

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



PRAC Presentation: April 11, 2019

Office of Community Engagement

IUPUI

Background

Institutional Priorities

PRIORITY 3: Contributions to the Well-being of the Citizens of Indianapolis, the State of Indiana, and Beyond

Goal 6: Accelerate Innovation and Discovery through Research and Creative Activity	+
Goal 7: Deepen our Commitment to Community Engagement	-
<p>Increase service and experiential learning opportunities, stimulate economic development, and use outreach and engagement to address urban community needs.</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1. Develop a comprehensive anchor institution strategy that applies the campus's place-based economic power and human capital in partnership with the community to benefit the long-term well-being of both. 2. Through the Office of Community Engagement, lead campus engagement initiatives to further involve students, faculty, and staff in the community. 3. Advance the campus reputation for engagement locally, nationally, and internationally. <p>Administrative Champion(s):</p> <ul style="list-style-type: none"> • Amy Warner, Vice Chancellor for Community Engagement 	
Goal 8: Strengthen Internationalization Efforts	+
Goal 9: Promote an Inclusive Campus Climate	+
Goal 10: Develop our Faculty and Staff	+
Overall Strategic Plan Support	+

IUPUI Strategic Plan



Chancellor's Priority for Engagement

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[Supports Strategic Plan Goal 7: Deepen the Campus Commitment to Community Engagement]



Organizational Goals

OCE Themes and Goals

Vision & Mission

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Theme 2

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- Prepare our **students for lives of engaged citizenship**
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Theme 3

We **tell the story** of community engagement and impact.

- Execute an effective **communications strategy**
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Community engagement by the numbers

9,737

STUDENTS ENROLLED IN
COMMUNITY-BASED LEARNING
COURSES IN 2015-16

1,000,000+

HOURS OF STUDENT
ENGAGEMENT IN THE
COMMUNITY THROUGH COURSES

4

CAMPUS-WIDE DAYS OF SERVICE

875

COMMUNITY PARTNERS

63%

OF ALUMNI REPORTED
PARTICIPATING IN COMMUNITY
SERVICE OR VOLUNTEER WORK
WHILE AT IUPUI

24%

OF FACULTY REPORT ENGAGING
IN A COLLABORATIVE RESEARCH
PROJECT WITH A COMMUNITY
PARTNER

57%

OF IUPUI EMPLOYEES LIVE IN
MARION COUNTY

57.7%

OF STUDENTS VOTED IN 2016

177

COMMUNITY SERVICE
SCHOLARSHIP RECIPIENTS
ANNUALLY

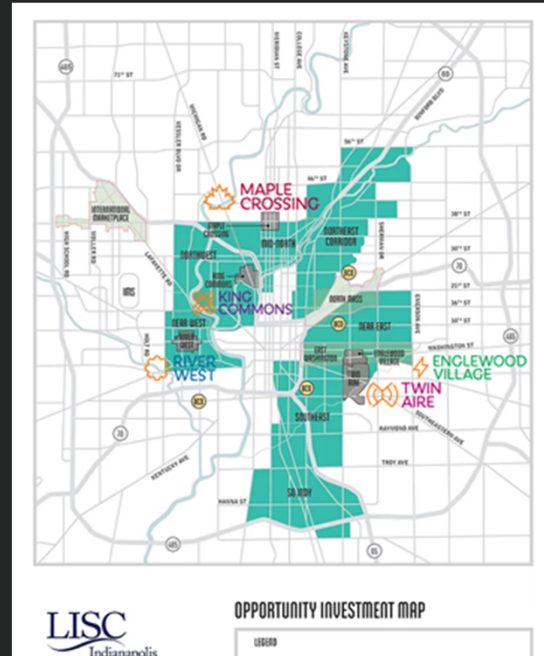


Community Development

Neighborhoods

Great Places 2020

- River West
- Indy East Promise Zone
- Mid North Promise Zone
- King Commons



16 Tech connects talent and companies, NewCos and BigCos, resources and ideas, education and knowledge. It's a dense, urban place where creative thinkers and doers in tech, bioscience and advanced manufacturing connect, collaborate and innovate.

A Place
60 acres of re-purposed urban real estate where BigCos and startups collide, share knowledge, and develop the next big idea.

A Culture
An active, vibrant community that attracts curious and creative people - from around the globe and neighboring communities - to work, play, live and learn.

