

## **INDIANA UNIVERSITY SOUTH BEND**

### **INSTALLATION REMARKS**

**Una Mae Reck**

**September 27, 2002**

Thank you, President Brand. I accept this Chancellor's mantle and the associated responsibility with great joy and strong dedication and commitment. I am proud to have this opportunity to work with the exceptional faculty, staff, administrators and students here at Indiana University South Bend and with you, President Brand, and your administrative team. Together, we will ensure that student learning continues to be the highest priority for Indiana University South Bend.

I want to thank all of the honored guests who are with us today, and I would like to take a moment to personally introduce several of them, including Mayor Stephen Luecke (Licky), Mayor Robert Buetter (Bue-ter); and Ernestine Raclin and members of the IU South Bend Advisory Board. Would you all please stand for our greeting.

My introductions would be incomplete without recognizing family and special friends: My dear daughter, Alex; my loyal and caring sister, Terry; my close friend, Eileen Shultz; and, President Dennis Hefner, who has believed in me and my leadership abilities since February 14, 1998 when he offered me the position of Vice President of Academic Affairs at SUNY Fredonia. Without Dennis' mentorship, I would not be here today. And I am delighted to welcome my friends from Fredonia, New York. Your presence makes this day very dear to me. Would you all please stand and be recognized? And, finally, I want to thank my mother, Ora Nell Lange, and my father, Leon Lange, who have departed from us, for their love and doubtless faith in me.

This installation represents a rebirth for us. It is a time for us to reflect on IU South Bend's past, present and future and to re-commit ourselves to the traditions that have sustained this great institution. I accepted the offer to become the university's fourth chancellor with high expectations and optimism because of my firm belief in the university's strong history of academic excellence. I am confident that IU South Bend has a bright future. Last week a South Bend Tribune editorial entitled "IUSB Just Keeps Getting Better" gave great praise to IU South Bend, calling IUSB a "first-rate, full service public university." While it is a time of reaffirmation and optimism for IU South Bend, this is also a time of great uncertainty in our nation – indeed, in our world.

There is deep mistrust of our civic, religious, business, and educational institutions, and there is fear of war and terrorism. Given these insecurities, it may seem extremely risky to take up new agendas at this time.

But I would say that these are exactly the sort of conditions that demand new responses from the nation's leading colleges and universities – institutions like Indiana University South Bend. For, in the words of mathematician and philosopher Alfred North Whitehead, “The task of the university is to create the future.”

We already know something about that future. We know that by 2011, more than 75 percent of Americans will engage in postsecondary study within two years of graduating from high school. We know that the demand for life-long learning will accelerate with the pace of new occupations and new technologies. And we know that as enrollments grow larger and more diverse, colleges and universities must accommodate not only more students, but a greater variety of students --- full time, part time, traditional, non-traditional, under-prepared, low income, first generation, and many who require continuing education.

Thus, American colleges and universities have entered an era of great opportunity, tremendous responsibility – and yes, an era of risk. How will we preserve the traditional values of higher education while fulfilling these new responsibilities?

I believe that public higher education institutions like IU South Bend must take the lead. In other words, when our choice is to sit it out or dance, we will dance.

What do we bring to this challenge? First there is our own history. From our beginning in 1916, to the construction of our first building in 1960, and the graduation of our first baccalaureate class in 1967, IU South Bend has never lost sight of its primary mission: to promote student achievement, and to serve the people of this region.

Today, building on that early sense of purpose, combined with vision and ingenuity, IU South Bend is a dynamic, growing campus, with strong business, education, nursing, dentistry, allied health, arts, general studies and liberal arts and science programs. Its many outstanding facilities – the Schurz Library, Wiekamp Hall, Jordan International Center, to name only a few – provide a nurturing environment for students and faculty engaged in a search for new knowledge and, at the same time, serve as valuable resources for the community at large.

What has fostered such development in such a relatively short time? The IU South Bend faculties have earned widespread respect for their aggressive pursuit of excellence in teaching and scholarship, and it is no accident that for more than a decade, the campus served as the headquarters of the university-wide Faculty Colloquium for Excellence in Teaching, which has become a national model.

Credit also goes to our students. This fall, they broke campus records by registering for 67,469 credit hours – the most ever. And they're not just signing up – they're staying. Retention rates from the first to second year have improved consistently over the last three years.

Students are also coming to us earlier and staying longer. For example, we are serving pre- and post-collegial needs through our Advanced College Project and the multiple education offerings.

Last, but certainly not least, credit goes to our supportive community and alumni, our extended family. We know that we can rely on them for guidance, support, encouragement, and help in meeting the challenges of the future. They, like we, anticipate some of the new challenges ahead, and have begun to envision the “next level” for our campus.

