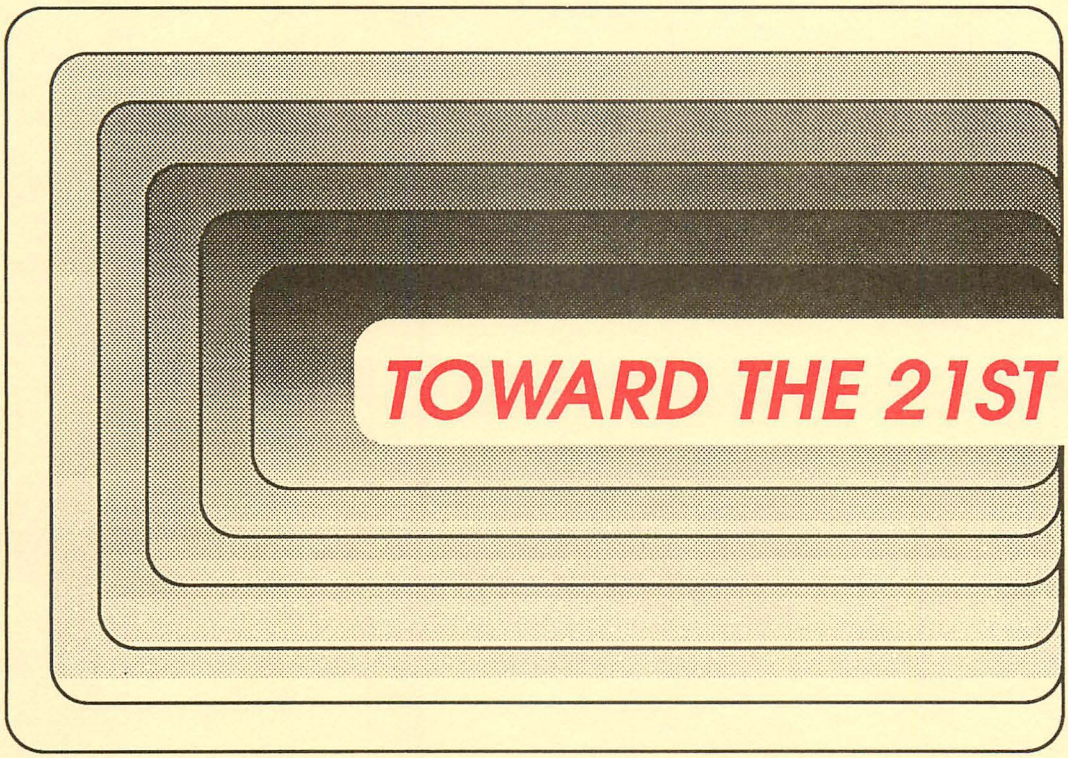
IUSB



TOWARD THE 21ST CENTURY

IUSB....TOWARD THE 21ST CENTURY

July, 1990

You have probably read or heard reports about Indiana University at South Bend's plans for increasing enrollment, adding buildings and enlarging the campus over the next 10 to 15 years.

These plans may sound ambitious, and they are. They were preceded by a thorough assessment of the need and the potential for expanding public higher education services to the Michiana community.

The report you're holding contains descriptions of the surveys and research that guided our extensive planning for IUSB's development over the next decade--not only in terms of projected enrollments, but the unique requirements of the Michiana community. Because in addition to exciting growth potential, IUSB has an increasingly vital role to play in the future of this community.

The report also unveils a blueprint--a Master Plan--for conscientious, sequential progress toward a fully-realized and beautiful Indiana University at South Bend--in time for the challenges we anticipate with the approach of the 21st Century.

We invite you to read, analyze and comment. After a careful reading, you'll understand more thoroughly how the future of the Michiana community and Indiana University at South Bend are intertwined. IUSB's blueprint for the future is truly a blueprint for the betterment of everyone who lives here.

If you have questions concerning the Master Plan or opportunities for involvement, don't hesitate to contact me. I'm looking forward to your joining us in this endeavor.

Daniel Cohen
Chancellor

The Michiana Community and Indiana University at South Bend

A stable population of nearly 830,000 occupies the Michiana region of northcentral Indiana and southwestern Michigan--and with the area's successful adaptation from dependence on single industries to a multiplicity of manufacturing and business, there is promise of future growth.

On the brink of a new decade, the Midwest is becoming a location of choice for cost-conscious businesses, and for families seeking traditional values and stability. Trend experts believe the Midwest will emerge as the preferred region of the 1990's.

IUSB has an essential role to play in Michiana's growth--not only in terms of population and economic health, but in the "growth" that we imply as a measure of maturity and vitality.

During the past few years, IUSB has been pressed to keep up with the demand for our services. Enrollments have grown by nearly 35 per cent since 1986, and passed the 7,000 mark for the first time with the registration in the fall of 1989.

Several studies analyzing population, economic and educational patterns of our region, coupled with comparative studies and developments in areas of Indiana similar to ours, strongly suggest that a public university in a region of our size should maintain an enrollment of about 12,000 students. This is true not only in terms of proportional size, but also in order for the institution to sustain its significant role in the economic, cultural and civic life of the region.

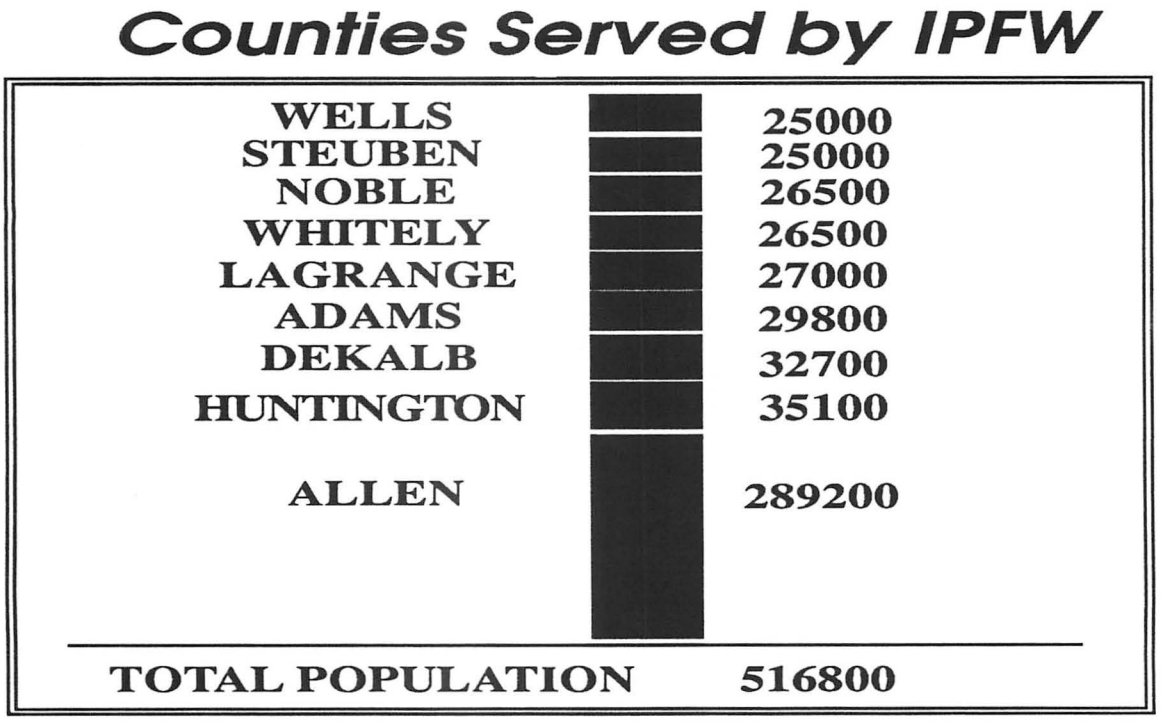
The latter is not to be minimized. A region's population, demographics and economic base help shape the size and nature of its institutions. But it's equally true that the larger the populace, the more it demands that an institution be a positive influence, infusing the community with a cultural vitality as well as an educated workforce.

