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2006 Founder's Day Video Series Script

Illinois State University

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Historical Video #12
Academic Retrenchment and Social Redirection

- On July 15th, 1977, Lloyd I. Watkins became the 13th president of Illinois State University. 1
- Dr. Watkins came to Illinois State from West Texas State University where he had been president since 1973. 2
- At his first public appearance, President Watkins remarked that colleges and universities must teach people adaptability by means of fundamentals rather than specialization. 3
- And the beginning of another phase in the history of Illinois State University was about to begin. 4

From State Supported To State Assisted

- President Watkins' most notable accomplishment was the revision of academic policies and standards—revisions that produced a profound qualitative change in the University. 5
- But the characteristic that would claim most of his attention was the basic under funded condition of the University. 6
- Salaries for faculty and staff were uncompetitive and did not keep up with inflation, 7
- the student/faculty ratio was one of the highest in the state, 8
- and instructional resources were either outdated or scarce. 9
- But somehow, just as it had in the past, Illinois State found ways to keep moving forward. 10
- Limited new funds permitted the expansion of computer facilities, 11

the remodeling of Moulton and Felmley Halls,	12
and the conversion of the old Milner Library for use by the College of Business.	13
Equally important, an agricultural research laboratory building won state approval.	14
And finally, after years of funding struggles, the laboratory schools were formed as an independent school district thus making the schools eligible for assistance from the state's common school fund.	15
But alas, the budget problems would not go away.	16
In 1980, the Board of Higher Education directed that all public universities cease using tax revenue in support of residence halls and student unions.	17
For the residence halls to become self-supporting, students would have to pay higher room and board fees.	18
To increase student and community use of the student union, painting and lighting improvements were made, and a bookstore, video arcade, travel agency, and a McDonalds restaurant were added.	19
The board's approach to addressing shortfalls in academic programming was to increase tuition.	20
Students were quick to voice their opposition to the tuition increases, even holding an "ISU Lemon Day," where students signed their names on lemons that were delivered to the state legislature.	21
Faculty morale was impacted by cutbacks, heavy teaching loads, low pay, and lack of public support.	22
Faculty who could, left for jobs in other states.	23
President Watkins reminded anyone who would listen that Illinois State was already cost effective, and any further cuts cut into muscle not fat.	24

The Governor gave the legislature a choice between a tax increase package or a dooms-day budget.	25
Happily his efforts were successful in arousing the public, and finally the legislature, to adopt tax reform measures. The University's budget crisis was eased, at least for the time being.	26
But, the board reminded campuses that they were not a growth industry, and needed to shift their emphasis to quality.	27
From 1982 to 1988 only three new degree programs were developed.	28
However, in less dramatic ways, other academic advancements did occur during the years of budget difficulty.	29
Among them were improved academic standards,	30
recognition of outstanding graduating seniors,	31
a return to writing skills and a writing exam,	32
an honors residency program, and	33
more numerous study abroad opportunities.	34
There were also increases in outreach and public service activities,	35
and expanded continuing education programs.	36
It's not really possible to fully evaluate the consequences of the years of fiscal retrenchment, but in certain odd ways the effects were positive.	37
The survival of forward planning now depended on linking budget decisions to institutional priorities,	38
a larger number of faculty aggressively sought grants and contracts to support research, teaching and public service,	39

and, in 1983, President Watkins launched aggressive new efforts to improve the level of private fund raising. 40

External Influences

Aside from the budget issues, one of the most significant influences on the university in the 1980s was the shrinking of high school graduating class sizes. 41

President Watkins implemented counter measures to maintain enrollment stability. Student recruitment became more important. 42

High potential student and special assistant programs were invigorated, 43

and the number of students of Asian and Hispanic heritage increased. 44

But the greatest increase in enrollment came from students who were 25 years and older, pushing Illinois State to a record enrollment, this while nearly all other public universities in Illinois were experiencing declines. 45
46

Another significant factor bringing change to the University during the '80s was the application of rapidly developing computer technology. 47

The holdings of Milner Library were computerized, 48

academic departments required greater computer resources, 49

and soon there was a need for a campus-wide computer strategy. 50

By the late '80s, CRT terminals and microcomputers seemed to be in use everywhere. 51

The Right to Party

Alcohol seemed to find its way to the center of many controversies both on and off campus.	52
During the summer of 1979, the state legislature raised the drinking age back to 21, causing the University to amend its policies for residence halls.	53
A party problems that had been growing on campus suddenly shifted to the surrounding community.	54
In the Fall of 1980, Normal's police chief announced " Our intention is to stop these large, loud, uncontrollable parties, and I mean business!"	55
The next day, 30 officers broke up a particularly large party.	54
The following week, 1500 students marched in protest ending up blocking the Main Street and College Avenue intersection for over an hour. The crowd ultimately dispersed without major incident, but the stage was set for future confrontations.	56 57
Student partying just seemed to grow with larger, noisier crowds, and more illegal beer sales than ever before.	58
Two deaths were recorded as a result of such parties, and the police and the community became more determined to stop the activities.	59
When students returned to campus in the fall of 1984, they encountered new ordinances passed while they were away for the summer. In place were new restrictions on keg sales and a new mass gathering ordinance.	60 61
From the first weekend and throughout September, mass parties were organized, followed by large numbers of arrests and seizure of beer kegs.	62
When the Chicago Cubs clinched the divisional championship in 1984, a happy celebration turned into an outbreak of violence.	63

About 2,000 students rampaged through downtown Normal, ending up at Hancock Field where they tore down the iron goal posts.	64
Several days later, members of the police department were issued “fun-buster” t-shirts and over the next weekend proceeded to make record arrests.	65
The following week, an anonymous leaflet called for a Wednesday night rally on the Quad.	66
Chanting “Lehr, Lehr, we want beer,” and drawing courage from beer kegs brought in, the crowd grew into an unruly mob.	67
What followed was a destructive riot with perhaps as many as 2,000 students battling with city, county and university police in downtown Normal.	68
With bullhorn in hand, and narrowly being hit by flying beer cans, President Watkins twice appealed to the students to disperse. But the demonstrators would not be stilled.	69
Students smashed windows, damaged police cars, and hurled insults and rocks at police who fought back with riot batons.	70
When the violence finally petered out in the early morning hours, the streets were in shambles, and three students and two police officers had been hospitalized,	71
The violence of that night was a national news story the next day. Dr. Watkins later told the academic senate, “The University was dragged through the mud by a few people, and the value of a diploma from this university is not quite what it was a week ago.”	72 73
Party problems would continue, but by the later 1980s, the bitter relations slowly gave way to a calmer environment.	74

