

**Indiana University**  
**BLOOMINGTON FACULTY COUNCIL**  
**November 17, 2009**  
**Indiana Memorial Union – Georgian Room**  
**3:30 P.M. - 5:00 P.M.**

**Attendance**

**MEMBERS:** Randy Arnold, Elizabeth Boling, Purnima Bose, Arthur Bradley, Bruce Burgun, Carolyn Calloway-Thomas, Gregory Demas, Jon Dilts, Carrie Donovan, Erika Dowell, Lessie Jo Frazier, Thomas Gieryn, Laura Ginger, Mary Gray, Karen Hanson, Patrick Harbison, Robert Hatten, Patricia Henderson, Brian Horne, Claudia Johnson, Paul Losensky, Jack McCarthy, Eugene McGregor, Patricia McManus, Valerie Markley, Jennifer Miller, Jenna Morrison, Michael Morrone, Robert Noel, John Raglin, Michael Rushton, Peter SerVaas, Debora Shaw, Richard Shockley, Sonya Stephens, Herbert Terry, Vasti Torres, Maxine Watson, Sue Whiston, James Wimbush, David Wise

**MEMBERS ABSENT WITH ALTERNATIVES PRESENT:** Robert Arnove (David MacKay), Rob Aspy (Patrick Smith), Sarita Soni (Ruth Stone)

**MEMBERS ABSENT:** Eric Arnold, Rob Aspy, Jack Bielasiak, James Capshew, Andrea Ciccarelli, Nicholas Clark, Angela Courtney, Lucas Fields, Julia Fox, Valerie Grim, Robert F. Jacobs, Michael Jolly, Padraic Kenney, Patrice Madura, Elizabeth Raff, Diane Reilly, Ranu Samantrai, Eric Sandweiss, Richard Stryker, Adam Szczepaniak, Alex Tanford, Neil Theobald, William Wheeler

**GUESTS:** John Carini (Chair, MREC), Grace Calhoun (Associate Athletic Director for Academic and Student Development Services), Amanda Ciccarelli (Office of the Provost), Ann Elsner (TPC), Fred Glass (Vice President-Athletic Director), Julie Lamber (Chair of the Athletics Committee)

**Agenda**

1. Approval of Minutes  
October 20, 2009: <http://www.indiana.edu/~bfc/docs/minutes/09-10/10.20.09.pdf>
2. Agenda Committee Business (10 minutes)  
(President pro Tempore Erika Dowell)
3. Presiding Officer's Business (10 minutes)  
(Provost Karen Hanson)
4. Question / Comment Period\* (10 minutes)  
(Provost Hanson and President Dowell)

5. Proposed Nomenclature Changes to the Bloomington Academic Guide. (15 minutes)  
(Professor Tom Gieryn, Vice Provost for Faculty and Academic Affairs) [SECOND  
READING]

6. Annual Report of the Athletics Committee (50 minutes)  
(Julia Lamber, Chair of the Athletics Committee)  
(Bruce Jaffee, Faculty Athletics Representative)  
(Fred Glass, Vice President and Director of Athletics)  
<http://www.indiana.edu/~bfc/docs/circulars/09-10/auxiliary/AthComReport0809.pdf>

\*Faculty who are not members of the Faculty Council and who wish to address questions to Provost Hanson or President Dowell should submit their questions to the Faculty Council Office. Our documents are available at: <http://www.indiana.edu/~bfc/>. To send e-mail to the Faculty Council Office: [bfcoff@indiana.edu](mailto:bfcoff@indiana.edu)

### Minutes

#### **AGENDA ITEM 1: APPROVAL OF MINUTES**

**HANSON:** Alright. Thanks for coming out on this rainy day. The first item of business is the approval of the minutes of the October 20<sup>th</sup> meeting. Anybody have a chance to review the minutes? Anyone want to make a motion to approve the minutes or do you want to postpone this 'til next time? Which was that? A motion to approve?

**RUSHTON:** Yes.

**HANSON:** All in favor? [Aye] The minutes are approved. Somewhat irresponsibly I might add. (laughter) Alright, Agenda Committee business.

#### **AGENDA ITEM 2: AGENDA COMMITTEE BUSINESS**

**DOWELL:** Not too much to report from the Agenda Committee side. I do want to draw your attention to a couple of information technology policies that the Technology Policy Committee—or Information Technology...? No, it's just TPC—has been looking over and I don't see any problems with these but the policies are drafts available for comment until I believe December 3<sup>rd</sup>. One is a rather high level thing, a policy on information governance which I'm not going to talk about. But the other one is something that might affect people here who run websites that are university websites. And it includes academic, administrative, auxiliary units. It includes professional associations and publications that might be hosted here at Indiana University and it regards website privacy notices. I'm not going to go into it here, but these things are available at the IT policy website and this is ISPP-24 Website Privacy Notices. I'm sure searching IU Bloomington will get that. But this is a university-wide draft policy. And it essentially

requires that websites post their policies regarding how they handle user information and things like that that might be collected either actively, meaning by forms that users of the website fill in in various ways or it might be collected passively meaning by things like cookies or other kinds of web server logs and things like that are behind the scenes technologically.

**WISE:** Is this available through the BFC website?

**DOWELL:** It can be.

**WISE:** That would be nice. So that might be worth looking at if you're responsible or if your unit has websites that they're aware of this.

**HANSON:** Okay?

**DOWELL:** Yep.

**HANSON:** I don't have...

**DOWELL:** Oh, I'm sorry! And we wanted to promote the AAUP forum which is tomorrow, Thursday. You all have at least one, or maybe more than one, fliers of that at your desk.

**GINGER:** It's Thursday.

**DOWELL:** Did I say Thursday? Did I say tomorrow? I'm sorry. Thursday, Thursday. Okay, sorry.

### **AGENDA ITEM 3: PRESIDING OFFICER'S BUSINESS**

**HANSON:** No problem. I don't have a lot of business. There were a couple of questions that came in. One, I believe, from the AAUP connected with the schedule of decanal reviews or administrator reviews. They had listed a number of offices that they were putting in a query about and one of them had to do with the office of the Dean of the Graduate School, the University Graduate School. And that's a system position and does not have a third year review. So we would not be scheduled for a review of the Dean of the University Graduate School until the fifth year.

Another question had to do with Dunn Meadow. I (sneeze is heard)—bless you!—Dunn Meadow has been re-sodded as you know and Victoria's Secret was paying for that. We're worried, of course, about whether or not the sod will take, and if it doesn't take we may have some other issues to face down the line. I think one of the things that it's worth saying about that is that both the Vice President for Capital Priorities and Facilities and I met in the course of an ordinary meeting and talked about the muddy

mess because no one seemed to know who had authorized the concert. (laughter) Someone in one of these offices would have been responsible and we would have learned about some of the things that bothered people, the sound checks and the size of the crowd and the placement of the concert and so on. And it's kind of a checkered trail, but people people thought were obviously involved weren't involved and so we're trying to see if we can kind of tighten up some of those processes. But the good news is that the meadow has been re-sodded with very thick sod. They tried very hard to get something that they think will be green in the summer.

The other question that came in ahead of time had to do with the filling of the position of the Dean of the Libraries and I can tell you that the position has been filled, but we won't make an announcement until tomorrow. It'll be on the website tomorrow morning. This is a matter of courtesy so that the person who's coming can be in touch with, you know, the home institution. Just to talk about the timeline – this wasn't an extraordinarily long timeline or anything – once the search committee puts in its recommendations there is often a little more vetting that goes on. There is often a little more negotiation on all sides, and it actually went remarkably quickly. And then everybody has to be notified who was involved in the search – with any search – including first the people who are finalists and were not chosen and then after that there's the complicated business of making sure you don't offend the home institution and work things out smoothly for this one. So the announcement will be made tomorrow, but that position has been filled. I think those were the only things that people asked about in advance. Are there any other questions or comments at this time? Okay, on to the first item of business. Proposed nomenclature changes to the Bloomington Academic Guide, Tom?

