General Membership Meeting
Minutes of October 14, 2010

Convener: Janiece Kiedrowski, Chair

Recorder: Kathleen M. Kielar, Secretary

Agenda:
1. Approval of the minutes of September 23, 2010
2. Report of the Vice-Chair– Ann Marie Landel
3. Guest Speaker: Sean Sullivan
5. Adjournment

Minutes:
1. Meeting called to order by Janiece at 3:04 PM.
Minutes of 9/23/2010 were approved.
2. Ann Marie gave committee updates.
   - Website committee - Ann Marie recognized Mary Henesey for her work on the PSS website.
   - A Taste of UB - This is sponsored by the Diversity Committee. Robinette Kelley talked about the November 4th potluck lunch. There will be a consultant coming in as well as there will be a jazz group (historic colored musicians group). We may have a 10 minute performance by the student dance group. Come on out and have some fun.
   - Danielle from Undergraduate Academies announced the polar plunge was coming up. We ask that you support a student and help them raise some money. The event is scheduled for December 4th.
   - Mentoring committee is still working and formulating new ideas. Call out for participation will be coming soon.
   - Marketing and communications committee is continuing to plug along
   - Staff Development committee is working on identity theft. No other news right now.
3. Janiece introduced Sean Sullivan the Vice President of Academic Planning and Budget. (See Sean’s PowerPoint presentation at the end of the minutes)

Sean is announcing that we have a surplus. Where UB is at as it relates to financial matters? He wanted to discuss with us observation where UB is at the moment financially and things related to financial matters and tell us good news. I want to focus on how we’ve managed our way through the budget, what the impact has been, and what our opportunities are moving forward.

a. UB in 2010 what is the good news? Resilience and Opportunity. We are a resilient university as we’ve had $60 million taken out of our budget and we are still improving. There are several measures of improvement.

b. Capital for investment
   - Turnover resources - strategic investment -An innovation fund - this fund will help create excitement around the university. One of the great things about the way that we are budgeted, our lines become more valuable as time goes on. We have had excellent bargaining agreements. Over time with the increasing value in our lines, we have the opportunity to take advantage of the investments we’ve made over time.
   - A growing capital budget that can be leveraged - NYS is recognizing that we need to protect our building assets. It is also recognizing we need to invest in program as we respond to deferred maintenance issues. We have new buildings and vacated space for repurposing – Engineering, EOC, and Kapoor Hall, there are opportunities as programs move into these new buildings, we have new opportunities for the old structures. If we put new programs that generate revenue with this building, we can take advantage of these opportunities.

c. New questions and New Advocacy Opportunities
   - Key Measures AAFTE Enrollment by Level - Overall enrollment is at the highest ever 25,773 FTE. If we do enroll 1000 more, we get more money from the state...but we need to think about whether we want to do that. That means extra income at the margin but it also send the message that we as a university that we can serve more students.
   - Our Graduate enrollment is at an all time high. We have almost 8000 FTE. The mix of grad and undergraduate students is good and growing.
   - Our faculty is growing, by 55 FTE while taking 60 million out of the budget. The core strength of the institution remains strong. - Faculty - budget is good.
319 new faculty members have been hired since 2006. Most of these hires are Assistant Professors, this means we are building for the future.

Students are getting better. SAT is at an all time high 1152. We are more selective than ever before. 61% of our students are G1 students.

We are keeping people here and helping them achieve their degree objective better than before.

Research productivity has gone up. We are putting out more proposals and the value dollar is way up.

Grants and contracts expenditures - We are not shrinking.

Faculty and Staff turnover - We are averaging between $18 and $20 million average turnover.

Carrying forward - we've been able to grow our surplus. We can use this as a strategic resource.

Endowment Market Value is starting to rebound.

5 year Capital funding - We are talking about having $600 million dollars available to us for next 5 years.

Major capital projects - (planning) Gateway Occupancy, Data Center Renovation, Solar Array Project, Heart of the Campus, Cooke - Hochstetter Backfill, Bell/Bonner Backfill, Engineering Landscaping, Annex Demolition.

(Design) EOC Building, Hayes/Crosbey Restoration (construction) Engineering Building, Greiner Hall, Kapoor Hall, CTRC, Harriman Quad, UB Child Care

New Questions:
1. New Enrollment Plan - Aggregate and distribution across programs.

