

**INDIANA UNIVERSITY SOUTH BEND  
ALL CAMPUS MEETING  
FRIDAY, JANUARY 9, 2004**

**CHANCELLOR'S REMARKS**

Good morning and a very Happy New Year. I am going to begin my address today by quoting from an email sent to me on December 19, 2003 from a student who graduated in May 2003, my first commencement at IU South Bend.

“I graduated in May 2003 with a BS in Chemistry from IUSB and am currently attending IU School of Medicine at the IU South Bend Center for Medical Education. Having finished finals today (!!!), I just wanted to mention to you briefly a few of my thoughts on how IUSB prepared me for this incredibly difficult semester of Human Gross Anatomy Lecture, Cadaver Dissection, Medical Biochemistry, Histology, Clinical Medicine I, and Embryology (which consisted of 30 hours of classroom lecture/week, 15 hours of lab/week, and innumerable hours studying evenings and nights).

“When classes began in August, I was intimidated, to say the least. My 15 fellow students came from a wide variety of schools (Yale, Brown, Notre Dame, U of Illinois, etc.). While I was confident in the rigors of my education I received from IUSB before Med School began, I am certainly more so now than ever. I received more hands on lab experience (via my work with the SMART program and chemistry course labs), a comparable (if not superior) science background, and an increased understanding of the core scientific reasoning needed to succeed in the above classes than my fellow students who came from the other institutions with degrees in Biochemistry/Chemistry/Biology. I am forever indebted to four professors ....for the investment they made in my education and continue to make in numerous students' educational endeavors each semester. I have no doubt that I would not be where I am right now were it not for their individual help and the academic programs they have developed at IUSB.

“I found the chemistry department and the Honors Programs to be two of the greatest assets that IUSB had to offer me. From the perspective of a student preparing to attend medical school, these two academic programs proved priceless. The key courses...Organic Chemistry and Biochemistry, respectively, are typically dreadfully difficult courses whose mastery is necessitated for success on both the Medical College Admissions Test (MCAT) and in the first year of medical school. Both professors of these courses have developed material in a dynamic and effective manner. I have come to further appreciate their method of teaching after having worked side by side with students this

semester who were taught these courses by different professors at different universities....

“The Honors Program was also a means by which I was able to obtain the necessary writing skills (via the Honors Colloquium) and discussion/communication skills (via small, discussion based honors classes). The skills fostered by this program helped me succeed on the written section of the MCAT, the medical school interview, and patient interaction needed for medical school.

“What truly excites me about the educational opportunity afforded by IU South Bend is that most anyone willing to work hard in their courses is able to obtain a top-notch education which will more than adequately prepare them for all facets of the Medical School application process and Medical School courses regardless of one’s resources, family’s educational background, etc. I am still shocked that I was able to receive such a quality education so close to home and am now able to fulfill my dream of becoming a doctor despite starting with limited financial resources, no previous MDs in the family, etc.”

Maybe by this time you have been able to identify the author of the email – Mark Royer. Mark came to IU South Bend as an Alumni Association scholar and was an early admit to the IU Medical School. He holds the distinction of being the only chemistry major in the history of our campus to ever graduate with a perfect 4.0 GPA.

The reason I wanted to begin my remarks with Mark’s story is because it is a powerful dramatization of what we mean when we say that IU South Bend’s mission is to be a “student centered campus.” This means that the resources of the entire institution are focused on student learning. All of you played an important part in this young man’s success on our campus and in preparing him for his future as a physician. Of course, the chemistry and honors program faculty were instrumental in Mark’s educational attainments; but, all of us also had a role in creating a true learning environment.

Mark appreciated and benefited from the beautiful and well-cared for campus, the financial aid services to provide access to promising students with limited resources, the efficient class registration and individual advising, the library and laboratory support, etc., and, of course, your warm smiles and hellos while walking across campus. Throughout his undergraduate years here, Mark was more than an id number or a positive retention and graduation statistic or a high med-cat score. The commitment to student success and a team effort by all members of the campus community makes our work meaningful to Michiana residents, resulting in many success stories such as Mark’s. This story is a perfect example of IU South Bend at its best!

It is also an example of the goals of our new enrollment management initiative at IU South Bend: a plan to engage our entire community in fulfilling our mission to students. As Mark recognizes, enrolling at IU South Bend was his gateway to

excellence in addition to his bridge to the future. As his thoughtful message suggests, Mark will continue throughout his life to be a positive, strong advocate and ambassador for Indiana University South Bend. And, as he establishes himself as a physician, he will become a community leader, and, very likely, a contributor to IU South Bend scholarships, as well as other worthy campus programs. My kudos to all of you who helped Mark achieve his dream!!!!

Speaking of achievements, I would like to update you on our progress in meeting the top ten 2003-2004 goals which I outlined to you at our August 2003 All Campus Meeting.

