

**IU Northwest Council Meeting Notes**  
**Meeting Held Tuesday, September 11, 2018**

**Strategic Priorities & Objectives:**

**#1 Student Success; #2 Valuing People; #3 Leveraging Diversity for Inclusive Excellence;  
#4 Building & Sustaining Community; #5 Financial Stewardship & Infrastructure**

Chancellor Lowe began the meeting by introducing David Klamen, Dean of the newly-established School of the Arts, and English Department Associate Professor and Chair, Bill Allegrezza, who was elected to represent the faculty on the Council. Chancellor Lowe commented that he welcomes their contributions, and encouraged them to bring forward topics for Council discussion. He asked that they apprise their constituents of Council deliberations, and encourage them to read the detailed meeting notes provided each month.

Chancellor Lowe asked if there were comments or questions regarding the August 7, 2018 meeting notes and, hearing none, he advised Council members to contact Kathy Malone with any changes, and thanked her for keeping a very good record of Council deliberations.

**I. Enrollment Management & Student Success – Strategic Priority #1:**

**• Enrollment Management Update**

Vice Chancellor Montevirgen thanked all for the last-minute Fall 2018 enrollment push. Official census numbers indicate that, compared with a year ago, the campus is down 3.7% in terms of degree-seeking students, and credit hours, with undergraduate enrollment continuing to decline. The declines were anticipated, and the campus budgeted for them, which made it possible to achieve budgeted credit hour projections, and it appears that we may be experiencing the initial signs of enrollment stabilization. The overall campus focus continues to be on enrollment and retention efforts. Beginner enrollment is up by 11.2%, compared with a year ago, and enrollment and marketing efforts will focus on first year beginner high school students, adult learner populations, and the near Illinois market. Graduate enrollment is also up compared to last year. Examining feedback from students who do not return, a majority of them indicated that it is necessary to work more hours and they cannot return to school.

More than 18% of credit hour enrollments were received during the week before and the first week of classes. Campus efforts continue to shift the campus culture of students enrolling just before the start of classes because there is a student perception that tuition and fees are due at the time they register, and registering later will delay payments. Efforts are ongoing to dispel that perception, and the Offices of Financial Aid and Student Accounts are working to educate students about fee deadlines, billing of tuition and fees, and posting of financial aid payments to their accounts. Clarifying and updating these processes should encourage them to register earlier, and revised information will be made available to advisors and also placed online. Enrollment efforts for Fall 2019 have begun.

Chancellor Lowe acknowledged that the Office of Admissions, and other campus units, did a terrific job to increase enrollment in a difficult and competitive environment, and he thanked everyone for their efforts to enroll and retain students. State appropriations hinge heavily on performance funding, which is directly affected by retention and degree completion. The accountability environment also monitors retention and completion, which makes it important to retain as many students from a larger first-year cohort as possible. The campus challenge is to retain more students who are academically eligible to enroll, but do not return.

**II. Updates – Finance and Human Resources – Strategic Priority #2, #4 and #5**

Vice Chancellor Michelle Dickerson concurred that the campus appears to be moving toward stability. While enrollment is less than last year, the decline is less, which is favorable for the campus, and will help to stabilize expenses moving forward. For Fall 2018, budget and projection goals were met. Throughout the year, Student Account Services will be working with Academic Support, and Student Services, to identify students who are eligible for additional financial assistance through grants and scholarships, and additional financial support has been identified for the athletic department.

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The Office of Fiscal Affairs will receive additional training on financial reporting and, to enhance the understanding of campus budget needs and fiscal requirements, they will provide training to unit personnel beginning in October.

Chancellor Lowe thanked Michelle, and the Fiscal Affairs staff, for doing a good job of managing in a difficult fiscal environment. He reiterated that our fiscal success is dependent on retention.

Miantá Diming remarked that a Job Framework Redesign Listening Session will not be held at IU Northwest this Fall (our campus was visited in Spring 2018), and any additional information will be available in the Zoom meeting scheduled on October 11 at 1:30 – 2:30 p.m. EDT ([Zoom Meeting](#)). All campuses are welcome to participate ([Click for details](#)).

Currently, the campus is recruiting to fill eleven positions. In accordance with hiring guidelines, Miantá reminded all that those positions should be filled by October 31, 2018, and positions not filled by October 31 must be approved by the Leadership Team, or hiring can be delayed until after January 2019.

**III. Update – Facilities and Operations – Strategic Priority #5**

Andy Kapocius commented about the campus's deferred maintenance approach. During Summer 2018, Hawthorn Hall classrooms were taken offline, which enabled maintenance teams to provide deep cleaning and detailed work. Next year, Raintree Hall is slated to receive the same type of work, with this process continuing until all buildings on campus have been updated. Tours were provided to showcase the work that has been done on campus.

