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Archives

PRESIDENT'S LETTER

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NOVEMBER 1998

PRESIDENT'S ADDRESS
FACULTY AND STAFF CONVOCATION
SEPTEMBER 28, 1998

Dear Colleagues and Friends of Indiana State University:

Good afternoon and welcome. Thank you for coming out this afternoon for my annual "State of the University" address. I am pleased that you could join us and delighted to have the opportunity to speak with you today.

I especially want to extend warm words of welcome to the newest members of our academic community, both faculty and staff. We are particularly impressed with your credentials and experiences. You will contribute mightily to the prestige of Indiana State University and to the quality of this distinguished faculty. We are pleased to have you with us.

These are, indeed, exciting days for Indiana State University. As we begin the 1998-99 academic year, we find ourselves looking in two directions: backward at our achievements and forward to new opportunities.

I hope this fall semester is off to a good start for everyone; it certainly has been exhilarating for me. It is always great fun to launch a new academic year and to experience vicariously the excitement that our students feel.

We are particularly appreciative of the efforts that have been made by Lee Young and the admissions staff and Bernice Bass de Martinez and the staff of the graduate school in terms of encouraging so many qualified students to enroll this fall. Likewise, we are grateful for the efforts of those of you in the academic departments who have contributed so much to the enrollment success we are enjoying this fall. There has been a substantial increase in first-time freshmen, transfer, and graduate students. Our sincere appreciation to all who worked so hard to make this happen.

I hope many of you had the opportunity to attend the recent dedication of the John T. Myers Technology Center. From the flyover by the Air National Guard to the christening of the building by one of Larry Heath's robots, it was a wonderful celebration of a major milestone in the

history of Indiana State University.

These are, indeed, exciting days for Indiana State University. As we begin the 1998-99 academic year, we find ourselves looking in two directions: backward at our achievements and forward to new opportunities. This will be a year of reflection, self-examination, and celebration and a year of prospect, planning, and optimism.

What brings us to this point in our history is that it is once again time for our North Central Association 10-year reaccreditation review. While we have been identified by the NCA as a strong institution — and I do not believe our reaccreditation is in any way in jeopardy — the process, nonetheless, gives us the opportunity to take a close look at ourselves, to assess our strengths, and to make determinations about matters that need our attention.

The North Central Association has supported us in our request that, instead of a traditional study, we conduct an innovative self-study designed to merge our responsibilities to the NCA with our desire to revise the strategic plan which we wrote together in 1993 and finalized in 1994. The process by which we developed that plan was an all-inclusive, highly participatory one, and the outcome was the identification of specific goals and guidelines that have served us quite well.

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Let us take a moment to review those goals:

Strategic Goal 1: Enhancement of Undergraduate Education

ISU will be a "benchmark university" that is known and admired for its teaching excellence and as an exemplar, a national model for the distinctiveness and quality of its undergraduate educational experience.

Strategic Goal 2: Extension of Advanced Knowledge

ISU will be a distinguished institution for graduate study by carefully selecting advanced program offerings that respond to societal needs, are innovative in approach, and reflect a commitment to excellence.

Strategic Goal 3: Service to New Clienteles

ISU will be recognized as an "opportunity university" that brings education to new lifetime learning clientele both on and off-campus.

Strategic Goal 4: Expansion of Knowledge

ISU will be recognized for the value it places on scholarship and for the support it gives to faculty and students in the pursuit of new knowledge.

Strategic Goal 5: Transfer of Knowledge and Expertise to Society

ISU will be nationally known among progressive public universities for its contributions through the development of "public service partnerships" with particular focus on the quality of life in Indiana.

Strategic Goal 6: Enhancement and Advocacy of Multicultural and International Values

ISU will be recognized for its commitment to equal educational opportunity, its ethnic and cultural diversity, and its international perspective.

Strategic Goal 7: Promotion of an Interdisciplinary Culture

ISU will be a national model for interdisciplinary instruction, research, and public service.

Strategic Goal 8: Enhancement of Intellectual and Creative Expression in West Central Indiana

ISU will be known for fostering intellectual and creative activity within the University and in partnership with the larger community.

Strategic Accomplishments

Our strategic accomplishments since 1994 have been many. In fact, I think you'll find the list to be nearly exhausting. I am truly impressed with all you have done and all you have achieved in these few short years.

I firmly believe that together we have enhanced the scope and quality of services to our students and truly become a more "student-centered" University. But what is the evidence of this?