The Michiana community we call home will benefit in a myriad of ways from a thoughtfully-executed program of growth for Indiana University at South Bend. This document outlines how and why this growth will occur, and how the Master Plan addresses immediate concerns while also providing for long-range goals.

A Case in Point

It's useful for purposes of comparison to evaluate the development of public higher education in communities sharing relevant characteristics with Michiana. The northeastern Indiana region around Fort Wayne, for example, is similar in population and other factors to our own community.

With Fort Wayne, we share a fairly comparable economic mix of manufacturing, agriculture and services, and populations roughly similar in size and composition. In fact, according to 1984 estimates, the combined population of the Fort Wayne area is just over **516,000**, compared to the **560,000** living in the six north central counties served by IUSB. Add the potential of our adjacent Michigan counties and the absence of a four-year college or university there, and you have a total Michiana population of close to 830,000.



Counties Served by IUSB

ST. JOSEPH	239800
ELKHART	142200
MARSHALL	40600
LAPORTE (half)	53550
KOSCIUSKO	61800
STARKE	21200

INDIANA POPULATION 559,150

(Adjacent Counties:)

MICHIGAN	BERRIEN	163800
	CASS	48400
	ST. JOSEPH	58500

MICHIGAN POPULATION 270,700

TOTAL POPULATION
829,850

Fort Wayne and South Bend are both served by public institutions of higher education: IUSB and Indiana University-Purdue University at Fort Wayne (IPFW).

Enrollment at IPFW, which opened its doors in 1964, grew to a record 11,420 in the fall of 1989. That included 5,748 IU students, and 5,672 Purdue students.

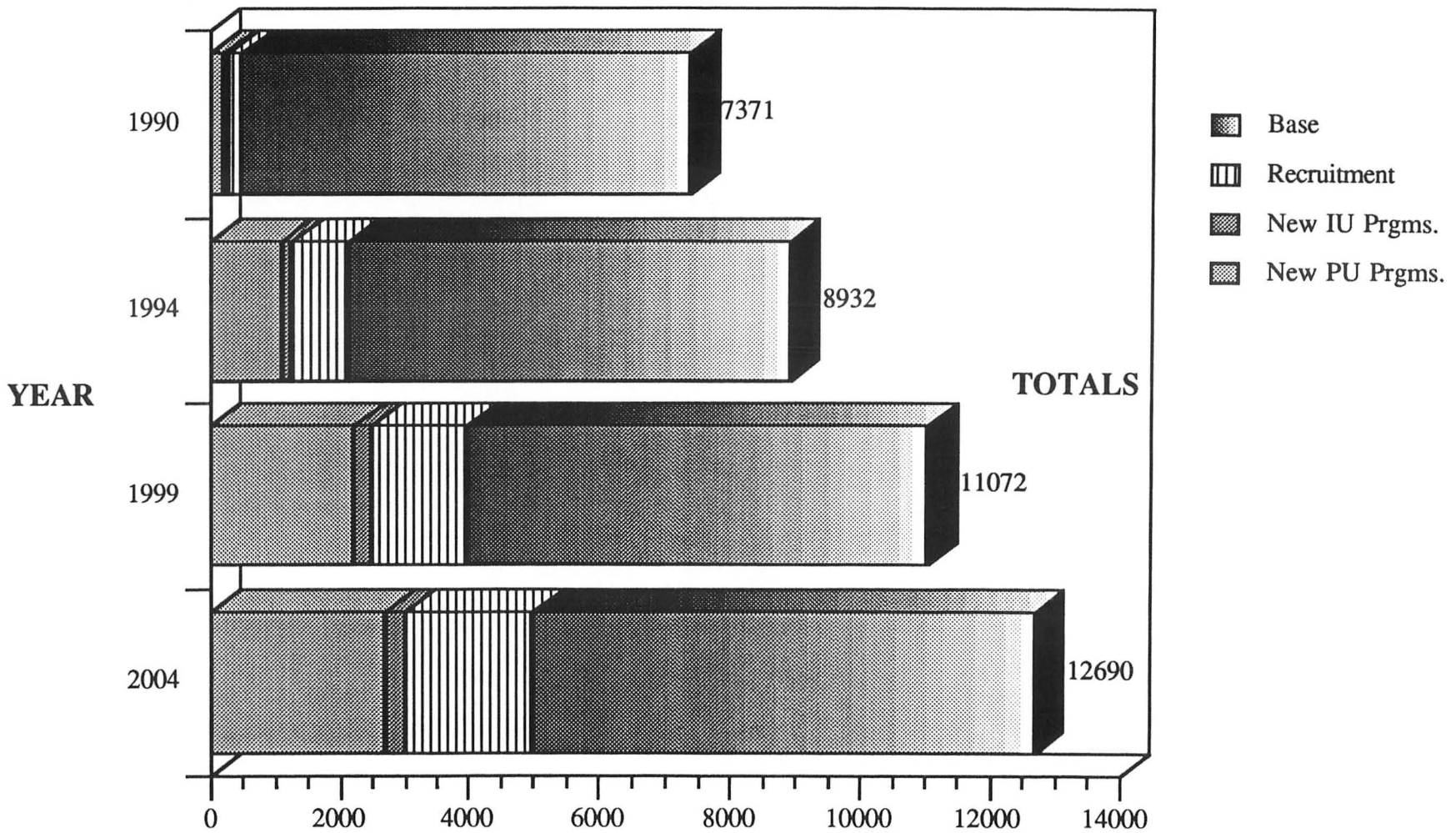
IUSB's enrollment that fall was 7,070. IUSB has just begun tapping the potential for Purdue programs here, enrolling 179 in Statewide Technology courses in the fall of 1989 (our IU enrollment was 6,891). The Purdue programs we offer in South Bend and Elkhart are for associate's degrees in electrical and mechanical engineering technology, computer and computer integrated manufacturing technology.