President McRobbie issued a directive for all IU buildings to have consistent signage by 2020. On the IU Northwest campus, that goal was achieved this year, and all signage is currently in compliance. Parking lot signs were also replaced with new signs that provide more clarity. Work continues to upgrade and make consistent, based on IU standards, existing interior signage.

A complete parking assessment was conducted, and there are 1,508 parking spaces on campus. Department of Justice (DOJ) guidelines require that there must be 20 disabled spaces for the first 1,000 parking spaces, and one additional disabled space for every 100 spaces, which means that the campus must have 26 spaces to comply with guidelines. IU Northwest currently has a total of 56 disabled spaces, well beyond what is required by the DOJ, and an effort has been made to have the disabled parking spaces as close to buildings as possible. An additional space has since been added. A total of 57 campus colleagues have purchased handicap parking passes (26 full-time employees, 12 adjunct faculty, 19 students). Visitors with disability plates and/or placards can purchase a visitor permit from parking kiosks to park in disabled parking spaces. Disability permits replace an existing Faculty/Staff, Student, or Reserved Parking Permit, with disability plates or placard, or they may be purchased at the regular rate of the permit that the individual is eligible to purchase.

Two parking spaces have been repurposed for outside contractors, and those making deliveries to campus, to minimize driving on newly-restored sidewalks.

Chancellor Lowe thanked Andy and the Facilities staff for the good work on campus.

**IV. Institutional Advancement update – Strategic Priority #5**

Vice Chancellor Jeri Pat Gabbert reported that the Bicentennial Campaign continues to go well, and the campus has achieved approximately 90% of our goal, with a little more than a year left in the campaign. Philanthropy Week, the annual faculty staff campaign, is scheduled October 8 – 11, and Dr. Mark Sperling is the chairperson. The Chancellor's Medallion event is scheduled on November 1, 2018 at Avalon Manor in

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Merrillville, and this year's Medallion recipients are Nancy & Jim Hamblin, Carol Wood & Nelson DeLeon, and Peoples Bank. Five student scholarships, at \$8,000 each, will be presented.

**V. Anchor Mission Initiative – E. Szarleta**

Dr. Ellen Szarleta reminded the Council about IU Northwest's Carnegie Application for Community Engagement, which is due in April 2019. The Community Engagement Classification is an elective classification for which institutions may voluntarily apply. Carnegie defines Community Engagement as the collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. The Carnegie Classification process is complemented by IU Northwest's inclusion in the Higher Education Anchor Mission Initiative, which is a joint project of the Coalition of Urban and Metropolitan Universities (CUMU) and The Democracy Collaborative that is designed to develop and share new strategies for deploying higher education's intellectual and place-based resources to enhance the economic and social well-being of the communities served. Institutions of higher learning will collaboratively work to identify resources and develop new tools for implementing, expanding, and evaluating anchor mission practices within their institutions, higher education, and the communities they serve. CUMU member institutions committed to an anchor mission intentionally apply their economic power and human capital in a long-term partnership with their local communities, to improve mutual well-being. With public trust and funding for higher education declining, hiring, purchasing and investing power has the potential impact to be better aligned with academic research to equitably benefit the local economies universities call home. It is in the interests of higher education institutions and the public to align our economic assets as well as our educational mission behind community improvement. In 2015 there was a cohort of six universities participating. In February 2018, a call was issued to CUMU member institutions to participate, and IU Northwest was selected, one of 31 universities participating, with Purdue Northwest and IUPUI also included in that number.

Benefits include connecting scholarship, economic impact, and community engagement, knowledge sharing, and the potential for improving retention/recruitment. The commitment is to intentionally apply place-based economic power and human capital in partnership with the community to mutually benefit the long-term well-being of both. IU Northwest's baseline measures include data collection on total annual expenditures on goods and services, total number of employees, size of investment portfolio, and total assessed value of property holdings, with the total institutional contribution indicating the impact on economic development. Next steps include an IU Northwest survey to assess data capacity, and additional surveys, including a community residents core survey, and partnership effectiveness core survey. Additionally, there will be campus team planning efforts and national workgroup meetings. The core group for the IU Northwest Campus Anchor Mission Initiative will attend a meeting in Chicago in October, and additional information will be provided to the Council after the meeting. The campus must determine what "local" means to IU Northwest because we want to have economic impact specifically focused on low-income communities. A question is if "local" is Lake County, a neighborhood, an entire city, or the region.

**VI. Council Annual Survey Results – Improvement Initiatives – Strategic Priority #1, #2, #3**

● **Survey Results for 2018**

Chancellor Lowe reminded the Council that the September Council meeting represented the 10<sup>th</sup> anniversary of the formation of the IU Northwest Council, which was convened to discuss how to move the campus forward as a result of the 2008 flood in Northwest Indiana.

