**Our Commitment to Indiana and Beyond
IUPUI Strategic Plan**

August 4, 2014

Preface
Charles Bantz, Chancellor
Our Commitment to Indiana and Beyond: IUPUI Strategic Plan

Some 45 years ago, Indiana University and Purdue University joined together to found IUPUI, a new urban university dedicated to serving the needs of the city of Indianapolis, the state of Indiana, and beyond. IUPUI was the realization of a dream shared by local employers, then-Mayor Richard Lugar, and other influential stakeholders for a major university downtown to help drive the development of Indianapolis. As Lugar argued in 1967, "a great city must have at its heart a great university" to foster "technology and scientific growth and research," and "to deal with complex urban development problems" (Gray, pp. 85-86).

IUPUI's first "Interim Statement of Purpose" committed the campus to "serving the citizens of this State and Nation with excellence in teaching, diversity in research, and full application of knowledge towards the solving of community problems" (IUPUI Self-Study for Initial Accreditation for Commission on Institutions of Higher Education of the North Central Association of Colleges and Secondary Schools, p. 3). Over 45 years of astounding growth and continuous reinvention, we have held firm to this commitment. As we release this new 2014 IUPUI strategic plan, "Our Commitment to Indiana and Beyond," we rededicate the campus to serving our city, our state, and beyond. And I speak for the entire campus; our plan was developed through a broadly inclusive process and is based on the imagination and aspirations of hundreds of campus and community stakeholders.

The plan that emerged from this process, ably led by Executive Vice Chancellor Nasser Paydar, embraces the big thinking that got us where we are today. It builds on the distinctiveness of our mission, programs, location, students, faculty, and staff and takes advantage of our unique strengths. It responds to Indiana's urgent needs for a more educated citizenry and an improved quality of life. Organized around three priorities crucial to the future success of Indianapolis and Indiana—supporting the success of our students, advancing the health and life sciences, and contributing to the well-being of people in our city, region, state, and beyond—it sets forth ten goals that give us a road map for continuing to advance and transform our institution, our city, our state, and beyond.

IUPUI has a history of achieving its planning goals. Most recently, when I began as Chancellor in 2003, I challenged the campus to double the number of baccalaureate degrees awarded, double external research dollars, double civic engagement, and double diversity. Since then, we have increased baccalaureate degrees awarded by some 1,458 students, an increase of 66 percent from 2001-2002. In 2009-2010, we achieved more than $400 million in external research funds awarded, almost double the $202 million garnered in 2001-2002. We more than quadrupled the number of students engaged in service learning, with 8,711 students—more than a quarter of our total student body—participating in sustained community service efforts linked to an academic course in the last academic year. And this year, minorities make up 26 percent of our student body, almost double the 14 percent minority representation of 2001-2002.

I would like to thank Executive Vice Chancellor Paydar and all of the members of IUPUI's communities on and off the campus who helped develop the various components of this new plan. As you read it, you'll notice that "Our Commitment" includes not only goals, objectives, and strategic actions, but also Performance Indicators that will enable us to measure and report on our progress. For this reporting, we will use our annual IUPUI Performance Report, which has reported our progress in key mission areas for more than 20 years. Transparency and accountability are a part of our institutional identity at IUPUI that we take great pride in. We owe no less to Indianapolis, Indiana, and beyond.

Introduction
Nasser Paydar, Executive Vice Chancellor and Chief Academic Officer
Our Commitment to Indiana and Beyond: IUPUI Strategic Plan

I am pleased to present "Our Commitment to Indiana and Beyond: IUPUI Strategic Plan" to members, partners, and friends of IUPUI and of Indiana University. Our plan complements and combines with those of other IU campuses and vice presidential units to chart a course for accomplishments leading up to the University's bicentenary celebration in academic year 2019-2020. Moreover, five years from now, we will celebrate our 50th anniversary as a campus. As a core campus of Indiana University and the state's only academic health and life sciences center, IUPUI plays an integral role in advancing IU. And as a leading Indianapolis employer and the campus that educates more Hoosiers than any other in the state, IUPUI has a special responsibility to raise educational attainment, prepare the future workforce, and contribute to the development and advancement of Indianapolis and Indiana.

"Our Commitment" is also a strategy for navigating a sharply altered national and global environment, where large social and economic forces are disrupting and reshaping higher education. To meet Indiana's needs, for example, IUPUI must continue to broaden access and opportunity for traditionally underrepresented students. At the same time, we must ensure that our programs and policies support the success of the entire range of students we serve. We must prepare students for lives of engaged citizenship as well as for their roles in Indiana's workforce. Our teaching and learning practices must continue to evolve and innovate, taking advantage, in particular, of the possibilities that new learning technologies afford.

We are acutely aware that resources are limited and that we must be both efficient and effective stewards of these resources. We must become even more transparent and accountable to our stakeholders about the return on their investment that IUPUI provides. We must demonstrate not only what our students achieve, but also how we are translating faculty and student research into useful information that meets societal needs and improves lives. And we must communicate about our distinctive programs, services, and achievements, as the higher education marketplace becomes increasingly competitive and differentiated.

"Our Commitment" reflects these new realities. It incorporates the ideas and perspectives of more than 50 on- and off-campus stakeholder groups who were consulted about IUPUI's future during the past 18 months. The planning document itself was developed by some 12 taskforces, comprised of more than 250 faculty and staff members. All members of the campus had the opportunity to offer ideas and reactions to the various drafts of the document via the planning web site and a series of town hall meetings.

"Our Commitment" is more than the title of a strategic planning document; it reflects the values, aspirations, and culture of IUPUI. The theme of commitment has permeated our planning process, and as we put this plan into action, we embrace "Our Commitment" to:

- Serve Indianapolis, the state of Indiana, and beyond

- Address the needs and expectations of IUPUI's many stakeholders, including students, staff, faculty, community members, and other partners
- Honor and achieve IUPUI's vision, mission, values, and campus strategy, including greater coordination and alignment of our activities to achieve maximum impact
- Report on and improve IUPUI's effectiveness, using performance indicators to evaluate our progress.

IUPUI has already taken the first steps to implement the priorities and strategic actions outlined in "Our Commitment" and to realize our vision of a future IUPUI that includes:

- Better prepared, more diverse students who choose IUPUI first for its vibrant urban location, leading academic programs, and culture of learning in engagement with local, regional, national, and global communities
- A technology-rich environment that permits real-time access to experts in the local community and around the world
- Coordinated programs and services delivered in flexible ways to meet learners' needs whenever and wherever they arise
- A stunning, sustainable, and accessible physical campus in the heart of downtown Indianapolis, with improved parking and transportation for students, faculty, staff, and visitors, as well as improved accommodations for walking and biking.
- A robust suite of online capabilities to expand our reach to learners, researchers, and partners across the city, state, nation, and beyond
- A dynamic, multi-disciplinary research environment whose infrastructure supports student and faculty collaboration with external partners to solve real-world problems and improve the quality of life
- A culture of engagement that serves as a model of reciprocity and enables students, faculty, and staff to work with community partners, learning with and from each other to address urban needs
- A health and life sciences enterprise of unsurpassed quality and scope that supports effective teaching and learning, leading-edge research, and healthy patient outcomes, as well as interprofessional education and practice
- Recognition locally, nationally, and globally as an employer of choice that serves as a magnet of talent to Indianapolis.

"Our Commitment" will not sit on a shelf. It is a dynamic plan that will respond to changing needs within and outside IUPUI. Please visit strategicplan.iupui.edu often for the latest news on the plan and on our progress toward the goals set forth here. Meanwhile, we invite you to join with us in creating an IUPUI that empowers, inspires, and improves the lives of our students, patients, faculty, staff, and all of the members of our many communities in Indianapolis, across Indiana, and beyond.

