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CALCULATION AND A WORTHY AIM
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Unless the practice still persists, only our youngest colleagues will be unfamiliar with the old device in the comics--or funnies as we used to call them--where one tried to identify as many faces or objects as he could hid among the clouds, trees, and undergrowth. Knowing my pattern of the past several years, Tom Vander Ven said to me the other day (about the title of these remarks), "Aha, that can't be a literary allusion!" Tom, let me pluck that phrase from the clouds, knowing that I had the unfair advantage of putting it among them to begin with.

In 1854 Thoreau wrote in Walden: "The nation itself, with all its so-called internal improvements, which, by the way, are all external and superficial, is...an unwieldy and overgrown establishment, cluttered with furniture and tripped by its own traps, ruined by luxury and heedless expense, by want of calculation and a worthy aim, as the million households in the land; and the only cure for it, as for them, is in a rigid economy, a stern and more than Spartan simplicity of life and elevation of purpose."

Thoreau's comment is not this year's preamble to a recitation of budgetary woes, with a consequent call to valorous regard for the elemental and intangible that does not depend on money. Despite generous advance over the past ten years--some of which I shall rehearse a bit later--our resources are still considerably short of our legitimate aspiration. What I intend, rather, by using the profound metaphor of Thoreau's exemplary statement, is to suggest that any enterprise founders if it is reckless of value and mindful only of cost. If IUSB, or any university, does not sustain its "elevation of purpose," a desire to make intelligent beings yet more intelligent, it cannot finally justify whatever amount, large or small, is spent to support it.

Happily, our steady quantitative growth over the years has been accompanied by a persistent concern for the educational quality of what we do, so that not only do we serve our local area extremely well but also have the accomplishments of some of our students and faculty increasingly recognized by all-University awards, state-wide, nationally, and even internationally. Still, as Aristotle said in another context, a work (or--by implication--an institution) must be of a certain size before men can take proper note of it, and I hope those of you who heard me say it before will forget what I said five years ago after I had given some statistical measures: "...having recited such figures, I suspect there is probably no need ever to do so again, since it now seems impossible for anyone to deny the fact of our substantial presence, our viability, and our readiness to assume the essential self-determination that will come to us within the Indiana University system by 1975." The only thing wrong with the 1972 assessment is that maturity, essential self-determination, arrived a year earlier--in 1974 rather than 1975. And since, like Captain Corcoran in H.M.S. Pinafore, I have learned never to say never--well, hardly ever never to say never--for the first time in five years I am going to make some brief numerical comparisons, between 1967 and 1977, mainly as an antidote to the depression we feel when things seem not to be--or really aren't--moving fast enough.

In 1967, our credit enrollment passed 3,000 for the first time, officially being recorded at 3,001. Although final figures for this fall are not in, we will for the first time exceed 6,000. The number does not include the many thousands of persons who currently enroll each year in our credit-free programs. Ten years ago, our full-time professional staff numbered 85; today it is about 200. Our general operating budget--exclusive of auxiliary budgets--was \$1,662,195; the comparable 1977-78 budget is \$7,812,831. The state appropriation for all six regional campuses in 1967-68 was \$5,912,898; this year, for South Bend alone it is \$5,539,037. In 1967-68 we added English and history to the first undergraduate

degree programs in elementary education and business administration, established in 1965. Today, counting authorized sub-specializations, IUSB offers about 70 associate, bachelor, and master degree programs. We had two buildings in 1967-68; we now own eight.

Even allowing for inflation, and the added cost it takes to support our enlarged physical plant, the scope of what we now do is vastly greater than what it was only ten years ago. And that growth has not been random: it has followed very closely recommendations as made in 1972 by the Committee on Priorities chaired by John Peck, and co-chaired by Wayne Krepel. But despite good support by the University and the state, in the last year or two we have hit some snags which are temporarily impeding what I believe most of us are agreed should be the next phalanx of advance in the curriculum. We are particularly anxious to move ahead because we now own the requisite physical space to house--handsomely and functionally --most of our present and foreseeable program development for at least the remainder of this century. Let me speak for a few minutes on how our space and program hopes are interrelated, what some of the present difficulties and uncertainties are, and then of ways in which those difficulties might be resolved.

Most of you are aware that under the terms of the agreement with the Associates Corporation of North America, concluded over 2 1/2 years ago, we anticipated taking possession in August 1978 of the front two of the four buildings which constituted the major part of the purchase. In the very late spring of 1976, Associates announced its intention to deliver the front buildings to us in the fall of that year--almost two years ahead of the presumed schedule. We would, of course, have been delighted to gain possession much earlier than expected, except for the fact that it presently costs about \$300,000 a year to hire the maintenance staff and pay the utilities entailed by the 133,000 gross square feet in question. Since the 1976-77 budget had already been set, we were obligated to keep the buildings empty from October 15

(the date the keys were turned over to us) until early last month, when the 1977-78 budget did indeed provide the necessary funds through new state appropriations.

Having made its recommendations well in advance, the Space Disposition Committee permitted us to be well prepared in beginning our phased occupancy on July 5. The front building will house our general administrative offices, the Division of Business and Economics, the Division of Public and Environmental Affairs, the Division of Continuing Education (including Labor Studies and Conference Bureau activities), the Business Office, the Alumni Office, a temporary art gallery, offices for Student Services, and nine general and specialized classrooms. The second building will be our University Center, with its excellent cafeteria; meeting, game, and office rooms for student activities; plus some refinements for use yet to be worked out for the lower level.