A Common Ground
A central hub where people and companies connect to nearby research universities, hospitals, entrepreneurs and global industry leaders to collaborate and innovate in an environment that welcomes diverse talents.

Research Corridor
Within walking or biking distance to Indianapolis' premier research institutes (IU School of Medicine, IUPUI, Regenstrief Institute, Indiana Biosciences Research Institute, Eskenazi Hospital and IU Health)

Chance Meetups
Open space for interaction between talent from multiple industries.

Public Art
Public art and cultural experiences enriched by the traditions and history of the neighborhood.

Innovation Partners
Partnerships to global organizations: Eli Lilly and Company, Boji Board, Cummins, Solohovna and Cook Medical.

Rehabbed Warehouse Space
Once-active, large warehouse space, rehabbed for shared labs, workspace and co-working space.

Healthy Living
15 acres of green space with 4 parks, 3 miles of walking and biking trails and access to the city's increasingly active waterways.

Creative Programming
Learning opportunities open to anyone and everyone with a curious mind.

Economic Anchor
An economic anchor in the community with ongoing programming, job training and career opportunities.

Walker Theatre

Connect People and Places
A proposed bike path connecting 16 Tech with downtown Indianapolis and nearby residents.

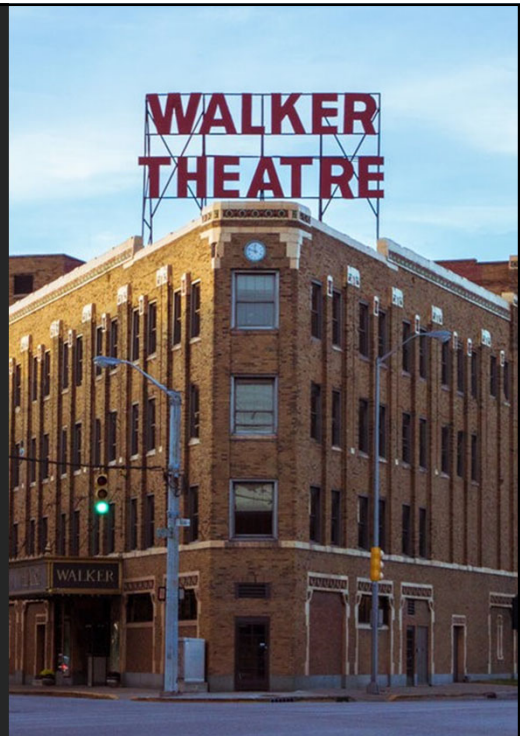
Office/Research Space
2 million square feet of open office, retail, lab and workspace.

Housing/Retail
Housing and retail options for a 24-hour living and working environment.

Legend:
 - Existing Buildings: Adaptive Reuse or Incentive Space
 - New Residential and Innovation Space: Flexible Research, Office, Lab and Collaboration Spaces
 - New Public Open Spaces
 - Existing Open Spaces
 - Proposed Pedestrian and Bike Path

Indiana Avenue

- \$15 million renovation plan
- Indiana Avenue Cultural District Planning Grant
- Partnership opportunities for Olaniyan Scholars, Lilly School, Kelley School, Herron and more...



Economic Development

Economic Vitality

IUPUI Anchor Data

- \$1.4 billion operating budget
- \$830 million payroll (13,000 employees)
- \$303 million expenditures (60% spent in Indiana)
- \$12 million in charitable giving and volunteer service (2014)*

Source: Campus Address 11.6.18

*Source: IU Economic Impact Study 2014



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Lead Organization:
Indy Chamber

Board:
Anchor Institutions; City of Indianapolis; Philanthropy

Live
Buy
Hire

Objective	Increase the number of anchor institution employees living in Marion County and in proximity to their employer	Increase the amount of spending by anchor institutions on goods and services produced in Marion County.	Increase the number of Marion County residents hired by anchor institutions.
Key Metrics	% of anchor institution employees living in Marion County % of employees living within one mile of their employer	% of total goods and services spend with Marion County businesses % of qualified vendors in Marion County	% of annual hires from Marion County
Key Anchor Department	Human Resources	Procurement / Purchasing	Human Resources
Implementation	INHP; Indy Chamber; Indy Hub; LISC	Develop Indy – Business Ownership Initiative; Indy Chamber; CICP; LISC	Employ Indy; Indiana Department of Workforce Development; LISC
Potential Funding	Lilly Endowment; IHA; IHADA; LISC; depository institutions with CRA requirements; anchor foundations; NM	U.S. Economic Development Administration; U.S. Small Business Administration; IFDC	Indiana Department of Workforce Development; U.S. Department of Labor

IUPUI

The Engaged Campus

Higher Education Anchor Mission Initiative

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.



