

**IUPUC Board of Advisors  
September 14, 2016  
Columbus Learning Center - Student Commons**

**Minutes**

Attending: Dave Barker, Chris Dobbins, David Elwood, Gary Felsten, Jason Hester, Reinhold Hill, Carla Laymon, Jim Lienhoop, Karen Niverson, Greg Pence, Jim Roberts, Gregg Summerville, Brenda Vogel, Tom Vujovich

Not Attending: Jim Bickel, Chad Buehler, John Burnett, Melinda Engelking DeLap, Harold Force, Jacquie Franz, Cindy Frey, Joe Fuehne, Steve Gochenour, Tom Harmon, Jack Hess, Rick Johnson, Srikanth Padmanabhan, Gil Palmer, Jim Plump, Jill Shedd, Matt Souza

Guests: Kathy Oren, Cindy Felsten

**Welcome**

**Dave Barker**

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Dave Barker, filling in for incoming Chair of the Board of Advisors, Rick Johnson, welcomed everyone to the Board of Advisor's meeting at 12 p.m. Introductions were made around the table. Dr. Hill welcomed our newest board members, Jim Roberts, Superintendent of BCSC, and Chris Dobbins, President of the Student Government Association.

**Development Update**

**Brenda Vogel**

➤ Case Statement

What do we want our donors, our prospects, and our community to know about IUPUC and how they can be most supportive? Included in the case statement are testimonials listed from students which tell their stories. There are four overarching 'buckets' of what we are raising money for in our campaign and whatever we are raising money for should end up in one of these buckets. These are the stories people want to hear.

➤ IUPUC Bicentennial Campaign

This campaign culminates Dec. 31, 2019. Our goal to reach is \$4 million but we would like to exceed this goal. Goal to date - where we should be at this point in time is \$1.7 million (44%) with \$800,000 more in the pipeline (66%). When all that is brought in, we will be at 63% goal to date.

Gregg Summerville

Bicentennial Campaign/Model

The Bicentennial Campaign for Indiana University, overall, is \$2.5 billion. Currently, among all regional campuses, they are at 63% of their goal. If we include what is in the IUPUC pipeline, we would be pretty close to that. We have time left – no panic. If a pledge is made on December 31, 2019 (ending time), there is still 4 years to make the pledge. If the figure is large enough it could be extended to 5 years and through negotiations, it could even be extended for 7 years! Pledges can be done in a variety of forms: cash, stock, real estate, etc.

As a Board, we are ambassadors for the campaign. The approach we would like to make, modeled after what has been seen at the Foundation in Bloomington, is to have our advisory board go out and campaign. We are setting up one-on-one meetings with members. Topics include the campaign and a variety of options/roles that can be done such as talking to donors, making introductions, and writing thank you notes.

**Planning**

**Reinhold Hill**

➤ Academic programs

The university has increased its number of programs fairly significantly over the past few years. We are not looking to continue that rate of expansion but rather, develop what we currently have. We do have some programs that will be targeted by community needs, or by high interest among students which include a *Bachelor of Applied Science* degree that will allow students who have completed their Associates of Applied Science to complete the general education portion of their degree and add some other specialty areas to receive a Bachelor's degree. With Ivy Tech in our area, this could potentially create a pathway for a number of Ivy Tech students to complete their bachelor's degree.

Gary Felsten added that he met with a number of Ivy Tech representatives and they are enthusiastic about this new program. We expect to have a proposal by the end of this semester.

Q. How many students would this affect?

A. We have asked Ivy Tech that question and are awaiting a response, but a guess would be 200 students.

*Biology* - another program we are working on at the present time to offer in the near future is biology. It's a program that provides a pathway for students entering professional graduate programs in health sciences. It's a program that is also of high interest on our campus already. About 80 students have declared an interest or are enrolled in the IUPUI biology program and will complete their coursework on our campus. There are some challenges in developing a biology program because as we hire new faculty to meet some of the needs for that program, they will have other needs such as research laboratory space which is difficult for us. We are looking for ways to partner with companies or hospitals or individuals to find laboratory space.

*Criminal Justice* – we currently have 40 students and a large number of associate degree students at Ivy Tech in criminal justice. Should we enhance it through IUPUI and hire a faculty member and continue that relationship or offer the program here even though there will be factors that will need to be considered. We think there is some growth potential.

*Secondary Education* – we will explore this but it is probably at least 3 years out. We need to go through a unit accreditation that will be taking place here in 2017 before looking at introducing secondary education.

*Community Health Advocate* program – the proposal is almost complete. This would encompass a community health worker, health navigator. We think this would be useful in today's climate and will be housed in the Division of Education – although not a teaching licensure program. It's jointly involving the nursing and education programs. This could be helpful for a family/person to work with the healthcare system. The program will work with Community Health Worker Association in Indiana who is forming guidelines/standards. Our goal would be to meet their standards.

*Innovation Management* concentration – the division of business started a new tract called Innovation Management and the recruitment will begin any day. The student could graduate with a bachelor's degree in business with a concentration in this new tract.