#### **AGENDA ITEM 4: PROPOSED NOMENCLATURE CHANGES TO THE BLOOMINGTON ACADEMIC GUIDE**

**GIERYN:** Tadewos and I received no questions from any of you which may mean that we should remind you that if you would like to take a look at the proposed nomenclature changes in the Academic Guide to contact me or email [vpfaa@indiana.edu](mailto:vpfaa@indiana.edu) and ask Cyndi to put you on the Oncourse site if you would like to take a look. Just to remind you these are changes in the Academic Guide of two types. One is we've added policies that were passed by the BFC since the Guide was last updated several years ago and we've changed the names and titles of various offices and positions to reflect the current administrative hierarchy. We think those are straightforward and without too many problems. There are some gray areas and I know that Craig and Erika are continuing to look at the proposed changes. This is the second reading. There's really not much to add other than we will continue to look for questions and comments from you. In response to a question from last week about practices for archiving academic policies, remember the question was if we're going through all of these changes how are we going to be able to locate what policies were in effect at a particular time? I met

with Phil Bantin, University Archivist and Robert McDonald who works for UITS and also runs the digital library works or has something to do with the digital library works.

**DOWELL:** Associate Dean for IT in the Libraries.

**GIERYN:** Very good, talk about a nomenclature change. (laughter) And I was reassured mightily by both of them that not only are we in good hands, but we have been in good hands from an archival standpoint for some time and it looks good for the future. If you consider the print to digital divide, in print what Phil Bantin has typically done is kind of go to administrative offices and simply capture print documents. He's got what he believes to be a fairly complete run of print policy handbooks and guides that go back years. He invited me to come look through the 20,000 linear feet of materials pertaining to the institutional history of IU, but I declined. Some of this – I'm happy to report – some of the print materials are being scanned in a form that will allow you to search through them, so that will make historical archival work on institutional resources that much easier. Right now it takes a great deal of digging. Tadewos was asked to look up the history of the Campus Curriculum Committee and that was quite a job. But it reassured me that the archives are certainly robust in terms of documents and what we do here and at the Board of Trustees and other legislative bodies. Post-digital divide, we have, if you go to the website for the university archives, something called the Archives of Institutional Memory or AIM. It is the repository for all digital records again pertaining to the institutional administrative side and policy side. There are somewhere around four or five thousand documents in this now. It's growing all the time. It's an open source architecture organized right now by office so you can actually go to what was the Dean of Faculties' Office and you will open up very quickly a treasure trove of documents and memoranda and minutes and so forth pertaining to Sonya and my predecessors. It's browse-able. It's searchable. It's stable. It's persistent. All of the things you want out of an archive. The one thing that is a source of concern is that material gets into AIM by donation, in effect. So it's incumbent on administrators and people in various offices that generate stuff to donate it. Once we donate it, they handle it. They date it. They inventory it. They describe it. They catalogue it, and it's done. And periodically we need to remind ourselves that material – digital material – needs to be dumped into AIM. In particular as we go through the changes in the Academic Guide, we will take the version that is official today, that is before any of the changes we're talking about, we'll freeze that and send it to AIM. Then when we introduce the changes, we will again do the same thing, so there'll be a before and after in the university archives of the Academic Guide. And then when we go to this policy locker that I described at the last meeting, we will again freeze the Academic Guide as we move into a new format for delivering academic policies. I think that's it.

**HANSON:** Any questions for Tom? Thanks, Tom.

## **AGENDA ITEM 5: ANNUAL REPORT OF THE ATHLETICS COMMITTEE**

**HANSON:** The other item of business is the court of the Athletics Committee and I see that the Director of Athletics, Fred Glass, is here along with Julie Lamber, the chair of the committee and Bruce Jaffee.

**LAMBER:** I'd like to thank you for letting us come and present our annual report to the Bloomington Faculty Council. I'd just like to say two things before I introduce Bruce and then Fred. One is the written report that is at your places; it covers our activities up to September of 2009. Included in that report is a list of memberships and I just thought I would mention a couple of the changes. One of which is that I'm sitting here rather than James and I'm thinking about making him come here and I'll go back and sit there (laughter). He told me that wasn't possible, but... So I had been on the committee for six years as one of the elected faculty members. My term was up, you had the good sense to elect David Daleke who's our new faculty member on the committee and then the president asked me to chair the committee and I'm excited about doing that. The other, we have a new alumni member who's Les Wright. He's from southeastern Indiana. He has two degrees from Bloomington; a bachelor's degree and a master's degree. And has been an athletic director at the high school level for a number of years or had been and is now recently retired. Our students changed in the same way that student leadership changes so that the new president – well not new to him anymore – of IUSA and the Student Athletic Board are also new members of the committee. The other thing I wanted to mention is that in addition to our sort of usual tasks on the Athletics Committee which involve student welfare, gender equity, minority representation issues, academic issues, as well as some more specific sponsorship issue that Bruce will talk about, we're engaging in a strategic planning exercise this year and we're fortunate that Fred Cate is member of our committee, who you all know him as a strategic planner for the campus. And so he is chairing the athletic committee strategic planning exercise. We expect that document to be more of an internal memorandum of understanding kind of document. We don't expect there to be changes that we will come back to the BFC or the administration or the trustees or anything. We're working with the document that exists but trying to give us some more specific kind of operating understandings. So that's really our big task this thing, especially for the fall for the committee. So, the plan here is that Bruce will talk, then Fred will talk. I also wanted to say that Grace Calhoun is here who is the Associate Athletic Director for Academics and Student Development Services, right? Got the title right. You know Grace from other appearances. That we when we've come and given reports, we all know that we need Grace because she will give you answers to the questions that you have. Bruce, who is the Faculty Athletic Representative, as you know.

**JAFFEE:** Thank you very much, Julia. Let me – I'm going to make a few comments before I turn it over to Fred – focusing on first maybe on some things that relate to the campus, then maybe the Big Ten Conference and then some of the NCAA issues especially as they relate to the academic side of the operation.

Julia mentioned something about sponsorship and I head the sponsorship sub-committee of the Athletics Committee. I will admit that every single university in the country has some sort of special admission program that gives some weight to student athletes or expected athletic prowess. We have the reputation of maybe having the one that is most transparent and involves faculty – and coaches – much more than any other, and in fact as I can say for sure that's certainly true within the Big Ten Conference. Every case that comes before the committee is reviewed by a completely independent faculty group. It requires full academic information, a detail letter from the coach indicating why the coach thinks that the prospective student will succeed here academically and what kind of support the coach will provide from a coaching point of view to the student athlete. And then Grace's operation puts in first to say, 'Do we have the academic support to aid this particular prospect?' If, and only if those conditions are there, then the Sponsorship Committee will recommend sponsorship and then one on one we will find a faculty member to sponsor a student athlete – and really effective last night – we decided to make it sort of a faculty mentor program. And we've had a pretty decent graduation rate from the sponsored student athletes and we've had a variety of people, several in this room in fact, that have served as faculty sponsors for student athletes. That's a good segue for me to talk about some graduation rate information that will be released publicly by the NCAA tomorrow.

