

*INDIANA UNIVERSITY INDIANAPOLIS*

# 2030

## STRATEGIC PLAN

*STUDENT SUCCESS AND OPPORTUNITY*

*TRANSFORMATIVE RESEARCH AND CREATIVITY*

*SERVICE TO STATE AND BEYOND*





## STUDENT SUCCESS & OPPORTUNITY

Student success is of paramount importance to our campus. It undergirds how we structure our programs, design our curricula and position ourselves to respond to the evolving demands of the workforce in central Indiana and beyond. Metrics to assess progress toward our goals will be benchmarked against our urban peers and will include enrollment, retention rates, four- and six-year graduation rates, career outcomes, social mobility indices and reductions in the cohort loan default rate.

### Goal 1: Strengthen Student Enrollment

IUI must broaden and diversify key strategies aimed at stabilizing and expanding undergraduate and graduate enrollments through improved retention and relevant academic programs, and effective financial aid leveraging strategies.

#### Objectives:

- **Academic offerings.** Promote quality, variety and versatility of current academic programs and develop offerings to serve students (including transfer students) and the community.
- **Educational value.** Develop recruitment strategies and business partnerships and practices that link the value of higher education with workforce demands.
- **Financial aid support.** Develop a broad financial aid strategy, integrated with school scholarship support.
- **Access and equity.** Enhance recruitment and yield strategies that elevate access and equity among historically marginalized populations leading to their increased enrollment.
- **School partnerships.** Strengthen the partnership between the School of Science and the School of Medicine to enhance learning and boost student exposure to cutting-edge research.
- **Computer science programs.** Create new computer science programs at Luddy School of Informatics, Computing, and Engineering – Indianapolis.

#### Metrics:

- Increase admissions yield deposits to 25%.
- Increase percentage of students receiving need-based aid to 58% (54.4% as of Spring 2023).
- Decrease the average unmet financial need (excluding loans and work-study) for in-state undergraduate first-degree-seeking students.
- Increase percentage of high school FAFSA filers to 85% (80.5% as of Spring 2023).
- Increase percent of historically marginalized student enrollment to 45% (38.6% as of Spring 2023).
- Create a program that will offer qualifying students in the School of Science a direct pathway to enrollment in the School of Medicine.
- Develop increased capacity for undergraduates, master's and PhD computer science students at Luddy Indianapolis by 2030.
- Establish a formal process for non-degree enrollment of working professionals via enrollment partnerships.

## Goal 2: Increase Retention and Graduation Rates

Enhancing retention and improving on-time graduation at IUI will strengthen student enrollments, improve affordability for our students and ultimately support our state through the contributions of our graduates to the workforce.

### Objectives:

- **First-year experience.** Provide a consistently high-quality, first-year experience to help students build a solid foundation for their future studies and to create a sense of belonging.
- **College costs.** Strategically leverage institutional aid to reduce unmet financial need and expand opportunities for student employment and paid student internships to help students manage the cost of college as they progress toward their degree goals.
- **Workforce demands.** Develop, update and enhance degree programs to meet workforce demands.
- **Flexible learning.** Support student retention by meeting students where they are through online and hybrid learning options.
- **Holistic support.** Ensure continued holistic support for each student as they persist to timely degree completion.
- **Inclusive teaching.** Enhance curricula, pedagogy and inclusive teaching practices to engage students and accommodate different learning styles.
- **Academic access.** Eliminate barriers to student success and improve processes, particularly in academic advising.
- **Experiential learning.** Integrate high impact practice experiences—including experiential learning—into curricular and cocurricular programs for all undergraduate students.
- **Student well-being.** Promote student wellness, safety and mental well-being.

### Metrics:

- Four- and six-year graduation rates in the top 25% of peer group.
- Retention rate for first-year, full-time students in the top 25% of peer group.
- Increase the number of STEM graduates and other high-demand fields by 10% to support the state's growth (currently 782 degrees in Indiana Commission for Higher Education (ICHE) high-impact fields in FY 21-22).
- Decrease DFW rates (students who withdraw from or receive a D or F in a course) with no equity gaps by race, first generation status or income level in 80% of course selections at the 100 and 200 levels (38% as of Spring 2023).
- Ensure degree programs are aligned and continually updated by 2030 as a part of the program review cycle for quality and viability.
- Decrease the average debt of undergraduates by 10% (\$25,806 as of Spring 2023).
- Increase enrollment in online or hybrid programs by 10% 1,999 as of Spring 2023).
- Embed experiential learning opportunities (e.g., internships, service learning, research) into 100% of undergraduate degree programs.
- Implement timely and effective use of the Student Engagement Roster by instructors teaching 100- and 200-level courses (As of Spring 2023 used by 49.9%).
- Increase student participation in proactive advising (weeks 2-7 of the semester) and strategically targeted appointment campaigns by advisors, particularly among students at-risk for attrition.
- Improve student awareness of student mental health services, based on periodic system-wide surveys of students.

