

IUPUI Staff Council (SC) Minutes

December 17, 2014 ~ Campus Center, Room 450A ~ 2:00 – 4:00 p.m.

Members and Guests Present: Rose Baker, Margo Barton, Kaitlin Bell, Michelle Benberry, Victoria Bills, Gabrielle Bovenzi, Gary Brackett, Greg Brenner, Camy Broeker, Rob Bullock, Elizabeth Bunge, Kristy Chapman, Emily Crossin, Nicole Collins, Julia Daley-Backus, Venus Davis-Wallace (alt: Kris Powell), Caitie Deranek Stewart, Carol Dill, Deb Dunbar, Jose Espada, Carla Ewing, Rita Flynn, Alicia Gahimer, Dana Gonzales, Dan Hall, Laura Heathers, Todd Herring, Patti Holt, Leslie House, Felicia Jackson, Lans Jameson, Ranna Johnson, Betty Klein, Jim Klenner, Lyndy Kouns, Lodema Lines, Dan Mathew, Matthew McKay, Camille Meyer, Greg Mobley, Kevin Mouser, Andrew Myers, Scott Orr, Nasser Paydar, Kara Peterson, Greg Rathnow, Dawn Rhodes, Tim Roach, Dawn Rodney, Liz Rybak, Tanika Scott, Margie Smith-Simmons, Kurt Snyder, Lee Stone, Yolanda Taylor, Rachael Urso, Louise Watkins, John Whelan, Jackie White, and Cortnee Yarbrough

Members Absent or Excused: James Bellamy, Denise Brown, Pam Clinton, Susan Corrie, Jennie Elmore, Barb Hanes, Deborah Hirt, Todd Kirk, Summer Layton, Rachael Limbach, Lindsey Mosier, Brianne Nickel, Kristi Palmer, Barb Tafflinger, and Terry Wilson

Agenda Item I: Welcome and Call to Order

IUPUI Staff Council President Lee Stone called the meeting to order at 2:00 p.m.

Agenda Item II: Adoption of the Order of Business for the Day

The agenda was adopted as the Order of Business for the Day.

Agenda Item III: [Action Item] Approval of the Minutes of the November 19, 2014, Meeting

The minutes of the November 19, 2014, Staff Council meeting were approved and entered into record.

Agenda Item IV: Report from the President

Lee Stone

Due to time constraints, reports for the meeting were presented in written format. The following is President Stone's unedited President's Report as well as the report for the Faculty Relations Committee:

- Jim Klenner will be taking over as chair of the committee in place of Lee Stone to help prepare him for his upcoming SC presidency.
- TIME: The TIME timekeeping system discussion will be reopened once a new chancellor has been appointed. The committee had requested an audit of the present system, but has received no word on this.
- Performance Management: This item will be reopened once a new director of HR has been appointed.
- Bicentennial Strategic Plan (BSP): Now that the BSP has been accepted by the Board of Trustees, the committee will turn its attention to the IUPUI Strategic Plan.
- SSI Benchmarking: Sarah Baker has been asked to contact Becky Porter for an update.
- Parking: VC Rhodes will be invited to an upcoming meeting to talk about the effectiveness of the parking changes made during the summer and what the funds received are being used for.
- Lateral Moves: This is still a problem. It was reported a department in dentistry could not pay an employee what they wanted to pay them due to the lateral move. Tim Roach said he has run into the same issue in the research area, their current role and pay class is questioned by HR on what they make now and what he is allowed to pay. Stone agreed and said this is a key issue in the strategic plan that needs to be addressed. Louise Watkins said in liberal arts, if a staff member who has a PA position retires, they reclassify it as a CL.

Agenda Item V: [Information Item] University Human Resources

Deb Dunbar, University Director, Organizational Development

John Whelan, Associate Vice President for University Human Resources

Whelan introduced himself saying he feels working with staff and faculty councils are one of the most important relationships he has had in his roles in human resources at various universities. Trust and respect is his top priority in working with both councils. He wants staff to feel proud to work here and want to come to work. He approaches his relationship with the IUPUI Staff Council in this way. Even though he is based at IUB, he works with all campuses and wants to be physically present at the campuses when called to do so. He does not plan to make changes in HR until after he has been here for a while. He has mostly been asking questions and trying to understand what HR can do better and how it can serve the university best. He has no master plan for HR at this time and thinks some tweaks can be made to better support the university, but has no plans to make changes until after 2015. He invites input through calls and emails, and welcome conversations.

Dunbar said the last time she attended an SC meeting, she spoke about Service with Distinction. She works with Vice Chancellor Dawn Rhodes in all things organizational development as well as programming. She works closely with Kerri Dabbs, director of occupational development and training, and will begin meeting with her every few weeks after the New Year working on compensation and organizational development as well as compliance training. They will look at online resources that can apply to all campuses as well as live campus training. A focus at IUPUI will be on supervisory training, and she plans to work collaboratively with the campus. She has been asked about performance management, and in 2015, she and Dabbs will look at various tools to work and partner with IUPUI HR. They will look at ways to collaborate in the future as well in ways that have not been done in the past with HR and departments and schools.

Questions:

- What do you see as the role of the individual unit in providing, connecting, and actively supporting professional and organizational development? Should it be at the campus or unit level? Rhodes said if there is a unit need, there is probably another unit with the same need. Push the need to Dabbs and Dunbar so that more than one unit is addressed at one time. If it is a unique need, contact the campus HR. Whelan said the simpler HR provides their service, the better. The starting point is to say that if they already have a service, let's not recreate the wheel. Let's find a way to connect and synergize. Basically, streamline and meet a specific need. If there is a need in a specific finite area, it doesn't make sense to do it university-wide. Where we can have a broader offering, the better. How do we ensure that all services of HR connect? People that use the services need to feel it is easier and simpler to use. He wants people working with HR to feel it is easy. Getting back to employees in a timely manner, not having more steps than are needed to accomplish a task, and not needing to go through 17 people when only 1 is needed. He hopes to bring that to HR university-wide.
- Communication – should that come from the dean, HR, or where? Some units feel there is not a liaison and to go to campus-level HR when it could be unit level is confusing. Whelan said we need to ensure the whole university is covered with HR so that units have HR support, but if it needs to be higher, there is a level to go to. We all need to be on the same page. If it can be done at the unit level, they can support that. Rhodes said to give them another six months and they can answer that better. Dunbar said they are focusing on communication. With organizational development, it got confusing with who should address certain questions, but it shouldn't be that hard. With so many people and multiple opportunities, Dunbar said they need to make it simple and easy. They need to communicate with employees about what and how to interact best with campus leadership and HR.
- The IUPUI Strategic Plan talks about making IUPUI a destination employer. Two universities in town (Butler and University of Indianapolis) have a tuition exchange program. Have you thought

about bringing such a program to IU? Our tuition program is good, but it does not compare to that one perk. Whelan said he has not thought about this, but needs to hear these ideas and will explore the variables.

