

Indiana University South Bend

All Campus Meeting

Remarks by Chancellor Una Mae Reck

Friday, August 23, 2002

Good morning. I'm pleased that so many of you could attend our first all campus meeting. As I suggested in my letter of invitation, I am a firm believer in open and direct communication both as an avenue of learning and a way to build an effective university community. This campus gathering, and those which will follow at the start of each semester, will provide us the opportunity to reinvigorate the campus communication process as well as to renew friendships and initiate new ones.

So it won't surprise you when I say I've spent this summer communicating. I have had a very enjoyable summer dialoging and listening to many students, staff, faculty, administrators, and community leaders. These opportunities have been fantastic, valuable learning experiences, making me feel welcome and very much at home. In fact, I even began to think I was becoming a Hoosier (though no one has been able to tell me exactly what that word means.)

That is...until my encounter with the BMV last month. Yes, THE BUREAU OF MOTOR VEHICLES!!!! Let me tell you my saga (which may sound somewhat familiar to those of you new to our faculty and staff from out of state.)

After waiting in line for at least an hour at the BMV, it was finally my turn. I walked up to the counter and explained patiently and, I thought, professionally, to the person on the other side, who had a very serious and stern look on her face, that I was a new resident in South Bend and was interested in obtaining an Indiana license plate (IU preferred) for my Cherokee and an Indiana driver's license. To my chagrin she asked for eight different forms of identification, with a social

security card being required. Well, I haven't had a social security card since 1993 when I was mugged at gunpoint in Philadelphia. When I told her my story, she looked at me as though she had heard this excuse before and much like an incoming freshman, I thought about telling her that my dog Sparkle had eaten my Social Security card.

I assured her I was the person I said I was and then promptly and obediently marched out of the BMV to go and get a new social security card. I had no trouble proving who I was at the Social Security Office, and immediately returned to the BMV, hoping both that the line had not gotten longer and that there would be a different person behind the counter. Well, after waiting another hour in line, GUESS WHAT???! Yes, the same woman looked at me with the same serious, stern frown and said "NEXT!" I forced a smile on my face as I approached and proudly showed her my brand new social security card. She then agreed, reluctantly, that I was who I said I was and that I therefore qualified to get my Indiana license plate and take the written driver's test.

As I am sure you "real" Hoosiers remember, this test consists of 50-----YES, I DID SAY 50----- multiple choice questions. As I gingerly reached for the test booklet which was in the clerk's hand, she quickly pulled back the test out of my reach and leaned over the counter looking me straight in the eye, and said, "ARE YOU PREPARED TO TAKE THE TEST?????" I meekly said, "Yes" and asked casually, as any good student would, "how many questions do you have to answer correctly in order to pass?" Looking me in the eye again, she said, meaningfully, "46." I felt a distinct twinge of test anxiety, and responded, "Oh," wondering if I ever would become a Hoosier. I took my test booklet and my answer sheet to the assigned testing area, finished the test and handed it in to be scored.

Well, just so you know, after completing this process a second time, I finally passed the written drivers' test and really felt like a Hoosier.

So you're thinking right now-----Oh, no we hired a chancellor who failed the written Indiana driver's test. Well, I believe in open and direct communication: Yes, I failed the test the first time,

but I only missed TWO questions. Unfortunately, I missed two road sign questions. One can only miss one road sign question and still pass the test.

Since I have communicated openly and honestly about my testing experience, I wonder if there are any other IUSB administrators out in the audience who would like to openly communicate that they had difficulty passing the Hoosier Drivers Test?

Being the person I am, I tried to learn and grow from this humiliating experience in order to move forward. I began thinking about my transition on campus and in South Bend in a larger context. Everything I am currently doing is part of my transition----personal and professional. And as we all know, forward movement is never consistent, especially when one is in a transitional phase. Moreover, we are all in transition at IUSB at this moment. We are all learning about each other, speculating about different things, and experiencing some anxiety until we get to know one another better.

This transition will last awhile, probably for the first 500 days, as discussed and documented in various studies and books on leadership. This literature suggests that transitional periods usually have three segments: a beginning, a neutral middle, and an end. We are all probably in the beginning segment at this time, although each of us will progress through the transitional period at different paces. The beginning of a transitional period has many “starts” and “stops,” just like my experience at the BMV in my quest to become an official Hoosier. If there is a good match, which I think there is in our situation, the

”neutral” segment will be smoother, and our ending goal will be synchronicity. As David Halberstam tells in *The Amateurs* about the moment of “swing” in rowing:

“When most oarsmen talked about their perfect moment in a boat, they referred not so much to winning the race, as to the feel of the boat, all eight oars in the water together, the synchronization almost perfect.

In moments like these, the boat seemed to lift right out of the water. Oarsmen called that the moment of swing.”