Communication continues to be a top priority, both on and beyond the campus. Candidates for the Director of Marketing and Communications will be interviewed this month. With a strong applicant pool, this search will be a success. More venues for me to interact with students this semester are being arranged by the Vice Chancellor for Public Affairs and University Advancement. All regular standing meetings (i.e. deans and directors, open office hours with the chancellor, chancellor's cabinet, staff & faculty breakfasts) will continue. Additionally, I continue to receive positive comments about our new website. So, if you have not had the chance to explore it, please go to [www.iusb.edu](http://www.iusb.edu). Our newsletter will also continue to apprise you of major events on the campus calendar.

Communication will also continue via our campus strategic planning efforts. A discussion draft entitled "Gateway to Excellence, Bridge to the Future" was completed in December and will be shared with the campus in January and February and presented to the Academic Senate in March. Dr. Eileen Bender, chair of the Campus Directions Committee, will be giving you more details about this process later in today's program.

Another campus goal was to begin the discussion of enrollment management for our campus. An enrollment management advisory committee, chaired by the Chancellor, was established last semester. Additionally, Jim Guyre, Assistant Vice President of Enrollment Management for the University of Pittsburgh at Johnstown, was the committee's consultant on this topic last semester and his report was submitted in December. I will comment more on this topic later in my remarks.

The campus continues to be involved in neighborhood planning discussions and the city's planning initiative. The city's planning arm, the Civic Alliance, conducted a focus group session on our campus in December; and the neighborhood discussions continue under the leadership of faculty member Michael Keen.

Last semester we were very successful with administrative searches. Before I review these with you, I want to recognize two persons for their service and dedication to IU South Bend. First, I ask Ms. Mary Ann Zemke to please stand. Mary Ann has given over 13 years of service to IU South Bend with her latest position being Vice Chancellor for Fiscal and Administrative Affairs. On behalf of Indiana University South Bend, I thank you, Mary Ann, for your dedication to your unit, our campus, and IU. As you may already know, Mary Ann will be joining her husband, Craig, who has

already moved to Oregon. A going away campus reception honoring Mary Ann for her service will be held in February. Second, I ask Ms. Beverly Church to stand. Bev has graciously served as IU South Bend's interim OIT Director for the last two and a half years. Bev continues to serve the campus in her previous IT position as Director of Computing Services. On behalf of IU South Bend, I thank you, Bev, for your dedication and leadership to your unit, our campus and IU in the area of information technologies.

New administrative appointments made very recently are as follows:

Vice Chancellor for Information Technologies, Dr. Pat C. Ames

Pat, will you please stand. As of January 5, 2004, Pat has come to us from California State University, Fullerton where she was the Director of Academic Facilities and Classroom Technology. She received her Ph.D. in the Management of Information Systems and Education from Claremont Graduate University, Claremont, CA. in 2003.

Vice Chancellor for Fiscal and Administrative Affairs, William J. O'Donnell

Bill will be joining us on February 17, 2004. Currently, Bill is the Assistant Vice President and Controller at the Desert Research Institute in Reno, Nevada and received his MBA at the University of Nevada at Reno in 2003.

Additional administrative appointments that occurred last semester are as follows:

Director for Development, Jan Halperin

Jan, will you please stand. Jan joined our campus last October and was the YWCA's consultant for their successful \$6 million campaign.

Assistant Director of the Student Activities Center and Athletics, Marcus Manning

Marcus, will you please stand. Marcus is from the University of California, Irvine, where he was the Director of Club Sports and Special Events. He completed his MS from Southern Illinois University, Edwardsville.

Program Manager of the Student Activities Center, Amy Henkelman

Amy, will you please stand. Amy completed her graduate program and assistantship at Central Michigan University. Amy's main responsibilities are fitness programming, intramural programming and sports clubs.

Director for Student Life, Mr. Marvin Rasch

Marvin, will you please stand. Marvin has his MS from Eastern Illinois University and was the Coordinator of Conference and Event Services at the College of Du Page in Glen Ellyn, Illinois

With the completion of these searches, only two of the original 32 interim/acting administrative positions which existed when I became your chancellor remain to be filled. These two are the Director for Marketing and Communications for which, as I mentioned earlier, interviews are being conducted this month and the Acting Associate Vice Chancellor for Academic Affairs which will be searched next academic year. The campus is also in the search process for a director for institutional research with interviews being held in January.

Another goal for the campus has been the strengthening of our relationship with the Purdue School of Technology. I have been meeting regularly with David Frantz, the interim director, and he has become an ex-officio member of the Chancellor's Advisory Board. I have also been recently notified that David will be leaving the South Bend campus to take a faculty position on the IU East. Once a new director is selected my cabinet and I will, of course, develop a positive professional relationship with that person.

