

“Seven Directions of Change:
The Next Decade at Indiana University”

Bloomington Rotary Club

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1. INTRODUCTION: WIND OF CHANGE

In 1960, Harold MacMillan, then Prime Minister of Great Britain, spoke before the South African Parliament. In that very famous speech, he identified a “wind of change . . . blowing through the continent of Africa.” This wind signaled the growth of African nationalist consciousness and hunger for independence.

Unlike the highly volatile situation about which MacMillan spoke, universities have often been described as, at best, making changes at a snail’s pace or, at worst, as completely unable to change.

This University is evidence that nothing could be further from the truth.

IU represents the genius of great universities—institutions which have lasted longer than just about any other in human history. That genius is their ability to adapt while preserving their fundamental missions of education and research.

The fact that IU now has a Provost, after many years of a different organizational structure, suggests one way that the University has adapted to changing circumstances. Our ambitious life sciences initiative also demonstrates the evolution of this institution.

Widespread changes have already begun to occur, and these changes are not just on the Bloomington campus. They involve many people, units, and campuses, and they will have lasting effects on the future of the University. In many areas they represent deeper changes that are affecting all of higher education.

We might say there are winds of change blowing at IU that will transform the face of the University over the next five to ten years.

I would like to spend some time highlighting seven directions of change that have already begun to impact the University and will continue to do so over the next decade. These are the changes you will see, or are already seeing, as members of the Bloomington community.

2. ADMISSIONS STANDARDS AND SELECTIVITY

You have a hint of the first direction of change if you saw the front page of Sunday's *Herald Times*. We are working to make IU Bloomington more selective. This will foster an improved intellectual climate on the campus over the next decade.

IUB has already taken steps to ensure that it will be more selective. A new undergraduate admissions policy for the Bloomington campus will take effect in 2011. This policy will improve the intellectual environment of the campus and the economy of the whole State.

This is good for IU. It will translate into a stronger academic profile and an improved national reputation. So far this year we have seen a 20% increase in applications, and

more applicants means more selectivity and more potential for diversity. Our freshman class this fall was the largest incoming class in IUB history, and the most talented in recent history. This new class arrived with SAT scores 10 points higher than last year's, in a year when the national average SAT score went down 7 points. We also have more National Merit Scholars and more valedictorians. We are working to keep the best and brightest students here in the state of Indiana.

Stronger students help attract and retain the best faculty, who generate national and international attention with their innovations in research and scholarship. World-class students and faculty demand and help create better academic programs, but they also raise the expectations for the Bloomington community as a whole. We all expect great musical performances, great lectures, and great educational opportunities, and the University meets those expectations.

National attention attracts business and industry to the area. This kind of chain reaction creates an environment where high achievement is the norm at every level from kindergarten through college and beyond.

3. COMMITMENT TO DIVERSITY

The second direction of change is the University's continuing commitment to increasing diversity on campus. We are working to double IU's minority student enrollment by 2013. We will also be addressing socioeconomic diversity as we work to make an IU education affordable for all qualified Hoosier students.

At IU Bloomington, we are addressing the challenges of access and affordability through five new creative strategic recruitment programs:

- the IU Excellence Award
- the 21st Century Scholar Covenant
- the Hudson-Holland Scholar supplement

- the Research Scholar Award
- and the recently announced Pell Grant program.

These student-centered programs align need- and merit-based financial aid programs with the new recruitment goal of greater selectivity. They provide approximately \$10 million worth of new financial aid and aim to increase the quality and diversity of incoming freshman classes. They also are designed to help low income Indiana families afford an IU education despite increasing tuition and other costs.

At IU, we are committed to helping worthy students get the education they deserve regardless of their financial need. This is a long-term goal.

4. MULTIDISCIPLINARY COLLABORATION IN RESEARCH AND SCHOLARSHIP

The third direction of change is a dramatic transformation in the world of research and scholarship. In 1999, the School of Informatics was the first new school to be established at IU in nearly 30 years. Informatics represents the increasingly interdisciplinary nature of research and scholarship.