### Goal 3: Bolster Graduate and Professional Education

Graduate and professional students add immeasurably to the campus community through their research, student leadership, graduate teaching and other activities. Bolstering recruitment, enrollment and support of graduate and professional students at IUI will enhance our campus's reputation, strengthen our research programs and further energize our intellectual community.

#### Objectives:

- **Enrollment growth.** Grow enrollments in graduate programs at or above IUI's peer institutions to strengthen research and attract top students and faculty who will build a vibrant academic community.
- **Graduate student outcomes.** Increase student retention and degree completion on par with IUI's peer institutions, with a focus on providing student support and professional development.
- **Accelerated degree programs.** Align curricular offerings with workforce demands with a particular focus on accelerated degree programs.

#### Metrics:

- Degree completion in top 30% of peer group for master's and doctoral degrees with an emphasis on doctoral programs.
- Improve doctoral retention rate to 92% (currently 88%).
- Improve graduation rates in doctoral-research level programs by 5%.
- Increase enrollment at IUI in master's degrees and doctoral research programs by 5%.
- Increase the number of master's and doctoral program degrees conferred from the School of Science and Luddy School of Informatics, Computing, and Engineering – Indianapolis by 10%.

### Goal 4: Improve Equity and Inclusion Across the Student Experience

IUI enrolls one of the most diverse student populations in the state, with equity and inclusion undergirding everything we do. It is critical we prioritize equity and inclusion as we make strategic decisions about the student experience. This will benefit all students, and the expanded diversity of the student body will contribute to the excellence of our campus.

#### Objectives:

- **Inclusive culture.** Ensure all students experience a welcoming and inclusive campus culture.
- **Cultural competency.** Foster cultural competency among faculty to build a more inclusive learning experience.
- **Strengthening equity.** Boost participation in experiential learning opportunities for students from historically marginalized groups to help close the achievement gap, build confidence and resilience, and provide a sense of belonging.
- **Student support.** Lead peer institutions in terms of mental health, wellness and adaptive educational experiences to help ensure students are better equipped to manage the demands of academic life.

## Metrics:

- Increase a sense of belonging among the student body as measured by campus climate survey, National Survey of Student Engagement (NSSE) and/or others.
- Increase number of tenure-track promotions with DEI pathway.
- Embed experiential learning opportunities (e.g., internships, service learning, research) into 100% of undergraduate degree programs.
- Increase percent of students using health and wellness programming as well as adaptive educational services.

## Goal 5: Enhance Undergraduate Career Outcomes

The earnings gap between college graduates and those with less education continues to widen. It is critical to ensure that IUI students are adequately prepared with the skills and knowledge to meet the workforce needs of the communities they will serve, preparing them for success in their chosen careers.

## Objectives:

- **Comprehensive career support.** Provide wide-ranging career services as outlined by the Council of Advancement of Standards in Higher Education (CAS) to all students regardless of major or school to prepare them for the job market and help them make informed decisions about future careers.
- **Social mobility and career outcomes.** Expand career development support for Pell-eligible, 21<sup>st</sup> Century Scholars and first-generation students to improve social mobility and career outcomes.
- **Career readiness.** Ensure all degree programs include integrated experiential learning experiences to help students become more career-ready and competitive in the job market.
- **Strategic relationships.** Engage in strategic employer relationship cultivation and management to support student career success.

## Metrics:

- Increase positive career outcomes of all graduates to 90%, including Pell-eligible, 21<sup>st</sup> Century Scholars and first-generation students, as reflected in the First Destination Survey (as of Spring 2023 currently 86% for all bachelor's degree recipients, 83% for bachelor's recipients receiving a Pell Grant, 86% for bachelor's recipients who were 21<sup>st</sup> Century Scholars and 84% for first-generation bachelor's degree recipients).
- Embed experiential learning opportunities (e.g., internships, service learning, research) into 100% of undergraduate degree programs.
- Increase engagement with employer partners year-over-year as measured by the Career Services Council Annual Metrics Reporting Form.



