

IU Northwest Council Meeting Notes

Meeting Held Tuesday, December 12, 2017

Chancellor Lowe asked if there were comments or questions regarding the November 14, 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. Web Accessibility

Myriam Young, Campus Web Manager, attended the meeting to share information about recent web accessibility compliance requirements. Indiana University is committed to maintaining an inclusive and accessible environment across all of its campuses. Critical to our educational mission, and a high university priority, is to ensure that all university community members have access to facilities, information, and information technology associated with administration and services, coursework and instruction, and programs, that are university-sponsored. The Americans with Disabilities Act (ADA), the Indiana Civil Rights Act, and Indiana University policy prohibit discrimination in employment and educational programs against qualified individuals with disabilities. University websites must be accessible, so that students, prospective students, employees, guests and visitors with disabilities have equivalent access to the information and functionality provided to individuals without disabilities. As of November 1, 2016, all new university websites must meet the accessibility standards set forth by Web Content Accessibility Guidelines (WCAG) 2.0 AA. Existing university websites are also expected to meet accessibility standards, and will be prioritized for review and compliance.

At IU Northwest, Myriam reported that campus web pages have been inventoried, and there 5,000 PDFs and 800 Word documents that must be aligned for campus websites to meet accessibility standards. Web Services is moving forward to revise existing documents and websites to make them compliant, but a process must be introduced to ensure, going forward, that documents placed on the IU Northwest website are compliant. Embracing the need for change, content accessibility training will be available to all, and Web Services, through a partnership with CISTL, has created, and is piloting, a training course on content accessibility, to teach campus constituents how to ensure that unit documents are compliant. All are asked to take the course, which will enable employees, going forward, to be knowledgeable about loading content to the web that is accessible for all, with a goal of having the training complete by June 2018. Components of the community plan were shared with faculty at a Faculty Organization meeting, the Diversity Advisory Council and the presentation at the IU Northwest Council meeting was the last presentation to champion this important cause. IU Northwest is the first IU campus to provide content accessibility training. Council members were asked to provide information about Web Content Accessibility to their units, and information has been sent to content managers requesting that they review their website content to ensure compliance. Effective January 2018, the campus will be liable for information, on the campus website, that is non-compliant. Chancellor Lowe volunteered to assist with revisions to the website for those who are color deficient. Chancellor Lowe and the Council thanked Miriam for her informative presentation, and look forward to hearing about next steps. To request assistance, or ask questions about the accessibility of University websites, contact [Myriam Young](#).

II. Enrollment Management and Student Success

- **Enrollment Management Update**

Dr. Montevirgen reported that, with five weeks remaining before Spring 2018 census, enrollment was at 61.18% of projected/budgeted credit hours. Excluding non-degree hours, enrollment was at 6.79% behind the same period last year, and credit hours at 6.04% behind. Applicants and admits, were slightly behind for Spring 2018, compared to last term.

For Fall 2018, the number of applicants is up 39.2%, compared with last year, and there is a 51.6% increase in admits. Dr. Montevirgen cautioned that the substantial increase in applicants is a result of IU's migration to a common application system, and students, who access that system, can also apply at other IU regional campuses for one fee, and to Bloomington for an additional fee. Dr. Montevirgen, and the Admissions team, will determine the yield for IU Northwest, and he encouraged all to aggressively work with continuing students to help them enroll. The Office of Financial Aid is contacting students who have documents to submit, or have outstanding balances, to determine if the university can assist to enable them to enroll. The Office of Student Accounts is identifying students eligible for payment plans, and those students will be contacted, and a plan

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offer will be extended. Information regarding the availability of Persistence Grants will be provided to eligible students, through text messaging, particularly those who are close to graduation. University Institutional Research and Reporting (UIRR) has assisted by providing units with enhanced reports with more relevant data. Chancellor Lowe reminded all that the week prior to the start of Spring classes, following the Winter holiday, is a busy time, and offices should be staffed and ready to assist students with enrollment efforts. Fifteen percent of credit hours are realized during the week prior to the start of classes and, in the past, there have been instances of unstaffed offices, or inaccurate information provided to students, that cause them a level of frustration, oftentimes leading to abandonment of their efforts to enroll at IU Northwest. He urged all to be vigilant in efforts to assist students, providing the best service possible.

