OUR COMMITMENT
TO INDIANA AND BEYOND

IUPUI STRATEGIC PLAN

Our Commitment to Indiana and Beyond
IUPUI Strategic Plan
Draft
November 5, 2013

Our Commitment to Indiana and Beyond: IUPUI Strategic Plan

Introduction, Background, and Context

Our Commitment to Indiana and Beyond: IUPUI Strategic Plan reaffirms the campus's commitment to the city of Indianapolis and the state of Indiana, as well as to continued national and global engagement to improve the quality of life in communities worldwide. As we re-dedicate ourselves in this plan to our vision, mission, and values, we also look ahead to several key milestones for IUPUI, IU, and American higher education:

- In **2019**, IUPUI will celebrate its 50th anniversary as a campus. Since our founding in 1969, there has been tremendous growth of both the city and the campus, and each has made crucial contributions to the success of the other. As a leading Indianapolis employer, and the only urban, public research institution of higher education in the region, IUPUI continues to enrich the quality of life for the citizens of Indianapolis, serving as an educational and economic powerhouse in the city.

- In **2020**, Indiana University will commemorate its bicentennial, marking 200 years of providing educational excellence to Hoosiers and others from around the nation and world. As both a core campus of IU and the state's only academic health and life sciences center, IUPUI plays a key role in advancing IU. In our comparatively short history, the campus has grown in size, stature, and impact, and been widely recognized for accomplishments in teaching and learning, research and creative activity, and community engagement. As IU's 200th anniversary approaches, IUPUI can take pride in its substantial contributions to strengthening IU's reputation, quality, and effectiveness.

- **2025** is a landmark year for which a number of important state and national goals for college degree attainment and economic development have been identified. The Indiana Commission for Higher Education's *Reaching Higher, Achieving More* outlines an ambitious goal: by 2025, Indiana must substantially increase the proportion of Hoosiers with a high-quality degree or credential. The Indiana Chamber of Commerce's *Indiana Vision 2025: A Plan for Hoosier Prosperity* calls for Indiana to become a global leader in innovation and economic opportunity, a place where enterprises and citizens prosper. These state efforts are joined by national initiatives led by, among others, the Lumina Foundation for Higher Education, the American Association of State Colleges and Universities, and the Association of Public and Land-grant Universities, all of whom have developed plans to increase higher education attainment in the U.S. by 2025.

Our Commitment is more than just a title of a strategic planning document: it reflects the values, aspirations, and culture of IUPUI. The theme of commitment has permeated our planning process, and as we implement this strategic plan, we embrace *Our Commitment* to:

- Serving Indianapolis, the state of Indiana, and beyond
- Addressing the needs and expectations of IUPUI's many stakeholders, including students, staff, faculty, community members, and other partners
- Honoring and achieving IUPUI's vision, mission, values, and campus strategy, including greater coordination and alignment of our activities to achieve maximum impact

- Reporting on and improving IUPUI's effectiveness, using performance indicators to evaluate our progress.

Our Commitment is also an opportunity for IUPUI to re-engage in renewal and change, as we envision a future of continued development and impact. Our planning unfolds within a sharply altered national and global context, and necessarily takes into account a variety of social and economic forces that are disrupting and reshaping higher education. These include, but are not limited to, the following:

Increasing emphasis on "inclusive excellence"[1]
American higher education must broaden access and opportunity for traditionally underrepresented groups, while supporting success and improving quality for all students.

Changing student, faculty, and staff demographics[2]
Institutional structures, academic and co-curricular offerings, and policies in higher education institutions must evolve continually to meet the needs of diverse student, faculty, and staff constituencies.

Continued evolution and innovation in teaching and learning[3]
Changing demographics, new technologies, competition, and stakeholder expectations will continue to drive innovations—from e-advising, to evidence-based pedagogy, to free and open textbooks, to public-private partnerships—in teaching and learning.

Efficiency, stewardship of resources, responsiveness, and accountability[4,5]
Institutions of higher education must become leaner, more agile, more transparent, and more responsive to the expectations of diverse stakeholders, particularly around complex issues like access, completion, quality, and efficiency.

Communication with stakeholders about return on investment and value of higher education[6]
Given the resources of time and money invested by students and other stakeholders in higher education, institutions will need to continue to communicate the value of a college degree and the educational and economic benefits of timely college completion.

Competition and the need for differentiation and distinction[7]
Colleges and universities must develop strategies that reflect their unique missions and promote distinctive programs, services, and solutions in an increasingly crowded and competitive higher education marketplace.

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[1]http://www.aacu.org/compass/inclusive_excellence.cfm
[2]http://www.aacu.org/peerreview/pr-su10/pr-su10_Changing.cfm
[3]http://chronicle.com/article/The-Future-Is-Now-15/140479/
[4]http://www.deltacostproject.org/resources/pdf/AccountabilityforproductivityLuminaconferencepaper.pdf
[5]http://www.aacu.org/liberaleducation/le-wi12/walters.cfm
[6]http://www.educationsector.org/publications/degrees-value-evaluating-return-college-investment

[7]http://www.aascu.org/uploadedFiles/AASCU/Content/Root/MediaAndPublications/PublicPurposeMagazines/Issue/sep-oct07strategic.pdf

Community engagement as a defining value in American higher education[8]
Higher education institutions must continue to strengthen their focus on community engagement, collaborations, and partnerships to add value to their communities (however defined) and prepare students for lives of engaged citizenship. Engagement and service will increasingly permeate the lives and work of students, faculty, staff, and community partners.

Continued focus on translating research into practical applications[9]
Universities will increasingly need to demonstrate that they are translating research findings and theoretical orientations into usable and actionable information to meet societal needs and improve quality of life.

Changes in the creation, distribution, and funding of scholarly communication[10]
Open access and other new tools and economic models are changing the way in which research is disseminated. Librarians, publishers, and scholars alike must seek strategies for addressing these challenges as the nature of scholarly communication is reshaped.

Process to Date and Next Steps

Fall 2012
- Executive Vice Chancellor Paydar charged by Chancellor Bantz with leading a new strategic planning process
- Representative Executive, Steering, and Planning Committees formed to guide the process
- Web site developed as venue for communication, interaction, transparency, and ongoing updates (http://strategicplan.iupui.edu/)
- 50+ on- and off-campus stakeholder groups consulted on IUPUI's future directions
- Environmental scan of IUPUI peer institutions' strategic plans conducted to analyze sources of distinction/differentiation
- Ten strategic initiatives identified; twelve task forces formed; 250+ individuals across campus involved

Spring 2013
- Task force meetings convened to identify and craft recommendations
- Draft recommendations from task forces received and released to campus
- Three town hall meetings held to garner additional input and guide synthesis and refinement of the draft plan
- Updated draft of strategic plan released for review and feedback.
- Recommendations, related initiatives, emerging performance indicators, and *IU Principles of Excellence* aligned in tabular format

Summer 2013
- Discussions of strategic plan held with deans, vice chancellors, and other administrators
- Sub-groups worked on: (1) Integration; and (2) Performance Indicators/Annual Reporting Framework
- Deans' Retreat in August focused on change management and strategic plan next steps

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[8]http://classifications.carnegiefoundation.org/descriptions/community_engagement.php
[9]http://trip.iupui.edu/Concrete5/articles/
[10]http://www.educause.edu/ero/article/role-subsidy-scholarly-communication

- Revised strategic plan draft developed to incorporate additional stakeholder input and edits for clarity and consistency

Next Steps
- Task forces re-engage with, review, and validate recommendations
- Further discussions held to gather input from student, faculty, staff, and community stakeholders
- Strategic plan released to IUPUI community at Chancellor's State of the Campus address (November)
- Plan released to wider public at Chancellor's Report to the Community (February)
- *2013-2014 IUPUI Performance Report* reorganized to align with the ten strategic initiatives
- Ongoing implementation, review, and improvement of *Our Commitment to Indiana and Beyond: IUPUI Strategic Plan*

IUPUI Vision, Mission, and Values Statements

The development of *Our Commitment to Indiana and Beyond: IUPUI Strategic Plan* resulted in the creation of a new institutional vision statement and a reaffirmation of our campus mission, values, and commitment to diversity.