## TRANSFORMATIVE RESEARCH & CREATIVITY

Research, discovery and creative activity are critical to the vitality and national reputation of our campus. The translation of research into application and practice benefits our state through innovative solutions to pressing problems and helps drive economic development. Our campus has long been recognized for the significant and transformative impact that community-engaged research and public scholarship can have on the metropolitan Indianapolis region, and it is important to maintain this strength even as we build our research profile in other areas. Successes in this area will be measured through increases in R&D expenditures; increased sponsored research support from federal agencies, foundations, industry and government contracts; and increased dissemination of research produced by faculty as well as by undergraduate and graduate students.

### Goal 1: Increase Research Productivity by Expanding and Diversifying High-Impact and Translational Research Areas

High-impact research involves areas of focus that equip IUI faculty and students the potential to generate new knowledge, contribute to social well-being and expand economic development that will improve the lives of individuals and communities in meaningful ways. Supporting the translation of research and creative activity into practical applications and commercial products that can be used in the real world is essential for encouraging innovation and entrepreneurship and driving economic and social growth.

#### Objectives:

- **Multi-disciplinary collaborations.** Foster multi-disciplinary collaborations within and across all schools on campus, including the School of Medicine, to engage in high-impact research that will attract large-scale funding.
- **Translational research.** Expand efforts to translate research and creative activity to the public through a shared commitment to disclosure and licensing of inventions, discoveries and innovations; entrepreneurship and commercialization; and partnerships with key constituencies.
- **Culture of positivity.** Enhance communication about research and creative activities that engage faculty, staff, students and the broader community thereby fostering a culture of positive influence.

#### Metrics:

- Increase annually the number of externally sponsored research proposals submitted by faculty to 1000.
- Increase number of funded externally sponsored research annually (\$57.1 million as of Spring 2023).
- Increase percentage of tenure-track faculty with external research funding to 50%.
- Grow research funding activities for the new joint (IU/Purdue) biosciences engineering institute.
- Increase patent applications and licensing of discoveries to increase revenue annually (FY22 – 43 applications, six licensing agreements, \$26,173 licensing income).
- Through a collaboration with the vice president for Research and the division of University Communications and Marketing to refine the research strategic communications plan as IUPUI transitions to IUI.

## Goal 2: Enhance Community-Engaged Research and Public Scholarship

Enhancing community-engaged research and public scholarship at IUI will lead to more equitable and high-impact research by involving communities and the public in the research process, making research findings more accessible and understandable, and promoting public benefit deriving from the research.

### Objectives:

- **Boosting credibility.** Increase recognition of IUI as a center for community-engaged research and public scholarship to enhance the reputation of the campus and university.
- **Community engagement.** Develop internal capacity for community-engaged research and public scholarship to address the community's needs and priorities.
- **Sharing academic knowledge.** Promote research and scholarly dissemination through high-quality peer reviewed outlets.

### Metrics:

- Receive Carnegie Elective Classification for Community Engagement in 2026.
- Double the number of dossiers annually reviewed by the Public and Engaged Scholarship Review Committee.
- Increase the number of tenure-track faculty conducting community-engaged research with external research funding (baseline established by 2024).
- Increase in number of faculty promotions based on community-engaged research and public scholarship to 6%.
- Increase the number of books published to the top 50% of peer group.
- Increase the number of peer-reviewed published articles to place IUI in the top 50th percentile.
- Increase citation count to the top 50% of peer group.

## Goal 3: Strengthen Diversity, Equity, and Inclusion Across the Research Enterprise

Strengthening DEI across the research enterprise at IUI will involve creating a more inclusive and equitable research culture that values and supports individuals from diverse backgrounds and experiences. It will also position us well to diversify the pipeline of postdoctoral fellows and faculty who will contribute to the creation of knowledge and creative activity in the future.

### Objectives:

- **Reflect the community.** Ensure the leaders of research and research development reflect the diverse characteristics of our students, with an emphasis on hiring and advancing individuals from historically marginalized groups to help advance knowledge, promote equity and improve educational outcomes for all students.
- **Campus support.** Expand campus support for community-engaged, participatory research and translating research into practice, with a focus on supporting researchers and historically marginalized communities.