Ultimately, the partying and the consequences
became an individual thing more devoid of the
emotions that had characterized the past. 75

But It Wasn't All About the Parties

Although the '80s were characterized by the growth
of large parties, many students were finding other,
more positive college experiences. 76

The marching band increased in size throughout the
'80s, taking pride in its name, "The Big Red Marching
Machine." It was one of the largest bands in the nation
and appeared on national TV at several
professional football halftime shows. 77
78

After several years of planning, the Shakespeare
Festival at Ewing Manor was inaugurated with a
performance of "Twelfth Night," and quickly
established itself as a major summer theatrical
attraction in the Midwest. 79
80

The Presidential Scholars Program gained national
attention, 81

and the Minority Opportunity Program opened
the door for many students to find success. 82

Professional practice and internships became important
extensions of the classroom where students
gained college credit and practical
experience working with private firms and government
agencies. 83

And a New Arena Is Conceived

In the mid '80s, a different issue drew the attention
of campus. President Watkins proposed the
building of a \$9 million arena for intercollegiate
athletics and other activities. 84

The arena would be funded by student fees and
community contributions. 85

At first there seemed to be considerable student support, perhaps attributable to the success of men's and women's basketball teams.	86
The women's team had produced such great players as Cathy Boswell who was a member of the gold-winning 1984 Olympic team.	87
The men's teams were tagged as "blue collar" by national broadcasters as they went to the NCAA tournament several years in a row.	88
But as the campaign to sell the new arena gained momentum, so did the opposition.	89
The turnout for the arena referendum was one of the largest in the school's history.	90
The fee was supported by a very small margin: 2,430 to 2, 217.	91

Funding Issues Return

A return of severe budget problems in the late '80s imposed a fiscal austerity on university operations reminiscent of the dark days of early '80s.	92
Program improvement funds were slashed and nothing was available for salary increases.	93
The provost office took steps to reduce enrollment, but because of greater retention, the enrollment actually went up.	94
Governor Thompson proposed tax increases and university presidents including Dr. Watkins went out across the state to stump in support.	95
The legislature rejected the tax increase and the university's budget was cut.	96
Again, tuition was increased.	97

The 1987-88 school year was in most respects a bleak year.	98
The bright spots included the Vidette's celebration of 100 years of publication,	100
the completion of the Cook Hall renovation,	101
and the continued construction of Redbird Arena.	102
But, students faced higher tuition and fees,	103
class sizes were larger,	104
teaching loads were heavier,	105
new programs starts were postponed,	106
and no salary increases were available for faculty and staff.	107

The President Has Had Enough

Perhaps it was inevitable that President Watkins, as the official everyone held responsible for the state of the University, should become the target of discontent.	108
Criticisms and complaints were expressed, and petitions began circulating calling for campus-wide faculty meetings.	109
As the noise grew, President Watkins provided explanations and counter-arguments to his critics, few of whom were interested.	110
On January 14, 1988, the Pantagraph announced that Lloyd Watkins would step down as president and return to teaching.	111
He made it plain that his decision was not because of faculty criticism.	112
His reasons included his conviction that the university would benefit from a change of	113

leadership, that he had reached his limit of frustration with the funding of higher education in Illinois, and that he and his wife wished a more private lifestyle.	114
In his closing comments to the board, Dr. Watkins said that he had “as good of an 11 years as someone arrogant and stupid enough to become a university president could hope for.”	115
Although President Watkins’ resignation came during a time of institutional stress, Illinois State’s condition was stronger in 1987 than it was when he arrived in 1977.	116
Admission requirements and academic standards were higher,	117
the quality and performance of students had greatly improved,	118
academic programs had improved,	119
and internal procedures were in place to assure continued improvement, even in light of continued funding inadequacies.	120
University people took pride in the fact that among Illinois’ public universities, only Illinois State and the University of Illinois were included in a national survey published in 1988 titled <u>How to Get An Ivy League Education At a State University.</u>	121 122
On June 23, 1988, the Board of Regents appointed Thomas P. Wallace to be the University’s fourteenth president.	123

A New Type of Leader

Tom Wallace came with high expectations from a group of faculty who were restless. Some confided a frustration so great that they referred to Illinois State as the “University of Lost Opportunities.”	124
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Wallace, a trained chemist, had been serving as the chancellor of Indiana University-Purdue University at Fort Wayne. 125

He was assertive and energetic, and arrived forewarned about the state's lagging financial support. 126

In one of his first press conferences Wallace said he would seek more external funding, a concept he described as "the privatization of public higher education." 127

Enthusiastic Support for A New Direction

President Wallace was determined to change the fate of Illinois State University, remarking that "it might not be possible to change the direction of the wind in Illinois, but we can adjust the angle of the ISU sails." 128

He detailed the need for the University to invest in fund-raising, alumni programming, public relations, and publications, 129

and announced that the time had arrived for all administrators to acquire an entrepreneurial attitude. 130

He moved quickly to overcome a critical shortage of academic space, particularly near the central Quad. 131

One early effort was a plan to reformulate bond indebtedness, therein generating funds to construct a new Student Services building without increasing student fees. 132
133

Wallace eliminated an entire vice presidency as well as many other high level posts to streamline the central administration and free funds for other investments. 134

He also revealed a plan to cut enrollment by 3,000 to bring resources more in line with students served.	135
By 1990, the University could boast that \$7.5 million in donations had been received, that more than \$900,000 had been added to the student scholarship endowment, and that the senior class had pledged a record \$101,000 to surpass the giving of many Big Ten schools.	136
An equity plan had lifted faculty salaries an average of 24% and dry promotions were addressed,	137
enrollment had declined according to plan, and a strategic plan titled “Toward the Year 2007: A Vision Statement” had been developed.	138
By 1991 the university’s endowment had doubled with a record high of \$3.2 million in private donations.	139
Faculty had acquired a record of more than \$7 million in external funding for research and public service.	140
Economic development programs were strengthened,	141
through R&D support from the University’s Technology Commercialization Center, the University acquired its first patents,	142
And unique units of excellence were created including the Katie School of Insurance, and the Center for Mathematics, Science, and Technology Education.	143
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Change Makes Friends and Enemies

While President Wallace was leading a revolution on campus, he was also a growing voice for change in the overall approach to funding higher educations.	146
He formulated and advanced plans for the redistribution of tuition as a financial aid model.	147