➤ Enrollment

Counties

Bartholomew Co.	40% of our students
Johnson Co.	11.6%
Jackson Co.	11.0%

Diversity

- We have a growing Hispanic population
- 94% white      6% diverse

Headcount

2012	1701
2014	1783
2016	1528

We need to recover from this downward trend:

- Strategic Enrollment Management task force
- Reaching out more to Johnson County
- Is decline in enrollment county specific?

Credit Hours

2012	17858.5
2014	19081.0
2016	18022.5

Q. Is any part of our revenue headcount-based?

A. The state appropriation figures deal primarily with graduation numbers which is the headcount number. But, they are tied to fields of graduation and graduation rates. Tuition is by far the largest portion of our revenue. More of our students are taking more credit hours which determines our revenue. One challenge this year is the banded tuition – students can take a certain number of credit hours for one price and we are not quite sure what effect that will have on the actual revenue that we will receive on those credit hours.

We are graduating our students more quickly so that is good.

Factors determining lower enrollment could be:

- Low unemployment in the region
- High school graduation rates are down
- Delay to enter college because of jobs for the non-traditional students
- Image – perception study will be done (how do we convince students to come here given other choices)
  - IUPUC image compared to community image?

Common application system at IU

- Begins next year
- If student is not accepted at IUB or IUPUI because of admissions standards, the student will be told they may likely qualify for another IU campus
- The student can then apply to a different campus in their region
- There is only one application fee

➤ Strategic Enrollment Management Task Force

- Has been charged with increasing enrollments by 3-5% per year
- Meet weekly
- Goal is to have actionable items for quick short-term plans and long-term plans by semester end
- SWOT analysis has been done
- Members have collected the requested data
  - Looking at surrounding county high schools, how many students are available; how many go to college; what percentage come to IUPUC
  - There may be many areas that have opportunities for growth
- Extensive study to help our retention strategies
  - Cummins six-sigma black belt helped to do this a few years ago
  - Reasons people come to IUPUC; reasons people do not come to IUPUC; reasons people leave IUPUC
  - How do we turn the data into actionable items quickly?
- We know that we need to focus on degrees that lead to good jobs in the region
- We know that we need to do something about IUPUC's image – some people think we are wonderful, some people think we are terrible, and some people don't know who we are
- We are focused on coming up with some quick short-term action items and then some longer-term items

Current enrolled student

- Undergraduate degree programs
- Graduate programs
- Students exploring
- Full-time students – these make up the largest majority of our students

➤ Campus Master Plan

- Collaborative activity with the Community Education Coalition
- More information by the end of the year

➤ Impact IUPUC can have on and for Columbus

- Sept. 22 Leadership Retreat, Jack Hess will present 'The Columbus Way'
  - Incorporate Columbus into curriculum/model
  - How we prepare Columbus and regional students for success through their degree completion with us

- How to prepare students to support the workforce in the region/tracking where our students are going
  - Other roles that we can play in Columbus/intellectual center for the community/speaker series/civic causes (debates)/to be public in what we are doing
  - How do we get more of our employers to offer tuition reimbursement?
    - This could be a way to engage the community
  - If the student attends IUPUC, what kind of job will they receive
    - Internships/experiential experience for each student
    - IUPUC generates graduates that have the skills that are needed in our region
    - Companies want to know:
      - What is the IUPUC enrollment
      - What programs are the students studying
      - Which of those programs are applicable to my occupation needs – the specific skills that I need to fill my jobs
      - How many of the students are looking for jobs?
      - How many of the students already have jobs?
    - Job placement
      - Data is critical
- IUPUC's relationship with IU-CAD Columbus
- There is not a direct relationship beyond both being entities of Indiana University
  - There is some collaboration on several things
  - As we develop further our thoughts on systems thinking or the Columbus way and design in many aspects of our disciplines, we may find a way to collaborate in the future
  - IU-CAD and the Masters degree in Architecture coming to Columbus is a good thing
  - Conversation w/IUPUC would be a good thing; they need to be 'part of the story'
  - At the reception of the Board of Trustees, IUPUC was mentioned positively several times
  - The Columbus community need to share their positive thoughts about IUPUC to board of trustees every opportunity that arises
- The Board of Trustees will be meeting on our campus on October 6-7 with a reception being held at IU-CAD on October 6.
- Two items of focus as we move forward
- A commitment by the board to be involved in the Columbus capital campaign
  - A commitment by the board to help Dr. Hill and Dr. Felsten in helping with enrollment numbers
    - Talking to prospects
    - Talking to our own family and friends

## **Adjournment**

**Dave Barker**

The meeting was adjourned at 1:00 p.m. The next meeting is November 9 and IUPUI Chancellor Nasser Paydar will be attending.

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*Meetings for the IUPUC Board of Advisors are held quarterly on the 2<sup>nd</sup> Wednesday of the month.*

***Remaining meeting dates for 2016-2017 in the Summerville Room, LC 1400, are:***

*November 9, 2016*

*February 8, 2017*

*May 10, 2017*