

IU Northwest Council Meeting Notes Meeting Held Tuesday April 12, 2016

I. Visit with Higher Learning Commission AQIP Comprehensive Quality Review Team

Chancellor Lowe began the meeting by wishing everyone a happy IU Day, and he encouraged all to make a donation to support the IU Day fundraising efforts. He also reminded the group of the “Thrill of the Grill” activity, which was planned to coincide with the IU Day activities. The Council welcomed the Higher Learning Commission AQIP Comprehensive Quality Review Team, who met with the Council as a part of their review process. Chancellor Lowe provided history about the IU Council, stating that the current structure dates back to 2008, and was established as a result of a flood that incapacitated the campus, requiring a great deal of consultation, among all constituencies, to return the campus to an operational status. That constituent group was maintained, and is now the IU Northwest Council, with all campus constituencies represented, including Student Government representation, and serves as the broadest level of governance on the campus. Many topics are discussed in Council meetings, with planning as one of the principle purposes, and the Council serves as the body that conducts and guides planning for the campus. The last major planning exercise was conducted in April 2015, when campus strategic priorities were reviewed and updated to align with university planning. Council members introduced themselves to the visiting team, which included the following:

- Dr. Scott Epstein, Chair
Executive Vice President for Quality and Effectiveness
Davenport University
- Dr. Malcolm Graeme Armstrong
Master of Higher Education Program Coordinator
Upper Iowa University
- Dr. Amy Strohmeier Gort
Dean of Arts and Sciences
Augsburg College
- Dr. James Atkinson
Director, Institutional Research
Eastern New Mexico University, Portales

Dr. Scott Epstein, chairperson of the team, commented that the purpose of the visit was to verify information that they have reviewed from various artifacts, such as from the 2013 Systems Portfolio, the Feedback Report that followed in 2014, the recent Quality Highlights Report and the Federal Compliance Report. They desired to learn more about IU Northwest, and the continuous improvement efforts on the campus. The team discussed strategic planning, based on their review of the 2015-2020 IU Northwest Strategic Priorities & Objectives, and the alignment of strategic planning efforts with Indiana University plans. In closing, the team indicated that the process by which improvement projects are surfacing at IU Northwest is deep and wide, and is encouraging. They have seen a wide variety of substantive projects, coming out of the institution, to make improvements, and the people engaged in those projects have been enthusiastic, and feel that their work is valued, which makes a difference and speaks very well about how the university is implementing the continuous improvement feature of AQIP. The team thanked all for the engagement and campus hospitality.

Returning to the agenda after the team departed, Chancellor Lowe thanked Council members for their contributions to the discussion and remarked that, overall, the visit appeared to be going well. He asked if there were comments or questions regarding the March 8, 2016 meeting notes and, hearing none, he advised Council members to contact Kathy Malone with any changes, and thanked her for very comprehensive notes from the last meeting. He commented that members should recommend to their constituents that they read the meeting notes to stay apprised of campus news. Several Council members had to leave the meeting at 11:00 to meet with the AQIP team in a separate meeting.

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II. Enrollment Management & Student Success

- **Enrollment Management Update**

Vice Chancellor Alexis Montevirgen thanked all for their participation and assistance with Preview Night. He reported that, as of Sunday April 10, for Fall 2016, there was a 10.6% increase in applicants, and a 17.2% increase in admitted students, compared with the same time last year. Increased applicant and admitted numbers is the fruit of various initiatives in place to recruit new students, including enhanced marketing initiatives. Current enrollment for Fall 2016 stands at approximately 19.4% behind, and credit hours are approximately 18.5% behind, compared with the same time last year. Vice Chancellor Montevirgen reminded the group that, while Fall 2016 enrollment statistics currently are not positive, he is confident that, in the time remaining prior to the start of the Fall semester, enrollment statistics will steadily improve. Currently, there is no information to suggest that banded tuition is affecting early enrollment. He asked that advisors encourage continuing students to take advantage of advance registration as soon as possible, and he shared New Student Orientation dates which are: Monday, May 9, Wednesday, June 8, Wednesday, June 22, Thursday, July 7 (late afternoon program for veterans and adult learners), Tuesday, July 19, Friday, July 29 (for transfer students), Thursday, August 4, and Wednesday, August 17 will be added if needed. He asked that advisors, faculty and staff be available for orientation sessions to greet potential students. Indiana University will participate in the Midwest Student Exchange Program, which is an initiative to attract out-of-state students, especially from the neighboring states. For those states participating in the Midwest Student Exchange Program, their out-of-state tuition will be capped at 150% of the current in-state rate. Plans are to have the program implemented and in place for Fall 2016, and phase-out the Illiana Scholars Program, which has not had much success. The thought is that the Midwest Student Exchange Program will be a better investment of the university's resources.

