

**ALL CAMPUS MEETING
FRIDAY, AUGUST 27, 2004
NORTHSIDE HALL MAIN AUDITORIUM
8:45 A.M.**

Good morning and thank you for attending our fifth all campus meeting. I hope everyone had a very pleasant and enjoyable summer. Hank and I spent most of our summer in South Bend, giving us time to get used to our new home and each other, including Sparkle. We played a lot of golf and went boating on Lake Michigan. We did visit my daughter, Alex and her new husband, Dirk, in Bermuda in late May. And, I want all of you to know that I will become a grandmother in November. Of course, I am very pleased with this news and look forward to spoiling my first grandchild.

I enjoy these all campus meetings because it is an opportunity for all of us to come together as a team before the semester begins.

This year we have a special treat. I thought we could all use some inspiration and I didn't have to look far to find it. It is in the music performed by our own Toradze Piano Studio. For the appropriate introduction, I will turn it over to Dean Tom Miller. Tom...

Thank you for that wonderful start to our meeting and to the new academic year. The Toradze Piano Studio is a shining example of excellence on our campus. The performances held here last spring by fellows of the Institute were magical and I want to once again thank everyone who was involved.

In reflecting this summer, I found it hard to believe that this is our fifth all-campus meeting and it has been two years that we have been working together as a team.

Our campus parameters of engagement ---- communication, teamwork, integrity, civility, and commitment---- continue to thrive and serve us well.

As we continue to operate under these parameters this year, I will also be emphasizing the following: accountability, action and achievement. I call them our "Triple A's".

This year we must make sure we hold ourselves accountable in all of our campus work and keep our actions focused on achieving our goals. That sounds easy but it is hard to do. Let me explain.

What do I mean by accountability? I mean we all are responsible. Responsible for what? Progress. Progress in our daily work, progress in the classroom, progress in your field, and progress for IU South Bend, as Michiana's only public, comprehensive university.

What do I mean by action? Action means movement. Move forward on work assignments, on projects, on issues and on our individual and collective goals.

What do I mean by achievement? Achievement means success. Achieve your goals and you, your co-workers, our students and the university will be successful.

Those are the "Triple A's" for the coming academic year.

Speaking of accountability, now let's examine where we are with major campus goals.

Communication always leads my list.

I have established many avenues of communication over the past two years both internal and external. It is important that we communicate with each other as a campus but it is also important that we tell our story to the public. I will continue to look for ways to keep the lines of communication open and I welcome your suggestions, as well.

Internally, I think several communication tools are working well. Last spring, we began Chow with the Chancellor where I would talk with a group of students over pizza and pop. We did this in South Bend and Elkhart and those meetings will become permanent this year.

It is also important to take the community's pulse about IU South Bend. I held two community focus groups in Elkhart and I will be continuing that format in some of our other markets.

Speaking of action... we had a very successful first-ever IU South Bend Advisory Board retreat in June. The cabinet and I spent all day with members of the advisory board to discuss the goals of the campus for the next ten years. The discussion with these community leaders was productive and motivational.

Also, for the first time, my cabinet has completed annual reports for their units and the information will be available on our campus website shortly.

I hope you read the first edition of my new newsletter called Notes from the Chancellor. It is a communication vehicle that is distributed both internally and externally each quarter. All campus personnel get a copy but so do more than 300 community leaders, including every high school principal in the area.

Another good internal and external publication is *Foundations*. It highlights IU South Bend news and information with a focus on alumni and development activities. The fourth issue was distributed this week to an audience of about 25,000 including alumni, employees and friends of the university.

We are beginning a second production of the Chancellor's Annual Report. It also goes to a large internal and external audience. It focuses on the direction of the campus and progress on our strategic plan.

You may have seen a video crew on campus recently. We are producing a short video to help us not only tell our story but to show it. It should be ready for viewing in a few weeks.

And finally on the topic of communication, let's talk about One Start.

As you know, One Start is the web-based portal to Indiana University's online services for students, faculty and staff.

