IUI 2030 STRATEGIC PLAN WORKING DRAFT

INTRODUCTION

On October 3, 2022, IUPUI campus leadership launched IUI 2030, an intensive, campus-wide strategic planning process that will drive the university forward for the next seven years.

The success of this plan depends on engagement of the entire campus community. To ensure this from the very beginning, more than 250 faculty, staff and students have been involved in the planning process. Through their efforts, they have reached out to countless others, which has ensured the widest possible input and has distributed the planning work, leveraging people's specific areas of expertise in goal setting and action item development. In terms of structure, this vast undertaking includes an executive committee, three planning committees, and 20 subcommittees, and it reflects the perspectives of the campus community, business, non-profit, and community leaders, IUPUI alumni, and donors.

Though the plan offers a high-level vision of the campus's future, members of the campus community should be able to see themselves in the details, which delineate the roles faculty and staff may play in advancing towards shared goals. The planning process was both nimble and highly productive, generating ideas too numerous to include in the final version, which is necessarily limited in scope though not in aspiration. In keeping with our campus tradition of transparency, we will be creating a virtual holding space for those ideas so that we can return to them for possible consideration as we move through the life of the plan.

The campus's core values helped inform the strategic planning process:

- **Collaborative and Excellent:** Prioritizing innovation, collaboration, and boundary-spanning actions that will achieve the highest levels of performance and prominence across all areas of activity.
- **Equity-Minded:** Adopting an equity lens when engaging in planning and decision making and striving to eliminate inequities.
- **Future-Focused:** Forming a next-generation urban research campus to meet the needs of students, the city and the state through talent generation, research, creative activity, and community-engaged service.
- **Inclusive:** Fostering inclusion and ensuring the voices and ideas of stakeholders and constituent groups are heard and understood and striving to ensure a sense of belonging.

- **Innovative:** Creating conditions under which new, creative and cutting-edge ideas can flourish.
- **Strengths-Based:** Leveraging prior investments and sources of distinction and differentiation when identifying strategic priorities.
- **Transparent and Evidence-Informed:** Ensuring that robust data and metrics are widely available and disaggregated by socio-demographic categories to inform strategic decision making.
- **Urban-Centric:** Focusing on recognizing and strengthening the unique context in all that is done to enhance the quality of life for all citizens through research and creative activity, economic impact, and talent generation.

In addition to this broad set of core values, the campus's longstanding commitment to diversity, equity, and inclusion should be acknowledged above others. It serves as a guiding force that propels our efforts to ensure the broadest possible access to higher education, which has made our campus a welcoming and inclusive place and has cemented our position within the community as an institution that respects people and preserves history.

With this in mind, our campus community will continue the efforts to improve the campus climate, fight racism, and bring an equity lens to all of our work. This is the background that informs, and against which are set, the goals and action items outlined below.

This plan builds on our campus's 52-year history, our expertise in resourceful innovation, outstanding teaching, and research that changes lives for the better. Campus leadership is deeply grateful for the commitment that faculty and staff have brought for many years, a commitment translates into generations of successful students who take their educations home—whether that home is in Indianapolis or on the other side of the globe. Wherever they go, our students make a difference thanks to what they learn on this campus.

As we look to a future that will include IU Indianapolis, our faculty and staff remain our strongest resource, and their commitment to student success will continue to make a transformative difference here and around the world.

This working draft, which is open to input, feedback, and refinement, reflects progress to date and identifies goals, metrics, and objectives that supports IU's strategic planning framework (IU 2030) and its three core pillars of *Student Success and Opportunity*, *Transformative Research and Creativity*, and *Service to Our State and Beyond.*

More guiding narratives and benchmarked metrics, drawn from ideas surfaced throughout the process, will be added to the final strategic plan that will help guide implementation and track progress.

Charting a Course for the Future

IUPUI was formed in 1969 after then-Indianapolis mayor (later U.S. Senator and IU faculty member) Richard Lugar famously said, "A great city must have at its heart a great university."

Today, IUPUI, a unique and highly successful partnership between two great public universities, is the state's third largest campus by enrollment and one of the largest research centers in the state. For more than 52 years, IUPUI and its 206,000 living alumni have played a critical role in the metropolitan Indianapolis region as well as the state's economic growth.

