

**INDIANA UNIVERSITY SOUTH BEND
ALL CAMPUS MEETING
FRIDAY, AUGUST 22, 2003
CHANCELLOR'S REMARKS**

Good morning and thank you for attending our fall all-campus meeting. I hope your summer was restful and enjoyable. My summer has been somewhat different than I had expected. As planned, I did my motherly duty visiting my daughter in Bermuda (what a chore!), spent a lot of time preparing for this academic year, and watched patiently the continuing construction of my new home eagerly anticipating the expected August completion. What I did not expect was moving out of my condominium before my house was completed. The condo I had been leasing was sold in August and I have since been informed that my house will now be completed in October. Therefore, at this time you might consider me your vagabond chancellor. If you hear rumors that your chancellor's vehicle is parked in the Marriott Residence Inn's parking lot every evening, you will know how to respond. Mae and Sparkle are adjusting to their temporary housing!

In spite of this unexpected interruption in our lives, I have been thinking about the many accomplishments and proud moments of my first academic year at Indiana University South Bend. Shortly after my arrival, I established a transition team to facilitate the beginning of my tenure as your chancellor. One of our first action items was to distribute a survey to faculty, staff and administrators to determine what you considered to be the top three goals for my first year at IU South Bend. You responded with a number of ideas, but it was clear that the campus community had a "top ten" list. So this summer I began to wonder how we did on these top ten recommendations for "first year" goals. I

thought it would be interesting this morning to go down that top ten list, and let you be the judges of what grade we should give ourselves for 2002-3.

Goal number one was “improve communication, trust and morale”. I think you’ll agree we certainly have made major strides in our campus communication process. By working as a team, we’ve helped improve morale and created a stronger climate of trust.

We’ve established a number of mechanisms to make this happen. They include bringing campus leaders together, in regularly scheduled cabinet meetings, monthly meetings with deans and directors, meetings with the professional staff and bi-weekly councils, and the Chancellor’s attendance at Academic Senate meetings. We’ve launched new publications, including the Weekly Campus Report, Foundations, our new Alumni publication, as well as a new Chancellor’s web site. We’ve held formal recognition ceremonies, such as staff appreciation day, and more informal faculty and staff breakfasts. These activities have brought us all closer together, and kept the flow of information going. Therefore, I plan to continue them not only this coming year but also in the years to come.

Indeed, communication – like all of our campus parameters of engagement--- communication, teamwork, integrity, civility/respect and commitment – have served us well this past year and will continue to be our guideposts for our interaction and trust and morale-building on campus as well as in the community for the duration of my administration.

The second one-year goal was “address budgetary issues”. In response to this recommendation, the Chancellor’s Cabinet, in conjunction with the Academic Senate’s Budget Committee, established an open campus budget process, including an annual budget timeline and schedule. Last fall, I personally outlined this process to the Academic Senate and posted it on the Chancellor’s website. Through this orderly process all campus units have had the opportunity to participate. The Academic Senate Budget Committee, the Chancellor’s Cabinet, and I have agreed that this process served us well. Therefore, it will become our established annual campus budget process. The funded items which resulted from last year’s budget process were shared with you in my July campus community letter.

Your third and fourth survey recommendations are closely related: “clarify and stabilize the administration” and “fill interim and acting positions”. As you recall, last summer there were 32 interim/acting administrative positions on our campus. Only four of these positions remain on the list, and active searches are in progress for two of them (Development Director and Marketing and Communications Director) These two searches will be completed in September. Searches for the remaining two acting administrative positions (Vice Chancellor for Information Technologies and Associate Vice Chancellor for Academic Affairs) will be completed during this academic year. On the reverse side of this morning’s agenda you will find a chart of the current upper level administrative structure, reflecting the membership of the Chancellor’s Cabinet and the organizational changes that occurred last year. Direct reports to the Chancellor have been reduced from 13 to six -- the members of the Chancellor’s Cabinet and the Director of Affirmative Action. At this time I would like to introduce my cabinet for 2003-2004:

Dr. Alfred Guillaume, Vice Chancellor for Academic Affairs; Ms. Mary Ann Zemke, Vice Chancellor for Fiscal and Administrative Affairs; Dr. Ilene Sheffer, Vice Chancellor for Public Affairs and University Advancement; Dr. Jacqueline Caul, Senior Associate Vice Chancellor for Student Affairs; and, Ms. Beverly Church, Acting Director for Information Technologies. Please give them a hearty round of applause for their dedication and service to our university.

