

IU Northwest Council Meeting Notes

Meeting Held Tuesday, January 10, 2017

Chancellor Lowe asked if there were comments or questions regarding the December 13, 2016 meeting notes. 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 – Enrollment Management Update

Dr. Montevirgen reported that the Student Advising Center is busy enrolling students, and he thanked everyone who participated in the Spring 2017 New Student Orientation on December 16, 2016, which was well attended and confirms the consistent enrollment efforts from the Offices of Admissions and Advising, and outreach teams. With regard to beginner applicants for Spring 2017, enrollment is up 34.3%, up 17.3% in terms of new admits, and new student enrollment is up 23.3%, compared with the same time last year. Students who were admitted in the Fall, but did not register, were contacted, and that additional outreach helped increase new student enrollment. Campus census data indicated that projected enrollment and credit hours were down, but aggressive enrollment efforts continued, and Dr. Montevirgen was optimistic that the campus would reach the budgeted credit hour projection of 47,101 for degree seeking students. Enrollment data for students enrolled in dual credit and Advanced Placement Credit (ACP) courses (non-degree seeking) will be reported separately.

Vice Chancellor Rominger also thanked everyone for their outreach efforts, and reported that graduate enrollment is up, and non-resident enrollment is also up from last year. Graduate enrollment increases help balance undergraduate enrollment decreases and budget shortfalls. IU Northwest has been approved to offer more IU Online Course Connect courses, and a strategy is being discussed to provide more course opportunities. The Indiana Commission for Higher Education (ICHE) has granted permission for IU campuses to offer a degree approved in 1996, the Associate of Arts and Liberal Studies degree. The degree will be offered online, and a representative from each campus will be involved in developing the curriculum. Offering this degree will provide additional enrollment opportunities.

Dr. Cynthia O'Dell reported that, according to the Higher Learning Commission, all instructors who teach courses that receive college credit, regardless of whether the course is taught in high schools or on university campuses, must have the same minimum credentials. The state of Indiana filed an extension, with the Higher Learning Commission (HLC), for dual credit teachers to have the correct credentials to offer dual credit. Minimum credentials are a master's degree and at least 18 credit hours in the discipline that is being taught, and teachers have until 2022 to comply with the requirements. Most high school teachers have not taken the requisite disciplinary graduate courses, and must be on an improvement plan to ensure compliance by 2022. IU Northwest will market applicable graduate courses, which will provide another pool of potential students.

While a number of RedHawk Persistence Grants were allocated to eligible students in Fall 2016, Vice Chancellor Montevirgen commented that he would like to allocate a larger portion of the funds to students who have exhausted their federal aid and only have a few classes left to complete their degree.

Chancellor Lowe thanked all for their good efforts to increase enrollment, and reminded everyone to continue to collect data from students who are contacted, which will provide a better understanding of why students in good academic standing are not enrolling.

II. Financial Update

Michelle Dickerson provided a timeline for the 2018 budget process and reminded that the budget hearing season is approaching, and hearings will be scheduled in February and early March. Non-instructional fees, and Student Activity fee information, will be due by the end of January. In response to requests for additional information related to budget construction, Michelle will compile questions and concerns submitted, and a representative from the Fiscal Office in Bloomington will visit the campus to provide additional training and information, possibly during the week of March 6. State appropriation information, salary information and tuition costs will not be available until later in the budgeting cycle because this year is the first, budget-building year for the biennium, and budget variables depend on legislative actions. Continuing with the process used in past years, budget estimates will be suggested until budget variables are known, and a budget template will be provided for budget construction.

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III. Salary Review Update

Salary Review committees have been convened to review the salaries of IU Northwest employees, to update information provided from the last study conducted in 2011. Vice Chancellor Rominger, chairperson of the Faculty Salary Study Committee, reported that they have met, reviewed information from the 2011 study, identified their methodology, and plan to move forward with calculations. Michelle Dickerson, chairperson of the Staff Salary Study Committee reported that the committee has met several times and are reviewing salary levels to make certain that they are equitable. The committee plans to have a recommendation to the Leadership Team in early March. The staff committee is also reviewing other demographics (age, sex, gender, disability) which could, if disparities are identified, extend the project beyond March, but staff salary information will be available in March.

IV. Facilities and Operations Update

Andy Kapocius reported that progress on the exterior and interior of the Arts and Sciences Building continues, and it is anticipated that the campus will take possession of the building in March. For touring and marketing purposes, the building will not be accessible until May.

Shredding bins will be available during the month of February, and Andy asked that departments contact him with the number of bins needed to assist with purging documents. For those moving to the new building, Andy will provide a checklist, cardboard boxes (requests for boxes should be sent to Andy), and dumpsters will be available later this Spring. He asked that packed boxes not exceed the weight and size of full copy paper boxes used by the campus, which is a good measure of the maximum weight for boxes to be moved. Space Planning is moving forward to identify offices that will occupy the areas vacated by units moving to the new building. Plans call for Lindenwood Hall to be evacuated as quickly as practicable, and the 29 tenants occupying the building will be relocated.