And I think it's going to be publicly released but it's available on the website and that relates to data on the graduation success rate which takes a federal graduation rate which basically says of an incoming freshman cohort what proportion graduate within six years. And if you look at IU Bloomington in terms of a six-year graduation rate and average the last four cohorts for which there is information, the overall all-student graduation rate from IU under this measure is 72%, which ranks us seventh in the Big Ten. The variation's not enormous, but we're seventh in the Big Ten. If we look at graduation success rate for student athletes which deals with transfer student athletes, and did they leave, and were they eligible, and do they ultimately graduate who come to IU? For student athletes who had scholarships, that graduation success rate is 81% which is fifth in the conference which is a pretty solid number. The problem with some of these graduation rates, whether it's the federal rate or this graduation success rate that Myles Brand really pushed at the national level, these are historic rates. What we will see next year is something called the academic progress rate that is basically a semester to semester, or year to year, comparison of how student athletes are doing. One innovation that we'll see next spring is we'll have these academic progress rates that so far have been associated with institutions and teams are now going to be associated with coaches. So coaches start with about five of them in 2010, but eventually all coaches will have associated with them a graduation success rate and that's quite important for those coaches that seem to jump from one school to another school to another school – maybe with very poor graduation rates – but those are rates that he or she is left at the preceding institution. Now those graduation rates or lack

thereof will follow the coaches, and that is an important innovation that obviously is not real popular among some coaches.

I want to say a few words of what's going on at the conference, the Big Ten Conference, level. The faculty reps earlier this year reviewed all the academic standards that the Big Ten has that are over and above the levels and expectations that the NCAA has and there of course can be institutional requirements that may be higher than the conference, or between the conference and the NCAA. And basically, we restated and reaffirmed most of the conference's standards that were above the NCAA. In a couple cases we essentially simplified it, and basically in terms of progress over time toward a degree which is the primary expectation that we have at IU and certainly at the Big Ten and NCAA levels, we essentially chose the percentage numbers that the NCAA had. The other big news that's quite—or two other things that are important at the Big Ten level – is in this area of cost control and cost containment. The Big Ten itself took a pretty strong stance in terms of trying to control its own costs and included – like the Bloomington campus – basically a salary freeze, except for people at the low end of the salary range; eliminated participation gifts for student athletes going to various Big Ten championships and essentially restricted some travel things so meetings that we typically have in Park Ridge, IL in February will be a virtual meeting. On the other side the Big Ten Network was profitable in its second full year of operation, in fiscal year 2009. That's quite important because the conference and ultimately the schools own the Big Ten Network, or 51% of the Big Ten Network, and that does provide, as Fred may elaborate on, a significant source of revenue to the Athletics Department, as well as a significant amount of exposure athletically to our student athletes, and at least the potential – which I hope will be expanded upon next year – that non-academic programs from the Bloomington campus can be shown on the network and those of you who take a look at the network would see that a number of schools, I guess most notably Penn State, Northwestern and Purdue, produced non-athletic shows of one sort or another on the network. At least in my view, that's more stuff than I watch of Purdue any other time (laughter). And I must concede it's pretty decent.

The NCAA level, clearly with the passing of Myles Brand, the significant leadership change—there's essentially no information about who the new president of the NCAA will be but I suspect it will only be a few months before that new person is announced. But the expectation is, whoever that person is, will continue some of the academic reforms and initiatives that President Brand continued. Last year, as I think I mentioned here, the NCAA went through a major change in its governance structure. I think the startup has gone real well. I think next year may be where we see a lot of potential changes in the way the NCAA operates and does business. Grace heads – Grace Calhoun heads – the awards benefit and financial aid cabinet which is really examining the way in which financial aid among other things is provided to student athletes and that's sort of the core of the whole student athlete experience and reward structure. I happen to be on the Legislative Council which is basically the congress if you will in the governance structure. One major thing that it's dealing with this year is men's basketball reform



issues. I think everybody concedes that that's a major problem. It's a problem in multiple dimensions but especially in terms of academic performance of male basketball players and also the involvement of what might be generically described as 'third parties' in basketball recruiting. These are not high school coaches. They're not even collegiate coaches. You know there's awards and benefits that – there's a big undercurrent let's just say – in men's basketball that's of concern to many, many people and at least there's some effort this year to try to deal with that. There's some discussion also of the definition of amateurism. You know, what's an amateur? What's a professional? And the Legislative Council is going to be dealing with that issue and a lot of other technical kinds of things this year.

That's a quick overview of what's going on with the NCAA, and I guess we'll just turn it over to our new athletic – do you want to do an introduction?

**LAMBER:** I will. Since this is Fred's first appearance before the Council. He's still new because he only started in January so, you know, not a year yet. Before he came to IU in January of this year he was a partner in the law firm in Indianapolis of Baker and Daniels. He has two degrees from IU, one from here – one from Bloomington – and one from Indianapolis. It's the law degree from Indianapolis that he and I are still fighting about. And in between being here and at the law firm and being here as a student, he worked with Senator Bayh – but when he was governor – when Evan Bayh was governor for several years. The last two and a half years of which, he served as Governor Bayh's Chief of Staff. I worked with him last year as a member of the committee and so far this year being chair of the committee it's been a real delight to work with Fred. So, Fred.

**GLASS:** Thanks Julie, I appreciate that very much. Good afternoon everyone. Thank you for having me here today. Your schedule is very efficient so I'll try not to be the first one to go over. (laughter) I do have lots to share, but I will try to do it fairly briskly and be happy to spend as much time as possible answering questions because I'd rather talk about what you guys want to talk about. Although I really appreciate the chance to set the table a little bit with some of the things that we've been about here for almost eleven months now.

I was announced on October 28<sup>th</sup> of last year almost exactly a year ago and at that time I thought it was very important to try at least at that point to articulate what I thought the priorities of the Indiana University Athletic Department ought to be because my experience in, you know, business, government, politics, whatever, is if you don't have your set priorities, then everybody else's priorities become your priorities because the urgent displaces the important and every phone call and everything takes you off your course. So I thought it was very important to define what the ball is and then just really, relentlessly try to keep my eye on that. And so on the 28<sup>th</sup> of October I set out four priorities and those are these in order. Number one, compliance. I think it's very, very important that Indiana University follows the rules and is known again as a place that follows the rules in its athletic programs. Number two, academic achievement. We

want to be a place where moms and dads want to send their sons and daughters because they know they're going to go to class and they know they're going to earn an Indiana University degree. Thirdly, we are the Athletic Department after all so we get athletics in at third, athletic excellence. I want the commitment that Indiana University has to excellence in teaching and research and in rebuilding infrastructure and reestablishing its international ties to extend to the Athletic Department. And it was with that promise from the president that I actually took this job. So I want to win championships. That's how we define excellence. Individual championships, team championships, national championships, Big Ten championships. And then finally, my fourth priority is to better integrate the Athletic Department with the balance of the university. To try to break down any real or perceived walls along 17<sup>th</sup> street that keeps the Athletic Department from interacting with the university and I have that as a priority because it's really fun to come to you guys and tell you that's a priority. I feel like a really good guy and a nice guy saying that. (laughter) But I also have an ulterior motive which is the university is full of this treasure trove of resources and we, I think as a department, are really missing the boat in a selfish way if we're not integrating and taking advantage of the wonderful things that Indiana University has to offer us and all its other constituencies. So the good news is that after – the law firm was great because between when I was announced at the end of October and when I took the job on January 1<sup>st</sup> – the law firm basically let me do nothing but get ready for this job. So I met with 150 people inside the department, outside the department, on the university campus, around the state to help get ready for the job. So the good news is between all those meetings and almost eleven months on the job, the four priorities that I thought were the right ones in October, I still think are the right ones today. And what I want to spend a few minutes doing here first is talking about, I hope, some of the progress that I feel like we're making on that. And I'm going to do this again pretty quickly and I'll be happy to circle back around if there are any specific questions about these.