2. New Research Strategies
   - Leverage proven grant getters
   - Invest where the money will be
   - Strengthen key infrastructures
   - Leverage capital budget
   - Big center grants

3. Commercialization - New discussions and a supportive Governor-to-be
4. Incentives - Revenue sharing and others

5. Net Revenue Strategies
   - Overseas programs - doubling enrollments
   - Continuing education - analyzing the possibilities
   - Auxiliary services - expansion/efficiency
   - Revenue-producing facilities - existing/new
   - Energy management - climate action plan

New Advocacy Opportunities
1. New SUNY Resource Allocation model

2. New SUNY Capital Master Plan - 2013-2023

3. National Center Research Grant Competitions
   - CTSA - Clinical Translational Research
   - Engineering Research Center Grants
   - Others

4. DOB/UB Dialogue - Informing a New Governor
   - Tuition and Access
   - Capital Development
   - Commercialization
   - Policy Initiatives - How UB can help itself

5. Capital Campaign - Preparation work ongoing

Questions from the floor
1. What are you hearing about projections for revenue generation in the future? Do you have any numbers? The contacts at DOB did not divulge that tuition would increase. We shouldn't be doing mid-year tuition increases. Our DOB contacts are indicating that we are going to take a budget cut. They want to convince a new governor to take this up more readily. They want to change the discussion with the NYS Assembly. There is going to be a budget cut.

2. Accessibility of EOP students - with increase of tuition there is more stringent enforcement of NYS and Federal financial aid. It's becoming more difficult to finance education. We have to examine that gap. The argument hasn't been made persuasively enough that the money isn't going to reach the places that it needs to reach.

We want to engage a different set of people - DOB has reached out to us.

3. What percentage is 60M dollar reduction? It's 17% budget reduction on our operation base. One of the hidden benefits we are adding value back into UB from our lines
4. We feel that the professionals have also been hit significantly with loses. Don't forget about the professionals. As we talk about research opportunities, we need to be careful about depleting our research infrastructure - those that support the faculty in their research endeavors.

5. Can you explain the hidden benefits in the lines? When mandated pay increases go through the value of the line increases. When 300-400 people leave those lines, we have that much more money in those lines that can be reinvested. That process of reinvestment is our best opportunities.

6. Enrollment management should be a critical issue right now. Is someone designated to handle enrollment management? We have a group of people working on it right now. Vice Provost for international, undergraduate, and graduate education. Scott Weber is very interested in tackling. He's got a team within his organization being looked at.

7. Dennis Black just recently sent out an email about decreased custodial maintenance. Deferred maintenance issue. It's the place that’s easiest to make cuts. Our hope is in responding to some of these opportunities.

8. We have a Singapore alliance with UB - reimburse with cost. Are there other abroad alliances going to be pursued? We can both benefit by the growth without paying start up costs. Starting up new ventures is very tricky.

9. Enrollment management - It's difficult for students to get into classes. Poor academic students coming in can't get into those programs. This precludes our EOP and ACE students in getting in these programs.
   - The organization of enrollment management (committee vs. officer).
   - School of Management meeting to talk about the issues you are raising. Keep those gates up or make them higher providing more resources so they can open the gates to serve more students. This issue is too big to rely on the gating mechanism. We have to look at it from a policy perspective.

10. Freshman class was going to shank by 10%. Is this correct? There are new questions about enrollment. Can we continue to serve the number of students that we are currently serving?

11. System leadership realizes that a significant amount of money is going into campuses that have 3000 students or less. They are looking at regionalization of services, and consolidation of administrations. He has not seen these discussions in the past. Is there any discussion of consolidating programs? Yes. Some are advocating this.

12. Contractual pay increases were able to be provided to employees. How about the employees in the MC lines? Jim Jarvis said there was authorization of 1% increase. More news will be coming.

13. Budget cut - 20 million dollars for UB possibly. This is an extrapolation of history.
14. What is the administration looking for? There is going to be a committee that is going to look at the way innovation funds will be structured, how it will be rolled out and how it will be funded. We are looking for 1 time dollars that enhance the stature of the university and create revenue. It can be a number of things.