Vice Chancellor Mark McPhail reported that the Reimagining the First Year initiative is moving forward, with approximately 26 committee members involved. The first meeting will be scheduled soon, and the implementation plan is slated to be complete by June. Four aspects are being examined: faculty, students, institutional structure and curriculum.

Vice Chancellor McPhail is working with James Wallace to establish a Summer Bridge Program to prepare students as they transition to IU Northwest.

Dr. Bankston received an award from The POP Foundation (Project Outreach and Prevention) on Violence, for work in the community to address issues against violence.

III. FY16 Wrap-up & FY17 Preparations

- **Town Hall Meeting debrief & video**

Marianne Milich, CFO, reported that the Town hall meetings held in late March went well, and provided good information for the campus community. One of the meetings can be viewed online by accessing this website: [Town Hall Video](#). As discussed in the town hall meetings, a portion of the budget will consist of money from banded tuition, but currently, that portion of funding has not been confirmed. Salary information, and other relevant budget information, has been received. The budget will be balanced, and will be completed by April 15. Chancellor Lowe thanked Marianne for her financial leadership and doing a great job.

Dr. Hobson reported that information from his students in the School of Business and Economics indicates that they are not enthusiastically embracing banded tuition. He suggests adjusting marketing messages and strategies to address banded tuition concerns. Efforts are ongoing to contact students to determine if they plan to register, and if there are concerns. Chancellor Lowe reminded that, while banded tuition is in effect for enrollments over 12 credit hours, students do not have to sign-up for it, and do not have to take 15 credit hours. They can enroll for only twelve hours and part-time, on a

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course-by-course basis, and advisors should relay this information to students. Some students are required to take a full load for financial aid reasons, and others could be incentivized to take 18 credit hours to finish sooner for the same amount of money. Advisors must caution students against taking too many credit hours, and encountering less than satisfactory academic progress. Good advising will help make students aware of options regarding banded tuition, and what is best for their individual situations. Fiscal Affairs has continued to send reminders to students about banded tuition and, for additional information regarding banded tuition, constituents can refer to the following website: <http://finishinfour.iu.edu/banded-tuition/index.shtml>

IV. Focus Group/Service Initiative Project Report – Next Steps

Chancellor Lowe acknowledged the good work by Drs. Demetra Andrews and Andrea Griffin with the Focus Group/Service Initiative Project. The information that they presented was very informative, and gives the campus something on which to build with regard to the Service Initiative, and will be a great improvement project. The data will be useful, and will assist to break-down barriers. Data from the Focus Group Initiative will be aligned with the development of a survey/evaluation for the Point of Service Initiative. Dean Rominger remarked that it is important for the entire campus to be customer friendly, treat each other with respect and work collegially, emphasizing the importance of being responsive to each other. A focus on good internal customer service should increase morale, and encourage employees to be responsive to student needs and treat them with respect. While customer service training for employees was suggested, the campus is refraining from referring to improvement efforts as customer service initiatives, opting to refer to those efforts as the “RedHawk Response, focusing on excellence.