First of all, in compliance. Originally we were organized where we had a single senior administrator responsible for both compliance and academics as well as a balance of a portfolio that was very demanding. And we had wonderful leadership there but I was afraid it was spread thin, and if compliance is really my number one priority, I felt like there needed to be one senior administrator focused just on compliance. So we reorganized the department in a variety of ways. One of them was to split out so I have a single senior administrator dedicated to compliance. We also added a position, a director of compliance monitoring. We are on probation. We don't have any margin for error. We need to make sure that we are meeting the obligations of our probation. Nobody at the department – nobody at the department now – had anything to do with us getting on probation and being part of the infractions, but we're there to live with it and we need to make sure we're minding our p's and q's on that. The result of adding that staff is that, depending on how you count, we're now either the largest or the second largest compliance staff in the Big Ten. And I really am a little sheepish to tout that, because I'd rather use those resources to hire strength and conditioning coaches or maintain our facilities or whatever, but I believe that at this point in Indiana

University's history and in the Athletic Department, we have to put our money where our mouth is on compliance and we have to dedicate those resources to do everything we can to make sure we're doing job one, which is to make sure we follow the rules. Along those lines we've hired an external auditor to come in and give us a review of our compliance function, make sure we're following all the best practices, making recommendations for us. That's something we've done to go a little bit above and beyond. It's not a matter of our – it's not an obligation of our probation – it's just something that we think is important to do. I've been trying to invest my personal time. I meet every week with the two most senior compliance officers in the department to make sure that we are on top of issues before they blossom into bigger issues. It's also helpful I think for all the coaches and everyone to know that every week I'm apprised of what's going on in terms of compliance in the department. I attend the monthly meetings of our coaches on compliance. The athletic director didn't do that previously, but I think it's an important way to show the priority that compliance has in the department. Also, we made those meeting mandatory for head coaches. They had not been mandatory previously and we've now made those mandatory. We've also enabled our staff to have just a little more room in Assembly Hall. We had three compliance professionals occupying a single office. And a lot of this stuff is very private. You know, you need people to be forthcoming. That's a little hard when you have three people sharing a single office. So I think between the additional staff, the modest improvements to work environment, we've put our money where our mouth is on compliance and we're trying to make that more than a slogan in terms of being our number one priority.

Secondly, academic achievement. I think that really starts with partnerships. Again, to leverage resources that are around the university, I meet with the president on a monthly basis. Academics is always the number one item on our standing agenda. He's very supportive. As many of you know, we have an institutional relationship with the provost's office. Our academic function has a dual reporting line to the provost's office as the Chief Academic Officer to ensure that, you know, there's you know no monkey business. It's only controlled by the Athletic Department. It's a little bit of a check and balance that we're doing the right things academically, so we work closely with the Provost Karen Hanson, Sonya Stephens, Kurt Zorn. And I'm glad to report that it's not only an institutional relationship, but we I feel like it's a positive relationship. We meet formally. We meet informally. We're on the same page. It's a great resource for us, and that's been a real joy for us to have as support. We work closely with Bruce, our faculty athletics representative. We meet monthly. To keep on top of issues, the Athletics Committee, we had a meeting this morning on personnel. We have a meeting tomorrow on sponsorship. You know, we stay in pretty close contact. And I also – again beyond the institutional requirements of when we need to meet – I've asked them for special meetings, ad hoc meetings to get advice. Before we rolled out our reorganization, I met with the personnel subcommittee of the faculty Athletics Committee. It wasn't a requirement, but I thought it was very important to get that

input on what we were doing. And so it's a really transparent and integrated relationship.

I've met with the Agenda Committee of this organization earlier, and I'm pleased to have this opportunity to do an annual report, but I would also offer to come any time that you guys would like for me to be here. Either because there's a, you know, controversy of the day or a question or whatever. I give an open invitation to – or invite you to – invite me to come here and be available, because I think that transparency is very, very important. The other thing that you guys probably know better than I, but I've been very, very, very impressed on how valuable it is for us to be a member of the Big Ten conference. Academics is a priority to the Big Ten conference. I think until not long ago, the official name of the Big Ten conference was something like the Big Ten conference of faculty. It's part of the tradition of the conference and it's more than lip service. It's a big deal and a huge resource and I'm really glad I'm in this conference as opposed to, really, most other major conferences. Again, the flip side is we have a single senior associate athletic director responsible for academics. Just like we had— well not just like – but kind of like we had an external audit of our compliance function, we are having a campus based audit of our academic function, because I think we can really utilize those resources as part of the campus to review academics in a way that compliance, I think, really called for an external auditor.

We are rehabilitating and renovating the old football offices which some of you may know were under the grandstand of Memorial Stadium. They've moved into the new North End Zone Project. We're fixing up that space to be our new academic center. We are going to go from 2500 square feet which is the bottom of the Big Ten, which is sort of generous. It was so far behind the rest of the Big Ten saying it was last is generous. We will move to fourth in the Big Ten with space that's about 25,000 square feet and I think be more true to our commitment to help these student athletes be successful academically. One of the things I'm really excited about which also leaches into my fourth priority is that early on knowing that classrooms are at a premium on campus, I talked to Neil Theobald and others about whether we could make some of these spaces available to general campus to further integrate us and bring general students onto our campus – kind of de-mystify that – maybe help with the challenges of not enough classroom space and that was met positively and we actually worked with the classroom folks to make sure the way we renovated that would be consistent with the requirements of useful classroom space, and when that facility comes online next academic year, we are putting that space into the general inventory for classrooms where any of the classes – maybe some of the classes you teach – could be there. And we're excited about that. And given the nature of our usage, it actually breaks down that 2/3 of the time that space is open it will be used for general classroom space and 1/3 for what we do in terms of our academic support and tutoring and that sort of thing. So we're excited to be part of contributing that space to the general campus and I think getting students on our campus will help us, you know, be more part of the mainstream of the overall campus and the overall university.

We also did establish priorities, and that was in concert with the provost's office – Grace Calhoun really carried the laboring oar on this – to identify again within the priority of academics what are the things that we want to focus on and I could talk a long time about each of them, but I won't. I'll just sort of list them. One is campus partnerships. I did talk a little bit about that. We want to leverage ourselves by being engaged with other stakeholders on academics whether it's the provost's office or other people on campus. The academic center is something that we're focused on. The campus integrated audit for our academic function which I mentioned. I'm going to circle back around on this because I'm really excited about developing a leadership curriculum which we're spending a lot of time on, working closely with the provost's office as well as Dean Goldsmith's office, which we think could be a model maybe for the balance of the campus, even the university and maybe even the country. There's some really exciting things we're trying to do in leadership. I'm personally interested in leadership. We have a bunch of leaders. These coaches are really amazing leaders and I think that can be a really exciting thing we're all about and we're spending a lot of time on that. Metrics – Bruce referred to that a little bit – I need to understand, and we need to understand as a department, the various metrics on measuring academic achievement and there's a bunch of them. There's APR and GSR and this R and that R and GPA's and all of that. And we need to figure out what ones are the ones that are really the coin of the realm. I mean for me it's ultimately graduation, retention, a variety of things. We're trying to get our arms around that so that we can then set goals to move ourselves where we want to be on those measurements. A hands-on culture – that sounds real mushy – and we're trying to figure out how to translate that into real action – but Grace and I have embraced trying to have a hands-on culture in the department. And I get that it's not 1978 anymore and it's not "Buzz" Kurpius as a one woman band grabbing people by the ear and telling them what to do and all that, because we've got APR's and we've got other people to answer to and it's got to be a little more institutional, but having said that, we can still have that spirit and it's shame on us if Indiana University Athletic Department doesn't have that hands-on knowledge of student athletes; what their strengths are, what their weaknesses are, whether they went to class, whether they turned in that term paper, whether they're proceeding toward graduation. Because we really have the legacy of "Buzz" Kurpius, and many of you probably know she was one of the very first academic advisors, if you will, in an Athletic Department around the country. It was a real innovation of Lee Corso, and she was the first winner of the national award given out to academic leaders of athletic departments, so shame on us if we're not true to her legacy and continue that kind of hands-on pinching the earlobes of student athletes, and we're trying to do that.

