Good afternoon everyone and welcome to the start of the new academic year. This year will be both an exciting and a challenging time in IPFW’s history. We enter this academic year with uncertainty about our future governance. But this uncertainty should not and will not stop us from future planning and action on many fronts. We have much to be thankful for, much to celebrate, and much difficult work ahead.

I want to start by introducing this year’s class of AmbassaDONS. Would you all please stand? The AmbassaDONS are outstanding examples of IPFW’s commitment to student success and to excellence. These ambassadors of IPFW actively participate and serve at events on campus and represent the university through their work as volunteers in the Fort Wayne community. The AmbassaDONS participate in a year-long leadership development program led by Patrick McLaughlin, Associate Vice Chancellor and Registrar, and apply what they learn to their work both on and off campus.

Thank you AmbassaDONS, and thank you Patrick, for your outstanding service and how your represent our university!!

Let me begin by sharing just a few exciting highlights of last year:

- On May 11, we celebrated 1,784 graduates who received 1,893 certificates and degrees, including the fourth class of Chapman Scholars and 53 international students representing 21 countries. Almost 50% of the graduates were the first in their families to attend college.
- Several of those graduates are now pursuing Master’s and Doctoral degrees at prestigious schools around the country and world, demonstrating that IPFW graduates are prepared and highly competitive.
- We celebrated the first Top 50 – fifty extraordinary juniors, seniors, and graduate students who embody the vision of exceptional students at IPFW. The group included students from every college of the university, from our athletic teams, and our engaged student leaders.
- Over 12,000 community members attended and/or participated in events on campus during the last year, including art exhibits, concerts, performances, lectures, and academic presentations. Every year, these and other events bring our community to campus, giving them a first-hand view of the accomplishments and talents of our students, faculty, and staff.
- The strength and reputation of our music program and the talent of musicians were clearly evident as the Symphonic Wind Ensemble, directed by Daniel Tembras, assistant professor of music and director of instrumental studies, performed in the world famous Carnegie Hall, invited as one of three ensembles to close the 2016 New York Wind Band Festival. The concert featured Hamilton Tescarollo, associate professor of music and director of keyboard studies; Billy Hunter, principal trumpet of the Metropolitan Opera orchestra; and a world premiere work by New York composer Michael Markowski.

- The Theatre department presented four productions this year, ranging from modern plays such as “God’s Ear” and “Road” to classics like “Anything Goes” and “A Midsummer Night’s Dream.” More than 3,000 people attended the shows. I had the privilege, on opening night, of sitting with Ann Tippman, a relative of Cole Porter, and learning about his life from a relative’s perspective. She also loaned the Theater Department many items that belonged to Cole Porter, which were on display in the lobby during the performances.

- This year, we celebrated our third recipient of a prestigious Fulbright Scholarship, Alexander Allison, a 2015 history graduate and Honors certificate recipient. Alexander co-authored two articles with his mentor, Richard Weiner, professor and chair of history. He is currently teaching English, as he puts it, “in a city in the middle of the Columbian rainforest” where he has no internet connection. He plans to pursue a Ph.D. in Latin American History with a focus on peace and reconciliation processes in Latin America.

- During spring break, six first-generation students in the TRIO Club traveled with Buck Jordan, TRIO SSS academic coordinator, to Puerto Rico for a service learning experience. This was the first time that a team of TRIO students took a service trip to a United States territory. They volunteered at the Manatee Conservation Center at the University of Puerto Rico-Bayamon and met with other first-generation TRIO students at the University of Puerto Rico-Rio Piedras.

- IPFW was ranked #1 among ALL Indiana colleges and universities on student mobility, a measure of how well schools help their students improve their social and economic mobility. This ranking is particularly significant for IPFW, given the number of first generation students we serve (50%) and the large number of Pell
grants awarded each year. You should all be very proud of this recognition. Talk about an example of student success! If this isn’t it, I don’t know what is!