- Rhodes said the Dean's Council heard a presentation by Troy Riggs, deputy secretary of public safety, about areas that generate crime and how the city is trying to invest in those areas. If employers could assist employees with purchasing homes in those areas, that would be good for this city. Could you consider that as well? Whelan said when he was at Notre Dame, he was the beneficiary of a program similar to that. Vice President Tom Morrison would be the best person to talk to about this. The university would buy property that faculty and staff could purchase. He supports the program. Rhodes said the developer would provide space, but the university could help the employees make a down payment on a home. He said the program he was familiar with was different and liked what she said. Thinking creatively are things we should be talking about. Dunbar said what we are talking about as colleagues don't necessarily have a cost to them, but adding a suite of things that touch employees in different ways is good. She has heard many conversations over the years, and they are entirely different now than they used to be. She was excited about the possibilities. How do we build our individual and collective skills?
- Bills spoke about being on the medical side of campus where they can transition to new positions in IU Health, can be RIF'd, or can choose to stay with IU should a position be available. She suggested flagging applications of employees who are in these situations as they look for other positions so they could be looked at before considering persons outside the university. Would you consider these people before others? Dunbar said it is very close to what is done when an employee is RIF'd. Bills said as of January 1, they have a choice to either take the job offered, be RIF'd, or hope you get rehired by the university. For those departments going to IU Health, perhaps applications can be flagged and looked at more closely due to reappointment as if they were in pre-RIF status. Dunbar said she has seen where a position no longer exists, that this happens naturally, and is not a documented practice. Communication has been along the lines Bills suggests. Employment staff in HR try to find a match between a position and an employee. Being more proactive in that regard would be great. Rhodes said this can be done as the campus has done it in the past when departments were merged or centralized. Whelan encouraged employees in Bills' situation to reach out individually to others in HR saying that you are actively looking and want to stay employed by IU in the meantime.

Time ended with Whelan welcoming people to contact him and UHR and HR as well.

Agenda Item VI: [Information Item] Intercampus Shuttle

Gabrielle Bovenzi, Chief of Staff

www.campuscommute.com

Bovenzi spoke of a new intercampus shuttle system called Campus Commute, a collaboration with a third party company, GoExpress.

- The system provides transportation between IUPUI and IUB with four routes continually throughout the year – five days a week, even during holidays.
- Pricing – one way \$10 non-reserved seat; one way reserved seat for \$11.50. On the website, you can buy 10 non-reserved tickets for \$7 apiece (ID is needed to claim the seat). You can buy advanced tickets for \$7. You can only use personal credit cards online. You cannot use a department key card as it's not an allowable expense. You can use the service when traveling on business, and you will receive a discount code to be able charge the expense to IU travel expenses.
- The non-reserved ticket may get you bumped if there is not room on the bus. A reserved ticket makes sure you get a seat. You can buy a ticket on the bus for \$10.

- Amenities are reclining seats, a restroom, Wi-Fi, electrical outlets, DirecTV, and wheelchair access. You may take luggage. There will be a two-piece minimum with one carry-on. Your bike can be stored with luggage; however, it would not be secured. Bus holds 55 passengers.
- Pick-up and drop-off for IUPUI is at the Campus Center. Departure times today are not firm because the times change as ridership changes. Drop off is at the Memorial Union at IUB.

Questions:

- Will there be an app for this? There is an app called Track the Bus.
- Can you use your JagTag as payment? Bovenzi said yes, as well as cash and check. They are working on a departmental billing process, but that is not ready.
- What is the ridership level now and the risk if using the non-reserved seat? Bovenzi said in the first week, 200 people were served and no one was turned away. Reserved seating has only been available for the past several days because it is not possible to travel to IUB not knowing if you will have a seat back.
- What is the commute time? If going to IUB, the commute is about an hour or hour and a half.
- Where can you make the purchase at IUB? Bovenzi said they do not have an office identified yet. You can purchase tickets here in the JagTag office.
- This is a soft rollout meaning as of December 1, information was sent out. The past few weeks, feedback from riders has come in and the service has been morphing daily. The website changes as the changes occur. The hard rollout is January 12 when all things become final.
- Are there multiple buses? She thinks there are multiple buses.
- Do we foresee the university saying that since the shuttle is available, that we cannot use our own personal cars to go to IUB? Bovenzi said she has not heard anything at this time, although taking the bus is much cheaper. \$40 vs \$14.
- There is a shuttle that goes from IUB to the airport and back. Why can't that shuttle come to this campus as well in that route? Bovenzi said she didn't know. Rhodes said the objective for the service is for IUPUI to IUB and back. They do not want to waste additional time for riders that don't need that kind of service.
- Will there be advertising done downtown to welcome other visitors when it opens on January 12? Margie Smith-Simmons said the advertising will be with IUB and IUPUI only. GoExpress will need to do the additional advertising. Mobley said GoExpress does have a route from Indy to the airport.
- Is there any conversation about IU entities getting priority seating over others? Bovenzi said for non-reserved seats, it is a free-for-all. For reserved tickets, you get a reserved seat and a \$3 discount.
- Will I need to reserve my seat six months out if the shuttle can be used for any reason? Smith-Simmons said this has not been discussed, but you might want to purchase a ticket with that in mind. As time progresses, they may know more.

Agenda Item VII: [Information Item] Update from EVC Nasser Paydar

Nasser Paydar, Executive Vice Chancellor and Chief Academic Officer

Paydar spoke to the attached presentation slides. He thanked the council for the opportunity to talk to the staff. His presentation highlighted the strategic directions initiatives of 10 goals and 30 objectives. He spoke talk about why there is a campus plan and what we are trying to solve with it. The following points were discussed:

- Indiana is known for manufacturing. If you look at the past 10-15 years, we have continually produced in millions of dollars. We are producing; it is not dead. What has happened to employment in Indiana? From 2000, we lost a third of people working in manufacturing although we continue to produce more (Slide 2).

- Productivity is up, but employment is down in manufacturing. What has happened to employment by level of education? By level of education, employment has gone down. Except that certificates and bachelor's degrees are up. Those with skills have been employed. For this country to be prosperous, we need to be sure to have a population that are skilled and educated (Slide 6).
- By the year 2025, we want to have 60% of the population educated. By the year 2025, we will have 37 million people that will have a skill and working. We will have about 4 million that will come from other countries. At the rate we are going, we will have another 61 million with new degrees. To get us there, we need to increase our production of people to obtain a skill, certificate, or higher education degree. That is our goal and the country's goal. We need more education. (Slides 9-11)
- Slide 12 speaks to quartiles of income based on estimated baccalaureate degree attainment. In the bottom quartile, 10% are receiving baccalaureate degrees. We need to find a way to educate people who are not successful in getting educated due to family income.
- Keys to Increasing Education Assessment are 1) Higher Education Culture Shift, 2) Cost Containment, and 3) [Innovative] Strategies for Student Success
- Majority of students who come here, leave without a degree. We need to find a way to help them become successful. The IUPUI Strategic Plan will help us help students become successful. He described the formation of the plan (slide 16). He noted that the Staff Council gave feedback to both the IUPUI Strategic Plan and the IU Bicentennial Strategic Plan. The IUPUI plan shows the importance staff plays in working in the campus and university. He mentioned the value of having a Staff Annual Report, similar to the FAR, that was requested by the SC in their response to the Bicentennial Strategic Plan.

Questions:

- Current trends show we are using graduate programs and filtering down to undergraduate programs. Are there any thoughts as to where the graduate programs are going? Paydar said he will separate grads into two parts. When you look at professional programs, we rank in the top 10 in the country. In the Urban 15 programs, we are way up there, but there are things we can do better. When you look at Ph.D.'s, we graduated 35 two years ago. That same year, Ball State and others graduated many more than that. We are at the bottom of that list and are targeting them now.
- In the 90s the top level had 80% in degrees. Why? Paydar said that is an estimate. No one has been able to estimate why the number went down. This campus is not one of those campuses that has traditionally paid attention to top or not. We have increased our standards to be sure students at all levels have been successful. Our rankings are up, especially for freshmen.
- If schools or units push to reach out to students who did not finish their education, are we rewarded for the number of graduates or is time-to-completion factored as well? Paydar said they all add up. Regardless of where the student comes from, we don't separate the number of graduates. The purpose of the degree completion office is to support the recruitment of people trying to complete their degrees and place them into degree programs that will parallel their personal and professional goals. We are beginning to advertise the office around the city with a special reach to these people. We don't want to tell adults to come to all programs because some are not flexible. We want to go after individuals that can go to programs that are flexible and the program can accept your credits from the past, and then you are able to get a job in that field. Motivation is to a better life and better job. Graduate studies may not be what the adult needs. Bills said she is impressed with the new office because she is an adult who found that prior credit for her was not accepted and had to get a general studies degree.

