

February 4, 2011

Dear colleagues,

I hope that this letter finds you warm and comfortable in the aftermath of the horrific weather we have experienced this week. There are many areas and individuals who have worked tirelessly this week, and I would like to start by acknowledging their tremendous work ethic and dedication:

- The grounds crew, led by Stephanie Krull, worked around the clock to help make the campus safe. Even though we were officially closed for two days, the crew worked in advance of the storm to prepare for the wintry weather and then came in to clear sidewalks and traffic patterns for the nearly 3,000 students who reside on campus. Assisted by outside snow removal contractors, the crew then had to do it all over again so that campus could reopen on Thursday. Anyone who tried to clear a driveway or sidewalk of the thick ice that glazed every outdoor surface knows this was no easy task.
- Public Safety is an office that works 24/7, 365 days a year. Severe weather makes their job even more difficult, but the officers and dispatchers are always ready to respond and provide assistance. They also played a key role in leading the discussions with facilities, local officials and others to help aid in making severe weather decisions.
- ISU Dining, run by Sodexo, remains in operation so that our residential students are well-fed. Even with a scaled-back operation due to the weather, our students always have a great variety of options. The Residential Life staff also work around the clock as do our power plant personnel.
- The Communications and Marketing staff worked in tandem with Public Safety to ensure that the word got out about changes in the University's regular schedule. This included alerting the media, updating the University's homepage, putting a message on the 237-7777 information line and sending out global and portal messages.
- The employees in the Student Recreation Center certainly understood the need for students (and others) to have something to do inside when the weather outside was so frightful. Students and employees who lived nearby enjoyed being able to use the Student Rec Center despite the University being closed.
- Lastly, our Athletics Department and Hulman Center personnel worked to ensure that the ISU men's basketball game against Wichita State game could be conducted as scheduled on Tuesday evening. The Wichita team was already in town before the severe weather hit, and rescheduling the game would have been next to impossible. Thanks to everyone for your assistance.

The impact of the weather also extends to the classroom as our faculty members determine how to make up the missed time. I recognize all of the effort that is expended on behalf of so many people in these situations, and I want you to know that it is appreciated. Let's hope for an early spring.

As the semester progresses, so do our discussions with campus leaders regarding budget planning for the 2011-2012 fiscal year. The vice presidents and I have been meeting with representatives from Faculty Senate, Staff Council and the Student Government Association to proactively plan although the outcome of the biennial budget process is still uncertain.

Total budget reallocations for the 2011-12 fiscal year of approximately \$1.3 million have been tentatively identified. This represents a 2 percent budget reduction in all non-instructional budgets with the exception of utilities, benefits, and student financial assistance. The majority of these reductions include:

- Elimination of vacant positions due to resignations or retirements.
- Elimination of support for software and specialized hardware in Colleges.
- Elimination of stipends for faculty training.
- Elimination of book binding services in the Library
- Reduced painting services on campus through Facilities Management.

As with the previous year, the reallocation plan **does NOT**:

- Reduce the number of tenure and tenure-track faculty lines.
- Impact a student's ability to enroll in courses needed for on-time graduation.

There is still work to be accomplished, and nothing can be finalized until we know the impact of the state budget process. However, I appreciate the collegial approach that our campus leaders bring to these difficult discussions. Our goal is to minimize the impact on individuals as much as possible.

As the legislative process unfolds, I have continued meeting with state officials to advocate on behalf of Indiana State. This coming Monday, I will be joined by President Matt Branam from Rose-Hulman, Interim President Dottie King from Saint Mary-of-the-Woods College, Interim Chancellor Lea Ann Crooks from Ivy Tech, Wabash Valley, Terre Haute Chamber President Rod Henry and Mayor Duke Bennett for Vigo County Higher Education Day at the State House. In addition to individual meetings with Gov. Daniels, Lt. Gov. Becky Skillman, Senate President Pro-Tem David Long, House Minority Leader Pat Bauer and Senate Minority Leader Vi Simpson, there will be a joint resolution honoring our institutions and Terre Haute for being recognized as the Community of the Year by the Indiana Chamber. The institutions and the chamber are also hosting a luncheon for legislators. This day is a direct outgrowth of the many collaborative partnerships that have been formed between our organizations and our community.

I would also like to share with you a copy of the Faculty Performance Evaluation Model that will be presented to the Board of Trustees for its consideration at the February 18<sup>th</sup> meeting. The model is available at: [www.indstate.edu/president/docs/performanceevaluation.pdf](http://www.indstate.edu/president/docs/performanceevaluation.pdf).

