

THE BICENTENNIAL STRATEGIC PLAN FOR INDIANA UNIVERSITY

IUPUI

Final Report



THE BICENTENNIAL STRATEGIC PLAN
FOR IUPUI

Table of Contents

Letter from Chancellor Nasser H. Paydar / 5

IUPUI Mission, Vision, and Values / 6

IUPUI and the Bicentennial Strategic Plan / 8

Overview of IUPUI's Strategic Plan,
Our Commitment to Indiana and Beyond / 10

IUPUI's Strategic Priorities and Goals / 11

Priority 1: The Success of Our Students / 12

Priority 2: Advances in Health and Life Sciences / 22

Priority 3: Contributions to the Well-being of the
Citizens of Indianapolis, the State of Indiana, and
Beyond / 26

IUPUI Traditions / 44

IUPUI Transitions / 51

IUPUI Transformations / 55

IUPUI Timeline / 60

Read the full Bicentennial Strategic Plan at
strategicplan.iu.edu.





Greetings,

On behalf of the IUPUI campus, I am pleased to present our Bicentennial Strategic Plan Report.

Over the past five years—the span of this report—IUPUI has made great strides in supporting our students, conducting world-class research, and engaging with the community, the three pillars of our campus mission and strategic plan. That plan provides broad-based support for the university-level strategic plan with key milestones and accomplishments outlined in the following pages.

In the months before this report was finalized, the world has faced one of the most devastating health crises since the Spanish flu struck more than a century ago. While the COVID-19 pandemic has utterly transformed the way we live our lives—quarantined and physically distanced—it has also dramatically

affected the way IUPUI has delivered education and conducted research. With courses shifted online after our spring break in 2020, IUPUI drew on decades of strength in the online space and our reputation for pedagogical innovation. At the end of the spring semester, the result of these efforts was revealed in the success of the 7,078 students who graduated from sites across the state. This number is on par with previous years.

Here, in the heart of Indianapolis even when facing global challenges, IUPUI continues to prepare and graduate civic-minded professionals, to actively engage with partners in neighborhoods throughout the city, and to promote the economic development and vitality of the region by forging business, industry, government, and community partnerships. IUPUI extends its positive impact on the state of Indiana through its leadership of education centers in

Columbus and Fort Wayne, both of which play a vital role in educating Hoosiers across the state.

Even when we face challenges like the current pandemic, we attract and retain talent from thriving bench and clinical scientists to internationally-recognized artists to members of national academies, all of whom contribute to an environment where research, scholarship, and creative activity flourish.

We are a campus rooted in the past with a vision for the future. I hope you enjoy the projects showcased in this report and encourage you to seek more information about our campus at www.iupui.edu.

Sincerely,

Nasser H. Paydar
Chancellor

IUPUI Vision, Mission, and Values

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.

MISSION STATEMENT

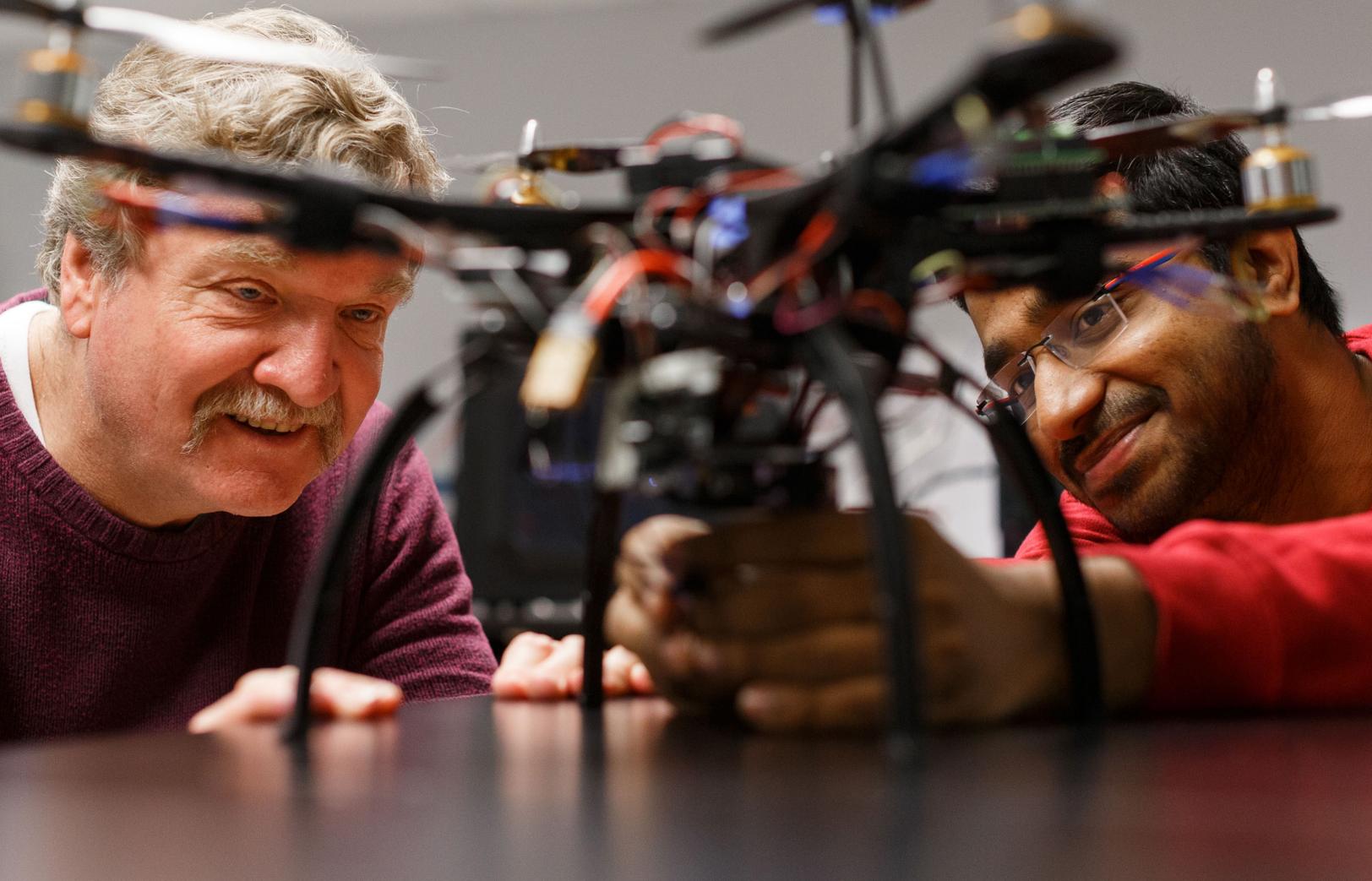
Indiana University-Purdue University Indianapolis (IUPUI), a partnership between Indiana and Purdue Universities, is Indiana's urban research and academic health sciences campus. IUPUI's mission is to advance the state of Indiana and the intellectual growth of its citizens to the highest levels nationally 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.

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 excellence.

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.



IUPUI and the Bicentennial Strategic Plan

Indiana University's eight Bicentennial Priorities provide an overarching framework to which IUPUI is making important contributions. The material below describes those contributions in broad strokes. The report that follows goes into greater detail about these contributions using the IUPUI Strategic Plan, *Our Commitment to Indiana and Beyond*, as an organizing principle.

IU Bicentennial Priorities and IUPUI Contributions

PRIORITY 1: A COMMITMENT TO STUDENT SUCCESS

Student success is the number one strategic plan priority for IUPUI. We accomplish this through specific goals aimed at promoting undergraduate student learning and success, increasing capacity for graduate education, transforming online education, and optimizing our enrollment management.

PRIORITY 2: A COMMUNITY OF SCHOLARS

IUPUI has made significant investments to attract, retain, and develop faculty through programs, resources, and structures to facilitate their ongoing performance, support, and advancement. Two IUPUI strategic plan goals—promote an inclusive campus climate and develop faculty and staff—support this priority.

PRIORITY 3: CATALYZING RESEARCH

IUPUI accelerates innovation and discovery through research and creative activity by engaging IUPUI's comprehensive portfolio of academic units to promote interdisciplinary research and team science.

PRIORITY 4: REIMAGINING EDUCATION

The establishment of an independent IUPUI School of Education, uniquely positioned to address the needs of urban and metropolitan school districts, ensures Indiana University will meet the P-12 educational challenges of the next century.

PRIORITY 5: A GLOBAL UNIVERSITY

Through expanded global partnerships, international student recruitment, and a focus on global learning opportunities for students, IUPUI's strategic plan goal of strengthening internationalization efforts is making important contributions to this university-wide priority.

PRIORITY 6: HEALTH SCIENCES RESEARCH AND EDUCATION TO IMPROVE THE STATE AND NATION'S HEALTH

IUPUI's array of academic programs, clinical partnerships and experiences, and community-focused solutions aimed at improving health outcomes for Indiana residents are important components of our strategic plan goal of leveraging our strengths in health and life sciences.

PRIORITY 7: BUILDING A PROSPEROUS AND INNOVATIVE INDIANA

Through several strategic plan goals, including deepening our commitment to community engagement, IUPUI embraces its role as an anchor institution to develop talent, produce knowledge, and build community in order to advance the workforce and economic development needs of our state.

PRIORITY 8: TOWARD A CULTURE OF BUILDING AND MAKING

IUPUI's strong roots in STEM, including academic programs in engineering, technology, informatics, and computer science, serve as a complement to, and a partner with, programs at IU Bloomington.



Overview of IUPUI's Strategic Plan, *Our Commitment to Indiana and Beyond*

Since IUPUI launched its strategic plan, *Our Commitment to Indiana and Beyond*, we have accomplished many of the objectives we envisioned. During IUPUI's 50th Anniversary, in academic year 2018–19, we reaffirmed our strategic plan commitments through updated and renewed goals and objectives, each designed to continue advancing IUPUI's vision.

IUPUI's Strategic Plan

FOCUSES on three broad priorities, each crucial to the future success of our institution, our city, and our state.

ADVANCES 10 strategic goals that position the campus for greater strength and excellence.

CONTRIBUTES to key state and national goals for degree attainment and economic development.

BUILDS on existing sources of strength, honors prior investments, and reflects widespread stakeholder involvement in ongoing planning, implementation, and improvement processes.

Our Commitment is aligned with, and derived from, the Indiana University Bicentennial Strategic Plan and supports the following university Principles of Excellence:

1. An Excellent Education
2. An Excellent Faculty
3. Excellence in Research
4. The International Dimension of Excellence
5. Excellence in the Health Sciences and Health Care
6. Excellence in Engagement and Economic Development
7. Excellence in Advancement
8. Building for Excellence
9. The Centrality of Information
10. Responsible Stewardship of Indiana University's Resources

“Our Commitment will not sit on a shelf. It is a dynamic plan that will respond to changing needs within and outside IUPUI. We invite you to join us in creating an IUPUI that empowers, inspires, and improves the lives of our students, faculty, staff, and all of the members of our many communities in Indianapolis, across Indiana, and beyond.”

*~Nasser H. Paydar, Chancellor, IUPUI, and
Executive Vice President, Indiana University*

IUPUI's Strategic Priorities and Goals

PRIORITY 1: THE SUCCESS OF OUR STUDENTS

GOAL 1 Promote undergraduate student learning and success. Create more effective environments, practices, and support systems for student learning, success, and degree attainment.

GOAL 2 Increase capacity for graduate education. Develop tomorrow's intellectual leaders and scholars through enhanced opportunities in graduate education, especially Ph.D. and interprofessional programs.

GOAL 3 Transform online education. Increase our efforts to improve access and opportunities for learners through technology-enhanced tools, platforms, and practices.

GOAL 4 Optimize our enrollment management. Develop continued strategic enrollment management expertise that expands our reach, builds enrollments, retains students, and increases degree attainment.

PRIORITY 2: ADVANCES IN HEALTH AND LIFE SCIENCES

GOAL 5 Leverage our strengths in health and life sciences. Advance our capabilities and contributions through interdisciplinary efforts—often referred to as interprofessional education and collaborative practice—to improve the well-being of communities and tackle important public health challenges.

PRIORITY 3: CONTRIBUTIONS TO THE WELL-BEING OF THE CITIZENS OF INDIANAPOLIS, THE STATE OF INDIANA, AND BEYOND

GOAL 6 Accelerate innovation, discovery, and creative activity. Enhance our capacity and support for research, scholarship, and creative activity to improve the quality of life, generate new knowledge, and fuel economic development.

GOAL 7 Deepen our commitment to community engagement. Increase service and experiential learning opportunities, stimulate economic development, and use outreach and engagement to address urban community needs.

GOAL 8 Strengthen internationalization efforts. Forge and expand effective international partnerships and prepare our students to be global citizens.

GOAL 9 Promote an inclusive campus climate. Seek, value, and cultivate diversity in all of its forms and create an environment where all campus community members feel welcomed, supported, included, and valued.

GOAL 10 Develop faculty and staff. Invest in and develop faculty and staff so that individuals realize their fullest potential to contribute to IUPUI's excellence and success.

Each goal of *Our Commitment to Indiana and Beyond* is implemented in every academic and support unit at IUPUI. Campus-level administrators charged with overseeing major domains of responsibility related to a particular goal serve as Administrative Champions for the strategic plan. Each year, academic and support unit leaders report on recent accomplishments and forthcoming plans for each strategic plan goal. Information about *Our Commitment to Indiana and Beyond*, including these annual reports, is available at strategicplan.iupui.edu.