Enrollment projections for next year

John Novak (UIRR) reported that enrollment projection information was received in November 2017 for Fiscal Year 2019, and a team is working on projections, with Fall 2018 enrollment projections due in December. Undergraduate and graduate enrollment projections indicate that the campus will be down approximately 3% in Fall 2018. Projections will be finalized and sent to UIRR in December, and the next phase involves UIRR taking Fall 2018 enrollment projections and projecting out for the entire fiscal year, by program. That information will be provided to the Deans in Spring 2018, which will provide another opportunity for reflection and adjustments based on Spring projections and performance and, subsequently, tuition and fee revenue will be calculated. The high school student population, for the next few years, will remain flat, and the recent change in graduation requirements by the Indiana State Board of Education could negatively impact high school seniors, which could impact the number of graduating seniors who are available to enroll at institutions of higher learning. The campus will strategize on how to increase the number of high school graduates that choose to attend IU Northwest.

III. Updates – Finance and Human Resources

• **Budget Schedule**

Michelle Dickerson reported that the 2018 budget schedule will be aggressive due to the fact that 2018 is a non-budget-setting year in the biennium, and the tuition and fee schedule is already known. The process begins in January 2018, with forms requesting new, non-instructional fees due back to the Northwest Fiscal Office by mid-January. Credit hour projection worksheets will be due in late February, and budget construction will be completed in April, with the IU Northwest budget process beginning the last week in February. There will be four weeks to work through budget construction, and the Fiscal Affairs Office will work with units to schedule hearings and complete budgets, with that process ending in March. The budget calendar will be provided to the Council.

• **Supervisor Series**

Mianta Diming reminded the campus that applications for the Regional Campus Supervisor Series were due December 14. The series is a development program designed to introduce leadership concepts, techniques, and principles, and provide opportunities for practical application in order to develop the skills of those who supervise others. The Regional Supervisor Series is designed for individuals in an official supervisory and/or management role who have others reporting to them, and who are engaged in performance management from a supervisory perspective. Individuals will participate in a small group session on their campus and connect with participants from other regional campuses through distance media. All sessions will meet on Thursdays from 9:00 a.m. to 3:00 p.m. CST. Participants are required to attend all sessions, and there is no cost to selected individuals or their department. Session dates in 2018 are January 18, February 22, March 18, April 26, May 17, June 14, July 19, and the Summer 2018 graduation date will be determined. This is a pilot program, with the goal of bringing more training opportunities to regional campuses. Additional information about the development program can be found at [IU Human Resources](#).

Results from the Employee Engagement Survey administered in 2017 will be shared with campuses in January 2018.

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IV. Update – Facilities and Operations

• **Backfill Study Update and Facilities Planning Committee Process**

Andy Kapocius reported that the Backfill Study has assisted with identifying alternate spaces for several units, and he is moving forward with suggested moves, working with unit directors and the Facilities Planning Committee, with approval by Chancellor Lowe. Necessary renovations to spaces, for smaller offices, will be handled in-house, and more extensive renovations necessary for larger units (UITS, ODEMA and Academic Affairs) will be handled through the University Architect's Office. Lindenwood Hall demolition plans are moving forward, and relocating Lindenwood Hall occupants continues to be the highest priority. Andy encouraged all to refer to the [Facilities Planning Committee Process Website](#) for updated information on the Backfill Study.

Furniture previously ordered, to replace furniture damaged in the Dunes Building flood, is expected to arrive after insurance regulations are satisfied.

Personnel from Ivy Tech continue to occupy assigned spaces in the Arts and Sciences Building, and Andy confirmed that they will follow the same guidelines as IU Northwest personnel, in terms of furniture selections, and campus policies, including posting, weather and parking policies. Posting and weather policies were redistributed to the campus, and supervisors and others are specifically asked to enforce posting policies. [Campus closing information](#) can be found on the web.

The campus received silver reward points for having fuel-efficient parking, which includes hybrid vehicles or vehicles that get 30 miles per gallon or more.

V. Coffee and Conversation – Invite constituent groups beginning in 2018 (Faculty, Professional Staff, Biweekly Staff, Students)

In 2016, Chancellor Lowe began efforts to enhance communication with the campus by initiating Coffee and Conversation sessions each month. Prior sessions were well attended, but recent sessions were not, and while Chancellor Lowe found the sessions useful, he solicited feedback on whether to attempt to revitalize an initiative that is experiencing declining interest. Council members discussed an alternate structure for Coffee and Conversation sessions, and provided ideas on moving forward with a new structure. A suggestion was offered to target different campus constituencies, with sessions focusing on faculty, Professional Staff, Biweekly Staff and students, with an open session, not directed at any particular group, also provided. A suggestion was also offered for a more structured session, with an identified discussion topic but, for the Spring 2018 semester, Chancellor Lowe prefers continuing the sessions with free-flowing discussion, and an open-ended format, and he will evaluate this approach after the Spring semester.

