Good morning. I’m Terry Allison, Chancellor of Indiana University South Bend. Thank you for being here for the kick-off of the new academic year.

We are doing things a little different this year, holding two open campus meetings in this wonderful hall while the main auditorium is being refurbished.

I’m glad so many of you are here. Please tell your colleagues who couldn’t make it to come to the 2 p.m. matinee.

Before we get started I want to take a moment to recognize the passing of Elizabeth Scarborough. She was Emeritus Professor the former dean of the College of Liberal Arts and Sciences at IU South Bend from 1991 to 200. I read her obituary in this morning’s paper. Let’s have a moment of silence to honor her life and service.

(moment of silence)

Today we 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 today’s special performance.

(Tamra Garret sings two songs with Marvin as accompanist on piano)

Thank you, Tamra and Dean Curtis. That last song is Tamra’s signature piece and you can see why.

It will be no surprise to those who know me that the theme for today is student success. It has been my mantra since I arrived in 2013 and is becoming part of our culture. It must be at the core of everything we do. Another theme you will hear involves controlling our own fate.

I am joined in the critical enterprise of leading this campus by our next speaker, Executive Vice Chancellor for Academic Affairs and Enrollment Management Jann Joseph.

She is beginning her second year at IU South Bend and has already made an impact across her many areas of responsibility on campus.
Her leadership coordinates the efforts of academic affairs, student affairs, and enrollment services in supporting students from enrollment to graduation. Please welcome Jann Joseph.

(*NEW FACULTY / STAFF VIDEO*)

Thank you, Jann. And welcome to our new faculty and staff.

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.

I now invite Professional Staff President Rick Dennie to come forward for his remarks.

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

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

Please stand when your name is called.

The aforementioned Executive Vice Chancellor for Academic Affairs and Enrollment Management Jann Joseph.

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.

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

Aside from reviewing our progress on the strategic plan, attending various IU meetings, working with our newly formed group to advance St. Joseph, Elkhart, and Marshall counties’ proposal for the Regional Cities Initiative, fostering our plan for advancement, working with a range of people to get our new athletic programs started, and other IU
South Bend activities, I found time to participate in summer research and creative activities.

I was on the program planning committee and chaired a series of panels for the first ever LGBTQ Leaders in Higher Education conference. My genealogical research paid off as I visited Scotland for the first time, including my mother’s family castle near Aberdeen. And for three intensive days I researched the history and atmosphere of tennis at the All England Club in Wimbledon. Like many of my faculty colleagues here, I also pushed forward in a new area of research and creative activity. Here, I’ll only say, “Ask me about my musical!”

Now, I’m happy to be back with you, energized to engage with students in another rewarding year at IU South Bend.

I want to start my remarks with some perspective on higher education and where IU South Bend is in the transformation that is taking place all around us.

The difficulty of funding public higher education grows more evident each year. Our neighbors to the west and northwest experienced proposals to cut the state allocation to higher education by over 30%. In Wisconsin, the cut is fully in action. One of my colleagues, Jim Schmidt, at UW-Eau Claire was featured in an article in Inside Higher Education that detailed the terrible choices that campus had to make with such a sudden drop in support. Gubernatorial efforts to enact similar cuts were stalled in Illinois and Louisiana, but in Arizona, 100% of the state support for community colleges was eliminated, meaning that the full cost of their education is being passed onto students.

Within this context, Indiana University and our campus, IU South Bend, are doing much better financially. Over this biennium, IU will receive an increase of state support of over 5%. In performance-based funding, IU does very well. Our campus does not do well on all the measures, especially retention and timely graduation of students, but we have shown some improvement and gained more than $300,000 in base budget through this process. Our record number of bachelor’s degrees this past May certainly will help during the next biennium.

So, here in Indiana, we have more control of our fate and we have more capacity to shape our future, but we must seize every opportunity to do that.

