Greetings from Bloomington! It was fantastic to see so many of you during the annual Club Leaders weekend this June and as visitors on campus throughout the spring and summer.

As always, 2002–03 has been a very busy year for the Office of Admissions and for the Alumni Student Recruitment Program. As of July 15, our numbers for students who were interested in Indiana University for the fall semester 2003 reflected:

21,078 Applicants 17,176 Admitted 7,323 Paid Enrollment Deposit

After the typical “melt” of students who don’t matriculate or who have paid enrollment deposits at more than one school, we estimate that come the first day of classes our freshman class will be somewhere between 6,700 and 6,900 — purposefully smaller than last year’s class. It was a real priority of the campus to maintain the small class sizes, personal attention, and opportunities for our students. In addition, by decreasing the size of our freshman class, we were able to enroll a higher-quality class, based on academic performance in high school and standardized test scores. Your efforts as alumni recruiters around the country are a key element in the increase of high-ability students.

There are still more changes to come! Throughout the newsletter you will see information regarding a new publication for fall recruitment events, opportunities for training and updates on IU and the admissions process, the excitement of a new university president, and as always, events and opportunities for recruitment all over the country.

We continue to learn more and more that verifies for us, and others, the quality and experiences that an Indiana University education provides. Indiana University. Quality education. Lifetime opportunities.

Sincerely,

Sarah B. Thompson
Senior Assistant Director of Admissions Coordinator, Alumni Student Recruitment

Sarah Thompson with O’Neal Turner, director of college counseling at Culver Academies in Culver, Ind., and proud father of current IU student, O’Neal Jr.
Greetings everyone! I hope that you are all having a fun and restful summer. I wanted to share with you some of the great initiatives that are taking place with regard to recruiting students of color to IU. As you may recall, in previous newsletter I outlined some of the things that we had hoped to do over the academic year. I am pleased to say that many of those programs did take place. The following is a brief synopsis of some of the efforts that were implemented during spring and summer 2003 for students of color. Please note that these efforts are not simply the work of one office, but a collaborative effort of several offices throughout the Bloomington campus.

IU Reach — For more than 13 years, the Office of Admissions has sponsored IU Reach in April of each year. In this program, we invite sophomore high school students to campus for an overnight visit. The students must be ranked in the top 20 percent of their class and be recommended by their high school counselor. The students who participate in the program interact with current IU students, stay overnight in the residence halls, attend a mock lecture from a professor, and participate in other planned activities. This year we hosted students from throughout the state and received media coverage. We will continue with this program next year and will extend invitations to high schools in surrounding states such as Kentucky, Ohio, Missouri, Michigan, and Illinois.

Shadow Camp — The Office of Community and School Partnerships hosted more than 70 students during the Shadow Camp program. Seventh through 11th graders from Indiana were invited to participate in planned activities last April. Highlights included a brunch honoring the students, a special session with the Kelley School of Business, and interaction with faculty, staff and students. This was the first year for the camp and it was extremely successful.

SUMMER PROGRAMS

Junior Executive Institute — Sponsored by the Kelley School of Business, this weeklong program is an opportunity for high school sophomores and juniors to learn about Indiana University and the career opportunities in the field of business. Students stay on campus and participate in a variety of activities including tours, seminars with business leaders, an etiquette dinner, and group presentations. The program took place in June. Approximately 100 students from Puerto Rico, New York, Kentucky, Indiana, and several other states were represented for this program.

Pathfinders Camp — Sponsored by the Office of Community & School Partnerships, this three-day program allowed seventh through ninth graders in Indiana to visit campus and participate in a variety of sessions geared toward college preparation and career choice. The program was very successful in hosting about 155 students.

I AM IU — An Exploration of African American Life. In conjunction with the Indiana Black Expo in July, this program was designed to give African American students the chance to hear from current IU students about the black experience at IU. High school juniors and seniors met with academic department representatives, received a special PowerPoint presentation highlighting social and academic opportunities at IU, and attended a special resource fair to learn about various campus services such as housing, student activities, and scholarship programs. More than 200 students and parents attended this event, held at the Indianapolis Urban League.

