

IU Northwest Council Meeting Notes

Meeting Held Tuesday, September 12, 2017

Chancellor Lowe asked if there were comments or questions regarding the August 8, 2017 meeting notes. Hearing none, he advised Council members to contact Kathy Malone with any changes, and thanked her for very comprehensive meeting notes.

I. Enrollment Management and Student Success

• Enrollment Management Update

Vice Chancellor Montevirgen thanked all for the Fall 2017 enrollment push. Beginning student enrollment is up 1%, and the campus continues to make progress with regard to transfer students. There was a 23% increase in newly enrolled Hispanic/Latino students, and a 3% increase in newly enrolled African American students. Applicant and admitted student numbers for African Americans also increased, and there will be a campus focus on yield for the African American student population. The IU Northwest campus is within two percentage points of being Hispanic serving, and within 2.5% of being minority serving. Student headcount is down 2.9%, and down 3.4%, in terms of credit hours, compared with same time last year. Graduate and non-resident (headcount is 140 students) hours are up, which helped with revenue projections. Chancellor Lowe commented that the campus did well with the revenue situation, and optimism remains about realizing revenue projections. While we are doing well with new admitted students, and transfer students, retaining the students who are admitted remains a problem. Reimagining the First Year efforts will continue to contribute to retention and enrollment efforts. Chancellor Lowe thanked all for a successful opening of the Fall semester, and for their work with continuing student enrollment.

Focusing on continuing student enrollment, Vice Chancellors Román-Lagunas and Montevirgen are planning a summit to address persistence, retention and continuing student success, identifying data that will assist with understanding continuing student issues. The proposed summit is tentatively slated for the end of October, and will engage everyone who works with continuing students, to examine the reasons students did not return, and to identify strategies to address current students so that they will return. Additional details will be provided as plans are finalized.

II. Updates – Finance and Human Resources

Michelle Dickerson, Executive Director of Finance, worked with the University Budget Office to ensure that campus budgeted hours and projections were accurate, and it was reported that the campus is down 2.7% in budgeted hours, which is an improvement over what was originally anticipated. The budget situation will be closely monitored, and the budget schedule for the next fiscal year will be shared with the Council, possibly in November. Because FY18-19 will not be a biennial year, budget information will be requested earlier, and budget variables will be provided sooner. Michelle will provide comparative banded tuition revenue information at a subsequent meeting, and also online course revenue information, when it is available. She asked all to continue their emphasis and efforts to be discerning regarding spending decisions.

The University issued a statement explaining that it has changed its definition for official census enrollment, effective Fall 2017, to no longer include high school students who are taking college courses simultaneously, commonly referred to as “dual credit.” Enrollment reporting will change with numbers of degree-seeking, and high school/dual credit students, reported separately, which will affect the public representation of the enrollment levels of all IU campuses, including IU Northwest. The campus will continue to count dual credit headcount, but will not budget with these students in mind because many do not pay for classes (and even those who do pay a reduced amount) and the revenue received is not substantive. This program is viewed as a service to the school districts and, in the past, has been an effective recruiting tool, with many dual credit students enrolling at IU Northwest after high school. A report on dual credit enrollment will be provided at a subsequent Council meeting.

Dr. O'Dell reported the possibility that, by 2018, most of Indiana University's dual credit programs will be integrated with IU's Advance College Project (ACP). Indiana University received a grant, and they will match funds, which will provide the opportunity for high school teachers to receive free tuition for graduate programs. In

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accordance with new HLC credentialing requirements, teachers must be credentialed to teach dual credit programs, and the majority of them do not have the necessary credentials. The ACP Dual Credit Pipeline is designed as a sustainable approach to ensure that all Indiana teachers offering dual credit courses on and after Sept 1, 2022, are eligible, trained, supported, and delivering the highest quality college course. To accomplish this objective, the Pipeline initiative combines ongoing programmatic support with IU graduate coursework that matches expectations of the on-campus department/academic unit. Current Dual Credit Program instructors, in key disciplines, can participate in the ACP Dual Credit Pipeline Project, and take Indiana University graduate courses to meet the Higher Learning Commission faculty credentialing guidelines, at no cost to eligible instructors. The university is developing online degree programs and certificates to assist with these efforts, with coursework shared across regional campuses, which will provide revenue to campuses.