Higher education and the anchor mission



Colleges and universities in the United States are local centers of research and innovation.

Imagine what these capabilities could accomplish if they were fully aligned to help collaboratively solve the problems facing our nation's most underserved communities.

We employ over 4 million people.



Imagine how much opportunity colleges and universities could create through inclusive hiring and workforce development in our hardest-hit neighborhoods.



We spend over \$43 billion on goods and services each year.

Imagine how much stronger local economies could be if more of this purchasing power was spent in the communities our colleges and universities call home.

We hold \$515 billion in endowments.

Imagine the potential impact if more of these funds were invested in transformative local economic development.



The Democracy Collaborative is helping move this anchor mission from imagination to reality.



Anchor Institution Update

- The [Democracy Collaborative](#) & [Coalition of Urban Metropolitan Universities](#)
- **Anchor Mission:** A commitment to intentionally apply an institution's place based economic power and human capital in partnership with community for long - term wellbeing and mutual benefit.
- **HEAMI Purpose:** Help CUMU members rapidly and effectively advance an anchor mission approach within their institutions and the communities they serve.
- Selected in April 2018 to participate with 30 other colleges and universities to build and manage our anchor strategy.



Higher Education's Anchor Mission

Measuring Place-Based Engagement

The Anchor Dashboard Learning Cohort 2017
Emily Sladek, The Democracy Collaborative

DEMOCRACY COLLABORATIVE
with the support of THE ANNIE E. CASEY FOUNDATION

Anchor Dashboard Learning Cohort members upload data collected on the interactive Anchor Dashboard platform.

ANCHOR MISSION DASHBOARD

COMMUNITY BENEFIT

ECONOMIC DEVELOPMENT		
EQUITABLE LOCAL & MINORITY HIRING	EQUITABLE LOCAL & MINORITY BUSINESS PROCUREMENT	VIBRANT ARTS & CULTURAL DEVELOPMENT
THRIVING BUSINESS INCUBATION	AFFORDABLE HOUSING	SOUND COMMUNITY INVESTMENT
HEALTH, SAFETY & ENVIRONMENT		
HEALTHY COMMUNITY RESIDENTS	SAFE STREETS & CAMPUSES	HEALTHY ENVIRONMENT
COMMUNITY BUILDING & EDUCATION		
STABLE & EFFECTIVE LOCAL PARTNERS	FINANCIALLY SECURE HOUSEHOLDS	EDUCATED YOUTH

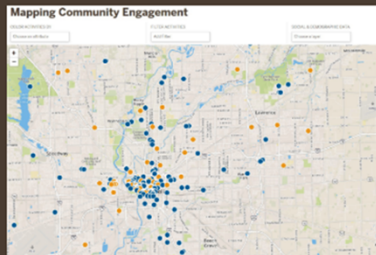
Delve in to each sector and learn how an anchor institution's progress toward strategic community development goals can be measured through key indicators, on The Democracy Collaborative's website: <http://community-wealth.org/indicators>



Data Gathering

Community Engagement Map & Collaboratory

Explore engagement



The community engagement map shows how IUPUI is engaged with the community. Activities from the Collaboratory can be combined with socioeconomic and demographic data. We encourage you to explore this tool and use it to spark conversations.