The document is a result of more than two years worth of discussion involving faculty committees, the Faculty Senate Executive Committee and the Faculty Senate. The result is a document that:

1. Recognizes those who are performing at a high level as well as those needing improvement.
2. Does not require a great deal of effort on the part of the individual faculty member to complete the performance evaluation process.
3. Requires evaluation only every other year for those not on a probationary contract.

4. Connects performance to compensation by:
  - a. Providing equal dollar amount performance increments for those judged by peers and deans to be exceptional.
  - b. Withholding salary adjustments for those contributing below expectations.
  - c. Insuring that the bulk of the pool (more than 85%) will go to those performing at or above expectations.
  - d. Allowing a continuation of the current salary model which assigns a CUPA target salary to each faculty member and provides for equity adjustments for those performing at or above expectations who are below 90% of target.

The document gives neither the administration nor the individual faculty members all that they desired, but I feel it reflects fair compromises that will help our institution continue to improve without unfairly burdening individuals. The changes made since review by the Senate are the result of a give and take between me, the Provost and the Senate Executive Committee. While there is no requirement in the document that salaries overall make progress relative to CUPA targets over time, it is my expectation that they will. The goal of keeping salaries competitive is something which is part of our strategic plan, and something which I pledge to work hard to achieve.

Other updates I would like to share:

- Wright State University President David Hopkins, whom many of you will remember from his days at Indiana State, will be on campus February 22 for a day of sessions related to the “Unbounded Possibilities” initiative. In addition to a number of small group meetings, President Hopkins will make a keynote presentation to the campus community at 4 p.m. in HMSU Dede III. A reception will follow. This is a great opportunity to hear about how other universities are building distinctive reputations by collaborating across disciplines to address important societal needs. This one of several programs planned as part of the Unbounded Possibilities Initiative. For more information, go to: <http://www.indstate.edu/academicaffairs/AA/UP.htm>.
- Mark your calendars for the 2<sup>nd</sup> Annual Strategic Planning Stakeholders Conference on Thursday, March 31, in Heritage Lounge and Ballroom, Tirey Hall. The day-long session will provide campus and community leaders with an opportunity to hear updates on each goal of the “Pathway to Success” strategic plan. Attendees will also have opportunities to provide feedback on the various initiatives, if they are helping the university advance toward its goals and what adjustments might be made. More info will be forthcoming.
- Cheri and I enjoyed the Chinese New Year celebration hosted by the Chinese Students and Scholars Association (CSSA) on Monday night. The event, which drew more than 300 people, was sponsored by a number of local businesses along with the Office of Diversity and International Programs and Services. It provided a great opportunity to introduce students and community members to oriental culture and history.

- The annual United Way dinner also took place on Monday night, and it was wonderful to hear that the Wabash Valley chapter surpassed its goal for the first time in a decade garnering nearly \$1.9 million. The ISU campaign wrapped up with a total of \$54,895 pledged by 234 donors with an average of \$234.60 per donation. I would like to recognize Bruce and Connie McLaren who led the campus campaign again this year. I would also like to thank the campaign committee members: Wil Downs, Robert English, Teresa Exline, Donna Isbell, Mary Kelly, Diann McKee, Paula Meyer, Michael Murphy, Nancy Rogers, Roxanne Torrence and Joe Zachery. Many individuals throughout the Wabash Valley will benefit as a result of these efforts. Thanks to everyone who donated.
  
- Congratulations to Linda Janosko, associate professor of theater, for receiving a fellowship to attend the national Kennedy Center American College Theater Festival and study with nationally known designers. Three ISU students also received awards at the regional festival. Justin Renner won an honorable mention in a national competition for lighting design, and Natalie Cappucci and Emery Becker won the silver medal in the technical Olympics.
  
- The staff members in the Student Recreation Center, led by Assistant Director Kimberly Monte and Graduate Assistant Jessica Arnal, are also to be commended for their work in hosting the National Intramural Recreational Sports Association (NIRSA) Region III Lead On Conference last weekend. The professional development event drew more than 300 students and professionals from Wisconsin, Michigan, Ohio, Illinois, Indiana and Canada to discuss career paths and opportunities available in recreational sports and higher education. Both the new Student Recreation Center and the staff received rave reviews from the attendees. These conferences take an enormous amount of effort but are a great way to expose others to the wonderful work going on here on our campus.

Have a great weekend.

Sincerely,

Daniel J. Bradley  
President