By adding Purdue programs and expanding IU programs, IUSB could satisfy Michiana's educational needs much more comprehensively. In order to accomplish that, we must acquire land, construct facilities, and attract qualified new faculty.

Clearly, there is a need here for considerable growth. If Fort Wayne's 516,000 population is served by a still-growing, 11,240-student campus, north-central Indiana's 560,000 are in need of a larger institution here. An IUSB campus of 12,000 students would satisfy that need, which is why it is one of the principal tenets of our long-range planning.

According to a market-sensitive analysis of our academic programs and recruiting initiatives, IUSB will achieve that level of enrollment by the year 2004. The accompanying chart traces enrollment projections to that year.

Enrollment Projections/Factors



Factors Determining Future Growth

The base enrollments refer to existing programs which we don't expect to grow more rapidly than the Michiana population. Future enrollments in these programs are determined by demographic factors and recruiting initiatives. (The exceptions are programs like nursing that change in response to unique market demands and fluctuations).

IUSB'S ENHANCED RECRUITMENT EFFORTS FOR EXISTING PROGRAMS

Our efforts to recruit more students to IUSB's existing programs are directed in a number of areas:

1. **Improved recruiting of recent high school graduates:** These efforts are well under way and have shown solid results. The number of recent high school graduates at IUSB has increased steadily, especially in the past three years, to where the 18-24 age group now accounts for almost 41 per cent of our student body, and almost 55 per cent of the total credit hours.

2. **Recruitment of adult students:** IUSB has always attracted significant numbers of older students, but systematic efforts to reach out to these prospective students have only just started. A full-time Academic Counselor's position has been created to work exclusively with older students, and the new Academic Resource Center will focus on skills assessment and development in students with the greatest need--many of whom are adults. These efforts will help our prospective adult students feel more confident about continuing their education at IUSB.

3. **Recruitment of minority students:** While IUSB's minority enrollments are now about 7% of the total student body, the average minority population of this region is currently about 14% of the total population. Obviously, more needs to be done to ensure that minority students are adequately served by IUSB. The situation is already improving with the recent addition of a minority student recruiter.

4. **Expansion of off-campus programs:** The heightened demand for IUSB services is apparent throughout Michiana. A new Director of Off-Campus Programs was appointed in the summer of 1989. New program centers will be established throughout the region, starting with Warsaw in the spring of 1990, and Plymouth in the fall of 1990.

NEW PROGRAMS

1. Purdue Programs

A major increase in IUSB enrollments will come from the addition and expansion of Purdue programs. Those now offered are Electrical Engineering Technology, Mechanical Engineering Technology, Computer Programming Technology, and Computer Integrated Manufacturing Technology. We expect Purdue programs in engineering, architectural technology, civil engineering technology, supervision and radio/tv/film to be added by 1996.

2. Additional IU Programs

New IU programs are also in the offing at IUSB. Currently in the planning stages are undergraduate programs in the allied health specialties of Medical Technology, Radiological Technology and Physical Therapy, and in journalism. Graduate-level programs to be added include a Master of Science in Nursing and a full-time master's program in the School of Public and Environmental Affairs. *On the basis of these combined factors, IUSB enrollments are expected to reach 9,908 by 1996 --and 12,690 by 2004.*