In reference to the pedestrian bridge and student residential housing, the campus experienced progress last semester. The non-standard Project Cooperative Agreement (PCA) for the bridge moved from the Army Corps' Detroit Office to the Army Corps' Washington, D.C. Office in December. It is our hope that approval for the PCA will occur in January and that bidding for the project will occur in the spring. The student residential housing financial proforma was completed this past semester and submitted to the IU Architect's Office. A scope of study for the infrastructure of the building site is scheduled to be completed early this semester and presented to the IU Board of Trustees in April or May.

With regard to in-state tuition rates for Michigan residents in Berrien, Cass, and St. Joseph counties, another important campus goal, necessary information has been submitted to the Indiana Commission for Higher Education and has received an initial favorable response. I will be contacting the commission's staff this month as to what are the next steps to get this project completed.

I am very pleased to announce that the capital campaign of five million dollars which was ongoing when I joined the campus has been successfully completed with a total of \$5.2 million. I heartily thank all you who participated in this worthy project. Dr. Ilene Sheffer, Vice Chancellor for Public Affairs and University Advancement, will be preparing a final campaign report which will be available to the campus this semester.

A final goal on which we are constantly working is showing off our attractive campus to Michiana. CBS correspondent, Mike Wallace gave a presentation on suicide prevention in October to an audience of over 600 people. This event was co-sponsored with the local Red Cross and Suicide Prevention Council.

Two chancellor's medals were awarded last semester. One went to Tim Roemer, past U.S. Indiana Congressman. Tim also gave a public presentation on the "9/11 Commission Report" that was well attended by community and campus members. The second award went to Cheryl Little, past president and member of the Indiana Commission on Higher Education. In September the Schurz Library sponsored an all day Patriot Act forum which was very well attended by campus and community members.

Additionally, in December the Northern Indiana Workforce Investment Board and the IU Kelly School of Business sponsored a very successful economic panel discussion which attracted many community business and professional people to our campus. At all of these fall semester events and others, I personally received

consistent positive comments about our attractive facilities and surprise about the maturity and growth of our campus. Visitors like what they experience and see and, thus, become positive campus advocates for us. Again, thanks to all who contribute to the beauty of the campus and to all who greet and help our visitors with a smile.

So what is ahead for us the next six months in addition to continuing with the previously mentioned goals?

With regard to enrollment management, the campus community will be receiving a letter from me explaining the purpose and the membership of the Enrollment Management Advisory Committee, our definition of enrollment management, and our basic enrollment management goals. Our campus has been very fortunate in the past with regard to student enrollments. Student enrollment at IU South Bend has been steady with a slight growth pattern over the last five years. In order to keep this positive pattern, we need to understand more about our current student population and why they selected IU South Bend as their institution of higher learning. We also need to be more proactive and deliberate in forming our future student bodies and searching for new recruitment markets. Therefore, during the next six months the enrollment management advisory committee will be developing an enrollment management plan for our campus which will be shared with the campus by the beginning of fall 2004. Enrollment management is everyone's responsibility at Indiana University South Bend. It is much more than just attracting matriculates and examining statistics. Effective enrollment management emphasizes relationships in marketing, service, communication, and attitude. All of us play an integral part of this process. Every contact we make, whether it be a simple hello and a smile or an in depth financial aid explanation with a potential or current student, are part of enrollment management. In short, enrollment management is the recruitment and retention of satisfied alumni-to-be. In the largest sense we are all enrollment management champions.

As mentioned previously, in the coming weeks the campus will be reviewing the draft of the IU South Bend strategic plan which has been developed by the Campus Directions Committee. Final endorsement of the plan will occur at the April Academic Senate Meeting. This step is part of our dynamic planning process, an ongoing journey rather than a final destination. During the same period of time, members of the Chancellor's Cabinet will be developing two to three year strategic action plans with specific objectives and timelines for their units. These unit plans, as well as the campus enrollment management plan, will support and complement the campus' overall strategic plan. Therefore, by fall semester 2004, a very comprehensive planning process charting our future for the next few years should be realized.

During the month of January, the Vice Chancellor for Academic Affairs, Dr. Alfred Guillaume will be submitting to me his recommendation for membership for our newly constituted Institutional Review Board (IRB). Upon my approval, this information will be submitted to Dr. Michael McRobbie, Vice President for Research, for his approval. On February 20, our campus IRB, Vice Chancellor Guillaume and I,

as well as all IU regional campus IRBs, will be participating in an all day workshop with regard to the human subjects review process. As an update of the 113 original files that were sent for review by the Bloomington IRB, only 16 are under review. Of those files under review, every researcher has been contacted with communication ongoing. Additionally, we will begin searching this semester for a Director of Graduate Studies and Sponsored Research who will give leadership to this important area, an area also identified for future program growth in the campus strategic plan. I want to sincerely thank the campus community for your cooperation and understanding. Our teamwork truly shined during that difficult situation.