Agenda Item VIII: Unfinished Business

There was no Unfinished Business.

Agenda Item IX: New Business

That was no New Business.

Agenda Item X: Final Remarks and Adjournment

With no further business appearing, President Stone adjourned the meeting at 3:45 p.m. so that the members could enjoy refreshment and fellowship for the holidays. Items were collected for the council's community service project serving the veteran's assistance fund.

Committee Reports:

Communications Committee (Liz Rybak, Chair)

The Communications Committee has divided the Staff Council Committees with each member being responsible for two committees each.

Denise Brown: Membership, Technology

Susan Corrie: Community Involvement, Rewards & Recognition

Todd Herring: Staff Affairs, Staff Development

Lodema Lines: Faculty Relations, Web

Elizabeth Rybak: Diversity Equity Inclusion, Academic Affairs.

Remaining: Bylaws, Special Events will be equally shared.

A meeting will be held after the first of the year to develop plans further.

Committee on Diversity, Equity, and Inclusion (Rob Bullock, Chair)

The committee met and discussed a variety of items. We will be forwarding out links for Black History Month and the IUSM Diversity month activities for the Council to share soon. James Bellamy and Matthew McKay will represent the Staff Council at the MLK Dinner in January 2015. Thanks to the Council for purchasing these 2 tickets.

Special Events Committee (Kristy Chapman and Cortnee Yarbrough, Co-Chairs)

We have a location for the retreat! The 2015 Staff Council Retreat will be held at the Indianapolis Museum of Art. We are very excited about this location and are continuing to plan the details of the day. Upcoming events in spring 2015 include a blood drive and food donation for Paws Pantry.

[Ad Hoc] Staff Development Committee (Lindsey Mosier and Caitie Deranek Stewart, Co-Chairs)

We have had 3 application for the 12/1 round of grant funding. The review committee has been formed and will evaluate candidates by the end of the second week of December. Our committee is also talking through ideas about a Staff Development event on May 21st and will continue to provide updates as they become available. Finally, we would like to remind everyone to submit nominations for our Staff Member Feature. Please email Lindsey Mosier llmosier@iupui.edu with any nominee suggestions.

Minutes prepared by Staff Council Coordinator, Karen Lee
UL 3115N / 274-2215 / Fax: 274-2970 / scouncil@iupui.edu / <http://www.iupui.edu/~scouncil>

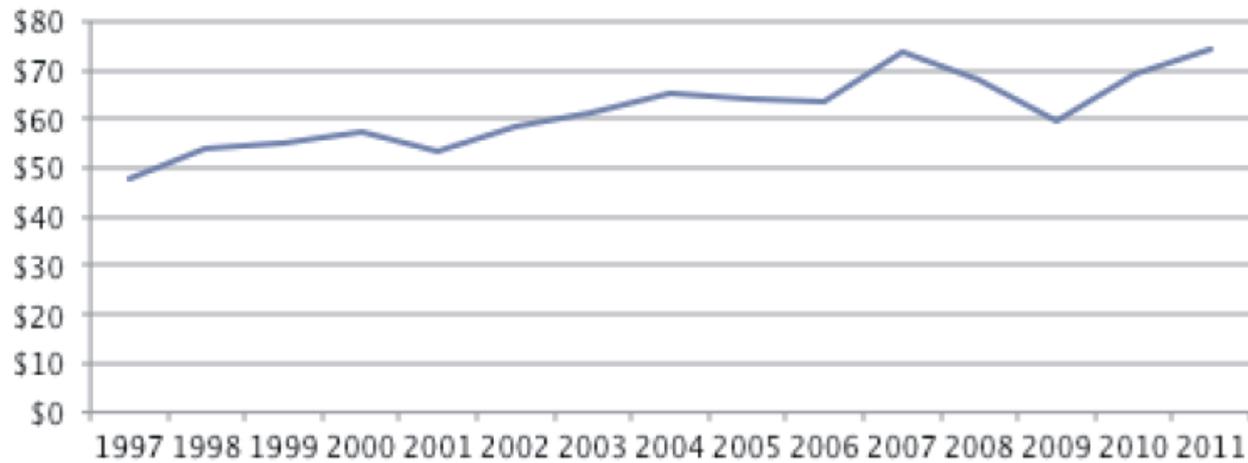
IUPUI Strategic Plan
Our Commitment to Indiana and Beyond