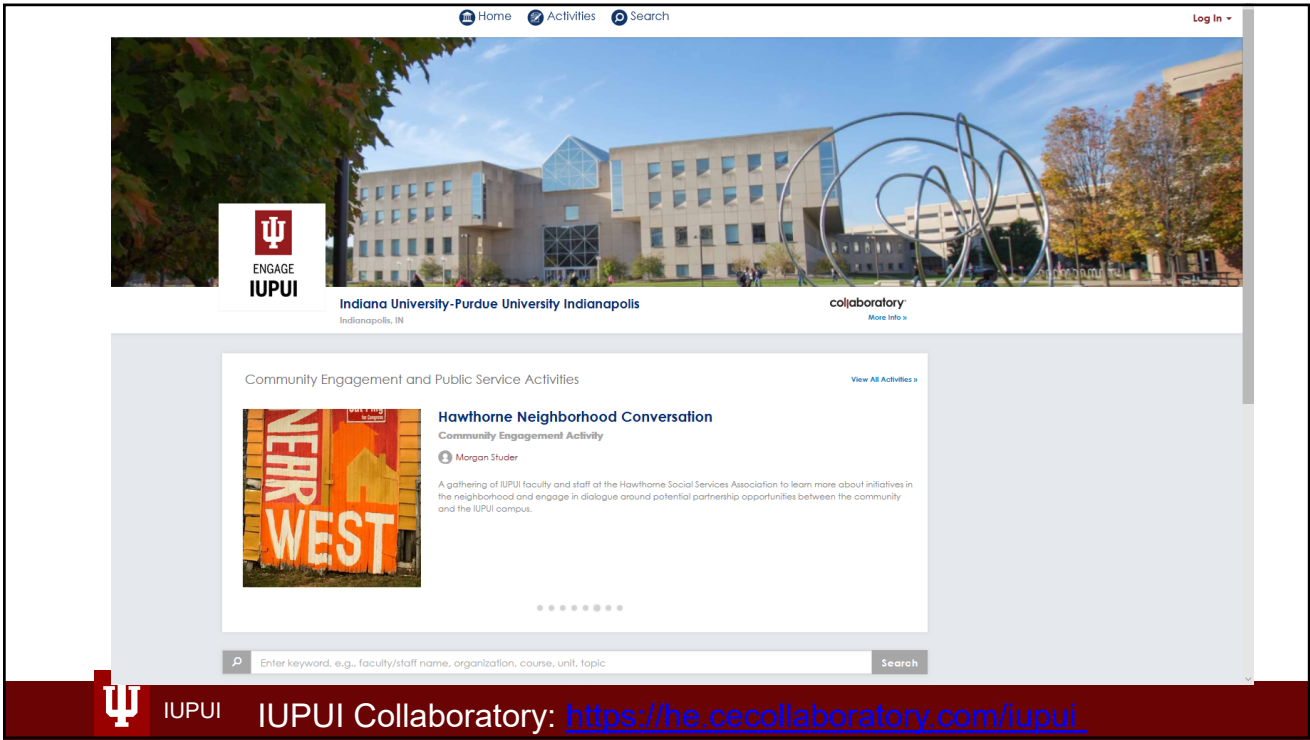
[Explore the map](#)



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.

[Explore the Collaboratory](#)





Activities Update: 385 Activities*

184 community engagement (CE)

a process by which an institution works *with* community partners to co-create and implement **mutually beneficial** activities distinguished by collaboration and **reciprocity**. The exchange of expertise and ideas between academic and external community partners leads to co-creation of knowledge and activities that generate benefits for the academic institution, and community partners.

203 public service (PS)

an institution provides expertise, resources, and services *to* or *for* community individuals, groups, organizations, and the general public. External entities may invite, host, attend, participate, and benefit from the activity, but the primary responsibility for the design, delivery, and assessment of the activity is shaped by the academic institution.

**(claimed by faculty or staff member)*

Involvement: 5,443 students per term *

1,093 community organizations

- 553 Nonprofit
- 162 For-profit
- 156 Government
- 97 K-12 education
- 77 Informal
- 47 Higher education
- 2 Religious

Most common scholarly products:

- Creative products
- Articles
- Manuscripts
- Conference presentations
- Exhibits

**(estimation, may include duplicates)*



Where Activities are Conducted:

Our activities are happening in:

22 counties
representing 58 ZIP codes

Our partners are located in:

18 counties
representing 273 ZIP codes



Data Gathering

- Student engagement through coursework at IUPUI
- Undergraduate Alumni Self Survey
- First Destination Survey – DUE
- High Impact Practices