He proposed financing new classroom buildings with private support and land trades.	148
He sought to use student fees to support building projects.	149
And along the way, he questioned the absences of concern from the press, the legislature, and the higher education boards to address the issues. In so doing, he gained a few enemies.	150 151
Under Wallace's leadership Illinois State became known as Wally World that was run by Robin Hood who was such a cold-hearted soul that nobody's job was secure.	152
People commented on his inability to move at ease in social settings, and that he did not seem to accept criticism well. There were growing doubts about the University's new leader.	153
His decisions, made with little discussion, to eliminate the campus museums, and the entire College of Continuing Education, only furthered the doubts.	154 155

Letters that haunted: IBHE and PQP

In 1991 the Illinois Board of Higher Education launched its own strategic planning exercise known as Priorities, Quality, and Productivity, or PQP.	156
The state was choosing to support quality and eliminate less effective programs.	157
By 1992 the IBHE had developed a hit list of programs to be considered for elimination. The list called for the removal of the Agriculture Department, as well as many other academic programs.	158 159
The attack on the agriculture programs ignited a firestorm of opposition. Wallace argued that the department generated more than half its budget from farm product sales, grants, contracts, and gifts.	160 161

He defended against the other cuts by reminding the board that Illinois State University had the state's best record for degrees conferred and cost per program, was below the state's average for public service and research appropriations, was under the state's average for administrative costs, and equaled or exceeded the state's average for productivity.	162
In the end, the Agriculture Department as well as the Ph.D. in biological sciences and the masters in music were saved. However, many programs, both by decisions of the University, and by the PQP influence, were eliminated.	164
In 1993, Wallace announced that the University had met the IBHE recommendation to free up 6 to 8 percent of appropriations to invest in higher priorities.	165
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Moving Forward: Finding a Way

Even though funding was still holding the University back from many of its goals, considerable progress was made.	167
It was during this time that Fell Hall underwent a major renovation changing it from a residence hall to a classroom building, and supporting the largest ever move of faculty and staff offices.	168
Redbird Arena was completed.	169
The University purchased the former Old Main Bookstore and redesigned it as the Professional Development Building.	170
A new building was constructed for the Office of Residential Life.	171
The elevator capacity in Watterson Towers was doubled.	172
The former Pizza World building was purchased and redesigned for continuing education programs.	173

Temporary modular buildings were placed near Schroeder Hall to add much needed classroom and office space.	174
The University purchased the Citizens Square Professional Building to house the growing academic research programs.	175
The University purchased the building at 211 N. University Street to house the ROTC program.	176
A Chicago Office of Illinois State University was established in rented space in the heart of the loop.	177
Two multi-level parking structures were completed to address the never-ending shortage of parking space.	178
A new Aquaculture Building was constructed on the University farm.	179
Property was acquired in downtown Bloomington to house the graduate art program.	180
A new building for the Vidette was planned.	181
The campus grounds were dedicated as the Fell Arboretum.	182
Through a land swap, the Town of Normal vacated a section of School Street thus eliminating a considerable pedestrian/vehicle conflict area.	183
And, after more than 20 years of trying, funding was secured for a new state-of-the-art Science building.	184
It was also during this time that a new fiber optic backbone system to connect all campus buildings was completed, and a much needed digital communications system was established, finally eliminating party lines.	185
Under Wallace's direction, the University undertook a comprehensive review of institutional identity, resulting in a new logo, new communications standards, and a new communications infrastructure.	186
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Unfortunately, the review also resulted in the revision of the University motto included on the Seal.	188
The motto, “And gladly would he learn and gladly teach” taken from Geoffrey Chaucer’s 14 th century <i>Canterbury Tales</i> , was given a non-sexist make-over to become “Gladly We Learn and Teach.”	189 190
To many on campus and off, the change was sacrilege.	191
Editorialist across the nation found it worthy of comment.	192

Wallace Is Targeted

Despite his reputation and unadvised decisions, Tom Wallace enjoyed considerable campus support as 1994 drew to a close.	193
But when it was discovered that he had been receiving salary supplements from the University Foundation without reporting them, his support began to diminish.	194
Although few felt that the compensation provided Wallace was out of line, and in fact, would agree that it was far below the salaries of peer institutions, it never-the-less seemed somehow inappropriate.	195
The Pantagraph, never a friend of Wallace’s, made the issue into a major story.	196
Faculty held a general meeting in February of 1995 and voted 190 to 64 to investigate the President’ conduct.	197
The Committee to Assess the President reported in May that it found no evidence that Wallace had violated policies, but there was a need for him to be more open and responsible in the areas of decisions-making and shared governance.	198
At a meeting to discuss the report, sentiment erupted for further action and a resolution for a vote of confidence in the President.	199

Results of the vote in July showed that faculty, by a margin of 249 to 219, lacked confidence in Tom Wallace as President. 200

Four days later, Wallace announced his resignation to be effective August 15, 1995. 201

A Need to Heal

In the wake of Tom Wallace's resignation the University turned to David A. Strand to take control. 202

Dr. Strand was a long time administrator having served as Vice President of Business Finance and Vice President and Provost for many years. 203

Strand was hailed as an administrator whose wide experience, numerous friendships on campus, and low-key style was exactly what the institution needed. 204

He stepped in as the interim and soon after was given a three year appointment as the university's fifteenth president by the newly appointed Board of Trustees. 205

President Strand announced that he would not serve beyond that point. 206

He pledged to improve communication and restore a sense of community on campus. 207

Collaborative Management and Better Fiscal Times

President Strand was intent upon maintaining the recent progress of the University. 208

He would be immediately called upon to guide the transition from the Board of Regents system to a new system that gave Illinois State its own individual Board of Trustees. 209

Even early concerns regarding the powers of the new board and perceived attacks on tenure would be discussed and managed so that the institution could keep moving forward. 210

The state's ever-strengthening financial position started making life bearable again on campus.	211
After years of being among the lowest, the State of Illinois reached the top quartile in state higher education funding in 1996.	212
Budget increases were now a reality, evidenced by the 5.6% increase for fiscal year 1997.	213
New faculty and staff positions were easier to fund, as were salary increases, and the further implementation of a salary equity plan.	214
Keeping pace with the ever-changing demands for technology became more manageable.	215
And plans were implemented that better matched tuition and fee increases with average increases in disposable income.	216
President Strand would also direct the initiation of a new strategic planning exercise with a challenge to truly perceive a new and better Illinois State University.	217

Making Things Better

Of significance to President Strand was progress in the area of diversity.	218
Dr. Strand and his wife created and endowed a special award to provide tangible recognition to those who had assisted the commitment to diversity on campus.	219
Strand was also instrumental in gaining student support for fee increases to fund a long-term, \$42 million facilities enhancement program.	220
The plan would help build a new Center for Performing Arts, a 500 car parking garage, and support infrastructure work on residence halls.	221