Financial Support for "Our Commitment:

IUPUI transitions to implementation of this strategic plan in conjunction with a review of past priorities and practices and with a view toward quality, effectiveness, and efficiency. Each of the actions recommended for the ten strategic goals will be prioritized. In some cases, specific implementation teams will be created to set priorities; in other instances, the existing infrastructure of offices, departments, and/or units with responsibility for an area of the plan are establishing priorities and planning for implementation. For the most part, funding for IUPUI's strategic objectives will occur through campus-level reallocation of resources.

Background and Context

Our Commitment to Indiana and Beyond: IUPUI Strategic Plan acknowledges our standing as a core campus of Indiana University, which plans for continued and expanded excellence in its third century as a major multi-campus public research institution. *Our Commitment* also renews IUPUI's longtime commitment to the city of Indianapolis and the state of Indiana. It reaffirms our dedication to national and global engagement aimed at improving lives in communities, especially urban communities, worldwide. Development of the plan, begun in Fall 2012, has been an opportunity for us to reconfirm our campus mission, values, and commitment to diversity, and to create a new institutional vision statement emphasizing innovation, distinctiveness, quality of life, and campus-community engagement. In all of these ways, the plan reflects the values, aspirations, and culture of IUPUI and our many community members.

The strategy outlined in *Our Commitment* focuses on three urgent priorities, each crucial to the success of our institution, our city, and our state: (1) *the success of our students*; (2) *advances in health and life sciences*; and (3) *contributions to the well-being of the citizens of Indianapolis, the state of Indiana, and beyond*. These focuses draw on our existing strengths, honor our prior investments, and reflect widespread stakeholder input into our planning process. Within the three priorities, ten strategic goals, derived from elements of the new IUPUI Vision Statement, will support implementation of the campus strategy.

Advancing IU's Bicentennial Strategic Plan

The strategies set forth in *Our Commitment to Indiana and Beyond* will advance Indiana University's mission and aspiration to be a great university and the pre-eminent higher education institution in Indiana. As an IU-managed campus, IUPUI goals align with the University's broader, enterprise-wide strategic plan, which will give overall direction to all campuses of Indiana University for the period leading up to 2019-2020. In particular, IUPUI's plan will advance its own sphere while contributing to IU's Principles of Excellence, draw explicit connections to the University-wide plan, and identify specific accomplishments or changes to be accomplished in or before academic year 2019-2020.

IUPUI's goals reflect the strategies outlined in the IU Bicentennial Strategic Plan in the following ways:

Demand demonstrable excellence of ourselves

IUPUI has a long tradition of demonstrated public accountability, evidenced by our annual [IUPUI Performance Report](#), annual [Diversity Report](#), ongoing [comparison with our peer urban public institutions](#), and [Chancellor's Report to the Community](#). *Our Commitment* includes performance indicators for each of our ten goals that will support meaningful measurement of

our progress, which will be reported in the IUPUI Performance Report, beginning with the current academic year.

Leverage size

Our Commitment will leverage IUPUI's size by enhancing coordination and collaboration to support efficient and effective progress toward achieving our goals. Each of our ten initiatives includes strategic actions intended to improve campus-wide coordination and, in many cases, campus-community collaboration.

Leverage technology

IU's leading-edge IT infrastructure will be crucial to the success of *Our Commitment.* It provides a foundation that will enable us to advance all of our strategic initiatives, from optimizing enrollment management, to transforming online education, to promoting student success through new advising tools, to accelerating innovation and discovery by disseminating new knowledge across the campus, the community, and the world.

Maintain a diverse revenue portfolio

Optimizing enrollment management, promoting student success, and accelerating innovation and discovery are among the initiatives in *Our Commitment* that will help maintain a diverse revenue portfolio at IUPUI. We will seek philanthropic investment in our initiatives to promote student success, strengthen campus internationalization, and deepen our commitment to community engagement.

Global reach

Our goal to strengthen internationalization efforts will expand IU's global reach, establish IUPUI as a global campus engaged in strategic international partnerships, and offer enhanced international opportunities to our students, faculty, staff, and community partners.

Diversity and multi-cultural competence

Our Commitment aims to institutionalize excellence in diversity through research, teaching and learning, and community engagement focused on diversity and inclusion. Supportive of IU's vision to create a climate of excellence, diversity, and inclusion on all campuses, IUPUI's initiative to promote an inclusive campus climate will expand diversity campus-wide and enhance multi-cultural competence among our students, faculty, and staff.

Student experience and success

"Promote undergraduate student learning and success" is at the top of the list of ten strategic goals in *Our Commitment.* This goal calls on our campus to create more effective environments, practices, and support systems for student learning, success, and degree attainment. It will build on IUPUI's already strong track record of success in developing innovative undergraduate

curricula and creating opportunities for students to engage in high-impact teaching and learning practices.

Investment in infrastructure to support, sustain, and protect the mission

The ten goals in *Our Commitment* include strategic objectives aimed at addressing needs for physical, technological, and organizational infrastructure, especially infrastructure to support initiatives focused on student success, online education, research, and community engagement—all key aspects of our mission.

Engagement for economic development

Engagement is at the core of *Our Commitment.* IUPUI's goal to deepen our commitment to community engagement aims explicitly to create a national model for campus-community reciprocity to advance regional economic development and address urban needs. In partnership with Indiana University's Office of Engagement, Innovate Indiana, and other IU initiatives for economic development, IUPUI will leverage our significant community and economic engagement activities, support relationships with enterprises related to university research, and help to build a culture of entrepreneurship at IUPUI.

Our Commitment Initiatives Support IU's *Principles of Excellence*

Our Commitment embraces and advances IU's *Principles of Excellence* (http://pres.iu.edu/vision/principles-of-excellence/index.shtml). By continuing to grow as a leading urban center for education, research, health and life sciences, and community engagement, IUPUI will further IU's development as "one of the great research universities of the twenty-first century and… the pre-eminent institution of higher education in Indiana." Indeed, the ten initiatives set forth in *Our Commitment* will enable IUPUI to lead by example in fulfilling the *Principles*:

An Excellent Education

All ten of IUPUI's strategic goals support the principle of "An Excellent Education," with particular emphasis on student success, diversity, student life, and innovative teaching. *Our Commitment* will strengthen our tradition of developing cutting-edge, distinctive, and frequently interdisciplinary degree programs that meet community, state, national, and global needs, and enable us to make unique contributions to IU's capacity to offer students "An Excellent Education."

An Excellent Faculty

IUPUI has long recognized the importance of recruiting and retaining a diverse faculty and providing faculty members with effective professional development, support for innovative teaching and scholarship, and facilitation of teamwork in order to fulfill our mission effectively. Strategic initiatives to develop faculty and staff, accelerate innovation and discovery through research, strengthen internationalization efforts, and promote an inclusive campus climate will

support the principle of "An Excellent Faculty," as will our efforts to promote student success and advance our work in the health and life sciences.

Excellence in Research

Supporting IU's overarching vision, IUPUI's strategy for research is to build on the unique strengths of the our campus and academic units to promote research that will have a positive impact locally, nationally, and globally on human health and societies. IUPUI has developed a tradition of research focused on improving the quality of life and on translating research findings into practical applications. As Indiana's urban campus, IUPUI has sustained a commitment to research that enables not only our own city, but cities around the globe, to make evidence-based decisions. Much of this research is conducted in collaboration with community partners or with partner institutions, and our research enterprise has demonstrated steady growth over the course of our history. By accelerating innovation and discovery through research and leveraging our strengths in health and life sciences, *Our Commitment* will enable us to provide "Excellence in Research" and to continue expanding our capacity to develop new knowledge to serve society.

The International Dimension of Excellence

IUPUI's strategic goal to strengthen internationalization efforts builds on our nationally recognized work to create distinctive approaches to campus internationalization that serve the needs of our students and city. In recent years, we have built strategic partnerships with institutions abroad, created study abroad experiences that combine international and service learning, improved the physical infrastructure for internationalization, and expanded the campus's corps of international students. As part of our new internationalization initiative, we are working with the Internationalization Laboratory of the American Council on Education (ACE), an invitational learning community, to develop a new strategic plan for comprehensive campus internationalization. Our activities also support Indiana University's International Strategic Plan (adopted in 2008), which envisions coordinated and strategic growth in international education, research, and engagement, and leverages IU's great strengths in these areas. For example, IUPUI is invested in Indiana University's development of overseas "gateway" facilities – one in Delhi, India, and another planned for Beijing, China – both of which may be used by IUPUI faculty, staff, and students. Our past and current efforts and successes leverage our status as a campus of Indiana University and position us well to advance the principle of "The International Dimension of Excellence" at IU.