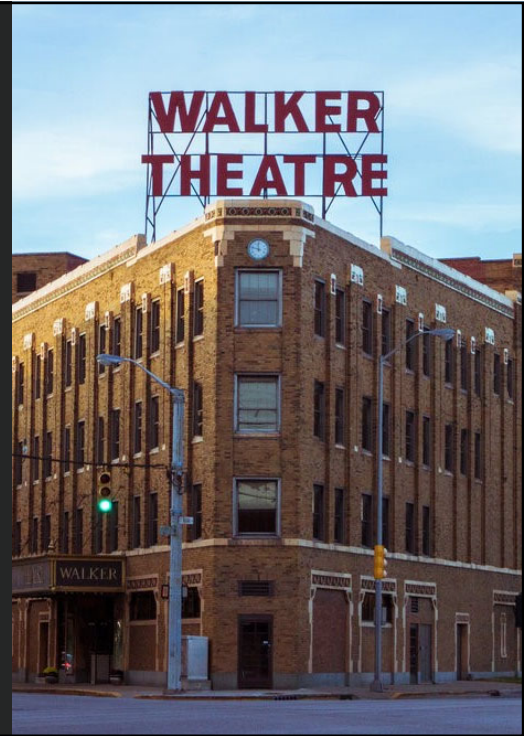
Data Gathering

- Partner with Academic Affairs and IRDS Faculty Survey
- The 2018 Faculty Survey, administered by Institutional Research and Decision Support (IRDS), was sent to all faculty with a total of 1,122 faculty responding from across all IUPUI schools. We analyzed the community engagement items as part of our goal to examine the lived experiences of faculty, who to some extent, work with community –its people, organizations, assets, issues, et cetera – when conducting inquiry-based projects (i.e., research and creative activity).
- Complete results for the 2018 Faculty Survey are available on [IUPUI Data Link](#).



Data Gathering

- Community Partnerships under development
- Academic Affairs – review of promotion and tenure process for engaged research and teaching
- Academic Affairs – faculty development
- DUE – student record
- OVCR – Institutional Review Board, Community Engaged Research
- Policy improvement for staff participation in service to our community



Key Themes

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.



IUPUI

Roles Partners Play:

Partners play more roles when the activity is community engagement compared to public service.

The most common roles: “discuss how to work together”, “set goals”, “identify areas of need”.

Partners frequently provide something (e.g., access to target populations, space, information, materials, promote the event).

Partners are more likely to “negotiate costs and logistics” for public service.

Partners are more likely to be “co-investigators” for community engagement.

Partners “identify expected measures” only half the time.



1. We create partnerships:

Celebrate Our Success

- Community: Local Live Hire Buy, Great Places 2020, Indy Achieves, 16 Tech
- Anchor Institution Mission: Inspire Economic Development
- Foundation and Corporate Relations: Identify prospects prepared to achieve success in community impact

2. We prepare people for the work of engagement:

- Academic Affairs: transform formative data into recommendations to improve satisfaction, rewards and P&T process, leverage the talent within IRDS to collect data to inform practices and strategic directions
- Research: CERG, established LatinX research association, flag engaged research through the IRB process
- Faculty Development: Support programs like the Charles R. Bantz Fellowship program for community engagement
- Human Resources: Day of Service Policy

3. We tell the story:

- Data Partners: Collect data in partnership with IRDS, school data liaisons, POLIS, IBRC, human resources, purchasing,
- Publish and Disseminate: Engage Journal! soon to be released, publish papers and presentations, seek recognition for the quality engagement activity underway.



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.



Amy Conrad Warner

Vice Chancellor for Community Engagement

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317-274-7400

Twitter: ENGAGEIUPUI





Employee Engagement Survey

IUPUI Engagement Survey Results

PRAC Presentation - April 2019

Creating a Thriving Workplace

- Understanding Engagement
- Measuring Engagement
- Creating Engagement

Engagement fuels hard-core business results.

Understanding Engagement

Question:

