

## **School of Education Fall Faculty Meeting Minutes**

November 15, 2013

IUB School of Education Auditorium

IUPUI 3138E

IUPUC CC156H

10:00 am – 12:00 pm

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**\*\*What follows is a summary of speaker contributions. \*\***

### **1. Welcome**

Dean Gonzalez welcomed faculty and offered regrets from faculty in the math department who were unable to attend due to being out of town at a national conference. Dean Gonzalez briefly went over the purpose and agenda for the meeting.

### **2. Introducing New Faculty**

The department chairs and representatives introduced new faculty members.

At IUB new faculty hires included: Patricia Kubow in Social Studies/Foundations, Director of the CSSIE; Concetta Raimondi (joining in January) in Education Leadership and Policy Studies; Gamze Ozogul in Instructional Systems Technology; John Hitchcock in Instructional Systems Technology and Director of CEEP; Jessica Lester in Inquiry; Cindy Hmelo-Silver (joining in January) in Learning Sciences and Director of CRLT, Erik Jacobson in Math Education; and Sharon Daley in Literacy, Culture and Language education.

At IUPUI new faculty hires included: Subini Annamma in Special Education.

Approved searches were also announced.

At IUB new searches included: Assistant Professor in Instructional Systems Technology/Computer Education, Clinical Assistant Professor in Adult Education, and Assistant Professor in Special Education.

At IUPUI new searches included: Assistant Professor in Language Education, and Assistant Professor in Counseling Education.

At IUPUC new searches included: Special Education and Social Studies or Early Literacy.

### **3. Dean's Report**

Dean Gonzalez discussed enrollment issues facing education as a whole, and specifically at Indiana University. Having recently participated in UCEA (University Council of Education Administrators) Dean Gonzalez was able to talk with administrators from around the country, about overall decreases in enrollment into education programs. Enrollment is down for

multiple reasons, including policy environment, economic reasons, and growth in alternative certification. These enrollment concerns need to be addressed at IUB and IUPUI by recruiting and retaining more students and thinking of creative ways to grow enrollment.

The state of the policy environment in Indiana continues to have a lot of tension between the governor's office and the board, and the new superintendent of public instruction. When or if REPA II will re-emerge is yet to be known. It may resurface as REPA III. The policy environment is something that impacts the university and impacts teaching.

Tuition, financial aid, and job placement are also big issues impacting enrollment. Universities across the country are under tremendous pressure to freeze or even reduce tuition. Indiana is no exception to this. Part of Obama's report card and recommendation for ranking for higher education takes into account of the holding of tuition rate as well as placement of graduates into jobs following graduation. The American public is looking more and more at college as a financial investment. Universities are mobilizing aggressively to enhance the job placements of graduating students. The liberal arts in general are becoming less attractive to students because of concerns with finding a job post-graduation.

Students may be hesitant to enter into the educational field when they are considering the costs of higher education and the potential debt they may acquire, relative to the amount of money they may be making post-graduation. Additionally, within the last few years discussion about teacher cut-backs and layoffs has ensued, giving even more reasons for pause to potential students.

In light of this, the SOE and the university as a whole are making job placement post-graduation a high priority. The office of teacher education has secured a significant amount of funds from the provost this year to help develop a comprehensive system of advising and eventual placement of students. Faculty need to be mindful of what they can do to help place graduating students in jobs. Furthermore, a system of communication between graduates of the programs that are receiving assistance in job placement and new potential students' needs to be a focus. New students need to be aware that there are jobs in education and IU will prepare them for those opportunities and assist them with job placement.

There is strategic planning underway university wide, not just for Bloomington but for all campuses. President McRobbie envisions a major celebration of outcomes for the bicentennial year 2020 as a result of this strategic plan. Part of this planning is for the way in which the university is preparing graduates for jobs and extent to which they are getting jobs.

Another major trend that is impacting enrollment and driving financial aid policies is the need to recruit more high ability students who would be competitive in the institution and graduate, and who would also be competitive in the market place. The financial aid policies of the institution are changing, with the dollars growing for the out of state students who tend to be more competitive, with higher qualifications and credentials, thus lowering dollars

available for instate students. Most education students tend to be in state, therefore this trend influences enrollment.

Collectively the SOE needs to respond to this decreasing enrollment. We have done a great job creating new minors. Marketing these new minors and the education programs overall then becomes highly important. Other programs have had great success with marketing through creating websites, going into classes, and putting their best professors in entry level courses to build interest in their programs. They have developed a comprehensive strategy for marketing. The SOE needs to utilize these strategies and think of how we can strategically use the talents we have to lead to more interest in our school and programs. When graduate students with little experience are teaching introductory courses, students in those courses may not have the same experience as a student who is put in front of our best professors.