15. Salaries of SUNY Presidents and other higher officials within SUNY system. Is anyone looking at SUNY administrator salaries? The discrepancies between salaries between administrators and entry level positions. Are people being fairly compensated? Is anyone looking at this? Yes. Many SUNY institutions are looking at this. The Chancellor has looked at these benefits, housing allowances, etc. Good leaders are important in managing these enterprises across the country and there's got to be a balance.

16. The need to bring in the larger grants - not at the exclusion of, but we want more than what we've done in the past. Financial and reputational.

17. Heart of the Campus project - What is going on with this? Who does the decision making work of who goes where? There's a group that is beginning to work on the program that Capen floors (1st and 3rd floor of Capen). Ground floor has always planned for public consolidated services delivery area. Services that are provided across the system to bring that are all moved to the ground floor. The first level (above the ground level) these would be more individual (admissions, academies). 3rd floor would be libraries study space. In general we are trying to honor the concepts by the working committees. The issue has been money. This is the jockeying that occurs before plans. This project is $100 million project. We are bringing service entities together. How will these services work together? How do you translate these into a facilities plan? Dennis Black and Scott Weber are working on this right now.

18. Will there be discussions of the web presence for all of these services? Absolutely. The services, web presence and physical transactions will all have to be brought together. The system has to support the service strategies.

19. What role do we have to get students to compete in the 21st century? What skills do they need? Are these discussions taking place as well? Sean didn't really know. If they were taking place, he wouldn't be invited to them. He would be invited to figure out how to pay for them. Scott Weber is thinking about the undergraduate experience that is appropriate to the 21st century.

20. Are we really pursuing a hotel and conference center? Honestly we have no effort that is focused on a plan like that. We need more expertise to bear on that. Is there a demand for that type of service? We need the analysis.

21. How do we prepare the University for the 21st Century to compete with other universities? That's a big question. All the things that we are trying to accomplish are trying to get at answering your question.
Empire Innovation Program - hire full professors that would produce a minimum of 3 million dollars a year in research funds. We've actually hired around 15 people - 6 or 7 in engineering, some in school of medicine.

4. Janiece thanked Sean Sullivan for being our guest. She also recognized and thanked the male professionals for being here today – 30% of the audience were male! Most of the time we have a large majority of women attending, so it's a good thing to see that the guys came out today.

- October 28th is our regular meeting. President Simpson will be here at 1:30 and 2:00 PM. 2:00 PM Scott Nostaja will be here.

- Janiece talked about PSS leadership. Ann Marie is interested in becoming the PSS Chair. If you are interested, please consider running. If you have questions, please feel free to talk to us. The call goes out in January.

- Ann Marie talked about what a Vice Chair is all about. The duties have been transforming. The major duties are to manage the committees and the work that they do, keep communications going between committees and general membership. She tries to connect with all the committees. We are interested in reforming committees and restructuring them. We want to be adaptive the changing university needs. Wellness has been turned over to the HR Wellness and Worklife Balance are.

- Mentoring committee is being reevaluated and still in the works. We are transitioning constantly.

- Kat talked about the secretary duties.

- The UB Gala is still in need of volunteers.

Meeting adjourned.
Professional Staff Senate Meeting
Attendance

Meeting Date: Thursday, October 14, 2010
General Meeting

Attendance

Area I
- Attended: Kristina Costanza
- Attended: Fred Covelli
- Attended: Matt Deck
- Absent: Allison Garvey
- Attended: Tracey Gawron
- Attended: Rebecca Goodman
- Absent: Candy Morris
- Excused: Barbara Mulhenna
- Attended: Christine Stumm
- Absent: Cassandra Walker Whiteside

Area II
- Attended: Thomas Albrechtinski
- Attended: Donna Banach
- Attended: Olivia Emrich
- Attended: Ilene Fleischmann
- Attended: Paul Hutchings
- Attended: William McDonnell
- Absent: Katie Menke
- Absent: Cathleen Morreale
- Attended: Lawrence Oswald
- Absent: Susan Ott
- Attended: David Parisi
- Attended: Sarah Piraino
- Attended: Margie Puniatowski
- Attended: Letitia Thomas

Area III
- Attended: Emily Chabala
- Attended: H. Williams Coles, III
- Attended: Ellen Dussourd
- Attended: Phyllis Floro
- Attended: Brian Haggerty
- Attended: Jeff Kijawa
- Absent: Jennifer Morrison
- Attended: Mary Pitts
- Absent: Amy Wilson
- Absent: Laura Wirth
## Professional Staff Senate Meeting

