

February 19, 2016

Dear colleagues,

The planning process for our new strategic plan is continuing with good participation from across campus at our two recent town hall discussions. Work on refining the goal statements and developing benchmarks will continue through April. As indicated previously, the goals will remain much the same as those in the current plan with some minor tweaks. I anticipate having these items finalized by the end of the academic year. Then, the work on developing strategic initiatives to help us meet our goals will begin. That work will continue through July so that we will be on target to finalize the new plan by the time of my fall address to campus in September. Implementation will begin in October.

Mike Licari and I have appointed the following members of the President's Cabinet to serve as goal chairs for the new plan:

Goal 1: Student Success – **Mike Licari** and **Willie Banks**

Goal 2: Experiential Learning and Career Readiness – **Nancy Rogers** and **Susan Powers**

Goal 3: Community Engagement and Citizenship – **Nancy Rogers**

Goal 4: Programs of Distinction and Opportunity – **John Beacon** and **Mike Licari**

Goal 5: Resources and Institutional Effectiveness – **Diann McKee** and **Dan Bradley**

Goal 6: Employee Success – **Josh Powers** and **Willie Banks**

I have asked all of the goal chairs to integrate inclusive excellence as a cross-cutting and unifying strength in our strategic planning. I am confident that this can be done. **Josh Powers**, who is serving in the interim role as Special Assistant to the Provost for Inclusive Excellence on top of his other responsibilities, has been working with the goal chairs on ways inclusive excellence might impact their goal area. Josh has been working on a variety of fronts to help others recognize the benefits of building a community with diverse characteristics across many areas and how that can lead to an optimal environment where assumptions and biases can be engaged and challenged and where creativity can lead to multiple approaches for addressing challenges and opportunities.

Provost Licari has asked Josh to work with faculty search committees through an **Excellence Through Diversity Initiative** (<https://www.indstate.edu/academic-affairs/faculty-diversity>) that provides focused skill building and resource support for conducting searches with diversity in mind. Search chairs, members, department chairs, and administrative support staff to searches have attended workshops to learn about these resources and tools and to develop insights on how to run an effective search. They also discussed ways to build deeper pools of diverse candidates and to address ways to reduce the potential for cognitive bias when evaluating candidates. A **Faculty Diversity Tactical Team** with representatives from each college is also deploying to provide ongoing support for these searches and to help build campus capacity looking forward to the 2016-17 search season.

Last Friday, the **Faculty Senate**, the **Faculty Center for Teaching Excellence**, the **Office of Student Success**, and the **Library** partnered on a half-day workshop on the topic of how to effectively facilitate challenging conversations in the classroom. Panels of students and faculty provided insights on how this might be done optimally. More than 70 members of the campus community attended.

On Wednesday, the **Office of Residential Life** sponsored a **Social Justice Summit** for students, faculty, staff, and area institutions involving a combination of breakout sessions and keynotes, most notably one presented by a national organization called the Interfaith Youth Core that featured a Muslim and a Christian talking about where and how they find common ground amidst considerable tension nationally. Given how many Muslim students we have at ISU, this is particularly important to us.

Next Monday and Tuesday, two national leaders on diversity will be on campus to engage our community on the deeper issues and skills required to build a community that is committed to inclusive excellence. **Mike Licari** and **Willie Banks** partnered to bring this about, recognizing that such issues are important both within and outside of the classroom.

Finally, on February 29 and March 1, **Dr. Mary Murphy**, one of the nation's leading experts on addressing achievement gaps via mechanisms to enhance student feelings of belonging in a community, will be here. ISU is a partner in a college consortium with her and her team from Stanford in which we are seeking to test the effect of particular psychological interventions that the research suggests can be especially powerful and beneficial for historically underrepresented or marginalized students. She is also a consultant to our major federal grant project examining ways to trigger growth mindset for students in math, a subject that many believe either students get it or they don't, not that all can "get it" through hard work.

Thanks to **Josh, Mike, Willie** and others who have worked to bring these programs to our campus.

