

## **Strategic Initiatives: Task Force Recommendations for IUPUI 2025**

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### **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.

### **Vision Statement**

IUPUI's vision for 2025 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.

### **Ten Strategic Initiatives for IUPUI 2025**

The following strategic initiatives are not listed in any particular priority order, but are grouped in alignment with our vision statement.

- Promote Undergraduate Student Learning and Success
- Optimize our Enrollment Management
- Increase Capacity for Graduate Education
- Transform Online Education
- Leverage our Strengths in Health and Life Sciences
- Accelerate Innovation and Discovery
- Deepen our Commitment To Community Engagement
- Strengthen Internationalization Efforts
- Promote an Inclusive Campus Climate
- Develop Faculty and Staff

## **IUPUI 2025: The Success of our Students**

### **Promote Undergraduate Student Learning and Success**

IUPUI will build on its strengths to create more effective environments, practices, and support for student learning, success, and degree attainment.

- IUPUI will actively work with transfer students as early as possible prior to enrollment in order to ensure seamless transitions and credit transfer by implementing processes for potential transfer students to 1) receive early advising at their initial 2-year institution and 2) have transfer

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credit information available based on inquiry. IUPUI will reduce the time needed to make (or automate) decisions regarding undistributed transfer credit within schools.

- Expand student engagement in high-impact practices through the RISE initiative, particularly combinations of High Impact Practices for underrepresented groups.
- Monitor DFW rates across sections of same course and intervene when there is high variability across instructors.
- Create Campus-Level Position to provide strategic oversight for the Sophomore year, including the development and implementation of intentional communication plans targeting 2<sup>nd</sup> semester freshmen, sophomores and families to connect them with increased programming and support, the creation of peer mentoring programs for second-semester freshmen and sophomores, and the development of extended (2 semester) first year seminars.
- Develop systems to enhance credit distribution from prior (transfer) institutions, early college, dual enrollment and military credit as well as credit from nationally accredited institutions. At the same time, institutionalize a campus wide structure for Prior Learning Assessment (PLA). Develop specific policies and procedures for PLA. Create website with a database for students to access information on how departments accept PLA credits including identification of specific classes.
- Support integrated academic and career planning and reflection on goals through mechanisms such as the ePDP (electronic personal development plan) and the development of online modules to foster career exploration.
- Expand and develop transition support services for underrepresented student populations (minority students, international students, and students with disabilities) that support campus engagement. Services should include intentional programming, Indianapolis host family program development, and American Disabilities Act (ADA) education and training for students.
- Build a multipurpose facility designed to house the cultural arts including music, theater, and dance

### **Task Force on Campus Life**

- Create intentional curricular and co-curricular connections that increase opportunities for students to connect in-class learning with out of-class experiences that provide practical application of knowledge gained.
- Identify and create more formal and informal learning spaces that will provide students with a wide variety of learning laboratories in order to accommodate diverse learning styles and increase student engagement.
- Build a state-of-the-art health and wellness facility that provides optimal wellness resources for all students, faculty, and staff in order to advance IUPUI's academic mission and to exemplify the standard of excellence for health science education for the state.
- Redefine the IUPUI experience to strengthen community, educate students, and build upon traditions with students, faculty and staff in order to increase student engagement and success.

### **Optimize our Enrollment Management**

IUPUI will improve campus-wide communication and coordination of enrollment planning and will create and use a strategic enrollment management plan to expand our reach, optimize enrollments, retain students, and increase degree attainment.

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- Implement strategic, anticipatory enrollment management and coordinated enrollment planning to meet quantifiable goals for student recruitment and student success. This implementation will translate into meeting a number of specific enrollment management-related targets:
  - Increase the Indianapolis campus undergraduate, graduate and professional enrollment to 35,000 students.
  - Increase the number of degrees awarded to 7,500 total degrees granted in AY 2025-26 (4,800 baccalaureate; 2,700 graduate/professional).
  - Shorten the length of time necessary to complete an undergraduate degree.
- Establish a Division of Enrollment Management
  - Led by the senior administrator charged with the responsibility, authority, and accountability for implementation of the campus's enrollment planning and management activities
  - Incorporating both recruitment and retention strategies
  - supported with the campus policies, processes, and data infrastructure necessary to accomplish the campus and academic unit goals

### **Increase Capacity for Graduate Education**

IUPUI will develop tomorrow's intellectual leaders and scholars through enhanced opportunities in graduate education, in particular Ph.D. programs, and through interprofessional education.

