

January 30, 2012

Dear colleagues,

Groundhog's Day is nearly here and regardless of what Punxsutawney Phil sees on Wednesday morning, it is only five weeks until spring at ISU – spring break that is.

Rest assured, those weeks will pass quickly, and it is important for all us to remember to take time away from our daily routines to pause and think about the big picture.

Public higher education in Indiana (and elsewhere) is under increasing pressure to improve the success rates of our students. This is a critical point in our history where quick actions on our part can help define our future, and our inactions can lead to it being defined by others.

I have been very engaged in the discussions over the past few months about grading and suspension policies and their impacts on persistence and graduation. In some ways, the discussion has been excellent, and student needs have been kept appropriately at the center of thought.

In other ways, however, it has been discouraging. Huge amounts of time have been spent discussing minute points rather than focusing on ways we can all work together to help students succeed. Modern higher education has been built on the model of a three-legged job description for faculty members – scholar, teacher, and mentor. I worry that too much emphasis is being placed on the first two in our discussions and in our reward system. Mentoring and making a difference with individual students is a core component of our faculty work, and is the reason many of us chose this profession.

Is it possible for the three-legged model to continue in a time when students must persist and graduate at higher rates while financial resources are constrained? I believe it is possible. It will require faculty to reclaim their responsibility to mentor students and ensure that colleagues who dedicate their scholarly efforts in the areas of pedagogy, student engagement and other activities that directly impact student success are rewarded. And, it will require improved student outcomes.

As one who has had a wonderful life as a fully engaged faculty member, I sincerely hope that faculty will step forward to drive our efforts in meeting this collective responsibility. The time when an answer will be needed is quickly approaching, and action is necessary to prevent the **diminishing** and **narrowing** of **responsibility** and **authority** of the **faculty**. It is clear from reading and listening to the growing discussions at the state and national level that student success rates coupled with maintaining affordability will be the basis for assessing our performance and determining the funding we receive. Working together we can position our university to address this challenge while preserving the three-legged role of faculty. Our students will be well-served as a result.

The subcommittees of the Task Force on Affordability have completed their work, and their final reports have been posted on the affordability website at [www.indstate.edu/affordability](http://www.indstate.edu/affordability). The subcommittees have met regularly and spent many hours reviewing possibilities to cut or reduce costs along with the challenges these ideas pose. I appreciate their efforts. The next step will be to prioritize the recommendations and determine the ones that can be implemented in the near future, the ones that are more long-term in nature and the ideas that may need more review. A full report will be given

during a seminar for the Board of Trustees on February 16 and will also be posted on the website. This will be an ongoing effort, and your ideas on maintaining affordability are always welcomed.

The University's Budget Planning Group, which includes the vice presidents and the leaders of each governance unit, has also concluded its work. You may recall that the University had to find \$1.1 million in reallocations for the 2012-2013 budget. With salaries and benefits accounting for 70 percent of our budget and increases in areas such as health benefits and utilities unavoidable, this is never an easy task. The necessary reallocations will impact three employees whose positions are being eliminated or restructured. These employees will be given the opportunity to be considered for other open positions for which they are qualified or to receive a severance package if they leave ISU. Our budget model assumes that annual reallocations of this nature will be necessary, however, we will strive to moderate the impact on personnel.

Moving forward, even in times of financial challenges, is essential. As we continue to implement the strategic plan, it is important that we leverage the strategic investments we are making to strengthen our institution. Our focus must remain on meeting the goals we have established as measured by our benchmark indicators. There is no doubt that moving these needles takes time, but we must continually assess the tactics we are using and adjust as necessary to ensure progress takes place.

The third annual Strategic Planning Stakeholders Conference will take place on Thursday, April 12, in the Heritage Lounge and Ballroom located in Tirey Hall. Trustee President Michael Alley will provide the plenary address, and each goal chair will be reporting out on progress made since last spring. In the meantime, the audit chairs and their committees will be conducting their analysis of each goal area. Their feedback will be incorporated into the goal chair's report. Thanks again to everyone who is working on the implementation of "The Pathway to Success." I look forward to hearing this year's reports as we head into the final two years of the plan. I hope many of you will be able to join us for a portion or all of the day. A schedule for the day is available at: <http://irt2.indstate.edu/ir/assets/splan/fy2012/3rdAnnualStakeholdersAgenda4-12-12.pdf>.

Improving faculty and staff compensation is one of the priorities identified in the strategic plan. I am pleased to announce continued progress on this initiative.