We want to leverage information technology. The campus is full of it, we're – so to speak (laughter) – we're behind, and I think we can leverage that so that we're putting less resources into something that's not really in our core competency and putting that into other things that we want to do with our student athletes. Engaging our students in the general education resources of the campus. Just as we, as administrators, want to interact with our colleagues in the campus we want our student athletes involved and

having as much of a normal educational campus experience as they can have, and so we're thinking about strategies that make that work. Also, using recognition and awards to generate the behaviors that we want. We want to celebrate successes. Some of them will be objective successes like GPA. Some of them will be more subjective successes like improvement or personifying values and ideals that we have as a department. So we're trying to do some of those things. So that's second. That's academic achievement.

Third, athletic excellence. Really whether it's athletic excellence or almost anything else in our department it all comes down to the coaches. I can have the biggest compliance staff that I want, but if somebody's determined to cheat they're probably going to be able to cheat, at least for a while. I can talk about academics all day long, but if the coach doesn't allow the new "Buzz" Kurpius to come in and grab people out of practice and yell at them for not going to class or turning in their term paper or whatever, I'm not going to get where I need to be with academics. So we really are trying to make sure that our coaches are the best that we can have. That we retain the best, that we recruit the best, because they're essentially our faculty. It's where the rubber meets the road in terms of us achieving what we want to achieve with our student athletes. And we really try to treat them as faculty. And my view is administrators like me are sort of a necessary evil. We don't recruit anybody. We don't call any plays. We don't coach anybody up. We're there to try to make sure those coaches can do that with their student athletes. So our pyramid is student athletes on top, next the coaches, and then administrators supporting them from below. To foster that, I'm trying to have strong interaction with the coaches, and that's particularly important because I landed from Mars with this job. I mean, I wasn't in athletic administration. I wasn't a coach. I wasn't a D1 athlete – and I always like to say like "I wasn't a D1 athlete," like I was some other kind of athlete. (laughter) I was no kind of athlete. I was down at the HPER sometimes, but that's about it. (laughter) So the coaches would understandably scratch their head and say, 'who's this guy?' So part of what I tried to do from the very beginning was to meet with them, and there are some things in common that we share in terms of leadership and goal setting and all that. And that's actually been a real fun part of the job. I have an open door – I literally have an open door – policy with the coaches. My door is propped open. They can come in anytime they want to. I also have weekly office hours from 8:30-10:30 on Wednesday mornings to especially encourage coaches to come in to see me. I meet with them as a group every month just me and them, which I think has fostered a lot of good conversation. And I try to attend their events. Not just the competitions, but go on the road with the softball team or the women's basketball team or the baseball team because I think that's how you really get to know not only the coaches but the student athletes. So coaches are by far in my view the most important thing to achieving the priority of athletic excellence.

I'd like to say facilities don't matter. They do matter. And one of the great things my predecessor did was start the ball rolling on a lot of important facilities that are coming to fruition now. Rick Greenspan did an awful lot of great things as athletic director.

There's focus on facilities. He hired a lot of great coaches. I'm the beneficiary of all of that and I always like to recognize his contributions because they've been very significant and will be long lasting.

In addition to coaches and facilities, marketing is important. That's another one of those things that sounds real mushy. It's kind of funny to hear an athletic director talk about marketing. But I think it's really, really important because it's a real chicken and egg thing about which comes first: success on the field or on the court or fans in the stands? One breeds the other. And I think you've to work on parallel tracks to try to have the coaching, student athletes and all of that to try to be competitive at your events, but also try to generate enthusiasm for people who attend the events because one fosters the other. So we've tried to do some things like getting our external functions and our marketing pieces lined up internally. We had tickets in a different place than game management than a different place than marketing than a different place than media than a different place than development. I think all those things need to work together. We've put them all together under a single senior administrator. We sought out the Kelley School. The first person I met with was Dean Dan Smith. I said, 'My marketing function is essentially broken, yet you have one of the best marketing departments in the entire country. Can you help me?' He took us on as a project out of the Consulting Academy, and he gave us four undergrad students, three MBA students and a professor that helped us analyze marketing issues in our department. And it was fantastic. And we received a really, really positive report. And I think the kids enjoyed being involved in it and they did all the stuff that business people do. You know, they did best practices analysis which is, you know, stealing good ideas that other people have already had – and I'm all about that because I'm a lawyer, so I'm always looking for a form – I don't want to reinvent anything. So they gave us that. They also went out and did focus groups about what do kids want, what motivates them? What obstacles are there for them to come to our events? So that was very, very helpful. Spent a lot of time on football and basketball marketing. You know, last year was a tough year in basketball. We did some things that hadn't been done before including five dollar balcony tickets, letting kids come on the court after the game, moving people from the balcony to the baseline for worst seats to best seats. Because I thought we had to do some things to deal with the uniquely challenging circumstances we had there. We've also tried to do some innovative things in football. The Knothole Park where hopefully we're making memories and lifelong IU football fans for the kids to come and play in the replica field in the end zone. Kicks for Keeps, more engagement from the band, more engagement from the cheerleaders. And I'll talk a little more about the importance of football.

We don't want to forget our Olympic sports. I think we're doing some exciting things there. We've created this Crimson Club thing where students have their ID's they can swipe them and we'll track whether they went to the volleyball game, whether they got to football half an hour early, whether they did this, whether they did that. And drive attendance at things we want to do. And then they actually monitor all this stuff and it's

flexible. So we can say, 'Big volleyball game against Purdue Friday night. You get five times the points if you go to that.' Or, 'The Saturday afternoon basketball game is televised. We really need you in your seats early, so you get more points if you come a half hour early.' And then they can convert those points to stuff college kids want like t-shirts and pizzas and iPods and stuff like that. And it's actually worked real well. And they monitor that. They react to that stuff. We've got a cool relationship with B97, a local radio station. They are the first in the country official radio station for Olympic sports, and they go to our field hockey practices and go to volleyball matches and the wacky morning guys do stuff with the, you know, softball team and all this. And we think that's a really effective way, because for our Olympic sports most of those folks are coming out of the Bloomington community or the surrounding counties, sort of within the scope of the signal of this radio station and we think that's going to be a good thing to help drive that. We're allowing them to have individualized posters and schedules and some other things that before weren't happening. And then, as I hope you know, we extended all faculty and staff and their guests free admission to all of our Olympic sports which we hope helps our fourth priority of integrating ourselves, but also helps drive attendance as people decide, 'well why don't I give it a chance and see what a field hockey match looks like.' Which I can tell you, is actually very, very fun.

Fourth, integration with the university. I've touched a little bit upon that at the Kelley School. The project was awesome. Working with the Information Technology people, I asked them to come on campus. I actually asked them, a lot of people thought I was crazy, but I asked them to come on and audit how we utilize information technology. And we received a bunch of recommendations that I think will end up with us being more effective and be able to have them do more stuff on campus and us do less of that. I went around and met with all the deans during my in between time. And I will tell you, one of the people I went to meet with was Pat Steele who is the dean, I think, of the IU Bloomington Libraries. And I will confess that I wasn't expecting a whole lot to come out of that. I hardly went to the library when I was a student here, let alone now. (laughter) But I went over there and she absolutely blew me away with all these innovative ideas that she had and her people had in terms of, you know, they've got all this content and they've got all this, you know, ability to make that available in very interesting ways for what we're trying to do academically and they do all these really quirky marketing promotions to get kids to understand the library better and everything. And so we came up with a bunch of stuff. That's just an example, I think, of when you go around and ask people, sometimes you find out things from unexpected sources. So that's been great.

