Good morning. I am Terry Allison, Chancellor of Indiana University South Bend and would like to welcome you to this all campus meeting. Thank you for being here for the kick-off of the new academic year.

I am pleased to continue the tradition of beginning these meetings with a performance from members of the Ernestine M. Raclin School of the Arts.

At this time I invite to the podium Marvin Curtis, Dean of the Raclin School, to introduce our performers.

*(piano and dance performance)*

Thank you. *Muchas gracias!* That was beautiful. *Maravilloso!*

Last year I used the All-Campus meeting to introduce myself to you and outline my vision and goals for the university. One of the most important objectives was to hire the next Executive Vice Chancellor for Academic Affairs. I’m glad to say that together we succeeded in that goal.

After a national search and the diligent efforts of an outstanding search committee led by Dean Mario Ortiz, we found the right person at the right time for the right university.

Dr. Jann Joseph is a proven leader, an experienced academic administrator and, most importantly, has dedicated her career to student success.

She comes to IU South Bend from Eastern Michigan University, via Grand Valley State University, the University of Wisconsin and the University of the West Indies.

I am so pleased to have her on our leadership team.

Please give a warm welcome to Executive Vice Chancellor for Academic Affairs Jann Joseph.

*(Jann speaks)*

*(new faculty video runs)*

Thank you, Jann. And thank you, new faculty, for joining IU South Bend.
It is a tradition at this meeting to hear from the leaders of three very important groups on campus, the academic senate, the professional staff council, and the bi-weekly staff council.

At this time I invite academic senate president Scott Opasik to come to the podium.

*(Scott speaks)*

Thank you, Scott. I look forward to working with the faculty this year.

I now invite Professional Staff Co-President Malissa Ayala to come to the podium for her remarks.

*(Malissa speaks)*

I would like to extend a special note of thanks to Malissa. Many of you know how extraordinary she is. Our students certainly do. It seems that every week I receive a message from a student singing her praises. One recent message from a student said “If it wasn’t for Malissa, I wouldn’t be here.” Malissa, I deeply appreciate all you do to foster student success at IU South Bend.

I now invite Bi-Weekly Staff President Lysa Winston to come forward with her announcements.

*(Lysa speaks)*

Thank you, Lysa. You are a special member of our IU South Bend team.

At this time I would like to introduce the members of the Chancellor’s Cabinet.

Please stand when your name is called.

Executive Vice Chancellor for Academic Affairs, Jann Joseph whom you’ve already met.

Vice Chancellor for University Advancement Ilene Sheffer.

Vice Chancellor for Administrative and Fiscal Affairs, Bill O’Donnell.

Associate Vice Chancellor for Student Services Karen White.

Associate Vice Chancellor for Student Affairs and Enrollment Management Cathy Buckman.

Chief Information Officer Beth Van Gordon.

Chief of Staff and Director of Communications and Marketing, Ken Baierl
I appreciate their leadership. Let’s give them a round of applause.

(Applause)

I hope all of you had an enjoyable summer and are ready for the new academic year.

My summer involved many meetings, some travel, visiting gardens, museums, lakes, and attending some plays and a film festival as well as some gardening at my own home. I appreciated the postcard from our students abroad as well as their Facebook posts. Now, I’m happy to be back with you, energized to engage with students in another rewarding year at IU South Bend.

There are two themes to my remarks this morning – celebration and challenges.

First, there are many things to celebrate. (cue music / plays and fades)

This year there is a strategic plan in place that will provide direction through 2020, the bicentennial of Indiana University. Upon my arrival, I asked the Campus Directions Committee to fast-track a strategic plan that would guide our decision-making and they delivered. The plan is now being edited for posting to the web. I celebrate the work of the Campus Directions Committee and the co-chairs of this project, Rob Ducoffe and Lyle Zynda for their excellent work.

Last year, with the help of the Academic Senate, I appointed a committee to draft an Academic Master plan attuned to community need. More than 50 proposals for new academic programs have been reviewed and prioritized so we could make smart decisions about resource and space commitments. The committee met with students, faculty, staff, donors, advisory boards, and community leaders. Just last week, we celebrated the ICHE approval of our new bachelor’s in sustainability studies. Planning is underway for graduate programs in communication, manufacturing and services management, and several health sciences programs, just to name a few. Undergraduate programs in first planning stages include pharmaceutical sciences, nanoscale science and music and art therapy, among many others. Very soon, we also will post this multi-year plan. Thank you, Dean Marvin Lynn and Professor Deb Marr for your leadership of this successful effort.

