Good morning.

Thank you for being here for the kick-off of the new academic year.

Like many of you, I am a new employee.

So let me introduce myself.

I’m Terry Allison and I’m proud to be the chancellor of Indiana University South Bend.

I would like to thank the search committee and campus and community constituents who brought me here.

I would also like to thank the transition committee for advising me both before and after I started, and I would like to thank the Chancellor’s Cabinet, Academic Cabinet, Deans and Directors as well as the student, faculty, and staff shared governance groups with whom I have met so far.

I appreciate your good counsel.

One thing you should know about me is that I like to say thank you and am truly appreciative of people’s contributions.

Thank you all for the work you do for IU South Bend.

Another thing you will learn about me is that I am a big fan of the arts.

In that light, I’m 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 Marvin Curtis, Dean of the Raclin School to the podium to introduce our performers.

(DANCE PERFORMANCE)

Thank you. That was beautiful.

We are trying some new things at this meeting.

First of all we are changing the order of speakers from previous years.
Instead of first, I will go last.

That is of course, so that no one leaves early (just kidding).

And instead of having all the vice chancellors and deans introduce our new faculty and staff members, we have combined the introductions of new employees and the announcement of promotions into a video.

For more on that I want to introduce our next speaker, Interim Executive Vice Chancellor, Johnny McIntosh.

As he comes to the podium, I want to take this opportunity to publicly thank Johnny McIntosh for his tremendous work as interim Executive Vice Chancellor for Academic Affairs.

He has worked tirelessly on a million details this summer and especially in the last few weeks as we approach the first day of classes. His long-term service to the campus and insights about best approaches to transition have been invaluable.

I want to thank him for his hard work, his support, and his advice to me during this busy time.

Please welcome Johnny who will make the remaining introductions in the program.

(JOHN MCINTOSH PRESENTATION)

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

Obviously, it has been quite a summer for me.

I want to spend a few minutes talking about my activities since I arrived in July.

I’ve met with many people on campus, including students, faculty and staff.

Off campus, I’ve met many community leaders.

Among them are South Bend Mayor Pete Buttigieg, Chancellor of the Northern Region of Ivy Tech Community College Tom Coley, Superintendent of the South Bend Community School Corporation Carole Schmidt, President of the St. Joseph County Chamber of Commerce Jeff Rea, many generous donors, and many friends of IU South Bend.

I have also had a serious dose of learning about Indiana University.
I attended the last IU Board of Trustees meeting and President McRobbie’s retreat for senior administrators.

I have met with my counterparts at the other regional campuses.

We have formed the “Regional Chancellor’s Cabinet” and are committed to collaboration and having a strong voice within IU.

We will work together on attracting more international students, working collaboratively with foundations, developing online programs, and a range of other matters to promote our campuses.

I’ve also met with my advisory board which includes many prominent people in the community.

There are too many other meetings to mention.

So what have I learned?

I’ve learned that IU South Bend is a special place and is highly regarded in the community.

There is energy, commitment, and talent on this campus.

As I’ve gone about the process of moving, I’ve met many IU South Bend alumni, parents, aunts, uncles, and cousins of alums around town.

Many have told me how pleased they were with their educational experience here.

There is a pride in what has been accomplished and a yearning for more.

There is a strong foundation to build on.

I’ve also learned that there is more work to do.

Many of the people I talked to said it is important for IU South Bend to substantially increase its programs and enrollment of graduate students.

They also said there is a need to connect academic programs to community needs and economic development.

Both externally and internally, I have heard how we need to focus on retention, graduation rates, enrollment and the budget.

I have heard about the critical position of executive vice chancellor of academic affairs and the importance of filling that position thoughtfully.
And there are other opportunities and challenges facing public higher education, Indiana University, and this campus in particular.

Which brings me to the two themes I want to talk about this morning - planning and student success.

We can’t go anywhere without both of them.

Let’s start with planning.

One of my immediate goals is to develop a timely strategic plan to help guide us to 2020, incidentally, also the bicentennial of Indiana University.

I realize I just made a lot of people groan by mentioning a strategic plan.

I have heard some positive things and some frustration about its usefulness over the years.

This campus has put a lot of work into strategic planning and I know that several schools and colleges are working now on new plans.

So what do we need at the university level?

We do not need an elaborate document, but a straightforward outline of key priorities that the campus needs to achieve.

And then we need to achieve them.

Key to this plan will be coordination across units to achieve our goals.

We need to better understand when we need uniformity of experience for students and when more individualized experiences serve them better.

A major component of this plan is an Academic Master Plan that reflects regional needs and new programs.

I’ve shared a template with the cabinet and the Faculty Senate.

And, I believe the critical skills, knowledge, and ways of thinking of the Liberal Arts and Sciences must be at the center of all programs, whether in professional programs or in the liberal arts and sciences.