Nasser H. Paydar
Executive Vice Chancellor and Chief Academic Officer

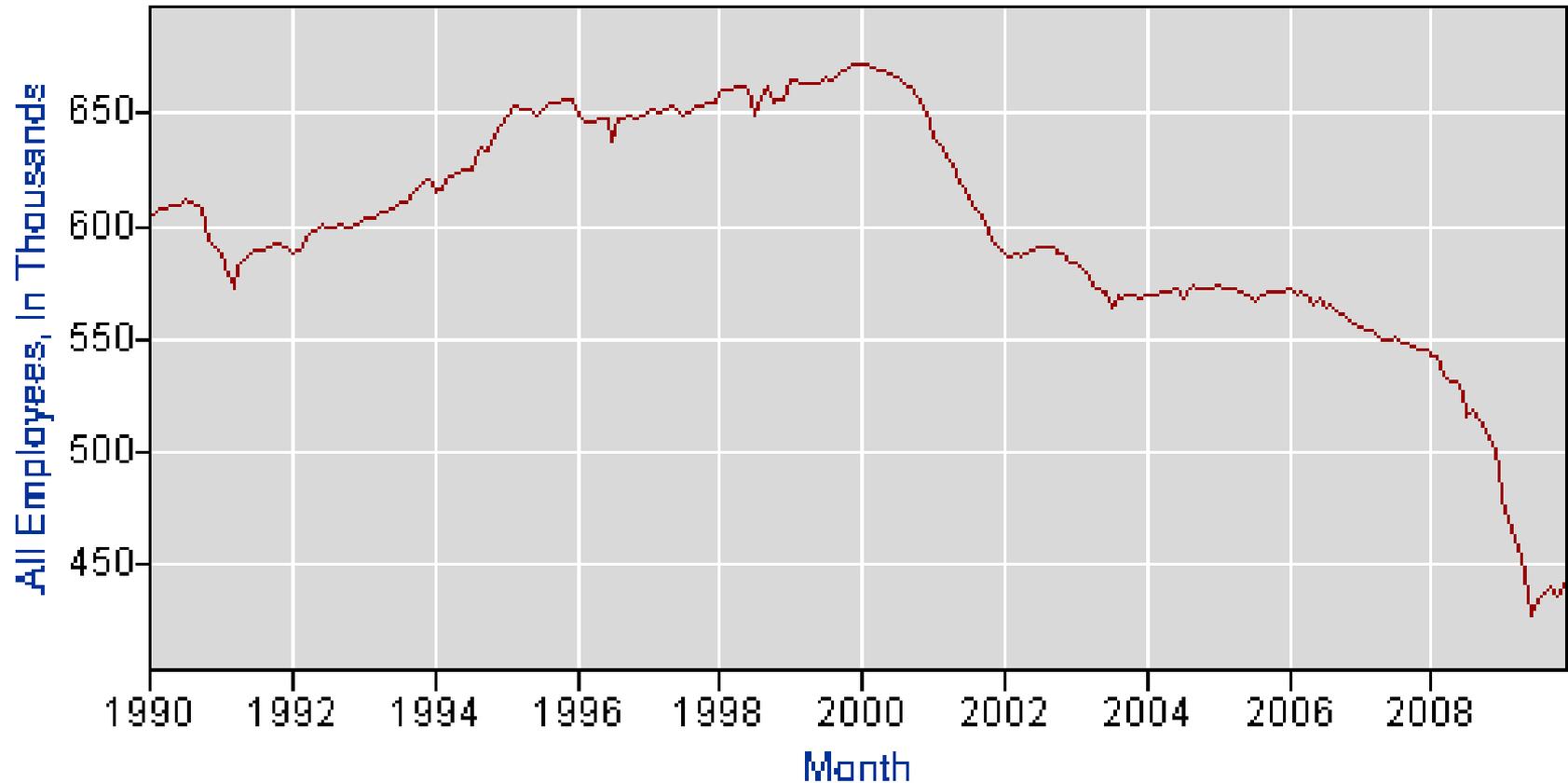
December 17, 2014

Indiana Manufacturing Output (Billions of Dollars, from 1997-2011)



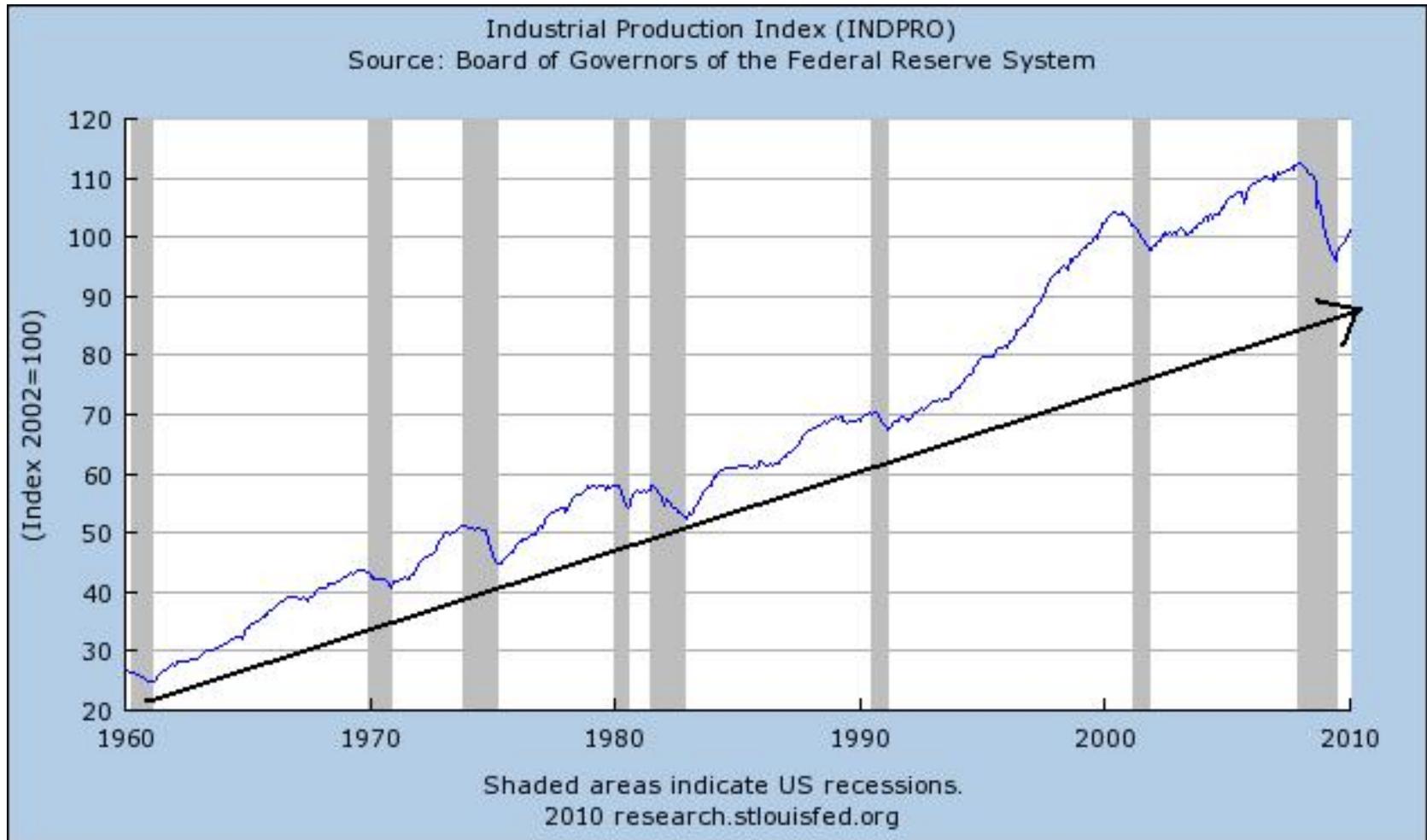
Source: U.S. Bureau of Economic Analysis

Manufacturing Employment in Indiana



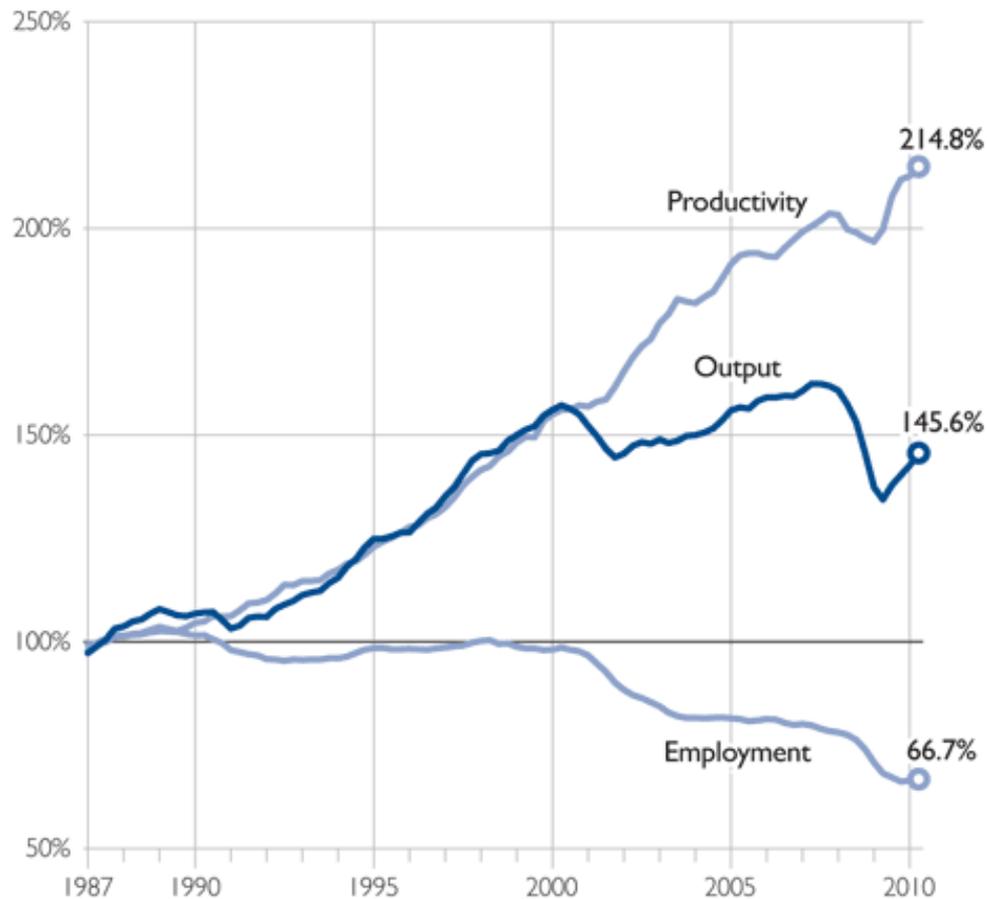
Source: US Dept. of Labor, Bureau of Labor Statistics
<http://data.bls.gov/PDQ/servlet/SurveyOutputServlet>