- Move toward more autonomous Ph.D. programs at IUPUI.
- Expand capacity for Ph.D. education.
- Develop unique interdisciplinary Ph.D. degrees and Ph.D. degrees that link to special research areas.
- Develop professional master's degrees aggressively.
- IUPUI should offer degrees that are malleable and intentionally translational in partnership with businesses and other entities in the state.

### **Transform Online Education**

IUPUI will significantly increase its efforts to promote access and opportunities for learners through technology-enhanced tools and practices.

- Create Technology-Enabled Learning Experiences (TELE)
  - Break open the traditional 3-cr./15-wk. "course" to discover new packages of learning that can be in a significant way enabled via some form of technology. TELEs can be very short (days or weeks), or even extended duration, with students able to complete a TELE and be evaluated at his/her own rate. TELEs can also be delivered to/from off-campus sites and thus engage extramural partners and learning contexts.
- Foster Cyber Peer-Led Teaching Learning
  - Using technology platforms, social media, etc. to enhance peer-to-peer student learning. The campus should introduce this strategy to all programs, departments and schools as they develop new courses, TELEs and hybrid experiences.
- Promote Gamification of Education
  - Develop teaching learning experiences that are structured as games, including various game dynamics such as the use of avatars, the ability for students to be "resurrected" after some failure, the accumulation of points to gain access to a new level, etc.

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- Localize MOOCs
  - We can incorporate MOOCs and other online experiences developed by other institutions into IUPUI learning experiences. We can offer lower-cost alternatives and/or reduce classroom usage by leveraging MOOC content as an alternative to lectures. We could have recitations or tutoring services here, build social networks among our students, and give our own examinations.
- Develop a Super Platform that includes:
  - An interactive Cyber Course Catalogue for all campus offerings, including traditional courses, TELES, public lectures, etc. with video.
  - Individual student “smart transcripts”
  - An “IU-Tube” channel, a growing online repository of lectures, presentations, etc.
  - A “cyber-agora” or marketplace-matching service for potential community partners to find teachers/students to fulfill projects, for teachers and students to suggest innovations
  - Help Desk for all questions and suggestions
- Consider Grand Challenge Learning Experiences
  - Creating broad cohorts of multi-disciplinary teaching/learning experiences centered on large-scale societal and/or scientific challenge and themes such as childhood obesity, immigration, urban ecology, etc. The idea is to engage as many schools as possible for a given duration to engage students and the community on any given theme.

## **IUPUI 2025: 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 capabilities and contributions in interprofessional education and collaborative practice.

- Create and scale the Center for Interprofessional Health Education and Practice.
- Facilitate the engagement of students and faculty from the various health and life sciences schools to collaborate in the classroom and clinical setting in an effort to deliver higher quality, more comprehensive patient care.
- Implement, integrate, and evaluate interprofessional health education programs and exemplary practices sites and translating outcomes into collaborative practice models.
- Promote excellence in interprofessional health education in three areas:
  - Curriculum development and integration
  - Faculty development and leadership training
  - Outcome evaluation and scholarship

## **IUPUI 2025: For the Well-being of the Citizens of Indianapolis, the State of Indiana, and Beyond**

### **Accelerate Innovation and Discovery**

IUPUI will enhance its capacity and support for research, scholarship, and creative activity that improves quality of life, accelerates generation of new knowledge, and advances economic development.

- Invest in a “Big and Bold” research project that addresses critical quality of life issues of national and international importance by establishing a transdisciplinary, long-term, longitudinal study in collaboration with Indianapolis communities and citizens.
- Create a “collaboratory” – a virtual and personal clearinghouse for the entire IUPUI campus to permit focused (one stop), rapid, and multidisciplinary responses to research requests and opportunities to enable IUPUI to be recognized as a willing and able research collaborator for industry, government, nonprofit, and academic partner institutions.
- Address Promotion and Tenure guidelines:
  - Align faculty rewards with IUPUI goals
  - Develop rewards and incentives to participate in entrepreneurial and translational work and team scholarship
  - Develop guidelines for faculty work that improve retention of faculty
  - Charge a committee to develop comparative guidelines between traditional measures of research success and success in entrepreneurship, creative work, and public scholarship
  - Expand understanding among Promotion and Tenure committees about equivalencies between publications and other forms of creative work and scholarship
- Develop nationally recognized graduate programs in critical areas that cross disciplinary boundaries (e.g., Cancer Biology) and expand the campus capacity for graduate education.
- Expand and integrate research experiences for undergraduates across all disciplines at IUPUI and develop new programs that foster interdisciplinary research and training that involve undergraduate students.
- Explore methods to incentivize research/scholarly productivity to enhance engagement of all faculty and review policies related to Indirect Cost Recovery for designated research centers.