To thrive in the coming decades and to increase the number of job-ready graduates in an innovation-led economy, fuel economic growth in the region and the state, and enhance service to the Indianapolis community and beyond, IU President Pamela Whitten and former Purdue University President Mitch Daniels announced the realignment of IUPUI into separate academic organizations. This bold new vision for higher education in Indianapolis will create transformational change in the city and the state and create a global hub for research and an engine of growth. The institution in Indianapolis will be called IU Indianapolis.

The IUPUI/IUI strategic plan supports IU's strategic planning framework (IU 2030) and its three core pillars: *Student Success and Opportunity*, *Transformative Research and Creativity*, and *Service to Our State and Beyond*. The strategic planning process is occurring in close coordination with the planned realignment.

This plan offers a road map that articulates how IU Indianapolis will create more opportunities for students, positioning our graduates to have an even greater impact in central Indiana and beyond; contribute to the state's economic growth; and become one of the nation's preeminent urban research universities.

PILLAR ONE: STUDENT SUCCESS and OPPORTUNITY

Student success is of paramount importance to IUI. It undergirds how we structure our programs, design our curricula, and position ourselves to respond to the evolving demands of the workforce. Metrics to assess progress toward our goals will be benchmarked against our urban peers and will include enrollment, retention rates, 4- and 6-year graduation rates, career outcomes, social mobility indices, and reductions in the cohort loan default rate.

Goal 1: Strengthen Student Enrollment

Strengthening student enrollment is particularly important as the number of high school graduates begins to decline and as competition among 4-year institutions for student enrollment increases. IUI must broaden and diversify key strategies aimed at stabilizing and expanding undergraduate and graduate enrollments through improved retention, attractive and relevant academic programs, and effective financial aid leveraging strategies.

Objectives:

- Promote quality, variety, and versatility of current academic programs and develop offerings to serve students (including transfer students) and the community.
- Focus public-facing messaging on the "Indianapolis Advantage" and emphasize IUI contributions to the social mobility of our students as we elevate and celebrate the experiences of our students both inside and outside of the classroom.
- Develop a broad financial aid strategy, integrated with school scholarship support, and improve student access to information about financial assistance and managing the costs of going to college.
- Enhance recruitment and yield strategies that elevate access and equity among minoritized populations leading to their increased enrollment.
- Strengthen partnership between the School of Science and the School of Medicine.
- Develop recruitment strategies and business partnerships and practices that emphasize the value of higher education to workforce demands.

Metrics:

- Increase admissions yield deposits to 25% (currently 18%).
- Increase percentage of students receiving need-based aid to 58% (currently 54.4%).
- Decrease average unmet need (excluding loans and work-study) for enrolled students to less than $8,500 (currently $9,127).
- Increase percentage of FAFSA filers to 85% (currently 80.5%).
- Increase percent of minoritized student enrollment to X% (currently X%).
- Expand the Luddy School of Informatics, Computing, and Engineering to IUI and create new computer science programs.
- Create a program that will offer qualifying students in the School of Science a direct pathway to the School of Medicine.

- 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 their contributions to the workforce.

Objectives:
- 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.
- 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.
- Support student retention by meeting students where they are through online and hybrid learning options.
- Eliminate barriers to student success and improve processes, particularly in academic advising.
- Integrate high impact practice experiences—including experiential learning—into curricular and co-curricular programs for all undergraduate students.
- Promote student wellness, safety, and mental well-being.

Metrics:
- 4- and 6-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 to support the state's growth by 10% (currently 782 degrees in ICHE high-impact fields in FY 21-22).
- Eliminate equity gaps in annual retention of students from historically minoritized backgrounds.
- Decrease the average debt of graduates by 10% (currently $25,806).
- Reduce DFW rates in high-enrolling 100-200 level courses by 10% per class annually.
- Increase enrollment in online or hybrid programs by X% (currently X%).
- Increase experiential learning opportunities, including internships and practicum placements, with local business and industry (TBD).
- 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 (TBD).
- Improved student perception of accessibility and quality of student mental health services, based on periodic system-wide surveys of students.

Goal 3: Improve 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, will strengthen our research programs, and will further energize our intellectual community locally.