V. Council Annual Survey Results – Improvement Initiatives

The Council Annual Survey results remain on the agenda to continue the discussion about how the Council can be more effective. One change this year is that Budget Committee recommendations submitted to Chancellor Lowe each Spring, to guide how the coming fiscal year will be structured, will be added to the March 2017 Council agenda. 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. The Office of Marketing and Communication will review Council Suggestion Box accessibility because it was noted that the suggestion box is not easy to access.

VI. Strategic Planning Discussion

• **Revised Planning Framework Draft: Final comments from constituencies**

The Council reviewed the latest draft of the IU Northwest Strategic Priorities & Objectives document which included the changes and additions that were discussed and approved at the December 13, 2016 Council meeting, specifically reviewing changes to the document that affect Priorities 1, 3 and 4. Working Group representatives, for those three priorities, submitted revised wording, and the revisions were accepted by the Council. The Northwest Council voted unanimously to approve the framework document, with the Mission, Vision and Values statements remaining the same.

The Working Groups were asked to reconvene to develop clear, concise action steps that advance the objectives. Each objective should be associated with at least one action step, with someone responsible for carrying the action step forward, and recording the progress in WEAVE. For the Council meeting in February, John Novak will lead the discussion regarding the current status, as it relates to implementing the plan, and will identify action steps, already documented in WEAVE, that address the strategic plan. Working groups will focus on action steps that still need to be identified.

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- **Changing our Mission statement (reflect community-based engagement)**

For June 2017 Trustees meeting

The campus is in the process of revising the mission statement to reflect community-based engagement, and Dr. Szarleta provided information related to how our commitment to community engagement can be reflected through our mission statement, which will indicate that community engagement is a priority for the campus. Indiana University regional campuses plan to rewrite their mission statements to have a stronger representation of community-based engagement in their missions, in anticipation of applying for the Carnegie Classification. The Carnegie Classification for Community Engagement is an elective classification first put in place in 2005, and every five years there is the opportunity to be designated as a Carnegie engaged institution. Dr. Szarleta also provided examples of mission statements from other universities that have the Carnegie Classification. The Council reviewed the current IU Northwest mission statement, and also reviewed proposed modifications to the mission statement drafted by Dr. Szarleta and the campus mission statement review committee. After discussion, the Council suggested a more succinct, concise mission statement for consideration by the mission statement review group, and the Council will review the draft mission statement at the February meeting.

VII. Campus Communication

- **Daily Digest** – Vice Chancellor Jeri Pat Gabbert reported that the Office of Marketing and Communications, and UITs, are partnering to develop a daily digest, a product that will provide a more effective method of communication on the IU Northwest campus. The daily digest will supersede the IUN-Announce and IUN-Student lists, but these lists will only remain in use for special, as-needed communications. All other lists currently in use will remain intact. The digest will be sent electronically each morning, and informational messages currently sent throughout the day will be contained in the digest. Examples of the digest format currently in use at IU South Bend were provided, and the IU Northwest digest will be modeled after the IU South Bend digest. Testing of the product will take place in February, and the digest will be launched in March, first to faculty and staff, and then to students. This initiative is in response to student, faculty and staff complaints about frequent and repetitive emails saturating their email accounts, making it difficult to distinguish between what is important and what is not. Draft guidelines, and an implementation strategy, are provided below. A gazette of media news referencing IU Northwest will now be sent each Friday, and will be integrated, on a daily basis, in the daily digest when it becomes available.

IU Northwest Daily Digest

Goal: Implementation of Php Bulletin, a product that will allow the IU Northwest campus to develop a daily digest to more effectively communicate with campus.

Project team members: Project owner: Tom Wyatt, Project manager: Carol Wood, Technical leads: Dan Finch (IUSB system admin) and Andy Evans (IUSB support manager), IUN technical leads: Drew Pusz and JC Geribon (IUN system admin), Communications: OMC, Project assistant: Bernadette Resto

Timeline for implementation of the Daily Digest:

- February 1 → UITs to deliver product to IU Northwest; February 1 – 28 → Testing: Customization of parameters, Testing of access control lists, Training of users (OMC, other submitters), Other potential unknowns; March 1: IU Northwest campus launch for faculty and staff; March 31: IU Northwest campus launch for students.

Note: The daily digest will supersede the IUN-Announce and IUN-Student lists. These lists will only remain in use for special, as-needed communications. All other lists currently in use will remain intact.