- Concerted and cooperative effort on the part of faculty,

student affairs and student support services staff, and many, many others to create a more student-centered campus

- Established the "Connections" training program to better prepare our front-line staff to meet the needs of students
- Consolidation of Admissions, Registration and Records, and Student Financial Aid functions under Enrollment Services and the centralizing of their location, along with that of the Controller's Office, now offers students the convenience of "one-stop shopping"
- Creation of the Student Academic Services Center consolidates and introduces innovative intervention programs and services to facilitate the success of special student populations
 - AOP, Adult College Education Program, PASS Program, disabled students, student-athletes, and 21st Century Scholars
 - Mentoring, tutoring, TRIO Programs and other student Academic support services
- Creation of a Student Ombudsperson to provide students with assistance in resolving problems and concerns
- Enhanced New Student Advisement and Registration Program (NSARP) and New Student Orientation
- Developed policy to enhance academic advisement
- Innovations and improvements in student life programming enriches out-of-class learning and living environment
- Expanded residential life, evening and weekend activities, student union and Union Board programs, intramural and recreational sports, student organizations, student publications, and intercollegiate athletics
- Increased opportunities for student participation in university governance (SGA forums, Board of Trustees, PPARC, Indiana Commission for Higher Education, State Budget Committee, and the Indiana General Assembly)
- Introduction of student satisfaction surveys

Together, we have enriched the quality of teaching and learning. Again, what is the evidence?

- Established the Center for Teaching and Learning
- Created the Faculty Computing Resource Center
- Established the Course Transformation Academy
- Created distance learning faculty development programs
- Increased services provided by the Writing Center
- Secured \$2 million grant from National Science Foundation to support undergraduate science education

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and research

- Established grant program to support undergraduate and graduate research and creative projects
- Construction of student computer complex and campus-wide clusters increased access to computing and other telecommunication services
- Budget expenditures for instruction and academic support and student services have increased since 1993 from 55 percent to 59 percent and 4 percent to 6 percent, respectively
- Instructional expenditures per student increased from \$3,900 to \$5,500 since 1993
- Improved the student/faculty ratio from 17.1 to 16.8 since 1993
- Maintained the percentage of full-time faculty at the average of 80 percent since 1993

Together, we have contributed to the academic distinctiveness of Indiana State University. What is the evidence?

- Developed First-Year Experience Program through \$2 million grant from the Lilly Endowment
- Continued revision and strengthening of the General Education Program
- Developed and implemented campus-wide student assessment program
- Established President's Scholar Program to serve academically advanced students
- Enriched our Honors Program
- Addition of new academic programs
 - Ph.D. in Technology Management
 - Ph.D. Specialization in Higher Education and Leadership
 - M.S. for Family Nurse Practitioners Specialized Accreditation
 - B.S./M.S. in Recreation & Sports Management
 - B.A./B.S. in Managerial Communication
 - B.S. in Quality & Decision Systems
 - B.S. in Instrumental & Control Technology
 - B.S. in Biomedical Electronics Technology
 - B.A./M.D. Program with the Indiana University School of Medicine
- Established eight new baccalaureate degree program articulations with Indiana's two-year colleges to meet the changing needs of Hoosiers
- Received specialized accreditations
 - Teacher-training Programs
 - Family and Consumer Sciences
 - Psychology
 - Social Work
 - Terre Haute Center for Medical Education

Our strategic accomplishments since 1994 have been many. In fact, I think you'll find the list to be nearly exhausting. I am truly impressed with all you have done and all you have achieved in these few short years.

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- School of Education
 - Communication Disorders and Speech-Language Pathology
 - Chemistry
 - Dietetics
 - Clinical Lab Technology
 - Counseling/Counseling Psychology
 - Marriage and Family Therapy
 - Education/School Psychology
 - Health and Safety Environmental Health
 - Athletic Training
 - Recreation and Sport Management
 - School of Nursing
 - School of Technology
 - Support to over 25 existing and newly created nationally recognized centers, clinics, institutes, continuing education, and outreach programs (to name but a few):
 - Blumberg Center
 - Gongaware Center
 - Remote Sensing/Geographic Information Services Laboratory
 - Sycamore Nursing Center
 - Psychology Clinic
 - Rowe Center for Communication Disorders
 - Center for Research and Management Service
 - Grants and contracts from nationally prestigious and competitive organizations tripled over the past 5 years, characterized by the awarding of over \$11 million during the past year
 - Increased scholarly contributions of faculty through peer reviewed publications
 - Established several new honor societies, bringing our total to over 30

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Together, we have expanded educational opportunities for Hoosiers. What is the evidence?

