

Program Review and Assessment Committee

Thursday, April 11, 2019, 1:30-3:00 pm, AD 1006

Minutes

Attendees: K. Alfrey, P. Altenburger, S. Boyne, L. Bozeman, G. Durham, S. Graunke, T. Hahn, S. Hundley, C. Kacius, S. Kahn C. Keith, J. Lee, K. Murtadha, H. Mzumara, S. Ninon, K. Norris, VanAndel, S. Weeden

1. Welcome, Review & Approval of Minutes (5 minutes)
2. Telling a Story of Engagement - Amy Warner, Vice Chancellor for Community Engagement (25 minutes)
3. MyVoice Staff Engagement Survey – Juletta Toliver, Senior Human Resources Director/Director of Financial Services (25 minutes)
4. ACE Fellow Experience – Shawn Boyne, Professor of Law, Robert H. McKinney School of Law (25 minutes)
5. Higher Learning Commission Debrief – Multiple PRAC Members (10 minutes)
6. Announcements and Adjournment

1. Welcome, Review & Approval of Minutes

Kristin welcomed members and our guests. Motion to approve (Steve), seconded by Sonia to approve the March 2019 minutes. All approved.

2. Telling a Story of Engagement - Amy Warner, Vice Chancellor for Community Engagement (OCE)

Amy: I'm delighted to be here today and glad that Jennifer and Kristin are here.

The third priority of the IUPUI Strategic Plan – ***PRIORITY 3: Contributions to the Well-being of the Citizens of Indianapolis, the State of Indiana and Beyond*** – is the center of OCE's Bull's Eye.

In addition to the Strategic Plan, last year the Chancellor identified some additional priorities.

Chancellor's Priority for Engagement

Community Engagement. Coordinate the design/renovation and academic programming aligned with Madam Walker Legacy Center; continue to support River West, Great Places 2020, Indy East Promise Zone and 16 Tech, among other partners; develop a community engagement map to demonstrate depth/breadth of engagement activities; participate in Higher Education Anchor Initiative; and strengthen data gathering, information sharing, and reporting on engagement activities through the Collaboratory and other sources. [*Supports Strategic Plan Goal 7: Deepen the Campus Commitment to Community Engagement*]

OCE's ongoing work is to strengthen data collection in the Collaboratory.

OCE Vision and Mission

VISION: Our local and global partnerships will be distinguished for important contributions to economic development and community engagement.

MISSION: We cultivate knowledge, relationships, and resources through collaboration that will:

- Contribute to **healthy and vibrant communities**,
- Foster **mutual growth, equity and social justice**,
- Strengthen our **commitment to democratic engagement**, and
- Prepare graduates and professionals for **lives of engaged citizenship**

A lot of responsibilities are more than just day to day activities on campus. There are three themes of OCE:

Theme 1

We create partnerships to improve the vitality of the community and address community-identified issues.

- Lead the campus' role as an **anchor institution**

- Facilitate **democratically-engaged partnerships** with the community, including strategic neighborhood partnerships that address community identified desires.
- Support **talent development, entrepreneurship and innovation** to spur economic development
- **Develop global citizens** and a global city by enhancing understanding of different cultures and promoting inclusive and welcoming campus environment

Theme 2

We prepare students, faculty and staff for the work of community engagement.

- Prepare our **students for lives of engaged citizenship**
- Foster the **development of community-engaged scholars**, practitioners, researchers and staff
- Lead campus efforts to **engage with the community in an ethical, strategic and effective manner**

Theme 3

We tell the story of community engagement and impact.

- Execute an effective **communications strategy**
- Assure **quality and integrity of programs** through program evaluation, continuous improvement, assessment and scholarship.
- Provide **information on engagement activities** by collecting, analyzing and translating data -driven decision making
- Develop **internal office infrastructure to support a more effective approach** to community engagement

We have to think beyond the walls of the campus. We have responsibilities for our neighbors: Great Places 2020 – River West, Indy East Promise Zone, Mid North Promise Zone, King Commons.

Kind Commons has a rich history along MLK Drive, began to develop a quality of life plan.

Public Policy Institute is providing community based information LISC (local initiative support corporation). Community indicators (e.g., truancy, crime rates). Working with the state and the city to get data.

Mid North Promise Zone, Children’s Museum is there. One of their priorities is education.

Great places 2020 was part of Indianapolis’ Community Development plan. It provided extra support for high poverty rate areas. Community members were asked what they would like their community to look like.