The fifth recommended one year goal was “improve image through marketing and advertising efforts”. Last year, there were over 150 positive articles in the South Bend Tribune featuring an aspect of our campus. Significant progress was made on this goal by the successful hiring of our new vice chancellor for public affairs and university advancement, Dr. Ilene Sheffer. Additionally, the search for the new director of marketing and communication will soon be completed. With these new experts on our campus, the image improvement will certainly begin to happen this year. We have already made a first step with the redesign of the website for IU South Bend, which was completed this past year and launched this summer in conjunction with the IU Marketing and Communication Office. Many, many thanks go to all of you who so willingly read the drafts of the hundreds of new web pages and gave their input on content and design.

“Improve student retention” was the sixth recommended goal for our campus.

As you know, our most important measure of “retention” is the persistence of students from their critical first year to their second year of study. The first-to-second year persistence rate for our 1995 entering class was just 54.2 percent. Since that year, thanks to student academic support strategies such as supplemental instruction, and intensified

faculty advising, we have experienced a steady, measured increase in retention rates. Our most recent report shows that for the 2001 beginning cohort our first-to-second year retention rate was 66.4 percent---a 12.2 percent increase since 1995! There have been some other notable changes in student characteristics as well. Over 77 percent of the full-time beginning students in this cohort were less than 20 years of age and over 70 percent of these younger students were retained their second year. I will address the campus impact of this age shift later in my remarks.

Goal number seven was “improve definition and implementation of ‘student centered’”. This past year, I believe we made some significant progress in ensuring that “student success” is indeed a top campus priority at IU South Bend. Our student affairs staff has focused this past year on developing and unifying the delivery of programs that will support all students from their point of entry through successful degree completion. A key new feature of the Student Academic Support Center is the one-stop service area that allows students to conduct business and seek appropriate support at a single location. This one-stop center is a prime example of how we are taking every opportunity to look at the university through the eyes of our students---changing processes, procedures and services as they are needed. Other changes resulting from the perspective of the student include increased faculty involvement in student advising at the front end of their academic program and the new full-day orientation program planned jointly by student affairs and the academic units. We must also assure student access and diversity through enhanced efforts to recruit and support a diverse student body. It is important that we commit resources to minimize feelings of isolation by ensuring a critical mass of students of different cultures. This past year, minority recruitment and retention efforts included

the first annual African-American and Latino Graduation Luncheon, the Making the Academic Connection program and the Community and Minority Breakfast. A higher education information session entitled “Why College?” was offered in cooperation with Ivy Tech State College and the Purdue School of Technology to provide minority specific scholarship information. A college information program targeted to prospective Hispanic students was held at Goshen High School. In addition, the Office of International Student Services was established within student affairs to focus on international student recruitment and to better integrate international students into the whole IU South Bend student body.

Our eighth one-year goal was “renovate administration building,” both in the interests of efficiency and as an aspect of our campus “image.” During last year, personnel in the administration building participated with the IU Architect and his staff in developing a plan for refurbishing the administration building. In May, the completed plan was presented to me by Frank Young, IU Director of Interior Space Planning, and was shared with my cabinet this month. The total refurbishing of the building is estimated at \$ 3.5 million. With assistance from my cabinet, especially the development area, I will be establishing a funding strategy for this cost. The goal is to have some of the refurbishing begin this academic year.

“Complete capital campaign” was the ninth goal recommended by the campus. I am proud to announce that as of August 1, 2003 we have raised 96 percent, \$ 4.8 million, of our \$ 5 million goal. I’m confident that with your help, we will easily surpass our goal in early fall. Dr. Sheffer will be contacting faculty, staff, and administrators for their

support. .

And goal number ten was “strategic planning”. The Campus Directions Committee, under the leadership of Dr. Eileen Bender, has continued to successfully move our planning process forward. The CDC conducted a summer retreat, resulting in the beginnings of the first draft of our planning document. This draft will be presented to the campus this fall. Eileen will be sharing more information about the first draft later in today’s program.

I hope you now agree with me that we have made significant strides in meeting the top ten first year goals emerging from our campus survey. Certainly your support has been a key factor in these gains. At this time, I give you my personal thanks for your dedication to our campus and my administration.

There are more campus accomplishments which need to be recognized.

A new general education program was adopted by the Academic Senate. New academic programs approved include three new concentrations in business, an informatics Bachelor of Science degree and master’s degrees in English which are awaiting Higher Education Commission approval. Twenty tenure track faculty searches were successful this year. The Graduate Council developed official by-laws for its future operation.

Our campus hit record highs in credit hour enrollment for Fall 2002, Spring 2003, and both Summer Sessions 2003.

The Indiana legislature approved full funding, \$427,000 for the Bachelor of Science in informatics and \$2 million for land acquisition bonding. This latter amount will allow IU South Bend to pay our debt to the IU Foundation for the 37 houses we currently use for student housing.