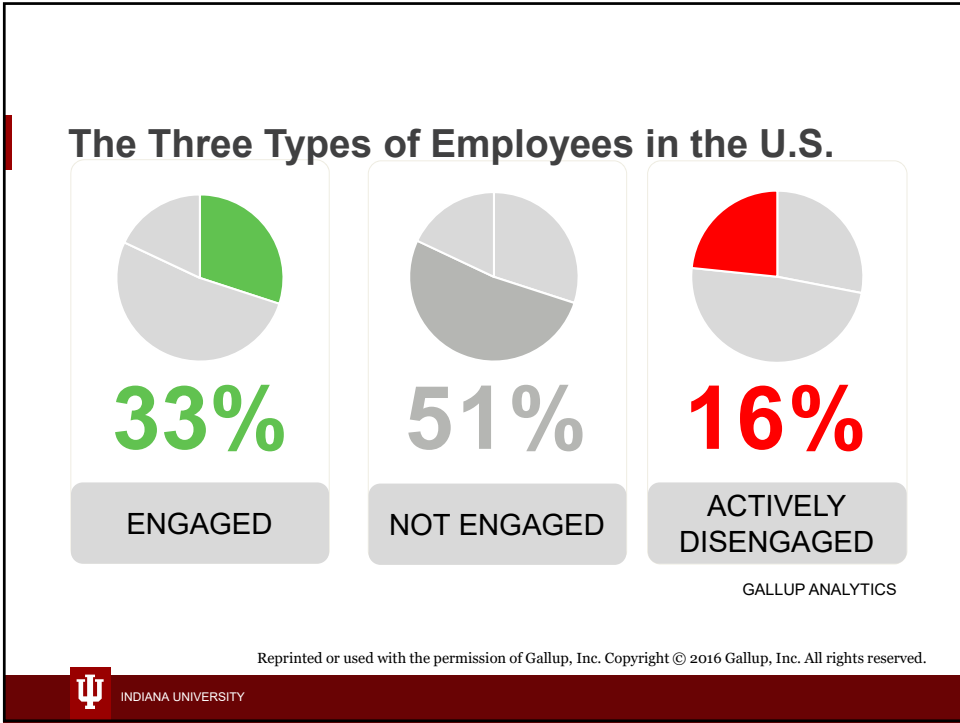
What is Engagement?

*A strong belief in:
What you do
Where you do it, and
With Whom you get to do it*

“The level of employee involvement & enthusiasm for their job.

- The Gallup Organization





The Culture You Create Matters

There is a strong connection between engagement and hard-core business results.



41% less
absenteeism



70% fewer
safety
incidents



59% less
turnover*



10% higher
customer
metrics



17% higher
productivity

*In low-turnover organizations

GALLUP ANALYTICS

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The 12 Elements of Engagement

Measuring Engagement

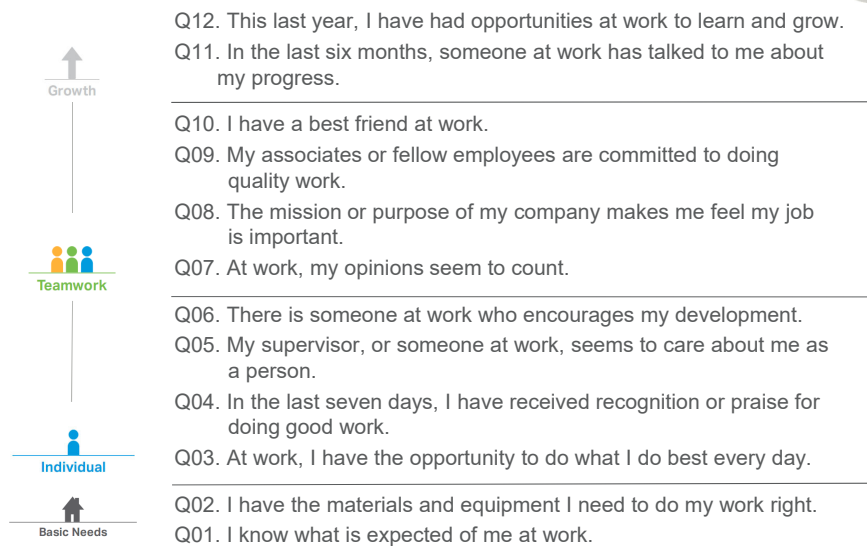
How Gallup® Measures Employee Engagement

- backed by rigorous science
- linked to integral performance outcomes
- actionable at the local level



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Engagement Hierarchy



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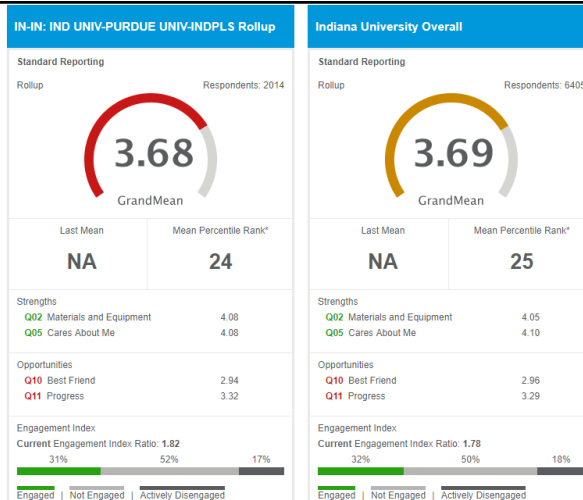
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Additional Index Questions Specific to IU