Excellence in the Health Sciences and Health Care

IUPUI has achieved national distinction as a center for the health and life sciences, known for interdisciplinary, collaborative, and translational approaches to health and life science education and scholarship. Our strategic initiative to leverage our strengths in the health and life sciences speaks directly to the principle of "Excellence in the Health Sciences and Health Care," and will focus particularly on developing and disseminating effective models of interprofessional health education and collaborative practice.

Excellence in Engagement and Economic Development

IUPUI was established in large part to apply new knowledge to improving the quality of life and advancing economic development in our city, region, and state. Engagement has thus always been an explicit element of our vision, mission, and values; we are one of the nation's most recognized campuses for community engagement. *Our Commitment* reaffirms and re-dedicates the campus to this core component of our institutional identity through an expanded definition of community engagement and a pledge to deepen our commitment to engagement locally and across the globe. IUPUI's engagement goals will contribute to IU's overarching mission to connect the University's vast intellectual and creative assets with strategic opportunities that foster economic growth in Indiana and, in particular, the following goals of the Office of the Vice President for Engagement and the *Innovate* Indiana initiative:

- Develop a systematic engagement infrastructure that sustains and furthers the impact of *Innovate* Indiana.
- Facilitate the development of a formalized network that engages all IU campuses, advances the application and transfer of knowledge, and contributes to our innovation ecosystems.
- Become a value-added global network, mutually benefitting our internal and external partners so that respective goals are achieved while contributing to Indiana's success.

IU's *Framework for Excellence* as Foundation for our Work

The *Framework for Excellence* provides the necessary foundation for implementing *Our Commitment*; the ten strategic goals cannot succeed unless each part of this foundation is strong:

Excellence in Advancement

IUPUI's recent advancement efforts have surpassed expectations and will help to provide the resources needed to undertake the initiatives set forth in *Our Commitment*. We will continue to pursue "Excellence in Advancement" by seeking expanded and enhanced volunteer, philanthropic, and other support among IUPUI alumni, faculty, staff, students, and friends locally, nationally, and internationally.

Building for Excellence

New construction has transformed the IUPUI campus over the past decade and enabled all of our academic units to come together in one physical location. But many current and future needs remain to be met. We will continue to focus on "Building for Excellence" by developing new and renovated physical facilities and infrastructure, recognizing the importance of historical stewardship, creating an environment that reflects IU's values, and meeting future needs in accord with University priorities and the campus master plan.

The Centrality of Information

Along with the rest of IU, IUPUI takes pride in the strength of its information technology infrastructure and resources, including its library resources. As we implement *Our Commitment*, we will continue to build and draw on these resources, in collaboration with our IU partners.

Responsible Stewardship of Indiana University's Resources

Implementing *Our Commitment* will require us to continue to use public and private resources wisely, effectively, and efficiently. We must also maintain our strong tradition of analysis, assessment, evaluation, and accountability, embodied in our individual units' annual reports, the annual *IUPUI Performance Report*, annual *State of Diversity Report,* and other documents, as well as in our online Performance Indicators (http://iport.iupui.edu). The success of *Our Commitment*'s goals and objectives will be evaluated regularly, using a new set of Performance Indicators currently under development. (See Appendix A.) Finally, we must continue to provide outstanding administrative services to support the *Principles of Excellence*, our campus vision, mission, and values, and the priorities articulated in *Our Commitment,* and to communicate our accomplishments to stakeholders and others locally, nationally, and globally.

IUPUI's Strategic Goals and Objectives: An Overview

The success of our students

Goal 1: Promote Undergraduate Student Learning and Success
- Adopt high-impact educational practices to increase engagement of students with learning and campus life
- Strengthen campus life and community
- Increase co-curricular programming and curricular connections to it
- Increase opportunities to learn and apply learning outside of class

Goal 2: Increase Capacity for Graduate Education
- Increase autonomy of PhD programs
- Expand number and capacity of PhD programs
- Create unique interdisciplinary graduate programs
- Develop new professional masters programs

Goal 3: Transform Online Education
- Create more online certificate and degree programs
- Develop innovative technology-enabled learning experiences
- Increase the number of hybrid programs
- Support IU Online at IUPUI
- Create a hub for IUPUI online program services and support

Goal 4: Optimize our Enrollment Management
- Develop a data-driven, market-based enrollment plan for the campus
- Establish admissions goals and criteria to reflect a changing IUPUI
- Establish completion goals

Advances in health and life sciences

Goal 5: Leverage our Strengths in Health and Life Sciences
- Enhance IU's leadership in interprofessional education and collaborative practice
- Prepare healthcare providers to influence the healthcare system
- Promote excellence in curriculum, scholarship, and outcomes evaluation
- Promote excellence in faculty development and leadership training

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
- Establish research plans at the unit and campus level
- Undertake strategically selected major research projects to support quality of life
- Establish a clearinghouse for responsiveness to external research requests and inquiries
- Expand engagement in research and creative activity among faculty, graduate students, and undergraduates

Goal 7: Deepen our Commitment to Community Engagement
- Develop an innovative and inclusive engagement agenda focused on impact
- Coordinate engagement activities to support impact
- Evaluate and internally recognize engagement activities
- Seek external recognition of engagement activities

Goal 8: Strengthen Internationalization Efforts
- Increase international opportunities for IUPUI students and faculty
- Increase recruitment of international students
- Position IUPUI as an international and intercultural hub for Indianapolis
- Implement ACE internationalization plan for IUPUI

Goal 9: Promote an Inclusive Campus Climate
- Create pathways for success for underrepresented students, faculty, and staff
- Develop cross-cultural awareness and competence among all members of the IUPUI community
- Develop, implement, and achieve diversity plans in all units

Goal 10: Develop Faculty and Staff
- Become an employer of choice for staff and faculty by providing meaningful work, improved workplace culture and communication, and advancement opportunities
- Increase development programming and mentoring
- Strengthen performance and promotion and tenure approaches

The Success of our Students
Goals, Objectives, and Actions

Strategic Goal 1: Promote Undergraduate Student Learning and Success
IUPUI will build on our existing strengths by enhancing collaboration among schools, academic, and non-academic units to align student success efforts; improving curricular and co-curricular coordination; supporting the engagement of all students in demonstrated high-impact teaching and learning practices; expanding academic support services; enhancing the overall student experience; and improving students' degree completion rates.

IUPUI has an enviable track record of success in developing innovative, distinctive undergraduate curricula and creating opportunities for students to engage in high-impact practices. Our Principles of Undergraduate Learning provide a flexible, competency-based framework for curricular and co-curricular learning, and we are nationally recognized for excellence in such areas as the first-year experience, service learning and themed learning communities. Support for undergraduate student learning and success is infused across the curriculum and co-curriculum, and outcomes are routinely assessed and tracked to help ensure ongoing improvement. Student persistence and on-time degree completion are systematically addressed and abundant campus resources and services—including the Bepko Learning Center, the Math Assistance Center, and the University Writing Center—are dedicated to supporting student learning. In addition, IUPUI shares a model program of collaboration with Ivy Tech Community College and we have recently enhanced our support services for transfer students. Finally, councils exist to promote networking and sharing of best practices among academic advisors, career professionals, and faculty and staff engaged in retention efforts.

The research on undergraduate student success and our own experience tell us that increased engagement of students and other stakeholders with learning and campus life will be critical to supporting continued improvements in undergraduate attainment. We should thus continue to create venues and opportunities for our undergraduates, as well as our other diverse stakeholders, to establish, nurture, and sustain connections. Such connections are crucial to the vitality and quality of campus life. Continued progress will require renewed efforts to develop a dynamic and engaged campus community.