The residence housing feasibility study was completed and presented to the IU Board of Trustees in April. The IU Trustees also approved in May the funding cost of \$2.3 million for our pedestrian bridge.

Major campus events included the completion and dedication of the Tuck Langland “Crossroads” Fountain, successful campus hosting of the IU Board of Trustees in April, the YWCA 100th Anniversary and Annual Tribute to Women featuring Gloria Steinam, and the Annual Meeting of the Boys and Girls/Big Brothers and Sisters featuring IU coach Mike Davis. And, of course, we were very pleased to have our new IU president, Dr. Adam Herbert, visit with us in June.

Our first year together was definitely a meaningful and productive year, and I thoroughly enjoyed the experience.

We certainly have many agenda items for our second year. In fact, my 2003-2004 “to do list” now numbers more than 25 items and is growing. Let me share my own “top ten” items for 2003-4 with you.

(1) Communication will continue to be a top priority. The first annual Chancellor's Report will be included in the fall issue of Foundations, our alumni publication. I will be making more impromptu visits around campus to faculty, staff and administrators in order to keep an accurate pulse on our campus. Our new campus website will help us tremendously in communicating with the external world. As mentioned earlier, the new IU South Bend website was launched this summer. Now is the time to make it fully operational. In order for us to complete the website and maintain it, a website team, chaired by the Director of Marketing and Communications, will be created this year. Again, kudos to the campus people who spent time this summer working with the IU Marketing and Communications Office in developing our new site. So go to www.iusb.edu and take a look for yourself!

(2) Our year will be marked by major planning efforts. The campus strategic plan will be completed, reviewed, and adopted by the campus. Three year plans will be developed in the areas of academic affairs, technology, development, marketing, student services, and facilities and will be shared with the campus as they are completed.

(3) Enrollment management will be a hot topic of discussion. This year will be marked by the initiation of an enrollment management process on our campus. Enrollment management is not one person's responsibility on our campus----it is everyone's responsibility since it includes recruitment, retention, and graduation. While our enrollment, retention and graduation rates have been on a steady incline over the last few years, it will be a continuing challenge to maintain these gradual increases while at the same time maintaining the delivery of a quality education to our students.

(4) In the coming year, we will be seriously exploring how IU South Bend can meaningfully participate in the economic development and planning process of our region, Michiana, and our city, South Bend. Under the leadership of Michael Keen (sociology, and director of our Master of Liberal Studies program), an informal group of neighborhood leaders met this summer to begin discussing neighborhood planning topics. Additionally, I was invited by the mayor to participate in an interest group with regard to the current city planning initiative. At this meeting, I strongly expressed the high interest that our campus has in being a major partner in this planning process for the future of South Bend and explained that we have many talented people who are eager to assist the city in this important endeavor.

(5) Administrative searches that will be conducted this year are as follows: Vice Chancellor for Technologies, Director for Marketing and Communications, Director for Development, Director for Institutional Research and Associate Vice Chancellor for Academic Affairs. Additionally, I hope that we can conduct a search for a Director for Graduate Studies and Grants/Research if possible funding can be located. We also will be searching for a Vice Chancellor for Fiscal and Administrative Affairs. Ms. Mary Ann Zemke will be leaving IU South Bend next year to join her husband, Craig, in Oregon. Craig has received a major promotion and we certainly wish them both success in the West.

(6) I am optimistic about the IU South Bend relationship with Purdue's School of Technology. David Frantz has been hired as the new interim director, and we will be

meeting monthly to discuss how we can make this partnership stronger and more visible. David will be a member of the Academic Cabinet and will be invited to attend IU South Bend Advisory Board meetings.

(7) With regard to plant construction initiatives for this year, my cabinet team and I will continue to move forward on the bridge, student residential housing, and refurbishing of the administration building. Let me bring you up to date on the status of each of these projects. The project cooperative agreement that needs to be signed between the Army Corps and IU for the bidding to occur is presently undergoing a tremendous amount of red tape in order for IU to have more control over the bidding process. Bidding will now probably occur next spring. During June, an initial student housing meeting with our IU South Bend team and IU facilities personnel occurred in Indianapolis. From this meeting, we ascertained the process that our campus needs to follow in order to eventually have new residential student housing. Our local team will be meeting monthly this year in order to keep pressing forward. At this time, our tentative timeline is based on an opening date of Fall 2006. During May of this year I was presented with the final refurbishing plan for the administration building by the IU architect's office. Our next step is to develop a two to three year funding plan and to begin the refurbishing this year.

(8) With the benefit of completing my first year, I think it is time for our campus to pursue vigorously approval from the IU Board of Trustees and the Indiana Commission on Higher Education for a Michigan reciprocity agreement. Such an agreement will help secure IU South Bend's vitality.