As some of you may have noticed, there used to be these— and there still are — these wild parties on the other side of 17<sup>th</sup> street before and during football games. And I did not want to be the athletic director when something really bad happened over there and nobody had tried to do anything about it. And with the president's leadership, he established, through the dean of students, a working group — and I could talk for a really long time about it — but the short version is the president brought together key



constituents across the board; faculty, administrators, students, law enforcement, you know, athletics, to try to figure out what we could and should do about that. And the short story is we expanded the Alumni Association's Hoosier Village from the DeVault Center over to where ground zero was, you know, kind of like first turn of the Indy 500 and Woodstock, you know, kind of all rolled into one where they like to congregate and be wild, and said, you know, 'You guys can you know do that, but we're going to close this at the beginning of the game and you can't be in here anymore.' We can't keep them from going other places and we can't make them go to the football game, but we can make them not be there doing that stuff. And we tried to prime the pump by getting Greeks and other student organizations to help lead the departure from that area because one of the things our Kelley School focus group told us was the kids were saying, 'You know, I really think it's kind of gross over here. I would go over to the game but I don't want to be a weenie when I look around and nobody else is going.' And so we wanted to create momentum that if the leaders are going, if other people start going, then maybe other people will go. And the other thing we did which I think was very, very effective was we hired a security firm that works at concerts. So they're used to dealing with drunk kids, you know, having a good time and not getting totally out of control, because if you send IUPD in there it creates sort of a natural confrontation. And these folks have been worth their weight in gold. They build rapport, it's like, 'Hey come on guys, move on.' And we have – I mean they have really changed the culture of that where the first game it was a little rough, the next game a little less and now it's almost just the norm. Now I know there's more to do. I know they go in other places. I know it's not mission accomplished, but I think it's been a significant change of culture and I'm excited about that and that was really the product of integration with the university and people working together.

I meet with student group leaders on a regular basis. That's one of the funnest things I do. A lot of good things come out of that. Again, I'm going to spare you all the details of that. I think it's important that I'm accessible to the general student body, so at least once and so far twice each semester I've been here. I have a student availability where I'll go to the Union or I'll go to the dining hall at Foster or I'll go the library and just spend two hours, you know, walking around talking to kids. This is when I met with the student group leaders, I told them I wanted to have office hours and I was very smug about this because I thought it was going to be this really great way to interact with students and they told me, you know, 'Where are you going to have them?' And I said, 'Well I'm going to have them at my office because, you know, they're office hours and won't these kids think it's cool to come over and see Assembly Hall and everything?' And they all kind of looked at each other and they said, 'Nobody's going to come. You need to go where the students are.' So that was great, and an example of, you know, you need to ask people that know because, you know, nobody would have come over to see me. They hardly want me to talk to them when I walk up to their table at the Union, (laughter) but at least they're there and overall they seem to appreciate that. So I try to go out to where they are. Again, integration: we work closely with the provost's office. I'm a member of the president's cabinet which is very, very helpful. I know more what's

going on. I get to interact with people who are doing different things, but some similar things, hear what's going on with the university and I think that's a very valuable integration piece for me. I try to be present on campus. It's easy to get trapped in my little world, but I really try to reach out. And I was thinking, well what are some examples of that? So I asked my assistant to call up just what I've—some of the things I've done – in the last five weeks. Office admissions had an event for high school guidance counselors from around the country and I went and spoke to those. I went to the emeriti faculty reception over at Woodburn House which was really fun. I had a meeting with student leaders. I was the guest speaker at the University Club. I was a guest speaker at the Civic Leadership Development series there at the School of Business. I spoke and hosted the state budget committee. Before that, the Hutton Honors school dedication was a lot of fun. So I'm trying to be out there and hopefully that is helping, you know, having athletics not be somebody and some bunch of bodies over there, but somebody who's really engaged in the campus. The leadership curriculum, again I'm really, really excited about that, I think it's part of integration with the campus, we're using folks in Dean Goldsmith's office, the provost's office. We want it to be something we own. We're not going to hire speakers to come in and sort of outsource it. We want it to be people on campus and I think this place is just full of leaders. We have them in the Athletic Department, and I'm sure they're in other departments all around the university. I think this can be a differentiator for IU athletics. I think it's something that we can promote as something that will be really different for these student athletes and we want it to be integrated with the whole campus. So we want students and student athletes both involved in this curriculum and we think we can be a national model on that. I'm really excited about that.

A quick mention on budget and finance. We finished in the black in '08 and '09 – well last year 08-09 – despite the general challenges of the economy plus some sort of unique challenges that we've had in the department. '09-'10 we project being in the black, again despite some of those challenges. One of the main challenges is the ever increasing education costs. You know we are a major consumer of IU education. We pay, as you know, the bill for our students' room and board, tuition, etc., etc... And in the last six years, our scholarship costs have gone up 30% or two and a half million dollars and six years ago our scholarship bill, if you will, was \$7.2 million dollars. Last year it was \$9.8 million dollars. So we have to run faster and faster just to keep up. And the university in my view has done an excellent job of generally keeping education costs fairly affordable on a micro level especially for in-state students and very successful students, but that sometimes skips over the head of our students because we are mostly out of state students and while we have some outstanding students, we also have some students that don't qualify for academic achievement type financial support. So it hits us especially hard and it's one of our challenges to generate through our annual fund the money to pay that bill. We are engaged in some cost containment for that and other reasons. I cut my senior staff by a third since I got here. There were originally nine senior administrators reporting to me. Now they are six. We accomplished that largely through attrition. In my view we had the odd situation where

we were at once an underfunded department – I'll talk about that in a second – yet we were top heavy. We were underfunded overall, but we had too much at the top. And I think that's really an understandable result of being the fifth athletic director in eight years. Because, you know, it's not anybody trying to do anything silly, it's just that you accumulate folks sometimes when you have so much turnover at the top, and five athletic directors in eight years, I think, begat too many people up top. So we've cut senior staff by a third. That obviously – that's a fiscal impact of probably half a million bucks right there when you add in benefits. We've cut administrative travel. Our teams our bussing rather than flying in appropriate circumstances. Those are fairly unique to our department. In terms of the university initiatives, the salary and bonus freeze that applies to all of you applies to us as well. The university's encouraged us to centralize our back office operations. We're trying to do that. For example, we've relied more on campus HR. So instead of having an HR person that was at the senior administrator level, we have someone who's more of a process person. Instead of having a facilities person who's up at the senior administrator level, we're relying more on Tom Morrison's shop, so we have more of a process person. Energy efficiency is another university initiative for cost savings. We've done that. For the first time we've engaged in the sustainability effort. We've assigned a staff person for that. We're really excited about that. I'll spare you the details, but we're doing some things that will actually save money as well as be green and improve sustainability. Leveraging IT, I've talked about that. Again, we are the most underfunded public Athletic Department in the Big Ten. If the right measure, and I suggest that it is, is how much money do you spend per sport – how much money do you spend per sport – we spend the least of any of the 10 public institutions in the Big Ten. Northwestern is the only school that trails us. Why is that? Football. If you look at a list of the largest Big Ten stadiums to the bottom it's almost exactly the same list as the best funded departments to the least funded departments. I was at the Penn State game last Saturday. They made five million dollars – Penn State made five million dollars – because they have a 105,000 people there, 95,000 season ticket holders, 25,000 student season ticket holders. My budget for the entire year is 5.2 million dollars. So Penn State, Michigan, Ohio State will make more in one football Saturday than I will make the entire season because we have a smaller stadium, we don't fill it. So if we're going to have more money for, not only football but all of our sports, then we've got to fill Memorial Stadium. And that's part of the reason I spend so much time working on marketing initiatives and supporting the football program. Because it's not only important for football, which I'd suggest is important because of the way it represents your university. But it's also important for the Athletic Department because it spins off the money to do other stuff – other sports – and I would also suggest that it's important to the university as a whole. Because I believe that if students don't have as part of their student experience going to football games, then they're not going to want to have it as part of their alumni experience coming back to football games. They're not going to want to come back for something they never did in the first place. And if they don't come back for football games, I'd suggest to you that a fairly significant percentage of them are less likely to join the Alumni Association, make a gateway donation to the university, be on the Dean's Advisory Council for the

college or the business school or the J school or whatever. It is, whether we like it or not, I think it's an entry point for lifelong engagement with the university. So I think the stakes are really high for football, not only because of football, not only because of athletics, but because when I see those empty seats, I'm seeing gaps in the pipeline of the future alumni leaders and potential benefactors of the university. So I think it's very, very, very important. So we need to get football right, we need to make integration better, because that also phantomly enables me to climb the resource ladder. The business school report I got didn't show up as money that I was spending on sports, but it probably was worth a couple hundred thousand dollars. The audit report I got didn't show up on my spending list but it was probably worth tens of thousands of dollars. So there's lots of things I can do by cabbaging on to the resources that the university has. I'm still within a little bit here. I'm going to finish with a quick thing on values.