We, as an institution, can experience this thrill of “swing”. This chancellorship belongs to all of us, not just to me. We are all responsible for the success of our students and this university. In order to enhance our chances at succeeding at this task, I am proposing the following campus-wide parameters of engagement:

1. COMMUNICATION

We need to instill on this campus multiple levels of communication.

Communication not only needs to improve within units, but also across units and externally with the community.

2. TEAMWORK

For successful teamwork, trust is implicit and necessary. It is imperative that we work together as a team with common goals in order to flourish during these turbulent times.

3. INTEGRITY

Integrity sometimes seems like an archaic quality, especially in light of the huge business scandals that our society has experienced in the last year. We must not only be financially honest as an institution, but also be honest with each other as we strive to experience the “swing”.

4. CIVILITY/RESPECT

In our daily interactions with each other, civility and respect must be demonstrated. We will not always agree with each other and that is part of the vibrancy of a university. However, we must always respect others’ opinions and treat fellow human beings with respect. We need to always remember we are models for our students.

5. COMMITMENT

Ever since I arrived in South Bend, I have been impressed by the level of commitment of the personnel on this campus to IUSB. Faculty members are passionate about and successful at their three core responsibilities: teaching, research/creative activity, and service.

Commitment is not only shown in the significant teaching loads and other responsibilities of the faculty, but also in their record of scholarly and creative achievement. Staff and administrators are committed to serving the students and upholding the mission of the university. This campus-wide commitment has led to the development of a model for regional campuses within Indiana University.

It is my belief that if we adhere to these parameters of engagement a trust will develop naturally which will lead to a strong and mutually supportive relationship among faculty, staff and the administrative leadership.

Additionally, we will have a greater chance to accomplish goals within our six priorities as outlined by the Campus Directions Committee: student access and success, academic excellence, community partnerships, public image, diversity and global perspective. These priorities will be our roadmap for the next five to ten years. This is what the campus deserves and what my cabinet and I desire. And I am hearing from many of you that you share this same aspiration.

Keeping in mind our six priorities and the parameters of engagement, I would like to now review with you some positive indications that we are making progress toward our shared goals:

1. FACULTY POSITIONS (2003-2004)

Under the guidance of Vice Chancellor Guillaume, the deans have graciously prioritized the replacement faculty positions for 2003-2004. Monday of this week I talked with Vice President Judy Palmer. After my discussions with her and after reviewing the enrollment figures for this fall semester, I feel more comfortable with proceeding with the advertisement of these replacement positions. These 29 faculty positions are needed to continue our academic excellence and ensure student access and success.

2. INTERIM AND ACTING APPOINTMENTS

In March 2002, there were 32 interim and acting appointments at IUSB. The current number is 24 which represents a 25 percent reduction. At least 18 searches are expected to be completed by the end of the 2003 calendar year, which will reduce the total number of interim and acting appointments to six. These remaining interim and acting appointments, which are due to timing of other searches and lengths of contracts, will be completed in the calendar year 2004. There are currently five searches underway. Among the searches that will begin this fall are two deans' positions, education and nursing and health professions. The elimination of these acting and interim appointments will contribute positively to our public image and signal our commitments to academic excellence as well as student success on our campus.

3. ADMINISTRATIVE STRUCTURE AND CHANCELLOR'S CABINET

As I have explained in an earlier campus letter, I currently have a transitional cabinet consisting of Vice Chancellor Alfred Guillaume, Vice Chancellor Mary Ann Zemke, Senior Associate Vice Chancellor Jacquie Caul, Acting Director of OIT, Beverly Church, and Acting Director of Development, Jon Meyer. As I also informed you in the same campus letter, Dr. Caul will be overseeing the student

affairs area within academic affairs. Having such a strong advocate for students will certainly add to student success on our campus.

Also with regard to this topic, Dr. Alice Chandler, retired President of SUNY New Paltz, will be visiting our campus in early September to give consultation with regard to our administrative structure. She will be gathering input from many of you during her stay with us. After her visit, it is my hope that we can go ahead and complete the needed searches in order to form the permanent Chancellor's Cabinet and make any other necessary administrative adjustments (i.e., Director of Institutional Studies). Such action will make our administration whole, contributing to the goals of academic excellence, student success, and community connections.

#### 4. TRANSITION TEAM

As you are all aware, I have formed a transition team which will meet with me monthly during this academic year. The members are as follows: IU Representative Charlie Nelms; Chancellor Representative Bruce Bergland; Community Representatives Ernestine Raclin and Mike Wargo; Faculty Representatives John Lewis, Eileen Bender, David Vollrath and Nanci Yokom; Administration Representative Jacquie Caul; Professional Staff Representative Mike Carroll; Student Representative Dan Hirst; and Biweekly Staff and Elkhart Representative Gale Wood-Ward. The team is working exceptionally well together and is providing me invaluable insights about our university as well as the community. At this time I would like to thank all who have participated in the survey which was distributed by the transition team and me. We have begun to tabulate the responses and will be sharing the information with the campus in late September or early October. The transition team will certainly add to the communication process on campus as well as the trust-building.