After planning, we need to execute the plan. Tracking progress, assessing results, and improving our results based on assessment will be critical to the success of these plans. I have asked both committees to set up mechanisms to track and adjust the plans as needed.

I don’t know if you can celebrate a budget re-alignment but it was a major accomplishment last year and one we can build on this year. I asked each major unit on campus to develop a budget proposal that contained scenarios of reducing 2013-14 actual expenditures by 5 percent and ten percent and present them to the Senate Budget Committee. This included a list of possible permanent budget reductions. We were able
to closely follow their recommendations. After reducing spending we also looked at areas where there was still unspent budget and reduced that. Moving into 2014-15 our projected revenue, budget and spending are aligned. There was much debate and some painful decisions but we did it together. I deeply appreciate the work of the Senate Budget Committee and everyone who participated. Our budget problems are not fully resolved. But after the sudden enrollment shifts fostered by the great recession and recovery, we now are working from a much more realistic projection of revenues and expenditures based on this major realignment.

We also can celebrate the success of our athletics programs. Athletics is a great example of student success at IU South Bend. We currently have three teams in the Chicagoland conference of the National Association of Intercollegiate Athletics (NAIA) – men’s and women’s basketball and women’s volleyball. In fall of 2015 we will be adding men’s and women’s cross country and men’s golf. The coaches have already been hired and have just begun to recruit. The addition of these sports is part of our strategic plan because it leads to student success on our campus. Our three teams finished with a grade point average above 3.0 and our women’s basketball team was 5th in the NAIA in GPA, with a 3.58 team GPA this past academic year. I have asked our new Director of Athletics, Steve Bruce, to work with the athletics advisory committees we have in place to review and confirm or adjust the plans for our next phase of growth beyond 2015/16.

Next month we will be celebrating the latest capital improvement to campus - the Louise E. Addicott and Yatish J. Joshi Performance Hall. A $1.2 million gift from the Georgina Joshi Foundation allowed us to renovate the old recital hall into a 224-seat world class performance space. It features a new stage, lighting and seating - plus 136 microphones and speakers throughout the walls that can be digitally adjusted for optimal acoustics. The hall supports the vision of Louise Addicott-Joshi to provide young musicians with educational and career development opportunities and support the public performance of music in South Bend. We celebrate the generosity of Yatish Joshi and the leadership of Dean Marvin Curtis to make this possible. There will be a dedication performance on September 26. We also took the opportunity over the summer to upgrade the hall and adjacent gardens and await the commissioned work of our beautifully talented faculty member, Dora Natella, to grace the new garden.

We can celebrate the $1 million gift from the Vera Z. Dwyer Charitable Trust that will be used to fund scholarships for undergraduate students in the College of Health Sciences. One-half of the annual income from the gift will be awarded to full-time students enrolled in the School of Nursing with the second half going to full-time students in any program within the College of Health Sciences. I want to thank Vice Chancellor of University Advancement Ilene Sheffer, Major Gifts Manager Anne McGraw and Dean of the College of Health Sciences Mario Ortiz for their work on this wonderful gift.

Let’s also celebrate an increase in student housing residents, a record number this year. At this time we are ahead of last year and already have set a record in the number of student residents. There are 40 student contracts which is 88% occupancy. The goal this year is 92% and still achievable.
I want to thank Associate Vice Chancellor Karen White, Director of Housing and Residential Life Ricky Ganishlal and his staff for their hard work. There was also a housing occupancy task force that helped develop strategies and new programs that helped increase occupancy. Your creative ideas led to this success, and I thank you. A $500 dining card for signing a contract early helped as did clusters for academic honors, freshmen, and global interests.

This fall, we can celebrate significant progress in increasing the retention of first time freshmen to the second year. In just one year, we have moved up five whole percentage points, representing 42 more students retained! Our students live complicated lives. Many of our students work, are the first in their family to go to college, and have limited financial resources. Getting from the first year to the second year is essential to graduation, and still only 1/3 of our entering first time beginners earn a bachelor’s degree within six years—from here or from any other institution. While we celebrate our progress in retention, I know we can and must do better to support students in their critical transition to the university.

We need to build on this success and there are programs in place to do just that. This fall IU South Bend will offer its inaugural First Year Experience program, a proven practice to improve retention. The first year experience, designed with the leadership of Professor Lesley Walker, will assist students with their transition to the university from high school or a job. Students will initially meet with an advisor, who will introduce them to campus, assist in planning their course schedule, and encourage them to begin considering a major or an area of interest. Students will have the opportunity to take either a first-year seminar or a threshold learning community class. Both courses are designed for student success and taught by experienced teachers. Additionally, each course has a peer mentor who serves as an advocate and model student for the class.

