IU Northwest Council Meeting Notes
Meeting Held Tuesday March 8, 2016

Chancellor Lowe began the meeting by commenting that Officer Edward Morrison, one of our police officers, was injured while working a second job in Chicago, and wished him well, as he recovers from his injuries. He then asked if there were comments or questions regarding the February 9, 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**.**

I. Enrollment Management & Student Success

- **Assessment of General Education and Student Success**

  Drs. Cynthia O'Dell and Vesna Kilibarda provided a report on the status of IU Northwest's General Education Assessment. The General Education plan, developed by the General Education Assessment Committee, with input from the faculty, was approved in 2009 by the Faculty Organization, and assessment began in 2010. The plan was constructed using various sources of information, with a primary source being the American Association of Colleges and University's (AAC&U) Essential Learning Outcomes. More recently, the plan was aligned with other Indiana colleges and universities, in response to Indiana's development of a statewide general education core, a set of statewide competencies that form a "core" of 30 credit hours that each public institution has identified with a milestone.

  There are five major General Education principals (http://www.iun.edu/general-education/):
  - Foundations for Effective Learning and Communication
  - Breadth of Learning
  - Critical Thinking, Integration, and Application of Knowledge
  - Diversity
  - Ethics and Citizenship

  The first full cycle of general education assessment was completed in Spring 2014, and work continues to improve the process. A former AQIP Action Project, general education assessment was retired because it is now self-sustaining. Assessment reports can be found at http://www.iun.edu/campus-assessment/assessment-results/index.htm. The campus is currently in the second year of the next four-year cycle and, moving forward, the following are recommendations with regard to Student Learning Outcomes (SLO):
  - Enhance integration of quantitative/mathematical reasoning into the natural and social science courses.
  - Create a Faculty Learning Community focused on reading in the disciplines to encourage more reading across the curriculum and reenergize the Writing Across the Curriculum Committee and their work.
  - Create interdisciplinary assignments that can be shared and will connect across curriculum.

  Following are recommendations with regard to improving assessment processes:
  - Create more templates and revise timetables for all SLO (like we have for critical thinking - Committee's responsibility 2016 and beyond)
  - Further clarify the role of department chairs/program directors in assessment and subsequent curricular enhancement
  - Compare our processes to the other IU regional campuses to look for best practices
  - Administer ETS Proficiency Profile to Seniors in Capstone courses in Spring 2016

  An assessment report will be provided annually to the executive vice chancellor for Academic Affairs and the Northwest Council. Chancellor Lowe and the Council thanked Drs. O'Dell and Kilibarda for the great data and work.

- **Enrollment Management Update**
  Vice Chancellor Alexis Montevirgen reported that the campus continues on a positive trajectory, in terms of applicants for Fall 2016 and, as of March 6, there is a 10.1% increase in applicants, compared with the same time last year. In terms of admits, there is a 13.3% increase. Efforts continue to increase student applicant and admit yields. Newly admitted students will be given tee-shirts at their high schools that say, "I have accepted the promise to come to IU Northwest," after they commit to enroll, which should encourage other students to apply. Tuesday, April 5 is Spring Preview Night, and Friday, April 8, is the date of the job and internship fair hosted by Career Services.

  Dr. Pat Bankston feels that there should be better communication, with regard to New Student Orientation, to provide a more inclusive list of academic program offerings by faculty to students, citing that so far, only the Nursing program is represented in the orientation program content. With regard to faculty involvement, he indicated that faculty members need to be apprised of their roles in orientation sessions. Vice Chancellor Montevirgen will respond to Dr. Bankston's suggestions

  Vice Chancellor Mark McPhail reported that the first Reimagining the First Year meeting was held on March 7, and a number of initiatives were put into place to get more inclusion and involvement in the program, and to establish strategic directions relating to how the initiative will proceed. The three-year program, will begin next year, and is geared toward student engagement, enrollment, and serving students more effectively. Relevant results from the Chancellor's Service Initiative Project will be used with Reimagining the First Year.

  Dr. McPhail is working with James Wallace to establish a summer bridge program for students, who would normally be admitted conditionally, to provide them with a stronger foundation early in their academic careers. He is also working with Drs. O'Dell and Earl Jones on a Gary dual credit project to enhance dual credit efforts with the Gary Community Schools. He will be attending the Academic Affairs Forum, which is associated with the Educational Advisory Board (EAB), where they conduct studies and analyses of student success, and how to engage faculty to ensure that students are successful.