- Our nursing students achieved the second-highest average pass rate on the registered nurse licensing exam of all baccalaureate nursing programs in the state of Indiana – including both public and private schools-- for the past four consecutive years.
- The year’s Omnibus Lecture Series again brought almost 5000 campus and community members to hear and dialogue with nationally and internationally known speakers.

Community engagement has always been a cornerstone of our identity and last year was no exception:

- In April, 450 volunteers were sent to 50 community agencies as part of the BIG Event, a day of service. Our students contributed more than 1,800 hours of volunteer service in the Fort Wayne community and beyond.
- Our student-athletes performed over 3,000 hours of community service, lending their help to Turnstone, Community Harvest Food Bank, SCAN (Stop Child Abuse and Neglect), the Big Event, the campus Health Fair, the Diversity Showcase and more.
- The Three Rivers Festival Children’s Fest took place again this year on the Science Mall bringing over 18,000 children, parents, and grandparents to campus for two days of activities and interactive fun.

Turning to academics:

- Friday evening we celebrated and again today we celebrate, the promotion of six faculty members to professor and the promotion of six more to associate professor with tenure. These promotions and tenure awards recognize their outstanding work as teachers, mentors, researchers, scholars, writers, university citizens. Congratulations to all of you!
- 38 faculty were hired in new and replacement positions for the 2016-17 year.

- This semester, we launch a new degree program: a 5-year combination program in which students can earn a Bachelor of Science degree in Electrical Engineering or Computer Engineering as well as a Master of Science in Engineering (MSE) degree with specialization in Electrical Engineering or Computer Engineering. We’re also launching our accelerated RN to BS program, which will move registered nurses with associate degrees more quickly to Bachelor’s degrees. In spring, the Bachelor
of Applied Science (BAS) will be started, giving community college students with an associate in applied science a direct path to a four-year degree.

- Greek Life is coming back to IPFW after many years of absence. Two organizations will be charted this academic year.

- Student Life and Leadership completed an exciting partnership with the Indiana National Guard to support an innovative Student Leadership Development Program. Kasey Price, assistant vice chancellor for student life and leadership led the development of this program, which the Guard announced just last month. IPFW’s program will be adopted (giving IPFW credit of course) at eight other universities around the state, including Purdue, WL. Go Dons and Boilermakers!

- Our student-athletes demonstrate exceptional sportsmanship on the courts and fields, but as importantly, they continue setting records with their performance in the classroom. The women’s golf and men’s basketball teams received the NCAA Division I Public Recognition Award this year for ranking in the top 10 percent of their respective Division I teams for their multiyear Academic Progress Rate. This was the fourth consecutive year and fifth year overall that women’s golf received this award. Men’s basketball received the award for the first time.

- 35 student-athletes were recognized by The Summit League as Distinguished Scholars for the winter and spring seasons, earning a 3.6 GPA while competing in their sports and using a year of their eligibility. These students came from baseball, men's and women's basketball, men's and women's golf, softball, and women's track & field.

- Highlights from the Class of 2016 First Destination Survey (1173 responses=68% response rate) include 78% of graduates are employed or continuing their education; 89% of those employed are working in northeast Indiana and 95% are employed in Indiana; 84% are working in jobs related to their degree programs and 88% are working in jobs related to their future career goals. All measures of student success and institutional success in preparing students for their futures.

- More than 300 internships and experiential learning placements throughout the region each semester enhanced student learning and provided expertise and valuable improvements to companies and agencies.

I also want to acknowledge just a few of the people whose work is critical to our university, but whose work either takes place behind the scenes or simply doesn’t make the headlines, and not making the headlines is a good thing regarding much of the work they do.
• The Chronicle of Higher Education and other publications are full of stories about college campuses struggling with sexual assaults, harassment, and many other Title IX-related issues. Schools all over the country are under investigation over how these cases are handled. Here at IPFW, Christine Marcuccilli, Title IX Coordinator and Associate Director of Compliance, and Eric Norman, Dean of Students and Chief of Staff, address these complex issues on a daily basis. They navigate the maze of federal laws and policies, state law, university policies, to protect both our students and the university. IPFW certainly has its challenges as does every institution, but the expertise, the skills and the proactive mind-set of Christine and Eric and their staffs have safeguarded our university and allow all of us to have confidence in the expert handling and resolution of these issues.