From a student perspective, Gabriela Jaimes suggested that pizza and cookies be served at the student sessions, and offered planning assistance from the SGA. She also suggested having two sessions, overlapping class schedules, to attract more students who want to attend but have scheduling conflicts, and she would like to provide incentives for students who attend. Chancellor Lowe commented that having more than one session for students is fine, and he would like to hear from SGA about the best approach to move forward, identifying an appropriate time of day, date, and location. Chancellor Lowe and other Council members liked the ideas presented to restructure the Coffee and Conversations sessions, and endorsed moving forward under the new structure. The January session will not focus on students to give them an opportunity to discuss the best approach going forward. For optimal attendance, Tameka White suggested that two sessions might also be beneficial for biweekly staff. A suggestion was offered to move the event around to various buildings, which already takes place.

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VI. Council Annual Survey Results – Improvement Initiatives

Chancellor Lowe reminded the Council of agenda changes, effective in January, which includes connecting strategic priorities and objectives in conversations and discussions held at Council meetings. This approach will be beneficial for information contained in Council notes, and directly related to the priorities and objectives, which will support the framework for the AQIP systems portfolio, citing a clear reference to the plan.

- Suggested Council Agenda Changes to be implemented in January 2018
 - ↳ Enrollment data beforehand in Box
 - ↳ University Advancement Standing Agenda Item
 - ↳ Connect reports/comments to *Strategic Priorities & Objectives*
 - Focus on a priority each meeting/strategic planning theme
 - Strategic Planning Group Status Reports
 - Deliberations of the strategic priorities and objectives working groups
 - ↳ Rotate dean/division/office/program updates/profiles at alternate meetings
 - “Pressing issues” (Black Minds Matter) and/or readings for Council discussion

Thirty minutes at Council sessions will be devoted to the discussion of relevant important topics and readings. A rotation of profiles and updates from academic, or non-academic units, or discussion of relevant important topics, will be presented in January, March, May, August, October and December. The Council will discuss a common reading, among members, of important articles and related material bimonthly, alternating with the meetings where important topics are presented, or units are profiled. Reading discussions will take place in February, April, June, September and November. The Dean’s Council determined that an “issue” topic for January will be a discussion of “Black Minds Matter,” and this topic will relate to Strategic Priority Four. Eight weeks of the online course, Black Minds Matter, was completed at IU Northwest on Monday, December 11, and Dr. Mark Sperling commented that there was excellent discussion at the sessions, and great community participation, with the last session facilitated by Senator Eddie Melton. The course, produced by Dr. Luke Wood, a Distinguished Professor of Education at San Diego State University, explored the national discourse around issues facing Black boys and men in education. The course drew parallels between issues faced by Black males in society and the ways that Black minds are engaged in the classroom. Dr. Sperling, James Wallace and Aneesah Ali will compile presentation/discussion information, covering salient learnings from the course, for the January Council meeting. Chancellor Lowe reminded all that any member of the Council can forward suggestions for unit profiles, discussion of important issues, and reading topics.

VII. IU Northwest Council Strategic Planning

- Chancellor Lowe reminded Council members that AQIP is designed to track progress, and it is important to document action steps aligned with priorities and objectives in WEAVE.
- Vision/Public Narrative (*current statement on Page 5*)
 The current Vision, Public Narrative, Mission and Values statements were provided to the Council for reflection and discussion.
- Possible Revision of the Vision Statement (*current statement on Page 5*)
 The Council discussed revising the Vision statement in response to previous Council discussions about this topic, and questions posed by the Board of Advisors, after adopting the Public Narrative Statement and revised Mission Statement. Members of the Board were gratified that their comments and suggestions about the Public Narrative were reflected in the final statement. Council members questioned if the Vision statement should be changed, and if it should be shortened to contain one sentence. A revised statement should be more aspirational and forward thinking, reflecting on IU Northwest’s positives and core of strengths, projecting into the future. The current statement is good, but a revised statement, that is future-oriented, reflecting on what we want to be and what we want to be known for, would be embraced. The vision is what the campus looks like when achieving its mission with excellence. The last portion of the Public Narrative Statement, “success throughout a

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satisfying life and career,” could be included in a revised vision statement. During the meeting, Vice Chancellor Román-Lagunas quickly drafted the following vision statement: Indiana University Northwest is central to the advancement of the educational, social, economic and civic health of the region. We prepare students for ethical leadership and success throughout satisfying life and career.

This discussion will continue at the January 2018 Council meeting, with the last hour of the meeting devoted to discussion of a possible Vision Statement revision, and the Dean’s Council will provide the Council with a draft statement, and questions, to frame the discussion.

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.