Strategic Objectives for Goal 1
- Adopt high-impact educational practices to increase engagement of students with learning and campus life
- Strengthen campus life and community
- Increase co-curricular programming and curricular connections to it
- Increase opportunities to learn and apply learning outside of class

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Strategic Actions
Representative actions that will enable IUPUI to achieve its objectives for undergraduate student learning and success:

1. Support integrated, ongoing academic and career planning and reflection on goals through mechanisms like the ePDP (electronic Personal Development Plan) and online modules that foster career exploration.
2. Create a leadership position to provide strategic oversight for expanding student participation in high-impact educational practices through the RISE (Research, International experience, Service learning, Experiential learning) Initiative, with emphasis on involving underrepresented students in experiences that combine multiple high-impact practices.
3. Create an Office of Student Data, Analysis, and Evaluation that enables early intervention when students are struggling academically, as well as identification of high-risk courses and sections.
4. Improve student success and retention by creating a campus-level position to coordinate a comprehensive approach to co-curricular service delivery.
5. Develop additional support services and programming, especially those that support campus engagement, for underrepresented student groups (first-generation and minority students, international students, students with disabilities, and adult degree completers). Include in these services focused campus programs, an Indianapolis host family program, and American Disabilities Act (ADA) education and training.
6. Reduce dependence on developmental education by matching support services to the needs of learners. These support services may include technology-assisted learning and summer programming to reduce the need for developmental courses in mathematics and writing. Offer supplemental instruction as co-requisite to credit-bearing mathematics courses as an alternative to developmental mathematics.
7. Review and re-imagine the campus infrastructure to ensure that processes, policies, and organizational units are coordinated to provide a more engaging campus life experience. For example, develop a 24/7 business model to better serve students. Increase the capacity of on-campus housing to meet the recommended General Assembly standard of 10 percent of the total student population. Develop on-campus childcare options for students.
8. Improve opportunities for credit distribution from transfer institutions, early college, dual enrollment, and military credit, as well as credit from nationally accredited institutions. Create a campus-wide structure and institute policies and procedures for awarding credit through Prior Learning Assessment (PLA), using IUPUI's electronic portfolio platform. Develop a web site that enables students to access information on how departments award PLA credits and apply them to specific courses.
9. Develop opportunities for students to earn credit based on evidence of learning from co-curricular involvement experiences. Create explicit curricular and co-curricular linkages that help students connect in-class learning with out-of-class opportunities for leadership experiences, personal development, community engagement, and application of new knowledge. Identify gaps in current strategies for actively engaging students, faculty and staff in curricular and co-curricular learning.
10. Build on the success of our first-year experience programs by creating a campus-level position to provide strategic oversight for the sophomore year. Responsibilities will include enhancing communication with second-semester freshmen, sophomores, and families to connect them with targeted programming and support; creating peer mentoring programs for second-semester freshmen and all sophomores; and developing extended (two-semester) first-year seminars.

11. Build a distinctive campus identity and a stronger campus community to engage faculty, staff, and alumni by using space, visual elements, and events creatively to enhance campus pride and develop campus traditions. Educate all students, faculty, and staff about IUPUI's history and traditions at the outset of their IUPUI experience. Incorporate the use of the Jaguar as a unifying symbol, and integrate it, along with campus colors and themes, into the design of buildings, classrooms, lounges, signage, and outdoor spaces.
12. Identify and create a wide variety of new formal and informal learning spaces to accommodate diverse learning styles and increase student engagement. Establish a plan to revitalize current facilities and build new facilities to become more multifunctional, ADA-compliant, and commuter- and family-friendly. Develop an outdoor space engagement plan. Build new facilities that serve as learning laboratories, space for performing arts, and spaces that support enhanced connections with the Indianapolis community.

Strategic Goal 2: Increase Capacity for Graduate Education
IUPUI will develop tomorrow's intellectual leaders and scholars through enhanced opportunities in graduate and interprofessional education, with emphasis on creating more Ph.D. programs.

From its earliest beginnings, IUPUI has been one of Indiana's principal sites for post-baccalaureate professional education, particularly in health-related fields. We provide our state with more than 80 percent of its dentists, more than 50 percent of its physicians, and large percentages of the work force holding post-baccalaureate degrees in other professions, including nursing, social work, law, engineering and technology, and education. Recent years have seen an increase of post-graduate professional degrees at IUPUI to meet the needs of our city, state, and nation. For example, the School of Medicine has expanded the size of its student body to alleviate projected physician shortages and we have launched the Richard M. Fairbanks School of Public Health to address critical issues like obesity, diabetes, and heart disease.

The state and nation also need growing numbers of professionals with doctoral preparation to innovate, develop new knowledge, and translate research into practice, and IUPUI has responded in recent years by developing a variety of new Ph.D. programs. These programs have enhanced the campus's intellectual vitality and enabled new forms of civic engagement, a defining value of our institution. Many of them draw on our strengths in the health sciences and in interdisciplinary and translational research. For example, Ph.D. programs in Health Informatics and Biomedical Engineering are helping to develop Indianapolis and Central Indiana as a hub for the health sciences industry. Ph.D. degrees in Epidemiology and in Health Policy and Management, within the Fairbanks School of Public Health, prepare scientific leaders to work in academic, governmental, nonprofit, and industry settings. Beyond the health and life sciences fields, our interdisciplinary Ph.D. in Philanthropic Studies, the only program of its kind in the world, prepares innovative researchers and leaders for careers in philanthropy, higher education, and nonprofit organizations.

Now we are poised to develop a larger strategic vision for graduate education, to assess how graduate education contributes to a new vision and goals for IUPUI, and to create strategies that will ensure the health of graduate education on our campus far into the future.

Strategic Actions for Goal 2:

Representative actions that will enable IUPUI to achieve its objectives for increasing capacity for graduate education:

1. Review existing programs, establish priorities for program autonomy, and gain necessary site approvals for autonomous PhD programs at IUPUI.
2. Over the next seven years, double enrollments and degree conferrals in Ph.D. programs; increase the number of research faculty and research publications by 50 percent; increase research support that includes funding for graduate students by 30 percent.
3. Develop interdisciplinary PhD degree programs linked to "Grand Challenge Initiatives" and active IUPUI research centers.
4. Create a committee to oversee the development of professional master's degrees and launch at least one new professional master's degree program each year for the next three years or until local needs are met.
5. In partnership with businesses and other organizations in the state, offer degrees that are malleable and intentionally translational, such as the MBA cohort program in the Business of Medicine in the Kelley School of Business or the partnership between Eli Lilly and the School of Science currently under development. Develop cohort degree plans for existing degrees in at least three schools.

Strategic Goal 3: Transform Online Education
IUPUI will continue to develop a technology-rich campus that offers coordinated, flexible programs and services to meet the 24/7/365 demands of learners, and that permits real-time, boundary-spanning access to expertise on campus, in the community, and around the world.

Higher education institutions have only begun to explore the potential of online environments to expand educational access and improve student learning and achievement. IUPUI thus has the opportunity to forge its own distinctive pathway through this largely uncharted territory and to provide leadership within the larger IU Online enterprise. Over the next several years, the IUPUI faculty will apply its creativity to developing new and innovative online opportunities, options, and initiatives to benefit our students. These opportunities will include not only formal courses and programs, but also innovative cross-curricular learning experiences like modules, tutorials, educational gaming, and immersive environments to supplement formal coursework, engage students, and enhance learning.

