honor the university’s first 200 years, while also working to fulfill the promise of a brighter future for all. To date, more than \$2 billion has been raised. The historic campaign will conclude in June 2020, coinciding with the IU Bicentennial celebration. Given IU Northwest’s close partnership with the IU School of Medicine-Northwest-Gary (IUSM-NW-G), all philanthropic gifts made to either the campus, or the medical school, count toward IU Northwest’s campaign goal. In August 2017, Chancellor Lowe announced that IU Northwest, in partnership with IUSM-NW-G, had raised 95 percent of the campus’s \$8 million campaign goal. In September 2017, IU Northwest received notification from the IU Foundation that a \$1.5 million bequest had been redirected by the donor to another university unit. The other university unit is not housed at IU Northwest, therefore, the \$1.5 million bequest can no longer count toward the campus’s campaign total. Despite this unfortunate situation, the University Advancement and External Affairs team remains confident that the \$8 million goal will be achieved, as they are now currently back to 84 percent of funds raised toward the goal, with two more years left until the Bicentennial’s Campaign conclusion. We are grateful to the many faculty and staff, alumni, friends, corporations and foundations who have made a philanthropic commitment to IU Northwest and its students, through gifts made to *For All: The Indiana University Bicentennial Campaign* and the support of the campus is still needed to make our goal. Matching gift opportunities are available for gifts of \$50,000 or more.
- James Wallace reminded all that Bicentennial funds are available for campus events, initiatives and signature projects, and noted that, as funds are secured for events, hospitality funds allocated should not exceed \$1,000.

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

- ➔ Suggested Council Agenda Changes – implement in January
 - ➔ Connect reports/comments to *Strategic Priorities & Objectives*
 - Focus on a priority each meeting/strategic planning theme
 - Strategic Planning/AQIP Systems Portfolio Group Status Reports
 - ➔ Rotate “pressing issues”/dean/division/office/program updates/profiles at alternate meetings
 - “Pressing issues” (Black Minds Matter)
 - ➔ **Issue/Profile Schedule: January, March, May, August, October, December**
 - In January, “Black Minds Matter,” the campus program held in Fall 2017, was identified as a pressing issue for Council discussion. The Vision Statement was identified as the pressing issue that will be discussed at the March 2017 meeting.
- ➔ **Reading Schedule: February, April, June, September, November**
 - **February 2018 reading** – For February, the Council read, in advance, an article from the December *Chronicle of Higher Education* entitled, “[Yes, You Have Implicit Biases, Too,](#)” suggested by Chancellor Lowe and James Wallace, and discussed the reading and related topics at length. The article is a professor’s reflection on implicit bias, which is a term that refers to relatively unconscious and automatic features of prejudiced judgment and social behavior; being unintentionally discriminatory. The author encourages putting oneself in someone else’s position to try to imagine the other perspective, which is something he found helpful. Versions of implicit bias play out in classrooms, not just toward race or ethnicity, but can include age, weight, higher or lower socioeconomic status, etc. It was noted that political discord in the country is affecting the ability to have unbiased classroom discussions, and campuses must create a climate where everyone can do their very best work without fear of bias. Nationwide, students report feeling unwelcome in classrooms, and campuses must find a way to engage

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students before they abandon their hopes of pursuing higher education. The Office of the Vice President for Diversity, Equity and Multicultural Affairs (OVPDEMA) has submitted a Lumina grant for \$100,000 for an initiative, on implicit bias, where individuals on each campus will be trained, and will then be able to offer the training to others on campuses. Detective Sean Lisenfelt provided information about a test, released by Harvard, entitled "[Harvard Implicit](#)", which he found very helpful. That tool has been used for law enforcement officers to test their status, and impact their professional growth, where implicit bias is concerned.

VII. IU Northwest Council Strategic Planning

• **Importance of documentation of action steps in WEAVE**

John Novak presented on the status of Priority One, accessing the WEAVE website to provide instruction on the documentation process, and preview information that has been uploaded in WEAVE for Priority One. The style of the documentation presented in WEAVE should be helpful to others when uploading documentation for other priorities, and John offered individual assistance to other Category Groups to upload their material. Council members thought that John, and the Priority One group, provided a good report. For the February meeting, an update on Priority Two will be provided.

• **Possible Revision of the Vision Statement (*current statement below*)**

Revision of the vision statement was identified as a pressing Issue for the March meeting and will be addressed at that time. Dean Cynthia Roberts reported that she collated the results from questions presented at the January Council meeting that covered strengths of the campus, what keeps a person here, and what sets IU Northwest apart and makes the difference for individuals. Also discussed were possible dreams for IU Northwest's future, asking the question, "what it looks like when we are at our best." She met with Student Government representatives to obtain a student perspective to the questions, and received their responses. All results were collated and distributed to the Council.

Public Narrative (*Approved November 14, 2017*)

Indiana University Northwest provides personal, affordable and life-changing education, in a high-quality academic environment where we value diversity, inclusiveness, scholarship and cultural and regional partnerships. Our students practice their communication and digital skills, collaborate and solve problems, which is a powerful, adaptable preparation for ethical leadership and success throughout a satisfying life and career.

Vision (*Approved December, 2013*)

We are Indiana University in Northwest Indiana, providing personal, affordable and life-changing education, to advance the social, economic and civic health of the region. Through our diverse working and learning environment, we help build lives and communities.