There are several great things being done that need to continue. The new counseling minor has already become quite popular. The distance education program at both IUPUI and IUB are becoming major initiatives for the university. Those types of things may take some time before the impact on enrollment can be seen though. Marketing seems to be most effective short-term means that can have impact on increasing enrollment.

The SOE was very fortunate in the receipt of a \$1 million gift from an alum donor. That gift will go into the establishment of the Inspire learning community. The new Rose building will have the first floor dedicated to the school of education where there will be programs, and advising. This is another resource that can help market the school and get students interested early.

International programming initiatives and efforts are developing well. International week is a national initiative, and the SOE was the first program at IU to celebrate it this past week with a variety of events and programs. There have also been talks with the school of global international studies about joint programs. This year the SOE received its first private gift from an international alum to help establish collaborative research between the SOE and the School of Global and International Studies. Martha and Alex Tilaar from Indonesia have provided a gift to help international programs to promote education and women empowerment, with a focus on East Asia. Looking for more of those types of opportunities will be important for our future as a school and it is something that needs to be done collectively.

Dean Gonzalez expressed concerns that the combined pressures of the political climate, reduced interest in education, along with financial aid policies and pressure to keep tuition flat, will put pressures in the SOE at both IUB and IUPUI in a way that has not been seen before. We are entering a period now within the next two to four years where we as a school are going to have to be very thoughtful and careful about the kinds of investments we make

while we continue to be aggressive in marketing and developing new initiatives to keep and attract more students. Aggressive pursuits of external funding sources to fund graduate students and research are also vital. For the first time within the next year or two reserves may need to be tapped into in order to meet budget. Due to the healthy position of the SOE it should not be seen as a crisis, however, the school should be intentional in how resources are deployed.

The Dean provided a brief report on development. The original working goal for the Bloomington campaign of \$37 million was to start in 2012 and culminate in 2017. To date \$13.4 million has been raised with about \$6.2 million from individual gifts and \$7.2 million from non-governmental grants. Efforts for raising this money will continue. The school is still in the master plan with the goal to raise money to add a wing to the Wright Building for research. However, the plans for the campaign have changed. A multi-billion dollar, comprehensive university wide campaign is to align with the 2020 bicentennial. The foundation and development offices are realigning the original campaign to fit into the comprehensive university campaign under the new timeline. Details about new fundraising goals and priorities will be announced at a later date.

Dean Gonzalez concluded his report by commending faculty for their collective efforts in securing grants, and then invited Heidi Ross to make an announcement about Korea night.

#### **4. Budget Report**

Joyce Alexander presented the financial report for IU Bloomington. The school year ended with a surplus of \$610,781 (about 2% of the annual budget) and reserves continue to be healthy at approximately \$7 million. Classroom renovations were completed. A total of 13 classrooms were renovated, with the SOE doing 11 and then partnering with UITS for the additional two. Total cost of renovations was under \$300,000. There is now a commitment to renovate the auditorium next summer. Surveys will be going out for feedback on faculty input for the auditorium renovation.

Pat Rogan presented the financial report for IUPUI. The school ended the year with a \$130,000 deficit with reserves of approximately \$2.6 million. Pat explained some reasons for the deficit which included being taxed at a greater rate for the Chancellors relocation fund, and removal of two online master's classes with high enrollment. Currently IUPUI is focused on tapping into all potential growth areas. These include the development of new certificates and badges, fee based as well as credit based professional development, more aggressive marketing and recruitment efforts, and getting SOE courses accepted into core courses for undergrads. Indicators for fall look strong and admissions are seeing an increase in students interested in education.

## **5. Undergraduate Enrollment**

Joyce Alexander presented data on undergraduate enrollment at IUB. The 2010-2011 enrollment year for new teacher education students was quite large, with over 500 new students. The years surrounding it were also large with enrollment of about 450 new admissions. Then in 2012-13 there was a decline to just fewer than 300 students. The current year is running at a rate about equal to 2012-13. It can be projected that when we experience a couple of these small classes we will start to feel a drop in our market share. The direct admit program is continuing to be healthy with high retention rates.