I expect this kind of interdisciplinary research to increase substantially over the next decade as IU charts new interdisciplinary and collaborative intellectual directions.

The IU Life Sciences Initiative exemplifies the great benefits that can grow out of collaborative, interdisciplinary research. This initiative actually started 7-8 years ago with the establishment of the Indiana Genomics project, funded generously by the Lilly Endowment in 2000.

IU's Life Sciences Initiative was dramatically expanded at IU Bloomington in 2004 with the establishment of the METACyt Project—the Indiana Metabolomics and Cytomics Project—also funded by the Lilly Endowment with a generous \$53 million grant.

METACyt is a major multidisciplinary project that currently supports collaborative research principally from the departments of biology, chemistry, and psychological and brain sciences.

The IU Life Sciences Initiative is only now reaching its peak with the University's legislative funding request. The plan calls for aggressive investment in the Indiana life sciences economy over the next 12 years, starting with \$80 million in the next biennium. Through this initiative, IU plans to hire 500 top scientists who will help strengthen collaborations especially between IU Bloomington and the IU School of Medicine based on our recently completed Life Sciences Strategic Plan.

In addition to the direct impact of those hires, the initiative will bring over 2000 additional life sciences jobs to the Bloomington area in the next 12 years. This translates into nearly \$12 million in total tax revenue and over \$100 million in new wages. It will also bolster statewide partnerships, greatly increasing the potential for collaboration.

One key factor that has made our remarkable progress possible, and in fact has made much of the dramatic progress in the life sciences possible more generally, is information technology.

Our Big Red Supercomputer provides tremendous computing power and one of the largest disk-based research storage facilities in the country. That power and storage capacity—along with programs like the 3-year desktop replacement plan and access to high performance networks like Internet2—give life scientists at IU some of the best tools available at any university in the country. IU's IT infrastructure has been nationally recognized—most recently in *PC Magazine's* ranking IU as the number 1 wired campus among public universities.

And IT is essential not just in the life sciences but in nearly every other area of scholarship from anthropology to zoology. The great universities of the future will increasingly be those with great IT and here IU leads the country.

5. CONSTRUCTION BOOM

IT infrastructure enables IU's research program to expand, but lack of space restricts that same endeavor. In August 2004, I commissioned a report that starkly stated that the lack of research space was the biggest single impediment to IU reaching its full potential as a research university.

The equation is very simple. More space equals more research dollars equals more research. Research, especially in areas like the life sciences, cannot grow or expand without more space and the renovation of much of the space we have.

The fourth direction of change, then, that I see over the next 5 to 10 years, will be a relative boom in construction projects—large and small—at IU Bloomington. In fact, this has already started to happen.

Simon Hall, the first major new building at IU Bloomington in over 20 years, will be operational this summer. Simon Hall has been designed to encourage multidisciplinary collaborations among scientists from fields such as biology, physics, chemistry, mathematics, and psychology. It will be home to the Center for Genomics and Bioinformatics, and the Linda and Jack Gill Center for Biomolecular Science as well as parts of the Johnson Center for Entrepreneurship and Innovation.

Later this year, construction will begin on the next major building at Bloomington, the Multidisciplinary Science Building II, and this should be finished by Summer 2009. This building will house major research programs in the neurosciences and in environmental science.

Funds have been requested in the next budget to construct the new Cyberinfrastructure Building (CIB) and the new Life Sciences III Building. Funds are also being requested for the complete renovation of Jordan Hall, the home of our outstanding biology department.

These construction projects are the first of many that we will see coming to fruition in the next five to ten years. Each is designed to improve Indiana University's ability to achieve its dual missions of education and research.

6. ARTS AND HUMANITIES INFRASTRUCTURE

The fifth direction of change I would like to mention involves the arts and humanities. The IU Art Museum, the IU Library, the Lilly Library, facilities within the Jacobs School of Music and the Department of Theater and Drama, and a number of other areas provide a rich array of superb resources and facilities for scholarship and creative activity to the campus and community.