IUPUI Vision Statement
IUPUI's vision is to be a leading urban research institution recognized for the success of its students, its advances in health and life sciences, and its intellectual, economic, and cultural contributions to the well-being of the citizens of Indianapolis, the state of Indiana, and beyond.

IUPUI Mission Statement
Indiana University-Purdue University Indianapolis (IUPUI), a partnership between Indiana and Purdue Universities, is Indiana's urban research and academic health sciences campus. IUPUI's mission is to advance the State of Indiana and the intellectual growth of its citizens to the highest levels nationally and internationally through research and creative activity, teaching and learning, and civic engagement. By offering a distinctive range of bachelor's, master's, professional, and Ph.D. degrees, IUPUI promotes the educational, cultural, and economic development of central Indiana and beyond through innovative collaborations, external partnerships, and a strong commitment to diversity.

In pursuing its mission and vision, IUPUI provides for its constituents excellence in:
- Teaching and Learning
- Research, Scholarship, and Creative Activity
- Civic Engagement, Locally, Nationally, and Globally

With each of these core activities characterized by:
- Collaboration within and across disciplines and with the community,
- A commitment to ensuring diversity, and
- Pursuit of best practices

Statement of Values
IUPUI values the commitment of students to learning; of faculty to the highest standards of teaching, scholarship, and service; and of staff to the highest standards of service.

IUPUI recognizes students as partners in learning. We value the opportunities afforded by our location in Indiana's capital city and are committed to serving the needs of our community. Our students, faculty, and staff are involved in the community, providing educational programs, working with a wide array of community partners who serve Indianapolis and Central Indiana, offering expert care and assistance to patients and clients, and engaging in field research spanning virtually every academic discipline.

As a leader in fostering collaborative relationships, IUPUI values collegiality, cooperation, creativity, innovation, and entrepreneurship as well as honesty, integrity, and support for open inquiry and dissemination of findings. IUPUI is committed to the personal and professional development of a diverse campus community of students, faculty, and staff; to continuous improvement of its programs and services; and to building a strong, welcoming campus community for all.

Diversity
IUPUI, as educators and advocates, provides student-centered services, consulting, facilities, learning experiences and programs for students, faculty, staff, alumni and the community. Guided by theoretical frameworks of student development, the university contributes to an intentionally inclusive, accessible campus community and inspires educational, personal, social and professional achievement.

IUPUI Campus Strategy

The IUPUI campus strategy focuses on three urgent priorities, each of them crucial to the success of our institution, our city, and our state: (1) *the success of our students*; (2) *advances in health and life sciences*; and (3) *contributions to the well-being of the citizens of Indianapolis, the state of Indiana, and beyond*. This strategy builds on our existing sources of strength, honors our prior investments, and reflects widespread stakeholder input into the planning process. Within the three priorities, ten strategic initiatives have been identified to support implementation of the campus strategy; these initiatives are aligned with, derived from, and organized around elements of the IUPUI Vision Statement:

The Success of our Students
- Promote Undergraduate Student Learning and Success
  IUPUI will build on its strengths to maintain and expand the intellectual, social, and community engagement of students by creating effective environments for their learning and success.

- Optimize our Enrollment Management
  IUPUI will create and implement a strategic enrollment management plan to expand our reach, optimize enrollments, retain students, and increase degree attainment.

- Increase Capacity for Graduate Education
  IUPUI will develop tomorrow's intellectual leaders and scholars through enhanced opportunities in graduate and inter-professional education.

- Transform Online Education
  IUPUI will become a leader in technology-enhanced learning through the use of cutting-edge tools and processes that promote access and opportunities for learners.

Advances in Health and Life Sciences
- Leverage our Strengths in Health and Life Sciences
  IUPUI will assert its national leadership position in health and life sciences to advance its capabilities and contributions in these disciplines.

Contributions to the Well-being of the Citizens of Indianapolis, the State of Indiana, and Beyond
- Accelerate Innovation and Discovery through Research
  IUPUI will translate research into practice by focusing efforts on applying innovation and discovery to improving the quality of life.

- Deepen our Commitment to Community Engagement
  IUPUI will collaborate and partner with the community to expand service learning, promote economic development, and provide outreach and engagement to address urban needs.

- Strengthen Internationalization Efforts
  IUPUI will capitalize on IU and Purdue's international reputations to forge and expand effective international partnerships and support the development of our students as global citizens.

- Promote an Inclusive Campus Climate
  IUPUI will nurture and an inclusive campus climate that seeks, values, and cultivates diversity in all of its forms.

- Develop our Faculty and Staff
  IUPUI will invest in and develop its faculty and staff so that individuals can realize their fullest potential to contribute to an institution focused on excellence.

Aligning *Our Commitment* Initiatives with IU's *Principles of Excellence*

Our Commitment embraces and advances IU's *Principles of Excellence* (http://pres.iu.edu/vision/principles-of-excellence/index.shtml). By continuing to grow as a leading urban center for education, research, health and life sciences, and community engagement, IUPUI will further IU's development as "one of the great research universities of the twenty-first century and… the pre-eminent institution of higher education in Indiana." Indeed, the ten initiatives set forth in *Our Commitment* will enable IUPUI to lead by example in fulfilling the *Principles*:

An Excellent Education

All ten of IUPUI's strategic initiatives support the principle of "An Excellent Education," with particular emphasis on student success, diversity, student life, and innovative teaching. *Our Commitment* will strengthen our tradition of developing cutting-edge, distinctive, and frequently interdisciplinary degree programs that meet community, state, national, and global needs, and enable us to make unique contributions to IU's capacity to offer students "An Excellent Education."

An Excellent Faculty

IUPUI has long recognized the importance of recruiting and retaining a diverse faculty and providing faculty members with effective professional development, support for innovative teaching

and scholarship, and facilitation of teamwork in order to fulfill our mission effectively. Strategic initiatives to develop faculty and staff, accelerate innovation and discovery through research, strengthen internationalization efforts, and promote an inclusive campus climate will support the principle of "An Excellent Faculty," as will our efforts to promote student success and advance our work in the health and life sciences.

Excellence in Research

IUPUI has developed a tradition of research focused on improving the quality of life and on translating research findings into practical applications. As Indiana's premier urban campus, IUPUI has sustained a commitment to urban research that enables not only our own city, but cities around the globe, to make evidence-based decisions. Much of this research is conducted in collaboration with community partners or with partner institutions, and our research enterprise has demonstrated steady growth over the course of our history. By accelerating innovation and discovery through research and leveraging our strengths in health and life sciences, *Our Commitment* will enable us to provide "Excellence in Research" and to continue expanding our capacity to develop new knowledge to serve society.