16 Tech has been an emerging technology park. The hope and expectation is that in 8-9 years over 2,600 jobs will be created in this space. Anticipating higher quality living in this area, there are plans for green, space, restaurants trails.

IUPUI Anchor Data

- \$1.4 billion operating budget
- \$830 million payroll (13,000 employees)
- \$303 million expenditures (60% spent in Indiana)

Who is an anchor institution?

1. Nonprofit or public institutions that are rooted in place. These institutions often have a mission to serve and are often the largest employers and purchaser of goods and services in many communities
2. What is an anchor mission? A commitment to intentionally apply an institution's place-based economic power and human capital in partnership with community for long-term mutual benefit.
3. Why does it matter? Often local residents are excluded from wealth building opportunities because of discriminatory education, criminal justice, employment, and financial lending policies. Universities that leverage hiring, procurement, and investing along with scholarship, research, and public service resources can help address inequalities while creating stronger reciprocal community relationships.

The Collaboratory is a database of in-depth information entered by students, faculty and staff about ways they are engaged with the community. You can use this tool to enter your own activities to be displayed on the map, and you can explore other activities.

Key themes surfacing from the initial findings

- Participation in engaged teaching and scholarship activity varies by school and rank (full time, part time, tenured and non-tenured faculty).
- A greater percentage of African American and Hispanic faculty report community engaged activity than white faculty.
- In most ranks and classifications over 60% of faculty and staff report that they are *satisfied or very satisfied* with the opportunities for engagement. The satisfaction rate is lower for technical and research staff and part time instructors.
- On average, 50% of faculty reported *satisfied or not satisfied* with recognition and rewards for community engagement and professional service.
- Partnerships with mutually identified goals produce greater impact with high probability of success.
- National engagement distinction requires institution-wide support for engagement strategies, evaluation, reporting and tracking.

Next Steps

1. Identify data collection processes underway that can inform our work.
2. Identify potential data stewards to populate the Collaboratory and thus the engagement map.
3. Provide guidance on developing a comprehensive engagement plan for K-12 student success, Live Hire Buy, and Healthy Communities
4. Seek opportunities to publish scholarly work about community engagement.

3. MyVoice Staff Engagement Survey – Juletta Toliver, Senior Human Resources Director/Director of Financial Services

IUPUI Engagement Survey Results

Juletta: Engagement survey was administered in Sept. 2017. We administer every two years to see how engaged our employees are. She will show how we look at this

Creating a Thriving Workplace

- Understanding Engagement
- Measuring Engagement
- Creating Engagement

What is engagement? The level of employee involvement and enthusiasm for their job. A strong belief in: What you do? Where you do it? And With Whom you get to do it. People can be satisfied with their job but not engaged.

Gallup has defined the three types of employees and what each one means.

Engaged Employees:

These employees are loyal and psychologically committed to the organization. They are more productive and more likely to stay with their company.

Not Engaged Employees:

These employees may be productive, but they are not psychologically connected to their company. They are more likely to miss workdays and leave the organization.

Actively Disengaged Employees:

These employees are unhappy with their work situation and insist on sharing this unhappiness with their colleagues.

The 3 types of employees in the United States: 1) Engaged (33%), 2) Not engaged (51%)
Actively disengaged (16%)

Engagement matters at IU because it is a leading indication of our success. Gallup research has consistently demonstrated that workgroups with high levels of engagement experience 17% greater productivity and 21% greater profitability. Engaged employees are more productive, profitable, and customer-focused. They have fewer safety incidents and are less likely to leave their organization. There is also a connection between well-being and engagement. Examples: lower levels of stress, lower level of anxiety and depression, lower levels of cholesterol. The bottom line is that ineffective leadership and/or culture is expensive. Engagement, culture, leadership can all play a part in affecting the outcomes of an organization.

Gallup has studied more than 25 million responses to the questions in our engagement survey, in 195 countries and in 70 languages. Using this data, Gallup researchers identified three criteria when testing these items:

- **backed by rigorous science:** they looked for evidence to explain why some teams were high performing and others were not.
- **linked to integral performance outcomes:** they looked for items that linked directly to key performance indicators.
- **actionable at the local level:** they looked for items that were actionable at the local level. The goal was to find what really mattered to employees and teams and determine what employees, managers, and teams could control.