We talk about values in the department a lot. And I'll give you the short version again – more of a list than a description – but we've adopted as our moniker, "24 Sports, 1 Team." We offer 24 sports in the department, but we're really trying to integrate ourselves with each other and so we talk about "24 Sports, 1 Team." I borrowed some of these things from my experience in government. I emphasize to our people we aren't important, but our positions are. Nobody cares about Fred Glass, people care about the athletic director. I think people get into trouble when they start misunderstanding that they're important as opposed to their position being important. We talk about that all the time. Being loyal is important, and all the things that go along with that. You know, confidentiality being candid. You talk behind closed doors and you share, but you don't tell other people who was in what position and who got overruled and who did this and who did that. Also, blind loyalty is not loyalty. Telling me, 'Boy, what a great idea!' That's not helpful if you don't think it's a good idea. We need to encourage people to say, 'I wouldn't do that...Be careful about that...,' you know. Blind loyalty is not loyalty. Have fun! That's really important I think in almost anything and it really ought to be easy in the Athletic Department because it's all sports and student athletes and all that. But a very brief version of a story: when I was going around talking to coaches, more than one coach said to me, 'Why did you take this job? Why would anybody that has options take this job?' (laughter) And I wasn't really scared by that, but it made me really sad that what I thought was a really, really cool job and think is a really, really cool job at my alma mater, Indiana University, the Big Ten, Bloomington, Indiana, student athletes... That they would think so little of the department that they would earnestly ask me why would I take that job. And then I started thinking about where they had been. You know, we had fired an iconic basketball coach that divided not only that department but the entire state. His successor was self-admittedly not ready for that job. His successor was an unmitigated disaster. We had however many football coaches we had had. We had the promise of an awesome charismatic football coach get struck down by brain cancer. We go through NCAA infractions case, five athletic directors in eight years, three university presidents in that time...and you start to understand why the morale wasn't particularly high there. And I would suggest that

those are torpedoes that would have sunk a lot of ships and ours was not sunk because of our tradition and because we are Indiana University. But that's why I think it's particularly important – and we talk in the department about – having fun because it's been a place where there hasn't been a lot of fun in some ways. Great people, but operating under very challenging circumstances. The golden rule, the presumption of good faith, this is something I borrow from the law firm. You know we would – especially a bunch of high type-A lawyers – you know they're always thinking sometimes that they're getting screwed, their department's getting screwed, their practice area's getting screwed...you know. And what we talk about in the law firm is presume your partners are acting out of good faith. Don't always leap to, 'They're out to get me.' Sometimes they might be (laughter) and that'll be revealed, but in an environment where you assume everybody's acting in good faith it sort of breeds good faith and it tends to isolate those who aren't acting in good faith. So we talk a lot about that. We are what we aspire to be. We need to set our goals and we need to say who we are and we will become that. So we are what we aspire to be, and we attract what we project. If we consider ourselves rule-followers and people that play hard and people that value academics, those are the kind of people we will attract. We really borrowed that kind of a sports thing: if you're a team that is soft, you're going to attract people who want to be soft. If you're a team that kind of cheats, you're going to attract cheaters. And so we will attract what we project and that's why it's so important we project the values that we want to have.

So I feel like I buzzed through that fairly fast. I did tell you it was going to be a lot, but I really appreciate the time, and I'd be happy to answer any questions or hear any comments that you might have. Thank you.

**HANSON:** Thank you, Fred. Questions from the Council or comments?

**GLASS:** Yes, ma'am?

**MORRISON:** Thank you for your presentation. I enjoyed it. This is kind of a minor detail question, but with the new academic center, and you said that's going to be available for any general classes at IU, I'm just worried about the logistics of like what school might have classes there and how students, in just the fifteen minute timeslot between classes, can get out there and back? (laughter) It just seems like it would be a little difficult for some classes to be meeting over there.

**GLASS:** Yeah, and all I'm doing is putting it in the inventory so somebody a lot smarter at a higher pay grade than me will figure that out. But we have some natural benefits like parking, and I think that will be really helpful. And it may be that – maybe it's not – maybe it's an hour – I don't exactly know how the schedule's set – it might be particularly conducive for an hour and a half lab or things that tend to stand alone. I've been advised that they think that it will be, you know, useful in the general inventory, but I understand what you're saying. And so maybe they'll have to take that into

account. The other thing I'd mention is – my guess is – it might be particularly useful for HPER, for example, which a lot of their kids are already engaged as interns on our campus and there are a lot of classes, and I know there's a need in the school of HPER for that, so that might be more of a connection...so...

**MORRISON:** Well, I would just recommend consulting with campus bus, too, to see if we can do some sort of system that would run regularly when classes end to avoid having students taking cars there in between classes because definitely you have the parking space, but encouraging students to drive in the middle of the day is not beneficial.

**GLASS:** I'm all for that. I appreciate that. Thank you.

**HANSON:** The director wouldn't have to get involved in that scheduling, because part of just putting it into the general inventory means the registrar would do the scheduling and the registrar always works with the units so I don't think units – academic units – would be proposing things they don't think would work out for their students. So people will be attentive to that issue.

**GLASS:** Thank you. Yes, sir?

**NOEL:** Has the mission statement for the Athletic Department changed over the last, I don't know, six or eight years? Has it remained relatively the same? I don't know what the mission statement is, but I'm curious if it changed...

**GLASS:** That puts you in good company. (laughter) We have not changed it in the almost eleven months that I've been there. We are in the process of engaging in, you know, some long term planning. The Athletics Committee's working on strategic planning. That doesn't take the place of our planning as a department, but we're trying to do it in concert with the department. I know there's university wide effort to capture strategic planning that's already occurred and put that together and so those seem like good drafts for us to jump into to do some long range planning where we stir in these priorities. How do we achieve these priorities? How do we measure that? Who's responsible for that? What the timelines are...so that's a longer answer. We haven't changed the mission statement. My expectation is we will as part of long range planning process—strategic planning process – that we're getting underway now.

**DOWELL:** Brian?

**HORNE:** Well, I was actually curious. I met with you as part of the Agenda Committee in August and I admit hardly any time really has passed since then. But you raised an issue I think was the swim team, if I'm not mistaken, but you had said that two other coaches in the Big Ten or something had said that they would not visit here again until those facilities were addressed. Am I correct? Was it the swim team?

**GLASS:** Yes.

**HORNE:** Okay – and I’m just curious – I was going to just ask you the status of that, but admittedly, hardly in that process hardly any time has passed since August, but I’m curious about that.