President Strand was determined to bring about the merger of the Mennonite College of Nursing with Illinois State University. The addition of the College provided the University with its first professional program.	222 223
The President was equally involved in championing the redesign of the general education program.	224 (no 225)
During this time the University was able to maintain enrollment even as other institutions struggled, and even as Illinois State began increasing its admissions standards.	226
Illinois State was becoming an institution of first choice in the state.	227
Donations to the University continued to grow with new records realized each year.	228
Special campaigns brought support for a proposed new Shakespeare Theatre at Ewing Manor.	229
As well as the proposed <i>In Exchange</i> sculptural garden on the vacated section of School Street.	230
And the record largest gift ever received by the University, \$9.5 million from the State Farm Foundation, would greatly improve the priority status of a proposed new College of Business Building.	231 232
Around the campus, improvements were becoming almost commonplace.	233
Smart classrooms were being installed.	234
The World Wide Web was changing many aspects of teaching and learning.	235
The Extended University was vastly increasing outreach programs.	236
Even the campus grounds were improving with the help of the Fell Arboretum structure.	237
A new seating area was installed near Hovey Hall.	238

New pedestrian gates, named the Lincoln Gates and built to reflect the style of the Fell Gates, were installed as a west entrance to the Quad.	239
And the Old Main Bell, that had sat silent for over 30 years, was refurbished and would ring again in celebration of Founders' Day.	240
Along the way, the University was not afraid to call attention to itself. Even the Athletics Logo was revised to reflect a new era of success and determination.	241
But the dedication of the new Science Laboratory Building was without doubt the icing on the cake.	242
This state-of-the-art facility was a symbol of what Illinois State University was becoming.	243

A Planned Transition

As planned and promised, President Strand announced his retirement to be effective in June of 1999.	242
He had served his institution well, healing the wounds maintaining the growth, and championing many initiatives that would bloom in future years.	243,
A year long effort to find a new president ended up again in the University's own backyard.	244
Victor John Boschini, Jr., who had served as the Vice President for Student Affairs for the past two years was selected as the University's 16 th president.	245
Boschini was viewed as someone who understood and appreciated Illinois State's strengths, and had the vision to face its challenges.	246

Modern History

In the context of all that has come before, it is difficult to chronicle the most immediate past of an institution without the perspective of removed reflection.	247
Therefore, a glimpse at the highlights from this point forward will have to suffice.	248
But most will agree that President Boschini brought an enthusiasm and sense of humor not often seen in the President's office.	249
The University embraced the new President with an elaborate inauguration, the first on campus in over 30 years.	250
Boschini was intent on making friends in Springfield and Washington D.C. to further the University's interests.	251
State funding continued to rise, making it easier to seek program expansion and support increased salaries.	252
Faculty continued to bring in record grants and contracts in support of research and teaching.	253
President Boschini was able to point to the considerable construction on campus as indicative of the institutional health.	254
Funded by a generous alumnus donation, the Kaufman Football Building became a reality.	255
Funding was secured for a much needed renovation of Schroeder Hall.	256
The sale of University owned land on the east side of town provided funding to acquire a research farm near Lexington, and planning commenced to move all farm operations to the new site.	257
	258

And, the Center for the Performing Arts was completed providing a new state-of-the-art 450 seat theatre and 800 seat concert hall.

259
260

Educating Illinois

In 2000, the University embraced the results of the past few years efforts to develop a new strategic plan.

261

The plan was called “Educating Illinois: An Action Plan for Distinctiveness and Excellence” and it soon took on a life of its own.

262

Never before in the University’s history had a strategic plan been given such promotion and marketing.

263

The plan identified the University’s core values, presented a consensus vision statement, and laid out specific goals and actions.

254

It seemed as though the entire campus was immediately involved in new efforts to implement the plan, and ensure that it would not sit on a shelf and collect dust.

255

Realizing Privatization

After years of preparing the campus to pursue what President Wallace had called the privatization of public higher education, the campus initiated its first comprehensive capital campaign.

256

Titled, Redefining Normal, the campaign had a enthusiastic kick-off that included a major campus family event,

257

a black tie ball,

258

and a town meeting conducted by former Secretary of State Madeline Albright and former United Nations Ambassador and Illinois State alumnus Donald McHenry. 259

For the next few years, the entire campus would become deeply involved in supporting the campaign. 260

Again With the Funding and Yet Another Change in Leadership

Like most of the country in the fall of 2001 the economy of the State of Illinois soured. 261

Funding for higher education began taking major hits. The time of prosperity seemed all too short. 262

Each year brought budget cuts, mid-year recissions, and forced contingencies. 263

For fiscal year 2003, the budget was slashed \$8 million. 264

Tuition had to be increased by 9.2%. 265

For fiscal year 2004, a \$10 million budget reduction plan was required. 266

A hiring freeze for non-faculty positions was implemented, as was a considerable reduction in travel, equipment, and service hours. 267

The good times were definitely over. 268

Shortly after addressing the faculty and staff to discuss the weakened financial condition of the University, Vic Boschini announced that he had been lured to new job at Texas Christian University by a considerable salary increase and the security of a comfortably endowed private University. 269
270

After only a few years, the institution would again need to find a new leader. 271

The Backyard Produces Again

Dr. Al Bowman, who had been serving as interim Provost and who had been a long time University faculty member and chair of the Department of Speech Pathology and Audiology was selected to serve as interim president. 272

Again, after a national search, the Board decided that the backyard produced the best candidate, and Al Bowman was selected as the University's 17th President.. 273

He would inherit a university that had lost \$18 million in state support, 274

Had eliminated or left vacant 179 non-faculty positions, 275

Had laid-off 28 administrative and support staff, 276

Had a continuing hiring freeze, and reduced travel, equipment, and service hour support. 277

And had not been able to provide faculty and staff raises for two years. 278

President Bowman made it clear from the beginning that maintaining the competitiveness of faculty and staff salaries was his first priority. 279

He created ways to reallocate resources to support modest pay raises after his first year as interim president. 280

Bowman was viewed as a leader that would not be dismayed by the current financial woes. 281

He immediately became an active participant in the capital campaign, and presided over its closure that recorded over \$96 million in donations and pledges.	282 283
He presided over the dedication of the new College of Business Building, a structure that again provided the campus with a sense of progress and prestige.	284 285
And he too could point to the continued renovation of Schroeder Hall, the renovations of the residence halls, and other campus projects as evidence of a campus with a brighter future.	286 287

And the Future Brings?