Over the past year, the University has been conducting a comprehensive review of the current staff compensation and classification program to address inequities in staff pay within the ranges. This process is similar to that used to adjust faculty salaries to be more comparable with market averages. Several factors were reviewed including years in position.

Salary adjustments will be implemented for a limited number of employees determined to be significantly below their target salary as compared to others. Exempt staff salary adjustments will be effective February 1, 2012, and non-exempt staff salary adjustments will be effective February 4, 2012, to coincide with the beginning of the respective pay periods. Notification letters will be sent to all staff employees receiving a salary adjustment this week.

Future salary adjustments for the Target Salary Program will be dependent on available funding.

Specific information regarding the Target Salary program is available on the HR /Compensation website or by selecting this link: <http://www.indstate.edu/humres/compensation.htm>.

Other items I would like to share:

- Another one of our strategic interests is in diversifying our faculty. In conjunction with this goal, ISU is sponsoring a free national teleconference tomorrow featuring Dr. Kerry Ann Rockquemore, director of the National Center for Faculty Development and Diversity. The title of the teleconference is *Achieving Tenure Without Losing Your Soul: Insights for African-American Faculty*. Space is still available and more than 80 institutions from across the country will be participating. For information on how to register, go to: <http://www.indstate.edu/facultydiversity/docs/Teleconference%20for%20African%20American%20Faculty.pdf>.
- Congratulations to Swapan Ghosh and his team of graduate and doctoral students for developing a phytol-derived adjuvant which has earned U.S. Patent No. 8,088,395. The adjuvant could be used to boost immunity in cancer patients, aid in fighting infectious agents and be used in preparing laboratory agents and diagnostic kits.
- The Wabash Valley United Way Campaign has come to a close and results will be announced at the organization's annual dinner this evening in Hulman Center. Our campus campaign, ably led by Alberta Comer and Jay Gatrell, surpassed its goal for the first time in many years on both dollars raised and number of participants. The faculty and staff of Cunningham Memorial Library led the way with a 42 percent participation rate followed by the Scott College of Business at 36.5 percent and Academic Affairs (which includes non-College-based personnel, central administration and the Office of the President) coming in third at 28 percent. Cheri and I will be serving breakfast on February 15<sup>th</sup> to the donors from the Library to celebrate their first-place finish. Campus-wide participation averaged about 22 percent. Thanks to everyone who supported this worthwhile cause!
- The University has expanded access to Automated Teller Machines (ATMs) with six locations now on campus representing five banking institutions. Locations include Mills Hall Lobby in the Sycamore Towers Complex (Fifth Third Bank); Hulman Memorial Student Union lobby by Dede Fountain entrance (First Financial); Stalker Hall Lobby (ISU Credit Union); Student Recreation Center (First Financial); Hulman Memorial Student Union lobby by Information Desk (PNC Bank); and Parsons Hall Lobby (Terre Haute Savings Bank). Information on the services provided at each ATM location is available on the Office of Purchasing website at: <http://www.indstate.edu/purchasing/Information&Direction/ATM.htm>.
- Ron Prettyman will be honored as the 2012 Alumnus of the Year by Vanguard University of Southern California during its Homecoming weekend celebration February 10 and 11. Ron is a 1977 graduate of Vanguard. Congrats!
- ISU's Chinese Students and Scholars Association (CSSA) hosted the 2011 Chinese New Year Gala on January 22 in Dede I, II and III. Cheri and I along with about 300 other people enjoyed the event, which is the most celebrated traditional holiday by the Chinese community. It is also a tradition shared by many people throughout East and Southeast Asia. CSSA, in collaboration with students from Saint Mary-of-the-Woods College and Rose-Hulman Institute of Technology, presented an excellent program to raise awareness of China's culture as part of our institutional commitment to diversity. Thanks to the many offices on campus and local and regional businesses that helped support the celebration.
- Derick Troxell, a junior business finance major from Seymour, was named the National Hot Rod Association's Division 3 Elapsed Time Bracket Driver of the Year during the NHRA's Land of the Winners Awards banquet last month. Troxell is one of two drivers for ISU's Team Sycamore Racing.