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. At this time, 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 we now are working from a much more realistic projection of revenues and expenditures based on this major realignment.
Let’s take a look at enrollment. There is good news in the numbers for the fall semester and some areas where we need to do some work.

At this time overall credit hours are down 2.3% and headcount is down 4%.

There is a 13% increase in the number of students in the incoming class who earned an academic honors diploma in high school and enrollment in our Honors Program has nearly doubled over last year. Those are two good trends.

The area of concern is the drop in the number of enrolled older students. Look at these numbers. Compare dot last year we are up 12% in 18 year olds and up 1% in 19 year olds. However, we are down 24% in students aged 20 to 24 and down 39% in students 25 years old.

We are taking a hard look at these numbers and believe part of it is due to an improving economy where older students are working. The number of transfer students is down this year at all IU campuses and they are usually older students.

These numbers also reinforce EVC Joseph’s point, retention is the key to healthy enrollments at IU South Bend. We must be sensitive to student qualifications when they enter and place them into the correct sequence of courses. We must challenge our students to reach our high standards and we must provide more support to increase their chance of success.

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.

We have something to celebrate today. For the first time it its history River Crossing student housing is full.

At this time there are 381 students living there, a new record.

Let’s have a round of applause for that long-awaited accomplishment.

I want to thank Associate Vice Chancellor Karen White, Director of Housing and Residential Life Ricky Ganishlal and his staff for their hard work.

We also can celebrate an historic moment for our athletics programs. This year we had to increase our teams from three to at least six to remain in NAIA championship play. This semester we have seven teams competing in the Chicagoland Conference. Men’s and women’s cross country, men’s golf and men’s baseball join women’s volleyball and men’s and women’s basketball as the lineup for sports at IU South Bend.

Here is a breakdown of the number of student-athletes who are enrolled.
Men’s Baseball: 48  
Men’s Cross Country: 11  
Women’s Cross Country: 7  
Men’s Golf: 12  
Volleyball: 15  
Women’s Basketball: 13  
Men’s Basketball: 17  
Total: 123 with 57 living in student housing.

77 scholar athletes have joined us for the new sports while adding no further institutional support for athletic scholarships. I want to thank Director of Athletics and Activities Steve Bruce and his staff for their work in taking athletics at IU South Bend to the next level. Let’s give them a round of applause.

And we aren’t done yet. I have asked Steve to work with the athletics advisory committees we have in place to make recommendations for adding additional women’s teams next year to meet Title IX requirements.

I believe we have the correct athletics model in place to continue to bring excellent student athletes to campus, increasing our average incoming student qualifications and boosting our retention and graduation rates. Moreover, it’s the right thing to do. Many high school student athletes would prefer to choose their local public university. We are finally an option for more of these students.

There will be an event to kick-off the new era of sports on September 8. The coach and players of all seven teams will be introduced. Former Governor Joe Kernan and 2015 Pat Tillman Service Award winner Danielle Green will be special guest speakers. And I invite you all to join us in attending the women’s volleyball match at the Student Activities Center that night.

The 2020 strategic plan continues to serve us well. It acts as our guide in decision-making and resources. This year we will formalize our system for gathering information on the progress in achieving the goals in the plan. We will have a clear, concise dashboard on progress as well as a more detailed format that allows a multitude of contributors to assess how their unit is contributing to a larger goal.

In late September, we will join Indiana University in launching an historic fundraising effort leading to up to IU’s Bicentennial celebration in 2020. You will be hearing more about this shortly. We have scheduled a kick-off event for October 1, combining it with the award of the Chancellor’s Medal.

Philanthropy is critically important to the future of IU South Bend. You can see the benefits of private giving in the gifts the campus has received in the past few years. Generous gifts from the Judd Leighton Foundation, the Vera Z. Dwyer Charitable Trust and the Georgina Joshi Foundation have allowed us to expand programs and renovate facilities. You also play a critical role. The campus campaign once again has exceeded
its goal. I am also particularly grateful for the extraordinary generosity of faculty emeriti. I’d like to thank you, our faculty and staff for your contributions, as well as our Advancement staff for all their efforts.