### Attendance

**Area IV**
- **Attended**: Miranda Ashby
- **Attended**: Michael Behun
- **Attended**: Chris Cheung
- **Attended**: David Foti
- **Attended**: Jennifer Fris
- **Attended**: Jim Gordon
- **Attended**: Joann Greenszweig
- **Absent**: Christopher Keough
- **Attended**: John Mondo
- **Attended**: Jason Parker
- **Attended**: Marie Peterson
- **Attended**: Laura Pruski
- **Attended**: Eileen Sirianni
- **Attended**: Cherie Williams
- **Attended**: Laura Yates

**Area V**
- **Attended**: Laura Barnum
- **Attended**: Nancy Battaglia
- **Absent**: Amanda Brown
- **Absent**: Donna Czaja
- **Absent**: Carla Galarran
- **Attended**: Sharon Harezga
- **Attended**: James Jarvis
- **Attended**: Kesha Lanier
- **Absent**: Louise Lougen
- **Excused**: Tracey Murphy
- **Absent**: Michele Poitras
- **Attended**: Angie Razszut
- **Excused**: Carol Van Zile-Tamsen
- **Attended**: Lee Zak

### Officers
- **Attended**: Janice Kiedrowski
- **Attended**: Kat Kelar
- **Attended**: Ann Marie Landel

### SUNY Senators
- **Absent**: David Ballard
- **Absent**: Henry J. Durand
- **Absent**: Jennifer Gottdiener
UB in 2010
Resilience and Opportunity

A Good News Message

Professional Staff Senate
October 14, 2010

www.buffalo.edu/reachingothers
WHAT IS THE GOOD NEWS?

1. Resilience – An improving university despite a $60M financial loss since 2007/08

2. Capital For Investment
   - Turnover resources – strategic investment
   - An Innovation Fund
   - A growing capital budget that can be leveraged
   - New buildings and vacated space for repurposing

3. New Questions and New Advocacy Opportunities

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KEY MEASURES
AAFTE Enrollment by Level
2004/05 – 2009/10

UNFUNDED ENROLLMENT

1st Professional includes the following: DDS, JD, LLM, MD, PHARMD
Starting in 2002, each year is being reported.
Enrollment Baseline: 24,695

Source: Resource Planning and Information Management (IsSource ISI_COURSE_01A_ALL)
KEY MEASURES

Faculty FTE
2004/05 – 2009/10

Total Faculty FTE

Ladder Faculty FTE
including GFT

Ladder Faculty FTE
no GFT

1 Ladder faculty including those faculty holding GFT appointments; FTE for GFT faculty is assumed to be 1.0 regardless of actual FTE based on personnel systems

Source: Human Resources

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KEY MEASURES

New Faculty

2006/07 – 2010/11 (cumulative)

Source: Faculty Affairs
KEY MEASURES
Freshman Entry Cohort Quality and Selectivity
2004/05 – 2010/11

Median SAT
(All Freshmen)

Acceptance Rate

G1 Percentage of Class

G1 Yield Rate

Source: SAT from Institutional Analysis; Persistence and Graduation Rates from Resource Planning and Information Management; Other Data from Undergraduate Admissions

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KEY MEASURES

UG Persistence and Graduation Rates

Most Recent Cohorts

1st to 2nd Year
Fall Cohorts 2002 to 2008

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<thead>
<tr>
<th>Year</th>
<th>Rate</th>
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<td>2003</td>
<td>84.9%</td>
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<td>2004</td>
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<td>87.4%</td>
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<tr>
<td>2007</td>
<td>86.9%</td>
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<tr>
<td>2008</td>
<td>88.6%</td>
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4-Year Graduation Rate
Fall Cohorts 1999 to 2003

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<th>Year</th>
<th>Rate</th>
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<td>1999</td>
<td>34.8%</td>
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<tr>
<td>2000</td>
<td>36.1%</td>
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<tr>
<td>2001</td>
<td>39.1%</td>
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<tr>
<td>2002</td>
<td>40.1%</td>
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<td>2003</td>
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<tr>
<td>2004</td>
<td>43.4%</td>
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<td>2005</td>
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1st to 4th Year
Fall Cohorts 2000 to 2006