These are just a few of the recruitment initiatives that are going on at Indiana University. Stay tuned for more updates in future ASR Newsletters. As always, alumni are a vital key to successful recruitment of students of color. If you are interested in becoming an ASR and working with recruitment of students of color, please e-mail me at lpatton@indiana.edu.
IMPORTANT UPDATES!
Things you NEED to know before the fall!

• **WOW brochure — hot off the presses!** Thanks to some special funding, we were able to have a new publication created for this fall that is specifically geared toward the recruitment of high-ability students. We refer to it as our “W ow” piece because it is filled with information about IU students, faculty, and alumni that make you say “Wow!”

This will offer us a fantastic opportunity to present the high-caliber opportunities at Indiana University to prospective students in a way that has not been done before. Look for this brochure in your college fair boxes of materials starting this fall!

• **Contact Cards — continuing the trend.** Starting last fall, instead of having students who are interested in IU fill out a contact card at our booth, we provided them with a take-home brochure that instructed them how to register online with IU as a prospective student. The benefits are endless. In addition to them being able to register in a format they prefer, the response time from campus is immediate, and we can gather more information about them, allowing us to send them specific communications on areas in which they are interested. And we can still monitor how many students we are seeing at fairs based on your evaluations. We will continue to send a small group of contact cards for events for students who do not have access to the Web. This change was an overwhelming success! Our feedback from you, as well as from prospective students, indicated that students much preferred sharing their information online. This process will continue this fall and in the future.

• **Register as a Prospective Student** — Once a student registers online as a prospective student, they will automatically be in our mailing list, but also on our e-mail list serv so that we can electronically communicate with them on a regular basis throughout the enrollment process. Again, in the method that they prefer.

• **Online Applications** — We will continue to encourage students to apply online rather than with a paper application, and ask you to do the same at college fairs. When students apply online we receive their application almost immediately, they tend to hear a decision back from us more quickly, and there is much less opportunity for data entry error, because they are typing their own information right into our database! When students apply online, they still need to have their official high school transcript and SAT or ACT scores sent to us.

We will see this trend continue and the percentage to rise each year. Once students have applied, they are also able to check the status of their application online and don’t need to wait until they receive their letter in the mail.

TRAINING

It is critical as alumni recruiters to stay current on IU admissions information, campus information, and changes in policy and procedures. There are many opportunities for you to update yourself and be best prepared to represent Indiana University:

• **Attend 2003–04 Previews** — Attending an IU Preview presentation is one of the best things you can do to be trained on the most recent IU information. By sitting in on the presentation you will learn about the admission standards, current events, and the application process from a director in the office. In addition, you will hear the most frequently asked questions by students and parents. Please see the listing of 2003 fall previews on Page 6.

• **Regional Training Sessions** — Each year there will be a variety of regional training sessions that are offered for recruiters. This spring, Sarah Thompson offered a training session for the New York Metro Alumni Club in May. In addition, there are a handful of regional training opportunities this fall: Cincinnati, Cleveland, Houston, Boston, Los Angeles, San Diego, and San Francisco as well as special Neal-Marshall alumni recruiter training opportunities in conjunction with special events throughout the state. Club areas will

---

**Percent of Students Who Applied to IU Online**

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000–01</td>
<td>10%</td>
</tr>
<tr>
<td>2001–02</td>
<td>17%</td>
</tr>
<tr>
<td>2002–03</td>
<td>26% (Domestic) 33% (International)</td>
</tr>
</tbody>
</table>
IMPORTANT UPDATES!
Things you NEED to know before the fall!

be notified of the exact dates and times of the sessions as they are set.

- **On-campus Training** — Each spring an on-campus training session is offered for graduating seniors who are interested in joining the Alumni Student Recruitment program. In addition, any time a recruiter is visiting the Bloomington campus, we would be happy to schedule a meeting and do some training or updates while you are here.