Priority 1: The Success of Our Students

IUPUI's number one strategic priority centers on the success of students. This involves four goals aimed at attracting, retaining, educating, and graduating students while ensuring our academic programs are developed and implemented in ways to meet current and future demands. The four goals supporting Priority 1 of the IUPUI strategic plan are:

- Goal 1: Promote undergraduate student learning and success
- Goal 2: Increase capacity for graduate education
- Goal 3: Transform online education
- Goal 4: Optimize our enrollment management

GOAL 1: PROMOTE UNDERGRADUATE STUDENT LEARNING AND SUCCESS

Create more effective environments, practices, and support systems for student learning, success, and degree attainment.

Objectives:

1. Develop and expand initiatives that enhance student success, especially student retention and graduation.
2. Create and implement guided learning pathways that take students from their first year on campus through their capstone experiences.
3. Enhance students' sense of belonging to one or more campus communities.
4. Assess and document student learning and development.
5. Develop faculty and staff to support student learning and success.
6. Provide support and resources that reduce educational inequities in all facets of students' learning experiences at IUPUI.

Administrative Champions:

- Jay Gladden, Associate Vice Chancellor for Undergraduate Education and Dean, University College
- Eric Weldy, Vice Chancellor for Student Affairs

GOAL 2: INCREASE CAPACITY FOR GRADUATE EDUCATION

Develop tomorrow's intellectual leaders and scholars through enhanced opportunities in graduate education, especially Ph.D. and interprofessional programs.

Objectives:

1. Expand the number and capacity of graduate degree programs.
2. Increase the autonomy of Ph.D. programs.
3. Create unique accelerated, interdisciplinary, and interprofessional graduate programs, particularly in the humanities and social sciences.
4. Strengthen graduate student recruitment, retention, and degree achievement.

Administrative Champion:

- Janice Blum, Interim Vice Chancellor for Research and Graduate Education and Associate Dean of the Graduate School

GOAL 3: TRANSFORM ONLINE EDUCATION

Increase our efforts to improve access and opportunities for learners through technology-enhanced tools, platforms, and practices.

Objectives:

1. Develop online programs that build on the unique features of an IUPUI education and reflect the teaching and learning mission of Indiana University.
2. Collaborate with and support all IUPUI faculty in creating online courses and programs through a multifaceted approach to professional development.
3. Implement next-generation digital learning environments to support seamless delivery of face-to-face, hybrid, and online courses and programs through expanded use of adaptive learning technologies and digital courseware.
4. Engage students in shaping effective online courses and programs by inviting their ideas and ensuring their awareness and access to services that support online student success.

Administrative Champions:

- Margie Ferguson, Senior Associate Vice Chancellor for Academic Affairs
- Julie Johnston, Acting Associate Vice President, Learning Technologies in the Office of the Vice President for Information Technology at IU

GOAL 4: OPTIMIZE OUR ENROLLMENT MANAGEMENT

Develop continued strategic enrollment management expertise that expands our reach, builds enrollment, retains students, and increases degree attainment.

Objectives:

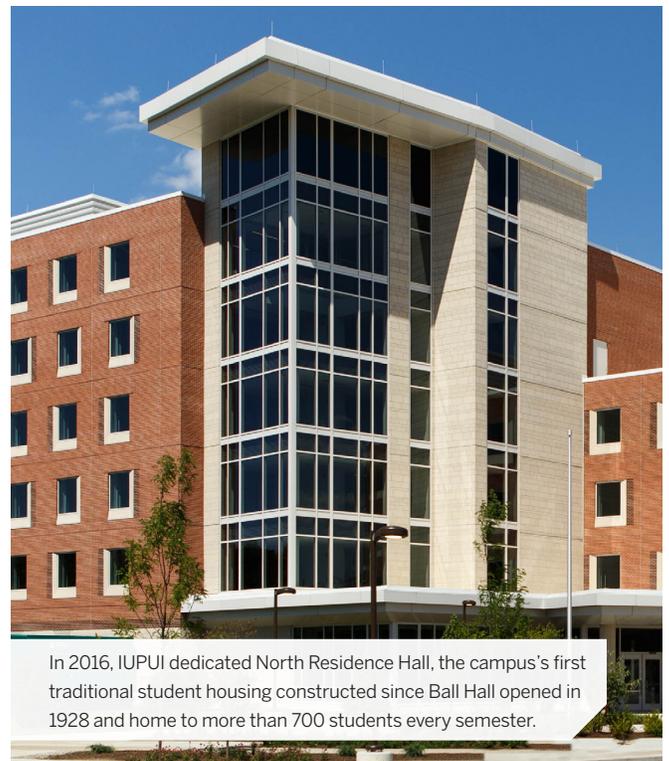
1. Develop continued expertise in strategic enrollment management.
2. Provide excellent service and consultation to division stakeholders and academic schools.
3. Foster a culture of data-informed decision-making concerning division actions.
4. Support initiatives that contribute to promoting retention and student success.
5. Value and embrace innovation, change, and entrepreneurial mindsets and approaches.
6. Integrate diversity and inclusivity principles into all aspects of the division's culture and practices.

Administrative Champion:

- Boyd Bradshaw, Associate Vice Chancellor for Enrollment Management and Chief Enrollment Officer

SELECT ACCOMPLISHMENTS FOR PRIORITY 1, THE SUCCESS OF OUR STUDENTS

- Increased amount of need-based aid to students from zero in 2015 to more than \$9 million in 2019
- Increased on-campus housing offerings with the opening of North Hall
- Expanded the Diversity, Equity, and Achievement Program (DEAP) to better serve the diverse undergraduate student population
- Led the IU-wide development and implementation of the new Career EDGE (Exploration, Development, Graduation, Employment) modules
- Launched the Institute for Engaged Learning and expanded programming and investment in high-impact practices, including Summer Bridge, themed learning communities, service learning, and first-year experiences
- Significantly revised and scaled a new advising model that broadened approach to extend beyond course planning and selection
- Formed the Student Experience Council to address student transition, retention, and persistence issues across campus in a coordinated and holistic manner
- Updated programming to offer a consistent high-impact learning experience for all first-time full-time students
- Merged three offices into a single unit, the Center for Transfer and Adult Students, to serve this student population more effectively
- Increased efforts within Student Affairs to enhance student connectedness and belonging through the Coping 101 Group offered by Counseling and Psychological Services (CAPS)
- As part of a Lumina Foundation-supported initiative, implemented “Beyond Financial Aid” to promote and coordinate services and raise awareness of the challenges faced by under-resourced students at IUPUI
- Expanded Paws’ Pantry and Paws’ Closet, two resources aimed at providing food and clothing support for all members of the IUPUI community
- Implemented the Profiles of Learning for Undergraduate Success—Communicator, Problem Solver, Innovator, and Community Contributor—which help students develop knowledge and broad skills that will prepare them for their future, regardless of the field, industry, or area that they choose to pursue

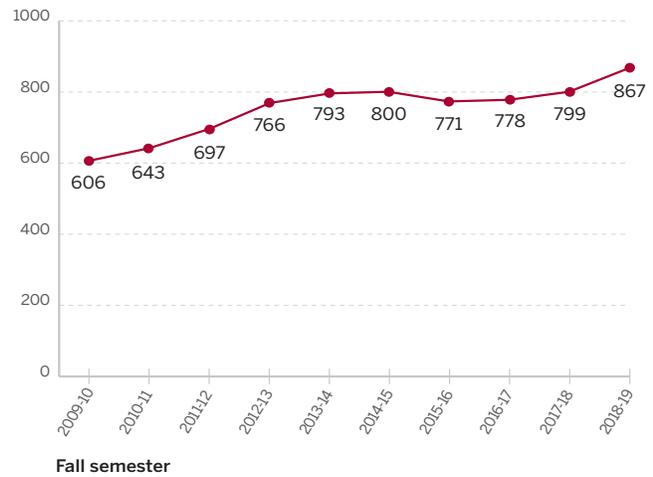


In 2016, IUPUI dedicated North Residence Hall, the campus's first traditional student housing constructed since Ball Hall opened in 1928 and home to more than 700 students every semester.

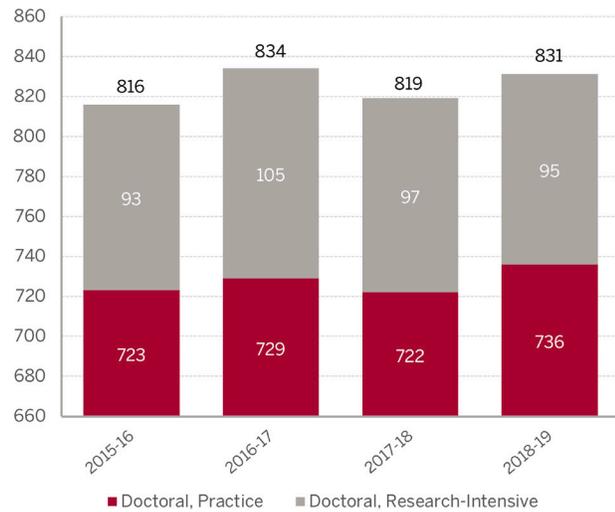
**SELECT ACCOMPLISHMENTS FOR PRIORITY 1,
THE SUCCESS OF OUR STUDENTS (CONTINUED)**

- Formed the Chancellor’s Student Advisory Board
- Developed 11 new Ph.D. programs between 2015 and 2019 and increased autonomy for Ph.D. programs at IUPUI
- Launched two task forces and implemented recommendations related to improving conditions for African-American and Latinx students at IUPUI
- Expanded the number of accelerated B.S./M.S. programs
- Joined Midwest Student Exchange Program to attract greater share of non-resident students from Midwest states

Growth in Research-Intensive Ph. D. Enrollment



Ph.D. Degree Conferrals



Chancellor Paydar meets on a regular basis with members of his Student Advisory Board, upon whom he calls to work on special projects that affect the student experience at IUPUI.

SELECT ACCOMPLISHMENTS FOR PRIORITY 1, THE SUCCESS OF OUR STUDENTS (CONTINUED)

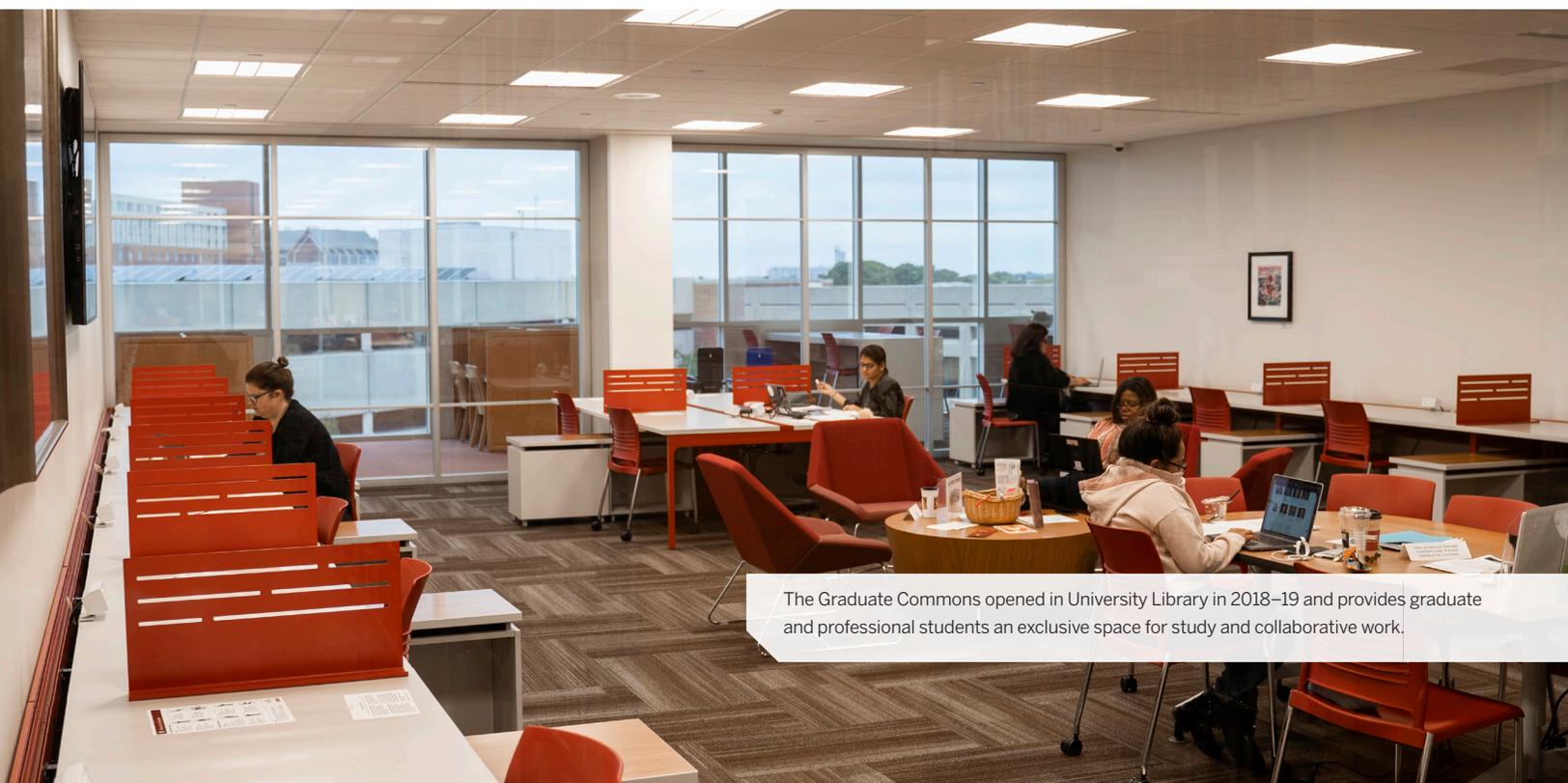
- Strengthened focus on strategic enrollment management by creating a campus culture of data-informed decision-making, including creating the Office of Enrollment Strategy and Insights within the Division of Enrollment Management and partnering with IU Studios on prospective student outreach
- Created and hosted an annual strategic enrollment management summit beginning in 2018 with the purpose of extending the goals of the Division of Enrollment Management, allowing campus partners to maximize their enrollment efforts
- Consistently enrolled larger, more diverse, and better prepared beginner classes
- Increased graduate student enrollment
- Implemented various initiatives to increase enrollment, including launching the Common Application, expanding the Midwest Student Exchange Program, strategically refining disbursement of institutional aid, moving to a test optional admissions process, and emphasizing expansion of Ph.D. programs and international student recruitment
- Increased degree production to produce critical talent for the city and state
- Launched Indy Achieves, a Marion County Promise Program Partnership with Ivy Tech Community College, Employ Indy, and the city of Indianapolis, to encourage under-represented low-income students to attend and graduate from higher education institutions to achieve successful career outcomes



In 2019, Mayor Joe Hogsett held a press conference on the IUPUI campus to announce the inaugural cohort of Indy Achieves Promise Scholars. Executive Vice Chancellor and Chief Academic Officer Kathy Johnson joined him at the event.