I want to spend some time today updating you on the construction projects that are now possible because of donations and management of our capital projects budget. Last year we held a space planning workshop and a follow-up meeting with IU’s Office of Space Planning. Since then Shannon Spence and Jerry Stuff from the IU Architect’s Office have spent much time on campus talking with many of you about your space needs. Supporting student success drives all of those discussions.

The space planning discussions have been vital because the construction projects we are anticipating are inter-connected. There are six projects currently underway or being planned.

Greenlawn Hall is no longer. I’m sure you’ve seen the lovely greenspace that is now where the sad red brick building used to stand. Soon the grass will be able to support activities and I expect students will take advantage of the space for gatherings and activities.

The reason we are meeting here today is that preparations are underway for work at Northside Hall. Northside Hall is the oldest and largest building on campus. The work here is large in scope and cost. $4.25 million in state funds from the last biennium is being spent to do outside maintenance to walls, windows and roofs. We received $6.1 million from the General Assembly in the current biennium to continue the work and begin on the interior. That may seem like a lot of money but will only address the building’s exterior and one or two critical safety projects within Northside. We will continue to look for additional state support for further renovations.

Riverside Hall has been vacant since the dental hygiene and other programs moved into the Education and Arts Building. After conferring with the Space Planning Office and the IU Architect’s Office, we are finalizing plans to use the building for an expanded Health and Wellness Center. $1 million in funding for this project comes from the gift that created the Vera Z. Dwyer College of Health Sciences. We are also in a partnership with Healthline, who received a federal grant to operate a community clinic on campus. Many details need to be worked out but we are excited about this opportunity.

Riverside also will be the home to a radiology lab and our planned Clinical Lab Sciences program.

Two years ago, the owners of Club Landing on Lincoln Way East approached the university about selling the property and buildings. We closed on the sale in January. Soon thereafter water pipes froze and there was a devastating flood. It appears we will need to demolish the building. That gives us the opportunity to determine the best use of the property and the type of facility we need there.
Several years ago the university purchased the small building next to Club Landing which used to be a smoke shop. It has been remodeled to serve as the home of the sculpture program and includes classrooms suitable for other art classes. This allows us to bring the sculpture program on campus and begin to create a fine arts hub near student housing. We have requested to start planning a small Arts building adjacent to extend this arts hub.

The project that will be the most challenging is the remodeling of the first floor of the Administration Building. The space planners and architects have come up with a design that makes the first floor the center of student support. Architect drawings are being prepared, bids will go out in January, and construction is scheduled to start in May 2016.

The challenge is where to move all of the people and functions that take place on the first floor while construction is underway. Vice Chancellor Bill O’Donnell is searching for space all over campus. I have asked him to be creative in his efforts because it saves money and time if we can vacate the entire floor for construction.

So at this time I am asking you to be cooperative and patient. We will need classrooms, offices, and other spaces to re-locate people. You may be asked to move and to do things differently next year. We will be asking for shared sacrifice so we can get this project done on time and on budget. The renovation will help us serve students more effectively.

As you can see, everything we are doing is focused on student success and strengthening community to support our students. On my summer reading list was Claude Steele’s Whistling Vivaldi, a book that summarizes for a broader public a strand of social psychology research over decades that has focused on how individuals’ concerns about being stereotyped undermine their own performance. Many of the studies focus on women in science and math or African-American and Latino college students. Stereotypes by class are less represented in the studies, but there are also indications that they play an equally strong role in undermining working class students’ ability to perform at their highest levels. I’m going to ask EVC Joseph to join me on stage for a brief conversation we would like to have with you.

**QUIZ QUESTION #1**

Since it’s the beginning of the school year, let’s start with a quiz.