- **Inclusive environment.** Build inclusive and equitable environments on campus that support a diverse group of researchers.
- **DEI values.** Become a global and national leader in forging policy and culture changes that center diversity, equity, inclusion, justice, accessibility, belongingness (DEIJAB) values in the research enterprise.

### Metrics:

- Reduce faculty turnover for early-career tenure-track and non-tenure-track faculty (currently 87.5% of new faculty are still on the tenure track after four years).
- Increase number of tenure-track promotions with DEI pathway.
- Establish baseline data and progressively increase, by 10% per year, the number of research projects that engage with communities of color as a primary focus.
- Create a formal document that defines scholarly values in the context of DEIJAB.
- Establish baseline data and progressively increase, by 10% per year, the number of proposals with a significant DEIJAB element at the core of the work proposed.

## Goal 4: Enhance Support for Faculty Excellence in Research

By supporting faculty excellence in research, IUI can help to advance knowledge, improve education, enhance competitiveness and drive economic growth.

### Objectives:

- **Pathways to success.** Create clear and achievable pathways for success for early career faculty through strategic hiring of diverse, high-quality faculty who are supported by structured developmental mentoring, equitable access to resources to support funding success pre and post award, and protected time.
- **Faculty retention.** Enhance retention efforts for mid-to-late career faculty, ensuring there are multiple ways of defining and articulating scholarly impact and that research funding is more flexible and easier to secure and manage.

### Metrics:

- Increased retention of early-career tenure-track and non-tenure-track faculty (currently 87.5% of new faculty are still on the tenure track after four years).
- Increase levels of job satisfaction by IUI faculty as reported through Collaborative on Academic Careers in Higher Ed (COACHE) Faculty Job Satisfaction survey.



## SERVICE TO OUR STATE AND BEYOND

As a public higher education institution supported by the state of Indiana and focused on providing academic credentials to Hoosiers, IU Indianapolis must be a leader in helping to address some of our state's most vexing challenges, particularly issues related to health, education and economic development, and must deepen our commitment to public service and outreach. Likewise, our activities in research and teaching must remain focused on supporting our state and particularly the metropolitan region that we call home.

### Goal 1: Expand Contribution to Workforce Development

Contributing to workforce development is essential for promoting economic development, growth and stability. Providing IUI students with the skills and training they need to succeed in the workforce will help to fill skills gaps, promote job security and support social mobility.

#### Objectives:

- **Workforce needs.** Contribute to the growth of the state's economy by working with key stakeholders to identify and respond to workforce needs of the future.
- **Computer science programs.** Create new computer science programs at Luddy School of Informatics, Computing, and Engineering – Indianapolis.
- **Career readiness.** Expand career planning and experiential learning opportunities for IUI students and graduates to improve career readiness and promote entrepreneurship and innovation.
- **Economic growth.** Enhance flexibility in degree programs and include adaptable certificates, microcredentials, Career Technical Education and industry credentials that enhance the employment prospects of IUI students, increase the value of IU degrees and contribute to economic development in the state of Indiana.

#### Metrics:

- Develop the IU Science and Technology corridor to advance STEM education, connect to area industry and further complement the large and growing science and technology ecosystem in downtown Indianapolis.
- Partner with the Indiana Economic Development Corporation (IEDC) on its 5E Strategy: entrepreneurship, environment, economy, energy and external engagement.
- Develop capacity for undergraduates, master's and PhD computer science students at Luddy Indianapolis by 2030.
- Embed experiential learning opportunities (e.g., internships, service learning, research) into 100% of undergraduate degree programs.
- Increase in number of stackable credentials (e.g., badges, credit for prior learning, certificates) offered across undergraduate, graduate and professional degree programs.

## Goal 2: Engage State P-12 to Strengthen Education and Educational Pipelines in Indiana

Building partnerships among IUI, local schools and businesses will help align educational goals with workforce needs and promote career readiness. Strengthening the educational pipeline is critically important for helping to increase the proportion of high school graduates planning to pursue postsecondary degrees.