The International Dimension of Excellence

IUPUI's strategic initiative to strengthen internationalization efforts builds on our nationally recognized work to create distinctive approaches to campus internationalization that serve the needs of our students and city. In recent years, we have built strategic partnerships with institutions abroad, created study abroad experiences that combine international and service learning, improved the physical infrastructure for internationalization, and expanded the campus's corps of international students. As part of our new internationalization initiative, we are working with the Internationalization Laboratory of the American Council on Education, an invitational learning community, to develop a new strategic plan for comprehensive campus internationalization. Our past and current efforts and successes position us well to advance the principle of "The International Dimension of Excellence" at IU.

Excellence in the Health Sciences and Health Care

IUPUI has achieved national prominence as a center for the health and life sciences, distinguished by interdisciplinary, collaborative, and translational approaches to health and life science education and scholarship. Our strategic initiative to leverage our strengths in the health and life sciences speaks directly to the principle of "Excellence in the Health Sciences and Health Care," and will focus particularly on developing and disseminating effective models of interprofessional health education and collaborative practice.

Excellence in Engagement and Economic Development

IUPUI was established in large part to apply new knowledge to improving the quality of life and advancing economic development in our city, region, and state. Engagement has thus always been an explicit element of our vision, mission, and values; we are one of the nation's most recognized campuses for community engagement. *Our Commitment* reaffirms and re-dedicates the campus to this core component of our institutional identity. A signature initiative of *Our Commitment* is its expanded definition of community engagement and pledge to deepen our commitment to

community engagement, both locally and across the globe. All of the strategic initiatives in our plan will support the principle of "Excellence in Engagement and Economic Development."

IU's *Framework for Excellence* as Foundation for our Work

The *Framework for Excellence* provides the necessary foundation for implementing *Our Commitment*; the ten strategic initiatives cannot succeed unless each part of this foundation is strong:

Excellence in Advancement

IUPUI's recent advancement efforts have surpassed expectations and will help to provide the resources needed to undertake the initiatives set forth in *Our Commitment*. We will continue to pursue "Excellence in Advancement" by seeking expanded and enhanced volunteer, philanthropic, and other support among IUPUI alumni, faculty, staff, students, and friends locally, nationally, and internationally.

Building for Excellence

New construction has transformed the IUPUI campus over the past decade and enabled all of our academic units to come together in one physical location. But many current and future needs remain to be met. We will continue to focus on "Building for Excellence" by developing new and renovated physical facilities and infrastructure, recognizing the importance of historical stewardship, creating an environment that reflects IU's values, and meeting future needs in accord with our master plan.

The Centrality of Information

Along with the rest of IU, IUPUI takes pride in the strength of its information technology infrastructure and resources, including its library resources. As we implement *Our Commitment*, we will continue to build and draw on these resources, in collaboration with our IU partners.

Responsible Stewardship of Indiana University's Resources

Implementing *Our Commitment* will require us to continue to use public and private resources wisely, effectively, and efficiently. We must also maintain our strong tradition of analysis, assessment, evaluation, and accountability, embodied in our individual units' annual reports, the annual *IUPUI Performance Report*, annual *State of Diversity Report,* and other documents, as well as in our online Performance Indicators (http://iport.iupui.edu). The success of *Our Commitment*'s ten initiatives will be evaluated regularly, using a new set of Performance Indicators currently under development. (See Appendix A.) Finally, we must continue to provide outstanding administrative services to support the *Principles of Excellence*, our campus vision, mission, and values, and the priorities articulated in *Our Commitment,* and to communicate our accomplishments to stakeholders and others locally, nationally, and globally.

The Success of our Students:
Strategic Initiatives and Actions

Promote Undergraduate Student Learning and Success
IUPUI will build on its strengths to maintain and expand the intellectual, social, and community engagement of students by creating effective environments for their learning and success.

IUPUI has an enviable track record of success in developing innovative, distinctive undergraduate curricula and creating opportunities for students to engage in high-impact practices. Our Principles of Undergraduate Learning provide a flexible, competency-based framework for curricular and co-curricular learning, and we are nationally recognized for excellence in such areas as the first-year experience, service learning and themed learning communities. Support for undergraduate student learning and success is infused across the curriculum and co-curriculum, and outcomes are routinely assessed and tracked to help ensure ongoing improvement. Student persistence and on-time degree completion are systematically addressed through academic policies and procedures like IU-FLAGS (Fostering Learning, Achievement, and Graduation Success—an early alert system for students at risk of poor performance in a course) and Administrative Withdrawal; community-based college readiness initiatives like SPAN (Special Programs for Academic Nurturing), Upward Bound, and Project SEED (Summer Experience for the Economically Disadvantaged); and cohort- and scholarship-based support programs like the Cox Scholars program and the Twenty-First Century Scholars program. Abundant campus resources and services—including the Bepko Learning Center, the Math Assistance Center, and the University Writing Center—are dedicated to supporting student learning. In addition, IUPUI shares a model program of collaboration with Ivy Tech Community College and we have recently enhanced our support services for transfer students. Finally, councils exist to promote networking and sharing of best practices among academic advisors, career professionals, and faculty and staff engaged in retention efforts.

The research on undergraduate student success and our own experience tell us that increased engagement of students and other stakeholders with learning and campus life will be critical to supporting continued improvements in undergraduate attainment. We should thus continue to create venues and opportunities for our undergraduates, as well as our other diverse stakeholders, to establish, nurture, and sustain connections. Such connections are crucial to the vitality and quality of campus life. While IUPUI has invested extensively in campus life and co-curricular programming, interventions, and infrastructure, continued progress will require renewed efforts to develop a dynamic and engaged campus community.

Accordingly, our strategy for promoting undergraduate student learning and success calls for engaging students in proven high-impact educational practices, including more deeply integrated academic and career advising, throughout and beyond the freshman year; development of curricular and co-curricular connections through the design of our formal and informal learning spaces; creation of new opportunities to learn and apply learning in and out of class; and redefinition of "the IUPUI experience" to strengthen campus community, build on campus traditions, and promote health and wellness. We must also increase our efforts to engage and support transfer students as they make the transition to IUPUI. These approaches provide the framework for the strategic actions listed below, which aim to reduce attrition of undergraduates; increase degree completion for transfer and returning adult students; and improve graduation rates for all students, in order to fulfill IUPUI's commitment to the state of Indiana to develop a well-educated, talented, and versatile workforce.