- Q14 I always trust IU to be fair to all employees
- Q15 IU treasures diverse opinions and ideas
- Q16 My supervisor creates an environment that is trusting and open
- Q17 If I raised a concern about discrimination, I am confident my employer would do what is right
- Q18 My supervisor is an active supporter of the changes that affect our unit
- Q19 There is open communication throughout all levels of IU
- Q20 I would recommend IU as a great place to work
- Q21 I have a clear understanding about the future direction of IU
- Q22 Employees in this organization are treated with respect and dignity



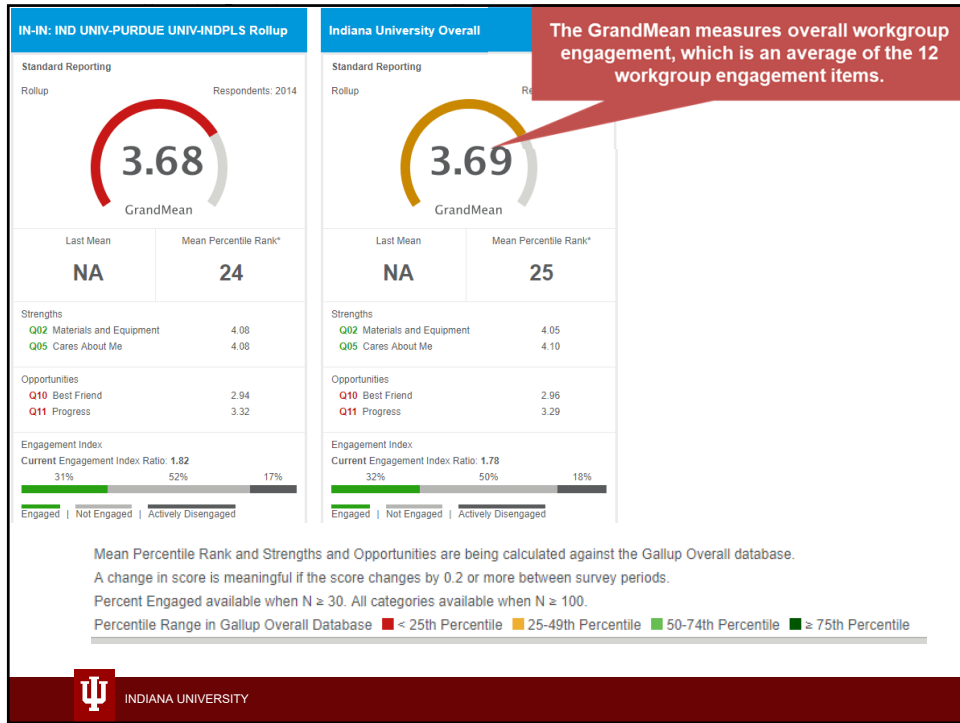
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Mean Percentile Rank and Strengths and Opportunities are being calculated against the Gallup Overall database. A change in score is meaningful if the score changes by 0.2 or more between survey periods. Percent Engaged available when N ≥ 30. All categories available when N ≥ 100. Percentile Range in Gallup Overall Database ■ < 25th Percentile ■ 25-49th Percentile ■ 50-74th Percentile ■ ≥ 75th Percentile



INDIANA UNIVERSITY



Creating Engagement

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

Engagement Is Everyone's Responsibility

Indiana University

- Provide resources — human, technical and financial
- Establish a culture of engagement

Executive and Director Level

- Provide overall direction, vision and removal of barriers
- Reinforce values and direction

Manager and Supervisor Level

- Create an environment in which engagement can happen
- Connect people to the University and set them up for success
- Participate in action planning

Team

- Create the team's culture
- Create and implement goals and plans to drive engagement

Individual Contributor

- Maintain their own engagement
- Participate in and help to implement the team's engagement goals
- Support the engagement of others and the team

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Sharing the Results

- Organization-level results and opportunities to improve will be discussed by IU Leadership and shared after that
- HR Colleagues & Survey Champions will assist units in determining what the results mean, what actions will lead to meaningful change, and putting plans into action.