With regard to the most recent Council Survey, there were no comments or questions from Council members, but comments are welcome at any time during the year. Chancellor Lowe noted significant projects undertaken during the past year by the Council that affect the direction of the campus, and those projects include revision of the Strategic Priorities, Mission Statement, and the Vision. The Council also

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contributed to writing the Public Narrative Statement. The following changes were implemented in January 2018 based on last year's survey:

- ➔ Suggested Council Agenda Changes – implemented in January 2018
  - Connect reports/comments to *Strategic Priorities & Objectives*
    - Focus on a priority each meeting/strategic planning theme
    - Strategic Planning/AQIP Systems Portfolio Group Status Reports
  - Rotate “pressing issues”/dean/division/office/program updates/profiles at alternate meetings. In alternating months, the Council examines a key issue of concern to the campus, or higher education in general, and in alternate months a group reading selection is discussed.
    - **Issue/Profile Schedule:** January, March, May, August, **October**, December
    - **Reading Schedule:** February, April, June, **September**, November
 

The reading selection, “Customer Service Is Misguided in the Classroom but Crucial in Advising,” from the *Chronicle of Higher Education*, was discussed at the September meeting. The author addresses customer service, and questions use of the term “customer service” in the classroom. Are students customers because they pay their money and get their grades? Some feel viewing students as customers relates to how they are treated in the university environment, and means ensuring that they are treated with civility and respect. Council members reflected on enhancing efforts to engage students to make their educational pursuits more attainable, rather than just providing them with an opportunity for education, as the author suggests.

With regard to advising, the author's view was looked upon as a rather narrow view of academic advising. Council members commented that freshmen should be given the tools to be self-advocates and critical thinkers, rather than being given a “sheet to check off boxes” as suggested by the author. At the heart of customer service, comments centered on the campus providing 12-month, or centralized advising, so that students always have someone to speak with because, students who are not served in this way, oftentimes give up and go to other institutions of higher learning, or, more commonly for former IU Northwest students, nowhere at all. The Council questioned if too much has been bundled under the advising umbrella, and if an “enrollment coach” would be more appropriate to get students enrolled, with a professional advisor provided for students, after the first year, to address their changing advising needs.

While education is a business, we are a human relations business, and our students must feel that they are important. The students, in that sense, are more than customers, and we must provide a level of service that they appreciate or they will drop out or go elsewhere. As a university, we are here for our students and to provide for them service at every level. The discussion closed with the belief that the service we give, and how we support people, is more important than the word customer. The article can be viewed at the following web link:

[https://www.chronicle.com/article/Customer-Service-Is-Misguided/243621?cid=pm&utm\\_source=pm&utm\\_medium=en&elqTrackId=12a8f8a4dcc24dac8a4af2b8a06cb46f&elq=961f41cef05e40d987031f15c92db8cf&elqaid=19411&elqat=1&elqCampaignId=8874](https://www.chronicle.com/article/Customer-Service-Is-Misguided/243621?cid=pm&utm_source=pm&utm_medium=en&elqTrackId=12a8f8a4dcc24dac8a4af2b8a06cb46f&elq=961f41cef05e40d987031f15c92db8cf&elqaid=19411&elqat=1&elqCampaignId=8874)

At the October Council meeting, an issue will be discussed, and members were encouraged to pass along thoughts on a topic to Kathy Malone.

**VII. IU Northwest Council Strategic Planning**

- **WEAVE: Documenting of processes of improvement (depth/detail vs. number)**

Chancellor Lowe reminded all to continue to document planning-related information in WEAVE. The Office of Institutional Effectiveness and Research can assist in this effort.

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- **Update on Strategic Priority Five**

Strategic Priority Five presenters, Jeri Pat Gabbert, Beth Van Gordon, Michelle Dickerson, and Andy Kapocius presented extensive information on Priority Five deliberations.

**Priority 5: Financial Stewardship & Infrastructure**

Student success depends on a well-managed revenue position created by recruitment, enrollment, retention, state appropriations, and private giving, which supports well-maintained, comfortable campus facilities and contemporary, innovative information technology resources.

**Objectives include:**

- **Increase private funding support, including campus endowments, to support student scholarships, academic innovation and campus priorities.**
  - ↳ **Highlighted work with the Capital Campaign:** Goal is to raise \$8 Million by June 30, 2020 with 90% of funds raised to date.
  - ↳ **Action Steps:** 1. Increase in major gift support, 2. Increase in annual fund support, 3. Continue to create a culture of philanthropy, 4. Creation of stewardship plan for top-tier donors.
- **Provide responsible oversight and management of financial resources to preserve and strengthen fiscal operations, internal controls and compliance.**
  - ↳ **Continue the following Fiscal Practices:** Comply with University financial and administrative policies & accounting procedures, manage budget construction, maintain accurate and detailed financial records, provide reliable financial analysis for business decisions and planning.
- **Increase successful public and private grant applications which offer significant returns to the campus and its constituents.**
  - ↳ **Action steps include:** Successful extension for 12 months of the NSF grant benefitting all IU regional campuses. Core router and data transfer node hardware installed at IU Northwest. To date \$60,694 benefits IU Northwest. (See Priority 5, Objective 3)

Metric: Increase grant applications submitted by 5% annually.

