

December 17, 2010

Dear colleagues,

Time flies when you are busy, and I can validate that the level of activity and good work by our faculty, staff and students has been extremely high this semester. The implementation of the university's strategic plan is moving forward as is our new foundational studies program. Efforts to improve our enrollment and retention and graduation rates remain a priority. Meanwhile, our students, faculty and staff continue to garner recognition at the local, state and national levels.

The importance of advancing our strategic efforts and measuring our progress against our benchmark indicators was amplified last week when the Indiana Commission for Higher Education released its budget recommendations. The Commission based its recommendations upon the relatively new performance-based funding model driven by successfully completed credit hours, dual credit hours and early college credit hours, low-income degree attainment, on-time degree attainment, change in degree attainment and research incentives.

I briefed the ISU Board of Trustees about the Commission's recommendations at this afternoon's trustee meeting. (A copy of the presentation is available at: www.indstate.edu/president/20101217-PRESENTATION-Trustees.pdf.) The net effect of these recommendations would be an approximate \$2 million cut in base appropriations while \$3.4 million would be provided for repair and rehabilitation of facilities over the biennium.

We have been tracking the progress on our benchmark indicators in a spreadsheet with color coded cells to depict areas where much more work needs to be done (red), some progress is underway (yellow) and progress has been made (green). We have made progress particularly on goals one and six, and the conversion of some "reds" to "greens" in our dashboard is already assured for next year. Much work remains, however, and as noted above, our state appropriation will depend on the extent of our success. Our current progress toward meeting our strategic indicators is tracked in the spreadsheet available at: www.indstate.edu/president/20101217-DASHBOARD.pdf.

While Indiana State has made some progress in some of these areas, there is more work ahead. Advancing these measures of success will require consistent focus on behalf of many for an extended time. Improving our success in these areas will not only impact our future funding, it will more importantly mean that more of our students are achieving their educational goals.

I would caution that it is early in the biennial budget process and there are many steps remaining. These recommendations are likely to evolve, and Brian Hasler, Vice President Diann

McKee, Provost Jack Maynard and I will be working to influence the final outcome. The next budget presentation will be to the House Ways and Means Committee on January 12.

Planning for Fiscal Year 2012 will begin in January with budget planning meetings that will include myself, the provost, vice presidents and representatives of the Faculty Senate, Staff Council and the Student Government Association. To meet our unavoidable costs increases in health benefits, utilities, etc., we will need to reallocate dollars within our non-instructional budget lines. The targets for these reallocations have been distributed to each vice presidential division. Budget recommendations, including any reallocations, will be discussed with the campus community at open forums tentatively planned for February. A final budget for 2011-2012 will be presented to the Trustees for approval at the July 2011 meeting.

One of the areas of ongoing concern within our budget is the escalating costs of our health benefits program. It is apparent that these costs will continue to outpace inflation unless significant changes to the health plan occur. The increase for the University share of the plan for 2011 will exceed \$1,000,000. An annual increase of this size is simply not sustainable and pulls money away from salary increases and other strategic priorities. I have asked Vice President McKee and the Employee Health Benefits Advisory Committee to work with our plan administrator (CIGNA) and our benefits consultant to evaluate alternatives to our current health plan for 2012 in order to reduce overall plan costs.

Other updates I would like to provide:

- I would like to commend Dr. Steve Lamb and the Faculty Senate for moving forward on two important initiatives. At Thursday's meeting, the Senate approved changes to promotion and tenure policy to state that "Achievements in community engagement and experiential learning shall be considered toward reappointment, tenure and promotion within each department. The means by, and the extent to which this is to be accomplished is at the discretion of each department, and may be a part of any or all of the three activities under review (teaching/librarianship, research/creativity, and service)." This should significantly advance efforts to expand community engagement and experiential learning.
- The Senate also voted on Thursday to approve an evaluation process for all faculty members. This process was developed through collaborative discussions that have taken place during the past two years. Coupled with the evaluation process used for staff, this effort will ensure that all of our employees undergo a rigorous evaluation. I would like to personally thank all those who engaged themselves in the development of this proposal particularly members of the FEBC and the Senate Executive Committee.
- On Tuesday, former State Representative Vern Tincher was honored with the ISU President's Award for Distinguished Public Service and Outstanding Achievement. A

graduate of Indiana State with bachelor's and master's degrees in criminology, Vern served in the Indiana House of Representatives for a total of 24 years following a 21-year career with the Indiana State Police. During that time, he was a strong advocate for Indiana State and played a key role in gaining legislative approval for many projects that have helped our campus become a much better environment for living, learning and working. Vern decided to retire from the legislature this year, and it was an honor to recognize his long-standing service to our community and state.

- Thirty senior staff, 60 student-athletes and 33 administrators and coaches from our athletics department benefited from a series of workshops led by diversity educator Dr. Jenny Lind Withycombe on our campus earlier this month. A professor at the University of Tennessee in Knoxville, Dr. Withycombe addressed ways to change institutional culture and climate to promote diversity and inclusion with senior staff, engaged student athletes in a discussion on race and sports, and talked about issues related to sexual orientation and sports with members of the athletics department. The NCAA sponsored her visit which was coordinated by the ISU Office of Diversity.
- The ISU Theater Department production of *Real Girls Can't Win* was one of nine selected from 41 entries to attend the Region III Kennedy Center American College Theater Festival in East Lansing, Michigan next month. It was the only entry from Indiana to be chosen. In addition, senior Andrew Todd's play, *ORLANDO's 12*, was selected and will be presented in the one-act play readings and junior Ben Fulk's play was selected to be presented in the ten-minute play readings. Congratulations!
- The Indiana Governor's Council for People with Disabilities has awarded the locally based Disabilities Awareness Work Group (DAWG) its annual Community Spirit Distinguished Leadership Award. DAWG is a venture of more than 20 area agencies, including ISU's Blumberg Center, which collaborate to plan activities to bring awareness to aging and disability issues. The group earned the award for its efforts in creating a comprehensive, month-long Disabilities Awareness campaign in March 2010.
- Associate Professor Lisa Calvin served as the keynote speaker at the first International Conference on the Dynamics in Second/Foreign Language Teaching in the 21st Century last month in Thailand. Her presentation challenged foreign language educators to examine their teaching methods and think of ways to strength student learning. Lisa teaches Spanish at ISU.

Commencement has arrived, and I would like to extend my congratulations to all of the students who will be graduating this weekend. I am looking forward to hearing our alumnus Mark Barnes, chief operating officer and interim president of Volkswagen of America, deliver the alumni address and Natasha Wills, a graduating senior from Jasonville, who will provide the

student perspective. Congrats to Michael Scott, Jr. and Regina Atkins for their outstanding involvement while at ISU which is being recognized with the President's Medal for Leadership, Scholarship and Service.

Cheri and I wish everyone a wonderful holiday and a healthy and prosperous new year.

Sincerely,

Daniel J. Bradley
President