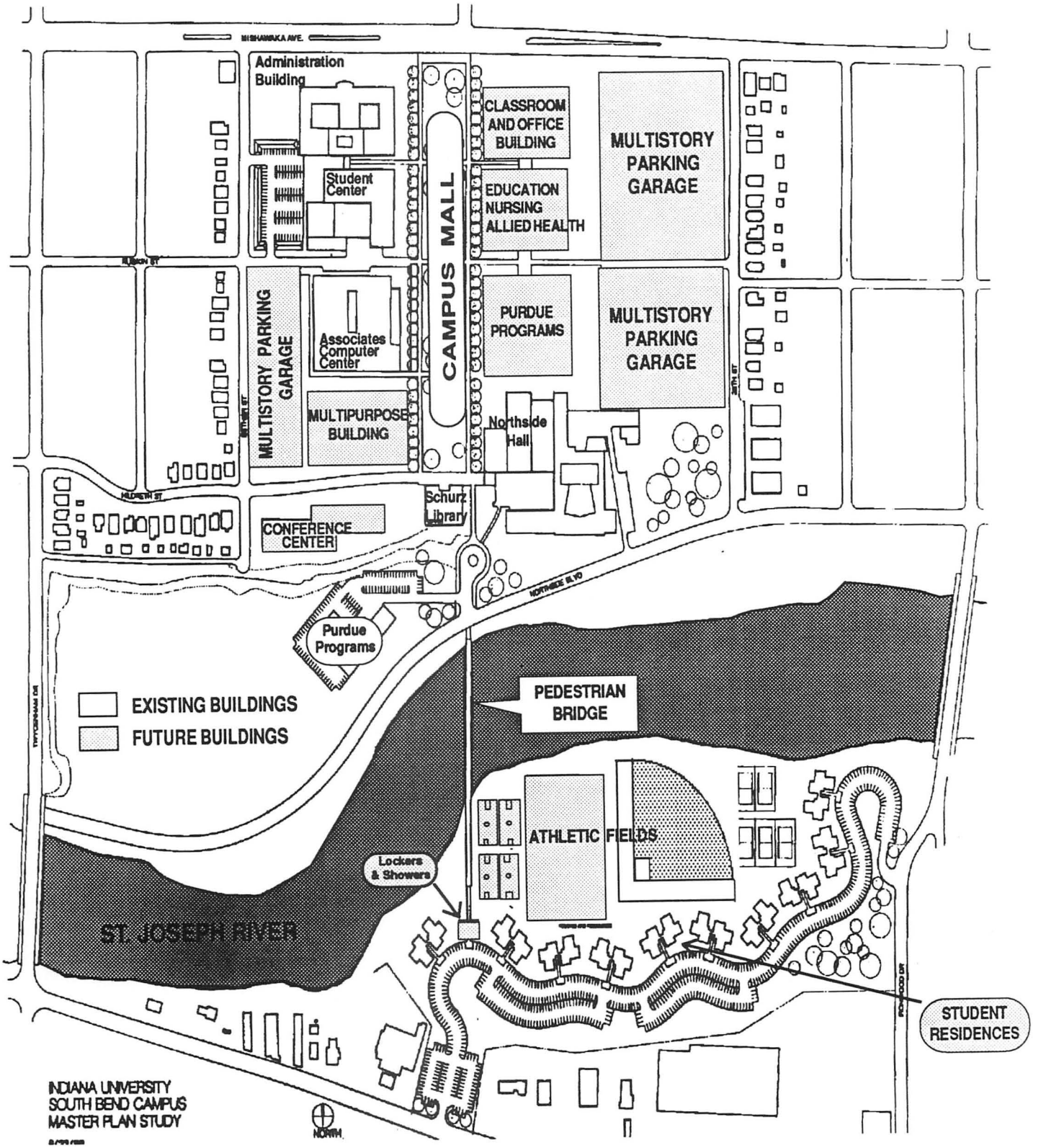
STUDENT RETENTION

Enrolling students is only part of the picture. Helping them reach their goal is just as important--especially since we serve what IU President Thomas Ehrlich calls the "new majority" of working, adult students, whose needs for evaluation and preparation can be vital to their academic success. Helping these students--as well as those

of traditional college age—stay in college is the reason IUSB created the Academic Resource Center (ARC).

Staffed by a director and selected faculty members, and equipped with educational aids and software, the ARC will provide valuable tutoring, consultation and assessment services for a wide range of academic skills. The Center will enable IUSB to prepare and assist students as they progress through their college career.

The IUSB Master Plan



THE MASTER PLAN: A Blueprint for Orderly Growth

To prepare for a future in which IUSB will serve a much larger number of students, a plan has been developed to accommodate growth in a sensible and orderly progression.

Supporting this carefully-conceived plan and its timetable is a conscious effort to ensure that, during the exciting time ahead, the high quality of an IUSB education is preserved. Although designed to reach certain objectives, this plan also allows for the control and maintenance of educational standards during the period of growth.

Components of the Master Plan are:

1. increased enrollment.
2. construction and renovation of additional facilities and auxiliary buildings to accommodate the increased enrollment.
3. the acquisition of land.

IUSB's Master Plan provides a blueprint for the physical campus and its vastly expanded services. It calls for renovation, construction and major landscaping within the extended east-west boundaries of the existing campus, and expansion south across the St. Joseph River.

As opposed to piecemeal approaches, the Master Plan affords IUSB the opportunity to enlarge the campus in a manner that achieves the underlying goal--adequately serving the Michiana community--while ensuring that every element fits cohesively into the total design. The result will be a complete campus that's not only functional, but convenient and aesthetically pleasing. It will be a source of pride for the entire community.

The illustration on the preceding page highlights what is envisioned in the Master Plan for the campus. It features:

1. buildings to house classrooms, laboratories and other academic areas.

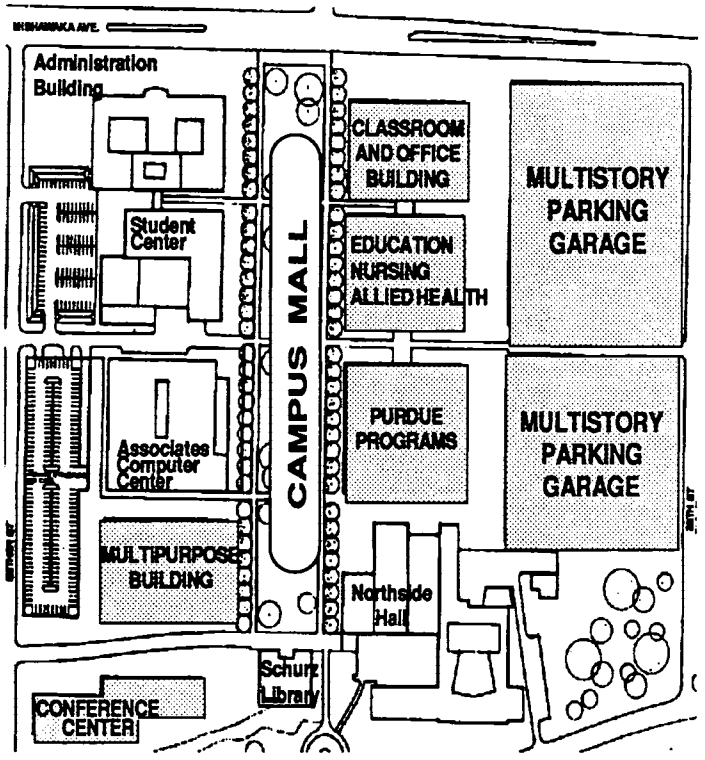
2. renovation of the former Army Reserve Center for Purdue Technology programs.
3. acquisition and razing of the former Coca Cola bottling plant.
4. acquisition of property south of the St. Joseph River.
5. construction of a pedestrian bridge across the river.
6. residence halls and athletic fields.
7. a multipurpose building.
8. a conference center.
9. parking garages for efficient handling of more vehicles.
10. landscaping of the grounds to create a campus mall.
11. additional renovations in Northside Hall and the Administration Building.

Getting Under Way

The long-range plan for enrollment growth, for building the facilities to accommodate this growth, and for creating an attractive campus as a source of community and institutional pride, embodies an exciting vision for the future. Moving IUSB toward the realization of this vision are five projects now under way that will be completed in the next two to three years.

The estimated cost of these projects is a little over $10 million, of which the State has committed $8.8 million, and the University has provided $0.8 million. The remaining funds have been committed by community sources. These five projects represent the first phase of the total plan.

CENTRAL CAMPUS GREENSPACE: STAGE I

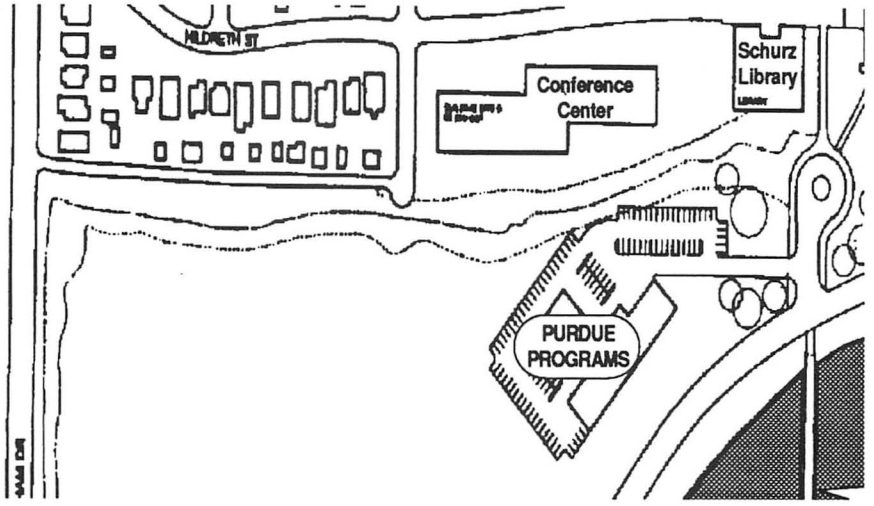


The Schurz Library lies at the south end of the central IUSB campus. Stretching northward from the Library to the north boundary of the campus at Mishawaka Avenue will be a fully landscaped greenspace that will serve as the center of our campus.