### **Deepen our Commitment to Community Engagement**

IUPUI will build on its strengths, improve coordination, and expand community outreach and engagement to increase service and experiential learning opportunities, promote economic development, and address urban community needs.

- Develop a “big and bold” plan for Community Engagement in and with various communities, consistent with our vision and mission.
  - Build on our legacy of leadership in civic engagement and expand our definition of Community Engagement to reflect a broader array of campus activities, inclusive of
    - Civic engagement
    - Clinical outreach and engagement with community organizations
    - Commercialization and technology transfer
    - Community-based research/TRIP
    - Economic development and impact
    - P-20 education pipeline
    - Workforce development
  - Resolve tensions between different definitions to develop an operational model, and embrace democratic principles of reciprocity and working “in and with” and not “to and for” various communities.
  - Develop an innovative, inclusive, and impactful Community Engagement Agenda, with special focus on Central Indiana, in collaboration with campus, community, and

consortia partners that leverages collective capabilities, identifies “bold ideas” for engagement, and employs strategic opportunities to address community needs.

- Align activities with the strategic goals of the campus
- Fund Indiana Sabbaticals for faculty and staff
- Build a nationally-distinctive contemporary model for Community Engagement at IUPUI.
  - Coordinate resources more effectively in a decentralized environment, advocating, championing, and leading IUPUI’s efforts related to Community Engagement.
  - Develop and sustain the appropriate capacity for Community Engagement activities at IUPUI in a manner that continues to position the campus as a leader, resource, and effective civic actor in working with various communities.
  - Measure and determine impact of Community Engagement outcomes through a robust information system (to inventory, analyze, and report on activities and impact), an effective economic model for Community Engagement developed with community stakeholders, and accurate, transparent performance indicators regularly communicated to various stakeholders.
- Re-envision and articulate what it means to be a student, staff, or faculty member in a contemporary, engaged urban institution.
  - Encourage and support the involvement of all students, faculty and staff in Community Engagement efforts and effectively reward, recognize, and incentivize activities and accomplishments related to this important campus priority, with Community Engagement work (distinct from *service*) explicitly captured and reflected in Faculty Annual Reports, P&T guidelines, staff reward mechanisms/performance appraisals, and student RISE experiences.
  - Articulate learning outcomes for students to prepare them for lives as active citizens through their communities and professional work.

### **Strengthen Internationalization Efforts**

IUPUI will broaden and deepen internationalization, forge and expand effective international partnerships, and position our students to be global citizens.

- Develop curricular and co-curricular at IUPUI together to assure that by 2025 every student at IUPUI has had at least one meaningful international experience during his or her IUPUI career.
  - Continued development of overseas study and overseas service opportunities
  - Create more “I-Scholarships” (whether structured as IUPUI RISE scholarships, IU international scholarships, or otherwise), and invite international communities in Indianapolis to sponsor them or partner with us in raising support for them
  - Expand the number of international internship opportunities for students at IUPUI.
  - Continue to take advantage of interactive technologies to provide opportunities for direct engagement between IUPUI students and students elsewhere
  - For undergraduate students, use the “Cultural Understanding” component of IUPUI’s General Education Core Curriculum as a lever to promote enrollment and completion of at least one international studies, foreign language, or other inter-cultural course by every student by 2025
  - For undergraduate and graduate and professional students, use IUPUI’s Inter-Group Dialogue initiative to encourage participation in constructive conversations across cultural distinctions
  - By 2025, re-design select courses in each school to intentionally achieve global learning outcomes