SELECT ACCOMPLISHMENTS FOR PRIORITY 1, THE SUCCESS OF OUR STUDENTS (CONTINUED)

- Increased the number of courses and degree programs offered online and delivered through the IU Online distribution channel, including more than 40 collaborative certificates or degrees that have been either approved or are pending approval
- Upgraded dozens of classrooms and learning environments at IUPUI to facilitate technology-mediated and collaborative learning
- Developed the Experiential and Applied Learning Record to provide students and potential employers with a tool that helps to verify and validate student learning in and outside of the classroom
- Created the Graduate Commons, a space for graduate/professional student connections
- Supported collaborative delivery of student services in partnership with other campuses and the Office of Online Education in student onboarding, success coaching, financial services, and career services
- Developed new and continued to improve existing online courses and programs in units across campus
- Implemented innovative spaces with UITs's leadership, including the Collaboration Theatre in Innovation Hall, a unique football-shaped interactive classroom, and the recently-launched Idea Garden, a "thinker space" for student enrichment with "hands-on" technology, special materials, and collaborative spaces available nowhere else on campus

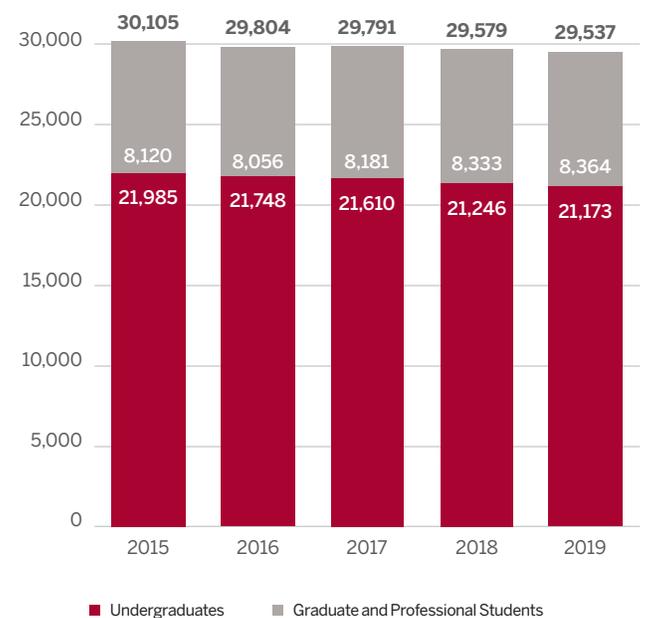


The Graduate Commons opened in University Library in 2018–19 and provides graduate and professional students an exclusive space for study and collaborative work.

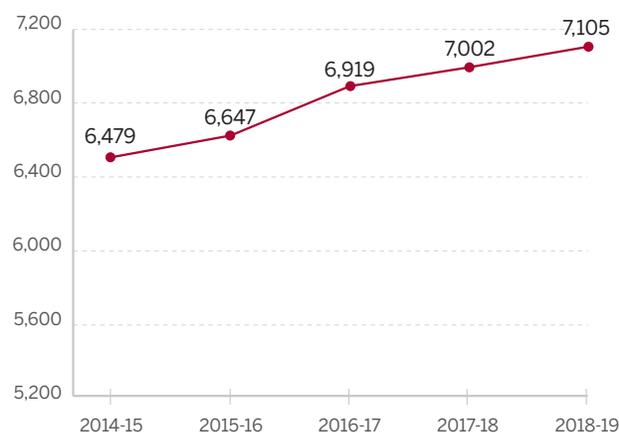
ENROLLMENT

While IUPUI's enrollment has remained steady over the past five years, the quality of incoming students has increased dramatically, as shown by the high school GPAs of beginners as well as a number of other factors. During this time, degree production has increased, in particular at the graduate and professional level.

Fall Enrollment

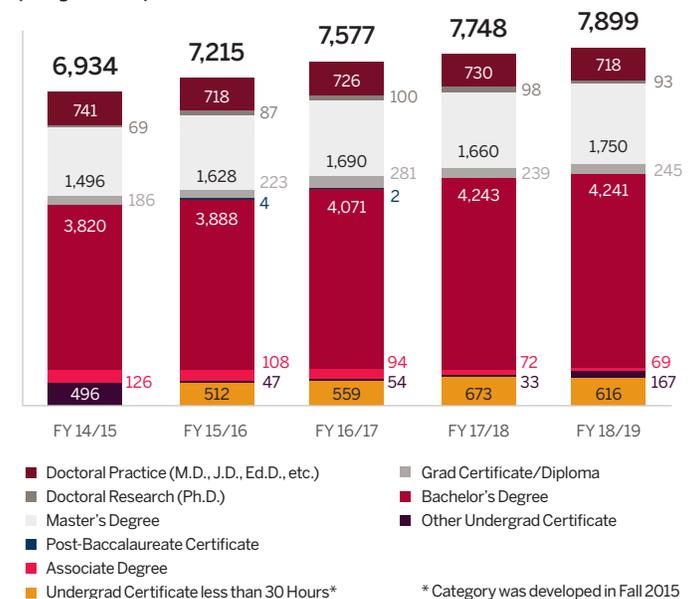


Number of Graduates



The number of graduates typically is lower than the number of degrees conferred because individual students may receive more than one degree.

Number of Degrees Conferred by Fiscal Year (July-June)

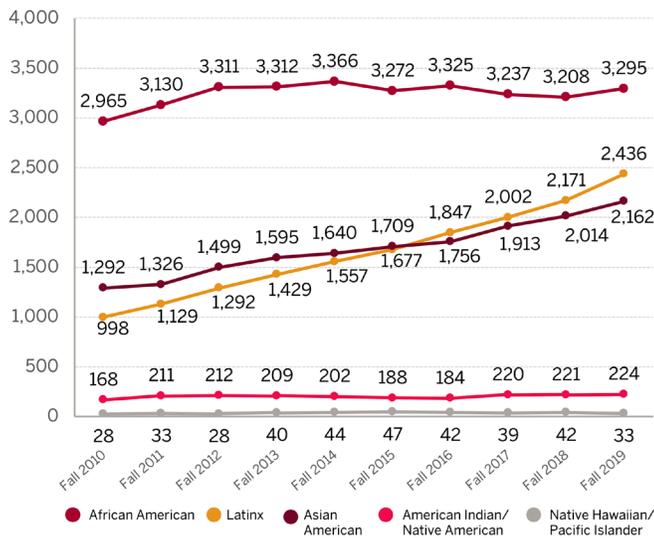


* Category was developed in Fall 2015

DIVERSITY

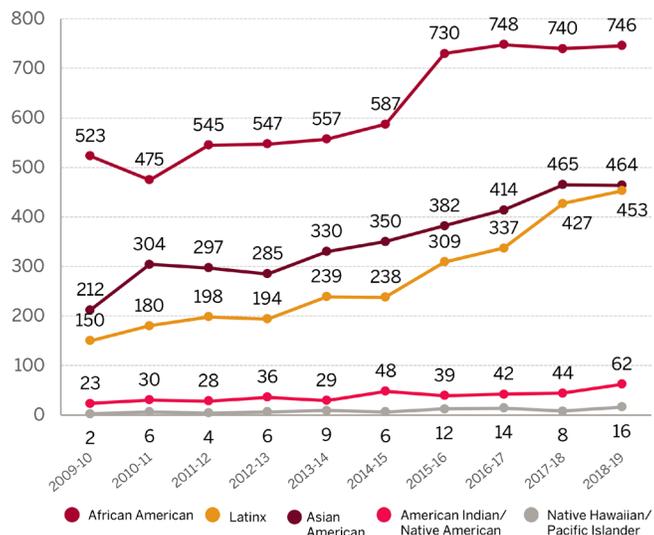
IUPUI's commitment to student success, diversity, and inclusion is reflected in increases in both the enrollment and degree attainment of students of color.

Enrollment of Students of Color



The numbers in the charts above and below include the Indianapolis campus as well as IUPUC and IU Fort Wayne. For both charts, the counts are disambiguated.

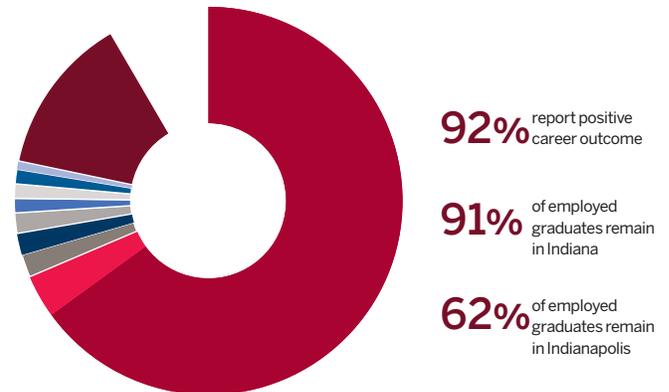
Students of Color Degree Attainment



RECENT GRADUATES

A survey of recent graduates indicates an overwhelming majority report positive career outcomes as a result of their studies at IUPUI. Although IUPUI graduates are prepared to compete and succeed anywhere in the world, we are proud that so many choose to remain in Indiana.

First Destination Undergraduate Survey



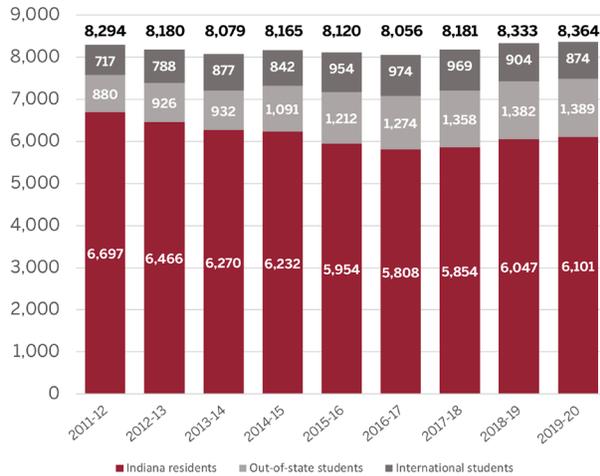
A FOCUS ON GRADUATE EDUCATION AT IUPUI

Drawing on a longstanding commitment to graduate and professional education, IUPUI offers more than 200 graduate/professional degrees and certificates as outlined below.

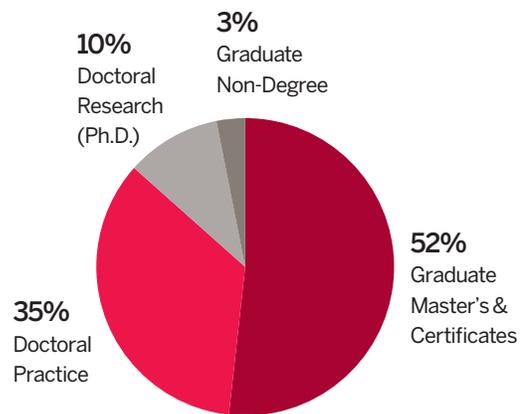
- 46 research-intensive Ph.D. programs
- 8 professional doctorates
- 111 master's degree programs
- 50 graduate certificates

IUPUI continues to be a principal site in Indiana for graduate and professional education. While we have had stable graduate enrollment, there has been a steady increase of research-intensive Ph.D. student enrollment and degree awards. This supports one of our strategic plan priorities to increase capacity for graduate education at IUPUI.

Stable Graduate Enrollment



Graduate and Professional Student Distribution at IUPUI



NATIONAL RANKINGS OF IUPUI GRADUATE DEGREE PROGRAMS

IUPUI graduate programs continue to enjoy prestige as reflected in the rankings from popular outlets such as *U.S. News and World Report*. We also continue to invest in infrastructure and experiences to support graduate students at IUPUI.