Rather than switching metaphors, let’s try to continue the dance image here. So what does our future hold? That’s a question that has been uppermost in my mind almost since the day I arrived, and one I have been pursuing in countless conversations with the campus and the South Bend communities. My query can be reduced to a single sentence: How do you define the “next level”? On October 4, we shall start to hear some answers. On that day – it’s next Friday incidentally - the Campus Directions Committee will host a forum for the university and South Bend communities to discuss IU South Bend’s future based on our campus’ six priorities: student learning, academic excellence, community partnerships, campus diversity, global perspective, and university image. The campus parameters of engagement (communication, teamwork, integrity, civility/respect, and commitment) will guide our interaction at the forum and for the future. Indiana University South Bend is ready to move forward in a planned and defined manner with purposeful change as part of the vision.

Our central mission—to promote learning and the realization of student aspirations—is clear. Indiana University South Bend is a fully established and recognized regional university, complementing all other institutions of higher education in Michiana. Translated into action, this means:

AS A STUDENT FOCUSED UNIVERSITY, we will develop meaningful and appropriate undergraduate and graduate programs for our students based on an academic master plan that will guide program resource allocation. We will continue to build our full-time faculty and develop new synergies among our senior and junior faculty that embrace the traditions of high academic standards and a tireless commitment to helping students succeed.

AS A STUDENT FOCUSED UNIVERSITY, we will concentrate enrollment efforts on the continuing growth of full-time undergraduate students, a population that has grown 21 percent in the past ten years. This base of full-time students complements our already established base of non-traditional students and will allow us to enjoy greater budgetary stability and predictability. We will develop an enrollment management plan to ensure this process.

AS A STUDENT FOCUSED UNIVERSITY, we will enrich our enrollment base with diversity through minority enhancement programs, international student programs and housing, and merit scholarships for outstanding regional scholars, artists and athletes.

AS A STUDENT FOCUSED UNIVERSITY, we will increase student retention and graduation rates by consolidating our student services area, providing appropriate intramural and cultural activities for our students, and meeting our student needs with academic support programs, childcare, counseling, and future residential housing.

AS A STUDENT FOCUSED UNIVERSITY, we will continue to strengthen our relationship with other two-year and four-year higher education institutions, to ensure program articulation and student and faculty access to IU South Bend campus life, technology and professional development.

AS A STUDENT FOCUSED UNIVERSITY, we will establish an administrative structure that will support academic and student, affairs, public affairs and university advancement, campus technology, and sound fiscal and business practices. Such a faculty structure is necessary to support student recruitment and retention.

AS A STUDENT FOCUSED UNIVERSITY, we will work with South Bend, Elkhart, Plymouth and other surrounding communities to identify local needs to strengthen the quality of life in the region. We will connect with community organizations and businesses and play a supportive role in economic development so that our students have future career opportunities. With the expertise we have on our campus, IU South Bend can be a leader in this endeavor.

AS A STUDENT FOCUSED UNIVERSITY, we must ensure financial stability and growth in order for our future to remain secure and on course. Therefore, a clear communication process with regard to the biennial development of the budget must be established. A comprehensive, meaningful, and understandable budget plan will be developed to support our campus priorities and Indiana University strategic initiatives.

AS A STUDENT FOCUSED UNIVERSITY, we are proud to be part of Indiana University. As one university, our students reap more benefits through efficient use of resources. Purposeful, well-defined planning, guided by our priorities and Indiana University's strategic initiatives, will be required as we work together to achieve our goals. Accountability and effective communication are essential if we are to move forward. As one university, what gets measured and communicated gets done.

On April 5, 2002, the day of my appointment by the Board of Trustees, I made a pledge to you during my campus visit. Today I do the same. I pledge to bring cohesive, meaningful leadership to the campus through team and community building, direct communication, integrity, civility and trust—guided always by a commitment to IU South Bend and to Indiana University. I pledge to represent the interests of the university with integrity and to be a vigorous advocate for us in this region, in this state and in the nation. I pledge to the IU South Bend community factual and timely information and to include stakeholders' input in the decision-making process for our future.

In conclusion, I am proud to dedicate this day to the many alumni, students, faculty and staff of Indiana University South Bend. You have contributed significantly to this campus and to Indiana University. I call on you to celebrate the past, present and future of IU South Bend and ask that you pledge today to work with me in assuring a successful future for Indiana University South Bend. Together we celebrate the rebirth of our institution and the renewal of our core values. Together we will meet the challenges of the future. As opportunities arise, we will never sit it out, **WE WILL ALWAYS DANCE.**