Objectives:

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

Metrics:

- Degree completion in top 25% of peer group – master's and doctoral research programs (3-year average = 1,695. Peer group median = 1,920).
- Improve doctoral retention rate to 95% (currently 88%).
- Improve graduation rates in doctoral-research level programs by 10% (current 6-year graduation rate is 48%).
- Increase IUI master's and doctoral research enrollment by 10% (current graduate and doctoral-research enrollment is 4,232).
- Increase the number of master's and doctoral program degrees conferred from the School of Science and Luddy School of Informatics, Computing, and Engineering at IUI by 30%. (current number of degrees conferred is 227).

Goal 4: Improve Equity and Inclusion Across the Student Experience

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

- Ensure all students experience a welcoming and inclusive campus culture.
- Foster cultural competency among educators to build a more inclusive learning experience.
- Boost participation in experiential learning opportunities for students from minoritized groups to help close the achievement gap, build confidence and resilience, and provide a sense of belonging.

- 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.

- 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 numbers of successful promotions to associate professor and full professor ranks, particularly among women and faculty from historically marginalized groups by X% (currently X%).
- Increase number of tenure-track promotions with DEI pathway by X% (currently X%).
- Embed experiential learning opportunities (e.g., internships, service learning, research) into 100% of undergraduate degree programs.
- Increase percent of students utilizing health, wellness, and Adaptive Educational Services (TBD).

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 and prepare them for success in their chosen careers.

Objectives:
- Provide comprehensive career support to all students regardless of major or school to prepare them for the job market and help them make informed decisions about their future careers.
- Expand career development support for Pell-eligible, 21st Century, and first-generation students to improve social mobility and career outcomes.
- Ensure all degree programs include integrated experiential learning experiences to help students become more career-ready and competitive in the job market.
- Engage in strategic employer development and relationship management to support students' career success.

Metrics:
- 90% of graduates have positive career outcomes for all populations, including Pell-eligible, 21st Century Scholars and first-generation students, as reflected in the First Destination Survey (currently 86% for all bachelor's degree recipients, 83% for bachelor's recipients receiving a Pell Grant, 86% for bachelor's recipients who were 21st 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 (TBD).

Goal 6: Enhance Curricula, Pedagogy, and Inclusive Teaching Practices

Enhancing curricula, pedagogy, and inclusive teaching practices involves making changes and improvements to the content of the courses being taught and the methods used to teach those courses while ensuring the classroom environment and teaching style are welcoming and inclusive for all students. These enhancements at IUI will engage students and accommodate different learning styles.

Objectives:
- Empower all instructors to use inclusive teaching practices through creation, dissemination, and promotion of tools to educate instructors on these practices.
- Enhance curriculum, pedagogy, and inclusive teaching across the campus as IUI will be intentionally and consistently anti-racist and will create inclusive environments across the campus and foster student belonging.

Metrics:
- Reduce DFW rates in high-enrolling 100-200 level courses by 10% per class annually.
- Use of the Student Engagement Roster by at least 85% of instructors teaching 100- and 200-level courses (currently used by 49.9%).
- Improvements in student perceptions of classroom climate, as assessed through campus climate surveys.
- Increase numbers of successful promotions to associate professor and full professor ranks, particularly among women and faculty from historically marginalized groups by X% (currently X%).
- Increase number of tenure-track promotions with DEI pathway by X% (currently X%).
- 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 4 years).

PILLAR TWO: TRANFORMATIVE RESEARCH and 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 will give 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:
- Foster multi-disciplinary collaborations that are needed to engage in high-impact research that will attract large-scale funding.
- 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.
- Enhance communication about research and creative activities that engage faculty, staff, students, and the broader community and foster a culture of positive influence.

Metrics:
- Increase number of external sponsored research proposals submitted by faculty by 10% annually (FY 22 = 590).
- Increase number of funded external sponsored research by 10% annually (currently $57.1M).
- Increase percentage of tenure-track faculty with external research funding to 70% (currently 39%).
- Grow research funding activities for the new biosciences institute (TBD).
- Increase patent applications and licensing of discoveries to increase revenue by 10% annually (currently 844 total applications 217 total licenses).

- Work with VPR and UCM 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:
- Develop internal capacity for community-engaged research and public scholarship to address the community's needs and priorities.
- Reward and honor reciprocal community engagement, scholarship, and creative activity to foster a culture of engagement and recognize excellence.
- Increase recognition of IUI as a center for community-engaged research and public scholarship to enhance the reputation of the campus and university.