1. When giving feedback to students, especially students underrepresented in higher education, it works best to:
   a. Assume a neutral or dispassionate stance.
   b. First provide a positive statement about the work, then provide the criticism that will lead to improvement.
   c. Focus on the high standards you are seeking and offer help to students to reach the higher standard.
These strategies work more or less the same for all students; use one or more as you like.

QUIZ QUESTION #2

2. Especially since the University of Michigan case at the U.S. Supreme Court about the value of diversity within a college or university setting, there has been much discussion about the value of diversity within this setting. Which of the statements below has the strongest empirical evidence?

a. Even slight improvement in a group’s critical mass within a setting can improve a member of that group’s trust, comfort, and performance within a setting.

b. Large improvements in a group’s critical mass are needed before a member of that group’s trust, comfort, and performance will improve.

c. The concept of “critical mass” has been largely discredited. It makes little difference to a minority member of the group whether there are others within their group in the larger setting.

d. Students who are a minority within a setting are all different. For some, “critical mass” makes a significant difference, for others not. It all averages out to “no difference.”

QUIZ QUESTION #3

3. Much research has been done about self-segregation of majority and minority groups within a larger setting where they are mixed. Some of this research involves deliberate interventions to break up self-segregation and to have students from different groups speak with each other. Which conclusion below has the strongest research evidence?

a. Interventions work primarily in some settings, such as athletics, that already focus on team work, but have little effect in other settings such as a college cafeteria.

b. Interventions usually don’t work at all. Students are suspicious and resentful about others disrupting their self-segregation group formation.

c. Fostering intergroup conversations improves minority students’ comfort and grades.

d. Fostering intergroup conversations works for women and men within the dominant group (usually white within a U.S. college/university setting) but doesn’t work as well for students within a racial minority.

QUIZ QUESTION #4

4. “The power of positive thinking” has been researched extensively. In terms of college students who are in the position of a minority (e.g., racial minorities or
women within male-dominated disciplines), which of the statements below is the most accurate?

a. When students, especially minority students, affirm their sense of self, they must be guided to do so. Specific affirmations work while others do not.
b. When students, especially minority students, affirm their most valued sense of self in a short exercise, they can improve their grades, even for a long time.
c. When students, especially minority students, affirm their most valued sense of self in a short exercise, they can improve their grades when they repeat this self-affirmation regularly.
d. Self-affirmation has no significant effect on performance. Other strategies, such as study groups, are key to performance. Affirmation through earning the GPA provides the ultimate boost.

QUIZ QUESTION #5

5. Story telling may be important in developing a path to college success. Which of the following statements most accurately reflects recent research findings?

a. It is most effective when new members of a minority group within the larger setting trade stories and create shared strategies to navigate the new setting.
b. It is most effective when new members of a minority group hear stories directly from members of their minority group who already have advanced successfully within the institution. Aligning their narrative of success with other minority student survivors’ narrative is highly effective.
c. It is most effective when new members of a minority group hear stories directly from majority and minority group members who already have advanced successfully within the institution. Aligning their narrative with majority and minority student survivors is highly effective.
d. It is most effective when new members of a minority group hear stories from majority and minority group members regardless of their status as new beginners or advanced members. Hearing stories from a variety of groups and rewriting their own narrative from minority group experience to all student experience makes the difference in performance.

DISCUSSION QUESTIONS 1

We are not social psychologists and we have not conducted qualitative research of this nature. The importance of sharing this research is to ask the questions:

• Are we aware of this research?

• Are we applying the research available to us to foster student success?

DISCUSSION QUESTIONS 2
• What is the research basis of how you work with students?
• What has worked best for you for retention and graduation?

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. Please take the opportunity to get re-acquainted with your colleagues and meet some of our new faculty and staff.

Then at noon, the New Student Induction Ceremony will get underway in the Student Activities Center. This tradition is now five 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.

And then we do this meeting all over again at 2 p.m. for those who couldn’t be with us this morning or if you want to hear it all over again.

That concludes our program. Thank you all for coming. Let’s have a great year together.