Chancellor Lowe remarked that, after reviewing the executive summary, the following stood out for him:

- The data indicates that the need for information is still a big issue, even though information is communicated readily and often. The campus has made a number of efforts to communicate, but data from the Service Initiative indicates that the efforts are not sufficiently effective. Students have suggested putting the most important information for them in a convenient/accessible location, and updating it regularly, to avoid receiving additional email messages that clog their email boxes. For first-year students, the focus group report suggested that the campus extend new student orientation through the Fall semester (perhaps online) to provide them with useful information and guidance through their first semester. He observed that having a standardized advising webpage would be beneficial for students, which was another suggestion found in the report.
- Responsiveness, which refers to the quality of service, was ranked highly, but reliability, which is closely associated with responsiveness, was not.

This topic will be placed on the May Council agenda for further discussion.

V. Advancement Update

- **IU Day – Tuesday, April 12:** Vice Chancellor Gabbert announced that fundraising efforts associated with IU Day were successful, and Council members were encouraged to donate. For every gift of \$25 or more, donors received a free pair of socks and, because the campus is partnering with the Crisis Center with this fundraising initiative, they also received a pair of socks for every \$25 donation. There were other activities associated with IU Day.
- **Campaign Case Statement:** The campus has been working to raise money for the \$8 million campus campaign, and is more than half-way there. The External Relations unit has partnered with the IU Foundation, and Ologie, an outside public relations firm, to develop a campaign case statement. A draft statement was posted to the Council Box site for review, and Vice Chancellor Gabbert is soliciting feedback from the Council.
- **IU Grad Night – Tuesday, May 10:** The IU Alumni Association Northwest is hosting a grad night on May 10, at the Radisson.

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VI. Facilities and Operations Update

Andy Kapocius provided the following information:

- Arts & Sciences Building – the building project is moving along as scheduled, and should be complete, as planned, for Fall 2017 occupancy. Chancellor Lowe noted that parts of all three stories of the building are enclosed.
- Andy has been working on a proposal, to present to the Gary Parks Department, to coordinate use of a storage building by IU Northwest, located at the Gleason Park Golf Course.
- Backfill Space Study – Backfill Space Study reports from campus constituents have been submitted to Andy. He previously requested that units provide bulleted recommendations and responses, identifying their space needs, to him no later than April 18. Dr. Bankston commented that, as we discuss campus expansion, and increased enrollment, academic units have not been asked about future technological needs, or the need for computer labs. He feels that there must be better mechanisms in place to handle interrelated issues associated with space planning and expansions. Chancellor Lowe suggested that the discussion about planning for IT needs, with regard to space planning, be deferred until CIO Beth Van Gordon can be involved in the discussion.
- The Crisis Management Team is working on Commencement safety planning exercises.
- The t2 Parking software will go live on May 19, 2016, and a parking office near the Police Department will be established and operational by the end of April.
- Update: Campus Emergency Equipment (EpiPens and AEDs – automated external defibrillator) – There are six AEDs on campus; three are in Police cars (are mobile), two are in the Savannah Center (one on each floor), and one is in the Dunes building. Because EpiPens are prescription drugs, they cannot be administered by IU police officers. EpiPens are available in the medical offices of the Dunes building, but when they are closed, persons with medical emergencies are encouraged to call 911. Indiana University is contemplating having Narcan, an opiate antidote, available in police cars. The Office of Marketing and Communications, and Andy Kapocius, are considering the most effective way to distribute information about emergency situations, including emergency equipment locations and procedures, and procedures in case of an active shooter situation.