As the University moves into its 150 th year, there is a very real sense of accomplishment, as well as a very real sense of urgency to accomplish more.	288
Illinois State University is Illinois' first public university, and is quickly emerging as the university of first choice for high achieving, motivated students.	289 290
This is a place that truly offers a premier undergraduate experience.	291
This is a place that truly offers nationally ranked programs.	292
This is a place that truly is... Educating Illinois.	293
Illinois State University has, is, and will continue to be the Grandest of Enterprises.	294

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Limited new funds permitted the expansion of computer facilities, 11

the remodeling of Moulton and Felmley Halls,	12
and the conversion of the old Milner Library for use by the College of Business.	13
Equally important, an agricultural research laboratory building won state approval.	14
And finally, after years of funding struggles, the laboratory schools were formed as an independent school district thus making the schools eligible for assistance from the state's common school fund.	15
But alas, the budget problems would not go away.	16
In 1980, the Board of Higher Education directed that all public universities cease using tax revenue in support of residence halls and student unions.	17
For the residence halls to become self-supporting, students would have to pay higher room and board fees.	18
To increase student and community use of the student union, painting and lighting improvements were made, and a bookstore, video arcade, travel agency, and a McDonalds restaurant were added.	19
The board's approach to addressing shortfalls in academic programming was to increase tuition.	20
Students were quick to voice their opposition to the tuition increases, even holding an "ISU Lemon Day," where students signed their names on lemons that were delivered to the state legislature.	21
Faculty morale was impacted by cutbacks, heavy teaching loads, low pay, and lack of public support.	22
Faculty who could, left for jobs in other states.	23
President Watkins reminded anyone who would listen that Illinois State was already cost effective, and any further cuts cut into muscle not fat.	24

The Governor gave the legislature a choice between a tax increase package or a dooms-day budget.	25
Happily his efforts were successful in arousing the public, and finally the legislature, to adopt tax reform measures. The University's budget crisis was eased, at least for the time being.	26
But, the board reminded campuses that they were not a growth industry, and needed to shift their emphasis to quality.	27
From 1982 to 1988 only three new degree programs were developed.	28
However, in less dramatic ways, other academic advancements did occur during the years of budget difficulty.	29
Among them were improved academic standards,	30
recognition of outstanding graduating seniors,	31
a return to writing skills and a writing exam,	32
an honors residency program, and	33
more numerous study abroad opportunities.	34
There were also increases in outreach and public service activities,	35
and expanded continuing education programs.	36
It's not really possible to fully evaluate the consequences of the years of fiscal retrenchment, but in certain odd ways the effects were positive.	37
The survival of forward planning now depended on linking budget decisions to institutional priorities,	38
a larger number of faculty aggressively sought grants and contracts to support research, teaching and public service,	39

and, in 1983, President Watkins launched aggressive new efforts to improve the level of private fund raising. 40

External Influences

Aside from the budget issues, one of the most significant influences on the university in the 1980s was the shrinking of high school graduating class sizes. 41

President Watkins implemented counter measures to maintain enrollment stability. Student recruitment became more important. 42

High potential student and special assistant programs were invigorated, 43

and the number of students of Asian and Hispanic heritage increased. 44

But the greatest increase in enrollment came from students who were 25 years and older, pushing Illinois State to a record enrollment, this while nearly all other public universities in Illinois were experiencing declines. 45
46

Another significant factor bringing change to the University during the '80s was the application of rapidly developing computer technology. 47

The holdings of Milner Library were computerized, 48

academic departments required greater computer resources, 49

and soon there was a need for a campus-wide computer strategy. 50

By the late '80s, CRT terminals and microcomputers seemed to be in use everywhere. 51

The Right to Party

Alcohol seemed to find its way to the center of many controversies both on and off campus.	52
During the summer of 1979, the state legislature raised the drinking age back to 21, causing the University to amend its policies for residence halls.	53
A party problems that had been growing on campus suddenly shifted to the surrounding community.	54
In the Fall of 1980, Normal's police chief announced " Our intention is to stop these large, loud, uncontrollable parties, and I mean business!"	55
The next day, 30 officers broke up a particularly large party.	54
The following week, 1500 students marched in protest ending up blocking the Main Street and College Avenue intersection for over an hour. The crowd ultimately dispersed without major incident, but the stage was set for future confrontations.	56 57
Student partying just seemed to grow with larger, noisier crowds, and more illegal beer sales than ever before.	58
Two deaths were recorded as a result of such parties, and the police and the community became more determined to stop the activities.	59
When students returned to campus in the fall of 1984, they encountered new ordinances passed while they were away for the summer. In place were new restrictions on keg sales and a new mass gathering ordinance.	60 61
From the first weekend and throughout September, mass parties were organized, followed by large numbers of arrests and seizure of beer kegs.	62
When the Chicago Cubs clinched the divisional championship in 1984, a happy celebration turned into an outbreak of violence.	63

About 2,000 students rampaged through downtown Normal, ending up at Hancock Field where they tore down the iron goal posts.	64
Several days later, members of the police department were issued "fun-buster" t-shirts and over the next weekend proceeded to make record arrests.	65
The following week, an anonymous leaflet called for a Wednesday night rally on the Quad.	66
Chanting "Lehr, Lehr, we want beer," and drawing courage from beer kegs brought in, the crowd grew into an unruly mob.	67
What followed was a destructive riot with perhaps as many as 2,000 students battling with city, county and university police in downtown Normal.	68
With bullhorn in hand, and narrowly being hit by flying beer cans, President Watkins twice appealed to the students to disperse. But the demonstrators would not be stilled.	69
Students smashed windows, damaged police cars, and hurled insults and rocks at police who fought back with riot batons.	70
When the violence finally petered out in the early morning hours, the streets were in shambles, and three students and two police officers had been hospitalized,	71
The violence of that night was a national news story the next day. Dr. Watkins later told the academic senate, "The University was dragged through the mud by a few people, and the value of a diploma from this university is not quite what it was a week ago."	72
Party problems would continue, but by the later 1980s, the bitter relations slowly gave way to a calmer environment.	73
	74

Ultimately, the partying and the consequences became an individual thing more devoid of the emotions that had characterized the past. 75

But It Wasn't All About the Parties

Although the '80s were characterized by the growth of large parties, many students were finding other, more positive college experiences. 76

The marching band increased in size throughout the '80s, taking pride in its name, "The Big Red Marching Machine." It was one of the largest bands in the nation and appeared on national TV at several professional football halftime shows. 77
78

After several years of planning, the Shakespeare Festival at Ewing Manor was inaugurated with a performance of "Twelfth Night," and quickly established itself as a major summer theatrical attraction in the Midwest. 79
80