Also on the diversity front, it has been proposed to change the former Special Assistant to the Provost for Inclusive Excellence into a **cabinet-level position** with the title of **Associate Vice President of Academic Affairs for Inclusive Excellence**. This individual will report to Provost Licari and will serve as a senior advisor to me and the President's Cabinet. A national search will be launched in the coming weeks.

In addition, **Linda Maule** is working with a large group of faculty and staff who meet each week on how to enhance what we do for freshmen with respect to inclusive excellence. We anticipate some important changes to our Foundational Studies curriculum, faculty development activities, and other initiatives will emerge.

The **Faculty Center for Teaching Excellence** is currently searching for a Faculty Fellow who will lead a **Multicultural Curriculum Transformation Initiative** this summer and fall that is designed to help faculty vision and integrate content and assignments that are linked to diversity or inclusive excellence. For example, a statistics class might utilize diversity related data to help a statistical concept feel "real" or other courses may find ways to build in assignments or readings that are linked to inclusive excellence.

In other areas related to our strategic goals, **Mike Chambers** led a report-out session on Goal 4 of the current strategic plan – the Unbounded Possibilities programs earlier this month. I was impressed with the presentations and the growth that has occurred in the various programs. There is definite progress in building collaborations and partnerships and in creating programs that will enhance our students' experiences. The presenters – **Pamela Gresham, Rebecca Wray, Jack Turman, Dick Baker, Chris McGrew, Daniel Pigg** and **Rusty Gonser** – did a great job.

Approximately 45 department chairs and administrative leaders participated in the recent **Work-Life Conference** which is funded through goal six of the strategic plan which focuses on recruiting and retaining great faculty and staff. The conference is part of the initiative on enhancing the quality of life for faculty and staff. The workshops, facilitated by Professor Ellen Kossek from Purdue, were designed to develop leader capabilities at ISU in fostering a culture of work-life support and well-being at the University. Congratulations to **Debra Israel** and other who helped plan the conference.

On the personnel front, **Andy Morgan** has been named Dean of Students in the Division of Student Affairs. He will begin his new role on April 1. Andy comes to Indiana State from Southern Illinois University – Carbondale where he has been serving as acting associate dean of students. In his new role, he will oversee the Charles E. Brown African American Cultural Center; Student Conduct and Integrity; the Student Counseling Center; Multicultural Services and Programs and the Dean of Students Office. He

has earned three degrees from Southern Illinois University -- a bachelor of arts in psychology, a master's in workforce education and development and a Ph.D. in educational administration and higher education.

The search for a **new director of intercollegiate athletics** is nearing completion. The candidate pool was very strong, and on-campus interviews were conducted with four candidates this week. I anticipate announcing a new director within the next two to three weeks.

The deadline for the second round of the **Innovation/Collaboration Awards** will be June 1. Collaboration is essential to our university's success, and this award is designed to encourage divisions, departments and individuals to work collectively to advance our strategic goals. There are two categories – the internal category recognizes innovative collaborations between two or more units across campus, and the external category recognizes partnerships between one or more campus units and outside non-profit, corporate and governmental entities. The awards recognize existing collaborations that are already generating positive outcomes.

Winners receive a physical award and a cash prize of \$10,000 which must be used by the collaboration to advance its goals through professional development, purchase of equipment or materials, hiring of consultants, travel to present at conferences, etc.

Nominations will be judged on the following:

- Collaborations must involve more than one unit of campus with special consideration given to collaborations that engage units from more than one College or Division of the University
- Collaborations must have achieved measurable results that demonstrate a tangible outcome
- Collaborations should be innovative in some fashion (i.e.: engaging partners that would not normally work together, engaging partners in a new way, etc.)
- Collaborations should be connected to one or more goals of the University's strategic plan
- Collaborations should explain how the prize money would be used to advance the partnership

I look forward to hearing about the innovative ways our faculty, staff and students are working together to advance our university and our community. To submit a nomination, go to:

https://indstate.qualtrics.com/jfe/form/SV_2tAoMRrpOnkiYmV.