VIII. Institutional Effectiveness Update

• WEAVE and the AQIP Systems Portfolio

Dr. Cynthia O’Dell Reported that AQIP category chairs met in early December and shared progress reports regarding the Systems Portfolio, due in December 2018, reflecting on aligning the strategic priorities and categories in the Portfolio. The category and priority groups align well and can benefit from sharing information with each other. The following AQIP category updates were provided:

- **Category 1 Group**, Helping Students Learn, has been asked to come together with the Priority 1 group, Student Success.
- **Category 2 Group**, Meeting Students’ and other Stakeholders’ Needs, will reach out to the Priority 4 group, Building and Sustaining Community.
- **Category 3 Group**, Valuing Employees and Priority 2 group, Valuing People, have joined forces and are working as one group.
- **Category 5 Group**, Knowledge Management and Resource Stewardship, will reach out to the Priority 5 group, Financial Stewardship & Infrastructure to work together.

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Scott Hudnall, Assistant Librarian and Coordinator of Reference Services and Emerging Technologies, is attending category chair meetings, to lend his expertise with the Assurance System, and he will assist with uploading documents.

John Novak commented that putting draft action items in WEAVE, at the institutional level, is important, and specifics and details, such as discrepancies with target dates, and areas of responsibility for projects, must be determined and confirmed. Working groups should follow-up with those responsible for action projects. Draft outlines are being generated, and draft documents from several priority groups have been submitted to John for review and placement in WEAVE. John reminded all that progress with objectives must be demonstrated, and he has offered assistance to priority groups, and plans to perform an assessment of their drafts, focusing on updating and tracking action items. John will provide instruction on WEAVE to the Dean's Council.

A major focus, beginning in the Spring 2018 semester, will be tracking and updating action items, and momentum will begin to build around the Systems Portfolio. For every objective there must be at least one action step.

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 selection: *Conflict is Not Abuse*, by Sarah Schulman

- The Campus visit by the author, Sarah Schulman, is Tuesday, March 6, 2018
- James Wallace provided information about the following events:
 - **Dr. Martin Luther King, Jr. Celebration on Thursday, January 18, 2018:**
IU Northwest welcomes Stephon Ferguson. His presentation takes place at 6 p.m., Thursday, Jan. 18 in the Theater at the Arts & Sciences Building. For the past 12 years, Ferguson has traveled the globe performing as King and educating people about his philosophy of love, peace, justice, and unity to bring about positive change.
 - **Black History Month Theatrical Production: “The Movement: 50 Years of Love and Struggle in America,” on Thursday, February 8, 2018, in the Bruce W. Bergland Auditorium located in Savannah Center.** A multifaceted journey through the ever-changing face of the African American experience. A visual chronicle highlighting many of the political, social, cultural markers of the more than 50 years since the passage of the Voting Rights Act of 1965, this theatrical production features Emmy Award winning actor Ron Jones playing multiple characters. An open discussion with the audience follows the performance.
 - **The Wiz**, 7:30 p.m. on February 22, 23 and 24 and 2:30 p.m., Sunday, February 25, 2018 at the Theater at the Arts & Sciences Building. The first major production on the main stage of the new building. A production written by William Brown and Charlie Smalls; directed by Mark Spencer; and choreographed by Asia Dickens.
 - **Triumph: The Untold Story of Perry Wallace on Tuesday, February 27, 2018 at 6:00 p.m. in the Bruce W. Bergland Auditorium, located in the Savannah Center.** A film screening of the documentary with film director Rich Gentile. Not just the story of a trailblazing athlete, but of civil rights, race in America, a campus in transition during the tumultuous '60s, the mental toll of pioneering, decades of ostracism, and eventual reconciliation and healing.

More events are being planned for Black History Month. For updates, please visit [Office of Diversity, Equity & Multicultural Affairs](#) or contact [Tierra Jackson](#) by email or call (219) 980-6596.

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X. Student Government Association (SGA) Update

Gabriela Jaimes reported that oftentimes freshmen are apprehensive about speaking with advisors and faculty members about issues and certain situations, and would welcome having advice from their peers. SGA has expressed an interest in having a mentoring program, and suggested having upper-level students, who have excelled in their programs, serve as mentors. SGA will contact the Deans and others with regard to moving forward with this initiative.

Gabriela asked about the protocol for handling inclement weather issues, and questioned the procedure to handle students or employees who are stranded on campus due to adverse weather. Andy Kapocius will distribute, campus-wide, the campus Adverse Weather Policy, and will respond specifically to the question regarding being stranded on campus. Chancellor Lowe, and others, are proactive and assess weather conditions early enough to make a campus closing decision before campus commutes begin. Students and employees are advised to check the IU Northwest website, and register with IU Notify, to be informed about campus closings.

XI. Updates – Professional Staff, Clerical and Technical Staff, Police Officers, and Service Staff
No reports.

Chancellor Lowe welcomed Tameka White as the Clerical and Technical Staff representative to the Council.

XII. Chancellor's Report

Chancellor Lowe wished all a good break, and thanked everyone for a favorable semester.