This research revealed 12 elements of engagement that fit these three criteria. Through all of their research on what the greatest managers do to create the best workplaces, Gallup discovered that there are 12 needs of an employee that when met, create and support a great workplace. IU also chose to add 9 additional questions to the survey to gain an understanding of engagement as it relates to the priorities, mission, and vision of IU

As she looks at these questions, she thinks about the calls she gets from employees and supervisors. Usually everything comes down to the first question “I know what is expected of me at work.” I always ask the question what kind of expectations were provided, what training was given, how often did you meet with the employee, provide feedback? As we work our way up the questions, she hears: what are the opportunities to advance my career? Also, “I have a best friend of work.” This makes a difference to your work engagement. If you don’t have a best friend at work, it may impact your engagement.

Engagement is not a one-time event. It is what happens after the survey that leads to team growth and improved performance.

Everyone has a role to play in creating a great work environment.

- We play more than one role – we need to take ownership for the roles that we play.
- **IU:** President McRobbie and the Board of Trustees (BOT) see this as a priority which is why they designated “Increasing Employee Engagement” as one of the HR2020 strategic initiatives. The cabinet has seen the top-line results and President McRobbie has said that that largest impact is at the RC level.
- **Exec/Dir:** has the primary responsibility to carry the University’s message forward, and to help provide overall direction, vision, and reinforcement of values
- **Manager & Supervisor Level:** Where the action happens. Help create an environment in which engagement can happen by connecting people to IU and setting them up for success. They also participate in action planning.
- **Teams:** Responsible for creating team’s culture and creating and implementing goals and plans to drive engagement
- **Individuals:** Responsible for their own engagement, participating in and helping to implement the team’s engagement goals, and supporting the engagement of others and the team

Next Steps

- Continue working on Action Plans until next Survey
- Next Survey will be administered beginning September 16

- Compare results to established baseline

IU does not mean to same as everyone. They could not get it listed for specific IU campuses.

Susan: You get better information within the can speak to the local context (IUPUI). IU is a very large organization.

Steve: How has it been used and interpreted?

Juletta: It will serve as a baseline. We have some people who have used the additional 9 questions. Most of them have concentrated on the 12. We've looked at this in terms of diversity issues.

The chancellor wants it to say IUPUI.

4. ACE Fellow Experience – Shawn Boyne, Professor of Law, Robert H. McKinney School of Law

ACE Fellowship Program, has been around for 50 years. Trains the next generated of higher education leaders, fellows come from faculty, staff, and administrative ranks.

Spend a year being mentored by senior leaders from your own institution and then visit other institutions.

- Group is a bunch of Type A people. Can be a challenge.
- Case study: Saving a small liberal arts college.
- We use the RCM model here at IUPUI. Responsibility-based management.
- Had a lot of presentations, e.g., future demographics, food insecurity).
- Mentorship was a large part of it.

Shawn traveled to James Madison University (JMU), observed and participated in Senior Leadership meetings, interviewed top administrators, learned about other functional areas (e.g., construction, facilities, management, athletics), participated in strategic planning and engagement meetings. She tried to learn more about strategic planning and budgeting. JMU does an awesome job with metrics. They are on their website and updated monthly to the President.

Great exhibit at JMU: The color of me: Paul Butler (one of James Madison's slaves). Madison took him to the White House with him. After Madison's death, his estate was bankrupt due to his stepson's gambling debts. Paul Butler was given his freedom who later loaned Dolly Madison money. JMU's new dorm will be named after Paul Butler

Assessment Project

- Examine how peer institutions structure assessment to facilitate the improvement of teaching and learning.

- Collect information on how institutions structure improvement-based assessment paradigms to identify and act upon areas that require improvement.
- How can leadership encourage deeper faculty buy-in and counter criticism that assessment is not relevant to the process of teaching improvement.

JMU has a phenomenal amount of assessment resources. JMU has a mandatory assessment day during orientation. Students take several tests (e.g., quantitative reasoning). They then have to take them again their sophomore year.

She then went to Auburn University. Graduating seniors must take one hour Student Core Outcomes and Readiness Evaluation in order to register for graduation. There is extensive assessment training for student affairs professionals

The University of Alabama at Birmingham (UAB) is more like IUPUI. She visited the civic rights museum there. UAB is also celebrating their 50th year.

University of South Florida (going through a major transition). Legislature is making their campuses consolidate. Assessment is on a three-year cycle. There QEP was well funded.

She is currently typing all of her interviews. She will publish in Assessment Updates. Email her for more information.

5. Higher Learning Commission Debrief – Multiple PRAC Members (will move to May meeting)

6. Announcements and Adjournment

Adjourned at 3:01 pm

Future PRAC Meeting Dates:

Thursday, May 9, 2019

University Hall 1006