Members of the Office of Admissions Staff spend a fall on-campus training day with graduating senior Student Ambassadors and future Alumni Student Recruiters!

- **Online** — The entire Alumni Student Recruiters Training Manual (which is sent to new recruiters and with every box of materials for college fairs) is available online! Please visit the Alumni Student Recruiters Web site to get this and other information that will be helpful to you as you represent the university: http://www.indiana.edu/~iualumsr/index.html.

HONORS COLLEGE

There have been some changes in the criteria for automatic invitation to the Honors College. Starting with the class that will enter IU in the fall of 2004, students applying to IU that have a 1350 combined score on the SAT or 31 composite score on the ACT OR rank in the top 5 percent of their graduating high school class will be automatically invited into the Honors College, based on their application for admission. Once invited to the Honors College, they will be sent an application to apply for Honors College scholarships. As always, individual cases will also be considered. You can read more about the Honors College admission and programs on the Alumni Student Recruiters Web site, or at the Honors College Web site: http://www.indiana.edu/~iubhonor/

Fall 2003 College Fairs

As of July 15, we have already scheduled alumni to attend college fairs this fall in Nebraska, Ohio, Texas, Florida, California, and Indiana! Now is the time when college fair invitations start coming in full-force. We are currently in the process of coordinating alumni represent-
Gerry and Suzi Shane represent IU along with Don Schwarz, alumni recruiter and former faculty member at Livingston High School.

KUDOS!

Congratulations to the following Alumni Student Recruitment teams for receiving the annual “Student Recruitment Recognition Awards” at this year’s Alumni Club Leaders Awards Banquet! These were awarded in recognition of their excellence in service and assistance in many facets of student recruitment for Indiana University, including college fairs, previews, send-offs, and other special events:

Elkhart County, Ind. — Trina Miller, president

New Jersey — Bob Pine, president
Fall 2003 Indiana University Previews — Save the Dates!

Our annual fall tradition of traveling to spots all over the country and doing hour-long preview presentations continues. IU Previews are one of the most popular and effective recruitment activities of the year, as students and parents enjoy hearing from an admissions professional, current students, and local alumni, while viewing scenes of campus. Alumni are an important part of these events and serve as greeters, answer questions, mingle with the students and their families, and welcome the group on behalf of their alumni club. Please join us!

AND ... Previews are new for this year! Even if you have attended a preview in the past, be sure to attend on in your area this year. The format and content of both the preview and the “IU Pre-show” have been changed and there are many new updates for this year.