- 21st Century Scholars Program
- Articulated Transfer Programs
- Adult College Education Program
- College Cooperative of Southeast Indiana
- South Central Education Alliance
- Dewey Institute for Learning in Retirement
- Indiana Department of Correction

Together, we have contributed to ISU's reputation as Indiana's "Most Collaborative University." What is the evidence?

- Professional Development Schools
- DegreeLink
- Ph.D. in Technology Management
- Joint B.A./M.D. program with the Indiana University School of Medicine
- Master of Engineering Management with Rose-Hulman Institute of Technology
- Partnership with IDOC
- Educational Alliances in Wabash Valley, Southeast and South Central Indiana

Together, we have nurtured the cultural diversity of the University — we have worked hard to become a more equitable academic community. What is the evidence?

- Established the President's Commission for Ethnic Diversity and created a Special Assistant to the President for Ethnic Diversity to offer multicultural education programs to the campus and local community
- Developed diversity-focused curricular and pedagogical reforms such as the "Diversity and Democracy" Program
- Conducted an institutional Climate Study and developed ways to respond to areas of concern
- Revised the University's Affirmative Action/EEO Policy
- Increased opportunities for women and minorities
- Created a Visiting Minority Scholars Program
- Established a Department of African and African-American Studies
- Improved Mentoring Programs for minority students
- Invested in facilities that house diversity-related programs (African-American Cultural Center, Department of African and African-American Studies)
- Conducted and implemented a salary equity project
- Conducted Diversity Pedagogy Institutes in concert with the Center for Teaching and Learning, Classroom Assessment Task Force
- Conducted diversity training programs for and by

faculty, staff and students

- Sponsored diversity programs such as Social Action Theater; Multicultural Mania, Global Night Series, Native American Week, etc.
- Increased campus and community-wide diversity educational programming
- Participated in President Clinton's Initiative on Race by sponsoring a community-based "One America Dialogue"
- Instituted collaborative efforts with and between campus and local communities to create a more welcoming environment (Human Relations Task Force, etc.)
- Centralized international programs and services and established new Center for International Affairs
 - Enhanced Study Abroad Programs for Students
 - Expanded Cooperative Programs and Agreements with International Institutions

Together, we have positioned Indiana State University as the Center of intellectual and artistic expression in West Central Indiana. What is the evidence?

- Constructed the New Center for Performing and Fine Arts
- Continued support for the Contemporary Music Festival, Convocation and Speaker Series, and Terre Haute Symphony
- Initiated a Downtown Arts Festival
- Expanded the display of art on campus by exhibiting the Permanent Collection and the work of students, faculty, and other artists
- Expanded theater venue through the addition of the Broadway in Terre Haute series and continued support to SummerStage and regular season productions
- Expanded opportunities for faculty and students to present their work through concerts, recitals and exhibitions

Together, we have enhanced the aesthetics and functionality of our campus environment. What is the evidence?

- Completed over \$100 million in new construction and improvements to enhance our facilities and the appearance of our campus
 - New student computing complex and clusters
 - Center for Performing and Fine Arts
 - John T. Myers Technology Center
 - Renovations of Erickson Hall and Science Building
- Renovation of residential life facilities
 - Major renovation to Rhoads, Cromwell, and Hines; minor renovation to Blumberg; Burford and Pickerl have been reopened as singles
- African-American Cultural Center

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- Oakley Place and ISU signature piece
- Continued enhancement of landscaping, lighting, and parking
- Improvement of Athletic Offices, Playing Fields, and Facilities

Together, we have contributed to ISU becoming a more **accountable and responsive academic community**. What is the evidence?

- Restructured administration (e.g. Enrollment Services, Student Academic Services Center, Information Services, Planning and Budgets, University Advancement)
- Created an Office of the Provost
- Reduced vice presidential positions from seven to five and consolidated administrative areas
- Created an Office of Institutional Research and Testing
- Established faculty Administrative Fellows Program
- Implemented annual performance review systems for all University employees
- Increased faculty, administration, and support staff compensation above the rate of inflation every year since 1992
- Installed new administrative computing and information system (i.e., Banner)
- Established University Program and Student Outcomes Assessment Program
- Implemented energy conservation program
- Support to award winning recycling program

Together, we have increased **private support for ISU**. What is the evidence?