Strategic Actions

1. Engage transfer students as early as possible before enrollment to ensure seamless transitions and credit transfer. Offer potential transfer students easily accessible transfer credit information, including access to IUPUI degree maps at their initial two-year institution, and accelerated decisions regarding undistributed transfer credit within schools.
2. Improve opportunities for credit distribution from transfer institutions, early college, dual enrollment, and military credit, as well as credit from nationally accredited institutions. Create a campus-wide structure and institute policies and procedures for awarding credit through Prior Learning Assessment (PLA), using IUPUI's electronic portfolio platform. Develop a web site that enables students to access information on how departments award PLA credits and apply them to specific courses.
3. Develop opportunities to provide students with credit based on evidence of learning from co-curricular involvement experiences. Create explicit curricular and co-curricular linkages that help students connect in-class learning with out-of-class opportunities for leadership experiences, personal development, community engagement, and application of new knowledge. Identify current strategies and gaps that exist in the process of actively engaging students, faculty and staff in curricular and co-curricular learning.
4. Support integrated academic and career planning and reflection on goals through mechanisms like the ePDP (electronic Personal Development Plan) and online modules that foster career exploration.
5. Build on the success of our first-year experience programs by creating a campus-level position to provide strategic oversight for the sophomore year. Responsibilities will include enhancing communication with second-semester freshmen, sophomores, and families to connect them with targeted programming and support; creating peer mentoring programs for second-semester freshmen and all sophomores; and developing extended (two-semester) first-year seminars.
6. Develop additional support services and programming, especially those that support campus engagement, for underrepresented student groups (first-generation and minority students, international students, students with disabilities, and adult degree completers). Include in these services focused campus programs, an Indianapolis host family program, and American Disabilities Act (ADA) education and training.
7. Reduce dependence on developmental education by matching support services to the needs of learners. These support services may include technology-assisted learning and summer programming to reduce the need for developmental courses in mathematics and writing. Offer supplemental instruction as co-requisite to credit-bearing mathematics courses as an alternative to developmental mathematics.
8. Create a leadership position to provide strategic oversight for expanding student participation in high-impact educational practices through the RISE (Research, International experience, Service learning, Experiential learning) Initiative, with emphasis on involving underrepresented students in experiences that combine multiple high-impact practices.
9. Intervene when high variability in DFW rates (rates at which students earn grades of D or F or Withdraw from a course) is noted across sections of the same gateway course
10. Build a distinctive campus identity and a stronger campus community to engage faculty, staff, and alumni by using space, visual elements, and events creatively to enhance campus pride and develop campus traditions. Educate all students, faculty, and staff about IUPUI's history and traditions at the outset of their IUPUI experience. Incorporate the use of the Jaguar as a unifying

symbol, and integrate it, along with campus colors and themes, into the design of buildings, classrooms, lounges, signage, and outdoor spaces.

11. Identify and create a wide variety of new formal and informal learning spaces to accommodate diverse learning styles and increase student engagement. Establish a plan to revitalize current facilities and build new facilities to become more multifunctional, ADA-compliant, and commuter- and family-friendly. Develop an outdoor space engagement plan. Build new facilities that serve as learning laboratories and support enhanced connections with the Indianapolis community.

12. Regain national recognition and exposure for IUPUI athletics and performing arts.

13. Review and re-imagine the campus infrastructure to ensure that processes, policies, and organizational units are coordinated to provide a more engaging campus life experience. For example, develop a 24/7 business model to better serve students. Increase the capacity of on-campus housing to meet the recommended General Assembly standard of 10 percent of the total student population. Develop on-campus childcare options for students.

14. Build a state-of-the-art health and wellness facility that offers resources for all students, faculty, and staff, advances IUPUI's health and life sciences mission, and serves as an exemplar of excellence in health science education for the entire state.

Increase Capacity for Graduate Education

IUPUI will develop tomorrow's intellectual leaders and scholars through enhanced opportunities in graduate and inter-professional education.

From its earliest beginnings, IUPUI has been one of Indiana's principal sites for post-baccalaureate professional education, particularly in health-related fields. We provide our state with more than 80 percent of its dentists, more than 50 percent of its physicians, and large percentages of the work force holding post-baccalaureate degrees in other professions, including nursing, social work, law, engineering and technology, and education. Recent years have seen an increase of post-graduate professional degrees at IUPUI to meet the needs of our city, state, and nation. For example, the School of Medicine has expanded the size of its student body to alleviate projected physician shortages and we have launched the Richard M. Fairbanks School of Public Health to address critical issues like obesity, diabetes, and heart disease.

The state and nation also need growing numbers of professionals with doctoral preparation to innovate, develop new knowledge, and translate research into practice, and IUPUI has responded in recent years by developing a variety of new Ph.D. programs. These programs have enhanced the campus's intellectual vitality and enabled new forms of civic engagement, a defining value of our institution. Many of them draw on our strengths in the health sciences and in interdisciplinary and translational research. For example, Ph.D. programs in Health Informatics and Biomedical Engineering are helping to develop Indianapolis and Central Indiana as a hub for the health sciences industry. Ph.D. degrees in Epidemiology and in Health Policy and Management, within the Fairbanks School of Public Health, prepare scientific leaders to work in academic, governmental, nonprofit, and industry settings. Beyond the health and life sciences fields, our interdisciplinary Ph.D. in Philanthropic Studies, the only program of its kind in the world, prepares innovative researchers and leaders for careers in philanthropy, higher education, and nonprofit organizations.

In 2011, the IUPUI faculty adopted the Principles of Graduate and Professional Learning (PGPLs), which provide a broad academic framework for our graduate programs. The PGPLs describe

general expectations for learning outcomes of post-baccalaureate programs, differentiating between master's and doctoral programs and between research-focused and professional degrees. In all cases, students are expected to acquire a knowledge base that will prepare them for additional study or for advanced practice in their fields. Now we are poised to develop a larger strategic vision for graduate education, to assess how graduate education contributes to a new vision and goals for IUPUI, and to create strategies that will ensure the health of graduate education on our campus far into the future. The strategic actions outlined below will enable us to develop more autonomous Ph.D. programs and expand our capacity for Ph.D.-level education; create unique interdisciplinary graduate programs that build on campus strengths; and develop new professional master's degree programs.

Strategic Actions

1. As a first step in moving toward more autonomous Ph.D. programs at IUPUI, gain site approval for Ph.D. degrees in the School of Science, beginning with Biology and Chemistry.
2. Over the next seven years, expand capacity for Ph.D. education by doubling enrollments and degree conferrals in Ph.D. programs; increasing the number of research faculty and research publications by 50 percent; increasing research support that includes funding for graduate students by 30 percent.
3. Develop unique interdisciplinary Ph.D. degrees and Ph.D. degrees, including a degree program linked to the "big and bold" research project proposed by the task force on accelerating innovation and discovery and a program linked to an active IUPUI research center.
4. Aggressively develop professional master's degrees by creating a committee to oversee the development of these degrees and by launching at least one new professional master's degree program each year for the next three years or until local needs are met.
5. In partnership with businesses and other organizations in the state, offer degrees that are malleable and intentionally translational, such as the MBA cohort program in the Business of Medicine in the Kelley School of Business or the partnership between Eli Lilly and the School of Science currently under development. Develop cohort degree plans for existing degrees in at least three schools.

Transform Online Education
IUPUI will become a leader in technology-enhanced learning through the use of cutting-edge tools and processes that promote access and opportunities for learners.

Higher education institutions have only begun to explore the potential of online environments to expand educational access and improve student learning and achievement. IUPUI thus has the opportunity to forge its own distinctive pathway through this largely uncharted territory and to provide leadership within the larger IU Online enterprise. Over the next several years, the IUPUI faculty will apply its creativity to developing new and innovative online opportunities, options, and initiatives to benefit our students. These opportunities will include not only formal courses and programs, but also innovative cross-curricular learning experiences like modules, tutorials, educational gaming, and immersive environments to supplement formal coursework, engage students, and enhance learning.

Within this context, our efforts to transform online education will aim to increase the number of IUPUI and IU degree programs offered in hybrid or entirely online formats; support the scalability

and sustainability of the IU Online initiative at IUPUI; and develop an infrastructure that brings together IUPUI's online learning efforts in one easily accessible location.