As of August 19, 2003

<table>
<thead>
<tr>
<th>City</th>
<th>Facility</th>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indianapolis (North)</td>
<td>Carmel High School</td>
<td>Aug. 24</td>
<td>4 p.m.</td>
</tr>
<tr>
<td>Pittsburgh</td>
<td>David L. Lawrence Convention Center</td>
<td>Aug. 24</td>
<td>4 p.m.</td>
</tr>
<tr>
<td>South Bend, Ind.</td>
<td>College Football Hall of Fame</td>
<td>Sept. 7</td>
<td>4 p.m.</td>
</tr>
<tr>
<td>Indianapolis (South)</td>
<td>Beech Grove High School</td>
<td>Sept. 8</td>
<td>7 p.m.</td>
</tr>
<tr>
<td>Lafayette, Ind.</td>
<td>West Lafayette Jr./Sr. High School</td>
<td>Sept. 8</td>
<td>7 p.m.</td>
</tr>
<tr>
<td>New Albany, Ind.</td>
<td>New Albany High School</td>
<td>Sept. 8</td>
<td>7 p.m.</td>
</tr>
<tr>
<td>Columbus, Ind.</td>
<td>Columbus East High School</td>
<td>Sept. 15</td>
<td>7 p.m.</td>
</tr>
<tr>
<td>Muncie, Ind.</td>
<td>Radisson Hotel Roberts</td>
<td>Sept. 15</td>
<td>7 p.m.</td>
</tr>
<tr>
<td>Jasper, Ind.</td>
<td>951 W ernsing Road</td>
<td>Sept. 18</td>
<td>6:30 p.m.</td>
</tr>
<tr>
<td>Bloomington, Ind.</td>
<td>Rawles Hall, Indiana University</td>
<td>Sept. 20</td>
<td>1:30 p.m.</td>
</tr>
<tr>
<td>Houston</td>
<td>Bellaire High School</td>
<td>Sept. 22</td>
<td>7 p.m.</td>
</tr>
<tr>
<td>Dallas</td>
<td>Plano Centre</td>
<td>Sept. 24</td>
<td>7:30 p.m.</td>
</tr>
<tr>
<td>Los Angeles</td>
<td>Campbell Hall School</td>
<td>Sept. 28</td>
<td>4 p.m.</td>
</tr>
<tr>
<td>Nashville, Tenn.</td>
<td>Father Ryan High School</td>
<td>Sept. 28</td>
<td>3 p.m.</td>
</tr>
<tr>
<td>San Francisco</td>
<td>Wingate Inn</td>
<td>Sept. 28</td>
<td>1 p.m.</td>
</tr>
<tr>
<td>Sacramento, Calif.</td>
<td>Sacramento Marriott Rancho Cordova</td>
<td>Sept. 29</td>
<td>7 p.m.</td>
</tr>
<tr>
<td>San Diego</td>
<td>La Jolla Country Day School</td>
<td>Sept. 29</td>
<td>7 p.m.</td>
</tr>
<tr>
<td>Columbus, Ohio</td>
<td>Holiday Inn W orthington</td>
<td>Oct. 12</td>
<td>1 p.m.</td>
</tr>
<tr>
<td>Detroit</td>
<td>Baldwin Public Library</td>
<td>Oct. 12</td>
<td>1 p.m.</td>
</tr>
<tr>
<td>St. Louis</td>
<td>Ces &amp; Judy’s Catering at Le Chateau</td>
<td>Oct. 12</td>
<td>3 p.m.</td>
</tr>
<tr>
<td>Toledo, Ohio</td>
<td>Laurel Hill Swim &amp; Tennis Club</td>
<td>Oct. 12</td>
<td>7 p.m.</td>
</tr>
<tr>
<td>Cleveland</td>
<td>MBNA Corporate Office Building</td>
<td>Oct. 13</td>
<td>7 p.m.</td>
</tr>
<tr>
<td>Cincinnati</td>
<td>Holiday Inn I-275 North</td>
<td>Oct. 19</td>
<td>3 p.m.</td>
</tr>
<tr>
<td>Evansville, Ind.</td>
<td>Harrison High School</td>
<td>Oct. 22</td>
<td>7 p.m.</td>
</tr>
<tr>
<td>Fort Lauderdale, Fla.</td>
<td>Pine Crest School</td>
<td>Nov. 2</td>
<td>4 p.m.</td>
</tr>
<tr>
<td>Miami</td>
<td>Miami Coral Gables W ar Memorial Youth Center</td>
<td>Nov. 3</td>
<td>7:30 p.m.</td>
</tr>
<tr>
<td>Atlanta</td>
<td>The Westminster School</td>
<td>Nov. 11</td>
<td>7 p.m.</td>
</tr>
</tbody>
</table>

Photo and Newsletter Submissions

Alumni submissions for the Alumni Student Recruiters newsletter are always welcome. Please feel free to submit any pictures from recruitment events, such as college fairs, previews, or send-offs to be included in the next issue. You may also serve as a guest columnist and submit an article regarding student recruitment in your area. Please submit to Sarah Thompson, Senior Assistant Director of Admissions, 300 N. Jordan Avenue, Bloomington, IN 47405 or at iualumsr@indiana.edu.
With students from all six populated continents, and from countries as close as Canada or as remote as Tajikistan, IU brings the world to Bloomington. With the support of the university, IU now has had more than 3,000 international students on campus for the past three years. This growth has been led by Chris Foley and Doug Barley of the Office of International Admissions. Chris is the senior associate director and has degrees in Russian studies, history, and English. He came to IU from Arkansas in 1994, and stayed on with admissions after completing his master’s at IU. Doug is a senior assistant director at IU. He’s a tenor hailing from Maine and is completing his doctorate of music while working in International Admissions. He received two bachelor’s degrees from Oberlin College and Conservatory and a master’s degree from the North Carolina School of the Arts. He came to Bloomington in 1996 and manages the undergraduate application processes.