- **Discontinuation of Year-round Registration**
  The Year-round Registration initiative was an Educational Advisory Board recommendation adopted by Vice Chancellor David Malik, and the campus, a few years ago. After careful review and analysis, it has been determined that IU Northwest's unique situation, advising issues, and the financial challenges that our students face, were not anticipated when this initiative began. Recently, the campus has begun to see the results of challenges presented by year-round registration, and Vice Chancellor McPhail recommended to Chancellor Lowe, and other members of the Leadership Team agreed, that the initiative be discontinued. Students who have enrolled for advanced semesters will remain enrolled, but the process will be discontinued immediately.

II. Focus Group/Service Initiative Project Report

The Focus Group Research project was conducted in relation to the Chancellor's Service Initiative at IU Northwest. The researchers, Drs. Demetra Andrews and Andrea Griffin, who attended the Council meeting to present their findings, were initially asked to conduct a series of focus groups with students, faculty and staff. The key deliverable was to be a list of actions that the university could move forward with, that would be perceived as improvements in service quality, by the members of these groups. There was reluctance by stakeholders to participate with the discussions termed as focus groups, so the researchers began to refer to the discussions as meetings. As a result of conducting 14 focus groups, with 64 people participating (25 students, 20 faculty and 19 staff), two hundred descriptions of service concerns were collected, and more than 400 descriptions of actions, or individual statements, that would be perceived by the stakeholders as service improvements, were collected. Below are the categories of service initiatives that were mentioned most often, and were deemed most valuable by all participants:

- Information – A need for information was one of the most pressing desires across all groups (clearer information, additional information or where to go for information)
- Responsiveness
- Tangibles (constituents pay attention to equipment issues, one stop services for students and to the physical environment, including putting up the umbrellas, changing out the art, turning on the fountain, more flowers, more comfortable seating, enhanced lighting, making the campus feel more like a college campus)
- Servant Leadership

Naomi Palagi, responding to why customer service at IU Northwest is not better, and why there is low morale, commented that the first line of response is from clerical staff, people who are underpaid, with no incentive to do a better job, and no incentive to go the extra mile. They are capable, but have been shown that they are not valued. Campus accountability efforts have been presented as punishment, with accolades and rewards for employees who do a great job, and are terribly underpaid, not as readily administered. Dr. Charlie Hobson agreed, and commented that customer service research clearly indicates that, if front line providers do not feel that their needs are being met, you do not typically see high levels of customer service. He recommends the servant leadership model for supervisors and managers, which encourages serving the needs of employees who, in turn, serve the needs of their customers. This topic was addressed in the full Service Initiative report.

Practical next steps, to advance the service initiative at IU Northwest, will be discussed at the April 12 Council meeting. As the project has unfolded, many of the suggestions offered, by focus group participants, have been implemented. Excerpts from an Executive Summary, included with the full Focus Group Research project, was provided in Box to the Council, and Chancellor Lowe encouraged members to review the report provided. He thanked Drs. Andrews and Griffin for their very good work, and for sharing the project information.

III. FY17 Budget Preparation

Marianne Milich, CFO, provided FY17 credit hour projection statistics to the Council, which included the scenarios used to project credit hours. Increases in tuition for graduates and undergraduates are unknown, at this point, and will determine income based on projected credit hours, and define next steps with regard to funding for FY17. Also unknown, is the projected income from banded tuition, which is defined as charging a single-tuition rate for enrollment within a specific range of credits. In an effort to increase the number of students who successfully complete undergraduate degrees, and do so on-time (four-years), the Indiana Commission for Higher Education passed a resolution in August 2014 that encouraged the state's public colleges and universities to adopt a banded tuition model. Under this model, which is already used at IU Bloomington, undergraduate students pay the same fee for any course enrollment between 12 and 18 credit hours, instead of paying a per-credit rate, as they currently do, and students taking fewer than 12 credit hours will continue to pay the per-credit rate. The new structure also provides an incentive for students to take more credit hours. Faculty and staff are asked to remain positive about the decision, which will impact how students react and accept the change. Azaz Mehmood reported, and Dr. Gallmeier agreed, that many students are not happy with banded tuition. Chancellor Lowe encouraged Azaz to inform his constituents that banded tuition will help students graduate sooner, and reflects a response to Indiana state policy as articulated through the Indiana Commission for Higher Education, which encourages students to take more hours so that they can finish sooner and supports the "Fifteen to Finish" initiative.