Strategic Objectives for Goal 3:
- Create more online certificate and degree programs
- Develop innovative technology-enabled learning experiences
- Increase the number of hybrid programs
- Support IU Online at IUPUI
- Create a hub for IUPUI online program services and support

Strategic Actions

Representative actions that will enable IUPUI to achieve its objectives for online education:

1. To catalyze and support transformation of online education, establish a centralized resource to help faculty design, develop, and evaluate innovative and effective teaching/learning technology-enabled strategies (including Technology-Enabled Learning Experiences (TELEs), Massive Open Online Courses, Educational Games, and so on), and to strategically coordinate and align IUPUI's online efforts.
2. Champion the IU Online initiative at IUPUI by creating, implementing, and improving courses, certificates, and degree programs that meet market needs, facilitate degree completion, and position IUPUI and IU as a leading provider of high-quality online education.
3. Appoint a taskforce to survey the national landscape to identify existing TELEs, Massive Open Online Courses (MOOCs), Educational Games (EGs), and additional innovative strategies from other institutions that can serve as foundations for IUPUI-crafted teaching and learning offerings.
4. As an initial step toward the "Super Platform," dramatically redesign the current web-based guide to online courses, establish a video service to begin populating an IUPUI/IU Tube channel, and incorporate a series of small TELEs.
5. Empower students (the "digital natives") to be our partners by actively soliciting student ideas for online courses or strategies, practical services such as enrollment, matching of students with peer mentors, and so on.
6. Identify and develop at least one classroom or learning space in each academic unit as a "state-of-the-art" location with all appropriate technologies in order to facilitate hybrid digital-physical learning.
7. Augment existing faculty development opportunities by adding a workshop in which faculty from various disciplines explain and expand the fundamental concept of the TELE.
8. Sponsor an annual prize for faculty/departments/schools that develop the most innovative TELEs, including TELEs that best address campus goals or "Grand Challenge Projects" that address large-scale themes or problems.
9. Promote and expand the use of Peer-Led Team Learning (PLTL), including its adaptation and adoption through Cyber Peer-Led Team Learning (cPLTL).
10. Create employment and support mechanisms for online student assistants/peer facilitators in online courses and programs.

Strategic Goal 4: Optimize our Enrollment Management

IUPUI will create a strategic and coordinated enrollment management plan to attract, retain, and graduate better prepared, more diverse students who choose IUPUI first for its vibrant urban location, leading academic programs, and culture of learning in engagement with local, regional, national, and global communities.

Strategic and managed enrollment growth is an institution-wide responsibility that is critical to IUPUI's future viability and to the effectiveness of all of the above recommendations for enhancing student learning and achievement. Our student body and its success are increasingly the attributes that define us in the eyes of the public, as well as the government. In addition, enrollments are assuming growing importance as a funding source; in 2011-2012, enrollments provided 52 percent of our total education and general revenue stream, up from 41 percent in 2005-2006. Given decreased state appropriations, reduced availability of external research funds, and the probability of limited tuition increases and additional cuts in other revenue streams, this trend is likely to continue. Moreover, we have more control over enrollments than we do over other sources of income.

Strategic Objectives for Goal 4:
- Develop a data-driven, market-based enrollment plan for the campus
- Establish admissions goals and criteria to reflect a changing IUPUI
- Establish completion goals

Strategic Actions

Representative actions that will enable IUPUI to achieve its objectives for enrollment management:

1. Implement a strategic, proactive enrollment management plan to expand enrollment of undergraduate, graduate, and professional students at the Indianapolis campus and increase the number of degrees awarded at the baccalaureate and graduate/professional levels.
2. Shorten the length of time needed to complete an undergraduate degree.
3. Establish a Division of Enrollment Management led by a senior-level administrator charged with implementing the campus's enrollment planning and management activities.
4. Implement recruitment and retention strategies and ensure that the campus policies, processes, and data infrastructure necessary for accomplishing goals are in place.

Advances in Health and Life Sciences

Goals, Objectives, and Actions

Strategic Goal 5: Leverage our Strengths in Health and Life Sciences

IUPUI will assert its national leadership position in health and life sciences by offering programs of unsurpassed quality and scope; supporting effective teaching and learning, leading-edge research, and healthy patient outcomes; and emphasizing interprofessional education and practice.

As IU's urban health and life sciences campus, IUPUI has developed a comprehensive array of academic units and programs to promote health-related research, education, and outreach. Our health and life sciences enterprise has grown in concert, and, often, in collaboration with, the health and life sciences sector of Indiana's economy over the last two decades. Translational research, team science, and interdisciplinary efforts are all hallmarks of the health and life sciences, and IUPUI is poised to take advantage of the critical needs and emerging opportunities of this important economic sector. As the home of five health science schools, including the second largest medical school in the country, IUPUI prepares health care professionals who serve the citizens of Indiana and beyond.

Strategic Objectives for Goal 5:

- Enhance IU's leadership in interprofessional education and collaborative practice
- Prepare healthcare providers to influence the healthcare system
- Promote excellence in curriculum, scholarship, and outcomes evaluation
- Promote excellence in faculty development and leadership training

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Strategic Actions

Representative actions that will enable IUPUI to achieve its objectives for health and life sciences:

1. Organize, integrate, and align IU's/IUPUI's health infrastructure to achieve common goals.
2. Become a national model for population health, public health, healthcare delivery, and public-private healthcare partnerships.
3. Develop and selectively invest in specific health subfields within such areas as cancer, neuroscience, cardiovascular health, and behavioral health.
4. Engage with community members on health and wellness to improve Indiana's health status and reduce vulnerability to disease. Promote early interventions that target quality-of-life (prevention, physical activities, decreased tobacco use, alternatives to violence, and so on).
5. Align health-related workforce development and education initiatives to broader campus and university-level priorities and opportunities.
6. Encourage student, faculty, staff, and visitor wellness at IUPUI by making the "healthy option" the default option, whenever possible.
7. Model sustainability by focusing holistically on the social, environmental, and economic vitality of citizens and communities.

8. Create and scale up the Center for Interprofessional Health Education and Practice with a goal of achieving sustainability through internal and external funding.
9. Engage students and faculty from the various health and life sciences schools in collaborating in classroom and clinical settings to deliver higher quality, comprehensive patient care.
10. Implement, integrate, and evaluate interprofessional health education programs and exemplary practices sites and translate outcomes into collaborative practice models in order to improve patient outcomes, quality, and cost effectiveness.
11. Promote excellence in three key areas of interprofessional heath education and practice: curriculum development and integration; faculty development and leadership training; and outcomes evaluation and scholarship.

Contributions to the Well-being of the Citizens of Indianapolis, the State of Indiana, and Beyond:
Goals, Objectives, and Actions

Strategic Goal 6: Accelerate Innovation and Discovery through Research and Creative Activity
IUPUI will translate research into practice by applying innovation and discovery to improving the quality of life; sustaining a dynamic research environment and infrastructure; and supporting inter- and multi-disciplinary collaborations in which students and faculty work together with academic, corporate, and community partners to solve problems.

IUPUI is known for the cutting-edge research its faculty, research scientists, and students undertake, and the ability of our researchers to translate research into practical applications for the betterment of society. The academic diversity of the campus promotes a rich environment where inter- and multi-disciplinary innovations and discoveries are forged. Our strengths in health and life sciences and STEM, as well as in other professional disciplines, the arts and humanities, and the social sciences position us to pursue initiatives with direct application to improving the quality of life in our community and beyond. And our inclusive approach to valuing and promoting an array of research, scholarship, and creative activity—in disciplinary research, the scholarship of teaching and learning, and community-engaged research, for example—further augments the ability of our researchers and scholars to make significant impacts locally, nationally, and globally. Through this strategic goal, IUPUI will contribute to IU's overriding principles to enhance the University's *capacity* for outstanding research, scholarship, and creative activity; enhance the *impact* of research and creative activity; and

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Strategic Objectives for Goal 6:
- Establish research plans at the unit and campus level
- Undertake strategically selected major research projects to support quality of life
- Establish a clearinghouse for responsiveness to external research requests and inquiries
- Expand engagement in research and creative activity among faculty, graduate students, and undergraduates

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enhance the University's *reputation for excellence* in all areas of research, scholarship, and creative activity.