With the beginning of classes just days away, I know many of you are in the throes of getting acquainted with One Start.

I am well aware of the issues with One Start. I know it is not easy but new computer systems never are. However, by working together, we are taking care of our students and getting them registered.

I want to thank you for the effort, teamwork and patience you have shown. Keep up the good work and continue to help each other.

Campus planning has been another major goal. As you know the campus strategic plan was endorsed by the Academic Senate last March.

The plan will be submitted to the Higher Learning Commission by January and will serve as the core of the IU South Bend 2007 accreditation self-study process. The document will be made available to the entire campus this Fall.

At this time, all of the goals listed in the plan have been assigned to a member of the Chancellor's Cabinet, therefore, making it clear which cabinet member is accountable for which goal. These assignments will be reviewed by the campus planning council this fall.

As I mentioned earlier, each member of the Chancellor's Cabinet has developed specific unit plans tied to the goals of the campus strategic plan. I am pleased with the plans we have put together.

Enrollment management will continue to be a major initiative for us this year. As you are aware, all IU campuses are experiencing a possible decline in enrollment. The enrollment for IU South Bend for the fall semester is projected to be down slightly compared to last fall. We will have more accurate information at the end of our census week which is the first week of classes.

As I have emphasized many times, IU South Bend has been fortunate to have stable enrollments with slight growth over the past five years. As I have also stated many times, this pattern of stability is difficult, if not impossible, to naturally maintain.

Continuance of an enrollment pattern of stability and growth needs to be understood and nurtured. And, for this reason, the campus enrollment management advisory board will continue to be very active.

The board will be reviewing a draft of an enrollment management plan that was developed over the summer by some of the advisory board members. Once this plan is finalized it will be shared with the campus community.

I will be asking academic departments to develop recruitment and retention plans pertinent to their specific areas because now is the time to begin working on enrollment for 2005.

We will also benefit from the new director of institutional research and associate vice chancellor for graduate studies and sponsored research, both of whom will be introduced in a few minutes.

Their expertise and involvement will be available at both the undergraduate and graduate levels.

We must remember we are all enrollment champions-----everyone who works on the campus is responsible for enrollment because each of you has tremendous influence on current and potential students and their parents.

Of course, marketing helps. I hope you have noticed the marketing efforts that have been taking place in conjunction with fall enrollment. The plan included radio commercials, billboards in South Bend and Elkhart, and even television.

I'm guessing that most of you in this room have not seen the television spots. There is a reason for that. You are not our target audience for these commercials.

The commercials have been running on such shows as South Park, the Osbornes, the Newlyweds, Real World and Dawson's Creek.

However, we did not want you to feel left out, so we have them to show you this morning. Take a look.

Television is expensive, so we have to be very selective where we run the commercials. Hopefully, they will be broadcast to a wider audience later in the year.

A comprehensive marketing plan, based on the research many of you contributed to, will be shared with the cabinet, deans and directors this fall.

Let's move on to Indiana University's mission differentiation initiative. All of our planning efforts will support this project. Right now we are focused on finalizing the campus mission statement.

This summer, the Chancellor's Cabinet and several senior faculty members, including the academic senate chair, reviewed the campus mission statement. It is extremely important that our mission statement clearly states our purpose as a public comprehensive university.

On October 6, a mission differentiation forum will be conducted under the guidance of Dr. F.C. Richardson, Chancellor Emeritus of IU Southeast and Dr. Charlie Nelms, IU's Vice President of Institutional Development and Student Affairs. After the forum, we will make any necessary revisions and then share the final mission statement with the campus and seek approval by the academic senate.

We are working hard on capital projects for this campus. You may have read about an effort recently in the South Bend Tribune.

The Associates Building, the red brick building on Ruskin Street, is one of six capital projects being requested by IU for legislative funding in the 2005-2007 biennium. I have established a steering committee which will have the responsibility of developing a strategic lobbying plan for this project.