Mission (*Approved by IU Board of Trustees on 16 June 2017*)

Our purpose is to enhance the quality of life of the most diverse, urban, industrialized region of the state.

- We engage the community in high-quality teaching and scholarship.
- We partner with communities to impact and promote social, economic, and cultural development.
- We inspire and empower a diverse body of students to be active citizens, who apply their knowledge to transform their communities and the world.

Values (*Approved December, 2013*)

We, the students, faculty, staff, and alumni of IU Northwest, value:

- Our unique identity as Indiana University in Northwest Indiana;
- Academic excellence and scholarship, characterized by a love of ideas and achievement in learning, discovery, creativity, and engagement;
- The complete richness and dignity of the human family in all of its diversity;
- Supporting aspirations of the individual and community;
- The contributions of all of our constituencies;
- An environment conducive for learning, self-examination, and personal growth that leads to greater student success;
- Graduates prepared for life-long learning, ethical practices, successful careers, and effective citizenship; and
- Collaboration with other educational institutions, external partners, and the Northwest Indiana community.

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VIII. Institutional Effectiveness Update

- **WEAVE documentation and the AQIP Systems Portfolio** – John Novak reiterated the importance of documenting action steps in WEAVE.

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

2017-18 election: *Conflict is Not Abuse*, by Sarah Schulman

- **Campus visit by the author, Tuesday, March 6, 2018**

The book selected for the 2018-19 campus reading opportunity was announced on March 6 at the Sarah Schulman author visit for the 2017-18 reading selection, *Conflict is Not Abuse*.

The book selected is *Women & Power: A Manifesto* by Mary Beard (Can be purchased at the IUN Bookstore or through [Amazon](#).)

- **Summary of Activities and Events for One Book**

The 2017-2018 common read is *Conflict Is Not Abuse* by Sarah Schulman. The following activities were/are planned around themes from the book:

- 10/26/18- SGA led discussion on the influence and outcomes of conflict within families (in honor of Domestic Violence Awareness month): 18 attendees. Offered in collaboration with Student Life and RedTalks. o Feb (date TBA)- Movie screening of *Memories of a Penitent Heart*: A movie and discussion of the impact of stigma on familial relationships and societal norms.
- Student Artistic Display Contest
- Author Event: Sarah Schulman presents a discussion on 3/6/18 1p330p (reception and book signing to follow)
- The Faculty Organization is currently working on redesigning the name and charge of an existing faculty committee (Affirmative Action) to improve the degree of faculty and student engagement in diversity topics. Specifically, the faculty committee will support the efforts of the One Book committee to evaluate book nominations, develop classroom resources around themes in the selected book(s), identify and develop innovative methods for student engagement.
- The call for book nominations is open and the committee has reached out to faculty teaching 1st year students for recommendations. The committee will share the list of potential books for campus consideration after Feb 9th.
- The website is updated accordingly via the Marketing representative(s) and the Librarian has developed a [Library Guide](#) for campus and community use.
- James Wallace, and a group who visited the Afro American History Museum, will provide a presentation at the April Council meeting.

X. Student Government Association (SGA) Update

No report. A student representative could not attend.

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

- Naomi PalagiVice announced several events and dates that took place in February. She also reported that the Grad Night Celebration is scheduled on May 8 at the Avalon Banquet Facility, and tickets are available online. Contact the Office of Alumni Relations (219) 980-6769 or alumninw@iun.edu for additional information. All faculty, staff and seniors are encouraged to attend.
- Detective Lisenfelt reported that the Citizens Police Academy will be offered this year, at IU Northwest, for anyone who lives, works, or goes to school in the City of Gary. Admission is free, and the academy begins Tuesday, March 6 for 10 weeks, on Tuesdays, ending at the beginning of May, with a graduation ceremony scheduled on May 19 at 6:00 pm – 9:00 pm. Contact Detective Sean Lisenfelt, at (219) 981-4351, if you are interested in attending. The Gary Police Department also plans to host a Saturday academy at 9:00 am – 12:00 pm.

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XII. Chancellor's Report

• **Invitations to State and Federal Elected Officials**

Chancellor Lowe reminded all that units, and student groups, must contact the Office of the Chancellor, in advance, if they want to invite a federal or state elected official to campus, including invitations to congressmen, senators or state representatives who represent Northwest Indiana. There are mandatory procedures, that must be followed, prior to the visit, including completing paperwork, which is submitted to Government Relations in Bloomington for review. He asked all to inform student groups, and others, and to enforce this requirement.

XIII. Other Information

- Council meeting dates have been added for entire year
- John Novak reported that the NSSE Survey will be administered this Spring, and surveys will be released to freshmen and seniors on February 22, and they will be open for completion through June 1, 2018.
- Dean Roberts has been approached about IU Northwest offering self-defense classes, and she asked if the Council felt there was interest. She was advised that related classes are offered through HPER (Health, Physical Education & Recreation) in the School of Education, and workshops have been offered in the past by Women's and Gender Studies. She will contact HPER, and Women's and Gender Studies, for additional information. Detective Lisenfelt reported that the IU Police Department has information about available defense training class options, and suggested that Dean Roberts speak with Chief Wayne James.
- Andy Kapocius acknowledged the great job done by Tim Jackson, and other Physical Plant colleagues, with snow removal efforts during recent incidences of snow.