I have spoken with leaders in health, business, education and communication who all said “Yes, we need new academic programs in professional areas, but the liberal arts and sciences must remain at the core of what you do.”
That was great to hear.

At the same time I think we need to look at emerging needs in health, advanced manufacturing and other fields.

Enrollment management represents another key component of successful planning.

We must focus on recruitment, retention of first year students and graduation.

Over the past three years our applications and admissions have increased but our enrollment has declined.

We need to understand why students choose or don’t choose our campus.

New and expanded programs for student success will be at the center of our next phase of growth.

We don’t want to lower our standards but we do need to find a way to provide more help for students to reach our high standards.

And then we need to match our budget and expenditures to the new plan.

I know there are concerns about the budget.

I have spent a lot of time familiarizing myself with the budget and I want to talk about it for a minute.

Let’s look at this slide.

This is the best description of the current budget situation.

The gray line is actual income, the yellow line is actual expenditures and the red line is budgeted expenditures, also known as the budget.

We have two issues.

First, there is a large gap between our budget and our revenues.

This is a communication problem.

Our budget indicates what we will spend, even though, as you see, we haven’t actually been spending it.

The second problem is a revenue problem.
We have not been spending more than our revenue but this year that will be a significant challenge because with declining enrollment our revenue will continue to fall.

There is good news.

At the IU Board of Trustees meeting, Chief Financial Officer Mary Frances McCourt said that IU is in excellent financial condition.

At IU South Bend, there is a healthy reserve; as this slide shows.

We can control our own fate if we do a better job of planning and investing strategically for student success.

Retention is the primary way we can turn around this revenue picture.

Of course, it's not enough to plan, we also must realize the plan.

I almost said 'execute the plan' but would like to avoid military and sports metaphors so often invoked with planning.

If we are to realize our vision we must join together as a community of creative minds, steadfast souls, and loving hearts.

Care is central to the building of this community.

A recent survey echoed that of previous findings, stating that the number one reason students say they stay in college is that someone on campus cares about them.

That means someone in advising cares about them.

That means that someone in placement exams cares about them.

And that someone in the classroom cares about them.

At every point of contact we need to show that we care.

I don’t mean to suggest that you don’t care or care enough.

But I do mean to suggest that often our care can be better organized.

The lack of consistent, coherent, and timely effort suggests to students that we don't care, even when we do.

This brings me to student success.
What do I mean by student success?

At its core is student learning.

We want our students to gain the knowledge, skills, and motivation for lifelong learning and community engagement that define a college degree.

Graduation is one key measure of success.

Only 26% of our entering first-time students complete a degree in six years.

Getting from the first year to the second year is essential to graduation.

Currently, almost 4 of 10 students don’t make it to their sophomore year.

Again, I applaud the rigor of our programs, and I don’t want to suggest that we lower our standards to move students along.

We must hold students to high standards, but we also must help them to reach those high standards.

We need to implement some known, successful approaches such as the first year experience and to pilot some other new approaches, perhaps having some students start fall semester classes early—maybe even finish late—to attain the degree of performance we need from them.

For many students, supplemental instruction cannot remain optional.

For these students, we need to develop programs that integrate student assistance seamlessly into courses so that we support students most vulnerable to fail.

Student success also involves working on campus in paid jobs or internships or off campus in paid or unpaid internships.

Working with alumni, advisory board members, and regional employers, we need to expand the opportunity for our students to enjoy these career connections.

This is equally valid for the English major as it is for the business or education major.

Building a richer, more engaging campus environment is another key to student success.

I’ve already had the opportunity to meet with our advisory board and expansion task force for athletics and was gratified to hear the language of scholar-athlete.
Our three teams finished with a GPA above 3.0 and our women’s basketball team was 6th in the NAIA in GPA, exceeding 3.5.

How can we translate this level of academic success and campus engagement to non-athletes?
Student success also can be measured by the lifelong relationships formed with peers, mentors, and faculty.

As we plan for student success, we need to continue to expand opportunities especially for our predominantly commuter students to engage in person-to-person programs that build confidence, make critical connections, and provide assistance.

Innovation, perseverance, and caring are central to our success; so are coordination, collaboration, and consistent strategy to achieve results.

What do you think?

I have set aside time in the meeting for discussion and an assignment.

First - the assignment.

The process we are going to follow to develop the strategic plan is to determine the vision for IU South Bend, identify strategic objectives for the campus over the next six years and set measurable goals.

We want to hear from you on those three topics. And by “we” I mean the Cabinet, the Campus Directions Committee, and I.

As you can see in the sheet you picked up this morning, we have created a survey that can be found on Survey Monkey that will allow you to give your input on those items.

Don’t worry about writing the URL down, we will be sending the link to you through the campus bulletin board and your units.

You have until the end of the day next Friday to submit the survey.

Here is what I want you think about as you complete the form.

For vision – how would you want IU South Bend to be described by the community and our peers in 2020?