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<td>2001</td>
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<td>2005</td>
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<tr>
<td>2006</td>
<td>68.2%</td>
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6-Year Graduation Rate
Fall Cohorts 1997 to 2003

<table>
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<tr>
<th>Year</th>
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<tr>
<td>2002</td>
<td>64.6%</td>
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<tr>
<td>2003</td>
<td>64.8%</td>
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</table>

Source: Resource Planning and Information Management
KEY MEASURES

Research Productivity
Proposals/Awards
$ in millions

PROPOSALS
Number of Proposals

AWARDS
Awards (new)

Dollar Value of Proposals

Award Conversion (new)

Source: Sponsored Projects Services online activity reports. Dollar amounts are current period totals.
KEY MEASURES

Grants and Contracts Expenditures
(Federal Only)
$ in millions

Direct

Indirect

2004/05 2005/06 2006/07 2007/08 2008/09 2009/10

$31.0 $29.8 $29.4 $31.2 $33.8 $35.5

$137.5 $129.5 $134.7 $141.6 $148.9 $148.9

Source: Office of Research
## FINANCIAL CONTEXT

### Faculty and Staff Turnover

State Only  
$ in millions

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<th></th>
<th>2005/06</th>
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<td>111.17</td>
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<td>$9.95</td>
<td>110.66</td>
<td>$10.79</td>
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<td>197.95</td>
<td>$9.39</td>
<td>253.64</td>
<td>$11.58</td>
<td>230.52</td>
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<td>185.13</td>
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<td>$19.28</td>
<td>364.81</td>
<td>$20.40</td>
<td>356.24</td>
<td>$20.59</td>
<td>295.79</td>
<td>$18.55</td>
<td>298.76</td>
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Source: University Business Services and Human Resources
## FINANCIAL CONTEXT

### Faculty and Staff Turnover

*State Only*

$ in millions

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<tr>
<th></th>
<th>2005/06</th>
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<td>298.76</td>
<td>$18.25</td>
</tr>
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Source: University Business Services and Human Resources
FINANCIAL CONTEXT

5-Year Capital Funding

$ in millions

Source: University Facilities

1 Assumption based upon past allocations; this is a tenuous assumption until the completion of the SUNY Master Plan.
2 Assumes $90M per year as per SUCF assertions. Available for program renovations when addressing deficient/poor quality facility condition of existing buildings.

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### UB 2020 PROGRESS

#### Major Capital Projects Underway

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<tr>
<th>PLANNING</th>
<th>DESIGN</th>
<th>CONSTRUCTION</th>
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<tbody>
<tr>
<td>Gateway Occupancy (Phase 1)</td>
<td>IOC Building (2012)</td>
<td>Engineering Building</td>
</tr>
<tr>
<td>Data Center Renovation (2012)</td>
<td>Hayes/Crosby Restoration (2014)</td>
<td>$70.00 +</td>
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<tr>
<td>Heart of the Campus (2013)</td>
<td>5.00 *</td>
<td>Kapoor Hall (2012)</td>
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<tr>
<td>Cooke - Hochstetter Backfill (2013)</td>
<td>99.00</td>
<td>CITC (2012)</td>
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<tr>
<td>Annex Demolition (2014)</td>
<td>0.80 *</td>
<td>UB Child Care (2010)</td>
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<tr>
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<td></td>
<td>(2010)</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$163.70</strong></td>
<td><strong>$58.50</strong></td>
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<td><strong>ALL PROJECTS TOTAL</strong></td>
<td><strong>$569.2</strong></td>
<td><strong>$317.00</strong></td>
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* Funding available and in place. Assumes 80/20 CM to campus funds / SI money split

Source: Capital Facilities 1st Space Planning

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OPPORTUNITIES
Facilities Management

Convergence – Critical Maintenance investments for building upgrades and program improvements creates leveraging opportunities – grant/philanthropy
NEW QUESTIONS

1. New Enrollment Plan
2. New Research Strategies
3. Commercialization
4. Incentives
5. Net Revenue Strategies
NEW ADVOCACY OPPORTUNITIES

1. New SUNY Resource Allocation Model

2. New SUNY Capital Master Plan – 2013-2023

3. National Center Research Grant Competitions

4. Capital Campaign