- As part of the University's commitment to community service, benefits-eligible employees may take up to 15 hours of leave per fiscal year to perform community service work. This leave must be approved in advance. Take advantage of this opportunity to make a difference. Call Beth Loudermilk at 237-8384 or go to <http://www.indstate.edu/publicservice/faculty/leave/default.aspx> for more information. Unused leave cannot be carried over into the new fiscal year.
- Twenty-seven faculty members have agreed to participate in the "One in Four" campaign sponsored by the Foundational Studies Program. The faculty members have agreed to assign, assess and provide feedback on a significant assignment or multiple smaller assignments by the fourth through sixth week of the semester. This is part of an effort to alert students, especially first-year students, early in the semester about their academic progress in foundational studies courses. Thanks to these participants: Steve Aldrich, Nicole Bailey, Lloyd Benjamin, Henjin Chi, Nicole Christlieb, Julie Dixon, Mattea Garcia, Robert Guell, Connie Elmore, Ruth Fairbanks, Rick Fitch, Colleen Haas, Susan Hoffman, Brian Johnston, Carl Klarner, Isaac Land, Chris MacDonald, Dave McCarter, Linda Maule, Joy O'Keefe, Cat Paterson, Ann Rider, Eugenia Saylor, Carly Schmitt, Kevin Ward, Joe West and Katherine Zimmer.
- Cunningham Memorial Library recently acquired an important piece of local history in the form of 20 letters written by Terre Haute native Eugene Debs. The union organizer and five-time candidate for president on the Socialist Party ticket wrote the letters to his nephew, Robert Heintz, from 1893 to 1925. The handwritten and typed letters will join about 6,000 other items in the library's Debs Collection.
- ISU's efforts to address Indiana's critical shortage of health care providers took an important step last Sunday when the first class in the physician's assistant studies master's program received their white coats. The traditional ceremony marks the point where the students have completed classroom and laboratory learning and transition to clinical rounds of up to 11 health care facilities during the next 15 months.
- A new exhibit by master of fine arts students Soulaf Abas, Michelle Adler, and Jason Krueger opens today in the Bare Montgomery Art Gallery in Fairbanks Hall. The diverse exhibit features oil paintings, lithographs, wood engravings, relief block prints, mixed media prints, walnut ink paintings and foil imaging. The exhibit will run through February 24 with an opening reception this Wednesday from 5 to 7 p.m.
- A record-high 236 students participated in this year's Martin Luther King Day of Service sponsored by the ISU Center for Community Engagement. Students gave up their holiday on Martin Luther King Day to volunteer at local nonprofit agencies throughout the community. Thanks to those who participated as well as those who organized this great event.
- The Indianapolis Chamber Players will perform at 7:30 p.m. tonight in the Recital Hall in the Landini Center for Performing and Fine Arts. Members of the quartet include Davis Brooks, professor of violin at Butler; Michael Isaac Strauss, principal violinist with the Indianapolis Symphony Orchestra; Minju Choi, a member of the piano faculty at the University of Indianapolis; and Kurt Fowler, professor of music at ISU. Admission to the concert is free.
- The University Speakers Series will continue Thursday night with a 7 p.m. talk by James B. Stewart, editor-at-large of *SmartMoney Magazine* and author of *Tangled Webs: How False Statements are Undermining America: From Martha Stewart to Bernie Madoff*. Stewart also provides his insights into business and investing trends in his weekly column, "Common Sense," which runs in *The Wall Street Journal*. The lecture is free.
- ISU's Alpha Epsilon Chapter of Gamma Iota Sigma, an honorary fraternity for insurance and risk management students, has received two international chapter awards. The awards for alumni

relations and chapter management were presented the organization's 40<sup>th</sup> Annual International Management Conference in Columbus, Ohio, last semester. Congratulations to the students and faculty involved!

- Two ISU students have received \$4,500 stipends from the Nonprofit Leadership Alliance's Next Generation Nonprofit Leaders Program (NextGen). The stipend will support Avrielle Scott and Sarah Mihich in their requirements to receive the Certified Nonprofit Professional credential. The requirements include a 300-hour internship with a nonprofit organization.
- As the year marches on, many New Year's resolutions fall to the wayside. Participants in the "Start! Get Active! Program" offered by the Student Recreation Center are setting a good example for the rest of us. In the first week of the program, the group logged over 164 hours of activity and more than 1.6 million steps. To date, the top three movers are Nicole Bailey, Jayme Payne and Joe Sanders. The center is also offering weekly educational sessions as part of the Pounds for Pantry program. The programs will take place on January 31, February 7 and February 21 at 4:45 at the SRC. Topics will include weight loss strategies, goal setting and nutrition and exercise guidelines. If you would like to get involved contact the faculty and staff wellness coordinator, Michelle Ritchey, at [mritchey2@sycamores.indstate.edu](mailto:mritchey2@sycamores.indstate.edu). Thanks to Michelle and the entire staff of the Student Recreation Center for their efforts to make us healthier.

Enjoy the unseasonably warm weather this week. I have a feeling it won't last!

Sincerely,

Daniel J. Bradley  
President