The first stage in creation of this greenspace is to begin shortly with the removal of houses from the adjacent blocks of Esther and Hildreth Streets, and with the acquisition of Greenlawn Avenue from the Library to Ruskin Street. Full landscaping during the fall of 1990 will complete this stage.

The estimated cost of Stage I of this project is $800,000, available from University sources. The next stage--extending the greenspace to Mishawaka Avenue--awaits the acquisition of additional properties as well as funding.

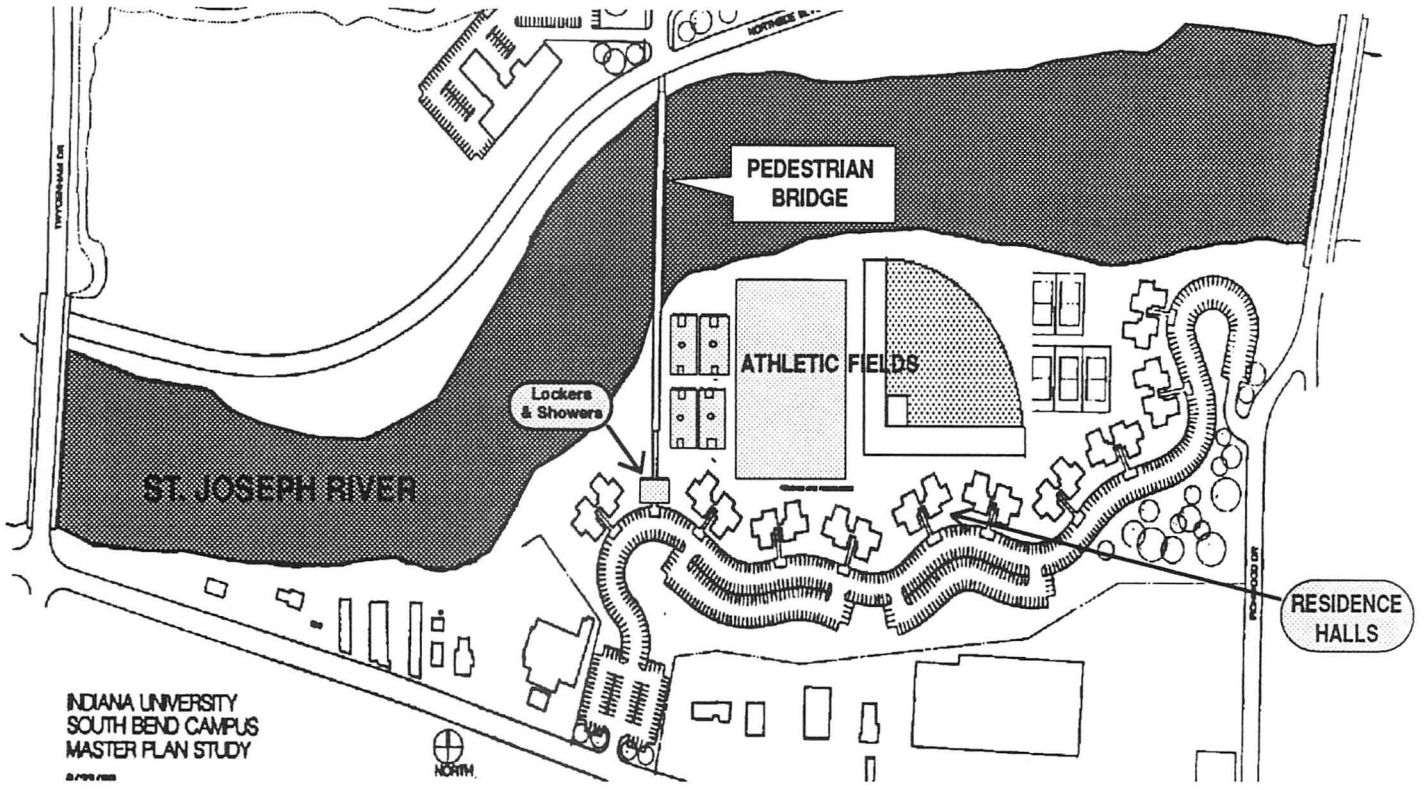
PURDUE TECHNOLOGY BUILDING



The City of South Bend has generously arranged to make the Army Reserve Center on Northside Boulevard available to IUSB for use as an initial facility for Purdue programs, four of which are currently being offered through IUSB. The State of Indiana, through legislative appropriation, provided the $2.7 million that is needed to purchase and renovate this facility. Final congressional approval of the transfer of the Army units is anticipated shortly.

The renovation is scheduled to start during the summer of 1991, and the building is likely to be ready for use for the beginning of the fall, 1992, semester.