**GLASS:** I really skipped over where we are on facilities. I mean, we’re making a bunch of progress and that’s good. We have some additional progress to make and I guess just a quick note on facilities: I don’t think we have to have the best facilities. I don’t think we have to have the Taj Mahal where everybody goes and it’s the best, you know, field hockey arena or baseball arena in the conference or the country because as the lowest funded department, public department in the conference, I don’t think we should aspire to that. But I think we’ve got to be competitive so it’s not a negative, because my view is, if I’m close on facilities then I’ll beat you because it’s Bloomington, because it’s our campus, because it’s the Kelley School, because it’s the Chemistry Department, because it’s SPEA, because it’s Informatics. I can beat you on that stuff if I don’t get too big of a negative on the facilities. And sadly right now, the Aquatic Center – swimming, diving, and water polo – is a negative. The scoreboard doesn’t work. The touchpads don’t work. The water quality is bad. The roof leaks. The sound system doesn’t work. Arguably the best diving coach in the country, Jeff Huber, the heir to Hobie Billingsley, his diving scoreboard hasn’t worked in three years. Michigan and Tennessee have told us they won’t compete here because it’s so bad. I mean, this is the legacy of “Doc” Counsilman, and it’s embarrassing. And we’ve got to fix it. It’s not fixed yet, but that’s the kind of things that – it’s not froofy – it’s not, in my view, extravagant. It’s nuts and bolts that we ought to have just as part of Indiana University. And that along with baseball and softball are the highest priorities I have in the facilities. (CD switches)

**HORNE:** Thank you.

**GLASS:** Thank you.

**HANSON:** Questions or comments?

**TERRY:** This question actually you may want to bring Grace in.

**GLASS:** Sure.

**TERRY:** A couple years ago – several years ago actually – under President Herbert the campus ended up getting taxed to pay for academic advising for student athletes that the Athletic Department paid for before. This is not an attempt to attack that. What I think actually happened is that your student athletes get very good academic advising. I think we noted that some of them are not at the top of the academic pool and they need that help and I’m glad they get it. And I think our sponsorship program is a well managed program that brings in students who might not meet traditional academic

standards and provides the support necessary to get them through, and doesn't let them in if they don't have a prospect of succeeding. But I'd like to see maybe a campus discussion going on to some extent comparing the support that your program is able to provide for student athletes, ratios of advisors to student athletes and so on, with the campus as a whole. Because if there's a problem, I'm not so sure that it's that you're providing too much support, it's that maybe the rest of the campus isn't providing enough. So I kind of wonder if Grace could give an overview of her operation, what's available to the students, what does exist to help them succeed.

**GLASS:** Sure. No, I think that'd be great. Just an introductory comment: we do enjoy support through funding. I think travel's through the Provost's Office to do academic advising with our students and it goes beyond that, and I think Grace can outline the breadth of that and how I think it – in some ways because of its nature – relieves some pressure on the non-student athlete advising. But what I want to mention is, we don't use that money and say, 'well we're not going to spend any more money.' We actually think that money's having some impact on leveraging Athletic Department funds. So, for example, we have spend additional monies adding staff and academics. It's not campus based. It's Athletic Department based. The academic center will be fully funded through the Athletic Department. We don't get any campus or university or General Assembly money for that. Those are priorities that we've had within the department. So I just want to comfort people that we're not sitting back and saying, 'Okay, well there's the academic bucket. We're not going to spend any of our valuable athletic money on that.' Really, the contrary is, it's leveraging additional funds and we're trying to set that as a floor not a ceiling. But Grace you might want to give more nuts and bolts on that.

**CALHOUN:** Sure I'd be happy to. I was assuming I would not get out of here without standing up and saying something. I certainly want to recognize Sonya Stephens. We've had a great opportunity to work with undergraduate education over the course of the last six, seven months now and it's really enabled us to pull our advising operation in much more closely with the University Division operation and just ensure that there is a lot of consistency there. I'm also certainly very familiar with your road mapping that you're doing and with advising being a piece of that and in several areas we're certainly aspiring to create programs that can be benchmarked by the campus. I know all of Bruce and James' great work with the sponsorship as the task force proceeded two years ago, we were really encouraged to see that athletics had been able to create a model that the campus largely adopted. I just heard back from one of my advisors the other day. She came back from a meeting and the system that we use to seek faculty feedback through the advisors to help students with their general course of study, there was some desire to benchmark how we were doing that and try to use it for all students, so we certainly would very much like to be helpful with some of that best practices information should that become appropriate. Now with that being said, certainly we do a lot of things very differently. And Fred talked so much about our desire to integrate with the campus as fully as possible because certainly our chief goal is two things; to



ensure that our students, first and foremost, graduate, but that they have as full and rich an experience as possible while they're here and we know that's not possible without integrating them as fully in all campus opportunities as they possibly can. Understanding that these are student athletes that in season they've got twenty hours generally of required activity and then if you add travel on top of that and medical treatments and other things they can quickly be up to about forty hours a week of fairly scheduled time. So we know that their schedules are heavily booked. It's not unlike when a student who – students in the music school – there are those who need to complete a job to pay for their education. We certainly know that so many of our students are very highly programmed. But with our student athletes, they're held to very rigid standards that we don't control. They're controlled by the conference and the NCAA. And because of that we really have to make the commitment to them that we're going to enable them to keep on track with their degrees. And we so appreciate the opportunity that you afforded us several years ago now to participate in priority registration so the student athletes could get the courses that they or the sections that they need to ensure that they miss a minimal amount of missed class time. We provide support services to ensure that if student athletes come in underprepared that we're doing the things that we need to do to ensure they have a legitimate chance of completing their degree in a timely fashion, and looking at the retention, the persistence, ultimately the metrics, the academic progress rates, the graduation rates, those are things that we really pride ourselves in. Because certainly first and foremost this university, as Fred alluded to with "Buzz" Kurpius, we really have a proud tradition of having student athletes who really do excel academically and will represent the university. And that's certainly our commitment going forward, but to the extent that some of the other things that are encompassed within that student development and advising umbrella could be ideas for use by advisors on campus. We're always certainly very willing to share and partner, and I can't stress enough that I think that the connections to Sonya's operation where we have a more regular dialogue really encourages or promotes that transfer of information that I think would lead to a lot of that.

**STEPHENS:** I would respond just that something that Grace had said there from to Herb's question. It really has been a tremendous relationship that's built up by the last months and with the Athletic Department, particularly with Fred Glass and with Grace. I think that one of the things that is addressing your question, Herb, is the advising task force and they are looking at models around the campus that have outstanding practices as well as models where the practice has been less good and trying to find ways of moving academic advising on the campus forward by taking those best practices and by looking at other institutions, too, to see what we can do. So we will certainly be looking at models in certain schools which are perhaps better results than we've seen in other areas of the campus to look for a lead on how we might develop advising services. And their work is just beginning. But they are looking at that.

**HANSON:** David?

**WISE:** Well, just one following Herb. This may be Budgetary Affairs, it may not. But this is a long curiosity of mine. It traces back to why does a Coke cost a nickel more on campus or a dime now than it costs in town? Looking at the collection – I heard this rumor – looking at the collection of all the vending machines all over campus: Coke vending machines, candy machines, you know (inaudible) machines, they generate a profit. What share of that goes to the Athletic Department?

**GLASS:** The short answer is I don't know. There's an agreement that the university enters into with Coke and the proceeds from that are distributed to a variety of places. We're one of those. There's a new agreement and I don't know the answer to that. I could get the answer and bring it back.

**WISE:** Including candy and the other guys, too. (laughter)

**GLASS:** I don't know if I could get any candy action or not, (laughter) but I'll...whatever action I get I'll report back.

**WISE:** The future addictive drug.

**GLASS:** It's a little addictive to me already.

**HANSON:** Any other questions or comments? Well thank you then for coming. And we stand adjourned.

**Meeting adjourned 5:08PM**