<u>Strategic Actions</u>

1. To catalyze and support transformation of online education, establish a centralized resource to help faculty design, develop, and evaluate innovative and effective teaching/learning technology-enabled strategies (including Technology-Enabled Learning Experiences, Massive Open Online Courses, Educational Games, and so on), and to strategically coordinate and align IUPUI's online efforts.
2. Champion the IU Online initiative at IUPUI by creating, implementing, and improving courses, certificates, and degree programs that meet market needs, facilitate degree completion, and position IUPUI and IU as a leading provider of high-quality online education.
3. Appoint a taskforce to survey the national landscape to identify existing Technology-Enabled Learning Experiences (TELEs), Massive Open Online Courses (MOOCs), Educational Games (EGs), and additional innovative strategies from other institutions that can serve as foundations for IUPUI-crafted teaching and learning offerings.
4. As an initial step toward the "Super Platform," dramatically redesign the current web-based guide to online courses, establish a video service to begin populating an IUPUI/IU Tube channel, and incorporate a series of small TELEs.
5. Empower students (the "digital natives") to be our partners by actively soliciting student ideas for online courses or strategies, practical services such as enrollment, matching of students with peer mentors, and so on.
6. Identify and develop at least one classroom or learning space in each academic unit as a "state-of-the-art" location with all appropriate technologies in order to facilitate hybrid digital-physical learning.
7. Augment existing faculty development opportunities by adding a workshop in which faculty from various disciplines explain and expand the fundamental concept of the TELE.
8. Sponsor an annual prize for faculty/departments/schools that develop the most innovative TELEs, including TELEs that best address campus goals or "Grand Challenge Projects" that address large-scale themes or problems.
9. Promote and expand the use of Peer-Led Team Learning (PLTL), including its adaptation and adoption through Cyber Peer-Led Team Learning (cPLTL).
10. Create employment and support mechanisms for online student assistants/peer facilitators in online courses and programs.

Optimize our Enrollment Management
IUPUI will create and implement a strategic enrollment management plan to expand our reach, optimize enrollments, retain students, and increase degree attainment.

Strategic and managed enrollment growth is an institution-wide responsibility that is critical to IUPUI's future viability and to the effectiveness of all of the above recommendations for enhancing student learning and achievement. Our student body and its success are increasingly the attributes that define us in the eyes of the public, as well as the government. In addition, enrollments are assuming growing importance as a funding source; in 2011-2012, enrollments provided 52 percent of our total education and general revenue stream, up from 41 percent in 2005-2006. Given decreased state appropriations, reduced availability of external research funds, and the probability of limited tuition increases and additional cuts in other revenue streams, this trend is likely to

continue. Moreover, we have more control over enrollments than we do over other sources of income.

Concurrently with this strategic planning initiative, IUPUI is constructing a strategic, proactive, data-driven enrollment plan that responds to both historical trend data and indicators of future demographic and market trends. Through collaboration among academic and administrative units, the plan offers a means for deploying enrollment management resources effectively and efficiently to support our enrollment goals, and ensure long-term enrollment success and institutional fiscal health. At the same time, it recognizes changes in our environment and in the fundamental role that IUPUI plays and will play within IU, the state, and the nation.

The strategic actions listed below focus on implementing long-term coordinated enrollment planning; providing realistic and specific goals for student recruitment and student success, as measured by increases in retention and graduation; and improving enrollment efficiency to meet budget needs through the wise allocation of space, time, and teaching capacity.

<u>Strategic Actions</u>

1. Implement a strategic, proactive enrollment management plan to expand enrollment of undergraduate, graduate, and professional students at the Indianapolis campus and increase the number of degrees awarded at the baccalaureate and graduate/professional levels.
2. Shorten the length of time needed to complete an undergraduate degree.
3. Establish a Division of Enrollment Management led by a senior-level administrator charged with implementing the campus's enrollment planning and management activities.
4. Implement recruitment and retention strategies and ensure that the campus policies, processes, and data infrastructure necessary for accomplishing goals are in place.

Advances in Health and Life Sciences:
Strategic Initiatives and Actions

Leverage our Strengths in Health and Life Sciences
IUPUI will assert its national leadership position in health and life sciences to advance its capabilities and contributions in these disciplines.

The recommendations for advancing this initiative seek to elevate IU's status as a leader in developing models of interprofessional health education and collaborative practice; prepare health care providers to influence and lead the health care system; and promote excellence in curriculum development and integration, faculty development and leadership training, and outcomes evaluation and scholarship.

[More information forthcoming from stakeholder conversations with representatives of BioCrossroads, the Center for Interprofessional Health Education and Practice, and others]

Strategic Actions

1. Become a national model for population health, healthcare delivery, and public-private healthcare partnerships.
2. Develop and selectively invest in specific health subfields within such areas as cancer, neuroscience, and cardiovascular health.
3. Improve the organization, integration, and alignment of IUPUI's healthcare education infrastructure to achieve the common goals of our various healthcare programs.
4. Educate community members on health and wellness to improve Indiana's health status and reduce vulnerability to disease. Promote early interventions that target quality-of-life (prevention, physical activities, decreased tobacco use, alternatives to violence, and so on).
5. Encourage student, faculty, staff, and visitor wellness at IUPUI by making the "healthy option" the default option, whenever possible.
6. Model sustainability by focusing holistically on the social, environmental, and economic vitality of citizens and communities.
7. Create and scale up the Center for Interprofessional Health Education and Practice with a goal of achieving sustainability through internal and external funding.
8. Engage students and faculty from the various health and life sciences schools in collaborating in classroom and clinical settings to deliver higher quality, comprehensive patient care.
9. Implement, integrate, and evaluate interprofessional health education programs and exemplary practices sites and translate outcomes into collaborative practice models in order to improve patient outcomes, quality, and cost effectiveness.
10. Promote excellence in three key areas of interprofessional heath education and practice: curriculum development and integration; faculty development and leadership training; and outcomes evaluation and scholarship.

Contributions to the Well-being of the Citizens of Indianapolis, the State of Indiana, and Beyond:
Strategic Initiatives and Actions

Accelerate Innovation and Discovery through Research and Creative Activity
IUPUI will translate research into practice by focusing efforts on applying innovation and discovery to improving the quality of life.

IUPUI is known for the cutting-edge research its faculty, research scientists, and students undertake, and the ability of our researchers to translate research into practical applications for the betterment of society. The academic diversity of the campus promotes a rich environment where inter- and multi-disciplinary innovations and discoveries are forged. Our strengths in health and life sciences and STEM, as well as in other professional disciplines, the arts and humanities, and the social sciences position us to pursue initiatives with direct application to improving the quality of life in our community and beyond. And our inclusive approach to valuing and promoting an array of research, scholarship, and creative activity—in disciplinary research, the scholarship of teaching and learning, and community-engaged research, for example—further augments the ability of our researchers and scholars to make significant impacts locally, nationally, and globally.

The recommendations for supporting this initiative draw on the unique capabilities and strengths of our campus and academic units, with emphasis on developing robust research plans that capitalize on the strengths of our academic units; investing in "big and bold" research projects addressing quality of life issues of national and international importance that we are well positioned to influence; and creating a "collaboratory" and clearinghouse to permit rapid, one-stop responsiveness to research requests and opportunities.