The Office of International Admissions is located in the Office of Admissions and reports to the director of admissions. Unlike the Office of Admissions, which solely reviews undergraduate applications from U.S. citizens and permanent residents, the Office of International Admissions reviews the applications of international graduate students in addition to those from international undergraduate students. We also issue the visa documents that these students use to enter the U.S.

The appeal of IU to international students is strong, and we know that one of our strongest recruitment advantages is you — our alumni! Alumni have volunteered to attend college fairs in countries around the world. You have contacted newly admitted students as well as invited them to your homes and alumni events in your country. We know that these efforts have been a critical part of our recruitment plan, and we thank you in helping us bring these students to IU.

Working with international students can be a challenge — especially in times like these. The war on terrorism, the spread of SARS, visa interviews, the implementation of SEVIS (a federal database administered by the Department of Homeland Security to track international students), and failing international economies make it difficult for us to connect with international students and for them to connect with us. However, despite the challenges in international recruitment, Indiana University hosted more than 3,300 international students in fall 2002 — the largest international student population in its history. These students made up 8.5 percent of the student body, and more than 130 countries were represented. Compared to other universities and colleges, IU has one of the largest international student populations in the U.S.

As you can imagine, International Admissions is exciting and busy. With each year, we see more and more gifted students hoping to study at IU, and they come from all over the world to study everything from oboe in the School of Music, to Native American languages in the College, to computer information systems in the Kelley School of Business. For the past three years, we have welcomed nearly one thousand new international students to campus each fall, and we spend the entire previous year recruiting applicants, reviewing their credentials, and then issuing visa documentation for those admitted. August is extremely exciting for us because we get to see all the students with whom we have been working over the past year.

Today, we are getting a lot of questions about whether we’ll see a big drop in the number of international students attending this campus. Perhaps, but interest in attending IU is still strong. The number of applications are at record levels (more than 6,000 applications), and the candidates are strong. However, there are
many obstacles between the admitted international student and IU. A student must demonstrate the ability to pay for study at IU (international students are not eligible for most forms of financial aid), obtain a visa from a U.S. consulate or embassy, travel to the U.S., and pass through immigration before attending IU. This is much easier said than done, and there are indications that many international students are electing to attend schools in other countries (for example, the U.K., Canada, and Australia) rather than face the challenges of coming to the U.S.

This isn’t the first obstacle IU has had to face in recruiting international students. In the late ‘90s, there was the Asian economic crisis followed by the tragedy of September 11. Both events cast doubt on the size of the incoming international class. But we weathered each of these crises to bring in bigger and better international classes. So far, the impact of this year has not been severe, and we are doing everything possible to help these great students join you as alumni of IU.

Alumni Siddhaert Jain, left, Gaurav Parikh (club president), center, and Vaibhav Shah represent Indiana University at the Mega Education fair in Mumbai, India.

Many interested students visit the IU booth at the fair.

New addition to the ASR Program Staff

Krista Brix
Admissions Assistant

Krista grew up in northern Indiana, in a small town off of Lake Michigan named Chesterton. After high school, she went to Indiana University for two years before taking some time off to work in childcare. In 1998, she returned to IU to finish a general studies degree. She is currently living in Bloomington, working on a library science master’s degree, and has replaced Lydia as Sarah’s assistant with the Alumni Student Recruiters Program. You can contact Krista at (812) 855-9776 or kbrix@indiana.edu.

Order Large Table Displays or six-foot Table Banners

The same six-foot table banners and large IU table display boards, that are used by the Office of Admissions at recruitment events are now available for your club to purchase! The display boards allow you to select from a number of photographs showing scenes from IUB.