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- To the extent feasible and when it will promote efficient use of resources, work with the School of Global and International Studies at IU-Bloomington on curriculum innovations and the development of international experiences for students
  - Review and revise curricula as needed to encourage and accommodate overseas study and other international opportunities for students
  - Review and revise faculty review and reward processes to create or strengthen incentives for faculty to develop and participate in international education for IUPUI students
- Provide internationalization opportunities for every staff and faculty member at IUPUI by 2025.
  - Use our existing Strategic International Partnerships and add a fourth or fifth Strategic International Partnership so teaching, research, engagement, and exchange opportunities exist in many parts of the world for IUPUI staff and faculty.
  - Encourage staff and faculty engagement with international communities here in Indianapolis and Central Indiana.
  - Use IUPUI's Inter-Group Dialogue initiative to encourage participation in constructive conversations across cultural distinctions for all staff and faculty at IUPUI.
  - Increase staff and faculty participation in Fulbright and other opportunities for overseas experiences and engagement.
  - Support staff development of second-language competency and other means (including overseas experience) of more effectively interacting with our local international communities and serving international students and visitors.
  - Assure that campus and unit-level HR policies encourage and accommodate staff engagement in internationalization activities such as those identified above.
- In 2025 Indiana residents will recognize IUPUI as an inter-cultural hub where they link with one another and with the rest of the world. IUPUI will be the place where service organizations, businesses, local communities and their governments and the campus come together for programs, planning, dialogue, enrichment, and entertainment.
  - IUPUI could host regular planning and coordination meetings among participants from IUPUI, City-County government, the International Center of Indianapolis, the Nationalities Council of Indiana, other interested community organizations, and other institutions interested in internationalization and inter-cultural exchange (including other area universities).
  - IUPUI could host an annual "GlobalIndy" summit in partnership with City-County government, the Indy Chamber, and the International Center, for reporting on and reviewing progress toward internationalization goals—a la the annual Chancellor's Report to the Community and/or the IUPUI Diversity Report.
  - Inter-cultural events—speakers, films, discussions, food tastings, etc.—to which the community as well as IUPUI faculty, staff and students are welcome are held regularly at IUPUI (or held elsewhere in Indianapolis with IUPUI sponsorship and support).
  - Inter-Group Dialogue sessions open to community participants are provided by IUPUI.
  - Draw upon alumni with international interests, experiences, or personal/family ties to attend, help organize, and (where appropriate) sponsor these events and activities.
- Maximize the impact of existing and planned international activities on the campus and in and with the community. Through coordinated events, communications, and partnerships between campus and community, build a network of opportunities for students, staff, faculty, and our fellow residents of Indianapolis and central Indiana. In addition to the new initiatives recommended in item 3 above, here we recognize that a great deal of international events and activities occur in and around Indianapolis already, but their success and impact can be enhanced through coordination, collaboration, and partnership.

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- Expand the International House facility and program at IUPUI to accommodate and facilitate these campus and community activities and interactions.
  - Adding more community participants to our IUPUI Strategic International Partnerships in China, Kenya, and Mexico.
  - Build upon the Indianapolis sister-city relationships to develop and strengthen connections with universities in those cities, so that students, staff, and faculty can join community participants in those relationships.
  - Provide advice to the city of Indianapolis and State of Indiana on the strategic development of other sister-city and sister-state relationships.
  - Strengthen Central Indiana's international business relationships and economic development activities through collaborations in research and internship opportunities.
  - Increase service opportunities for students, staff, and faculty with international communities within Indianapolis and Central Indiana and their partners overseas.
  - Use the presence of honorary consuls in Indianapolis to generate and strengthen connections with governments and communities in their respective countries that can enhance learning, service, and economic opportunities for students, staff, and faculty at IUPUI and for residents and businesses in our region.
  - Involve alumni with international interests, experience, or personal/family ties to generate and strengthen connections with governments, businesses, and communities in other countries.
- Place IUPUI at the heart of the effort to make Indianapolis a more welcoming and attractive city and Central Indiana a more welcoming and attractive region for international students, faculty, staff, and visitors.
  - Continue to provide leadership and support for greater transportation options in Central Indiana.
  - Expand the International House facility and program at IUPUI to accommodate and facilitate campus and community activities and experiences that will improve the welcome and integration of visitors and new arrivals at IUPUI and in the region.
  - Through partnerships with community organizations and businesses, develop additional on-campus and near-campus short-term housing and local hosting opportunities for international students and visitors.
  - Expand support services as needed—English-language training, inter-cultural education, visa assistance, etc.—that aid students, staff, and faculty visiting IUPUI or relocating permanently to the Indianapolis area.
  - Involve alumni with international interests, experiences, and personal/family ties in opportunities to improve the reception and integration of visitors and new arrivals to IUPUI and the region.
- By the end of Spring Semester 2014, complete an IUPUI Internationalization Plan to be implemented from 2014 through 2025. This effort combines the work of the American Council on Education (ACE) Internationalization Laboratory and the ACE Center for Internationalization and Global Education with the IUPUI Office of International Affairs, the IUPUI Office of Academic Affairs, and all schools and service units of the campus plus our Advisory Board of community leaders. The result is a set of concrete goals, objectives, and actions steps to be taken that will transform IUPUI into a global campus by 2025.



