Dear Campus Community,

It’s hard to believe, but the time has come for my final transition letter. Nearly two years seem to have flown by and, together, we have accomplished some pretty terrific things. I will not herein provide a litany of achievements; we have observed and, when appropriate, celebrated them as they deserved, noting the many contributions of our talented and dedicated faculty to our successes. I have deeply appreciated that so many have embraced the core themes of connecting and belonging, distinctiveness, campus pride, and measuring our progress. These simple themes have resonated both internally and externally and seemed to make sense to our Board of Trustees and President McRobbie when they visited us last February.

I am especially pleased that so many have given so much of their time and talent to the work of FOE, tying it to our larger themes, as you have done with our academic distinctiveness plan: DREAM. Still, there were projects we could not complete in two short years. In particular, the creation of a campus dashboard that would help the campus focus on critical, meaningful, and actionable data and, at the same time, communicate our goals, progress, and success to the ICHE and other stakeholders, has eluded me. I will leave this work and the many unfinished and important initiatives of FOE to you and Chancellor Harris.

Chancellor Harris will, with your help, identify his own central themes early on in his tenure. Still, there are a few challenges and opportunities I will suggest to you as Janine and I prepare for our new lives in Washington, D.C.:
• The campus needs to make a greater commitment to distance education, adding additional hybrid programs beyond the BGS, as well as adding fully online courses, certificates, and, yes, even programs. In particular, let me urge the development of 2+2 degree completion programs with Ivy Tech Community College. This strategy is already being successfully executed by our sister regional campus IU East, which has now surpassed us in enrollment. Ivy Tech must increasingly become a viable and significant enrollment pipeline to move the campus’ enrollment from 3,000 to 4,000 students or even higher. These students will require convenience as well as access and quality. We can provide all three and must embrace online education to fully serve students whose lives preclude any other mode of delivery. In an old but prescient survey of our adult students, we learned they want what we have but only can give 11-12 hours per week to their educations. These students will earn degrees from somewhere. It will be either proprietary institutions or IU Kokomo. I suggest that our mission dictates that we serve these students; practicality dictates that we develop a major online initiative in the next one to three years. By the way, 2+2 means the online portions of degrees means that less than 51 percent is online and so these programs are information items to the ICHE, but will require approval only from the HLC.

• The role of the regional campuses with regard to offering dual credit in area high schools campus, or online will require significant attention next year. The state’s legislature and the governor are putting pressure on higher education to deliver in this area. This challenge can be an opportunity, providing we target the right audience and build meaningful relationships with qualified high school
students who may elect to come to IU Kokomo. The real problem is funding; the superintendents want free courses and that is not realistic for IU. I suggest targeting a portion of the funds currently going to support the high school students we will educate with expanded dual credit programming.

- The campus must continue to refine and make its current degree offerings more relevant to the region we serve. In addition, this coming year, the campus should take very seriously the review and development of potential new degree programs that align with emerging career opportunities in the region and state. You will recall that we have set aside a considerable contingency for new program development in the 2010-2011 budget. I urge you to work with your new chancellor to use these funds to develop new or redirect existing programs to take the campus to the next level of enrollment and centrality in the region. The campus will have a head start in this process, having already engaged our IR partners Eduventures in a review of our degree program mix. Sharon Calhoon has already presented the preliminary findings of the report at the last Administrative Council meeting.

Let me also ask you to think about investing in two or perhaps three programs that can achieve both outstanding quality and high return on investment (enrollment, grants, gifts, reputation). To move the campus to the next level, I suggest that Jim Collins hedgehog metaphor should be taken to heart. IU Kokomo has evolved and matured to the point at which we should have some premier programs. These may be existing programs and/or centers, or these may be entirely new programs
that you believe are critical to the region and that IU Kokomo can and should deliver better than any other regional institution. While the DREAM initiative will reshape the student learning experience, we also need some programmatic centers of excellence to bring distinction to the campus.

- We also need to look seriously at regional campus collaboration. This includes potentially sharing resources to offer additional and higher quality programs. It also includes collaboratively taking on some big state-wide issues, like improving K-12 outcomes or delivering a masters degree in Nursing state-wide. There is increasing pressure on the regional campuses to demonstrate their value. I wish I could say that all the governor, the ICHE, or the state legislators have to do is look at the contributions the regional campuses make to the quality of their respective workforces (recall that 69 percent of our 10,000 Degrees of Excellence reside in our service area and 84 percent live in the state of Indiana) or consider our contributions in economic development. However despite calling attention to these important achievements, the governor maintains his confusion about the role of the regional campuses and continues his commitment to and support for Ivy Tech Community College. We need a few big, audacious goals and successes in these goals to demonstrate the value of the regional campuses not only to the regions they serve, but to the state and its leadership. John Applegate’s office will soon be organizing committees and meetings around this effort. I encourage all who are asked to participate to do so. This will be important work that will frame the regional campus agenda in the 2011 legislative session.
• Finally, the campus needs to continue to enhance its presence and role in the region working on key deliverables in Kokomo and the surrounding counties. These efforts should be programmatic, but also need to embrace and continue our recent work and success in regional economic development.

In closing, let me thank you all for the support and kindness you have shown to me and Janine. We will always be grateful to you for the patience; dedication, hard work, and humanity that have made it our joy to serve with you these past thirty-eight years and especially these past two years. It has been great fun and we will miss you all.

Until next time, stay safe and keep in touch.

Warmly,

Stuart M. Green
Interim Chancellor
765-455-9225
sgreen@iuk.edu