Industrial Production Index 1960 - 2010



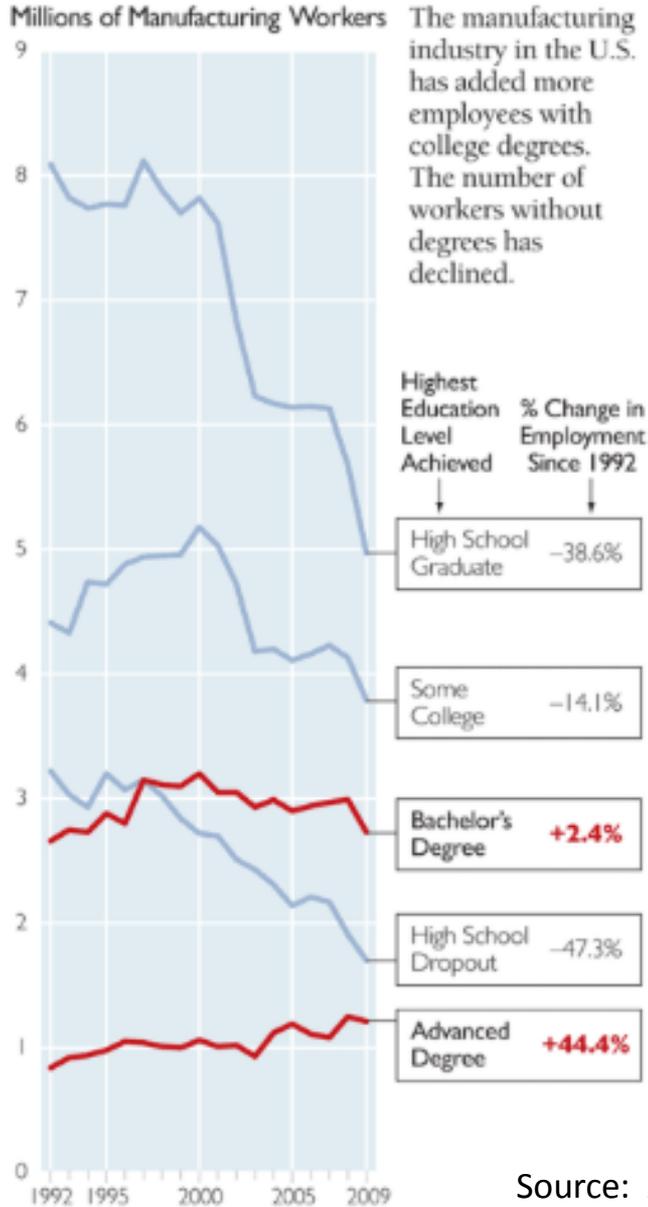
U.S. Manufacturing Productivity and Output Have Risen While Employment Has Declined

1987=100%



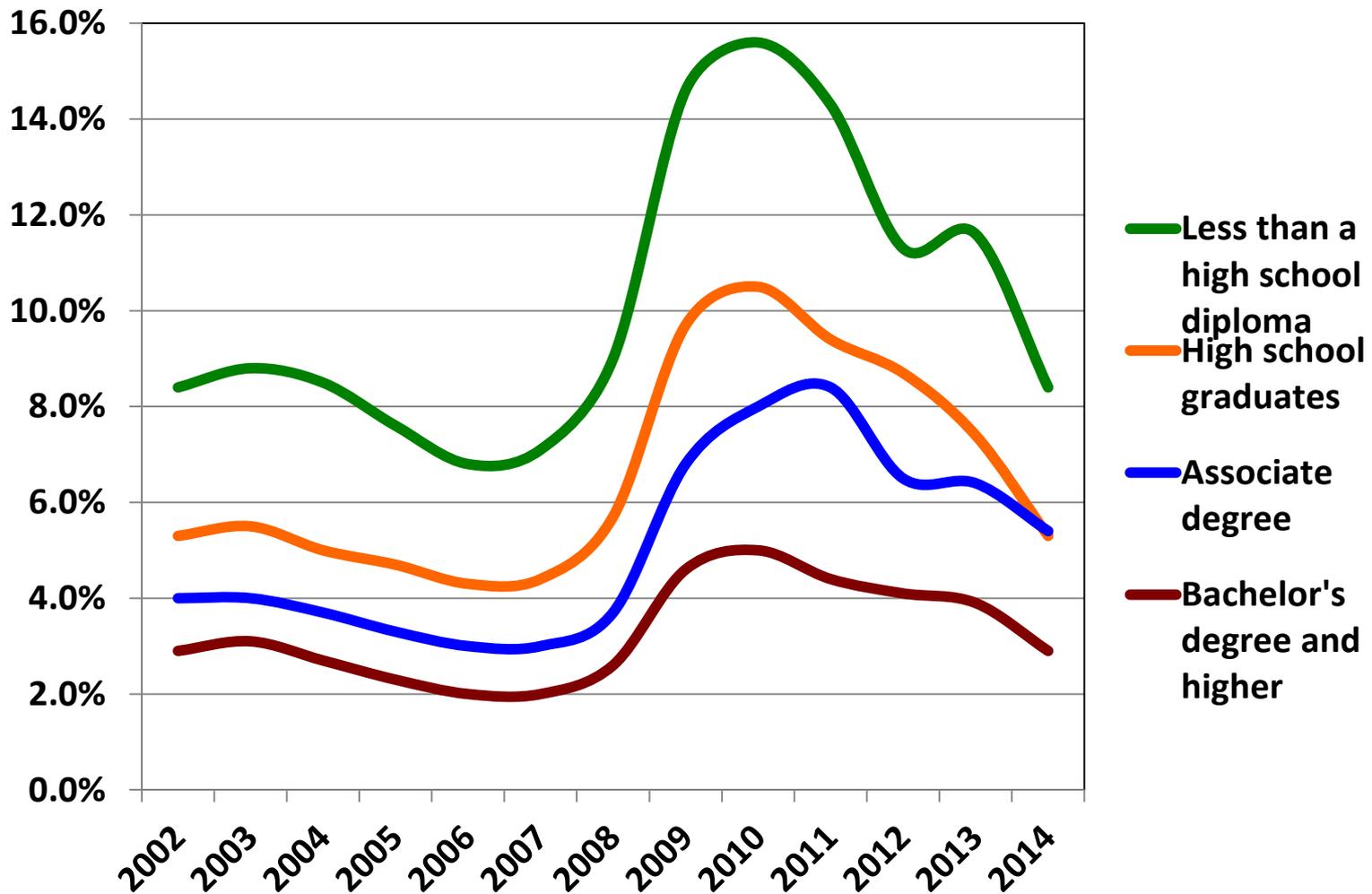
Source: U.S. Department of Labor; Bureau of Labor Statistics, "Productivity and Costs: Manufacturing Sector," 1987–2010, in Data Link Express, Haver Analytics.