Chancellor Lowe spoke about the campus budget season, stating that he accepted the recommendation from the Budget Committee to project and budget conservatively again this year, and while the environment remains volatile, which confounds best plans, there are risks attendant on being too optimistic. At the time, the budget process was still in motion, which included very active discussions, and there had not been any decisions made, because specific data was not yet available, including revenue

figures. Town Hall meetings were held on March 23 and 24, 2016, before the budget finalization on April 11, which provided opportunities for information exchange and discussion.

He went on to say that, despite the risks, the campus must not overlook what has been achieved this year, including exceeding enrollment projections and managing expenses, placing the campus in a sound financial position going forward. His approach is to build on the success accomplished in FY16 and work to, at least, maintain this year's actual enrollment. We continue to be in the grip of the revenue dilemma, low state appropriations and restricted tuition increases, along with the entire comprehensive campus sector. Finding a reliable path to fiscal sustainability is a continuing IU project for all regional campuses, and he cautioned against letting conservative budgeting limit what we can achieve. We must look at the entire picture and rely upon the assets, plans and investments in place to help navigate this situation:

- Admissions – receiving assistance from IU, and there is new leadership.
- Advising Plan – initiated two years ago, with many of the recommendations implemented. In need of faculty commitment leading to Fall 2016, especially two weeks prior to start of classes, which is when approximately 25% of students register.
- Outreach to adult learners – flexible, "hybrid" programs/online courses have been approved which should be of particular interest to adult learners.
- We have a campus plan that will continue to be refined.

Vice Chancellor McPhail endorsed Chancellor Lowe's comments regarding full commitment from the faculty, remarking that Academic Affairs/the faculty must be deeply committed to ensuring that we keep our students, that we recruit our students, and can build enrollment through more aggressive thinking and initiatives. Academic Affairs drives enrollment and sustainability.

IV. Update: Fair Labor Standards Act (FLSA)

Mianta' Diming, Human Resources Director, discussed changes in the Fair Labor Standards Act, citing concerns from employees that their positions will not be exempt positions after changes are effective. In March 2014 President Obama directed the Department of Labor to modernize and streamline the FLSA overtime regulations, and in June 2015, the Department of Labor published their proposed changes, which raised the salary threshold for the current exemptions from $23,660 to $50,440. Currently, there has been no final ruling, but the changes are expected to be finalized in 2016, and Indiana University has until 2017 to become compliant, and continues to examine how the changes will affect the university. Mianta' will follow-up with an email update to the campus regarding FLSA changes and how they will affect the university, and will continue to update the Council. Questions about FLSA changes can be addressed to Mianta' in Human Resources.

V. Advancement Update

Vice Chancellor Jeri Pat Gabbert announced that the Office of Career Services, and the Office of Alumni Relations, are partnering on two events geared toward students. "The Power of Networking" is scheduled on March 10, and "First Impressions, How to Make Them Count" is scheduled on March 23, 2016. IU Day is scheduled on April 12, and all are encouraged to wear their IU gear, and consider making a financial gift. For every gift of $25 or more, donors will receive a free pair of socks and, because we are partnering with the Crisis Center on this fundraising initiative, they will also receive a pair of socks. Deanna Hardwick has been named Director of Development, and her duties will include face-to-face visits with donors, managing the entire portfolio of prospects, major gifts and discerning the prospects with major gift capacity. Solicitation of scholarships resonates with donors, is a university initiative, and a major thrust of the Bicentennial Campaign. Dr. Bankston remarked that it is hard to compete with student scholarships when soliciting funding for faculty and facilities. Chancellor Lowe and Vice Chancellor Gabbert responded that there are many campus needs and reasons to solicit donor funding, and support of prioritized scholarships does not mean that the campus does not support other efforts and priorities, including faculty and facilities.

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VI. Facilities Planning

Andy Kapocius, reported that the campus is moving forward with the interview process for the open Chief of Police position. Interim Chief Wayne James was interviewed on March 8 and has since been named the Chief of Police at IU Northwest. The Arts & Sciences building is moving forward, and the goal is to have the building fully encased on the outside by the end of March 2016. Backfill space study discussions have begun, and will address the vacuum that will be created, as people move from their current locations to the Arts and Sciences, and vacate Lindenwood Hall. These planned moves will provide the opportunity for the campus to strategically rethink how business is conducted, identifying any specific unit/department function needs, for example, housing all units in one location, thinking carefully about consolidating offices and operations. Andy has asked the Council to inform their units of the backfill study to make certain that units occupying the A&S building are fully identified, and alternate locations for current occupants, who will vacate Lindenwood Hall, are considered. Andy is requesting that units provide bulleted recommendations and responses, identifying their space needs, to him no later than April 18. To avoid parallel tracks, or working on initiatives that do not correlate with one another, reinstatement of the campus Facilities Planning Committee has been postponed until the backfill study is complete. Existing university space planning guidelines will be used with the backfill study, and personnel from Bloomington and IUPUI will be working with IU Northwest personnel to complete the study. A draft plan, for the campus to review, will be provided.