But as glorious as our arts and humanities programs are, I believe we could be utilizing them even more effectively.

I have established the Arts and Humanities Scholarly Infrastructure Committee, chaired by Professor Susan Gubar, to help the University more effectively develop, utilize, and renew the tremendous infrastructure in this area, especially in the context of the increasing multidisciplinary of the arts and humanities. By improving our arts and humanities infrastructure over the next decade, we will also be enhancing our ability to achieve our educational and research missions.

In this context, I am very pleased to have approved just last week \$1 million of new projects in the arts and humanities under IU's very successful New Frontiers initiative. And I am looking forward to enjoying ArtsWeek 2007 starting February 21, a very successful campus/community collaboration in its 23rd year.

7. INTERNATIONALIZATION AND GLOBAL LITERACY

The sixth direction of change will be the greater internationalization of IU. As a research university, we are in a battle for the best students and faculty not just from Indiana or even the United States, but from the whole world.

Your organization, more than many others, knows the importance of international engagement. And this complements IU's great tradition of in this area. In addition to student exchanges, international studies in languages and cultures have been a remarkable strength at IU for decades, as was confirmed recently in spectacular fashion by the award to IU of \$16 million funding for nine Title 6 area studies centers.

An international requirement is also a centerpiece of the proposed new general education curriculum. This recognizes the need for IU students to be globally literate and will require us to greatly expand our relationships with overseas institutions.

Over two-thirds of our 3000 plus international students come from just five countries: China/Hong Kong, India, Korea, Japan, and Taiwan. The first two countries in particular are dramatically expanding their systems of higher education to compete on a global scale.

These countries, then, with the most dynamic economies in the world, present wonderful opportunities for us to significantly expand our relationships with their best institutions. Such relationships will improve our access to their best students and will provide major new study abroad opportunities for IU students.

To help build such relationships, I spent several productive weeks in China and Japan. I met with faculty and administrators at eight of the most prestigious universities in those countries and helped formalize or revive at least three collaborative agreements. This is just a first step, and our task now is to keep the momentum building.

8. THE EMERGING GENERATION

These six directions of change will be challenging. They will require a great deal of effort, persistence, and leadership. Baby boomers have served with great distinction in University faculty, administrative, and leadership positions for decades, but are now nearing retirement. This natural generational shift suggests the seventh and final direction of change.

By way of example, at the beginning of 2007, there were six positions at the Dean level to be filled through retirement or resignation. Since then, I have been pleased to announce three appointments: Bennett Bertenthal in the College, James Wimbush in the Graduate School, and Daniel Callison in the School of Continuing Studies. And I will soon announce one in the School of Health, Physical Education, and Recreation and one in Informatics, and, later this semester, one in the University Libraries.

On the Bloomington campus, 565 of our tenured faculty, over half of all faculty in this category, will be eligible to retire in the next ten years.

One of the major challenges, then, facing IU in the decade ahead is managing this generational transformation. For it is on these new faculty and administrative leaders that the future of Indiana University will depend.

9. CONCLUSION: IMPACT ON BLOOMINGTON

What do these seven directions of change mean for the city of Bloomington?

They will mean more jobs with better pay, more tax revenue, and expanded economic development opportunities. As I said earlier, the Indiana Life Sciences Initiative alone promises to generate over 2000 new life sciences jobs in Bloomington worth nearly \$12 million in total tax revenue and over \$100 million in new wages over the next 12 years.

They will mean better and better students will attend Indiana University. We will come to expect a more qualified and more diverse student body. This will, in turn, attract even better faculty and retain the best currently here.

We will come to expect globally literate graduates with international experience. We will come to expect the best minds to stay in Indiana to generate the innovation and economic development that will move the state forward. We will come to expect cooperation, collaboration, and success.

The winds of change that transform the face of the University necessarily change the city as well, making it more diverse, more international, even more of a haven for the life of the mind but also fertile ground for the entrepreneur.

To do this, though, we will need your help and your support as fellow citizens of Bloomington and of this great state—help and support which you have always given of unselfishly and in the fullest measure.