<u>Strategic Actions</u>

1. Invest in a "Big and Bold" research project that addresses critical national and international quality-of-life issues by establishing a transdisciplinary, long-term, longitudinal study in collaboration with Indianapolis communities and citizens.
2. To improve recognition of IUPUI as a potential research collaborator for industry, government, nonprofit, and academic partner institutions, create a "collaboratory"—a virtual and personal clearinghouse for the entire IUPUI campus to respond quickly and easily to research requests and opportunities.
3. Revise promotion and tenure guidelines to align faculty rewards with campus goals and improve faculty retention; develop rewards and incentives for faculty to participate in entrepreneurial and translational work, creative work, team scholarship, and public scholarship; and enhance promotion and tenure committees' understanding of ways to evaluate nontraditional forms of publication, creative work, and scholarship.
4. Develop nationally recognized cross-disciplinary graduate programs in critical areas to help expand campus capacity for graduate education.
5. Expand and integrate research experiences for undergraduates across all disciplines at IUPUI and develop new programs that foster opportunities for undergraduates to engage in interdisciplinary research and training.
6. Explore new incentives to support research/scholarly productivity among all faculty, including reviewing policies related to indirect cost recovery for designated research centers.

7. Encourage wider access to findings from research at IUPUI by offering researchers support for easy, inexpensive open distribution of results, and by working with librarians, publishers, and other partners to embrace and leverage new forms of scholarly communication to widely disseminate research findings.

Deepen our Commitment to Community Engagement
IUPUI will collaborate and partner with the community to expand service learning, promote economic development, and provide outreach and engagement to address urban needs.

Commitment to community engagement is a defining attribute of IUPUI, a vital component of our vision, mission, and values, and a tradition dating to the campus's very beginning. The dedicated efforts of our students, faculty, and staff to improve life in Indianapolis, Central Indiana, and beyond have earned us national recognition and numerous awards. At the same time, our civic and community engagement work is diffuse, involving multiple centers, schools, and faculty initiatives. The following recommendations seek to expand our capacity for effective community engagement by developing an innovative and inclusive engagement agenda aimed at increasing the impact of our engagement; coordinating engagement activities more comprehensively, systematically, and strategically; evaluating, recognizing, and rewarding contributions to community engagement; and seeking external validation and recognition for community engagement activities at IUPUI.

Strategic Actions

1. Develop a "big and bold" plan for community engagement, in partnership with the community, that embraces democratic principles of reciprocity, including working "in and with," rather than "to and for," various communities.
2. Develop an operational model of community engagement that resolves tensions among different definitions of engagement and incorporates nontraditional forms of campus-community engagement like clinical outreach, commercialization and technology transfer, translational research, and others.
3. Build a nationally distinctive contemporary model for community engagement that includes more effective strategies for coordinating, advocating for, and leading community engagement in IUPUI's decentralized environment.
4. Ensure an appropriate infrastructure is in place to support community engagement at IUPUI, including leadership, coordination and mapping of community engagement activities, and effective communication with on- and off-campus stakeholders involved in community engagement.
5. Working with community stakeholders, develop a robust information system to measure the collective impact of community engagement outcomes, an effective economic model for community engagement, and accurate, transparent performance indicators that can be regularly communicated to stakeholders.
6. Re-envision and re-articulate the roles of students, staff, and faculty members in a contemporary, engaged urban institution. Define community engagement work as distinct from service, so that it can be explicitly captured and reflected in Faculty Annual Reports, promotion and tenure guidelines, staff reward mechanisms/performance appraisals, and student RISE experiences.
7. Encourage and support involvement of all students, faculty and staff in community engagement efforts and effectively promote, recognize, and reward community activities and accomplishments.

8. Articulate learning outcomes for students to prepare them for lives as active citizens in their communities and professions.
9. Maintain and expand external recognition of community engagement initiatives at IUPUI (e.g., via the Carnegie Foundation's Community Engagement Classification).
10. Create a senior-level role with broad responsibility for community engagement at IUPUI to better coordinate, align, and promote the various components of community engagement.

Strengthen Internationalization Efforts
IUPUI will capitalize on IU and Purdue's international reputations to forge and expand effective international partnerships and support the development of our students as global citizens.

Over the past 15 years, IUPUI has invested considerable effort in internationalization initiatives, focusing especially on developing strategic partnerships with higher education institutions abroad, bringing more international students to the IUPUI campus, increasing study abroad opportunities, internationalizing curricula across academic programs, and providing co-curricular international opportunities for our students. With leadership from the campus's Office of International Affairs (OIA), these efforts have borne fruit: since 1999-2000, for example, the number of international students studying at IUPUI has more than tripled, from 606 in Fall 1999 to 1,837—more than six percent of all IUPUI students—in Fall 2013. Study abroad opportunities have multiplied, particularly shorter-term programs that fit the needs of the majority of our students for whom full-semester or full-year trips are impractical; students studying abroad now number approximately 400 each academic year, up from 151 in 1999-2000. On-campus internationalization efforts have also gained momentum with the development of a state-of-the-art international videoconferencing facility for interactive teaching and learning with faculty and students overseas.

Much remains to be accomplished, however, and OIA is currently working with the Office of Academic Affairs, all campus academic and service units, and its community Advisory Board on an IUPUI Internationalization Plan to be implemented in 2014-2020. Assisting us with this initiative is the Internationalization Laboratory, an invitational learning community of the American Council on Education (ACE) that assists participating colleges and universities in achieving comprehensive internationalization. As part of the planning process, and in collaboration with ACE, we are reviewing the array of our international activities, articulating student learning outcomes for international learning, and developing approaches to assessing progress towards those outcomes, all with an eye to extending, broadening, and deepening internationalization at IUPUI. Our aim is to transform ourselves into a global campus by 2020.

The strategic actions below will help us to achieve our goals by focusing on providing internationalization opportunities for all IUPUI students, faculty, and staff; developing IUPUI as an international and intercultural hub to help make Indianapolis more welcoming and attractive to international students and other visitors; and implementing the Internationalization Plan emerging from our collaboration with the ACE Internationalization Laboratory.

Strategic Actions

1. Complete an IUPUI Internationalization Plan through the ACE Internationalization Laboratory Process by mid-2014. Include concrete goals, objectives, and action steps to transform IUPUI into a global campus by 2020. Ask schools at IUPUI to develop their own internationalization plans and to report annually on internationalization activities and outcomes.

2. Expand the number of study abroad, international service learning, and international internship opportunities for IUPUI undergraduate and graduate students, focusing on IUPUI's strategic international partnerships and on the countries and universities identified in Indiana University's International Strategic Plan. Endowments will be sought to help support and sustain these programs.

3. Promote international opportunities for faculty and staff through exchanges, research, and service activities, focusing on IUPUI's strategic international partnerships and on the countries and universities identified in Indiana University's International Strategic Plan. Endowments will be sought to help support and sustain these programs as well.

4. Develop curricula and co-curricular activities that make it possible for any IUPUI undergraduate or graduate student to have at least one meaningful international experience during his or her IUPUI career.

5. Increase the recruitment, retention, and graduation of international undergraduate and graduate students.

6. Continually improve our existing strategic international partnerships in China, Central America, and Africa, build on our history of engagement with Southeast Asia, and develop one or more new strategic international partnerships by 2020.

7. Lead the effort to make Indianapolis and Central Indiana even more welcoming and attractive to international students, faculty, staff, and visitors by expanding facilities, including an International House, and support services; and working with organizations, businesses, and governments to enhance the experiences and integration of students as well as visitors and new arrivals to the region. Endowments will be sought to help support and sustain these efforts.