Strategic Actions

Representative actions that will enable IUPUI to achieve its objectives for accelerating innovation and discovery:

1. Invest in a research project that addresses critical national and international quality-of-life issues by establishing a transdisciplinary, long-term, longitudinal study in collaboration with Indianapolis communities and citizens. Develop "Grand Challenge Initiatives" that capitalize on existing strengths and seek solutions to important local, national, and global needs and that involve wide participation and collaboration among researchers across and beyond the campus. Explore ways to collaborate to meet both campus and university-wide goals through "Grand Challenge" initiatives that are co-aligned with the IU Office the Vice President for Research, IU Bloomington, and University Clinical Affairs.

2. To improve recognition of IUPUI as a potential research collaborator for industry, government, nonprofit, and academic partner institutions, create a "collaboratory"—a virtual and personal clearinghouse for the entire IUPUI campus to respond quickly and easily to research requests and opportunities. This action aligns with IU efforts to facilitate development and implementation of an IU-wide collaboration database.

3. Revise promotion and tenure guidelines to align faculty rewards with campus goals and improve faculty retention; develop rewards and incentives for faculty to participate in entrepreneurial and translational work, creative work, team scholarship, and public scholarship; and enhance promotion and tenure committees' understanding of ways to evaluate nontraditional forms of publication, creative work, and scholarship.

4. Develop nationally recognized cross-disciplinary graduate programs in critical areas to help expand campus capacity for graduate education.

5. Expand and integrate research experiences for undergraduates across all disciplines at IUPUI and develop new programs that foster opportunities for undergraduates to engage in interdisciplinary research and training.

6. Explore new incentives to support research/scholarly productivity among all faculty, including reviewing policies related to indirect cost recovery for designated research centers.

7. Encourage wider access to findings from research at IUPUI by offering researchers support for easy, inexpensive open distribution of results, and by working with librarians, publishers, and other partners to embrace and leverage new forms of scholarly communication to widely disseminate research findings.

Strategic Goal 7: Deepen our Commitment to Community Engagement
Establish a structure and leadership to coordinate engagement activities more comprehensively and strategically; leverage our significant community and economic engagement activities; support relationships with enterprises related to areas of university research, creative activity, and professional service; and help to build a culture of entrepreneurship at IUPUI.

Commitment to community engagement is a defining attribute of IUPUI, a vital component of our vision, mission, and values, and a tradition dating to the campus's very beginning. The dedicated efforts of our students, faculty, and staff to improve life in Indianapolis, Central Indiana, and beyond have earned us national recognition and numerous awards. At the same

time, our civic and community engagement work is diffuse, involving multiple centers, schools, and faculty initiatives. The following recommendations seek to expand our capacity for effective community engagement by developing an innovative and inclusive engagement agenda aimed at increasing the impact of our engagement; coordinating engagement activities more comprehensively, systematically, and strategically; evaluating, recognizing, and rewarding contributions to community engagement; and seeking external validation and recognition for community engagement activities at IUPUI.

Strategic Objectives for Goal 7:
- Develop an innovative and inclusive engagement agenda focused on impact
- Coordinate engagement activities to support impact
- Evaluate and internally recognize engagement activities
- Seek external recognition of engagement activities

Strategic Actions

Representative actions that will enable IUPUI to achieve its objectives for community engagement:

1. Develop a "big and bold" plan for community engagement, in partnership with the community, that embraces democratic principles of reciprocity, including working "in and with," rather than "to and for," various communities.
2. In coordination with the IU Office of the Vice President for Engagement, develop an operational model of community engagement at IUPUI that resolves tensions among different definitions of engagement and incorporates nontraditional forms of campus-community engagement like clinical outreach, commercialization and technology transfer, translational research, and others.
3. Develop and implement more effective strategies for coordinating, advocating for, and leading community engagement in IUPUI's decentralized environment.
4. Ensure an appropriate infrastructure is in place to support community engagement at IUPUI, including leadership, coordination and mapping of community engagement activities, and effective communication with on- and off-campus stakeholders involved in community engagement.
5. Working with community stakeholders, develop a robust information system to measure the collective impact of community engagement outcomes, an effective economic model for community engagement, and accurate, transparent performance indicators that can be regularly communicated to stakeholders.
6. Re-envision and re-articulate the roles of students, staff, and faculty members in a contemporary, engaged urban institution. Define community engagement work as distinct from service, so that it can be explicitly captured and reflected in Faculty Annual Reports, promotion and tenure guidelines, staff reward mechanisms/performance appraisals, and student RISE experiences.
7. Encourage and support involvement of all students, faculty and staff in community engagement efforts and effectively promote, recognize, and reward community activities and accomplishments.

8. Articulate learning outcomes for students to prepare them for lives as active citizens in their communities and professions.
9. Maintain and expand external recognition of community engagement initiatives at IUPUI (e.g., via the Carnegie Foundation's Community Engagement Classification).
10. Create a senior-level role with broad responsibility for community engagement at IUPUI to better coordinate, align, and promote the various components of community engagement.

Strategic Goal 8: Strengthen Internationalization Efforts
IUPUI will become a global campus and will partner with Indianapolis as it becomes a global city. We will accomplish these aims through effective international partnerships; international opportunities for students, faculty, and staff; and development of our students as global citizens.

Over the past 15 years, IUPUI has invested considerable effort in internationalization initiatives, focusing especially on developing strategic partnerships with higher education institutions abroad, bringing more international students to the IUPUI campus, increasing study abroad opportunities, internationalizing curricula across academic programs, providing co-curricular international opportunities for our students, and attracting international staff, faculty, and visitors.

With leadership from the campus's Office of International Affairs (OIA), these efforts have borne fruit. Our development of strategic international partnerships and comprehensive campus internationalization have become nationally recognized models for promoting broad and deep collaborative relationships at home and abroad. Since 1999-2000, the number of international students studying at IUPUI has more than tripled, from 606 in Fall 1999 to 1,837—more than six percent of all IUPUI students—in Fall 2013. Study abroad opportunities have multiplied, particularly shorter-term programs that fit the needs of the majority of our students; students studying abroad now number approximately 400 each academic year, up from 151 in 1999-2000. Approximately one-third of these programs have a service learning theme, developed in collaboration with IUPUI's Center for Service and Learning. On-campus internationalization efforts have gained momentum with the establishment of a bachelor's degree in Global and International Studies and the development of an international videoconferencing facility for interactive teaching and learning with faculty and students overseas. Beyond campus, the *Global Cities Initiative: A Joint Project of Brookings and JPMorgan Chase[1]* is supporting development of a plan for ongoing engagement between IUPUI and the Indianapolis metropolitan area on matters of international trade and economic development that will last well beyond the four years of the Global Cities Exchange itself.

This progress has set the stage for a major move forward in the coming years. Our aim is to transform ourselves into a global campus, in partnership with the Indianapolis metropolitan area, by 2020. The strategic initiatives and actions we identify will help us to achieve our goals by providing international opportunities to all IUPUI students, faculty, and staff; developing IUPUI as an international and intercultural hub to make Indianapolis more welcoming and attractive to international students and other visitors; and implementing the Internationalization Plan (http://international.iupui.edu/planning/) emerging from our participation in the American

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[1] http://www.brookings.edu/about/projects/global-cities/exchange

Council on Education's (ACE) Internationalization Laboratory. Together, these proposals reinforce IU's Principles of Excellence, which serve as the foundation for IUPUI's strategic international initiative to create distinctive approaches to campus internationalization that serve the needs of our students and city.