Metric: Increase the financial support received from grants by 10% annually. (The overall goal is increase the number of grant applications submitted to increase the number of grants received. It was noted that faculty are seeking a person to assist with grant identification and writing; the current grant coordinator is retiring and a committee has been convened to review/revise the job description.)

- **Maintain a safe, attractive and welcoming campus environment for learning, scholarship, student activities and work.**
  - ↳ **Action steps include:** Make effective use of State appropriations to include competitive bidding on projects of less than \$5,000, and improve environment.
- **Maintain an effective information technology structure for institutional success.**
  - ↳ **Action steps include:** Upgraded campus core routers to 10GB connection to the 100GB statewide ILight backbone. Costs covered by NSF grant award, led by Carol Wood. (See Priority 5, Objective 2). Continue annual upgrade of campus network infrastructure according to the ten-year IU Northwest Regional Network Master plan; rewire of Savannah completed during FY19; Edge switch refresh during FY19 and FY20; according to the IT Strategic Plan, as information technology exceeds established life cycle, update classroom technology, faculty and staff desktop and portable technology with relevant and contemporary equipment. Utilize the annual funding model to achieve goals; add power outlets to individual classroom seating areas, to be able to portably repurpose these spaces as computer labs, supported with students bringing their own laptops; installation in Savannah spine area of a large-format, ultra-high-resolution IQ wall display that facilitates visualization, presentation, and collaboration (see installation at IU East: <https://itnews.iu.edu/articles/2018/iq-wall-makes-debut-at-iu-east.php>).

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- **Continuously review campus space and use policies to ensure campus excellence and inclusion.**  
 Metric: Examine usage statistics for computer classrooms and student technology centers to determine if the technology configuration of a space is still relevant as well as space utilization overall.  
 Metric: Ad Astra enterprise scheduling system updated to include all campus spaces scheduling.  
 Metric: Examine annual Space Audit data, to assure uses are properly recorded, and used to the fullest potential.  
 Repurpose multiple empty storage areas and office spaces accommodating ghost occupants

Chancellor Lowe complimented the Priority Five presenters on their very rich and informative presentation.

**VIII. Institutional Effectiveness Update**

- **AQIP Systems Portfolio preparation**

Vice Chancellor Román-Lagunas reported that the category groups met throughout the summer to continue work on draft narratives, with most groups moving forward to identify data and documentation to be uploaded to the Higher Learning Commission (HLC) Systems Portfolio. October 1 is the deadline for the completed draft for each of the groups. In October, drafts will be reviewed and edited to make certain that contents are complete and not redundant and, in November, the evidence will be reviewed and uploaded. The portfolio is due to the HLC December 3, 2018.

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

- 2018-19 selection: *Women & Power: A Manifesto* by Mary Beard (<https://www.amazon.com/Women-Power-Manifesto-Mary-Beard/dp/1631494759>)

➔ **Status of initiative to provide “Women & Power: A Manifesto” to freshmen and other students**

Close to 1,300 books were purchased and given to students free of charge, through an initiative made possible by a gift from Chancellor and Mrs. Lowe, with funding also provided by the Office of the Chancellor. Chancellor Lowe remarked that this effort encourages a great connection between One Book and first-year and other students in courses that are using the book, which has proven to be effective at other universities. There appears to be a great deal of campus enthusiasm around the book, and activities supporting the book are in the planning stages. Dr. Susan Zinner nominated the book in 2017.

**X. Student Government Association (SGA) Update**

Joseph Jansky commented that the first four weeks of school have been very successful for the Student Government Association and student clubs. A large number of students have registered to join clubs and organizations, particularly the Student Activities Board (SAB), where 30 students registered. Students who are not selected to serve on the SAB will be redirected and encouraged to join other campus groups and organizations.

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

Miantá Diming reported that the Office of Human Resources is in the process of identifying a Professional Staff representative to serve on the IU Northwest Council. While the process to identify a representative is moving forward, she has received 28 nominations, which will make the identification process lengthy.

**XII. Chancellor’s Report**

- Chancellor Lowe reminded all of the Colleague Fellowship Reception, after the Faculty Organization meeting, on Friday, September 21 in the Arts & Sciences Building, Theatre Lobby.