ACQUISITION OF LAND



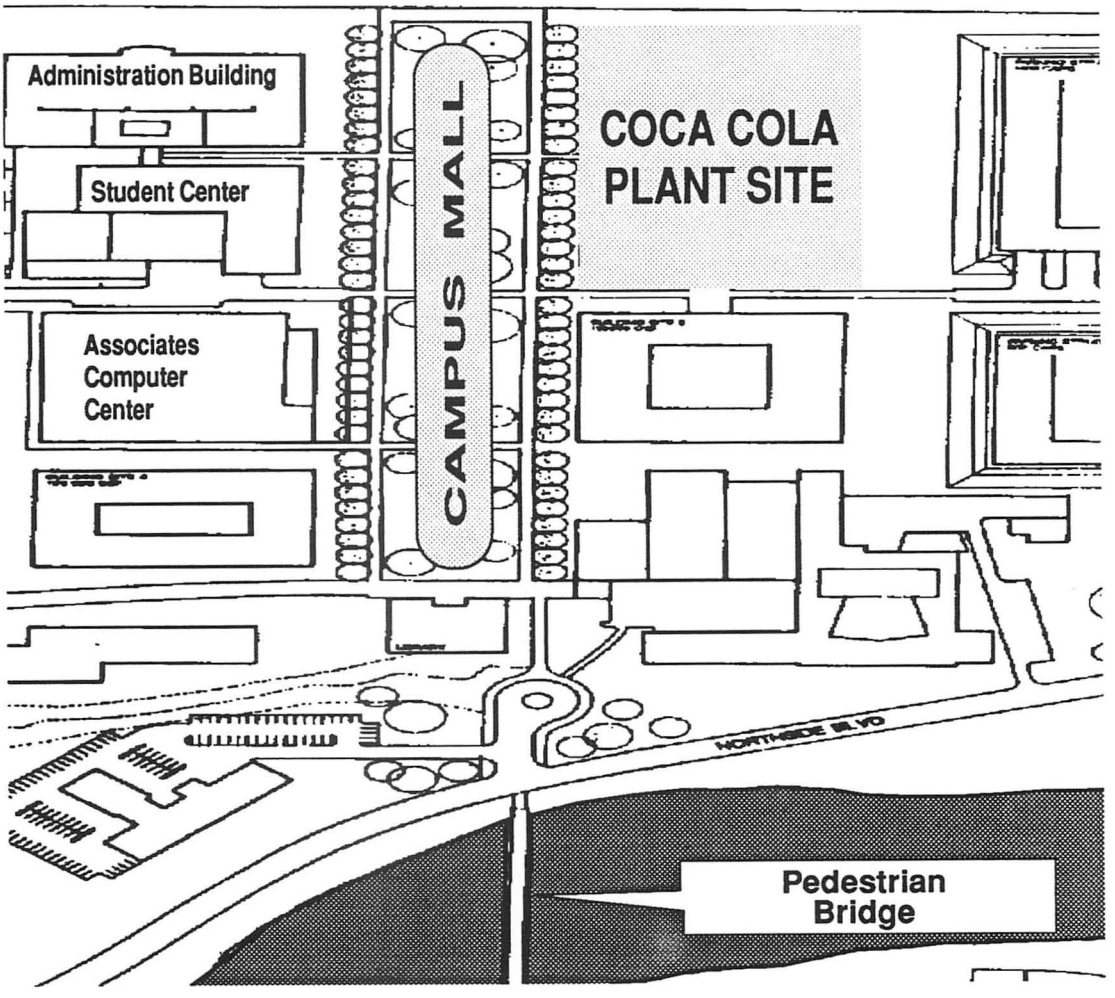
Through a generous appropriation, the Indiana General Assembly has made funds available to IUSB to acquire the 23-acre property south of the St. Joseph River currently used as the Playland Golf Course. The acquisition should be completed in 1990.

This land will be used for the construction of playing fields and student residences.

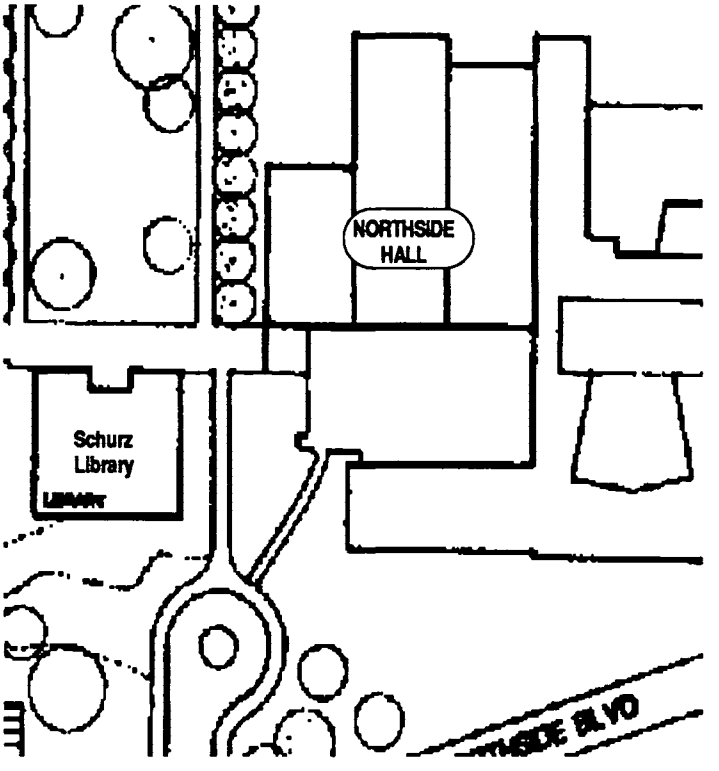
The residences are designed to house 1,000 students. They also will appeal to students whose homes are outside or close to the boundaries of our commuter area, providing them an alternative to tedious drives. And there will be students who,

although residing closer to campus, may prefer the option of on-campus living simply for the experience, as well as students from other parts of the state attracted to some of our outstanding programs.

A second parcel of land--the current Coca Cola facility on the corner of Greenlawn and Mishawaka--is also part of the current phase of the Master Plan. The University, supported by the joint efforts of the state and the community, is now negotiating for the purchase of this property at an anticipated cost of $650,000. It will be the site of the first of the new classroom buildings to flank the east side of the campus mall.



NORTHSIDE WEST RENOVATION



The Indiana General Assembly has appropriated money to renovate the space in Northside West vacated when the library moved to its new facility. This renovation will create much needed science laboratories, as well as classroom and office space. The complex renovation process is now being carefully planned and construction is slated to begin in early 1991, at a projected cost of $5.3 million.

TOWARD THE 21ST CENTURY

With five projects currently in various stages of completion, the campus is looking to the future. Completing the remainder of the plan is envisioned in three phases spanning 10 to 12 years. The near-term covers the 1991-93 biennium and includes two projects. The mid-term phase covers the 1993 through 1997 fiscal years and includes six projects. The long-term phase of the plan spans the 1997 through 2001 fiscal years and includes the remaining projects in the plan.

This long-range Master Plan for the completion of the IUSB campus and development of the facilities necessary to support a student body of 12,000 has a projected cost of appoximately $110 million. A significant portion of this funding is expected to come from state sources over the next 10 to 12 years. Additionally, the planned parking structures will be self-funded from parking fees charged to faculty, staff and students.