This fall IU South Bend will also implement the first-ever Titan Success Center - a centralized office where all incoming students are assigned a success coach. Titan success coaches will orient new students to college life in their first months on campus and continue to serve as coaches until the student has completed four semesters. The coaches will assist them in registering for classes; introduce them to academic support services; monitor their progress; meet with students who decide to drop classes; meet with students who are having difficulty in a class; and provide whatever support they can to help them. Many thanks to AVC and Dean of Undergraduate Studies, Linda Chen, for leading this effort.

At this time I would like to involve all of you in our re-commitment to retention, graduation and student success. The great progress we are experiencing took many of us working together. Greater retention is the result of many small interactions with a focus on helping students at every turn.

Many of you did things quietly and on your own to help. In the next several minutes, I would like you to complete a short exercise. First, please write down something you or
your unit did to help to retain a student or student. Then, please think about what more you can do to help to retain and graduate students. I’m going to give you a couple of minutes to reflect and write a response to each. Then, I’ll ask you to share your responses with someone next to you and then ask a few of you to share with the whole group.

(DISCUSSION AND Q AND A)

Thank you for the discussion.

Now on to challenges.

Let’s take a look at enrollment. First, I want to thank our wonderful admissions staff, under the direction of AVC Cathy Buckman and Director Connie Peterson-Miller, for their fantastic work with first time beginners and transfers. Freshman, sophomores, and transfers headcounts are all up. Yet, as of Monday, our overall credit hours are down 3.1 percent, primarily reflecting decreased upper division enrollment and flat graduate enrollment. The upper division drop reflects the last several years’ drop in entering freshmen; combined with a large graduating class this past spring, it’s not so surprising that upper division numbers are down. This shortfall also reflects a new registration process for our Advance College Program students, and I predict our credit hours will be just about flat by census.

But aside from increased freshman retention, there is other good news in the numbers.

For the second year in a row there is an increase in the number of students in the incoming class who earned an academic honors diploma in high school. Over one-third of our freshmen are Core 40 plus honors students.

There is also an increase in students enrolled in our Academics Honors program.

I am also optimistic that next year several new programs as well as athletics expansion will bring new students to IU South Bend while more students taking 12-15 credits will continue to increase SCH. Our challenge is to grow moderately through new programs and retention so that we are able to budget for modest annual inflation.

Again, I would like to thank associate vice chancellor of enrollment services Cathy Buckman and associate vice chancellor of student services Karen White for their hard work and that of their staff. I also want to thank the faculty and staff advisors for helping in the enrollment, advising, and registration process.

The increased first-year and transfer enrollment with the five percent increase in retention from first to second year are outstanding and something we can build on.

In discussing challenges to IU South Bend, I won’t dwell much on the budget except to state that we projected a 2% enrollment growth, and yet will likely be flat this year,
putting additional stress on our budget. Some of the enrollment revenue reflected in the report actually goes to other IU campuses, and that also strains our budget. To balance 2013-14 and offset the governor's cut and cost of the early retirement incentive program, we had to use $900,000 of general fund reserves. In addition, we spent over $1 million of non-general fund reserves on other one time operating costs. The bulk of non-general fund reserves are in accounts for capital construction. Our challenge: We cannot continue using reserves at this pace and either must cut more spending or bring in greater revenue.

As with this last year, I promise an open, transparent, and consultative budget development process as we look forward to planning next year’s budget.

Another challenge is aligning facilities and space on campus with needs and goals. Issues include what to do with the space after Greenlawn is demolished, what is the best use of Riverside Hall, how do we organize the first floor of the Administration Building around student support, where do we put Fine Arts programs like ceramics and sculpture that have specific facilities requirements, how do we accommodate growing athletics programs and the need for a larger Health and Wellness Center. And there are many other decisions that need to be made so architectural plans and funding can be determined.

To that end, I am scheduling a Facilities and Space Workshop shortly to help us make these important decisions. The workshop will include senior administrators, the IU Architect’s Office, the Senate Facilities Committee, the Space Committee, and the Student Government Association. We will bring in facilitators to help structure and advance the conversation.

Many of you will be asked to participate. More information will be announced as it becomes available.