- **Update: Campus Emergency Equipment (EpiPens and Defibrillators)**
  Andy is compiling a list of campus defibrillator and EpiPens locations for distribution to the campus community. EpiPens are made available only in the Medical Center, and if they are closed, currently the process is to call 911. Campus police officers are not trained to dispense this medication, and there is also a liability issue because a prescription is required. Andy is researching how other campuses handle EpiPen emergencies. With regard to Automated External Defibrillators (AEDs), the campus currently has six on campus, with two located in Savannah Center and three shared among police vehicles. Andy will provide a complete list of AED locations, and will also place this information on the university website, sharing the availability of the emergency equipment, and website location of the emergency information, in a campus announcement.

VII. Campus Conversation on Diversity, Equity, Inclusion follow-up: Leadership role(s) for Council Discussion of Diversity Advisory Council Annual Report for 2014-15

- ***One Book – One Campus – One Community* – One Book Committee**
  1. **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.)***

  Kathy Malone reported about the events scheduled on March 25, 2016 and reported on the remaining One Book activities scheduled. The new book for 2016-17 will be announced at the author event on March 25

  - Final One Book events for the academic year in April
    - Soup and Substance on April 12, 2016 at 12:00
      LGBTQI and the Military – guest speaker
      Theme: The Future of America's Military
    - "The Story of Antonio Correa" – April 19, 2016

VIII. Institutional Effectiveness Update

John Novak reported on continuing preparations for the AQIP Visit, scheduled April 11-13, 2016. All materials have been submitted to the Higher Learning Commission (HLC), and the campus has received the document packet from the HLC. Dr. Scott Epstein, from Davenport University, is chair of AQIP review committee, and he has been provided with a suggested schedule for the visit. After the schedule is confirmed, it will be disseminated to campus constituents. The review team will meet with the IU Northwest Council during its regularly scheduled meeting on April 12, and Chancellor Lowe asked

members to remain flexible for impromptu, individual meeting requests from the review team. To help prepare for the visit, Council members were encouraged to read the AQIP Highlights Report, which was provided in the Council Box folder. Additionally, an informational document about the visit, and what to expect, will be distributed to the Council, and will be placed on the Comprehensive Quality Review website (http://www.iun.edu/aqip/comprehensive-quality-review/index.htm).

John commented that the campus has made tremendous progress during the past year to have data entered, as a result of the Continuous Quality Improvement campaign, and he referred to the Data Entry Status Overview provided in the Council Box folder. The campus made good progress, overall, getting that information submitted, and will be looking to sustain the documentation process. Chancellor Lowe remarked that the campus is in great shape for the visit, and he thanked the AQIP team for the great work, and thanked everyone for using WEAVE.

IX. Student Government Association (SGA) Update

Azaz Mehmood reported that the Student Government Association planned two, non-profit, charity events in March. The St. Baldrick's event was held on March 31, the first on an Indiana University campus, to benefit the St. Baldrick's Foundation, an organization dedicated to raising funds for childhood cancer research. On Tuesday, March 29, 2016, Call for Compassion: Addressing the Refugee Crisis, was held and included refugees from Syria who spoke about their experiences, to raise awareness and funds for foreign refugee efforts. The SGA is also supporting Asia Day on April 7, and One Book events scheduled on March 25. To increase student involvement, the SGA is encouraging all student clubs, athletic units and intramurals to sign onto the RedHawkLink. Azaz's term as SGA president ends on April 28

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

Audrea Davis announced that on March 31, and April 1, she will attend meetings in Bloomington to discuss salary and contracts, which are discussed every three years. There were no reports from Police Officers, Professional and Service staff.

- **Employee Recognition Program**
  Mianta' announced that Employee Recognition nominations ended on Sunday, March 8, and encouraged employees to participate in the voting process.

XI. Chancellor's Report

Chancellor Lowe remarked that IU Northwest had a successful RedHawk basketball season this year. The women's team won more than 20 games, and went to the tournament. The men's team, the most exciting team in years, won more games than they have in a while, and almost hit 500. The Council congratulated both teams.

He reminded members of the March 25 One Book events, and also about the March 23 and 24 town hall meetings.

XII. Other Information