

**Reaffirming *Our Commitment to Indiana and Beyond*: IUPUI Strategic Plan  
Refreshed Goals and Objectives for 2018—2021**

For planning updates and accomplishments, visit [strategicplan.iupui.edu](http://strategicplan.iupui.edu)

**Overview**

***Priority 1: The Success of our Students***

Goal 1: Promote Undergraduate Student Learning and Success

Goal 2: Increase Capacity for Graduate Education

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Indiana, and Beyond***

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***Priority 1: The Success of our Students***

**Goal 1: Promote Undergraduate Student Learning and Success**

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.

**Goal 2: Increase Capacity for Graduate Education**

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

### **Goal 3: Transform Online Education**

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 multi-faceted 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.

### **Goal 4: Optimize our Enrollment Management**

1. Develop continued expertise in strategic enrollment management.
2. Provide excellent service and consultation to division stakeholders, academic units, and the campus community.
3. Foster a culture of data-informed decision-making concerning division actions.
4. Support initiatives that contribute to promoting student retention and success.
5. Value and embrace innovation, change, and entrepreneurial mindsets and approaches.

### ***Priority 2: Advances in Health and Life Sciences***

#### **Goal 5: Leverage our Strengths in Health and Life Sciences**

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.

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

#### **Goal 6: Accelerate Innovation and Discovery through Research and Creative Activity**

1. Develop Quality of Life research initiatives to benefit our community in collaboration with the Office of Community Engagement.
2. Develop an IUPUI Experts Database to facilitate collaboration and serve as a resource for external partners.
3. Develop a clearinghouse to allow rapid response to research requests from external stakeholders.
4. Collaborate with community partners in Indianapolis to develop research projects, like those envisioned in the Smart Cities Initiative, that seek solutions to key urban challenges.
5. Establish IUPUI as a leader in qualitative and mixed-methods research.
6. Develop digital networking and link existing databases to improve interconnectivity and search capacity for researchers.

### **Goal 7: Deepen our Commitment to Community Engagement**

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.

### **Goal 8: Strengthen Internationalization Efforts**

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.

### **Goal 9: Promote an Inclusive Campus Climate**

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.

### **Goal 10: Develop Faculty and Staff**

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.

## IUPUI Strategic Plan Administrative Champions

IUPUI Strategic Plan Goal	Administrative Champion(s)
1. Promote Undergraduate Student Learning and Success	<ul style="list-style-type: none"> <li>• <b>Jay Gladden</b>, Associate Vice Chancellor for Undergraduate Education and Dean, University College</li> <li>• <b>Eric Weldy</b>, Vice Chancellor for Student Affairs</li> </ul>
2. Increase Capacity for Graduate and Graduate Professional Education	<ul style="list-style-type: none"> <li>• <b>Janice Blum</b>, Associate Vice Chancellor for Graduate Education and Associate Dean of the Graduate School</li> </ul>
3. Transform Online Education	<ul style="list-style-type: none"> <li>• <b>Margie Ferguson</b>, Senior Associate Vice Chancellor for Academic Affairs</li> <li>• <b>Stacy Morrone</b>, Associate Vice President for Learning Technologies in the Office of the Vice President for Information Technology at IU and Dean of IT at IUPUI</li> </ul>
4. Optimize our Enrollment Management	<ul style="list-style-type: none"> <li>• <b>Boyd Bradshaw</b>, Associate Vice Chancellor for Enrollment Management</li> </ul>
5. Leverage our Strengths in Health and Life Sciences	<ul style="list-style-type: none"> <li>• <b>Robin Newhouse</b>, Dean, School of Nursing</li> <li>• <b>Paul Halverson</b>, Dean, Fairbanks School of Public Health</li> </ul>
6. Accelerate Innovation and Discovery through Research and Creative Activity	<ul style="list-style-type: none"> <li>• <b>Simon Atkinson</b>, Vice Chancellor for Research</li> </ul>
7. Deepen our Commitment to Community Engagement	<ul style="list-style-type: none"> <li>• <b>Amy Warner</b>, Vice Chancellor for Community Engagement</li> </ul>
8. Strengthen Internationalization Efforts	<ul style="list-style-type: none"> <li>• <b>Gil Latz</b>, Associate Vice Chancellor for International Affairs</li> </ul>
9. Promote an Inclusive Campus Climate	<ul style="list-style-type: none"> <li>• <b>Karen Dace</b>, Vice Chancellor for Diversity, Equity, and Inclusion</li> <li>• <b>Gina Gibau</b>, Associate Vice Chancellor for Faculty Diversity and Inclusion</li> </ul>
10. Develop Faculty and Staff	<ul style="list-style-type: none"> <li>• <b>Margie Ferguson</b>, Senior Associate Vice Chancellor for Academic Affairs</li> <li>• <b>Gina Gibau</b>, Associate Vice Chancellor for Faculty Diversity and Inclusion</li> <li>• <b>Camy Broeker</b>, Vice Chancellor for Finance and Administration</li> </ul>
Overall Strategic Plan Support	<ul style="list-style-type: none"> <li>• <b>Stephen Hundley</b>, Senior Advisor to the Chancellor for Planning and Institutional Improvement (PAII)</li> <li>• <b>Christine Fitzpatrick</b>, Chief of Staff, Office of the Chancellor</li> <li>• <b>Michele Hansen</b>, Assistant Vice Chancellor, Institutional Research and Decision Support</li> <li>• <b>Chad Beckner</b>, Webmaster</li> <li>• <b>Shirley Yorger</b>, Senior Administrative Secretary, PAII</li> </ul>