Draft Guidelines

Introduction: The IU Northwest Digest is sent out Monday through Friday (as needed) to faculty and staff. The purpose of the Digest is to communicate more effectively with the University community. To view the Indiana University policy on utilizing email for mass communications, visit:

<http://policies.iu.edu/policies/categories/information-it/it/IT-21.shtml>

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Guidelines:

- All Digest items must be submitted electronically and be digitally signed, based on [recommendations](#) by UITS to better secure email communication throughout the University.
- The Digest will be emailed Monday through Friday (as needed) at 6 a.m. All items for the Digest must be received by 1 p.m. the day prior to publication. All other items will be held until the next day of publication.
- The types of non-emergency communication notices disseminated internally will cover a comprehensive range of topics and include organizational changes, new initiatives, status on construction or repairs, physical moves, new technology, technology breakdown, events, open meetings, and health and security alerts.
- Items that may not be shared via the Digest include advertising/fundraising for any non-IU Northwest group, even if an IU Northwest community member is affiliated with or sponsoring it.
- The types of information that should be kept confidential (not released internally and externally) include but are not limited to: personal and personnel issues such as illness or medical information (unless it puts the wider community at risk), grievances, personal legal proceedings, discrimination issues, salaries; and non-factual or unproven information.
- Items may be published three times only, with at least a week between postings.
- Attachments cannot be sent with Digest, however, a link to a webpage may be used. This webpage should be set up in advance by the party submitting the event and the proper address must be submitted with the notice.
- The Office of Marketing and Communications (OMC) reserves the right to edit/withhold notices/events. Notices which have undergone a major edit will be sent back to the originating party for approval.

● **Student Communication Project**

Vice Chancellor Rominger reported that the Office of Academic Affairs is working on a student communication initiative that will assist with improving retention, and she identified four areas that impact retention and affect student communication:

- When calling, getting an electronic voice and not ever being able to speak with a person.
- Getting shuffled from one office to another, and waiting a long time to receive an answer to a question.
- Feeling valued that an inquiry is important and that people value what you have to say.
- Getting accurate information about managing financial aid and money management.

These areas will be examined to determine how well the campus addresses these aspects of campus communication and, as information becomes available, Vice Chancellor Rominger will provide additional information to the Council. Chancellor Lowe further commented that the ability to communicate with students is something to which IU Northwest has assigned a high priority, and commented that communication is a two-way effort. He asked Chiamara Anokwute, Student Government President, to identify the student commitment, and provide information regarding their actions to enhance communication efforts. He also asked if there is a way of knowing that students will read what is provided to them. Chiamara advised that students should be told, when they begin attending IU Northwest, that they have a voice, and that the campus wants and values their input. If they know from the beginning that the administration encourages and values their feedback, he feels that they will provide it. Beginning this semester, the Student Government Association will initiate a survey system to retrieve feedback from students on a variety of issues, and Chiamara will include information about the Daily Digest, and will ask students how this communication change has affected them. If campus constituents want to have questions considered for inclusion in the survey, contact Chiamara Anokwute at chiaanok@iun.edu, or any member of the Student Government Association.

Dr. O'Dell remarked that student communication differences have been addressed in new student orientation sessions, and efforts to clarify student expectations, as they relate to university services, and university expectations from students, have been discussed.

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VIII. Institutional Effectiveness Update

John Novak reported that he has been in contact with the Higher Learning Commission regarding AQIP-related dates. The next systems portfolio due date for IU Northwest is November 1, 2018, and co-chairs for the various portfolio categories were selected in Fall 2016, with teams organized this Spring to start writing the Systems Portfolio chapters. For the next strategy forum, he has submitted a request for Spring 2019 to allow time to receive the systems portfolio appraisal.

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

2016-17 selection: Rebecca Skloot, *The Immortal Life of Henrietta Lacks*

- Nominations for the selection of the book for 2017-18 close Friday, February 10, 2017. Council members were invited to attend a One Book Discussion and Soup and Substance event on Thursday, January 26. The Lacks family is scheduled to visit the campus during a Bioethical Issues Conference on Wednesday, March 22, 2017.
- The Office of Diversity, Equity and Multicultural Affairs shared several flyers for upcoming activities, including the Rev. Dr. Martin Luther King, Jr. Celebration on Thursday, January 19, 2017 featuring Dr. Joy DeGruy; the Spring 2017 Diversity Series Programming events; and the Black History Month Film Series.

X. Student Government Association (SGA) Update

Chiamara Anokwute announced that the SGA will be attending a conference that will include all student government associations in Indiana, where representatives will discuss policies that are important to their respective campuses. He invited policy questions from Council members that they would like for him to address during the conference, and the following questions were suggested: (1) How are other campuses, state-wide, dealing with student protests about social justice issues? (2) How is campus communication with students handled on other campuses, and are there effective communication strategies that bridge the communication gaps? (3) Are there statewide guidelines/views on “Ban the Box” at other campuses with regard to the enrollment of felons?

The SGA hosted a leadership banquet on January 20 and invited officers from student clubs to participate, to recognize their campus leadership and involvement, and also to enhance communication. There was also a basketball tournament held on that day, and Chancellor Lowe commented that both basketball teams are doing well.

Dr. Bankston announced that Miracle Anokwute, a former IU Northwest student, and face of the campus in prior marketing initiatives, recently visited the campus and shared that he is pursuing a Neurosurgery residency, and that he has had 24 requests for interviews, and has interviewed at 18 places around the country. A graduate of the Northwest Center for Medical Education, Dr. Bankston and the campus are proud of Miracle and wish him well.

XI. Updates – Professional Staff, Clerical and Technical Staff, Police Officers, and Service Staff
 There were no reports.

XII. Chancellor’s Report

XIII. Other Information