The original Northside Hall--our first building, which is only sixteen years old--will at last have function follow form, as the theatre dominating the entire structure will be organically related to our Division of Music and Department of Communication Arts. Northside West will be largely given over to the Division of Arts and Sciences, with expansion room available when the Library vacates its interim three levels. Greenlawn Hall will be the major headquarters for the Division of Education. Riverside Hall will now provide additional space for our dental auxiliary programs, and perhaps in time room for additional allied health programs.

It will be at least several months before we can be certain how to solve all logistical problems of exact placement: for all of our raw space, we still do not have an answer as to where best to locate animals for use in biology courses, nor do we know where to establish the laboratories needed for various technologies assuming we could get the operating funds to establish such sorely needed programs.

Permanent placement of courses in painting and sculpture, the bookstore, and the library all await resolution of uncertainties about the Associates' ultimate intentions to retain (as they have the option to do) possession of the back two buildings through January of 1982. I anticipate that within the next two months their representatives will be making specific proposals about a possible extension of their lease well into the 1980's or beyond. If you have seen earlier newspaper accounts, you know of our desire to accomodate their wishes if we at all can. But our basic dilemma remains. The University bought the property because we needed it; we still need it; and the red brick building (now the Associates Computing Center) has been designated as our long-sought library. There are 125,000 gross square feet in that building, and even applying the most generous estimate of our pro-rated original cost, plus remodeling, it appears that our total cost would be somewhere between four and five million dollars. By contrast, Indiana University Northwest in Gary will be breaking ground soon for a 98,000 gross square foot library at a total project cost of \$8,050,000. An added consideration for us is that the back property also includes some 500 parking spaces as well as the 12,000 square foot old cheese factory that we are presently considering for our studio program in fine arts.

All long-range plans for total development of our physical site will be brought to the Academic Senate for discussion before we ask the Trustees to approve our recommendations, and I will keep you informed of pertinent developments every step of the way. For example, tomorrow and Friday we will be discussing with several architects the best way to go in integrating our total campus patterns and boundaries now that our essential configuration is known.

In addition to settling the physical placement of our present programs, there is the attendant problem of how and when we bring new programs on board. The Academic Senate, through its Curriculum Committee, has indicated our desire to

establish several curricula, some in cooperation with Purdue, responsive to urgent community need and consonant with Indiana University missions and expertise. These include a B.S. degree in nursing for already registered nurses who wish to prepare themselves for greater service, associate degrees in electrical and mechanical engineering technologies, and an associate degree in office administration. We have carefully assessed the start-up costs of such programs, and have projected the continuing cost, but with largely formulaic patterns of state funding, it is extremely difficult for the University to find the proper handle to make its case. We will continue to be as persuasive as we can, perhaps pressing for some consideration in the 1978-79 General Assembly. Failing that, we have a little over a year to get ready for the 1979-81 biennium. It might be useful to our cause to point repeatedly to the much larger range of programs available in the Calumet and Fort Wayne areas, largely because of the historical presence of both Purdue and Indiana Universities in those regions of the state.

As to master's programs in the liberal arts, unless we can establish convincingly strength of demand, it is unlikely that there will be early developments. The whole situation may be clarified in the next year or so as a result of the serious attention the Graduate School is now giving to the monitoring of University-wide graduate arts and sciences courses and programs. It is also hard to tell what the influence of the Commission for Higher Education will be in this regard, since--among other things--the CHE now has its third commissioner in the past six years.

What the future holds for IUSB can be read most confidently, I think, from the pattern of its recent past. Our development these last ten years has been truly remarkable, the product not only of the wishes of an enlightened citizenry, but of the respect you as a faculty have earned through your commitment to intellectual values, to the welfare of your students, and to the character of life in this good community--even with its 130 inches of snow last winter! Later this year, when we are more settled in, we will find appropriate ways to invite our friends and neighbors

to see our--and their--new facilities. And, in short time, we will ask them for even further support, not only through legislative efforts integrated with the total effort of the distinguished eight-campus University of which we are part, but also through individual and corporate giving directly to our campus which enriches, and is enriched by, the total ambience of this valley.

IUSB, in my thirteen years experience here, has never lacked calculation and a worthy aim. Part of that aim has always been to do the very best we can with what we have. It is not likely that the general political process will-- or should--give us any undue advantage. Equity in the providing of equal resources for equal programs in itself would be sufficient. The dedication and economy that marks our use of those resources--the Spartan simplicity in fitting proper means to proper ends which Thoreau implies--would be satisfaction enough, but may indeed generate the extra support that a proven effort attracts.

Earlier this year we suffered three grievous losses at IUSB in the deaths of Professors Cassidy and Nasta, as well as that of Eldy Lundquist, who had his office here. We bade less ultimate farewell to Professor Sudermann, after 30 years of sensitive service with us now living in retirement in Switzerland. Each man in his way represented those qualities of quest for clearer understanding and civilized discourse that characterize our best efforts to build a microcosm at IUSB that our students and townspeople, as well as we ourselves, can move about in with comfort and grace.

I thought of our friends last month when for the first time in many years I was in New York City. I had remembered Times Square as brassy and garish, but even though I had read about what had become of it, I was not prepared for its present degraded aspect--a good subject for some modern Hieronymus Bosch. Later that same day, I was at The Frick Collection, with a chance to marvel at the lucent beauty of the Vermeers; the rococo swoops and swirls of the Bouchers and Fragonards; and the Rembrandt Self-Portrait that makes a miracle of dark colors, showing eyes with a light that never was on land or sea.

Were these places and these works the product of one human race? That, of course, is a rhetorical question for those of us who have all our lives been students of man's brilliant but bitter history. In the time that is short for any of us, how good it is to have a calling that allows us to help make prevail the life-preserving and life-enhancing values represented by the creations and discoveries of the arts and sciences we love.

Warmest welcome, my old and new colleagues. May 1977-78 be a happy year for us.