The Presidential Scholars Program gained national attention, 81

and the Minority Opportunity Program opened the door for many students to find success. 82

Professional practice and internships became important extensions of the classroom where students gained college credit and practical experience working with private firms and government agencies. 83

And a New Arena Is Conceived

In the mid '80s, a different issue drew the attention of campus. President Watkins proposed the building of a \$9 million arena for intercollegiate athletics and other activities. 84

The arena would be funded by student fees and community contributions. 85

At first there seemed to be considerable student support, perhaps attributable to the success of men's and women's basketball teams.	86
The women's team had produced such great players as Cathy Boswell who was a member of the gold-winning 1984 Olympic team.	87
The men's teams were tagged as "blue collar" by national broadcasters as they went to the NCAA tournament several years in a row.	88
But as the campaign to sell the new arena gained momentum, so did the opposition.	89
The turnout for the arena referendum was one of the largest in the school's history.	90
The fee was supported by a very small margin: 2,430 to 2, 217.	91

Funding Issues Return

A return of severe budget problems in the late '80s imposed a fiscal austerity on university operations reminiscent of the dark days of early '80s.	92
Program improvement funds were slashed and nothing was available for salary increases.	93
The provost office took steps to reduce enrollment, but because of greater retention, the enrollment actually went up.	94
Governor Thompson proposed tax increases and university presidents including Dr. Watkins went out across the state to stump in support.	95
The legislature rejected the tax increase and the university's budget was cut.	96
Again, tuition was increased.	97

The 1987-88 school year was in most respects a bleak year.	98
The bright spots included the Vidette's celebration of 100 years of publication,	100
the completion of the Cook Hall renovation,	101
and the continued construction of Redbird Arena.	102
But, students faced higher tuition and fees,	103
class sizes were larger,	104
teaching loads were heavier,	105
new programs starts were postponed,	106
and no salary increases were available for faculty and staff.	107

The President Has Had Enough

Perhaps it was inevitable that President Watkins, as the official everyone held responsible for the state of the University, should become the target of discontent.	108
Criticisms and complaints were expressed, and petitions began circulating calling for campus-wide faculty meetings.	109
As the noise grew, President Watkins provided explanations and counter-arguments to his critics, few of whom were interested.	110
On January 14, 1988, the Pantagraph announced that Lloyd Watkins would step down as president and return to teaching.	111
He made it plain that his decision was not because of faculty criticism.	112
His reasons included his conviction that the university would benefit from a change of	113

leadership, that he had reached his limit of frustration with the funding of higher education in Illinois, and that he and his wife wished a more private lifestyle.	114
In his closing comments to the board, Dr. Watkins said that he had “as good of an 11 years as someone arrogant and stupid enough to become a university president could hope for.”	115
Although President Watkins’ resignation came during a time of institutional stress, Illinois State’s condition was stronger in 1987 than it was when he arrived in 1977.	116
Admission requirements and academic standards were higher,	117
the quality and performance of students had greatly improved,	118
academic programs had improved,	119
and internal procedures were in place to assure continued improvement, even in light of continued funding inadequacies.	120
University people took pride in the fact that among Illinois’ public universities, only Illinois State and the University of Illinois were included in a national survey published in 1988 titled <u>How to Get An Ivy League Education At a State University.</u>	121 122
On June 23, 1988, the Board of Regents appointed Thomas P. Wallace to be the University’s fourteenth president.	123

A New Type of Leader

Tom Wallace came with high expectations from a group of faculty who were restless. Some confided a frustration so great that they referred to Illinois State as the “University of Lost Opportunities.”	124
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Wallace, a trained chemist, had been serving
as the chancellor of
Indiana University-Purdue University at
Fort Wayne. 125

He was assertive and energetic, and arrived
forewarned about the state's lagging financial
support. 126

In one of his first press conferences Wallace
said he would seek more external funding, a
concept he described as "the privatization of
public higher education." 127

Enthusiastic Support for A New Direction

President Wallace was determined to change the
fate of Illinois State University, remarking that
"it might not be possible to change the direction of
the wind in Illinois, but we can adjust the angle
of the ISU sails." 128

He detailed the need for the University to
invest in fund-raising, alumni programming,
public relations, and publications, 129

and announced that the time had arrived for all
administrators to acquire an entrepreneurial
attitude. 130

He moved quickly to overcome a
critical shortage of academic space,
particularly near the central Quad. 131

One early effort was a plan to
reformulate bond indebtedness, therein generating
funds to construct a new Student Services building
without increasing student fees. 132
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Wallace eliminated an entire vice presidency
as well as many other high level posts
to streamline the central administration and free
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He also revealed a plan to cut enrollment by 3,000 to bring resources more in line with students served.	135
By 1990, the University could boast that \$7.5 million in donations had been received, that more than \$900,000 had been added to the student scholarship endowment, and that the senior class had pledged a record \$101,000 to surpass the giving of many Big Ten schools.	136
An equity plan had lifted faculty salaries an average of 24% and dry promotions were addressed,	138
enrollment had declined according to plan, and a strategic plan titled "Toward the Year 2007: A Vision Statement" had been developed.	139
By 1991 the university's endowment had doubled with a record high of \$3.2 million in private donations.	140
Faculty had acquired a record of more than \$7 million in external funding for research and public service.	141
Economic development programs were strengthened,	142
through R&D support from the University's Technology Commercialization Center, the University acquired its first patents,	143
And unique units of excellence were created including the Katie School of Insurance, and the Center for Mathematics, Science, and Technology Education.	144
	145

Change Makes Friends and Enemies

While President Wallace was leading a revolution on campus, he was also a growing voice for change in the overall approach to funding higher educations.	146
He formulated and advanced plans for the redistribution of tuition as a financial aid model.	147

He proposed financing new classroom buildings with private support and land trades.	148
He sought to use student fees to support building projects.	149
And along the way, he questioned the absences of concern from the press, the legislature, and the higher education boards to address the issues. In so doing, he gained a few enemies.	150 151
Under Wallace's leadership Illinois State became known as Wally World that was run by Robin Hood who was such a cold-hearted soul that nobody's job was secure.	152
People commented on his inability to move at ease in social settings, and that he did not seem to accept criticism well. There were growing doubts about the University's new leader.	153
His decisions, made with little discussion, to eliminate the campus museums, and the entire College of Continuing Education, only furthered the doubts.	154 155