Beth Berghoff presented data on undergraduate enrollment at IUPUI. Enrollment numbers are continuing to decline at a fairly steady rate. All the things that Dean Gonzalez pointed to are affecting them. In addition, teachers in Indianapolis are unhappy. When they are retiring they are coming forward with passionate speeches about how teaching is not what it used to be and voicing their opinion not to become a teacher. IUPUI is not seeing incoming students who are passionate to teach like in previous years. Despite the decline in enrollment there are a growing number of full time students, with declines in part-time students. More full time students take more credit hours per student which helps some with enrollment numbers. Credit hour enrollment in lower level education courses is holding steady. Upper level education credits are declining somewhat. Graduate level credits are at a decline due to dropping two on-line masters programs.

## **6. Graduate Enrollment**

Joyce Alexander presented data on graduate enrollment at IUB. While graduate enrollment fluctuates from year to year it is remaining fairly steady with no sharp declines. Several areas are up in credit hour enrollment, most are holding steady and professional development is down. External arrangements with PBS and PDK were severed due to lack of enrollment, affecting those numbers by a decrease of about 50 credits. Rates of students who accept an offered admittance was mentioned briefly, with about 47% of Ph.D. students being admitted ultimately accepting the admittance for combined spring, summer, and fall of 2013. Graduate fellowships were presented. Four Dean's fellowships were offered with none accepted. Six out of 32 internal recruitment fellowship offers were to applicants from underrepresented groups and all six accepted.

One faculty member asked where yield of scholarships was lower, was it because students were choosing somewhere else to go or was it due to lack of qualifications of the student? The response was that it is a difficult question to answer because students do not always inform the school if they are going somewhere else.

Beth Berghoff presented data on graduate enrollment at IUPUI. Graduate headcount is continuing to decline. Much of that is in the area of teacher education. Teachers no longer need to have a master's degree in order to receive raises, so there has been a big drop in enrollment. Other programs have fewer declines.

## **7. Research and Development**

Joyce Alexander presented information on R&D for IUB. The number of proposals is down slightly, especially when compared to four years ago (2010). Proposal dollars are up significantly from last year and reward dollars have increased from last year.

Joyce Alexander gave grant proposal due date and dead line reminders, as well as reminded faculty of the on-line foundations search for grants.

Chalmer Thompson presented information on R&D for IUPUI. The number of proposals is up slightly from last year, as are proposal dollars. Award dollars and expenditure dollars are very similar to last year.

## **8. IUPUI News**

IUPUI has been conducting focus groups with stakeholders, including current students, alumni, faculty and staff. The goal is to have that data available for synthesis by the end of this semester to move forward toward goal setting. In marketing development, work with media communications has taken place and it is planned that alumni will be interviewed for testimonials, which will then be posted as short videos on the website.

A successful research symposium was held in the prior week with delegations from Moi University, Kenya. Several IUPUI faculty were highly engaged in comparative educational conversations with faculty from Moi. There was also a campus wide Kenya gala celebration in which faculty from Moi was able to be a part of. The second annual "Celebrate Transformational Educators" event takes place next week with featured speaker, NPR's Claudia Sanchez.

Graduation celebration with December graduates will take place, with an area superintendent invited, as well as Indiana teacher of the year. A successful ethic education workshop took place with students. Alumni and area administrators were invited, as well as others to assist students preparing for graduation with interviewing and being prepared for the job search process.

## **9. General Discussion**

Joyce Alexander opened the floor for any questions or comments before beginning the presentation on marketing for IUB.

One faculty member asked about Obama's report card and if job placement was including international job placement. Dean Gonzalez replied that he was not sure but that it was unlikely. The focus is more on undergraduates and the way the data is tracked is national, so the capacity to track international data may not be available.

Another faculty member asked about what other things were on the horizon for the SOE besides the renovations to the auditorium for the upcoming year. Joyce Alexander spoke about the Living and Learning community, as well as programming and the new undergraduates that will be involved with that. Dean Gonzalez also offered input about development of approval of a pre-licensure minor in teacher education. Additionally, a joint B.S with a Masters of Education that can be completed simultaneously is being discussed with liberal arts. The marketing initiative is also joining with sports to help promote the SOE.

A faculty member from IUPUI brought up the way teacher and leadership training is changing and concerns about the need to address this market change more directly. Rather than viewing changes negatively the focus needs to be on how to keep up with new trends in the way people seek preparation programs. Dean Gonzalez replied that the changing options and ways in which teachers are being prepared means things cannot be done the way they always have been. Thinking creatively about possibilities of how to keep quality high and offer a variety of programming is vital. If things are done exactly the way they always have been then market share will be lost. Dean Gonzalez offered his agreements to the faculty comments and pointed out how mindful all need to be of the strengths of the school and responding appropriately.