• Over the last year, our Human Resources department has made a dramatic reorientation to a responsive and proactive customer service organization with a focus on students and inclusiveness of all who work and learn on our campus. The work of the human resources staff delivered a new parents program, a better and more informative web site, expanded wellness opportunities, a significantly improved onboarding program, and more. Kudos to Tamarah Brownlee, Director of Human Resources, and all of the staff members for everything they do.

• Mitch Davidson, Chief Information Officer, and the entire team of Information Technology Services work constantly to improve and protect our network and computing environment, but their efforts are largely invisible because much of their work prevents problems from happening or simply makes things work better, and much of it happens at night in order not to disrupt our daily operations. Just two months ago, the IT team completed a multi-year fiber optic project with Ivy Tech that improved the backup capability of both campuses to keep us all connected to the internet if a cable is cut on either campus. This was an enormous and complex undertaking and is now complete. They added email encryption to Office 365 to keep our data safe, upgraded the network infrastructure of the ETCS building for better service and improved office phones so they now report their locations down to the specific room. A huge step forward from a health and safety standpoint. Not to mention significant technology upgrades in 47 classrooms across campus. Mitch and his team deserve our congratulations and our appreciation.
Looking ahead, our fourth annual Fall Bus Tour will take place, October 9-11. If you have not previously considered going on the tour, I hope you will do so this year and take advantage of the opportunity to connect with colleagues, learn more about IPFW and the state of Indiana, and interact with agencies, industry and businesses with an eye toward potential partnerships. Connections made during our first three tours resulted in improvements to campus and a host of new internship opportunities for our students. This afternoon, Eric Norman will send the application, along with some teaser information about the visits and activities already confirmed, such as the Indiana State Police Crime Lab and The Slippery Noodle, Indiana’s oldest bar, but more importantly, a critical link to the Underground Railroad before and during the Civil War. Please consider joining us this year!

When we gathered for Convocation last year, we had been newly designated as Indiana’s only multi-system metropolitan university. A few months after the designation, in Spring of 2015, legislation was passed appointing what became known as the LSA Working Group. The group was charged with developing recommendations regarding the future of IPFW and intended to help IPFW grow and prosper. Seven months ago in January, the group’s recommendations instead put us on a path of uncertainty, opening the possibility of two independent campuses and creating a governance structure similar to that which existed 50 years ago.

The report has a number of recommendations, several of which hold exciting possibilities for our region, for the future of higher education in Fort Wayne, for our university and most importantly, for current and future students. These possibilities, if studied carefully, developed in a strategic way and resourced adequately, can change the face of this campus, whether we remain under the current governance model, or become two independent universities. The recommendation to establish two independent campuses, one an IU-governed campus, focusing on the health sciences, and a Purdue-governed campus comprised of everything else but focusing on priority needs of the region in engineering, manufacturing and technology, has received by far, for the most attention, generating significant discussion, comment, endorsement, opposition, editorializing, letter writing and discord in the Fort Wayne community.

The Purdue system administration has solicited our thoughts, our recommendations and our concerns regarding the LSA recommendations and the two independent campuses recommendation in particular. We continue to have frequent communication and regular input into Purdue’s position as the discussions and negotiations with IU progress.
In June, both the Purdue and IU Boards of Trustees approved an extension of the existing governance agreement for five years with the caveat that any “new” governance agreement will come to both boards for approval at their December meetings this year. Many members of our campus community, many members of the larger Fort Wayne community have shared their views, their questions, their support, their opposition with the Presidents and/or the Boards of Trustees. The decision of who shall govern this campus and how it shall be governed lies with the Boards of Trustees. We await their decision, which should be forthcoming sometime in the next three months. In the meantime, we stay focused on educating and serving students and their success.