8. To support efforts to make IUPUI an inter-cultural hub, create new and strengthen existing partnerships with Indiana businesses and community organizations that have developed international activities and relationships. Aim to transform IUPUI and Indianapolis into a global campus and a global city working together and with the rest of the world.

Promote an Inclusive Campus Climate
IUPUI will foster and promote an inclusive campus climate that seeks, values, and cultivates diversity in all of its forms.

As Indiana's premier urban public higher education institution, IUPUI seeks, values, and cultivates diversity in all of its forms, and strives to provide an environment where every individual feels welcomed, valued, and supported to achieve his or her fullest potential. Our commitment to fostering and sustaining an inclusive campus climate for all students, faculty, and staff members begins with IUPUI's leaders and permeates the entire campus. We have a strong track record of serving an array of students—high-ability, first-generation, veteran, returning adult, historically underrepresented, to name a few—and our success in effectively educating these diverse learners depends, to a great extent, on ensuring a similarly diverse faculty and staff and a student body that reflects the communities we serve. We must also develop and expand curricular and co-curricular activities that foster inclusiveness, and ensure that our structures, policies, processes, and programs enable diverse people and perspectives to thrive.

Our recommendations for supporting this initiative aim to enhance the diversity of students, faculty, and staff at IUPUI by creating pathways for success; foster and sustain excellence in diversity by ensuring that all members of the campus and community develop cross-cultural knowledge and cultural competence; and holding all units accountable to the Chancellor for developing, implementing, and achieving a diversity plan.

<u>Strategic Actions</u>

1. Hold each unit accountable to the Chancellor for developing, implementing, and achieving a plan to establish a diverse, equitable, and inclusive environment, in collaboration with the Vice Chancellor for Diversity, Equity, and Inclusion, the Director of the Office of Equal Opportunity, and the Director of the Office for Women.
2. Create a centralized data management position within the office of DEI dedicated to supporting all units in collecting, coordinating, and analyzing diversity-related data and to systematically measuring IUPUI's performance against the performance indicators established for this initiative, in coordination with IMIR.
3. Increase IUPUI's commitment to cultural competence and social justice literacy by educating and learning from campus and community stakeholders; and by developing, implementing, and institutionalizing initiatives that support ongoing improvement of faculty and staff members' cultural literacy.
4. Require all students to engage in high-impact curricular and co-curricular experiences designed to enhance cross-cultural knowledge, understanding, attitudes, and skills as well as awareness of social justice issues and civic responsibility.
5. Enhance the diversity of IUPUI students, faculty, and staff by identifying and removing barriers to access and advancement for specific populations.
6. Become the premier institution for service members seeking an education in Indiana.
7. Increase IUPUI's commitment to a family-friendly environment to ensure that faculty, staff, and students are able to focus on their IUPUI obligations and commitments.
8. Develop, expand, and provide additional institutional funding for the recruitment and retention of historically underrepresented faculty, staff, and students.
9. Work with community partners to create and expand pipeline programs from elementary through graduate education in order to recruit and retain historically underrepresented student and faculty leaders for IUPUI and other institutions.
10. In order to institutionalize excellence in diversity, equity and inclusion, create an Institute for Excellence in Diversity, Equity, and Inclusion that supports research, practice, and teaching focused on cultural diversity and social justice.

Develop Faculty and Staff
IUPUI will invest in and develop its faculty and staff so that individuals can realize their fullest potential to contribute to an institution focused on excellence.

Faculty and librarians are the lifeblood of any higher education institution. IUPUI faculty members are deeply engaged in all areas of our institutional mission, including teaching and learning, research and creative activity, and community engagement. Increasingly, the nature of faculty and librarian work is being reshaped by inter- and multi-disciplinary approaches; technology that redefines when, where, and how work is performed; and a need to frequently enhance and update knowledge, skills, and perspectives to keep pace with new disciplinary and interdisciplinary knowledge, changing student demographics, technology, external stakeholder expectations, and broader societal needs. Thus, IUPUI should regularly revisit its policies, approaches, and resources related to faculty and librarians to ensure that the campus is well-positioned to attract, develop, retain, support, reward, and advance the wide range of faculty and librarian talent.

Similarly, IUPUI's dedicated staff is among its chief assets and strengths. As we embark upon a new vision and strategic plan, we must invest in and develop our staff in order for individuals to realize their fullest potential, contribute to institutional excellence, and succeed in a rapidly changing higher education environment. Just as we do in the case of faculty, we must regularly revisit our policies, approaches, and resources related to staff to ensure that the campus is well-positioned to attract, develop, retain, support, reward, and advance our staff talent.

Our approach to developing our faculty, librarians, and staff must reflect the campus's uniqueness: the complexity of our structure as well as the span of disciplines and degrees represented here; our focus on team and translational science; and our dynamic nature as an urban health science campus with a diverse student population. Our recommendations for supporting this initiative focus on positioning IUPUI as an "employer of choice" for staff and faculty through improved workplace culture and communication, meaningful work, and flexible and attractive benefits packages; providing more robust development opportunities for both faculty and staff, including programming, mentoring, and other tools and resources for career success; and strengthening performance management and promotion/tenure approaches to reflect the dynamic and varying nature of faculty and staff roles and responsibilities.

Strategic Actions

1. Ensure that IUPUI is an employer of choice for faculty and staff (including part-time and associate faculty and staff) by regularly recognizing each individual's value to the institution and by systematically evaluating and rewarding all employees' work and contributions.
2. Capitalize on IUPUI's focus on the health sciences to promote and value work-life balance in the lives of faculty, staff, and students. Initiatives might include developing a state-of-the-art campus fitness/wellness center, supporting employer-sponsored health clinics, providing resources for health/wellness programs, and promoting a physically active campus.
3. Align promotion and tenure guidelines to a new and dynamic definition of faculty work that recognizes the changing nature of teaching, research, and service, and acknowledges the multi-faceted and changing roles faculty play.
4. Align performance management and career advancement guidelines and practices with the challenges and demands of work that is constantly evolving.
5. Increase opportunities for faculty and staff professional and career development through mentoring, support, and continuing education (e.g., mini teaching sabbaticals).
6. Create flexible and competitive benefit and support packages that are adaptable to individual needs (e.g., dependent care support, long-term care insurance, short-term disability insurance), that provide equitable benefit dollars for all employees according to employment status, that include flexible work options, and that recognize changing definitions of family.
7. Encourage faculty and staff involvement in solving problems for Indianapolis by promoting partnerships with communities and corporations, surrounding cities, and the state, and by rewarding faculty and staff for civic engagement that has an impact on the local and regional communities.
8. Engage faculty in leadership roles in the areas of accountability for student learning and economic and workforce development.
9. Engage members of the IUPUI Senior Academy more fully in addressing campus strategic priorities and mentoring faculty, staff, and students.

10. Establish a tradition of communication among staff, administration, and faculty to encourage open dialogue among all members of the campus community; to educate members of the campus community about campus, division, and school policies, practices, and procedures; to foster staff and faculty advocacy and communication with campus administration; and to ensure a welcoming, safe, diverse, and inclusive environment across the campus.
11. Take advantage of faculty expertise on organizational improvement to identify areas where improvement is needed and to develop appropriate programs and solutions.