(9) As previously mentioned, we are near completion of our \$ 5 million capital campaign. Many, many thanks go to faculty and staff who have contributed already to the campaign. For faculty and staff who would still be interested in contributing, Vice Chancellor Sheffer will be informing the campus next month about the contribution process. Once the campaign is completed, a final campus report indicating the purpose of the funds will be issued by her office, and we will celebrate!

(10) Our beautiful campus will continue to be an attractive venue to conduct community events. Our famous IUSB Fest will be held on Saturday, September 13. We will be honoring two distinguished persons with Chancellor's medals this year. On Friday, September 12, Cheryl Little, recent past chair of the Indiana Commission for Higher Education, will be honored. And, on October 27, former Congressman, Dr. Tim Roemer will receive his chancellor's medal. On that same day, Dr. Roemer will be giving an address on the 9/11 Commission Report to our campus. On the evening of October 28, Mike Wallace, guest speaker for the Suicide Prevention Council and the Red Cross, will be on our campus. I know you recognize, as I do, the importance of a public university to give back to our supportive community, and I heartily thank all campus members for your courtesy and understanding. Through such events, the community is able to not only visit our lovely campus and facilities, but also interact with us, learning more about our dedication to higher education and our students.

Keeping these ten goals in mind, there is one special goal for this coming year.....establishing a strong, positive relationship with our new president, Dr. Adam W. Herbert. On August 15, I was fortunate to have a two-hour one-on-one meeting with Dr. Herbert. I found him to be not only very intelligent and well-informed concerning Indiana University and national educational policy, but also understanding, open, and practical. Accountability will be a high priority for his administration. He will be meeting with chancellors individually, twice a semester. And, yes, he will be visiting our campus. His first forty-five days are devoted to listening to the top IU leaders. At his first, official Board of Trustees meeting (August 2003), he touched on the following topics in his address to the board: economic development, graduate studies, continuing education, multi-year funding for IU, salary study for faculty and staff, new initiatives in diversity, university outreach, collaborations with Indiana State University and Ivy Tech, quality of campus life, quality education for our students, and institutional research. I think President Herbert will be a winner for Indiana University. I look forward to building a strong, professional relationship with him on behalf of IU South Bend.

In closing we need to understand fully that we are all important student recruiters as well as good-will ambassadors for IU South Bend. This means we need to gain a better understanding of the characteristics of our students. While we continue to serve the non-traditional older student, the majority of our credit hours are now generated by students 22 years old and younger. Not only are they entering in larger numbers, they are staying, and voicing needs to which we must respond. We are in fact serving a new student body.

Observers have tried to classify this new generation---- calling them Generation Y, Echo Boomers, the Digital Generation, Generation Now, and Mosaics—But I think the term Millennials may capture them best. “Millennials” are defined as the generation currently six to 25 years old, born between 1978 and 1997. They represent the largest demographic group since the Baby Boomers. But unlike the Boomers, Millennials are socially aware and involved. According to social scientists, they are seriously looking to do something and make lifelong connections and friendships.

Translating this into the collegiate realm, student campus organizations, campus housing, and avenues for genuine engagement are becoming even more important in attracting and keeping this generation on a university campus. Community service alone is not enough to satisfy Millennials. These students do not want to just sing Christmas carols at the local nursing facility. They want more involvement, a deeper understanding of the issues at hand, and ways they can really make a difference. Thus, internships and service learning opportunities seem essential components of the university of the future.

Additionally, this group is extremely tech savvy (perhaps more than some of their instructors!); and, therefore, they are sophisticated consumers with high expectations for electronic communications.

So why is this information so important to us? We need to continue to attract Millennials to our campus. At the same time, we also recognize that our student body is growing increasingly diverse: in age, background, ethnicity, and aspirations – and that our mission is to prepare them to be productive citizens in an increasingly-diverse and global society.

To be successful in this endeavor, change will continue to be a constant at IU South Bend.

While keeping a positive attitude and maintaining our commitment to academic excellence, we will have to adjust to the Millennials needs in order for our students and our campus to be successful. We are already taking many steps in the right direction. However, residence halls and more student organizations won't be enough in themselves. Millennials will need to be integrated into a richer and fuller campus life. The curriculum will need to begin to reflect more involvement opportunities (i.e., internships, service and experiential learning, mentored undergraduate research). Communication among our faculty and staff will become even more essential. And, as one student email pointed out to me this summer, ---"Community cohesiveness is not an accident—it has to be a conscious effort".

We are on the cusp of a dramatic future for IU South Bend. And, we are the players who together will make that conscious effort and the changes necessary for our successful future.