Strategic Objectives for Goal 8:
- Increase international opportunities for IUPUI students and faculty
- Increase recruitment of international students
- Position IUPUI as an international and intercultural hub for Indianapolis
- Implement ACE internationalization plan for IUPUI

Strategic Actions

Representative actions that will enable IUPUI to achieve its objectives for internationalization:

1. By mid-2014, in collaboration with the ACE Internationalization Laboratory, complete an IUPUI Internationalization Plan, with concrete goals, objectives, action steps, and metrics aimed at transforming IUPUI into a global campus by 2020. Ask schools at IUPUI to develop their own internationalization plans and to report annually on activities and outcomes.
2. Continue to expand study abroad, international service learning, and international internship opportunities for IUPUI students, especially underrepresented students, and increase opportunities for student engagement with the international community in Indianapolis. Prioritize the *At Home in the World: Educating for Global Connections and Local Commitments* project[2]. Make it possible for any IUPUI undergraduate or graduate student to have at least one meaningful international experience during his or her IUPUI career. Focus these efforts on IUPUI's strategic international partnerships and on the countries and universities identified in IU's International Strategic Plan.
3. Increase the recruitment, retention, and graduation of international undergraduate and graduate students. Identify ways to reduce cost barriers for these students, increase the number of countries sending international students to IUPUI, and make curricular adjustments that ease these students' transition to IUPUI.
4. Develop a Center for Curricular Internationalization to coordinate curriculum internationalization campus-wide and engage faculty in course development to meet campus-wide global learning goals for all students.
5. Promote international opportunities for faculty and staff through exchanges, research, and service activities, focusing on IUPUI's strategic international partnerships and on the countries of strategic priority identified in Indiana University's International Strategic Plan, many of which are also countries of strategic priority for Indianapolis and Central Indiana. Revise Faculty Annual Reports to include reporting on international teaching, research, and engagement. Review policies, including promotion and tenure guidelines, that may discourage international engagement.
6. Continue to improve our existing international partnerships, build on our history of engagement with Southeast Asia, and develop one or more new strategic international

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[2] http://www.acenet.edu/about-ace/special-initiatives/Pages/At-Home-in-the-World.aspx

partnerships by 2020. To support these efforts, charge a task force with creating a plan for using the emerging IU Gateway Office framework for India, China, and other emerging locations.
7. Lead the effort to make Indianapolis and Central Indiana even more welcoming and attractive to international students, faculty, staff, and visitors by expanding facilities and support services, and working with organizations, businesses, and governments to enhance the experiences of new arrivals to the region. Collaborate with other IU campuses to develop an International House of Indiana on the IUPUI campus.
8. To support efforts to make IUPUI an inter-cultural hub, create new and strengthen existing partnerships with Indiana businesses and community organizations that have developed international activities and relationships. Focus on the *Global Cities Initiative: A Joint Project of Brookings and JPMorgan Chase,* in partnership with DevelopIndy.
9. Explore the possibility of pursuing fundraising to endow international initiatives through the IU 2020 Bicentennial Campaign. For example, we might create Global Partnership Endowments in Health and Life Sciences; Engineering and Technology; Politics/Policy; or Philanthropy.

Strategic Goal 9: Promote an Inclusive Campus Climate
IUPUI will foster and promote an inclusive campus climate that seeks, values, and cultivates diversity in all of its forms by holding units accountable for achieving diversity goals; expanding our capacity to use data to enhance diversity efforts; ensuring that all students have opportunities to develop cross-cultural knowledge; and by continuing to diversify our student body, our faculty, and our staff.

As Indiana's urban public higher education institution, IUPUI seeks, values, and cultivates diversity in all of its forms, and strives to provide an environment where every individual feels welcomed, valued, and supported to achieve his or her fullest potential. Our commitment to fostering and sustaining an inclusive campus climate for all students, faculty, and staff members begins with IUPUI's leaders and permeates the entire campus. We have a strong track record of serving an array of students—high-ability, first-generation, veteran, returning adult, historically underrepresented, to name a few—and our success in effectively educating these diverse learners depends, to a great extent, on ensuring a similarly diverse faculty and staff and a student body that reflects the communities we serve. We must also develop and expand curricular and co-curricular activities that foster inclusiveness, and ensure that our structures, policies, processes, and programs enable diverse people and perspectives to thrive.

Strategic Objectives for Goal 9:
- Create pathways for success for underrepresented students, faculty, and staff
- Develop cross-cultural awareness and competence among all members of the IUPUI community
- Develop, implement, and achieve diversity plans in all units

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Strategic Actions

Representative actions that will enable IUPUI to achieve its objectives for an inclusive campus climate:

1. Create and implement diversity plans in all campus units in collaboration with the Vice Chancellor for Diversity, Equity, and Inclusion; the Director of the Office of Equal Opportunity; and the Director of the Office for Women.

2. Increase IUPUI's commitment to cultural competence and social justice literacy by educating and learning from campus and community stakeholders; and by developing, implementing, and institutionalizing initiatives that support ongoing improvement of faculty and staff members' cultural literacy.

3. Require all students to engage in high-impact curricular and co-curricular experiences designed to enhance cross-cultural knowledge, understanding, attitudes, and skills as well as awareness of social justice issues and civic responsibility.

4. Enhance the diversity of IUPUI students, faculty, and staff by identifying and removing barriers to access and advancement for specific populations.

5. Become the preferred institution for service members seeking an education in Indiana.

6. Increase IUPUI's commitment to a family-friendly environment to ensure that faculty, staff, and students are able to focus on their IUPUI obligations and commitments.

7. Develop, expand, and provide additional institutional funding for the recruitment and retention of historically underrepresented faculty, staff, and students.

8. Work with community partners to create and expand pipeline programs from elementary through graduate education in order to recruit and retain historically underrepresented student and faculty leaders for IUPUI and other institutions.

9. In order to institutionalize excellence in diversity, equity and inclusion, support efforts that promote research, practice, and teaching focused on cultural diversity and social justice.

Strategic Goal 10: Develop Faculty and Staff
IUPUI will invest in and develop its faculty and staff so that individuals can realize their fullest potential and will be recognized locally, nationally, and globally as an employer of choice.

Faculty and librarians are the lifeblood of any higher education institution. IUPUI faculty members are deeply engaged in all areas of our institutional mission, including teaching and learning, research and creative activity, and community engagement. Increasingly, the nature of faculty and librarian work is being reshaped by inter- and multi-disciplinary approaches; technology that redefines when, where, and how work is performed; and a need to frequently enhance and update knowledge, skills, and perspectives to keep pace with new disciplinary and interdisciplinary knowledge, changing student demographics, technology, external stakeholder expectations, and broader societal needs. Thus, IUPUI should regularly revisit its policies, approaches, and resources related to faculty and librarians to ensure that the campus is well-positioned to attract, develop, retain, support, reward, and advance the wide range of faculty and librarian talent.

Similarly, IUPUI's dedicated staff is among its chief assets and strengths. As we embark upon a new vision and strategic plan, we must invest in and develop our staff in order for individuals to realize their fullest potential, contribute to institutional excellence, and succeed in a rapidly changing higher education environment. Just as we do in the case of faculty, we must regularly revisit our policies, approaches, and resources related to staff to ensure that the campus is well-positioned to attract, develop, retain, support, reward, and advance our staff talent.

Strategic Objectives for Goal 10:
- Become an employer of choice for staff and faculty by providing meaningful work, improved workplace culture and communication, and advancement opportunities
- Increase development programming and mentoring
- Strengthen performance and promotion and tenure approaches

Strategic Actions

Representative actions to ensure IUPUI achieves its objectives for faculty and staff talent:

1. Ensure that IUPUI is an employer of choice for faculty and staff (including part-time and associate faculty and staff) by regularly recognizing each individual's value to the institution and by systematically evaluating and rewarding all employees' work and contributions.
2. Capitalize on IUPUI's focus on the health sciences to promote and value work-life balance in the lives of faculty, staff, and students. Initiatives may include supporting employer-sponsored health clinics, providing resources for health/wellness programs, and promoting a physically active campus.
3. Align promotion and tenure guidelines to a new and dynamic definition of faculty work that recognizes the changing nature of teaching, research, and service, and acknowledges the multi-faceted and changing roles faculty play.
4. Align performance management and career advancement guidelines and practices with the challenges and demands of work that is constantly evolving.
5. Increase opportunities for faculty and staff professional and career development through mentoring, support, and continuing education (e.g., mini teaching sabbaticals).
6. Create flexible and competitive benefit and support packages that are adaptable to individual needs (e.g., dependent care support, long-term care insurance, short-term disability insurance), that provide equitable benefit dollars for all employees according to employment status, that include flexible work options, and that recognize changing definitions of family.
7. Encourage faculty and staff involvement in solving problems for Indianapolis by promoting partnerships with communities and corporations, surrounding cities, and the state, and by rewarding faculty and staff for civic engagement that has an impact on the local and regional communities.
8. Engage faculty in leadership roles in the areas of accountability for student learning and economic and workforce development.
9. Engage members of the IUPUI Senior Academy more fully in addressing campus strategic priorities and mentoring faculty, staff, and students.