Letters that haunted: IBHE and PQP

In 1991 the Illinois Board of Higher Education launched its own strategic planning exercise known as Priorities, Quality, and Productivity, or PQP.	156
The state was choosing to support quality and eliminate less effective programs.	157
By 1992 the IBHE had developed a hit list of programs to be considered for elimination. The list called for the removal of the Agriculture Department, as well as many other academic programs.	158 159
The attack on the agriculture programs ignited a firestorm of opposition. Wallace argued that the department generated more than half its budget from farm product sales, grants, contracts, and gifts.	160 161

He defended against the other cuts by reminding the board that Illinois State University had the state's best record for degrees conferred and cost per program,	162
was below the state's average for public service and research appropriations, was under the state's average for administrative costs, and equaled or exceeded the state's average for productivity.	163
In the end, the Agriculture Department as well as the Ph.D. in biological sciences and the masters in music were saved. However, many programs, both by decisions of the University, and by the PQP influence, were eliminated.	164
	165
In 1993, Wallace announced that the University had met the IBHE recommendation to free up 6 to 8 percent of appropriations to invest in higher priorities.	166

Moving Forward: Finding a Way

Even though funding was still holding the University back from many of its goals, considerable progress was made.	167
It was during this time that Fell Hall underwent a major renovation changing it from a residence hall to a classroom building, and supporting the largest ever move of faculty and staff offices.	168
Redbird Arena was completed.	169
The University purchased the former Old Main Bookstore and redesigned it as the Professional Development Building.	170
A new building was constructed for the Office of Residential Life.	171
The elevator capacity in Watterson Towers was doubled.	172
The former Pizza World building was purchased and redesigned for continuing education programs.	173

Temporary modular buildings were placed near Schroeder Hall to add much needed classroom and office space.	174
The University purchased the Citizens Square Professional Building to house the growing academic research programs.	175
The University purchased the building at 211 N. University Street to house the ROTC program.	176
A Chicago Office of Illinois State University was established in rented space in the heart of the loop.	177
Two multi-level parking structures were completed to address the never-ending shortage of parking space.	178
A new Aquaculture Building was constructed on the University farm.	179
Property was acquired in downtown Bloomington to house the graduate art program.	180
A new building for the Vidette was planned.	181
The campus grounds were dedicated as the Fell Arboretum.	182
Through a land swap, the Town of Normal vacated a section of School Street thus eliminating a considerable pedestrian/vehicle conflict area.	183
And, after more than 20 years of trying, funding was secured for a new state-of-the-art Science building.	184
It was also during this time that a new fiber optic backbone system to connect all campus buildings was completed, and a much needed digital communications system was established, finally eliminating party lines.	185
Under Wallace's direction, the University undertook a comprehensive review of institutional identity, resulting in a new logo, new communications standards, and a new communications infrastructure.	186
	187

Unfortunately, the review also resulted in the revision of the University motto included on the Seal.	188
The motto, "And gladly would he learn and gladly teach" taken from Geoffrey Chaucer's 14 th century <i>Canterbury Tales</i> , was given a non-sexist make-over to become "Gladly We Learn and Teach."	189 190
To many on campus and off, the change was sacrilege.	191
Editorialist across the nation found it worthy of comment.	192

Wallace Is Targeted

Despite his reputation and unadvised decisions, Tom Wallace enjoyed considerable campus support as 1994 drew to a close.	193
But when it was discovered that he had been receiving salary supplements from the University Foundation without reporting them, his support began to diminish.	194
Although few felt that the compensation provided Wallace was out of line, and in fact, would agree that it was far below the salaries of peer institutions, it never-the-less seemed somehow inappropriate.	195
The Pantagraph, never a friend of Wallace's, made the issue into a major story.	196
Faculty held a general meeting in February of 1995 and voted 190 to 64 to investigate the President's conduct.	197
The Committee to Assess the President reported in May that it found no evidence that Wallace had violated policies, but there was a need for him to be more open and responsible in the areas of decisions-making and shared governance.	198
At a meeting to discuss the report, sentiment erupted for further action and a resolution for a vote of confidence in the President.	199

Results of the vote in July showed that faculty, by a margin of 249 to 219, lacked confidence in Tom Wallace as President. 200

Four days later, Wallace announced his resignation to be effective August 15, 1995. 201

A Need to Heal

In the wake of Tom Wallace's resignation the University turned to David A. Strand to take control. 202

Dr. Strand was a long time administrator having served as Vice President of Business Finance and Vice President and Provost for many years. 203

Strand was hailed as an administrator whose wide experience, numerous friendships on campus, and low-key style was exactly what the institution needed. 204

He stepped in as the interim and soon after was given a three year appointment as the university's fifteenth president by the newly appointed Board of Trustees. 205

President Strand announced that he would not serve beyond that point. 206

He pledged to improve communication and restore a sense of community on campus. 207

Collaborative Management and Better Fiscal Times

President Strand was intent upon maintaining the recent progress of the University. 208

He would be immediately called upon to guide the transition from the Board of Regents system to a new system that gave Illinois State its own individual Board of Trustees. 209

Even early concerns regarding the powers of the new board and perceived attacks on tenure would be discussed and managed so that the institution could keep moving forward. 210

The state's ever-strengthening financial position started making life bearable again on campus.	211
After years of being among the lowest, the State of Illinois reached the top quartile in state higher education funding in 1996.	212
Budget increases were now a reality, evidenced by the 5.6% increase for fiscal year 1997.	213
New faculty and staff positions were easier to fund, as were salary increases, and the further implementation of a salary equity plan.	214
Keeping pace with the ever-changing demands for technology became more manageable.	215
And plans were implemented that better matched tuition and fee increases with average increases in disposable income.	216
President Strand would also direct the initiation of a new strategic planning exercise with a challenge to truly perceive a new and better Illinois State University.	217

Making Things Better

Of significance to President Strand was progress in the area of diversity.	218
Dr. Strand and his wife created and endowed a special award to provide tangible recognition to those who had assisted the commitment to diversity on campus.	219
Strand was also instrumental in gaining student support for fee increases to fund a long-term, \$42 million facilities enhancement program.	220
The plan would help build a new Center for Performing Arts, a 500 car parking garage, and support infrastructure work on residence halls.	221