Mianta' Diming announced a change in the monthly pay schedule for monthly-paid employees. Beginning December 2018, monthly-paid academic and professional staff will receive their December pay on the last business day of December instead of the first business day of January. Since 1981, Indiana University has paid its monthly-paid academic and professional staff on the last business day of the month for every month of the year except December, which the university pays on the first business day of January. This lack of consistency has complicated the personal financial management of our monthly-paid employees and has created confusion around benefit deductions and tax withholdings. The President's Initiative to Reduce Administrative Barriers Work Group has considered this issue and, to improve the employee experience, increase consistency, and simplify benefit deduction processing and tax withholdings, it has approved a change to the payroll calendar. As a result, the December 2018 monthly pay date will move from January 2, 2019, to December 31, 2018. Thereafter, IU's monthly-paid academic and professional staff will be paid on the last business day of each month year-round, including December.

Mianta' also reported that there will be a policy update to programs involving children. One change will require that employees, students and volunteers notify the Office of Human Resources regarding any criminal convictions that they have. The policy will be provided to the campus.

III. Update – Facilities and Operations

- **Arts & Sciences Building**

Andy Kapocius reported that the new Arts and Sciences building is functioning effectively and, if there are issues to report, please use the “Request for Services” system (see web link below).

- **Backfill Study**

The Backfill Study is moving forward and is more than 50% complete. Andy anticipates having it complete by the end of September, and will have it reviewed by the Facilities Planning Committee. Vacating Lindenwood Hall is a high priority, and continuing efforts include matching available space with previously identified unit needs, which Andy will verify.

- **Work Order System**

The campus work order system is moving forward with increased efficiency. Constituents can access the “[Request for Services](#)” form online. Andy asked that units consider identifying persons in units to serve as contact points, who will be responsible for submitting information into the system. Requests from all will be accepted, but having requests come from one unit source is viewed as a more efficient process.

IV. Deferred Action for Childhood Arrivals (DACA) Update – W. Lowe

President Michael A. McRobbie has issued a [statement](#) about the decision to end the Deferred Action For Childhood Arrivals (DACA) program. President McRobbie's statement includes a link to Indiana University's resource page for those in DACA status (DACA @ IU) and all of the services listed can be accessed at IU Northwest as well, including referrals to legal consultation at a reduced fee or without charge. IU Northwest has

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four DACA students, the smallest number of any IU campus, and all of the students have been contacted and counseled by James Wallace. If students have a permit that will expire between now and March 5, 2018, they can apply for a two-year renewal of their DACA, but the request must be accepted by U.S. Citizenship and Immigration Services (USCIS) by October 5, 2017.

V. Council Annual Survey Results – Improvement Initiatives

- **Results of 2017 Survey**

Council members reviewed the results of the 2017 survey and discussed how Council deliberations can be more efficient and effective. Chancellor Lowe voiced support for the Council, which serves as a valuable governance body, and stated that research confirms that collaboration is easier to achieve when people are communicating and informed. There are advantages to having a group like the Council that meets on behalf of the various constituencies to facilitate alignment and coordination, impacting campus decisions. Currently, the agenda for Council meetings is set by the Agenda Committee, (the campus Leadership Group) and, once again, Chancellor Lowe extended an offer for an alternate group to set the agenda, which drives what is discussed, and could offer roles for those who are less involved in Council deliberations.