## 5. FACILITIES

With regard to facilities, our goals will be more long term but still obtainable. The bridge is scheduled to be completed by June 2003. During this semester, I will be sending an official letter to Vice President Terry Clapacs requesting any necessary updates to the marketing feasibility study for IUSB residence halls which was completed last March and to move ahead for a formal presentation to the Board of Trustees at their April 2003 meeting which will be held on our campus. The establishment of residence halls will increase student retention and provide adequate housing for international students and students from diverse backgrounds. In reference to the 2003-2005 biennium capital projects request, the IUSB Associates Building is number six on the short list of seven IU projects. We will have to lobby hard to get this \$25 million dollar project funded in this next biennium.

And, finally, I want you to know that the campus has had several visitors this summer from various people in Terry Clapacs area for the purpose of developing plans for the improvement of utilization and rehabilitation of the interior of the administration building. It is our hope that one result will be the consolidation of student services in one area of the administration building. Once the plans are complete we will have to seek funding since the R & R monies are currently frozen. But all of these capital projects are doable and will add to the success of our students and our academic excellence as well as our public image.

## 6. CAPITAL CAMPAIGN

With the exceptional leadership of Ernestine Raclin as Campaign Cabinet Chair, the Capital Campaign Cabinet members and former Chancellor Perrin, IUSB has raised a

total of \$3.76 million toward a campaign goal of \$5 million. Our capital campaign moved into the public phase during May 2002. During this next academic year, our goal will be to complete this campaign. This will be the year that capital campaign participation by faculty, staff, and administrators is of utmost importance. We already have 100% participation from the Chemistry Department. Another successful effort is being conducted by the School of Education.

It is my hope that next year at this time, we can proudly say that we achieved 100% participation from the faculty, staff, and administrators.

## 7. EVENTS

This semester will be marked by significant events, the most sobering one being the one year anniversary of the September 11 terrorist attacks. Under the leadership of JoAnn Phillips, our campus has a very dedicated task group which has planned several activities, including a candlelight remembrance ceremony on the 11<sup>th</sup>, to honor the people who lost their lives on that tragic day. Towards the end of September we will be dedicating the Student Activities Center, having the Chancellor's installation including a Texas barbeque, and celebrating IUSB Fest. We will also be holding a celebration for the Raclin School of the Arts in October. The official naming of the School of the Arts was approved in June by the Board of Trustees. The Chancellor's Community award will be given to U.S. Congressman Tim Roemer in late October. Additionally, we will be conducting the dedication of the fountain sculpture produced by Tuck Langland in early November. The Campus Directions Committee will also be holding a planning forum this semester. David Vollrath will be giving more details later in this meeting. So you can easily see that there will be plenty of opportunities for communication and showcasing our university.

In conclusion, I want to share with you some ideas we discussed at President Brand's administrative advance which I attended last week. At the advance, he outlined the following themes: excellence in undergraduate education, engagement at the State level, emphasis on research, improvement of IU's resource base, and an IU focus on IU goals. These are reasonable themes; themes that coincide with our six priorities. Additionally, teamwork was emphasized, since it will definitely take teamwork to accomplish goals within the IU themes and our six priorities. Not only is IUSB in transition, but also IU.

We know we are in a period of economic difficulty. But at times like these, creativity and ingenuity can more readily rise to the surface, showing us that further accomplishments and forward movement are possible, especially if we abide by our parameters of engagement and adhere to our six priorities.

Let me end on a personal note. You might have heard a rumor that I am taking golf lessons. Now contrary to other rumors about me, this rumor is true! But thus far, I confess that learning how to be your chancellor seems a much more positive experience than learning to play golf. Perhaps it's because playing golf depends on individual rather than team effort. I have completed my first golf lesson and almost my first two months as your chancellor.

Thanks to your support and "Hoosier hospitality," there have already been successes; there have also been challenges. My energy is high. Some will think we are moving too fast; others will think too slowly; while, others will think we are right on schedule. This is to be expected when experiencing a transitional period. I am proud to be your chancellor, following through on campus responsibilities and representing IUSB constituents in a symbolic manner to the external world. At the same time, I remind you that I am one person – and I have a Hoosier driver's license to prove it! I hope that you will take the opportunity when the time presents itself to get to know the person who proudly carries the title of Chancellor, Indiana University South Bend.

Thank you again for attending our first all campus meeting. I look forward to working with all of you this semester and experiencing the synchronicity of the “swing”.