Manufacturing Jobs by Education Level



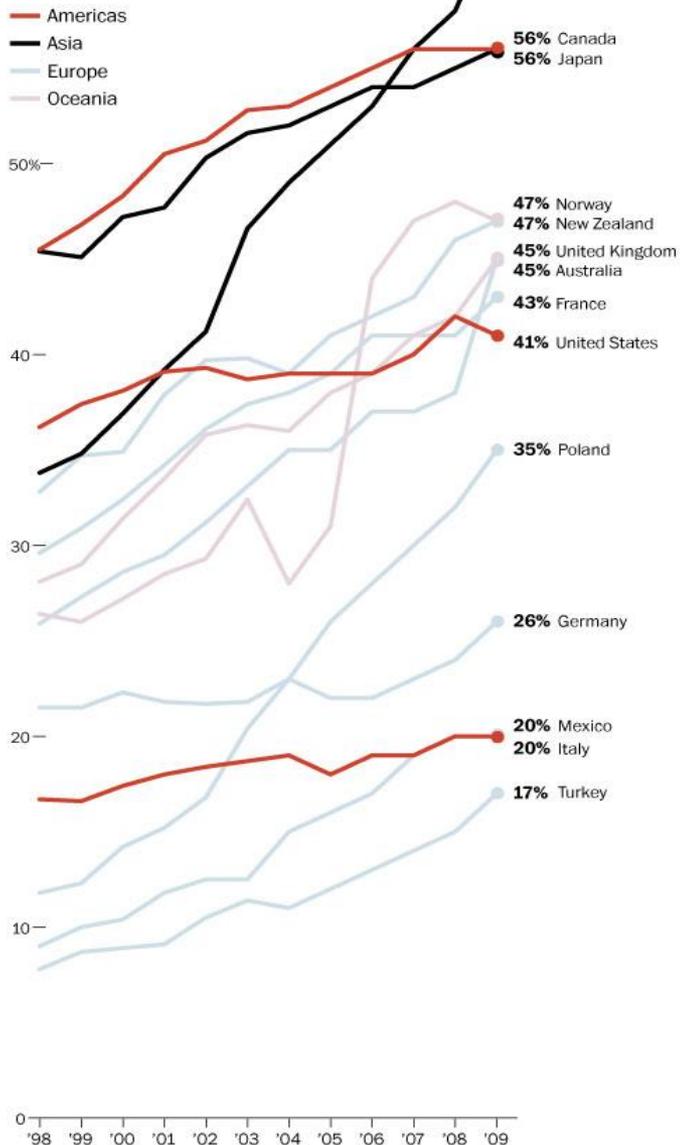
Source: Heritage Foundation

Unemployment Rate by Education Level



Source: US Department of Labor, Bureau of Statistics

Percentage of population age 25 to 34 in selected countries that attained an associate-level, bachelor or advanced degree



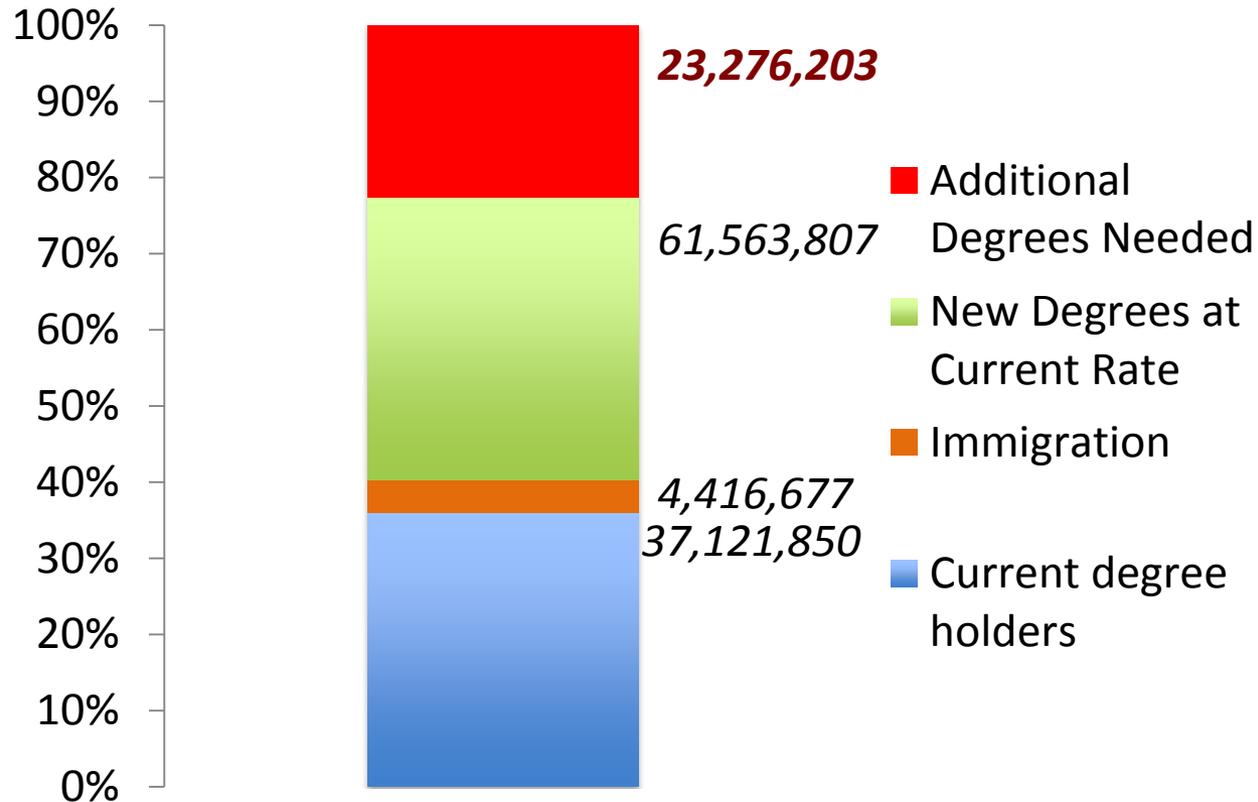
In the today's **Information Economy**, how is the US doing?

*Washington Post
September 12, 2011*

60% Education Attainment by year 2025

- *Lumina Foundation*
- *Association of Public and Land Grant Universities*
- *American Association of State Colleges and Universities*
- *Indiana Commission for Higher Education*
- *Indiana Chamber of Commerce*

Attainment Gap by year 2025



Here's How Indiana Stacks Up

CURRENT % of Adults with College Degrees (2008):

33.4%

TREND Projected for 2025:

44.4%

GOAL for 2025:

60%

GAP:

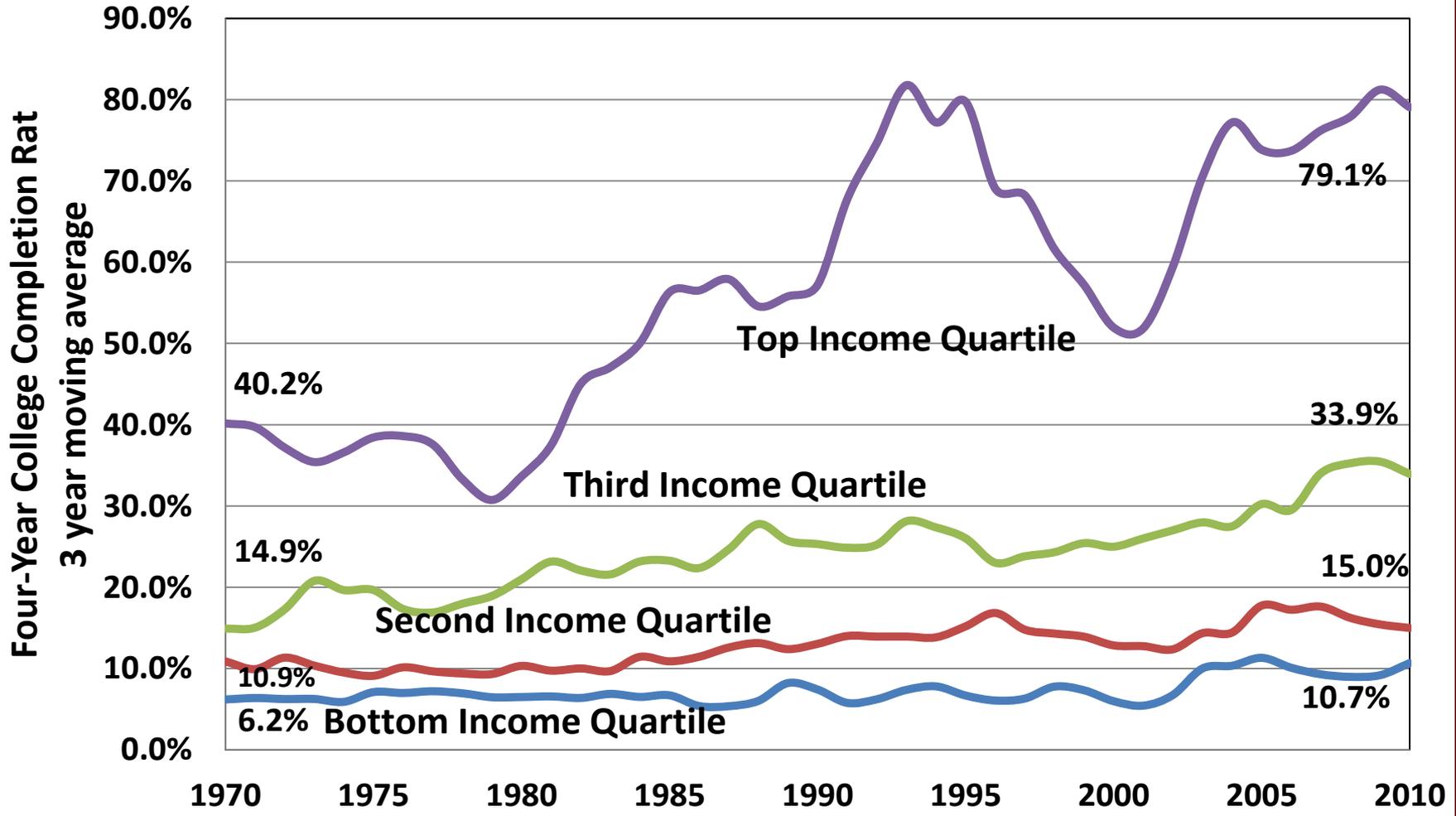
15.6%

ADDITIONAL
NUMBER OF DEGREES
NEEDED TO MEET
WORKFORCE IN 2025

 **877,737**

Source: Lumina Foundation

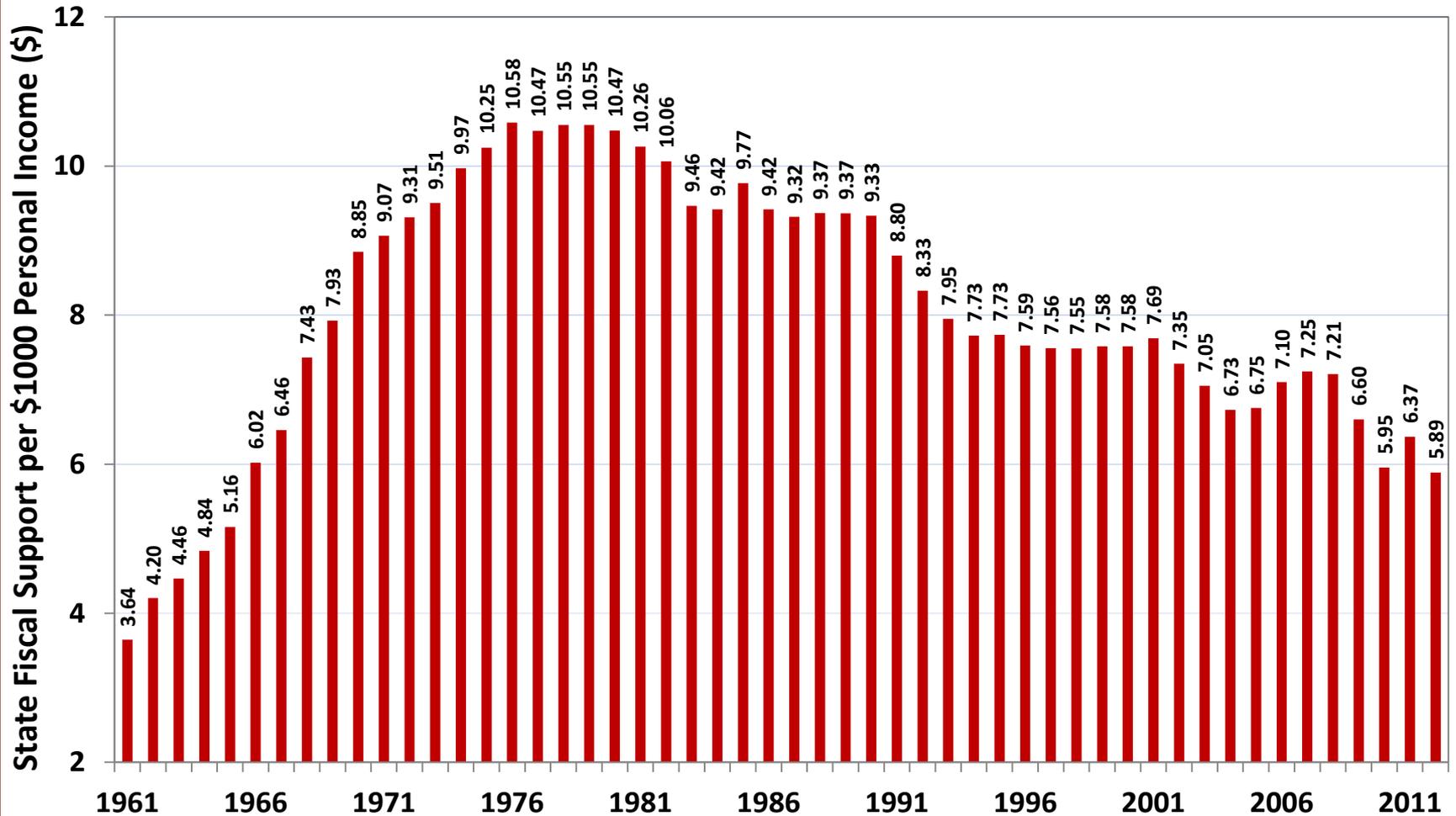
Estimated Baccalaureate Degree Attainment by Age 24 by Family Income Quartile



Axis Title

Source: Postsecondary Education Opportunity

State Fiscal Support for Operating Expenses of Higher Education per \$1000 of Personal Income FY1961 to FY2012