President Strand was determined to bring about the merger of the Mennonite College of Nursing with Illinois State University. The addition of the College provided the University with its first professional program.	222 223
The President was equally involved in championing the redesign of the general education program.	224 (no 225)
During this time the University was able to maintain enrollment even as other institutions struggled, and even as Illinois State began increasing its admissions standards.	226
Illinois State was becoming an institution of first choice in the state.	227
Donations to the University continued to grow with new records realized each year.	228
Special campaigns brought support for a proposed new Shakespeare Theatre at Ewing Manor.	229
As well as the proposed <i>In Exchange</i> sculptural garden on the vacated section of School Street.	230
And the record largest gift ever received by the University, \$9.5 million from the State Farm Foundation, would greatly improve the priority status of a proposed new College of Business Building.	231 232
Around the campus, improvements were becoming almost commonplace.	233
Smart classrooms were being installed.	234
The World Wide Web was changing many aspects of teaching and learning.	235
The Extended University was vastly increasing outreach programs.	236
Even the campus grounds were improving with the help of the Fell Arboretum structure.	237
A new seating area was installed near Hovey Hall.	238

New pedestrian gates, named the Lincoln Gates and built to reflect the style of the Fell Gates, were installed as a west entrance to the Quad.	239
And the Old Main Bell, that had sat silent for over 30 years, was refurbished and would ring again in celebration of Founders' Day.	240
Along the way, the University was not afraid to call attention to itself. Even the Athletics Logo was revised to reflect a new era of success and determination.	241
But the dedication of the new Science Laboratory Building was without doubt the icing on the cake.	242
This state-of-the-art facility was a symbol of what Illinois State University was becoming.	243

A Planned Transition

As planned and promised, President Strand announced his retirement to be effective in June of 1999.	242
He had served his institution well, healing the wounds maintaining the growth, and championing many initiatives that would bloom in future years.	243,
A year long effort to find a new president ended up again in the University's own backyard.	244
Victor John Boschini, Jr., who had served as the Vice President for Student Affairs for the past two years was selected as the University's 16 th president.	245
Boschini was viewed as someone who understood and appreciated Illinois State's strengths, and had the vision to face its challenges.	246

Modern History

In the context of all that has come before, it is difficult to chronicle the most immediate past of an institution without the perspective of removed reflection. 247

Therefore, a glimpse at the highlights from this point forward will have to suffice. 248

But most will agree that President Boschini brought an enthusiasm and sense of humor not often seen in the President's office. 249

The University embraced the new President with an elaborate inauguration, the first on campus in over 30 years. 250

Boschini was intent on making friends in Springfield and Washington D.C. to further the University's interests. 251

State funding continued to rise, making it easier to seek program expansion and support increased salaries. 252

Faculty continued to bring in record grants and contracts in support of research and teaching. 253

President Boschini was able to point to the considerable construction on campus as indicative of the institutional health. 254

Funded by a generous alumnus donation, the Kaufman Football Building became a reality. 255

Funding was secured for a much needed renovation of Schroeder Hall. 256

The sale of University owned land on the east side of town provided funding 257

to acquire a research farm near Lexington, and planning commenced to move all farm operations to the new site. 258

And, the Center for the Performing Arts was 259
completed providing a new
state-of-the-art 450 seat theatre and 800 260
seat concert hall.

Educating Illinois

In 2000, the University embraced the 261
results of the past few years efforts to
develop a new strategic plan.

The plan was called “Educating Illinois:
An Action Plan for Distinctiveness and 262
Excellence” and it soon took on a life of its own.

Never before in the University’s history 263
had a strategic plan been given such
promotion and marketing.

The plan identified the University’s 254
core values, presented a consensus
vision statement, and laid out specific
goals and actions.

It seemed as though the entire campus 255
was immediately involved in new
efforts to implement the plan, and
ensure that it would not sit on a shelf
and collect dust.

Realizing Privatization

After years of preparing the campus 256
to pursue what President Wallace had
called the privatization of public
higher education, the campus initiated its
first comprehensive capital campaign.

Titled, Redefining Normal, the campaign 257
had a enthusiastic kick-off that included
a major campus family event,

a black tie ball, 258

and a town meeting conducted by
former Secretary of State Madeline Albright
and former United Nations Ambassador and
Illinois State alumnus Donald McHenry. 259

For the next few years, the entire campus
would become deeply involved in supporting the
campaign. 260

Again With the Funding and Yet Another Change in Leadership

Like most of the country in the fall of 2001
the economy of the State of Illinois soured. 261

Funding for higher education began taking
major hits. The time of prosperity seemed
all too short. 262

Each year brought budget cuts, mid-year
recessions, and forced contingencies. 263

For fiscal year 2003, the budget was slashed
\$8 million. 264

Tuition had to be increased by 9.2%. 265

For fiscal year 2004, a \$10 million budget
reduction plan was required. 266

A hiring freeze for non-faculty positions was
implemented, as was a considerable reduction
in travel, equipment, and service hours. 267

The good times were definitely over. 268

Shortly after addressing the faculty and
staff to discuss the weakened financial
condition of the University, Vic Boschini
announced that he had been lured to
new job at Texas Christian University
by a considerable salary increase and
the security of a comfortably endowed
private University. 269
270

After only a few years, the institution would again need to find a new leader. 271

The Backyard Produces Again

Dr. Al Bowman, who had been serving as interim Provost and who had been a long time University faculty member and chair of the Department of Speech Pathology and Audiology was selected to serve as interim president. 272

Again, after a national search, the Board decided that the backyard produced the best candidate, and Al Bowman was selected as the University's 17th President.. 273

He would inherit a university that had lost \$18 million in state support, 274

Had eliminated or left vacant 179 non-faculty positions, 275

Had laid-off 28 administrative and support staff, 276

Had a continuing hiring freeze, and reduced travel, equipment, and service hour support. 277

And had not been able to provide faculty and staff raises for two years. 278

President Bowman made it clear from the beginning that maintaining the competitiveness of faculty and staff salaries was his first priority. 279

He created ways to reallocate resources to support modest pay raises after his first year as interim president. 280

Bowman was viewed as a leader that would not be dismayed by the current financial woes. 281

He immediately became an active participant in the capital campaign, and presided over its closure that recorded over \$96 million in donations and pledges.	282 283
He presided over the dedication of the new College of Business Building, a structure that again provided the campus with a sense of progress and prestige.	284 285
And he too could point to the continued renovation of Schroeder Hall, the renovations of the residence halls, and other campus projects as evidence of a campus with a brighter future.	286 287

And the Future Brings?

As the University moves into its 150 th year, there is a very real sense of accomplishment, as well as a very real sense of urgency to accomplish more.	288
Illinois State University <u>is</u> Illinois' first public university, and is quickly emerging as the university of first choice for high achieving, motivated students.	289 290
This is a place that truly offers a premier undergraduate experience.	291
This is a place that truly offers nationally ranked programs.	292
This is a place that truly is... Educating Illinois.	293
Illinois State University has, is, and will continue to be the Grandest of Enterprises.	294

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