U.S. News and World Report

Ranked #3:	Non-profit Management
Ranked #16:	Local Government Management
Ranked #17:	Urban Policy
Ranked #23:	Online Nursing
Ranked #25:	Occupational Therapy
Ranked #28:	Health Care Management
Ranked #36:	Social Work
Ranked #39:	Public Affairs
Ranked #46:	Nursing Master of Science
Ranked #48:	Medicine
Ranked #54:	Nursing Doctor of Practice
Ranked #59:	Fine Arts
Ranked #62:	Clinical Psychology and Public Health
Ranked #98:	Biological Sciences
Ranked #108:	Law
Ranked #111:	Engineering

SUPPORTING GRADUATE STUDENTS

IUPUI continues to foster opportunities for graduate student connections and mentoring. During the 2018–19 academic year, the Graduate Commons opened on the fourth floor of University Library with a positive response from students, including being cited by many as a favorite place on campus. The Graduate Mentoring Center, supported with funding provided by President McRobbie, in 2018–19 connected with more than 450 graduate and professional students and IUPUI faculty and staff from nine schools through workshops and events, including more than 100 hours of mentoring training.



Graduate and professional students were recognized at the 2019 Elite 50, which honors top students.

Priority 2: Advances in Health and Life Sciences

As the state's academic health and life sciences campus, IUPUI plays a unique role in advancing health and life sciences through its academic programs, clinical research and practice, and interprofessional education. IUPUI has made considerable investments in the last 25 years to attract talent, develop infrastructure, and offer solutions to address the health and well-being of the citizens of Indiana and beyond. This strategic plan priority has one principal goal to advance this important work:

GOAL 5: LEVERAGE OUR STRENGTHS IN HEALTH AND LIFE SCIENCES

Advance our capabilities and contributions through interdisciplinary efforts—often referred to as interprofessional education and collaborative practice—to improve the well-being of communities and tackle important public health challenges.

Objectives:

1. Build on our research strengths across disciplines to tackle the opioid epidemic.
2. Build academic practice partnerships that demonstrate the impact of interprofessional practice and education on statewide priorities.
3. Develop a wellness infrastructure that enhances the campus culture of health, including mental health, increased physical activity, and improved well-being among faculty, staff, and students.
4. Improve the availability of healthy food choices on campus.
5. Decrease the incidence and prevalence of tobacco use by faculty, staff, and students.

Administrative Champions for Goal 5:

- Robin Newhouse, Dean, School of Nursing
- Paul Halverson, Founding Dean, Fairbanks School of Public Health

SELECT ACCOMPLISHMENTS FOR PRIORITY 2, ADVANCES IN HEALTH AND LIFE SCIENCES

- Appointed Dean Paul Halverson and Dean Robin Newhouse to lead a campuswide effort focused on developing a strategic pathway for improving health and collaboration by examining three specific areas related to health on and around the IUPUI urban campus (health of faculty, staff, students, and community)
- Developed a plan to improve health in the following areas: advancing a culture of health and wellness, responding to stress and mental health challenges, and encouraging physical activity and nutrition opportunities.
- Contributed funding and resources to support three IU Grand Challenges that focus on health and well-being (Precision Medicine, Responding to the Addictions Crisis, and Prepared for Environmental Change)
- Assessed opportunities for Community Engagement to work with community members and agencies in the neighborhood surrounding IUPUI to improve public health, including tobacco cessation, diabetes control, infant mortality, opioid use, suicide prevention, and other mental health services
- Provided primary care-based medical, dental, social, and legal services through faculty and student volunteers who treat more than 1,400 uninsured and underserved people in the Indianapolis community each year at the Indianapolis Student Outreach Clinic
- Offered team care through resident, dental, physical therapy, and social work faculty and learners for more than 200 patients each year at risk for opioid addiction at the Comprehensive Pain Assessment Clinic at the IU Methodist Family Medicine Center
- Provided team-based oral health and primary wellness care through dental, dental hygiene, medical assistant, and resident learners for at-risk pediatric patients at the IU Methodist Family Medicine Center



At the 2016 ceremony establishing the Champion Center for Cancer Control Research, President McRobbie conferred the IU President's Award on Dr. Victoria Champion for her accomplishments in cancer control research .

THE CENTER FOR INTERPROFESSIONAL EDUCATION AND COLLABORATION

The Schools of Dentistry, Health & Human Sciences, Nursing, Social Work, Medicine, and Fairbanks School of Public Health have been focused on the design and implementation of a broad-based interprofessional education (IPE) program that involved each of the health schools represented by the University Clinical Affairs (UCA) Council.

A central component of this work in IPE was the design and creation of the Center for Interprofessional Education and Collaboration and the selection of Dr. Andrea Pfiel to serve as its director. Since the center's inception, more than 8,000 IUPUI students and 400 IUPUI faculty have participated in interprofessional training.

Of those, by far the most widespread and intensive effort has been to develop the framework and to implement the TEACH! (Team Education Advancing Collaboration in Healthcare) interprofessional foundational curriculum in collaboration with the above IUPUI schools as well as the School of Optometry, the School of Public Health–Bloomington, and the Purdue College of Pharmacy. This work extends statewide as we partner with our regional campuses, four other universities, the state's Area Health Education Centers, and many other community organizations to give our students the best possible opportunities to learn about, from, and with one another to address Indiana's health and health care challenges and improve quality outcomes.

In recognition of its IPE innovations, IUPUI was the 2019 recipient of the Award for Institutional Excellence and Innovation in Interprofessional Practice and Education and Collaborative Health Care from the Association of Schools of Allied Health Professions.

AREAS OF MULTIDISCIPLINARY STRENGTH IN THE HEALTH AND LIFE SCIENCES

- Addiction science
- Cancer biology
- Medical neuroscience
- Musculoskeletal health
- Precision health
- Regenerative medicine

SUPPORTING IU'S UNIVERSITY CLINICAL AFFAIRS

UCA serves as the coordinating body for health sciences at Indiana University, working with all campuses to identify and facilitate opportunities for collaboration and coordination across educational, research, clinical, and administrative areas. In addition to the School of Medicine, these IUPUI units are members of UCA:

- School of Dentistry
- School of Health & Human Sciences
- School of Nursing
- Richard M. Fairbanks School of Public Health
- School of Social Work

SUPPORTING IU GRAND CHALLENGES

IUPUI faculty from several schools continue to support IU Grand Challenges projects.

Announced in 2016, the **Precision Health** Grand Challenge enhances the prevention, treatment, and health outcomes of human diseases through a more precise analysis of the genetic, developmental, behavioral, and environmental factors that shape an individual's health.

Launched in early 2017, the **Prepared for Environmental Change** Grand Challenge has yielded the Environmental Resilience Institute, which aims to help the state of Indiana prepare for the effects of environmental change by developing forecasts, strategies, and communication tools. Professor of earth sciences Gabe Filippelli serves on the steering committee for the institute.

The most recent Grand Challenge, **Responding to the Addictions Crisis**, is led by dean of the School of Nursing Robin Newhouse and draws on extensive campus expertise in addressing addictions, assessing opioid-related deaths, and reducing the number of babies born with neonatal abstinence syndrome in Indiana.

Robin Newhouse
DEAN OF THE SCHOOL OF
NURSING

Dean Newhouse is the principal investigator on the Responding to the Addictions Crisis Grand Challenge.



Grand Challenges

Priority 3: Contributions to the Well-being of the Citizens of Indianapolis, the State of Indiana, and Beyond

IUPUI's role as an anchor institution in Indianapolis means that we take seriously our responsibility to develop talent, generate knowledge, and build communities for the betterment of an increasingly global society. It also means we foster welcoming and inclusive climates for all, while making investments in the development of our faculty and staff. Priority 3 of the IUPUI strategic plan has five important goals to promote our contributions to the well-being of citizens near and far:

- Goal 6: Accelerate innovation, discovery, and creative activity
- Goal 7: Deepen our commitment to community engagement
- Goal 8: Strengthen internationalization efforts
- Goal 9: Promote an inclusive campus climate
- Goal 10: Develop faculty and staff

GOAL 6: ACCELERATE INNOVATION, DISCOVERY, AND CREATIVE ACTIVITY

Enhance our capacity and support for research, scholarship, and creative activity to improve the quality of life, generate new knowledge, and fuel economic development.

Objectives:

1. Develop new research initiatives to benefit our community and state, including partnerships that seek to solve urban challenges.
2. Develop an IUPUI database of faculty research expertise to facilitate collaboration and to serve as a resource for external partners.
3. Establish a new research institute focused on artificial intelligence, which brings together multiple schools and faculty experts for internal and external collaborations.
4. Promote open access to research data and greater sharing of this information to advance research and decision making on campus with our city, state, and global partners.

Administrative Champion:

- Janice Blum, Interim Vice Chancellor for Research and Graduate Education and Associate Dean of the Graduate School

GOAL 7: DEEPEN OUR COMMITMENT TO COMMUNITY ENGAGEMENT

Develop comprehensive strategies to coordinate engagement activity for greater impact; leverage our significant community and economic engagement activities for improved quality of life; support mutually beneficial relationships with enterprises related to areas of learning, research, creative activity, and professional service; and help to build a culture of entrepreneurship at IUPUI.

Objectives:

1. Develop a comprehensive anchor institution strategy that applies the campus's place-based economic power and human capital in partnership with the community to benefit the long-term well-being of both.
2. Through the Office of Community Engagement, lead campus engagement initiatives to further involve students, faculty, and staff in the community.
3. Advance the campus reputation for engagement locally, nationally, and internationally.

Administrative Champion:

- Amy Warner, Vice Chancellor for Community Engagement

GOAL 8: STRENGTHEN INTERNATIONALIZATION EFFORTS

Forge and expand effective international partnerships and prepare our students to be global citizens.

Objectives:

1. Building on school vision statements for internationalization, update school-level international strategic plans annually so that each school's global priorities and activities advance IUPUI's transformation into a global campus.
2. Develop curricular and co-curricular activities that enable all IUPUI undergraduate and graduate students to have at least one substantive global learning experience during their IUPUI careers, either internationally or locally.
3. Increase the recruitment and success of international undergraduate and graduate students and international scholars by ensuring that facilities, support services, and strategic collaborations continually improve their experiences and integration into the campus and community.
4. Enhance professional development and international opportunities for faculty and staff through growth of IUPUI as an intercultural hub in partnership with the IU Gateways and other strategic partners.
5. Strengthen existing strategic international partnerships in China and Kenya and develop one or more new ones by 2020, while continuing to prioritize opportunities in countries of strategic interest for Indianapolis and central Indiana.
6. Make endowment of IUPUI's international activities, particularly those that directly benefit students, a goal of the IU Bicentennial Campaign.

Administrative Champion:

- Hilary Kahn, Associate Vice Chancellor for International Affairs, IUPUI, and Associate Vice President for International Affairs, Indiana University

GOAL 9: PROMOTE AN INCLUSIVE CAMPUS CLIMATE

Seek, value, and cultivate diversity in all of its forms and create an environment where all campus community members feel welcomed, supported, included, and valued.

Objectives:

1. Develop and maintain an unapologetically equitable and inclusive campus culture that ensures the academic and professional success of historically minoritized and marginalized students, staff, and faculty, and actively promote the benefits of such a culture to the entire campus.
2. With campus administration leading by example, provide multiple and varied learning opportunities to the IUPUI community to improve awareness and understanding of and between diverse populations and to ensure campus accountability to the values of diversity, equity, and inclusion.
3. Develop and implement meaningful and dynamic diversity plans that are unique to each unit, and assess progress annually.
4. Employ proven strategies to diversify campus administration, faculty, staff, and students.

Administrative Champions:

- Karen Dace, Vice Chancellor for Diversity, Equity, and Inclusion
- Gina Sanchez Gibau, Associate Vice Chancellor for Faculty Diversity and Inclusion

GOAL 10: DEVELOP FACULTY AND STAFF

Invest in and develop faculty and staff so that individuals realize their fullest potential to contribute to IUPUI's excellence and success.

Objectives:

1. Create a welcoming and inclusive workplace for faculty and staff by developing a sustained environment of mentoring and professional development.
2. Assure high-quality processes for performance management and promotion and tenure.
3. Offer meaningful opportunities for advancement.