Turning to USAP, in May, the Task Force delivered 41 recommendations in the spirit of identifying and addressing emerging opportunities and meeting challenges. The USAP Task Force also recommended a number of strategies intended to reduce expenditures and increase efficiencies. I welcome endorsement of some or all of those 41 recommendations, OR, suggestions of alternative strategies to address opportunities and meet our challenges, the most critical challenge, of course, the enrollment decline of almost 30% since 2011.

All recommendations and alternatives will be considered. One thing is non-negotiable however. We WILL, by the end of this fall semester, have a plan that addresses the Task Force and alternative recommendations, we WILL have a plan to reduce expenditures and have begun taking action as appropriate, we will NOT further spend down our reserves.

The two years long University Strategic Alignment Process is continuing as it was designed. The recommendations developed by the Task Force have been reviewed by the vice chancellors and myself over the summer and a plan of action will be shared with the campus community by September 10. All faculty and staff are invited to comment on the administration’s plan of action and our governance organizations, the Senate, APSAC, CSAC and IPSGA will provide input according to processes they deem appropriate.

You may agree, disagree, like, dislike, feel the Task Force didn’t go far enough in their recommendations or went too far. Whatever your views, your opinions, your interpretation of the data, your agreement or disagreement with the recommendations, the following facts and realities confront us:

- The Midwest region of the U.S. is projected to produce 5-15% fewer high-school graduates over the next several years. The most recent Chronicle of Higher Education Almanac projects Indiana’s surrounding states will experience a decline in high-school graduates
over the next decade, 6.6% in the state of Illinois, 15.3% in Michigan and 4.7% in Ohio. Indiana will increase .3%, negligible growth. Fewer 18-year-olds will be available to all of higher education.

- **Indiana’s overall population growth is low** (2.1% in the five years, between 2010-2015 (US Census,) and projected to be only 15% over 40 years, from 2010 and 2050 (1.8% over five years), even slower growth in the future. These numbers mean fewer Indiana students, IPFW’s overwhelming source of enrollment, going forward.

http://www.ibrc.indiana.edu/ibr/2012/spring/article1.html

- **Like many colleges and universities across the country, IPFW has experienced a significant decline in enrollment resulting from demographics, changing programmatic demands, low population growth, peak enrollments seen during the recession, and in our case, the state’s dual enrollment program.** At our the peak, in spring 2011, over 133,000 credit hours were taught, enrolling over 12,000 (12,535) degree-seeking students; last year, we enrolled fewer than 9,000 students, a 26% decrease and taught 97,353 credit hours, a 27% decrease. A couple of weeks from now, when final census is taken, we will be down another 4-5%, bringing our cumulative decline since 2011 to 30% or more. See graph below:
• The College of Arts and Sciences, again, like many schools and colleges around the country, has experienced the largest decline over that same period, down 36% in credit hours production. Other colleges, as you see on the slide, (Education and Public Policy and the College of Visual and Performing Arts) have also experienced double digit declines over this same time period, (28.67% and 19.58% respectively). See graph below:

![2011-2016 Change in Spring Credit Hours by College](image)

• A number of our academic degree programs have very few and graduate very few students per year, in some years no graduates. Each of these programs is supported by an infrastructure of personnel and other resources. There are legitimate reasons for these declines, and my comments are not intended to place blame or point fingers, but to share with the entire campus community the realities of today. The declines are real and cannot be sustained.

• Revenues, primarily tuition and fees, have declined from $80.5 million in 2011 to $68.3 million this past year, a 15% decrease. Revenue will decrease again this year with the additional enrollment decline. Keep in mind that over this same period tuition has increased modestly each year, but the increases have not been sufficient to overcome the decline in revenue. See graph below:
Reductions in spending of $6.9 million have occurred over this same time period (9.5%). Again, reductions have not been sufficient to outpace or make up for the lost revenue from the declining enrollment.