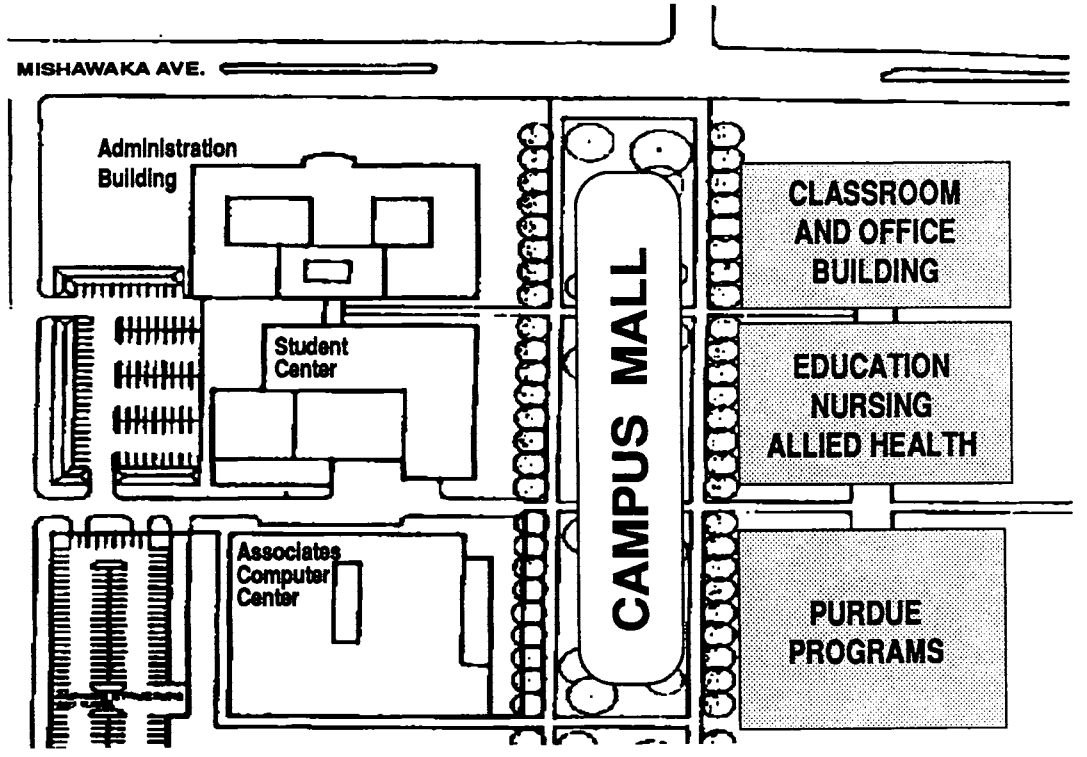
We expect that a private developer will construct the student residences on land leased from the University at a nominal charge. They will be financed from rental income.

THE NEAR-TERM

The 1991-93 Biennium

With a number of projects currently under way, the campus is now looking to begin the next phase of the Master Plan. These near-term efforts will involve the next two years and will be aimed at developing funding and beginning construction on two projects.

The expected clearing of the Coke plant site in 1991 will pave the way for a major new academic facility on the campus. A classroom/office building will be erected at the corner of Greenlawn and Mishawaka Avenues. A campus committee is currently developing the program plan for this facility, and the required $14 million dollars in funding will be sought from the legislature during the 1991 session. If approval is received, construction could begin as early as mid-1992.



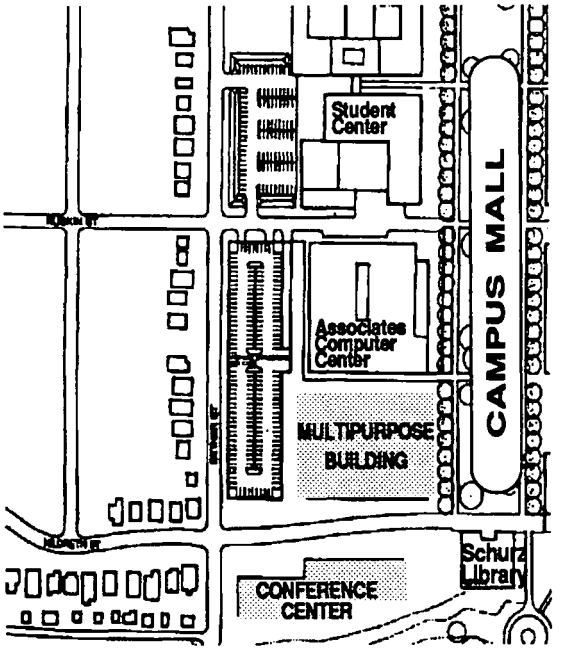
The acquisition of the remaining properties on Greenlawn (two houses and the Dunfee Realty office) will complete the planned campus site and extend the Campus Mall to Mishawaka Avenue. Construction of the second phase of the Mall is planned for 1991 at a cost of $800,000.

THE MIDDLE YEARS

(FY93-FY97)

As the calendar moves toward mid-decade, IUSB expects to move into the middle term of the Master Plan. This era will see significant progress toward the completion of the academic quadrangle around the Campus Mall as well as the enrichment of student life and parking facilities.

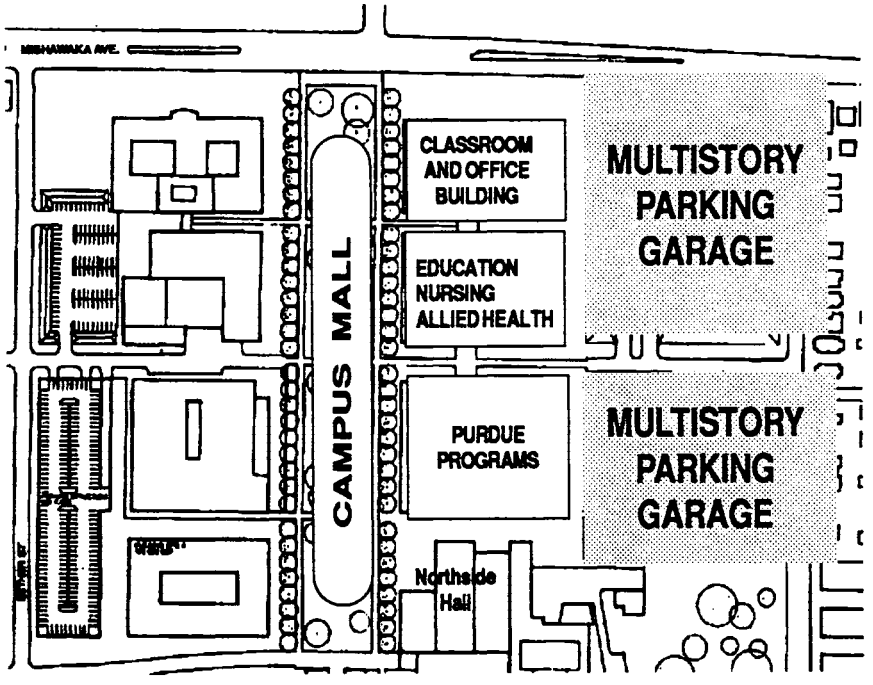
The southwest corner of the Campus Mall will see the first of two buildings planned for this area--a multipurpose structure for student activities and athletics. This long-awaited facility is expected to be the campus' first priority in its request to the 1993 session of the legislature.