### **Promote an Inclusive Campus Climate**

IUPUI will nurture and promote a campus climate that seeks, values, and cultivates diversity in all of its forms and that provides conditions necessary for all campus community members to feel welcomed, supported, included, and valued by the campus and each other.

- Create pathways for success to enhance the diversity of students, faculty, and staff at IUPUI
  - Remove barriers to access and advancement for specific populations
    - Be a “Premier Institution for Service Members” seeking an education in Indiana
    - Increase institutional commitment to a family friendly environment in which faculty, staff, and students are free to focus on their IUPUI obligations and commitments
- Educate and learn from the campus and the communities we serve to advance the knowledge, skills, competencies and academic excellence of our community, region, and state.
  - Hold faculty, staff and students responsible for continuously pursuing cultural competency
    - Develop, implement, and institutionalize curriculum to continuously develop the cultural literacy of faculty and staff at IUPUI
    - Require all undergraduate, graduate, and professional students on the IUPUI campus to engage in high impact curricular and co-curricular experiences that are designed to enhance cross-cultural knowledge, attitudes, and skills
- Achieve and sustain excellence in diversity and inclusion for the betterment of our campus and surrounding community.
  - Create an “Institute for Excellence in Diversity, Equity, and Inclusion” that supports research, practice, and teaching focused on cultural diversity and social justice.
  - Hold each unit at IUPUI accountable to develop and sustain recruitment and retention strategies at each level to increase underrepresented faculty, staff, and students that reflect the communities we serve.
    - Each unit will be responsible for developing a Diversity Plan and will be held accountable for their success in implementing their plan by the Chancellor in collaboration with the Department head, the Vice Chancellor of Diversity, Equity, and Inclusion (DEI), and the Director of the Office of Equal Opportunity (OEO).
    - Develop, expand, and provide additional institutional funding for the recruitment and retention of traditionally underrepresented faculty and staff.
    - Develop intentional pipeline programs to recruit and retain traditionally underrepresented students starting in elementary school through graduate school who will become future leaders and/or faculty members at IUPUI through engagement.

### **Develop Faculty and Staff**

IUPUI will invest in and develop its human capital in order for individuals to realize their fullest potential, contribute to institutional excellence, and succeed in this rapidly changing higher education environment.

### **Task Force on Staff Talent**

- IUPUI will become an employer of choice by 2025 if staff are recognized as a valued investment, are evaluated and awarded for their performance and are given priority in promotion and transfer thereby allowing them to reach their fullest potential.
  - Ensure IUPUI employees are recognized as a valued investment
  - Ensure all IUPUI employees are evaluated and awarded for their performance
  - Ensure current IUPUI employees are given priority in promotion and transfer
- IUPUI will become an employer of choice by 2025 through its Staff Development Office programs such as professional and career development, mentoring, and continuing education.
  - Develop a career plan for each staff member from date of hire
  - Create a culture of professional development
  - Create a mentoring program for staff
- By 2025, the benefit program the university offers will be adaptable to individual needs and recognize the evolution of the family.
- In 2025, IUPUI will be a campus with an established tradition of communication between Staff, Administration, and Faculty. Members of the campus community will openly and safely engage in dialogue about relevant campus, division, and school policies, practices, and procedures at IUPUI; fostering advocacy with administration and communication across all campuses in a diverse and inclusive environment.
- By 2025, IUPUI will be an employer of choice by making strategic investments in programs and personnel to establish a workplace which respects the value and importance of work/life balance for all employees.

### **Task Force on Faculty Talent**

- Design appropriate flexible work options to assure that IUPUI becomes an employer of choice for faculty. Include work-life balance opportunities that fit across the life-span such as a-la-cart benefits [Ex: dependent care support (elder and child day care), long-term care insurance] by paying equal benefit dollars for all employees, flexible work options (consider trimesters), etc.
- Make our health science campus a true health promotion employer:
  - Emphasize illness prevention, wellness and health promotion through campus fitness resources, health care clinics, employer-sponsored programs, exercise commuting options (mass transit and bicycle boxes), work place adjustments such as physio-balls and walking desks, improved security, etc.
- Encouraging state of the art corporate partnerships - engage faculty in solving real world problems for the city and state and give faculty credit for such academic service work that visibly demonstrates IUPUI's impact to our constituents.
- Provide twice as many resources for teaching facility upgrades to the CTL Learning Environments Committee.
- Provide additional resources to faculty for academic travel, statistical support and paying for publications.
- Better engage the senior academy in helping the campus with its priorities.