Administrative Champions:

- Camy Broeker, Vice Chancellor for Finance and Administration
- Margie Ferguson, Senior Associate Vice Chancellor for Academic Affairs
- Gina Sanchez Gibau, Associate Vice Chancellor for Faculty Diversity and Inclusion

**SELECT ACCOMPLISHMENTS FOR PRIORITY 3,
CONTRIBUTIONS TO THE WELL-BEING OF THE
CITIZENS OF INDIANAPOLIS, THE STATE OF
INDIANA, AND BEYOND**

- Continued to strengthen research capabilities through a focus on cross-disciplinary efforts in STEM education, arts and humanities, integrated artificial intelligence, data science, and social, political, and life sciences
- Equipped researchers with tools and resources in the drive to bring knowledge, innovation, and advancement into our communities and the world through research grants like the Research Frontiers Trailblazers Award and mentorship opportunities like the Enhanced Mentoring Program with Opportunities for Ways to Excel in Research (EMPOWER)
- Strategically prepared faculty for sustained research success by increasing external funding for research at the federal and state levels. As a result, externally-funded research dollars at IUPUI have grown 1.7 fold. In FY 2019, excluding IU School of Medicine, IUPUI received \$42.2M in federal and federal pass through and \$24.0M in non-federal funding.
- Supported interdisciplinary and collaborative research through initiatives involving IUPUI's Office of the Vice Chancellor for Research and research partners, including the Arts and Humanities Institute, STEM Education Innovation & Research Institute, Cyber Peer-led Team Learning, and IUPUI Post-Baccalaureate Research Education Program
- Launched the Institute for Integrative Artificial Intelligence at IUPUI to develop cutting-edge artificial intelligence technologies, programs, and applications, in support of an IU-wide focus on AI
- Reclassified in 2015 with the renowned Carnegie's Elective Classification for Community Engagement, one of only 361 institutions of higher education in the country with this designation
- Recognized by Indiana Campus Compact for IUPUI's outstanding record for community engagement within the state of Indiana with the Engaged Campus Award in 2018
- Recognized on multiple occasions for student political engagement: All In Campus Democracy Silver Award 2018, Voter Friendly Campus 2019–20, Washington Monthly Best Colleges for Student Voting 2018
- Launched the Collaboratory to collect information and tell the story of engagement by faculty, class, activity, organizational partner, geography, and intended impact. With more than 1,000 activities involving over 170 faculty and staff who work with 1,100 community partners, this data informs future partnerships, identifies gaps and redundancies, and brings collaborators together within and outside the institution.

TELLING THE IUPUI AND INDIANA AVENUE STORY

IUPUI staff member Vernon Williams wrote and produced *The Price of Progress: The Indiana Avenue/IUPUI Story*, a two-act play celebrating the history of the community that existed where IUPUI is today as well as IUPUI's history. The production brought together, in an unprecedented platform, members of our adjacent Indiana Avenue Cultural District—past and present—and served both to inform and assuage some of the longtime differing and occasionally confrontational perspectives.

Drawing on these same themes, professor of anthropology Paul Mullins presented two featured sessions titled “The Price of Progress: Race and Displacement in Indianapolis’ Near Westside” at the IUPUI 50th Anniversary Birthday Bash on January 24, 2019. He spoke to standing-room-only crowds.



Among their performances, the cast and crew of *The Price of Progress* performed at The District Theater in Indianapolis in July 2019.

VOLUME 1, ISSUE 1, NO. 2

SUMMER 2019

ENGAGE!

50 YEARS
Ψ IUPUI

Co-created knowledge serving the city

FOCUS ON COMMUNITY-ENGAGED RESEARCH

Community-engaged research continues to be a priority for IUPUI. As part of IUPUI's 50th Anniversary celebration, the first issue of the *ENGAGE! Journal* was published in 2019 highlighting faculty-engaged scholarship. *ENGAGE!* is committed to advancing the field of community-engaged and community-based participatory research in urban settings nationally and internationally. The journal provides a forum for both community scholars and IUPUI scholars to exchange research findings and ideas that advance co-created knowledge to make a societal impact.

IUPUI'S RECIPROCAL RELATIONSHIPS WITH COMMUNITY PARTNERS

IUPUI maintains its longstanding focus on and commitment to the community by supporting partners such as SOURCE River West, Great Places 2020, Indy East Promise Zone, and 16 Tech. In addition, we have particularly strong connections to the Near West and Near Eastside neighborhoods. In 2017, Local Initiatives Support Corporation designated the Near West/River West a Great Places 2020 neighborhood, and IUPUI was designated as the convener for the initiative. IUPUI also partnered with the Near Eastside on a successful designation as a Promise Zone.

As part of the Near West Quality of Life Plan, created by residents and neighborhood stakeholders in response to declining employment and increasing business vacancies, the need for an entrepreneurship center to serve as a catalyst for economic growth was identified, and SOURCE River West was created to fill that need. Since its creation in 2017, SOURCE has worked with more than 850 current and potential entrepreneurs, providing about 2,300 hours of training through business coaching and workshops. About 70% of clients are female, and 85% represent underserved populations, especially African-American and Latinx business owners. SOURCE also holds a pop-up business school for more than 100 small businesses and pitch competitions where the winning entrepreneurs receives cash awards to support their businesses.

Throughout 2018–19, community leaders from 16 Tech, Langham Logistics, Central Indiana Community Foundation, City-County Council, the Indiana legislature, the International Center, United Negro College Fund, and the Indy Chamber visited IUPUI to meet with campus leaders and other stakeholders to share ideas, collaborate on projects, and enhance understanding of the mutuality and interconnectedness of regional priorities.

Through the Indiana Kids Program, part of the state's Serve Indiana Initiative, IUPUI worked in partnership with the Center for Leadership Development, the Martindale- Brightwood, La Plaza, and the Indiana Latino Expo Education initiative to advance educational success for school-aged children.

IUPUI'S ROLE AS AN ANCHOR INSTITUTION

As an anchor institution, IUPUI is working to align resources in support of Marion County's live, buy, and hire strategies. Our goals are to increase local hires, to buy local, and to encourage employees to live in and support surrounding neighborhoods and businesses. We support the Anchor Housing Program, which provides employees with an incentive to purchase or improve a house in neighborhoods around campus. In 2018–19, four employees closed on the purchase of a home, one completed a home repair project, and 13 employees have enrolled in Indiana Neighborhood Housing Partnership's homeownership development program.

The campus also continued its participation in the Anchor Learning Network, a partnership between the Coalition of Urban and Metropolitan Universities and The Democracy Collaborative.



IUPUI IN THE COMMUNITY

IUPUI's history of community engagement begins with the founding of the health sciences programs in Indianapolis and now extends to include the economic and cultural development through quality of life plans for key areas in Marion County, including the Near West, Near Eastside/Indy East Promise Zone, Indiana Avenue Cultural District (including the Madam Walker Legacy Center), and the emerging 16 Tech innovation district.

As part of IUPUI's 50th Anniversary, celebrated in 2018–19, the Office of Community Engagement and the Center for Service and Learning organized two campuswide service projects and encouraged staff and faculty participation.

IUPUI Days of Service included 155 faculty and staff members who participated in nine service projects that were identified as priorities by the Near West community. Priorities included several park beautification projects, clean up along the White River, and work in community gardens and parks.



IUPUI students volunteer at the Midwest Food Bank of Indiana for the 2019 Dr. King Day of Service.



IUPUI Habitat for Humanity Build: 280 staff, students, and faculty from 22 schools, units, and organizations participated over 24 days in building a home on Belleview Place in the Haughville neighborhood.



Celebrating its 10th anniversary in 2018, the IUPUI Regatta links the campus to the community, welcoming all for free live entertainment and other festival activities. This signature campus event grows student leaders and raises money for scholarships through a half-mile canoe race on the downtown canal in the heart of Indianapolis. For the first time ever, the race was located in Military Park, adjacent to campus, and it welcomed 10,000 guests from the IUPUI and broader Indianapolis communities.

ONE AMERICA

Regions

OLD NATIONAL

INDY'S PREMIER CANAL EVENT *Regatta*



**SELECT ACCOMPLISHMENTS FOR PRIORITY 3,
CONTRIBUTIONS TO THE WELL-BEING OF THE
CITIZENS OF INDIANAPOLIS, THE STATE OF
INDIANA, AND BEYOND (CONTINUED)**

- Broadened discussion of IUPUI's definition for campus internationalization, represented by school-level international vision statements
- Developed strategic international partnerships and comprehensive campus internationalization initiatives, including sending IUPUI Chancellor-led delegations to China, Malaysia, Mexico, and Thailand
- Implemented a strategic internationalization plan leading to record enrollment of international student graduates
- Enhanced focus on curriculum internationalization by making a commitment to providing all students with at least one meaningful international learning experience that will prepare graduates to succeed in the globally interdependent world of the 21st century
- Created the IUPUI Dimensions of Global Learning and a Global Learning Taxonomy, tools to help faculty, staff, and administrators develop more intentionally global and intercultural learning experiences across the curriculum and co-curriculum initiative





IUPUI partners with the International Center to display the center's collection of national flags in the IUPUI Campus Center. The flags were on display during IUPUI's 50th Anniversary Birthday Bash, which took place in January 2019, bringing 17,000 people to the heart of campus.

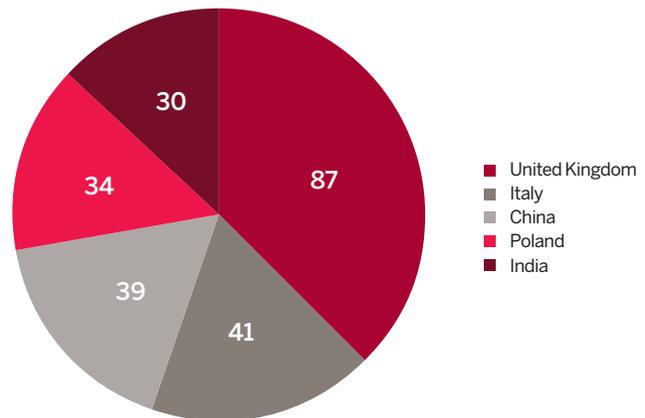
**SELECT ACCOMPLISHMENTS FOR PRIORITY 3,
CONTRIBUTIONS TO THE WELL-BEING OF THE
CITIZENS OF INDIANAPOLIS, THE STATE OF
INDIANA, AND BEYOND (CONTINUED)**

- Developed intentional strategies to support students who are generally underrepresented in study abroad through the Study Abroad for All initiative with the result that in 2019–20 IUPUI had the most ethnically diverse student population ever participating in study abroad, equaling and even exceeding campus percentages of underrepresented student ethnicity
- Set new high mark for study abroad at IUPUI, which reached record participation in 2019–20, with 640 students studying abroad and 64 programs led by IUPUI faculty. Nine percent of the 2019 graduating class studied abroad.



In October 2018, Chancellor Paydar led a delegation to Thailand to strengthen academic ties and explore new collaborations in science, engineering, technology, and public health in advance of the opening of the IU Association of Southeast Asian Nations Gateway Office in Bangkok in 2019. Here the delegation gathers with colleagues from Walailak University.

Top Five Destinations for IUPUI Students Studying Abroad, 2018–19



A record number of IUPUI undergraduate students studied abroad, representing a 30% increase in study abroad since 2014–15.

INTERNATIONAL PARTNERSHIPS

In collaboration with the Office of International Affairs (OIA), the Office of Community Engagement (OCE) expanded international relationships with the community. A Memorandum of Understanding was developed and executed with the Mexican Consulate, IUPUI, and Ivy Tech to provide on-site educational services to Mexican families. In addition, OCE works with OIA to support cultural exchange, fostering better understanding, and developing relationships between IUPUI and the Japan American Society of Indiana, Indiana India Business Council, Hispanic Business Council, the International Center, and Sister City programs.

Welcoming International Visitors to IUPUI, 2018–19

In 2018–19, the Office of International Affairs welcomed delegations from Brazil, China, France, India, Japan, Kenya, Malaysia, Mexico, Poland, and Rwanda to strengthen existing partnerships and explore new relationships.



Mexican Consul Luis Franco (center) was joined by Chancellor Paydar (center left) and Ivy Tech Community College Indianapolis Chancellor Kathleen Lee (center right) to establish a partnership to advance educational opportunities for Mexican nationals in the Indianapolis area in February 2019.

**SELECT ACCOMPLISHMENTS FOR PRIORITY 3,
CONTRIBUTIONS TO THE WELL-BEING OF THE
CITIZENS OF INDIANAPOLIS, THE STATE OF
INDIANA, AND BEYOND (CONTINUED)**

- Completed and operationalized the Campus Diversity Plan and school-based diversity plans
- Created new positions of Associate Vice Chancellor for Faculty Diversity and Inclusion and Assistant Vice Chancellor for Student Diversity, Equity, and Inclusion
- Revamped Chancellor's Diversity Cabinet to focus on critical issues and new initiatives
- Implemented the White Racial Literacy Project
- Received continuous recognition from Insight Into Diversity's Higher Education Excellence in Diversity (HEED) Award
- Fostered shared governance through collaborations with Indianapolis Faculty Council and IUPUI Staff Council



- Supported IUPUI's commitment to diversity, equity, and inclusion through programs, services, and resources of offices such as Adaptive Educational Services, the Office of Intercultural Literacy, Capacity, and Engagement, the LGBTQ+ Center, and the Multicultural Center
- Expanded engagement in events aimed at creating an inclusive campus climate, such as the Diversity Speaker Series and Cultural Heritage Dinners
- Fostered an inclusive campus environment through active engagement of various faculty and staff councils, including:
 - Asian Pacific American Faculty and Staff Council
 - Black Faculty and Staff Council
 - Jewish Faculty and Staff Council
 - Latino Faculty and Staff Council
 - LGBTQ+ Faculty and Staff Council
 - Native American Faculty and Staff Council
 - Veterans Faculty and Staff Council



IUPUI takes special pride in our graduates and has established a number celebrations to honor our LatinX, Black, Asian, Asian-American, and Pacific Islander, LGBTQ+, and military veteran graduates, among others. Pictured here is the 2019 LatinX Graduation Ceremony.

**DIVERSITY: A THOUGHT, NOT AN
AFTERTHOUGHT; AN ACTION, NOT A
REACTION.**

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

The Division of Diversity, Equity, and Inclusion (DEI) administered the Campus Climate Survey in 2018–19. The 2018 Climate Survey of IUPUI students, staff, and faculty is one of the most inclusive campus climate instruments in the nation. Designed by the IUPUI Office of Institutional Research and Decision Support, the survey includes all races and ethnicities, gender, sexual orientation, ability/disability, military/veteran status, religious beliefs, and political practices.