It is a fact that IPFW HAS downsized. Unfortunately, this downsizing has not been strategic and planned for, but it has been reactionary. We have achieved a balanced budget each year, but this has been accomplished by spending down our reserves. Reserve funds are built up over many years and are for the purpose of funding unexpected, emergent and emergency needs. While a couple of years of enrollment declines may be legitimate uses of the reserve funds, continuing outlays for this purpose are not. The enrollment reserve account and the annual University reserve accounts have been cut in half in four years. This simply is not a fiscally sustainable or responsible practice and we cannot and will not continue it.

Colleges and universities across the country have and are re-envisioning and re-creating themselves in response to declining enrollments and herein lies the opportunity – to come together in creative and innovative ways to re-think how we operate, how we are structured, how we teach, and how we deliver our programs. There are ways to deliver exceptional programming and experiences to students, other than the ways in which they have been done for the past 10 or 15 years. I invite you to take a look at schools such as Bradley University and Western Illinois University, the University of Nevada, Las Vegas, the University of California, Berkeley, the University of Southern Maine to name
just a few, who have re-envisioned and re-structured themselves as they address their particular challenges and effect change to better meet the needs of the future.

The results of the work on program viability measures and academic re-organization that is being led by Vice Chancellor Drummond and the Deans are critical to positioning IPFW for a healthier, stronger and more stable future. It is necessary, indeed critical to student success and serving the needs of our region. But the results of this work cannot be a tweaking of what currently exists, a trimming around the edges, or a reshuffling of all the currently existing pieces. This work must result in bold action that reforms our operations and puts us on a path of expansion into areas of demand and enrollment increases. This work will continue throughout fall semester, but in order to address this fall’s anticipated enrollment decline and revenue shortfall, the following actions are being taken and are effective immediately:

- A hiring freeze is hereby implemented. While essential and critical positions will continue to be filled on a case-by-case basis, each request for recruiting will be evaluated by the respective vice chancellor and senior administration.

- While across the board reductions will not be instituted, each vice chancellor will implement cost reduction measures in his or her respective division.

- Actions will be taken to improve utilization of financial aid awards, in particular, to better allocate need based aid.

- Additional cost reduction measures are under consideration and will be shared as they are developed.

- All units will be reviewed for expenditure reduction. No unit will be exempt. A number of strategies are already in process within each division and vice chancellors will work with their respective units to effect necessary reductions.

One year ago in my 2015 Convocation remarks, I challenged both the campus community at large and the USAP Task Force to:

- Think outside of our current structures and ways of doing things;
- Identify programs and services that are poised for growth and investment;
- Ask what new and innovative programming we should be investing in;
- Reject thinking that maintains the status quo;
• Suggest creative and innovative ways to offer programs and deliver services that clearly demonstrate that student success is not only the top priority of IPFW in the words of our strategic plan, but that we live and promote it every day in everything we do;

• Ask the question—how do we create a better future for IPFW so that we grow in distinction, in value and in service to our metropolitan area?

This challenge remains the right challenge and is even more urgent today. Our enrollment trends and the impending Boards of Trustees decision about our governance, while presenting us with uncertainty and difficult work ahead, also present us with opportunity and the occasion to step up and take our future into our own hands. But in order to do that, we need to promote our institution not criticize it, actively engage in recruiting and retaining students, not point fingers and say it is someone else’s job, be a part of the discussion and solution, not disparage ideas and suggestions that have been put forward, be entrepreneurial, not wedded to traditional and past thinking, embrace change, not resist it, think big, not in size but in ideas, not small, be a risk taker, not risk averse.

I share the following about the future of this institution, which can indeed be a very bright one by turning our challenges into opportunities:

• Regardless of structure or governance, this campus will maintain its metropolitan designation precisely because we ARE a metropolitan university as designated by law and this institution, regardless of size or structure of governance, meets the criteria of the national Coalition of Metropolitan Colleges and Universities. Work begun last year will be re-energized to fully operationalize this designation.