Other news I would like to share:

- Four ISU courses have been selected to participate in the Course Transformation Academy for 2016. The academy is part of the **Faculty Center for Teaching Excellence**, and its goals are to help faculty redesign key courses that serve large numbers of students at the university. Participants engage in a semester-long process of learning, problem-solving and planning to redesign their course and to evaluate its impact on student learning. **Jennifer Schriver** leads the Course Transformation Academy. Congratulations to the team leaders who are participating this semester: **Heather Adams**, ATTR 210: Human Anatomy for the Allied Health Profession, Department of Applied Medicine and Rehabilitation; **Steve Baker**, CS 151: Introduction to Computer Science, Department of Mathematics and Computer Science; **JaDora Sailes**, EPSY 202: Psychology of Childhood and Adolescence, Department of Communication Disorders and Counseling, School and Educational Psychology; and **Matt Cohen** and **Harry Gallatin**, FIN 108: Personal Financial Management, Department of Accounting, Finance, Insurance and Risk Management.
- The **Indiana Commission for Higher Education** has given its approval for the \$64 million Health and Human Services building expansion and renovation. The project will go to the State Budget

Committee for final approval in the near future. Bids for the will be received in June. The project is expected to be completed in early 2019. In the meantime, construction work to relocate a sewer line and the bike trail along Fourth Street in preparation of the project will begin next month. Fourth Street north of Chestnut Street will be closed beginning March 12. Most of Parking Lot 21 will remain open for this project and the accompanying Health and Human Services project, but access to Lot 21 will be from Lafayette Avenue. It is also planned for Parking Lot K to be expanded to the north after Spring Break to accommodate more than 200 additional vehicles.

- The **Performing Arts Series** will feature **Street Beat** tonight at 7:30 p.m. in Tilson Music Hall. The group features a combination of urban rhythm, hip hop moves, and break dance acrobatic and uses household and other items for drums and percussion. Faculty/staff prices are \$18 and \$15 with youth tickets available for \$5. Public adult prices are \$23 and \$21. ISU students have free admission with a valid student ID. Tickets are available through the Hulman Center ticket office and at the event.
- Nominations for the **Staff Council** for 2016-2017 are open February 22 through 25 with elections scheduled March 1 through 3rd. I would encourage staff members to consider this opportunity to serve as an advocate for your colleagues. I also ask that supervisors support their staff being involved in the Staff Council. The Council is an important part of our governance process. More information on the nomination and election process will be distributed to all staff next week.
- The new **Women's Resources Center** has launched its website at www.indstate.edu/student-affairs/wrc. The site will provide links to a variety of materials related to women's issues, training, programming, support and advocacy for sexual violence and domestic violence, spotlight features on ISU women, and other information. The center, which is overseen by **Leah Reynolds**, will open this fall but the website has been started as a resource in the meantime.
- Indiana State has earned the **Tree Campus USA** recognition for the eighth year in a row. The program honors colleges and universities for promoting healthy trees and engaging students and staff in the spirit of conservation. To be eligible, campuses must meet five core standards for sustainable campus forestry: having a tree advisory committee, a campus tree-care plan, dedicated annual expenditures for a campus tree program, an annual Arbor Day observance and the sponsorship of student service-learning projects. Congratulations to **Stephanie Krull** and her colleagues for their hard work in maintaining our beautiful tree-lined campus!
- A one-hour documentary on the history and culture of the Wabash River will premiere on WTIU Monday, March 7, at 8 p.m. **"Along the Wabash: The Story of Indiana's State River"** will also air at 10:30 a.m. March 13, 1 p.m. March 15, and 10 p.m. March 17.
- **Rochelle Stiles** was the winner of Indiana State's first Three Minute Thesis competition conducted last week. The worldwide competition is designed to help graduate students cultivate their academic, presentation and research communication skills. Participants can only use one PowerPoint slide and take three minutes to summarize their research. Rochelle presented her doctoral research on how restoring and reclaiming habitats can help conserve amphibian populations. She received \$500 and all-expenses paid trip to Chicago to compete at the regional level. The program was sponsored by the **College of Graduate and Professional Studies, ISU's Center for Student Research and Creativity** and the **Terre Haute Tribune-Star**. Second place went to **Savannah Price**, and **Yitong Jiang** came in third.

Have a great weekend! Spring is on its way, and the fountain will be on soon.

Sincerely,

Daniel J. Bradley
President