**IUPUI HONORED WITH HEED AWARD FOR
COMMITMENT TO DIVERSITY**

As a result of the various initiatives in place across campus, IUPUI is the only Indiana higher education institution to have earned the Higher Education Excellence in Diversity (HEED) Award for eight consecutive years, the number of years the award has been offered. Presented by Insight Into Diversity, the nation’s oldest publication devoted to diversity and inclusion, the HEED Award is the only comprehensive award measuring the efforts and success of colleges and universities in the field.



May 5, 2019: Asian, Asian-American, and Pacific Islander Graduation Ceremony



May 1, 2019: IUPUI Lavender Graduation Ceremony



May 9, 2019: Celebration of Black Graduates



Pictured here, Face of IUPUI Breon Johnson (left) joins fellow IUPUI students in conversation between classes. In addition to his many other roles on campus, Johnson was a DEAP mentor before he graduated in 2019. (See page 48 for more information about the Faces of IUPUI.)



WHITE RACIAL LITERACY PROJECT

In 2018–19, DEI began the White Racial Literacy Project with funds from the Lumina Foundation and the Welcoming Campus Innovation Fund to bring to campus scholars on whiteness and white privilege to work with campus leadership, faculty, and staff to clarify misconceptions and misinformation about structural racism. In addition to in-depth discussions, this program included a three-hour retreat and a four-week course for faculty to create inclusive classrooms.

EXPANDING SUPPORT FOR UNDERREPRESENTED STUDENTS

The campus expanded support programming for students from underresourced and underrepresented populations, including the Bowen Scholars Program that supports African-American students transferring from Ivy Tech to IUPUI; the Diversity Enrichment and Achievement Program (DEAP), which serves students from underrepresented backgrounds; and the Student Support Services Program, a federally funded TRIO program for low income and first-generation students.

DIVERSIFYING THE STEM PIPELINE

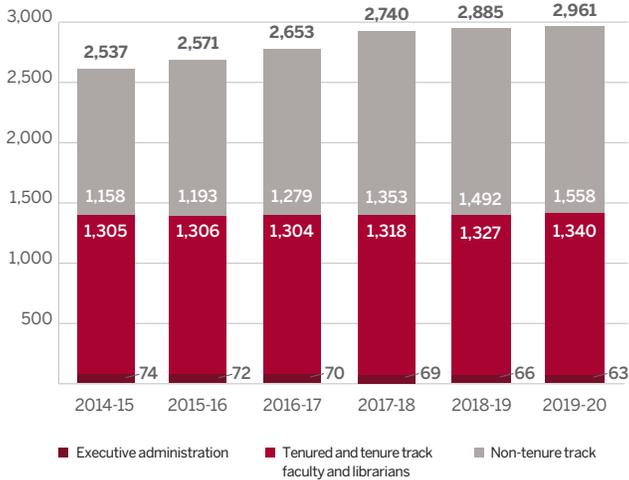
IUPUI continues to develop and diversify the talent pipeline, especially in science, technology, engineering, and mathematics (STEM) disciplines. In recent years, IUPUI received nationally competitive funding from the National Science Foundation to support student outreach and enrichment programs in our Schools of Engineering and Technology, Informatics and Computing, and Science. The STEM Education Innovation & Research Institute, housed in the Office of the Vice Chancellor for Research, brings together scientists and discipline-based educational researchers in order to inform and reform undergraduate and graduate STEM education across IUPUI's campus and beyond. We are also strengthening approaches to attract, retain, and support STEM faculty through our participation in national projects.

**SELECT ACCOMPLISHMENTS FOR PRIORITY 3,
CONTRIBUTIONS TO THE WELL-BEING OF THE
CITIZENS OF INDIANAPOLIS, THE STATE OF
INDIANA, AND BEYOND (CONTINUED)**

- Adopted and implemented Activity Insight/Digital Measures as the platform for faculty annual reports
- Created the Mentoring Academy to support units in developing and implementing their own mentoring programs designed to serve the needs of their particular unit
- Maintained ongoing memberships in the HERS Leadership Institute, Higher Education Recruitment Consortium, Southern Regional Education Board, and National Center for Faculty Development and Diversity to support diverse faculty recruitment, retention, development, and advancement
- Launched the Black Women’s Task Force to address climate for retention of Black faculty and staff at IUPUI
- Implemented New Chairs Leadership Academy, Next Generation 2.0, and Institute for Supervisory Excellence leadership development programs aimed at developing leadership capacity, including fostering advancement of those historically underrepresented in higher education leadership roles
- Revamped programs such as START: Support for Talent Attraction, Retention, and Transition to help academic units recruit underrepresented faculty to IUPUI
- Expanded the IUPUI Staff Mentoring Program, designed to encourage multidisciplinary collaborations among diverse staff populations
- Required search committee members to complete implicit bias training for executive-level and other searches at IUPUI
- Created the Faculty Crossing (see caption below and floorplan at right)

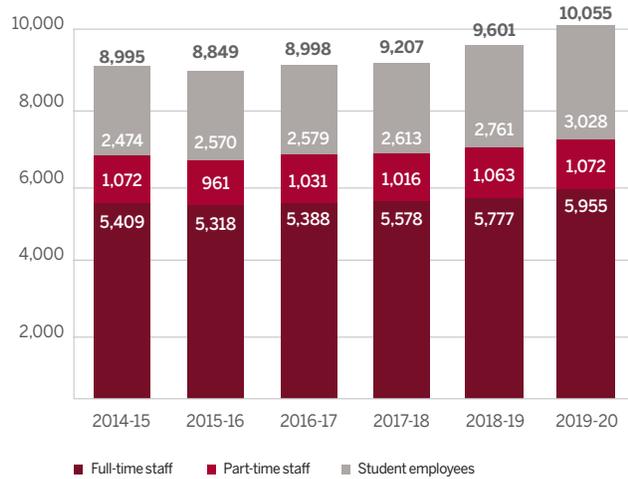
In 2018–19, IUPUI established the Faculty Crossing in the University Library designed to provide faculty a physical space to collaborate, innovate, and generate new ideas in teaching and research. This space also brings together key centers, divisions, and offices that support faculty development and pedagogical innovation.

IUPUI Faculty*

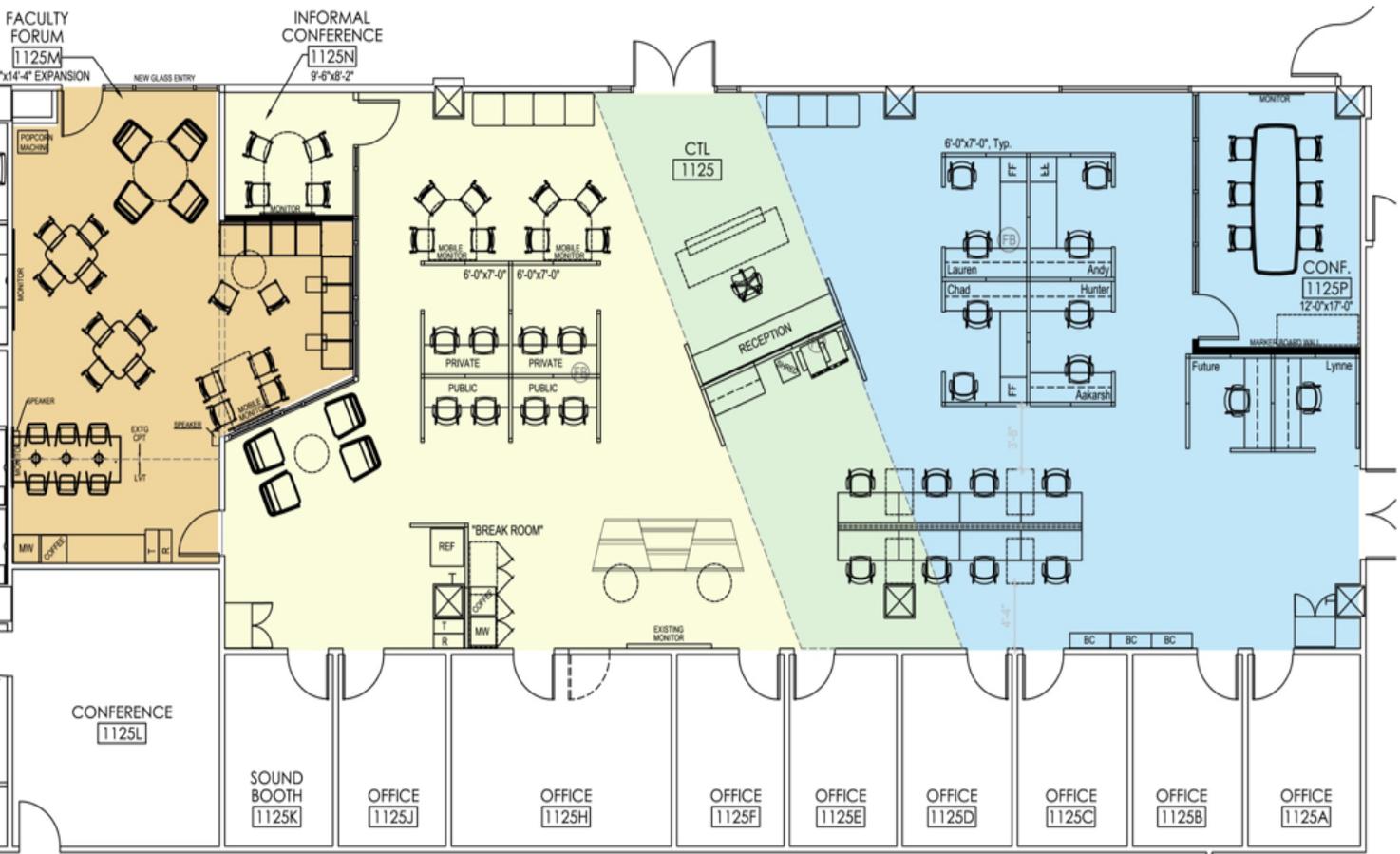


*As of October 1, 2019, faculty/staff census. Total includes School of Medicine faculty.

IUPUI Staff*



*As of October 1, 2019, faculty/staff census. Total includes School of Medicine staff.



IUPUI Traditions

Building on a history of campus spirit and pride, developed and flourishing since its founding in 1969, IUPUI embarked on new traditions during the implementation of its strategic plan. These included the Welcoming Campus Initiative and the \$1M Welcoming Campus Innovation Fund in 2016, along with a yearlong commemoration of IUPUI's 50th Anniversary during academic year 2018–19.

Welcoming Campus Initiative

MAKING IUPUI A MORE WELCOMING CAMPUS

Launched in 2016, the IUPUI Welcoming Campus Initiative continued to make positive changes during the 50th Anniversary year. The initiative has provided a springboard for transforming IUPUI into a more inspiring destination for faculty, staff, students, and visitors. With task forces, focus groups, and town hall meetings, we have sought to answer the question, “How can we make IUPUI a more welcoming campus?”

Through this initiative, faculty, staff, and students have been empowered to develop projects that will transform the campus through conscious, concerted, and systematic effort. Some of these projects include staff mentoring programs, equity-driven professional development initiatives, and speaker series dedicated to unpacking misconceptions and misinformation about structural racism. More information about the project can be found at welcoming.iupui.edu.

\$1 MILLION WELCOMING CAMPUS INNOVATION FUND

To support the implementation of Welcoming Campus Initiative recommendations, Chancellor Paydar established a \$1 million Welcoming Campus Innovation Fund through which faculty, staff, and students collaborated on projects aimed at making IUPUI more welcoming and inclusive. This fund provided internal grants of up to \$25,000, with a match by the proposing unit.

Over the course of the initiative, a total of 46 projects were funded with project leaders and participants from every academic unit on campus as well as a majority of IUPUI administrative offices and divisions. A daylong Welcoming Campus Conference took place in April 2019, highlighting accomplishments from these projects and providing the foundation for scaling and sustaining promising practices. The projects are currently being assessed to determine how best to sustain their substantial impact and incorporate them—where possible—into existing institutional structures.



The 2017 Welcoming Campus Innovation Project RHYME Refugee Youth Summit connected local immigrant youth to IUPUI O'Neill School of Public and Environmental Affairs students to help them adapt to their home and school environments. Pictured here, participants share artwork created during the intensive summer program.



Welcoming Campus Innovators presented project outcomes to the IUPUI community at the Welcoming Campus Conference in April 2019. Pictured here, Face of IUPUI Damon Spight (right) talks with a colleague about the mentoring project he helped develop. (See page 48 for more information about the Faces of IUPUI.)