Marketing is a challenge. Many here have noted the need to increase marketing and you are right. But in order to make good decisions about marketing resources and messages, we need to have good data. Last year, we initiated an image survey for IU South Bend. In a partnership with IU Communications, we were able to hire Simpson Scarborough, a well-regarded marketing research firm to conduct the survey.

We asked high school juniors and seniors and their parents, in our seven county market area in Northern Indiana more than 30 questions online and by telephone. Simpson Scarborough gave us a preview of the results at the advisory board meeting last month. Once the survey is finalized we will be sharing the results with the campus. I’m going to give you a sneak peek at a couple of the most significant results this morning.

Overall, we found that people in our area know of IU South Bend. The problem is not that we are unknown or invisible, but that for many surveyed, our image doesn’t fully match what they are seeking for a university.
Take a look at this slide. The question posed was, “How important are each of the following to you when thinking about college options?”

By far, for both prospects and their parents, the top answer was “Prepares students to be ready for a job after graduation.”

It is clear now that both students and parents want to know that their college education will lead to jobs. It was always the case with parents but not always so prominent with students. The great recession has changed all that. Now jobs are front and center when students are deciding about where to go to college. The great success of our alums in securing jobs, including our students in the liberal arts and sciences, is an important message for us to use in all of our marketing material going forward.

This slide has the question “Which five of the following colleges and universities do you consider to have the strongest reputation?”

14 institutions that we consider our top competitors were listed. Does anything surprise you about this slide? How about Ball State being ranked at the level of Bloomington and Purdue? The Ball State advertising campaign over the last six or seven years has really paid off for them. IU South Bend can’t match their marketing campaign, but IU as a whole needs to engage in communicating the quality of our campus.

IU South Bend is in the second cluster and ranked fairly high. We want to move that campus higher, away from this second rank cluster and towards the first.

Here is the last slide I will show. The question is “How likely are you to apply to IU South Bend?”

22% of prospects were likely to or had already applied to IU South Bend. We have a great opportunity to increase that number. But we will need to overcome some negative perceptions. Look at the information in the box. The reasons why prospects were not planning to apply.

Too close to home – 40%
Viewed as a community college – 35%
Considered a back-up school – 31%
Not well-known for my major – 26%
Location in South Bend – 24%
Weak academic reputation – 24%
Too easy to get accepted – 21%

This provides another key marketing strategy – at every opportunity, we have to promote our academic success. Housing can also help us convince prospective students that they have an opportunity for a residential college experience that’s really not too close to home. That can help—but the most difficult task is conveying the high return on investment at IU South Bend when many equate selectivity and quality.
The image survey gives us good data to develop an effective strategic marketing plan for the campus. We will be sharing the survey information and the marketing plans as they are developed.

In closing, I would like to state that as chancellor I have been doing my best to try to communicate the power of our rigorous, engaged curriculum and focus on high academic quality outcomes. This message has been resonating with audiences.

This spring, IU South Bend had three graduating seniors who won National Science Foundation Fellowships who are continuing their studies in graduate school on full scholarship. Only seven 2014 NSF awards were given to graduating college seniors in Indiana and IU South Bend had three.

We celebrated their success at commencement, in Foundations magazine, in a postcard, on our website, and I tell their story wherever I go. Please watch this short video about three spring graduates who make us all proud.

(video plays – runs five minutes)

In June, the Board of Trustees met on our campus, and I presented this video, two of the three students, and three faculty mentors who supported these students. Trustee Jim Morris, president of the Indiana Pacers, wrote me a note of congratulations and said that this was his most inspiring moment as a trustee of Indiana University. This administration will continue to talk about how a degree from IU South Bend can take you wherever you want to go. We hope you will continue to share this message about the quality of our graduates.

A couple of announcements before we adjourn. To celebrate the start of classes I have purchased 250 tickets to the Silverhawks game on Monday night. They will be distributed to students during Welcome Week activities on Monday.

Immediately following this meeting is the All-Campus Brunch. You are all invited to attend. The brunch will be held on the campus mall outside the University Grill and will include new students and their guests. There is plenty of food, so don’t worry. Please take the opportunity to get re-acquainted with your colleagues and meet some of our new students.

Then at noon, the New Student Induction Ceremony will get underway in the Student Activities Center. This tradition is now four years old and welcomes new students into the academic community. You are all invited to that, as well. Please do come if you have the opportunity. It would be wonderful to see faculty and staff there to welcome our new students.
That concludes our program. Thank you all for coming. Please enjoy the All-Campus Brunch in the quad. Let’s have a good year together as we celebrate our successes and negotiate the challenges that face us.