Appendix A

Emerging and Representative Performance Indicators

Performance indicators are relevant, direct, indirect, quantitative, and qualitative measures that individually and collectively reflect evidence of progress on a particular strategic initiative. IUPUI is committed to transparency in reporting and improving its effectiveness, and future editions of the annual *IUPUI Performance Report* will be organized around the ten strategic initiatives that comprise IUPUI's strategic plan. Presented herein are emerging and representative performance indicators that have been identified to date for each strategic initiative. These draft indicators will be further refined and prioritized during the implementation of the strategic plan.

The Success of our Students

Promote Undergraduate Student Learning and Success

- Length of time to undergraduate degree/reduced time-to-degree completion
- Increase in retention
- Number of degrees awarded
- Increased yield of transfer student applications
- Increased transfer student enrollment
- Increased transfer student graduation rates
- Successful entry of new graduates into career or graduate program of choice
- Reduced DFW rates in undergraduate courses and less variability across class sections
- Accelerated entry into degree programs
- Decrease in number and percent of undistributed credits
- Decrease in number of credits taken at IUPUI to complete degree
- Decrease in time to complete credit analysis
- Number of students requesting Prior Learning Assessment (PLA)
- Number of PLA credits earned
- Time to degree for students with PLA credit
- Student satisfaction with PLA process
- Graduation rate for students with PLA credit
- Participation in internships
- Increased recruitment and retention of international students.
- Increased social engagement of international students
- Reduced debt burden of undergraduates
- Reduced enrollment in noncredit remedial education courses
- Reduced DFW rates in credit-bearing math and writing.
- Number of students enrolled in degree completion package programs
- Student satisfaction with programs
- Graduation rate for students in programs
- Increased participation in internships
- Increased rates of post-internship hiring
- Number of students accessing services and participating in programming, web site utilization
- Increased recruitment, retention, and satisfaction of students with disabilities

- Improved satisfaction of IUPUI alumni

Optimize our Enrollment Management

- Number of undergraduate, graduate, and professional students
- Number of degrees awarded
- Yield ratios (applicants/admits/enrolled)
- Return-on-investment of enrollment management expenditures (e.g., scholarships)
- Stakeholder satisfaction with enrollment management activities

Increase Capacity for Graduate Education

- Number of Ph.D. programs offered at IUPUI
- Number of Ph.D. students enrolled
- Number of degrees awarded
- Amount and type of support provided to graduate students
- Number of professional master's programs
- Number of graduate certificates offered and awarded
- Number of sponsored or cohort-based programs
- External rankings of programs

Transform Online Education

- Number of online courses and degree programs offered
- Number of credit hours generated from online offerings
- Number of students served by online offerings
- Student learning outcomes and satisfaction with online interventions
- Sources of student enrollment in online courses and programs
- Number of departments and faculty participating in online courses/programs
- Scholarly output related to online learning
- Type and nature of external recognition for online efforts

Advances in Health and Life Sciences

Leverage our Strengths in Health and Life Sciences

- Performance indicators to be developed in Fall 2013

Contributions to the Well-being of the Citizens of Indianapolis, the State of Indiana, and Beyond

Accelerate Innovation and Discovery through Research

- Number of proposals and awards
- Total research expenditures
- Total awards
- Sources of awards

- Community collaboration surrounding:
  - Number of proposals and awards
  - Total research expenditures
  - Total awards
  - Sources of awards
- Extent of faculty participation in research collaboratory
- Number, nature, and funding of undergraduate research efforts
- Patent applications, disclosures, and commercialization/technology transfer
- Continued tenure, promotion, reward, and recognition opportunities for innovation and discovery activities
- Open access to the data and articles that result from research conducted on the campus

Deepen our Commitment to Community Engagement

- Community conversations convened
- Outcomes and measurements for each element of community engagement model
- Widespread buy-in and support across campus and in the community
- Internal and external resources dedicated to community engagement
- Carnegie re-classification achieved
- Increase in scholarly output on community engagement
- Social return on investment
- Ratification of success by stakeholders
- Criteria collaboratively developed for community engagement projects
- Faculty Annual Reports
- Staff performance appraisals
- Internal/external awards
- RISE experiences assessed in partnership with community stakeholders
- PULs mapped to community engagement

Strengthen Internationalization Efforts

- Annual increase in the number of faculty and staff at IUPUI participating in one or more international experiences
- Increase in number of international events and activities held at IUPUI or sponsored by IUPUI
- Increase in attendance by IUPUI faculty, staff, and students, and community members in IUPUI international events
- Local media attention to the "GlobalIndy" report
- Increase in IUPUI participation (faculty, staff, students) in events and exchanges with Indianapolis sister cities and with countries that have honorary consuls in Indianapolis
- Increase in community participation in IUPUI Strategic International Partnerships
- Increase in IUPUI students' community engagement (service learning, internships, etc.) that have an international focus or dimension
- Increase in Indiana international economic development activities that include an IUPUI partnership in the form of research and/or engagement
- Increase in the number of successfully recruited and retained international students, faculty, and staff
- Annual increase in number of international visitors to IUPUI and Indianapolis

- Completion of draft comprehensive plan by end of 2013; site visit in Spring 2014 semester; and revisions to and completion of the comprehensive plan by May 2014
- Number of international students enrolled
- Source and diversity of countries represented
- Number of students with international experiences
- Number of curricular and co-curricular opportunities created/available
- Number of faculty and staff involved in international experiences
- Number and nature of international-oriented events (in particular, in partnership with city and state)
- Number and nature of international articulation and related agreements
- Type and scope of external funds received to support international activities
- International student satisfaction
- Utilization of short-term housing by international visitors

Promote a Healthy, Sustainable, and Inclusive Campus Climate

- Evidence of enhanced diversity
- Number, nature of appointments, and demographic profile of faculty and staff
- Evidence of community and intercultural collaboration
- Health profile of IUPUI students and employees
- External recognition of campus sustainability efforts

Develop Faculty and Staff

- Improved retention of faculty and staff; balance of faculty/staff trade
- Administrative support for Staff Council
- Opportunities for staff input into decisions affecting IUPUI
- Campus decisions, including context and reasoning, quickly and effectively communicated to staff
- Increase in opportunities for staff recognition
- Verification that all employees have been given some type of performance review
- Consistent and timely performance management/feedback
- Mentoring and coaching availability, utilization, and impact
- Opportunities for merit raises provided
- General and job-specific training available and provided
- Appointment of staff person to manage staff career plans and to conduct career counseling
- Increased discount and approval for payroll deduction
- Number of supervisors trained in managing employees with flexible schedules
- Number of campus units on campus that have processes in place to evaluate flexible schedule requests
- Number of staff on flexible schedules given regular reviews to identify issues
- External recognition of workplace practices for faculty and staff (e.g., Employer of Choice award)
- Development of a revised policy document describing types of staff work
- Faculty tenured/promoted based on nontraditional activities

- Use of outside academic experts to evaluate non-published activities (nontraditional scholarly outputs)
- Type, nature, and impact of recognition and development for associate faculty
- Type, nature, and impact of professional development for faculty and staff
- Faculty satisfaction
- Availability of high-quality health, wellness, and work-life programs, participation, and interventions
- Type, nature, extent, and impact of partnerships
- Type, nature, extent, and impact of engagement
- Evidence of facility upgrades
- Increased engagement of the Senior Academy
- Increased staff and faculty enrollment in courses