



RE: Reference Letter– Michelle Rosemond

To Members of the Search Committee:

Please accept this letter of recommendation for Michelle Rosemond. I first met Michelle in 2017 when she was hired as the Executive Director Retention Initiatives Academic Affairs & Campus-wide Academic Advising. She was an excellent hire for IU South Bend, making a significant and lasting positive impact during her two and a half years. We were fortunate to have her as a member of the IU South Bend community.

I have been at IU South Bend since 1995 as a faculty member in the Department of Chemistry and Biochemistry. I have also served in a variety of administrative positions over the last fifteen years including nearly a decade as Associate Dean of the College of Liberal Arts and Sciences (CLAS), interim Dean of CLAS, and interim Dean of the College of Health Sciences (CHS). I have been serving as the Associate Vice-Chancellor for Academic Affairs for the past four years. In these positions, I have been privileged to work with excellent faculty and staff members. I count Michelle as one of the best that I have worked with at IU South Bend. She dedicatedly worked to better student success and was willing to put in the effort and time to get the job done (and done well).

In her role as Executive Director Retention Initiatives Academic Affairs & Campus-wide Academic Advising, Michelle had extensive responsibilities including developing and leading student retention and success initiatives, providing strategic leadership over student support services, facilitating collaborative partnerships with academic and student affairs, working with external community partners to foster student success, and advancing our commitment to equity and inclusion. She had direct oversight of several offices, including the Academic Centers for Excellence, Career Services, New Student Orientation, and the Titan Success Center (TSC). The TSC, established in 2015, was designed to take a more holistic approach to meeting the varied needs of students to facilitate their academic success. TSC Success Coaches were hired to help students navigate both academic and non-academic concerns, including personal, social, and financial matters. After struggling to establish a strong campus identity under the founding director, the TSC began to live its mission under the direction of Michelle. She was able to demonstrate the value of TSC to the academic community and the impact on students. Today, the TSC is an integral part of our community and has dedicated coaches to 21st Century Scholars (an Indiana program that provides up to four years of undergraduate tuition to income-eligible students), African American/Black and Multiracial Students, and Guided Pathways Students (first-year students with high-school gpa less than 2.4). The continuing success of the TSC is a testament to the excellent leadership of Michelle and her dedication to helping students succeed.

Shortly after Michelle started at IU South Bend, she reached out to me to discuss increasing faculty usage of the Student Engagement Roster (SER), which faculty use to provide periodic feedback, observations, and recommendations to students enrolled in their courses. The faculty usage rate of the reporting tool was poor – many faculty saw little value in it. However, Michelle was convinced



that it could have a significant impact on student persistence and retention if the faculty usage rate was high and there was direct outreach to students by the TSC on the reported feedback. I was hesitant to expend energy on the initiative as my expectations were low given previous failed attempts at our campus to enhance faculty usage of the tool. However, during our meeting I knew that this was different – Michelle had a vision, a plan of action, and was motivated to move it forward. I knew that we were in for a significant amount of work, but I agreed to partner with her to promote the SER. We established a semester calendar for faculty feedback, developed reporting guidelines, and established a student feedback loop through the TSC. We also put together a marketing campaign that included a roadshow for academic units. We worked very well together on the project, leading to a significant increase in faculty usage of the SER. Those processes remain in place today and the SER is an integral part of our retention initiative.

In my work with Michelle, I found someone who deeply cares and understands student success. She works tirelessly on the behalf of students. Michelle is enthusiastic and brings high energy to her work. She is personable and works well with a broad constituency to effect meaningful changes. Michelle understands student success and knows how to affect it.

As one reflects on their career, the best that they can ask for is that they have made a difference. Michelle made a significant and positive impact in her time at IU South Bend. Many of her initiatives live on and continue to benefit students. We are better for her time here.

If you have further questions, please feel free to contact me at dmcmlle@iusb.edu or (574) 520-4222.

Sincerely,

A handwritten signature in black ink that reads "Doug McMillen". The signature is written in a cursive, flowing style.

Doug McMillen, Ph.D.
Associate Vice-Chancellor for Academic Affairs