If you would like to purchase either of these items to spruce up your college fair table, let me know by e-mailing me at iualumsr@indiana.edu or calling (812) 856-4575. The cost of the table banners is $100 and the table displays are approximately $200. Production time is approximately four weeks.
Meet the Recruiters:
Maureen Dunigan and Renne Holmquist, Recruitment Coordinators,
Chicago Alumni Club

MAUREEN:
My name is Maureen Dunigan and I attended Indiana University Bloomington from 1996 to 2000. I graduated with a B.S. from the Kelly School of Business and majored in accounting and finance. While at IU, I was very involved and active on campus. I was a member of the Alpha Gamma Delta sorority. As a member I participated in IU Sing for three years and was a song leader my senior year. I also joined the Student Alumni Association where I served as a director of special events for a year and vice president of internal relations for a year. Being part of the Student Alumni Association board gave me many great experiences. I hosted many football game-watching parties in the president’s box of Memorial Stadium. I also was able to meet Herman B. Wells, which was an honor. After I graduated I moved back to Chicago, where I am originally from. I have been working as accountant for the past three years. I have worked for a few different companies but have always stayed with accounting. I am presently working for a company called Legacy Professionals LLP. Since I moved back to Chicago I have also been a volunteer student recruiter for IU. Being a student recruiter is so much fun because I get to share my knowledge and experiences of IU with prospective students. The one thing I tell every prospective student is to take a campus visit. I know that the decision maker for me was seeing the campus and experiencing the friendly Bloomington atmosphere. I look forward to my new position with the IU Alumni Club of Chicago, and to continue to meet and recruit students to IU from Chicago. I also look forward to working with other alumni who are just as enthusiastic to help with recruiting or with other alumni events. Go IU!

RENNIE:
I attended IU from 1995 to 1999, graduating with a B.A. in finance and international studies with a strong minor in Russian language. I am from Golf, Ill., a small northern suburb of Chicago. While at IU, I was involved in several organizations. I was a member of the judicial board of my dormitory (MCNutt), I was a four-year member of the IU Marching Hundred, IU Pep Band, member of the men’s crew team, treasurer of Alpha Kappa Psi Professional Business Fraternity, IU SA, IU SF, and a volunteer usher at the IU Auditorium. I was never at a loss for activities, but the people I met were worth it. Between my junior and senior year, I participated in the School of Business overseas study trip to Mikkeli, Finland, for 10 weeks. As part of that trip, I got to spend a week in Russia and travel throughout Scandinavia, meeting new people at every stop. After graduating in 1999, I moved back to Chicago having accepted a position as a portfolio analyst with The Northern Trust Company. After a little more than a year at Northern Trust, I switched jobs and worked as a risk consultant for Arthur Andersen. I was with Andersen until the very end, when another company bought my group, and presently I work for Protiviti, a company specializing in internal audit and risk consulting. As part of work, I help out with college recruiting and travel to Bloomington as much as I can to participate in recruiting, discussion, and mentoring-type activities. I live in Lincoln Park, a place teeming with hundreds of IU graduates. As soon as I returned to Chicago in 1999, I joined the Alumni Student Recruiters and started attending the college fairs in the area to help inspire and inform people about how much IU has to offer and what an excellent experience IU can be. I was recently appointed to co-vice president of student recruiting for Chicago with Maureen Dunigan. I look forward to getting more involved with IU in the future. Attending college at IU was truly an amazing experience. The quality of the people you meet and the programs IU offers is outstanding. Many of my closest friends today are the people I met my first day in the dorm. I had such an invaluable experience at IU that my younger brother followed in my footsteps and will be a sophomore this year. IU may seem like a big university, but the environment and the atmosphere that is there makes it feel like a second home.
Members of the board of trustees, members of the Indiana Legislature (for whose presence I am deeply appreciative), members of the Indiana University family, and friends of this special institution: President Eichhorn, President Bepko, and President Ryan, I am honored to accept the invitation of the board of trustees to serve as the 17th president of Indiana University.