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

- **One Book – One Campus – One Community – One Book Committee**
 - **2015-16 Reading Selection: *Operation Homecoming: Iraq, Afghanistan, and the Home Front, in the Words of U. S. Troops and their Families* by Andrew Carroll (ed.)**
 - **2016-17 Selection: Rebecca Skloot, *The Immortal Life of Henrietta Lacks***

Kathy Malone reported that the events planned on March 25, 2016, associated with the visit of Andrew Carroll, editor/author of *Operation Homecoming*, went well, and were well received. The author, and speaker Sharon D. Allen, a veteran and one of the contributors to the book, were great, and their comments were captivating, and a poignant reminder of the effects of war on those in the military and their families. The student dramatic readings, directed by Mark Spencer, were powerful and really brought several of the stories in the book to life. The video presentations, compiled from stories submitted by area veterans, and edited by Tome Trajkovski, were compelling, and several of the veterans featured in the stories were in the audience. Chancellor Lowe, and other Council members agreed, that the day was great overall, and Chancellor Lowe reiterated that the One Book Committee did a great job all year, and March 25 was a splendid day overall, with the activities very well planned and executed. Work continues to engage more faculty, staff and students in the One Book initiative.

Chancellor Lowe commented about the reading selection for 2016-2017, *The Immortal Life of Henrietta Lacks* by Rebecca Skloot. This book has been used at other colleges and universities as a common reading and first-year project. It is an interesting and compelling healthcare-related book and, considering IU Northwest's involvement in healthcare, should prompt good discussions next year, on campus and in the community. The hope is that more faculty and students will

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engage in the One Book efforts. Getting more faculty involved in the One Book initiative has historically been a challenge. The One Book Committee proposed last year that the Faculty Organization guide the One Book process, believing that, if the faculty take a more prominent role in the process, involvement by students and other faculty will be enhanced. With a new emphasis on the first-year experience, faculty involvement with the One Book initiative will provide great potential for the success of a common reading experience for first-year students and others. Chancellor Lowe asked Dr. Gallmeier to discuss this topic with his faculty colleagues. Dr. Gallmeier reminded the Council that his term as Faculty Organization President will be ending, and suggested that the president-elect, Susan Zinner, be invited to the May 10 Council meeting so that she can become acclimated with the group.

VIII. Student Government Association (SGA) Update

Azaz Mehmood was unable to attend the meeting.

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

- Andy Kapocius reported that Lt. Wayne James has been promoted to Chief of Police at IU Northwest, and received tremendous support from the campus and community. Officer Eddie Morrison, who was attacked by a violent criminal while working a second job in Illinois, will return to work on May 4, 2016. He was recognized in the State of Illinois for his courageous police work.
- Naomi Palagi, Professional Staff representative, had to leave the meeting early, but provided the following information that she will provide to Professional Staff members:
 We want to encourage everyone to think of New Student Orientation days as a continuation of recruitment for students, as well as a retention and enrollment event—it is not uncommon for students to attend multiple new student orientations at different area campuses and base their final decision for enrollment upon their experience of each of those days. Our new admit student numbers are up from last year, but our actual new student fall enrollment is slightly down, so this could be a key event to get that back on track. We encourage you to do what you can to make each of these dates a great day – May 9, June 8, June 22, July 7, July 19, July 29, Aug 4, and potentially Aug 17. Jennifer Dennison dejdeni@iun.edu and Cathy Hall cathall@iun.edu are good contacts for NSO if you have thoughts or questions.

A point that came up from the Council meeting was that employees often feel like they aren't getting all the information they need. If you think of an area or topic where you don't get the information you need, that is something I can bring up to the Council and maybe assist with.

- Audrea Davis reported that she was recently involved in CWA (Communications Workers of America) contract negotiations, which occur every three years. Clerical and Technical Staff will vote, via email, for a proposed 2% raise. She reported that language in the staff policy related to funeral leave states that employees can be absent three days for funeral leave, but because not all cultures or religions have a ceremony or funeral for the deceased, new language for this policy was considered and approved. The new language stipulates that employees will be given three days to grieve the death of immediate family members, and will not have to provide proof of a funeral service. Audrea reported that this change is being considered for all university constituencies.

X. Chancellor's Report

Now that the AQIP visit has been completed, Chancellor Lowe asked Council members to give some thought to annual review of planning priorities and objectives, specifically ways in which they can be refined and improved, and the method by which that can be accomplished.

XI. Other Information