Metrics:
- Receipt of the Carnegie Elective Classification for Community Engagement in 2026.
- Increase in number of faculty that identify as conducting community-engaged research and public scholarship in annual faculty activity reporting (TBD).
- Increase percentage of tenure-track faculty conducting community-engaged research with external research funding to X% (currently X%).
- Increase in number of faculty promotions based on community-engaged research and public scholarship (TBD).
- Increase measures of faculty productivity by books, citations, and journal articles (TBD).

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:
- Ensure the leaders for research and research development reflect the diverse characteristics of our students, with an emphasis on hiring and advancing individuals

from minoritized groups to help advance knowledge, promote equity, and improve educational outcomes for all students.

- Expand campus support for community engaged, participatory research, and translating research into practice, with a focus on supporting underserved researchers and historically marginalized communities.
- Build inclusive and equitable environments on campus that support a diverse group of researchers.
- 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 4 years).
- Increase number of tenure-track promotions with DEI pathway by X% (currently X%).
- Increase number of research projects that engage with communities of color (TBD).
- Create a formal document that defines scholarly values in the context of DEIJAB.
- Increase the number of proposals with a significant DEIJAB element at the core of work proposed (TBD).

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:
- Create clear and achievable pathways to success for early-career tenure-track and non-tenure-track (clinical, research, and teaching) faculty.
- 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:
- 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 4 years).
- Increase levels of job satisfaction by IUI faculty as reported through COACHE Faculty Job Satisfaction survey (TBD).

PILLAR THREE: SERVICE TO THE 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. IUI success in this area will be measured through metrics associated with K12 education, stronger alignment with the state's (IEDC) targeted initiatives, continued investments in the health and life sciences, and workforce development.

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:
- Contribute to the growth of the state's economy by working with key stakeholders to identify workforce needs of the future.
- Expand career planning and experiential learning opportunities for IUI students and graduates to improve career readiness and promote entrepreneurship and innovation.
- Enhance flexibility in degree programs and include adaptable certificates, micro-credentials, CTE, 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:
- Partner with IEDC on its 5E Strategy: entrepreneurship, environment, economy, energy, and external engagement.
- Expand the Luddy School of Informatics, Computing, and Engineering to IUI and create new computer science programs.
- 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 and graduate degree programs (TBD).

Goal 2: Engage State K12 to Strengthen Education and Educational Pipelines in Indiana
Building partnerships between 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:

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

Metrics:

- Increase the number of PK-12 enrichment opportunities as measured by internal databases such as the Collaboratory (TBD).
- Increase the number of career pathway partnerships with high schools in the service region, with a focus on underserved populations (TBD).

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 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:

- 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.
- 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) (TBD).
- Grow economic development activities for the new biosciences institute (TBD).

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

Engaging with our communities helps to 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 well-trained healthcare professionals prepared to provide person-centered, collaborative care in communities.

Objectives:
- 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.
- Create an IUI Institute focused on addressing health disparities and health equity across Indiana through community-engaged research, teaching, and service.
- 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 (number/size) in community or targeted population programs related to health and wellbeing of Hoosiers.
- Use relevant Indiana state health indicators, establish a baseline values and track progress quarterly over time in IUI health-focused partnerships.
- Identify health disparities at baseline, develop a community engaged partnership approach to eliminate disparities and measure progress in reducing disparities over time.
- Establish 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:
- Expand opportunities for global research and service, whether conducted in Indiana or internationally, as a critical component of the IUI research agenda.
- Position global engagement and internationalization as a complementary aspect of IUI's commitment to DEI.
- Provide greater access to global teaching and learning for local impact.
- Develop and/or grow international institutional strategic partnerships that advance IUI's commitment to the United Nation Sustainable Development Goals.

Metrics:
- Increase participation of IUI experts in consultations/support for state trade and investment activity (TBD).

- Increase linkages between Indiana industry and IU-affiliated foreign businesses (TBD).
- Increase research expenditures related to interdisciplinary global research both internal and external to IUI (TBD).
- Increase number of Fulbright scholar awards to IUI faculty and staff (currently 19 (pending further review)).
- Increase the number of faculty, staff, and students involved in teaching, research and service focusing on the SDGs with international partner institutions (TBD).