• IPFW, or Purdue Northeast, or Purdue Fort Wayne, whatever our name, will be smaller in size, as will many of our colleague institutions. But smaller does not mean “less than” or lower quality. In fact, just the opposite. We have the opportunity to create those programs that will distinguish this campus in ways it has never been distinguished before. Smaller, higher quality, unparalleled success rates of its students, a model for serving minority and underrepresented students, signature academic programs. These are descriptors I would welcome to define our institution of the future.

• Overall, the fastest-growing demographic group in the next decade will be those ages 25-44. A new position in Enrollment Management focusing on the adult learner will direct an aggressive effort to target this population going forward. Over 750,000
Indiana citizens have some college credits but never finished their degrees. These adult learners will be a focus of our enrollment management plan going forward.

- It is projected that just after 2020 minority students will outnumber non-minority students on college campuses nationwide. Our minority students account for only 11% of our total student population. We need to develop aggressive outreach, recruiting, retention plans to bring these students and their families to IPFW and support their success. We have a tremendous opportunity to distinguish this university in educating underrepresented and first generation students. Just look at our #1 ranking in student mobility. In particular, I offer this challenge: Fort Wayne is a “gateway city” for new immigrants and is recognized nationally for the number of its Burmese residents. The state of Indiana has 20,000 Burmese residents, 6000 (over 30%) live in Fort Wayne. Currently, we count very few Burmese students. IPFW could distinguish itself by its programming and service to minority and underrepresented students. With intention and deliberation this university could develop models for teaching and learning for these students and their success that I have no doubt could gain national attention, respect and yes, even adoption.

- New admissions have not only held their own this fall but increased in a number of categories of students. We are also making progress on retention as a result of improvements in tracking student movement and advising. However, we cannot be satisfied with slight increases. We need to set the bar higher and target double digit improvements. The Enrollment Management team will be communicating to the campus enrollment and retention targets and detail the strategies to meet those targets. Recruiting and retaining students are the responsibility of each and every member of the IPFW campus community. Recruitment is “not” the job of admissions only and retention is “not” the job of faculty and advisors only. Each of us needs to own and engage in recruiting and retaining.

- IPFW must develop new markets and new marketing strategies. Simply doing more of the same will not result in dramatic change and reverse our enrollment decline.

- Technology has changed the way our society operates. Programming that fully incorporates and utilizes state of the art technology will be required to respond to the demands of students for changes in how courses and programs are delivered. These
demands will only increase as technology continues to transform how higher education is delivered. We need to transform how we operate as well.

- Work continues on fundraising to endow a signature program in actuarial science in the department of mathematics. This bachelor’s degree program, already well on its way in development in response to regional demand, will be the only program in northeast Indiana, preparing actuaries for success in highly competitive positions.

- The inter-professional education, research and care center focusing on geriatrics, an interdisciplinary project that was begun two years ago as a consortium of the Colleges of Health and Human Services, Education, Visual and Performing Arts, Engineering and the IU School of Medicine holds exciting promise and will continue regardless of the governance structure. This project, when brought to fruition, will distinguish both IU and Purdue programs and be a first center of its kind in the state.

- The Leadership Center, an interdisciplinary concept that has been in development over the past year, also holds exciting promise in educating the citizens of our region to work and serve in a multitude of leadership positions in health care, non-profit entities, education and more. The Center is also designed to be a resource for the region bringing the community and university together to meet individual business and broader needs.

Our number one priority should be and will continue to be student success. I applaud and thank each and every one of you and your colleagues who have kept this commitment to students as the focus in everything you continue to do and have done during these past years of continuous study and multiple sets of recommendations.

We as educators have a clear mission to serve and support our students as they seek to better themselves. Focus on that because that is what matters in the end and is what every one of us can impact. That is where we can all make change. Student success is our number one priority. We owe them the best we can give. Thanks again, to each and every one of you for what you do each and every day on behalf of the students of IPFW.