Below are comments offered in the survey, and suggestions provided during the meeting:

- Include a regular agenda items for the deans to share information monthly, similar to agenda items currently provided for other constituents, rotating the reporting responsibility, with each dean reporting one time per semester. The Dean’s Council will discuss the proposed reporting rotation and report back to the Council regarding the best approach.
- The Directors of CURE and CISTL serve on the Council, but other center directors do not, and the center directors on the Council also have no monthly agenda item. Questioned if there is a way to be more transparent in this regard.
- Increase capacity of Institutional Research to create and provide regular data-rich reports (IR data is limited).
- Have a report from the Advising Council at Council meetings (members of the Council, who are also on the Advising Council, could provide updates).
- Include more written reports and summaries.
- Change the reporting approach to directly link information shared to strategic priorities, including how people are working toward goals. This approach would not exclude other specific topics that need to be addressed, but relevant information would be mapped out according to strategic priorities.
- Rotate reporting from different units, departments, centers for each meeting

Council members thought the discussion was beneficial and appreciated the opportunity to provide suggestions on changing the Council structure. Suggestions and comments will be reviewed, and a draft meeting schematic will be provided at a subsequent meeting.

VI. IU Northwest Council Strategic Planning

- **Reminder: Action steps and data entry in WEAVE**

Chancellor Lowe reminded members that action steps to support Strategic Planning objectives, within the priorities established by the working groups, should be recorded in WEAVE and kept up-to-date.

- **Vision Public Narrative Draft**

At the August Council meeting, Council members reviewed a draft of the IU Northwest “Public Narrative,” which characterizes how we view IU Northwest, and offered suggestions to the draft. The revised draft, shown below, was reviewed and discussed:

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DRAFT: IU Northwest “Public Narrative”

Indiana University Northwest provides personal, affordable and life-changing education, in a high-quality academic environment that values diversity, inclusiveness, scholarship and cultural and regional engagement. Our students refine their communication and digital skills, work in teams and problem-solve, a powerful preparation for leadership and success throughout a satisfying life and career.

The only change that was agreed was to precede the word “leadership” with the adjective “ethical”. The narrative was revised, based on comments and suggestions received, and the re-draft was shared with the IU Northwest Board of Advisors for their reaction and feedback. This topic, and the most recent draft, will be discussed at the October Council meeting.

VII. Institutional Effectiveness Update – J. Novak

• **AQIP Update**

John Novak reported that the systems appraisal/portfolio is due December 8, 2018, and the Strategy Forum will be held in the Spring of 2019. Campus liaisons to the Higher Learning Commission are Dr. Cynthia O’Dell and John Novak, and a team from IU Northwest will attend Strategy Forum to map out action projects for the campus.

The importance of continuing to record action steps in WEAVE was emphasized. The co-chairs of portfolio teams will be meeting to discuss strategies to motivate the teams. Reports from working groups will be due by the end of the academic year (spring 2018) to allow time to revise drafts and finalize them by Fall 2018. Chancellor Lowe remarked that the Council planning role is extremely important for the campus, particularly as it relates to accreditation.

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

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

IX. Student Government Association (SGA) Update

Chancellor Lowe commented that Gabriela Jaimes, SGA President, did a great job with her remarks at the Arts & Sciences Building Dedication on August 25. Gabriela was not in attendance at the meeting.

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

No Reports

XI. Chancellor’s Report

Chancellor Lowe thanked all who helped the campus get off to a good start to the academic year, and commented that the campus had a terrific day on Friday, August 25. He has received a great deal of positive feedback from campus and community constituents.

Also mentioned was the massive data breach from Equifax, and the possibility that there may be guidance for employees from UITS and Human Resources.

XII. Other Information

The routine business portion of the October Council meeting will be limited to one half-hour to allow for two presentations during the meeting time period. There will be a [Bicentennial 2020](#) presentation by Kelly Kish, Deputy Chief of Staff in the Office of the President, and Bicentennial Director, and a Phishing Workshop presented by UITS.