Welcoming Campus Initiative Themes

COMMUNICATING WHO WE ARE

Projects supporting this theme result in experiences and approaches that foster connections with IUPUI through deeper understanding of who we are as a campus. Example projects include:

- Forging an Identity: An Interactive Timeline of IUPUI's Growth and Development
- Student Imagery in the Campus Center
- Windows to IUPUI's Past, Present, and Future

CREATING A VIBRANT AND INCLUSIVE STUDENT EXPERIENCE

Projects supporting this theme contribute to IUPUI's goals for student success by focusing on ways in which IUPUI can create a more welcoming campus for students and strengthen students' sense of connectedness and belonging. Example projects include:

- Developing a Sense of Belonging and Continuity for All Students
- Creating Global and Local Community through the International House
- Pathways to Community Inclusivity through Dialogue

DESIGNING AN ACCESSIBLE, INSPIRING URBAN CAMPUS

Projects supporting this theme promote pride and engagement through activities and enhancements to IUPUI's physical space, such as improving campus navigation on and off campus, developing a campus art fund, and identifying

ways for students to have more interactions with faculty, staff, and administrators. Example projects include:

- Discovering and Making Public Art at IUPUI
- Recognizing Those Who Were Here Before
- Restoring Greenways, Connecting Communities

ENGAGING AND INTEGRATING WITH THE COMMUNITY

Projects supporting this theme foster connections within IUPUI and the broader community through events and activities that promote engagement. Example projects include:

- IUPUI High School League of Legends Invitational
- RHYME Refugee Youth Summit
- Building a Data-Informed Approach to Community Engagement

INVESTING IN FACULTY AND STAFF

Projects supporting this theme demonstrate strategies and approaches that can foster ongoing commitment by employees to IUPUI as well as by IUPUI to its employees. Example projects include:

- Department Workshops for Gender Equity and Inclusion
- IUPUI Staff Mentoring Project
- Reducing Social Class Barriers to Career Development Success

In 2017, IUPUI became the first university in the city of Indianapolis to host a naturalization ceremony. As Chancellor Paydar explained, the campus requested the honor of hosting this milestone event because of our desire to create a welcoming and inclusive campus. The campus also wanted to express its commitment to this city and its people and to build bridges of opportunity and tear down walls of exclusion. This photo was taken at the second naturalization ceremony, which IUPUI hosted in 2018.



IUPUI's 50th Anniversary Celebration

FIFTY YEARS IN INDY. COUNTLESS SUCCESS STORIES.

In 1969, Indiana University and Purdue University merged their many programs and schools in Indianapolis to create IUPUI. From July 1, 2018, to June 30, 2019, the campus held a yearlong 50th Anniversary celebration, honoring the past, present, and future of IUPUI. The celebration included a series of special events, recognitions, and activities, including the Fall Kickoff Celebration in August 2018, the Birthday Bash on January 24, 2019 (IUPUI's official birthday), and the Closing Celebration in May 2019. An event fund provided resources for units to incorporate anniversary elements into their events, and Chancellor Paydar awarded special 50th Anniversary Chancellor's Medallions throughout the celebratory year.

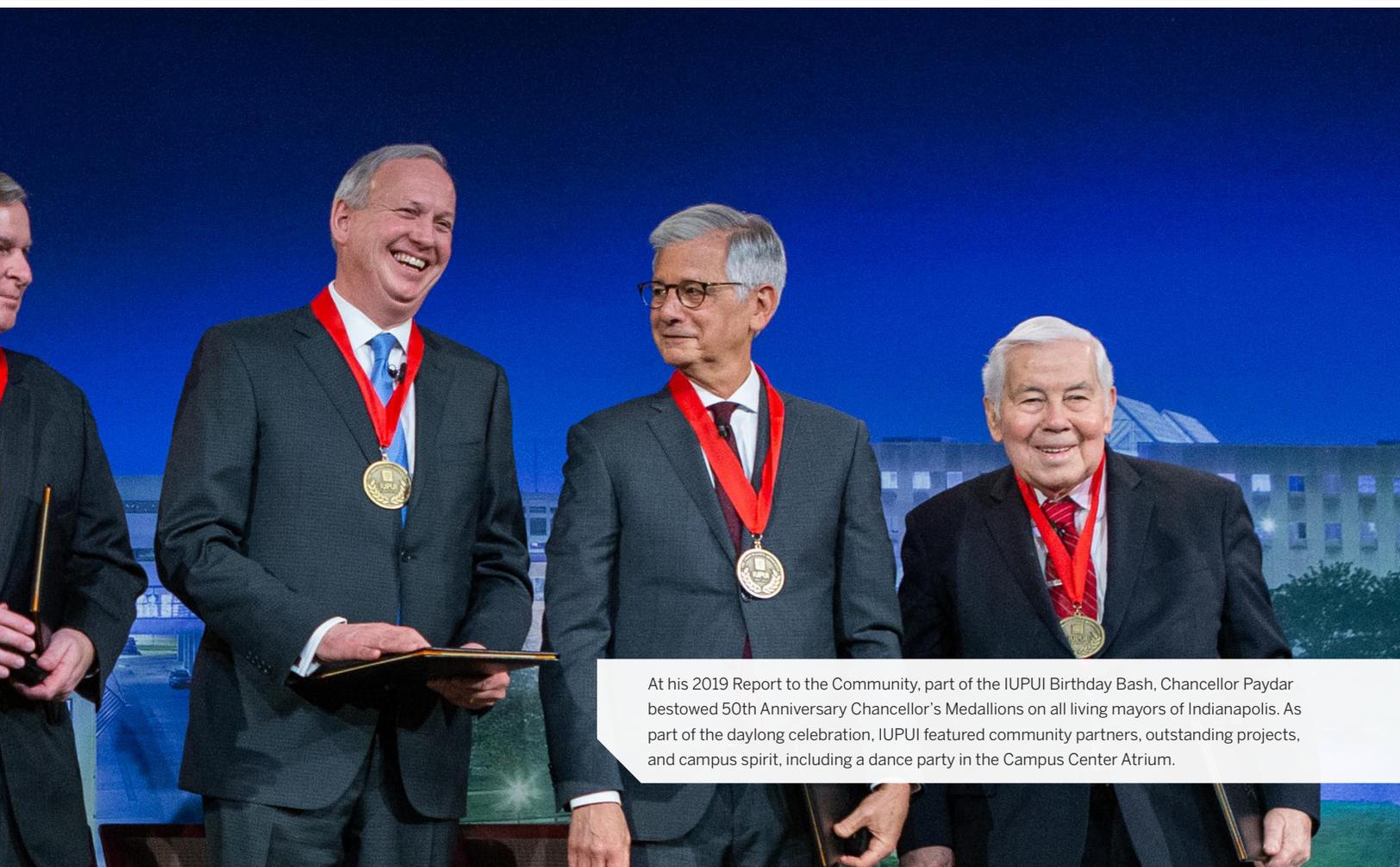
FACES OF IUPUI

The 50th Anniversary Faces of IUPUI campaign shined a spotlight on the special people whose stories are also the story of IUPUI, from students starting their college years to long-time staff members to distinguished professors. Nominated by the campus community, the honorees shared stories that reflect a diverse campus alive with opportunity, and their stories will be collected in an IU Bicentennial-supported book—*The Faces and Places of IUPUI: Fifty Years in Indy*—being published by the IU Press.





The IUPUI Fall Kickoff Celebration on August 24, 2018, brought the campus together for a convocation, a talent showcase, and a free concert.



At his 2019 Report to the Community, part of the IUPUI Birthday Bash, Chancellor Paydar bestowed 50th Anniversary Chancellor's Medallions on all living mayors of Indianapolis. As part of the daylong celebration, IUPUI featured community partners, outstanding projects, and campus spirit, including a dance party in the Campus Center Atrium.



IUPUI Transitions

As a dynamic, ever-changing and growing urban campus, IUPUI was engaged in several transitions throughout the timeframe of its strategic plan implementation. New units were created to advance IUPUI's academic mission, including expanding our reach to the Fort Wayne community through administrative oversight of IU Fort Wayne. The campus also made significant recent transitions in order to address the immediate and ongoing responsiveness to the COVID-19 pandemic.

New Units at IUPUI

Launched on July 1, 2018, as an independent school, the School of Education at IUPUI seeks to enhance its programming and reputation in the area of urban education. This work includes providing pathways for individuals from underrepresented groups to gain the education necessary to become classroom teachers as well as continuing to expand efforts related to school administration, teacher and counselor training, curriculum development, and educational technology, among other areas.



IUPUI
SCHOOL OF EDUCATION



IUPUI
SCHOOL OF HEALTH & HUMAN SCIENCES

On July 1, 2018, the School of Health & Human Sciences was officially launched at IUPUI. This new entity represents the realignment of two longstanding units at IUPUI: the School of Physical Education and Tourism Management, which dates back well over a century, and the School of Health and Rehabilitation Sciences, which has more recent roots as a former unit in the School of Medicine until 1991. The formation of the new School of Health & Human Sciences results in a larger, more robust academic entity designed to fill many needs for students while also giving faculty more opportunities to collaborate with each other and excel in teaching, scholarly research, and service.

IU Fort Wayne was formed on July 1, 2018, with IUPUI assuming responsibility for its operations. Drawing on IUPUI's strengths in health and life sciences, the degree programs offered at IU Fort Wayne include dentistry, nursing, medical imaging, medicine, and social work. These programs work together to create a unique health sciences environment based in one of the largest communities in the region.



FORT WAYNE

COVID-19 Transitions at IUPUI

Like other colleges and universities in the U.S. and around the world, during the spring 2020 semester, IUPUI confronted the challenges of the emerging COVID-19 pandemic. Through coordinated efforts across Indiana University and with the city of Indianapolis and state of Indiana, the campus moved quickly to address issues affecting campus operations. The disruptions occurring because of COVID-19 required both immediate and sustained responses. IUPUI leaders, faculty, and staff engaged in COVID-19 planning, resulting in implications for teaching, learning, research, and community engagement, along with numerous other considerations for our campus.

GENERAL COVID-19 PLANNING

- The most important priority for IUPUI is to promote the health, safety, and wellbeing for all stakeholders (faculty, staff, students, and visitors) to prevent/minimize the transmission/exposure of COVID-19 by using evidence-based interventions (e.g., physical distancing, personal protective equipment, enhanced cleaning protocols)
- IUPUI engaged in an inclusive, stakeholder-driven scenario planning exercise in which 12 task forces—representing all major functional areas—outlined actions necessary in considering five likely scenarios for fall 2020
- IUPUI developed a Student Emergency Relief Fund to meet financial needs of students adversely impacted by COVID-19
- Senior leaders from IUPUI are meeting regularly to share information, update policies, engage in planning, and address rapidly changing circumstances associated with COVID-19

TEACHING, LEARNING, AND STUDENT SUCCESS IMPLICATIONS

- As the COVID-19 pandemic crisis unfolded, IUPUI converted its entire operations to online and remote access, resulting in the spring 2020 semester being completed virtually
- Academic policies and procedures were modified in order to accommodate disruptions necessitated by moving to online and remote access (e.g., S/P grades)
- IUPUI provided just-in-time professional development for faculty and staff needing to modify instructional approaches to meet learner needs (e.g., support for teaching online)
- Robust information and instructional technology capabilities were strengthened to support continuation of course delivery (e.g., scaling Zoom functionality)
- The academic calendar was modified for academic year 2020–21 to offer flexibility and reduce traffic to and from campus during the time of year when the number of COVID-19 and influenza cases are likely to rise (e.g., 13-week sessions; online instruction; Winter Term)
- Outreach to all undergraduate students was initiated through a campuswide phone call campaign involving numerous faculty and staff to check-in with students
- Maintaining student engagement during the COVID-19 pandemic is important, including adapting co-curricular programming and providing ongoing ways to seek student feedback about their needs and interests
- Addressing ongoing enrollment implications associated with international students remains a priority, given travel-related concerns/restrictions

RESEARCH IMPLICATIONS

- Research that could be continued remotely occurred uninterrupted, thereby maintaining continuity of this vital aspect of the campus mission
- Research needing to be conducted on-campus was prioritized, with particular attention given to resources necessary to support campus-based research reactivation
- Investigators filed research plans with unit and campus leaders in which they outlined plans and contingencies to address requirements to maintain research productivity during COVID-19
- Involvement in research focused on addressing COVID-19 needs was activated, resulting in an increase in proposals and potential collaborations with partners

COMMUNITY ENGAGEMENT IMPLICATIONS

- IUPUI's role as an anchor institution is important during the COVID-19 pandemic since the campus serves as a major employer, purchaser, and community group convener while also occupying a large real estate footprint in the city of Indianapolis
- Faculty, staff, and students needed to be responsive to a wide array of approaches related to health and safety practices at community-based and clinical partner sites
- IUPUI provided access to campus resources to address citywide COVID-19 needs, including making available a residence hall to house hospital employees and patients

OTHER CONSIDERATIONS

- Budget reductions of 5% were instituted in every academic and support unit in order to address fiscal challenges associated with COVID-19
- The need for timely, transparent communication with various stakeholders is paramount—in both the crisis-management mode and as the campus transitioned to the “new normal” of campus operations for academic year 2020–21
- IUPUI is establishing new norms for how stakeholders experience the campus, including work-from-home arrangements, minimizing large group gatherings, and promoting health and safety expectations and policy enforcements (e.g., wearing masks on campus)
- Adapting our facilities to meet campus stakeholder needs during COVID-19 pandemic is a work in progress, as we implement safe physical distancing, signage, cleaning, maintenance, and other protocols



Jagathon: IUPUI's Dance Marathon raised another record amount for pediatric research at Riley Hospital for children in 2019.



Chancellor Paydar encouraged units across campus to help kick off the IUPUI Campus Campaign on February 13, 2019. Here he joins a very enthusiastic group from the Division of Enrollment Management.

IUPUI Transformations

During our strategic plan implementation, IUPUI continued to transform the lives of students, faculty, staff, and community partners. We saw support for and investment in IUPUI by friends and donors. We exercised stewardship over our fiscal, human, and physical resources. Our campus footprint continued to evolve and grow with the development of new locations, facilities, and amenities.