For example, “IU South Bend is gaining recognition as an emerging leader among regional, comprehensive, master’s universities.”
Another example might be “This diverse, inclusive, and caring campus is known as a great place to study, work, and to build community.”

For strategic objectives – think about what we need to do to achieve this vision.

For example, “Develop and implement an Academic Master Plan that guides hiring, research, facilities, space, community engagement and other critical choices.”

Or “Strengthen support services to increase retention and graduation rates steadily for all populations of students.”

For measurable goals – think about what we can track to show progress in meeting your top two objectives.

For example – “IU South Bend will grow the population of graduate students from its current level of 5 percent to at least 15 percent by 2020.”

Or “We will raise the freshmen to sophomore retention rate by one percent each year achieving a rate of at least 70 percent by 2020.”

There are a lot of good ideas in the room and I want to take advantage of that as we begin planning.

I want you to spend a few minutes now thinking about this assignment and talking about it with those sitting beside you.

Then we will have a little bit of a group discussion before moving on with the program.

(DISCUSSION AND Q AND A)

Thank you for the discussion.

I look forward to reading your input in the surveys, as does the Campus Directions Committee.

All of the information gathered will be used by the strategic planning committee as we move forward.

Now I have a short campus update for you.

Let’s begin with enrollment.

The latest figures show that headcount is 8.7 percent behind last year at this time.

Credit hours are 6.12 percent behind last year at this time.
These numbers do not provide a clear picture because of the Advanced College Placement students who get credits while still in high school.

We expect those numbers to improve as the ACP students are added. However, we do not expect to reach last year’s level.
Although the numbers are down from last year, there is good news.

There is a significant increase in the number of students in the incoming class who earned an academic honors diploma in high school.

Last year we enrolled 252 academic honors students; this year we already have enrolled 313.

I want to thank assistant vice chancellor of enrollment services Cathy Buckman and associate vice chancellor of student services Karen White for their hard work filling in for the absence of a vice chancellor during an important time in the recruitment cycle.

I also want to thank the faculty and staff advisors for helping in the enrollment, advising, and registration process.

Let’s turn to student housing. The number of students in River Crossing student housing is tracking about even to last year.

I am encouraged by that for a couple of reasons.
First, we lost our housing director and a staff person at a critical time for recruitment of residents.

Second, the retention numbers for residents staying in student housing are up considerably, from 72 last year at this time to 102.

That means students are enjoying their experience and signing up for another year.

Let’s build on this success moving forward.

I want to thank interim director Loni Oehlwine and staff assistant Shaune Thompson for their hard work in keeping the operation in high gear.

The Education and Arts Building will be open Monday for classes.

It is a beautiful facility and has already transformed the campus.

I know it was a long time in coming but it was worth the wait.

I want to thank all of the people who worked so hard over the summer to get the building ready, to get furniture assembled and to get people moved in.
It will be exciting to see the teaching and learning that takes place there this year and for years to come.

I want to thank several people who played important roles in making the Education and Arts Building what it is today.

First of all, Vice Chancellor for Administrative and Fiscal Affairs Bill O’Donnell and Director of Facilities Management Mike Prater.

They took care of the planning and the coordination of the renovation for the last two years.

Chief Information Officer Beth Van Gordon and her staff in University Information Technology Services.

They made sure the technology was installed and working properly.

Vice Chancellor of Public Affairs and University Advancement Ilene Sheffer and her staff for their excellent work in getting private donations to fund enhancements to the building.

And I would be remiss if I didn’t take this opportunity to thank my staff for the support they have given me since I was named chancellor last spring.

Executive assistant Teri Harness and secretary Colleen Hawkins.

Let’s give them all a round of applause.

The next major renovation on campus is underway at Northside Hall.

The old recital hall is being turned into the Louise E. Addicott and Yatish J. Joshi Performance Hall.

A $1.2 million gift from the Georgina Joshi Foundation will create a state-of-the-art venue for chamber music, soloists and small ensembles.

The work should be completed next spring.

The campus theme this year is “Much Ado About Will: 450 Years and Counting.”

Shakespeare will be on campus a lot this year and I am looking forward to it.

Theme Coordinators are Randy Colborn, associate dean for academic in the Raclin School of the Arts and Julie Elliott, associate librarian and coordinator of public relations and outreach for the Schurz Library.
I encourage you to work with them to help integrate the theme across campus.

I’ve already done my part by attending the local Shakespeare Festival version of Richard III.

A wonderful example of how NOT to lead during a time of transition.

The women’s volleyball team opens their season with two games today in the University of Michigan –Dearborn tournament.

They play Madonna University at 3 this afternoon and the University of Saint Francis at 7 tonight.

Good luck Lady Titans.

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 three years old and welcomes new students into the academic community.

You are all invited to that, as well.

I hope to see you there.

That concludes our program.

Thank you all for coming.

Please enjoy the All-Campus Brunch in the quad.

We are adjourned.