- Restructured the ISU Foundation
 - Developed a strategic plan for fund-raising and University Advancement to add new direction and focus to future initiatives
- Endowment assets reached \$33 million by June 1998, compared to \$12 million in 1993
- Secured \$2 million dollar grant from Lilly Endowment for the First-Year Experience Program
- Secured \$5 million gift — largest in the University's history — to fund the Gongaware Center for Insurance Management Development
- Increased annual private giving from \$3 million in 1993 to \$7 million in 1998
- Secured first endowment for a President's Scholarship
- Increased President's Society support by 76 percent and increased membership by nearly 50 percent since 1992

Together, we have enhanced Indiana State's **public image**. What is the evidence?

- Reorganized University Advancement division to broaden, enhance and increase visibility in support of University's mission
- Established University's first marketing program
 - Two ISU television commercials received national "Vision Awards"
 - Initiated leadership coalition in support of redevelopment of downtown Terre Haute
- Established eight alumni clubs and chapters
- Launched Sycamore Educators Network
- Academic performance of student-athletes
 - 48 percent of our student-athletes earned better than a 3.0 GPA; an increase from 28 percent in the 1992-93 academic year
- Began publication of a new university magazine
- Created "ISU Presents" television program
- Expanded media coverage locally, in Indianapolis, and throughout the state
- University publications received state and national recognition
 - Indiana State University Magazine
 - The Statesman
 - IQ Magazine
 - Campus Connections

Together, we have become a more **celebrative community**. What is the evidence?

- Recommitment to traditions such as Homecoming, Founders Day, Honors Day, support staff recognition programs
- Revived an important tradition: the Sycamore Athletics Hall of Fame
- Created new opportunities to celebrate our achievements
 - Faculty Honors Banquet
 - Administrative / Professional Staff Recognition Banquet
 - Volunteer Recognition Banquet
 - Commencement Banquet
 - GTE Student Athlete Academic Achievement Banquet
- Established new awards
 - Faculty Distinguished Service Award
 - President's Award for Academic Excellence
 - University Medallion for Exemplary Service and Leadership
 - Distinguished Volunteer Service Award
 - President's Excellence Award for Student-Athletes

So, as you can readily see, we have accomplished a lot, we

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have a great deal to celebrate, and, at this point, you are totally exhausted from listening to all of this. But we need to hear it because sometimes we spend too much time focusing on what is wrong. We can be very cynical and skeptical people. And that is an unhealthy attitude.

We must spend much more time focusing on what is right, what we have worked together to accomplish. That is what matters. That is what makes us better.

It is important, therefore, that we listen to this extraordinary list of accomplishments since the inception of our strategic plan. You, and those colleagues who are not with us this afternoon, are the ones who made all of this happen.

We must now move forward to the revision of our strategic plan.

And it is clear that change will be the one constant as we experience the 21st century. Already the University is being impacted by the significant "driving forces" of globalization, changing demographics, technology, competition, and accountability.

During our NCA self-study and revision of the strategic plan, we will need to address many fundamental and strategic questions:

- How can we more precisely focus our diverse mission(s)?
- Whom should we serve and in what proportion?
- What should be our optimal size and mix of students?
- How can we construct an even more distinctive undergraduate experience for our students?
- How can we enhance the quality of our academic programs through the nurturing of centers of excellence? Should we?
- How can we develop competitive advantages in an increasing competitive marketplace?
- How can we consolidate and restructure our academic programs and administrative structure?
- How can we govern ourselves more effectively?
- How can we become a more civil, equitable, and socially just community?
- How can we ensure that our human, fiscal, and physical resources are more than adequate to our mission and needs?
- How can we enhance our public image and enjoy an even greater sense of institutional pride?

These are challenging issues, to be sure, but I know we are up to the challenge. As we confront these challenging issues, let us be inspired by the vision we adopted in our Strategic Plan:

As a "Progressive Public Service University," Indiana State University should strive to be known and admired:

- As an institution that transforms and enriches the lives

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of its students;

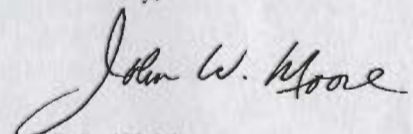
- For the unparalleled quality of our undergraduate experience, the distinctiveness of our graduate programs, the significance of our scholarship, and the responsiveness of our public service;
- As a caring and civil community characterized by supportive relationships between faculty, students, support staff, administration, alumni, and friends.

ISU should be known as an estimable academic community by:

- Honoring our heritage, embracing our mission passionately, and respecting our place in American higher education;
- Celebrating achievement, rewarding success, and cherishing our contributions to those whom we have the privilege of serving; and
- Being proud of who and what we are without reservation.

Yes, there is much to be done. . .but together we will do it, and we will do it well.

Sincerely,



John W. Moore