### Objectives:

- **Enrichment opportunities.** Work with district, school and community partners to strengthen and increase enrichment opportunities for P-12 students.
- **Diversity pipeline.** Improve the pipeline for diversity recruitment and retention to provide P-12 students with role models who represent a range of backgrounds, experiences and perspectives.

### Metrics:

- Increase the number of students served and the number of IUI students participating in P-12 enrichment opportunities as measured by internal databases such as the Collaboratory.
- Increase to 100% all academic units sponsoring P-12 enrichment by 2030.
- Increase the number of career pathway partnerships with high schools in the service region, with a focus on underserved populations.

## Goal 3: Foster Economic Development in Indiana Through Tech Transfer, Translational Research, Entrepreneurship and Innovation

A supportive ecosystem for innovation will provide researchers and entrepreneurs with the resources and support they need to take their discoveries and apply them to real-world problems or turn their ideas into successful businesses. A culture of innovation at IUI will help attract top talent and promote economic growth.

### Objectives:

- **Culture of innovation.** Enhance the culture for innovation at IUI and increase student engagement in entrepreneurial learning experiences for improved employability and better alignment between education and the workforce.
- **Cross-disciplinary support.** Enhance faculty and staff support to drive innovation within disciplines, across disciplines and in our community.

### Metrics:

- Increase the number of cross-institutional research collaborations in targeted areas aligned with economic clusters of Indiana (health and life sciences; information technology (including AI); logistics; advanced manufacturing; tourism, arts and culture; and government/not-for-profit sector).
- Grow research funding activities for the new joint (IU/Purdue) biosciences engineering institute.

## Goal 4: Improve Integrated Health Service Outcomes through Research, Education, Community Service and Engagement

Engaging with our communities will help ensure IUI implements health programs and initiatives that are designed to meet community needs and priorities, leading to more effective and sustainable solutions, improved health outcomes, and better trained healthcare professionals prepared to provide person-centered, collaborative care in communities.

### Objectives:

- **Community partnerships.** Engage and partner with communities to address disparities associated with social determinants of health and create a plan with the community to improve key state of Indiana health indicators.
- **Nursing graduates.** Increase number of nursing graduates to help address the state's nursing shortage.
- **Health disparities and equity.** Create an IUI Institute focused on addressing health disparities and health equity across Indiana through community-engaged research, teaching and service.
- **Health priorities.** Expand collaborations within initiatives supported by the IU Interprofessional Practice and Education Center (IPEC) to address Indiana's health priorities and to enhance cross-disciplinary research, teaching and team-based practice.

### Metrics:

- Establish baseline and progressively increase IUI's investment in community or targeted population programs related to health and well-being of Hoosiers.
- Increase undergraduate student enrollment at the School of Nursing by 50%.
- Use relevant Indiana state health indicators to establish baseline value and track progress quarterly over time in IUI health-focused partnerships.
- Identify health disparities at baseline and develop a community-engaged partnership approach to eliminate disparities and measure progress in reducing disparities over time.
- Establish a number of baseline IPEC community-engaged activities and track growth of the number of IPEC-engaged projects and graduates who enter the Indiana workforce.

## Goal 5: Adapt Global Perspectives to Address Local Challenges

IUI is committed to preparing faculty, staff and students to engage the broader world and to building international partnerships that advance research, further student learning and improve communities through local solutions to global challenges.

### Objectives:

- **Global research.** Expand opportunities for global research and service, whether conducted in Indiana or internationally, as a critical component of the IUI research agenda.
- **Commitment to DEI.** Position global engagement and internationalization as a complementary aspect of IUI's commitment to DEI.
- **Global teaching and learning.** Provide greater access to global teaching and learning for local impact.
- **International partnerships.** Develop and/or grow international institutional strategic partnerships that advance IUI's globally recognized commitment to the United Nations Sustainable Development Goals (SDGs).

### Metrics:

- Partner with the IEDC to increase participation of IUI experts in consultations/support for state trade and foreign investment activity.
- Partner with The International Center, the Indiana based non-profit, to increase linkages between Indiana industry and foreign businesses, particularly those with affiliation to IUI or IUI's international institutional partners.
- Increase research expenditures related to interdisciplinary global research both internal and external to IUI.
- Increase number of Fulbright scholar awards to IUI faculty and staff (currently 19).
- Develop a baseline for the number of faculty, staff and students who are teaching, researching or engaging in service around the SDGs with international partner institutions and increase annually.