To spur our development of student-centered programs, I am pleased to announce that IU South Bend has recently received two important grants. The Lumina Foundation has awarded the campus a two year \$100,000 grant to attract and retain more African-American and Spanish-speaking students through the expansion of our "Making the Academic Connection" program. The Lilly Endowment has awarded IU South Bend a three year \$444,000 grant to provide regional employers with strategies to develop effective internship programs and to provide students, especially those who are not studying in professional areas, with meaningful work experiences and a broader perspective of employment opportunities. The leadership in the development of these grants was provided by the Office of Student Affairs, which will be instrumental in the implementation process.

Another grant possibility would also enhance an existing educational partnership. IU South Bend will be partnering with Ivy Tech State College in the submission of a Head Start grant proposal for St. Joseph and Elkhart counties. On December 12, 2003 a very successful community meeting announcing our joint adventure was held on the Ivy Tech campus. Over 60 community members attended representing various institutions and agencies. The proposal writing team composed of members from both institutions had their initial meeting yesterday and will be writing furiously for the next six weeks. The final proposal will be submitted on February 27.

I want to mention forthcoming events that will attract many community members to our campus this semester. The Toradze Piano Institute will be held April 12-17. Eight piano fellows will be selected to participate in the institute. The institute will culminate on Saturday, April 17 with a grand performance at the Morris Performing Arts Center featuring the piano fellows, our own Alexander Toradze, and the South Bend Symphony. I hope you will make a special effort to attend this outstanding event. I personally sent a written invitation to President Herbert in December and am hoping that he will be able to not only attend the event but also meet members of our very supportive community. Also, on May 17, 2004 the campus will host Fox News broadcaster Chris Wallace. Teacher's Credit Union will be sponsoring this event. Chris Wallace will be speaking about the 2004 presidential election. Additionally, Holocaust survivor Eva Moses Kor, who was sent to Auschwitz concentration camp during World War II, will be speaking on campus at the Wiekamp Auditorium on Tuesday evening, April 20<sup>th</sup>. Last November, her museum CANDLE,

was destroyed by arson in Terre Haute. Her appearance will be underwritten by the Kurt & Tessye Simon Fund for Holocaust Remembrance, the Jewish Federation and the IU South Bend Student Government Association. Furthermore, don't miss the second annual Martin Luther King Day Gospel Fest on Thursday, January 15 from 11:30 a.m. until 1:30 p.m. in the Main Café. This event features IU South Bend and local community talent.

In closing, I want to remind all of us of our campus parameters of engagement – communication, teamwork, integrity, civility/respect, and commitment. I thank you and commend you for supporting and using our parameters during your professional interactions with your colleagues and students.

Finally, I think my remarks to the campus demonstrate a growing momentum at IU South Bend. Together, we have embarked on a dynamic period of campus development. Key, new administrative leaders. New resources for student and campus “life.” Student housing on the drawing board. Renewed support for faculty research. A fund drive “over the top” which will in some part help to support more students like Mark in their undergraduate studies. New programs and new facilities which are drawing visitors as well as students to our campus. Participation in the civic and cultural life of this community – as a major player as well as a forum for exchange and consultation. Promising new initiatives and partnerships supported by grants from major educational foundations. And plans – moving ever closer – to bridge today's campus with the campus of tomorrow.

Simply put, we have already embarked on the itinerary outlined in the IU South Bend Strategic Plan, “Gateway to Excellence, Bridge to the Future.” It will take all of our collective talent, energy, intelligence, commitment, and engagement to get there, but our mission is clear.

And, when you leave our meeting today, please remember the wonderful success story of Mark Royer – you all played a significant role in his educational success at Indiana University South Bend and his future success as a physician, a success story all of you can share. We are all enrollment management champions for IU South Bend working for the recruitment, retention, self-realization, and attainment of satisfied alumni-to-be.

Again, Happy New Year and have a fantastic semester.

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**ADDITIONAL CHANCELLOR REMARKS**

Before introducing our next speaker, I want to comment on two items. First, on behalf of IU South Bend, I thank Ms. Jennifer Klein for her leadership in our 2003 IU South Bend United Way Campaign. Our campus reached 94% of its goal. And, I, of course thank everyone who participated and contributed to this very worthy cause.

Second, Hank and I want to thank you for the many congratulations we have received from campus members with regard to our marriage. We greatly appreciate your support. If you have not had the chance to meet Hank, and would like to do so, a brief "Meet Hank" reception will be held on the campus later in January. And, if you are wondering about my priorities, Indiana University South Bend is still first; and, at this time, Hank and Sparkle are competing for second.