Having this building converted into an academic classroom building is an extremely high priority for this campus, the community, and for me, personally, as your chancellor. I have already begun to meet with legislators individually this summer and will continue throughout the academic year and next summer if necessary.

The renovation of this building would provide a new and much needed home for the School of Education, dental programs and some of the fine arts programs. The Greenlawn building would be demolished and truly would become a green lawn, meaning green space.

Riverside Hall would become the new home of our day care center and the sculpture program would be able to move onto campus. Your participation will be needed in this campaign. You will be hearing from me.

On another ongoing project, the land survey for the 26 acres across the St. Joseph River has been completed by the Troyer Group. A verbal presentation of the survey was made to the IU architect's office and me in July and a written report is expected shortly.

This information will be combined with the information from the 2002 feasibility report which was conducted by Anderson and Strickler. Then, a proposal for student housing across the river will be prepared for IU's president and board of trustees' consideration.

The pedestrian bridge project is also a priority. It too, is complicated. The good news is that the project cooperative agreement is currently sitting in Washington D.C. with the Army Corps of Engineers waiting approval and funding.

I have been in contact with the offices of Senators Bayh and Lugar, as well as, Congressman Chocola for their support. Once the federal portion of the funding is approved the project will then go out for bid. I remain hopeful about this important project.

With regard to the administration building, the vice chancellor for public affairs and university advancement has developed a strategic approach for this project. Prospective donors are being identified and cultivated.

We are also exploring options to re-locate and expand our Elkhart operation. The current lease on our Elkhart Center on State Road 19 expires next year. In anticipation of that deadline we have been exploring opportunities in downtown Elkhart.

Elkhart community leaders are enthusiastic about our plans and are helping us identify a downtown building that would meet our needs.

As you can see, all of these projects are not only exciting for our campus but are necessary for our future, and I am pursuing them vigorously.

Looking ahead, during this academic year Continuing Education and off-campus programs will be combined to create a new unit, called Extended Learning Services, which will report to the vice chancellor for academic affairs. A national search will be conducted for the director of this unit.

The main goal for this new unit is to bring cohesion, solubility and growth. We also expect this unit to be responsive to the developing educational needs of the region in the future.

With regard to Michigan reciprocity, I conducted several meetings last spring with community college representatives from Cass, Berrien and St. Joseph counties. On Tuesday, I am going to Lake Michigan Community College to sign an articulation agreement between IU South Bend and LMC. At this event, I will speak with the president of LMC about a reciprocity agreement between the two institutions.

***Speaking of achievement,* I am pleased that we were able to reach out to top out-of state students this summer with the new Chancellor's Merit Award program.**

If non-resident students meet certain academic criteria they can be awarded Indiana tuition rate to attend classes at IU South Bend. Only 50 awards are given each year. Even though we didn't receive approval for the program until July, the response has been good. So far, 18 Chancellor Merit Award winners have been accepted into IU South Bend.

During this academic year, several administrative searches will be conducted. These include dean searches for the School of Business and the College of Liberal Arts and Sciences, the acting associate vice chancellor for academic affairs and for a vice chancellor for student affairs and enrollment management.

The latter position will give the much needed support to our enrollment management initiative and will give equity in title to all the units represented on the Chancellor's Cabinet.

Several items in the academic program area need to be highlighted. We have an excellent beginning with our American Democracy Project. Shortly, Elizabeth Bennion will be giving you more information. A hearty thanks goes to everyone participating in this project which is of great benefit to our students.

The general education committee will be busy this year gearing up for implementation of our new program for fall 2005. And, with the new leadership in the graduate program area, this academic area will receive the attention and support it deserves, which will result in an increase of recruitment and retention of graduate students.

As you can see, we are a busy, thoughtful and engaged university. I truly believe that IU South Bend is a gateway to excellence for our students, ourselves, and our community.

So, as we begin another active semester, I encourage you to stay focused and remember the Triple A's – accountability, action and achievement. Take responsibility, move forward and achieve your goals.

Thank you for your hard work and everything you do for IU South Bend.