Action Planning

- Specific target areas will be identified based upon organization survey results
- HRBPs, IUHR colleagues and/or Gallup Champions will partner to build specific and measurable action plans to enhance engagement.
- An online set of tools will be available to serve as a resource and dashboard for change.



Next Steps

- Continue working on Action Plans until next Survey
- Next Survey will be administered beginning September 16
- Compare results to established baseline



It's not about raising the **numbers**.

It's about what the numbers **raise**.



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Thank you!

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MY ACE FELLOWSHIP YEAR

& WHAT I LEARNED ABOUT ASSESSMENT

SHAWN MARIE BOYNE

ACE LEADERSHIP[®]

ACE Fellows Program[®]

- Nominated for the Program by college presidents at their home institutions.
- Fellows come from faculty, staff, and administrative ranks.
- Spend up to a year mentored by senior leaders at host institutions.
- Meet with a cohort of Fellows periodically throughout their year.



2

FELLOWS RETREATS

- I. Group Projects
 - A. Fictitious College
 - B. VCU Consulting Project

- II. Topics & Exercises
 - Budgeting
 - Strategic Planning
 - Food scarcity on campus

- III. Mentorship



JAMES MADISON



- Observe and participate in Senior Leadership meetings.
- Interview top administrators in Admissions, Advancement, Community Engagement, Finance, Student Affairs.
- Learn about other functional areas such as construction, facilities management, athletics.
- Participate in strategic planning and engagement meetings



Fast facts

Location:	Harrisonburg, VA
Undergrad students:	20,798
Graduate students:	1,888
<u>Degree programs:</u>	133
Instructional faculty:	1,466
<u>Athletic affiliation:</u>	NCAA Division I

5

MENTORING

- **ACE Program Sage**
Sara Jayne Steen
- **Home Institution**
Stephen Hundley/Kathy Johnson
- **Host institution**
President Alger/Heather Coltman



Montpelier-James Madison's Estate

6

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.



7

COMPARISON



JAMES MADISON UNIVERSITY



Mandatory Assessment Day during Orientation and in February of Sophomore Year

Graduate Students serve as assessment consultants and conduct trainings

One week faculty rater training and rating exercise during July to review all assessment reports. Provost Awards for best reports.

- Graduating Seniors must take one hour Student Core Outcomes & Readiness Evaluation in order to register for graduation.
- Extensive Assessment Trainings for Student Affairs Professionals. [21 offerings]
 - Assessment 101
 - Survey Design
 - Using Baseline Concepts to Develop Projects



AUBURN UNIVERSITY



8

COMPARISON



Assessment Process & Reporting is based on a three year cycle.

- Develop Curriculum Map & Methods
 - Collect Data
 - Implement Changes
- Unique QEP focusing on Global Citizenship
- Competency Tests & Badges
 - Courses
 - Certificate Pathways

UNIVERSITY OF ALABAMA-BIRMINGHAM



Educational Testing Service (ETS) Proficiency Profile administered to freshman and seniors.

UAB students outperform peer institutions.

Some departments use ETS Major Field Tests



UNIVERSITY OF SOUTH FLORIDA



THANKS TO INSTITUTIONAL PARTNERS



KESTON FULCHER

PROFESSOR & EXECUTIVE DIRECTOR OF THE CENTER FOR ASSESSMENT AND RESEARCH STUDIES

JAMES MADISON UNIVERSITY



MEGAN GOOD

DIRECTOR OF ACADEMIC ASSESSMENT

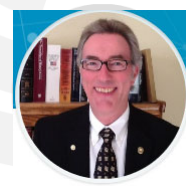
AUBURN UNIVERSITY



GREGG M. JANOWSKI

PROFESSOR AND ASSOCIATE PROVOST FOR ASSESSMENT AND ACCREDITATION

UAB



MICHAEL WRONA

Assistant Vice President and SACSCOC Accreditation Liaison

USF



THANK YOU

✉ SMBOYNE@IUPUI.EDU

🌐 [HTTPS://MCKINNEYLAW.IU.EDU/FACULTY-STAFF/PROFILE.HTML?ID=392](https://mckinneylaw.iu.edu/faculty-staff/profile.html?id=392)