The classroom/office building on the east side of the Mall will be joined by a 126,000 gross square foot classroom/laboratory building housing facilities for education, nursing and allied health programs.

In the mid 1990's, the land south of the river will be the site for IUSB's first student residences, housing as much as 10 per cent of a growing student body. The site will also be the center for recreational and athletic fields. Connecting the two portions of the campus will be a pedestrian bridge. Construction of the bridge is planned for 1993 at an expected cost of $550,000.

The growth in IUSB's student body will continue to increase demand for parking, and work is expected to begin during this period on the first of the campus parking structures. This project will continue into the final, long-term phase of the Master Plan.



As campus departments are moved into the new classroom/office facility and the remodeled Army Reserve Center, additional remodeling will take place in Northside Hall and in the Administration Building. The campus expects to request legislative funding for these projects during the mid-90's.

THE LONG-TERM: Into the 21st Century

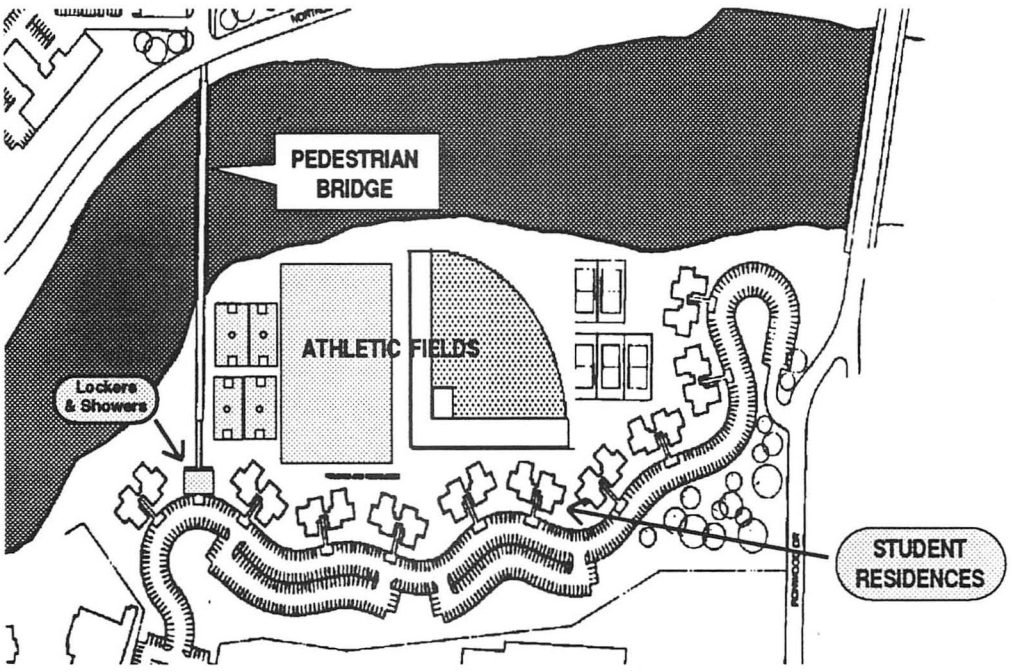
The final phase of the Master Plan will carry IUSB into the next century. It calls for completion of two additional buildings as well as the remaining parking structures. The completed campus provides for new structures and facilities which will allow IUSB to serve a 12,700-student population on a convenient, functional and attractive campus by 2004.

What's more, the completed campus will be an immeasurable addition to the Michiana region's list of assets and a significant source of pride for area residents.

On the east side of the Campus Mall (on the site of the present Greenlawn Hall), a new 130,000 square-foot facility will be constructed to house the additional Purdue University programs added to the campus during the middle years of the decade.

On the southwest corner of the Mall, adjacent to the Schurz Library, a Conference Center of approximately 78,000 square feet is planned.

South of the river, athletic fields and a small building for lockers and showers will complement the student residences. Funding for these low-cost facilities will be identified in concert with the maturation of IUSB's athletic programs.



THE IUSB MASTER PLAN
Project Summary

Current Projects	TOTAL
Land Acquisition	$ 1,250,000
Campus Mall (Phase I)	$ 800,000
Army Reserve Center	$ 2,700,000
Northside Renovation	$ 5,300,000
Near-Term Projects	
Classroom/Office Bldg.	$ 14,000,000
Campus Mall (Phase II)	$ 800,000
Middle-Term Projects	
Multipurpose Facility	$ 14,400,000
Education and Health Sciences Bldg.	$ 17,010,000
Parking Structures	$ 8,050,000
Pedestrian Bridge	$ 550,000
Northside Renovation II	$ 6,000,000
Admin. Bldg. Renovation	$ 1,000,000
Long-Term Projects	
Purdue Building	$ 17,600,000
Conference Center	$ 9,360,000
Parking Structures	$ 7,555,500
Admin. Bldg. Renovation	$ 3,000,000
TOTAL MASTER PLAN	$109,375,500

These projects make up an ambitious agenda for the campus. We anticipate that a major share of the nearly $110 million required will come from state sources. Another portion will come from self-funding projects like the parking lots. A small but critical portion will need to come from private sources. Over the span of the Master Plan, approximately $2,450,000 in private funds will be needed.

An Invitation

You've learned in detail how, following comprehensive evaluation pointing to both need and potential, Indiana University at South Bend is embarking on a purposeful plan for physical and educational growth that will serve the higher education requirements of the community for many years to come.

To complete the campus as proposed–as a cohesive, efficient concept--support from private sources is necessary. It is our belief that, given the magnitude of this plan and its impact on our community, those who recognize the advantages for our citizens will welcome the opportunity to participate in building tomorrow's IUSB.

A majority of the funding required to complete the campus is expected to come from state resources or from revenues generated by the facilities themselves. However, a small investment of private resources can be used to leverage significant amounts of other support.

The existence of a small amount of private support for the Master Plan will allow the Michiana community to clearly demonstrate to the state that IUSB is a valuable addition to the region. The investment of a few private dollars in IUSB's 21st Century Fund can provide the key to unlocking a far larger number of state dollars.

More than $500,000 has already been committed by far-sighted community leaders, and it has allowed the campus to move forward with the acquisition of both the Coke plant site and the land south of the river.

The table on the following page outlines the level of support which will be sought during the different phases of the Master Plan.

IUSB'S 21ST CENTURY FUND

Plan Phase	Support Needed
1. Current Projects	$ 450,000
2. Near-Term (FY91-93)	$ 400,000
3. Middle-Term (FY93-97)	$ 800,000
4. Long-Term (FY97-01)	$ 800,000
TOTAL	$2,450,000

We invite you to participate in this worthy endeavor.