IUPUI Advancement

FOR ALL BICENTENNIAL CAMPAIGN AT IUPUI

Throughout this campaign, IUPUI has deepened its relationships with friends, alumni, and donors to ensure its Bicentennial goals will be achieved. This includes outreach to alumni and influencers from a diverse array of backgrounds and stronger cultivation through the Chancellor's Circle and members of the IUPUI Board of Advisors.

For All Bicentennial Campaign priorities

- Enabling student success and support
- Developing the next generation of global leaders
- Discovering ideas and innovations that change the way we live
- Creating a healthier state, nation, and world

Status of Fundraising Efforts

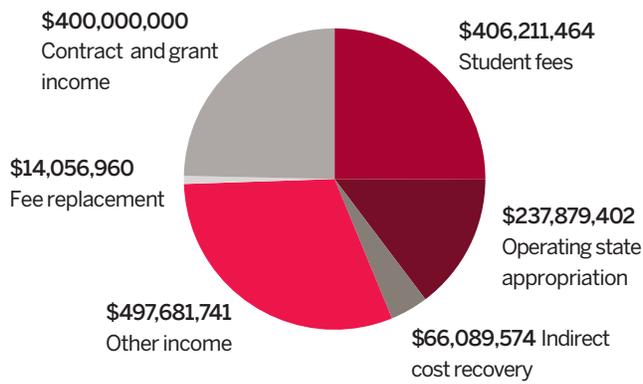
- University-wide total raised: \$3.71 billion
- 123.78% of \$3 billion goal
- \$2,084,128,100 raised in Indianapolis (including the IU School of Medicine)
- Campaign has been extended through September 30, 2020.



Campus Fiscal Impact

As a major Indianapolis employer, IUPUI takes seriously its responsibility to exercise good stewardship of its fiscal resources. The campus has an annual operating budget of \$1.6 billion. Through its payroll and purchasing power, IUPUI makes a significant economic impact on the region.

IUPUI BUDGET, FISCAL YEAR 2019–20



*Other income includes gifts, investment income, sales and services, and cost recovery income, along with related revenue sources.



Gateways, Groundbreakings, and Restorations



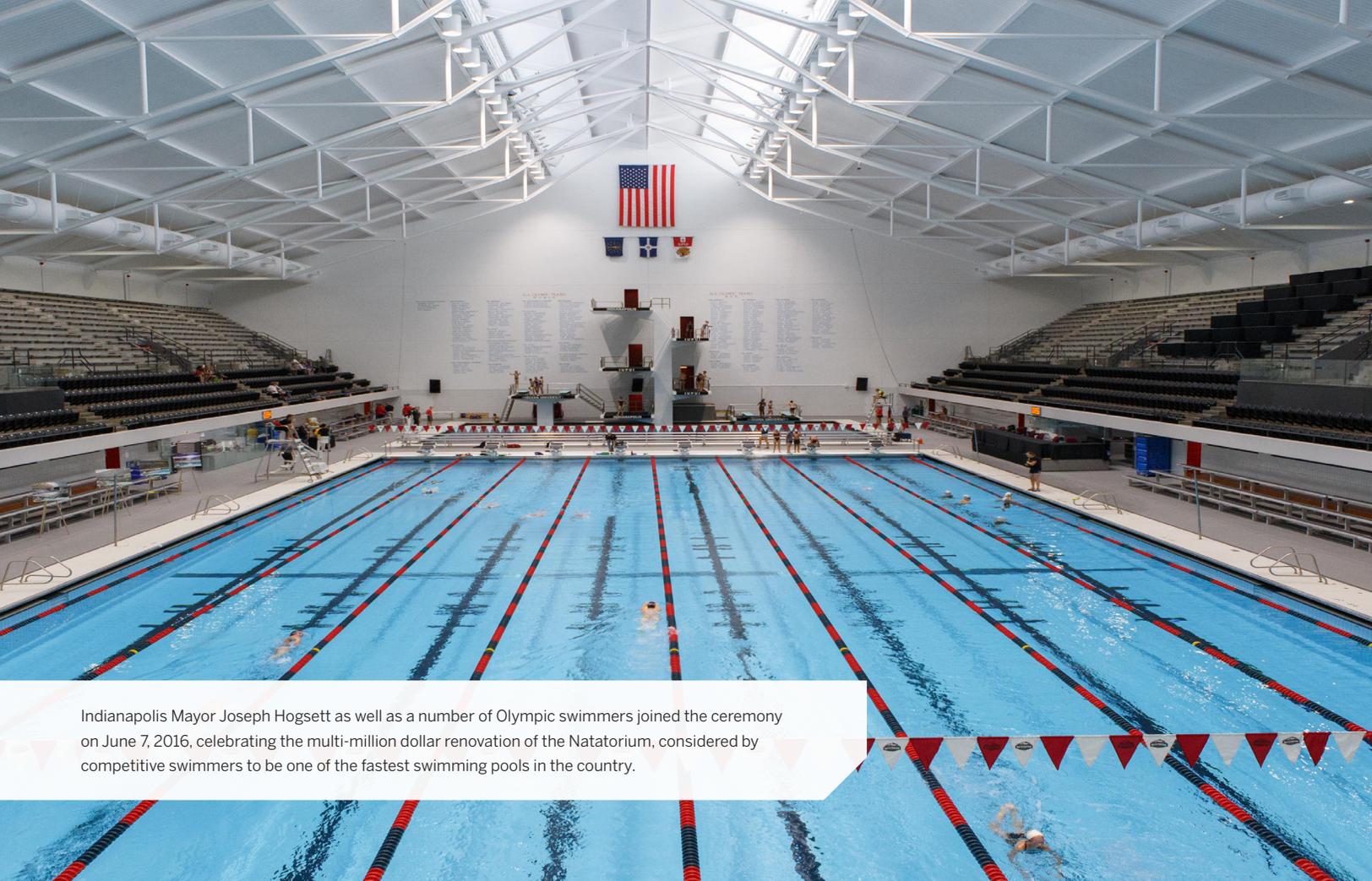
Unveiled two new campus gateways at the corners of Michigan and West streets and Michigan and New York streets, respectively, through a generous gift from Indiana University alumni Jefferson and Mary Shreve that also established two new endowed scholarships in the Shreves' name



Broke ground on Innovation Hall, a multidisciplinary classroom and research facility designed to promote interdisciplinary collaborations across STEM programs in the Schools of Engineering and Technology, Informatics and Computing, and Science



Improved campus infrastructure and experiences for students, staff, faculty, and visitors by upgrading landscaping and wayfinding, implementing a pedestrian safety campaign, developing additional food service capacity, and renovating facilities



Indianapolis Mayor Joseph Hogsett as well as a number of Olympic swimmers joined the ceremony on June 7, 2016, celebrating the multi-million dollar renovation of the Natatorium, considered by competitive swimmers to be one of the fastest swimming pools in the country.





The National Institute for Fitness and Sport has become part of IUPUI. This facility serves students, faculty, staff, and community members and provides invaluable space to support IUPUI Athletics programs. In joining IUPUI, the facility will be rebranded IUPUI Athletic and Fitness Center.



In 2018, IU President Michael A. McRobbie, Chancellor Paydar, IU Trustee Michael Mirro, and now-retired Dean of the School of Dentistry John Williams gathered with the campus and community to dedicate the state-of-the-art Dr. James J. Fritts, D.D.S. Clinical Care Center.



The IU Health Medical Center Campus is in the planning stages, which will result in the development of a major medical complex just north of downtown. In advance of this dynamic, world-class facility opening in a few years, IUPUI will update its Campus Master Plan during 2019–20.

After three years of planning, IUPUI entered into a strategic partnership with Madam Walker Legacy Center and Lilly Endowment Inc. to strengthen the Indiana Avenue Cultural District and renovate the historic Madam Walker Theatre at the corner of Indiana Avenue and West Street. The project honors, preserves, and strengthens the extraordinary legacy of Madam C. J. Walker and will result in enhanced programming and community activity reflecting the attributes and values of Madam Walker.

IUPUI Timeline



INDIANA UNIVERSITY

1820-2020

HONORING THE IU BICENTENNIAL

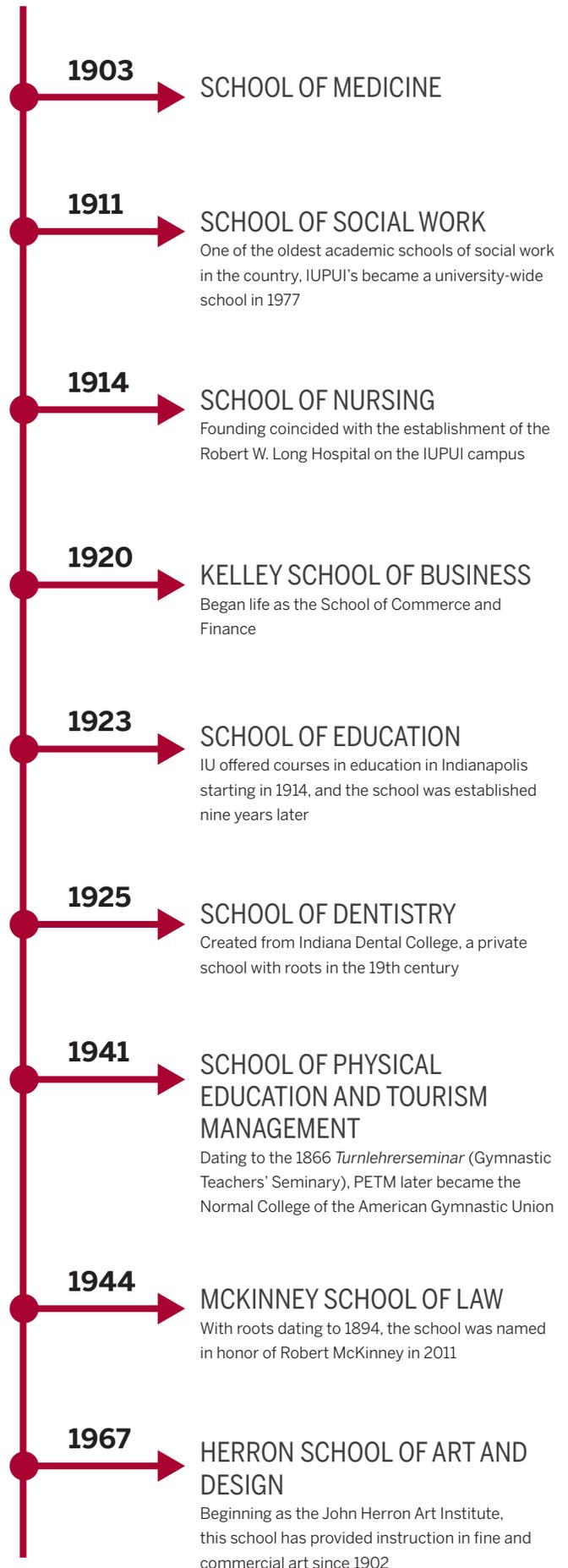


INDIANAPOLIS
BICENTENNIAL
2020-2021



IUPUI: THE EARLY DAYS

In the early 20th century, Indiana University recognized that key training and clinical programs such as medicine, nursing, and dentistry would need to be located in dense population centers to provide adequate training for practitioners. Ultimately, this resulted in the future IUPUI campus developing graduate and professional programs before its undergraduate curricula, a differentiating factor for the IUPUI campus.



1969 
IUPUI

1970 
IUPUC

1972 → **SCHOOL OF ENGINEERING AND TECHNOLOGY**
Dates back to Purdue University defense training courses offered during World War II

→ **SCHOOL OF LIBERAL ARTS**

→ **O'NEILL SCHOOL OF PUBLIC AND ENVIRONMENTAL AFFAIRS**
Established at IUPUI in 1970 and renamed in honor of IU alumnus and U.S. Secretary of Treasury Paul H. O'Neill in 2019

→ **SCHOOL OF SCIENCE**
In 1991, the school moved into new buildings on the IUPUI main campus

1986 → **THE GRADUATE OFFICE**

1991 → **SCHOOL OF HEALTH AND REHABILITATION SCIENCES**
Later combined with PETM to form School of Health & Human Sciences

1997 → **UNIVERSITY COLLEGE**
Established to provide targeted support for incoming students, especially freshmen

1999 → **SCHOOL OF INFORMATICS AND COMPUTING**
First school of its kind in the country

2009 → **IUPUI HONORS COLLEGE**

2012 → **LILLY FAMILY SCHOOL OF PHILANTHROPY**
With roots in the Center on Philanthropy, the school was renamed in honor of the Lilly family in 2013 and is the world's first school of philanthropy

→ **RICHARD M. FAIRBANKS SCHOOL OF PUBLIC HEALTH**
Formally named the Fairbanks School in 2013

2018 → **IU FORT WAYNE**

→ **SCHOOL OF EDUCATION AT IUPUI**
The School of Education at IUPUI established as independent with focus on urban education

→ **SCHOOL OF HEALTH & HUMAN SCIENCES**
School forms after the merger of PETM and the School of Health and Rehabilitation Sciences

2019 → 

IUPUI celebrates 50th anniversary in 2018–19

2020 → 
200 YEARS
INDIANA UNIVERSITY





1820-2020

INDIANA UNIVERSITY
BICENTENNIAL