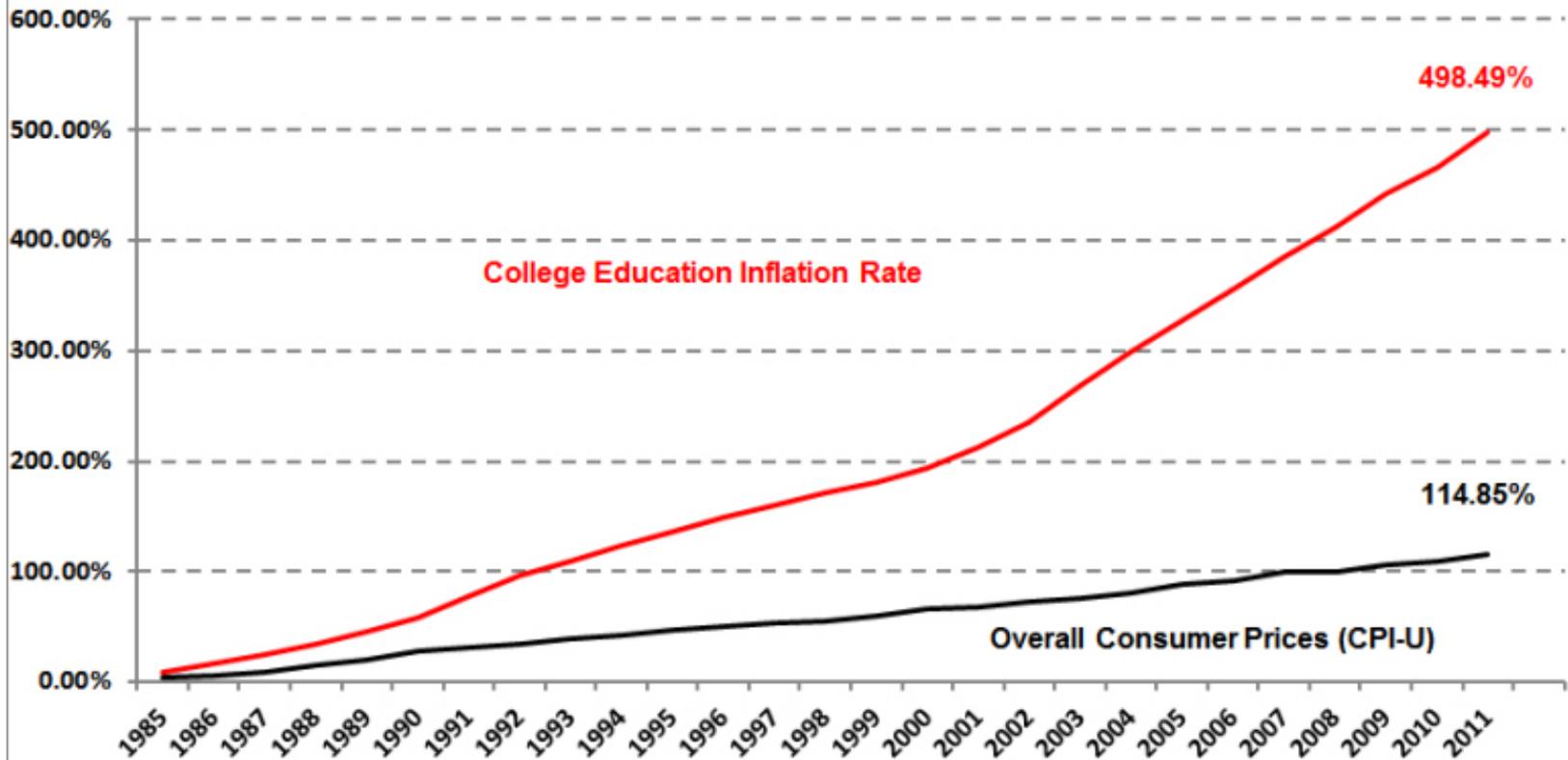
Source: Postsecondary Education Opportunity

College Tuition & Fees vs. Overall Inflation (CPI-U) Cumulative Inflation Comparison through December 31, 2011

© 2012 www.InflationData.com

Prepared By Timothy McMahon

Updated 6/14/2012



Keys to Increasing Education Attainment

- 1. Higher Education Culture Shift - Herding Cats**
- 2. Cost Containment**
- 3. [Innovative] Strategies for Student Success**

IUPUI Strategic Plan

Our Commitment to Indiana and Beyond

- Began fall 2012
- Met with more than 50 Stakeholder Groups
- Identified 10 Strategic Goals
- Formed 12 Task Forces, involving 250 individuals
- Produced a comprehensive plan
- Aligned with IU Bicentennial Plan and Principles of Excellence

IUPUI Strategic Plan

Our Commitment to Indiana and Beyond

- 10 Goals
 - 39 Objectives
 - 100s of Action Items
- The inclusive process - Priceless

Goal 1:

Promote Undergraduate Student Learning and Success

Objectives:

- Adopt high-impact educational practices to increase engagement of students with learning and campus life
- Strengthen campus life and community
- Increase co-curricular programming and curricular connections to it
- Increase opportunities to learn and apply learning outside of class

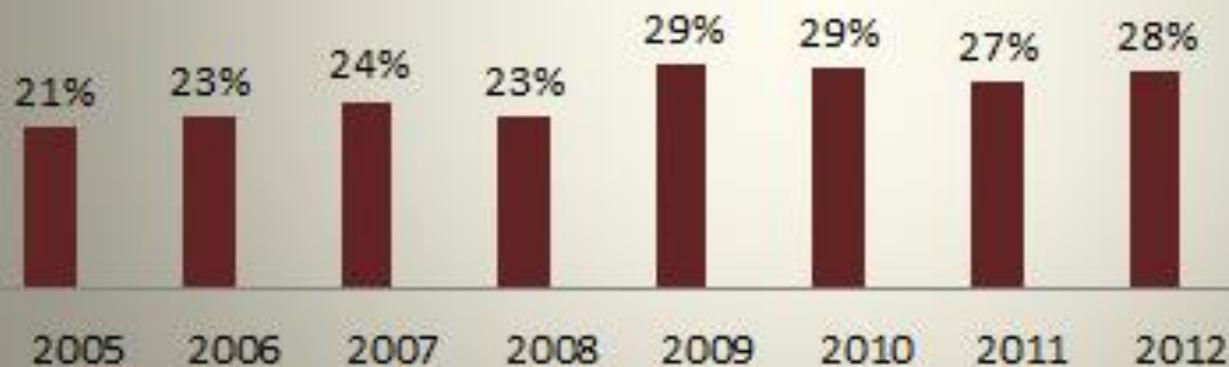
Sample Action Items for Goal 1:

- For Student Success, created Division of Undergraduate Education including Center for Coordinated Undergraduate Initiative, and Office of Student Data, Analysis, and Evaluation
- Created a Degree Completion Office focused on 15 programs offered in online or hybrid modes, with flexible scheduling, and responsive to employment needs of Indiana. We will close the Greenwood site by the end of year
- Deployed robust advising tools & practices; focus on having students take 15 or more credits each semester



15 or More Credit Hours Attempted Fall Semester

% 15 Credit Hours or More Attempted First-Time, Full-Time Beginners



Goal 10: Develop Faculty and Staff

Objectives:

- Become an employer of choice for staff and faculty by providing meaningful work, improved workplace culture and communication, and advancement opportunities
- Increase development programming and mentoring
- Strengthen performance and promotion and tenure approaches

Sample Action Items for Goal 10:

- Mentoring and coaching availability, utilization, and feedback
- Consistent and timely performance feedback
- Faculty and staff satisfaction with professional development opportunities
- Hold a retreat with Human Resources Administration to discuss plans, priorities, and connections to the strategic plan.

Next Steps

- Prioritize Action Items
- Determine cost for each Action Item
- Establish appropriate Performance Indicators

Herding Cats



Performance Based Funding

1. At the State Level
2. At the Institution Level

School	% Increase in State Appropriation
School #1	1.60
School #2	1.60
School #3	3.50
School #4	3.50
School #5	3.51
School #6	3.58
School #7	4.03
School #8	4.64
School #9	4.88
School #10	5.20
School #11	5.39
School #12	5.74
School #13	5.74
School #14	5.78
School #15	5.84
School #16	6.79
School #17	8.59
School #18	10.42
School #19	13.22



IUPUI

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