Each of us needs a support system. I would like to begin my brief comments this morning by introducing to you a very special person in my life. She is for me the foundation of the essential support system that every leader must have. She will be an active partner in our service to you and to the state of Indiana: my wife, Karen.

Having conducted similar searches for four university presidents in Florida, I can attest to the exceptional nature of your very thorough screening efforts, your very probing and insightful questions on all aspects of institutional life, and perhaps more important, your obvious commitment to make a presidential selection that reflects the needs and aspirations of the university.

You can be assured that I will work tirelessly to justify your confidence.

To the people of Indiana, my message is very simple. First, it is with great humility that I accept the responsibility of serving as the steward of one of your most valuable assets. Over the years ahead, I will never forget that every IU president has an obligation to enhance your university and ultimately to leave it even stronger and more distinguished than we have found it.

Second, my wife and I are committed to becoming not just residents of this great state, but citizens who feel an obligation to participate in a wide array of activities focused on enhancing the quality of life for all our people.

To the faculty, students, staff, and alumni of the university, it is an honor to join you as a new member of the IU family. The distinctive record of institutional accomplishment that is a source of appropriate pride for each of you is a reflection of your collective efforts to build a world-class university. I understand and value the unique roles that these critical elements of the IU family play in the quest to achieve your high institutional aspirations.

This understanding is built on experiences accumulated during an academic career of over 34 years. I have had the opportunity to serve as the leader of the second-largest university system in America, with 10 universities and 18 additional instructional sites, almost 250,000 students, and a budget exceeding $5 billion. I also have had the privilege of serving as a faculty member and academic administrator in a major AAU research university, a land grant institution, an urban research university, a comprehensive university, and both a regional education center and a branch campus.

I share this background information with you to make the point that I am of the professorate. I am sensitive to the academic values that guide our behavior in the conduct of professorial responsibilities. I am firmly committed to the philosophy of collegial governance that shapes our decision-making processes. And I recognize the
centrality of outstanding teaching and cutting-edge research to the mission of a premier university such as this. I understand the importance of securing the essential funding that such teaching and research excellence demands. I acknowledge the critical need for active alumni who care about their alma mater and work with university officials in pursuit of our institutional aspirations. I know how important a highly skilled staff that supports our faculty and students is to advancing the mission of the university.

I affirm the reality that our most important mission is the education of students and that learning occurs not only in the classroom, but also through student involvement in all aspects of university life including research, international experiences, and intercollegiate athletics. And I value deeply the important and unique role that universities play in our society as key pathways to professional success and to personal achievement.

Effective higher education leadership demands respect of these fundamental aspects of our enterprise that make universities such important instruments of societal advancement.

It also demands an understanding of and commitment to fulfilling our obligations to the citizens of this state. We must be responsive to the higher educational needs of the citizens of Indiana. We must engage in research that not only advances the frontiers of knowledge, but also better informs public policy, fosters economic growth and enhances community development.

We must participate in community service activities that strengthen both early childhood and K-12 instruction.

We also must be as efficient and effective as possible in the use of the public resources that are entrusted to us.

I look forward to listening to and learning from each of you over the weeks ahead. I look forward to sharing my observations and specific thoughts about the significant opportunities that await us as an institution and also as a state. I also look forward to leading our collective efforts to lift this university even higher among the ranks of America’s most outstanding research universities.

Thank you again for your warm welcome into the Indiana University family. I can tell you that I am now more excited than ever about making this our new home.

---

**Student Send-offs**

Fantastic job to all of the clubs that have hosted (and are in the process of hosting) Student Send-offs this summer for incoming students and their families! We have been told over and over by students who attend these events that they are one of their favorite things about the recruitment process and that it is a great kick-off to the start of their time at IU. If you are still planning on hosting a send-off, please contact Margaret Hamilton-Williams at mahamilt@indiana.edu.

Ron Lind, club president, welcomes the students and congratulates them on their decision to attend IU. Incoming IU freshmen at Lebanon High School get “Sent-off” to IU by the Herman B Wells Club of Boone County.
Student Recruitment News!