An IUB faculty member questioned, that in light of Obama's report card, the downward pressure on tuition, and the need to recruit high ability students, is it possible for the SOE to lower tuition in such a way that we can be more competitive for out of state high ability students similar to the way the Kelly School does? The Dean responded that we do not have the authority to set our own tuition but through direct admit, scholarships and private support we are recruiting the best and brightest.

*IUPUI were given the option to depart at this time as the marketing presentation pertained to the IUB campus.*

## **10. Marketing and Branding Efforts**

Joyce Alexander presented information about branding efforts. RHB spent considerable time talking to students to find out student perceptions of the SOE. From that data a coherence manifest was produced, which is a series of ideas that students are saying we are already doing. Those things then become a promise that we can deliver to all students, to commit that every single student has that kind of experience. Sample items were presented for the coherence manifest.

Some internal work still needs to be done, as expressed by RHB. We need to convince each other that education is the ultimate career, goal and biggest passion that we would want anyone to do. Our successes and successes of our students need to be celebrated. Students also need to know education is challenging, passionate work and is not a “fall back” career. Additionally, students need to be prepared to be able to talk about the field of education in general. RHB work was clear that the connection to the IUB brand is very strong and we should continue to utilize and emphasize it.

Sample translation to ads was put together based on the RHB work and three samples were presented. The uniqueness of IU also should be emphasized. Four things that make IUB SOE unique were presented on a power point slide. The things that make IUB unique then need to become the promises we make to all our students. Draft ads were created with translations and uniqueness factors in mind, and presented on a slide.

RHB delivered a plan with a series of things that they will help the SOE develop, including a letter, magazine, electronic newsletter, a brochure, postcards, and emails. These things are all put into a time-line for when students are beginning to look at applying to college, to when students start getting admittance, to not only increase applicants but yield as well. A series of contacts with students are carefully planned.

There is a recruitment initiative as well as an overall image idea that are being worked on simultaneously. Keeping in mind our brand, we start with people who already like IU and may be coming to sporting events. The SOE sponsored a football game. Electronic billboards, radio spots and live reads by the announcer took place. The same will happen with basketball and a half-time show is scheduled to be sponsored by the SOE. Additionally there is a presence on the sports website.

One faculty member asked if any of the ads had been pilot tested or if there were any focus groups to see if ads would resonate with students or young people. J. Alexander responded that was part of RHB’s process. The Dean also offered anecdotal evidence that he had received lots of positive feedback on the ads and promotions.

An add that was part of the football game sponsorship was presented.

A faculty members made comments on the add and asked about availability of copies to use for a variety of purposes. J Alexander replied that she would look into it and make it happen.

A faculty member asked about bringing in a marketing evaluator. J. Alexander responded that RHB was doing some evaluations and that the SOE was going to also be looking at long-term data. Additional faculty members commented about the possibility of having evaluations done as part of student projects, along with other possibilities for the campaign. J. Alexander responded that there may be some possibilities but the main project is going through RHB and is contracted with them so they need to continue on that path. She also



commented that she loved the faculty enthusiasm but to make sure any ideas are being checked as coherence is highly important.

Three radio ads, voiced by alumni, were presented, along with an ad to be presented at a basketball game, a near completed draft of a direct admit postcard, two prospective students postcards, and a hook book.

Faculty commented on the excitement of the marketing and branding efforts. The Dean mentioned that the success of the campaign depends on the SOE ability to follow through, have coherence and keep promises to students.

A faculty member asked if the Living and Learning center was not being promoted through the ads because they are based on student experiences and students have not experienced the center yet. J. Alexander responded that was correct and that there are plans for input from three people, an RA, someone who currently lives in Union, and then someone else who is living in a different Living and Learning community to give their experiences at first, until the new Living and Learning community for SOE is underway with students.

Dean Gonzalez briefly discussed some funding opportunities for students to offset the costs of being in the Living and Learning community. Additionally fees will not be charged for the community at first, as funding will be used to offset costs.

A faculty member brought up the ad about not paying teachers as much as other professions and asked if this is setting up a larger societal expectation that it is alright to not pay teachers well because they do not expect it. J. Alexander agreed the point was worth talking to RHB about making possible changes.

Dean Gonzalez thanked everyone for attending and Joyce Alexander mentioned that she hoped the conversation continues and really appreciates the enthusiasm.

\*\* The meeting Adjourned at 11:57am \*\*