10. Establish a tradition of communication among staff, administration, and faculty to encourage open dialogue among all members of the campus community; to educate members of the campus community about campus, division, and school policies, practices, and procedures; to foster staff and faculty advocacy and communication with campus administration; and to ensure a welcoming, safe, diverse, and inclusive environment across the campus.
11. Take advantage of faculty expertise on organizational improvement to identify areas where improvement is needed and to develop appropriate programs and solutions.

Appendix A

Emerging and Representative Performance Indicators

Performance indicators are relevant, direct, indirect, quantitative, and qualitative measures that individually and collectively reflect evidence of progress on a particular strategic initiative. IUPUI is committed to transparency in reporting and improving its effectiveness, and future editions of the annual *IUPUI Performance Report* will be organized around the ten strategic initiatives that comprise IUPUI's strategic plan. Presented herein are emerging and representative performance indicators that have been identified to date for each strategic initiative. These indicators will be further refined and prioritized by IUPUI champions responsible for implementing each of the strategic initiatives described in Our Commitment.

The Success of our Students

Promote Undergraduate Student Learning and Success

- Successful entry of new graduates into career or graduate program of choice
- Increased participation in research, international, service, and experiential learning
- Increased social/co-curricular engagement of students
- Evidence of student learning outcome attainment through assessment at course-, program, and co-curricular levels
- Reduced DFW rates in undergraduate courses
- Increased number of evidence-based credit awards
- Student satisfaction as reported on select items from Continuing Student Satisfaction Survey
- Number of students accessing services and participating in programming

Increase Capacity for Graduate Education

- Number of Ph.D. programs offered at IUPUI
- Number of Ph.D. students enrolled
- Number of degrees and certificates awarded
- Amount and type of support provided to graduate students
- External rankings of programs

Transform Online Education

- Number of online courses, degree programs, and credit hours offered
- Number of students served by online offerings
- Student learning outcomes and satisfaction with online interventions
- Number of departments and faculty participating in online courses/programs
- Scholarly output related to online learning
- Type and nature of external recognition for online efforts

Optimize our Enrollment Management

- Number and profile of undergraduate, graduate, and professional students enrolled
- Number of degrees awarded
- Length of time to undergraduate degree/reduced time-to-degree completion
- Increased retention rates
- Increased transfer student applications, enrollment, and graduation rates
- Yield ratios (applicants/admits/enrollments)
- Return-on-investment of enrollment management expenditures (e.g., scholarships)
- Stakeholder satisfaction with enrollment management activities

Advances in Health and Life Sciences

Leverage our Strengths in Health and Life Sciences

- Improved wellness outcomes for citizens of Indianapolis
- Number of faculty and students participating in interprofessional education and collaborative practice initiatives
- External recognition of leadership position and excellence in specific health subfields (e.g., grants; awards)
- Increased participation by students, faculty, and staff in campus sustainability efforts
- Number, type, and impact of early-prevention interventions offered to community members
- Development and sustainability of the Center for Interprofessional Health Education and Practice

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

Accelerate Innovation and Discovery through Research and Creative Activity

- Number and sources of proposals and awards
- Total research expenditures
- Community collaboration in innovation, discovery, research, and creative activity
- Number, nature, and funding of undergraduate research efforts
- Patent applications, disclosures, and commercialization/technology transfer
- Continued tenure, promotion, reward, and recognition opportunities for innovation and discovery activities
- Open access to the data and articles that result from research conducted on the campus

Deepen our Commitment to Community Engagement

- Outcomes and measurements for each element of community engagement model
- Internal and external resources dedicated to community engagement
- Increase in scholarly output on community engagement
- Social return on investment

- Ratification of success by stakeholders
- Criteria collaboratively developed for community engagement projects
- Staff performance appraisals
- Internal/external awards

Strengthen Internationalization Efforts

- Annual increase in the number of students, faculty, and staff at IUPUI participating in one or more international experiences
- Increase in number of international events and activities held at IUPUI or sponsored by IUPUI
- Increase in community participation in IUPUI Strategic International Partnerships
- Increase in the number of successfully recruited and retained international students, faculty, and staff
- Source and diversity of countries represented
- Number and nature of international articulation and related agreements
- Type and scope of external funds received to support international activities
- International student satisfaction

Promote an Inclusive Campus Climate

- Number, nature of appointments, and demographic profile of students, faculty, and staff
- Diversity of the curriculum
- Diversity of the co-curriculum
- Campus climate for diversity
- Evidence of diverse community and intercultural collaboration

Develop Faculty and Staff

- Improved retention of faculty and staff
- Opportunities for faculty and staff input into decisions affecting IUPUI
- Consistent and timely performance management/feedback
- Mentoring and coaching availability, utilization, and impact
- External recognition of workplace practices for faculty and staff (e.g., Employer of Choice award)
- Faculty tenured/promotion decisions
- Type, nature, and impact of rewards, recognition, and professional development for faculty and staff, including adjunct faculty
- Faculty and staff satisfaction
- Availability of high-quality health, wellness, and work-life programs, participation, and interventions

Appendix B

Planning Committees and Task Forces

Executive Committee
Nasser H. Paydar, Executive Vice Chancellor & Chief Academic Officer; Chair, IUPUI Strategic Plan Steering & Planning Committees
Dawn Rhodes, Vice Chancellor for Finance & Administration; Vice Chair, IUPUI Strategic Plan Steering & Planning Committees
Trudy Banta, Senior Advisor to the Chancellor for Academic Planning & Evaluation
Stephen Hundley, Chair, Department of Technology Leadership and Communication, Purdue School of Engineering & Technology
Christine Fitzpatrick, Chief of Staff, Office of Academic Affairs
Susan Kahn, Director, Institutional Effectiveness

Steering Committee
Bill Blomquist, Dean, School of Liberal Arts
Stephen Bogdewic, Executive Associate Dean for Faculty Affairs & Professional Development, School of Medicine
Marion Broome, Dean, School of Nursing
Terry Daley, Associate Faculty, School of Liberal Arts
Zeb Davenport, Vice Chancellor for Student Life
Jay Gladden, Dean, School of Physical Education & Tourism Management
Thomas King, President & CEO, Indiana State Museum (Community representative)
Kathy Johnson, Associate Vice Chancellor for Undergraduate Education & Dean of University College
Becky Porter, Associate Vice Chancellor; Executive Director of Enrollment Services
Simon Rhodes, Dean, School of Science
Lee Stone, President, Staff Council
Eugene Tempel, Senior Fellow, Center on Philanthropy
Amy Warner, Assistant Vice President for External Affairs; Vice Chancellor for External Affairs
Jack Windsor, President, IUPUI Faculty Council

Planning Committee
Rob Aaron, Director, Assessment & Planning, Division of Student Life
Rafael Bahamonde, Acting Associate Dean, School of Physical Education & Tourism Management
Sarah Baker, Associate Dean, University College
Jonas Bjork, Professor, School of Journalism
Jennifer Boehm, Director, IUPUI Community Relations
William Bosron, Chancellor's Professor Emeritus, School of Medicine (Senior Academy appointee)
Ben Boukai, Professor, Mathematical Sciences; Faculty Council appointee
Randy R. Brutkiewicz, Professor of Microbiology & Immunology; Assistant Dean for Faculty Affairs & Professional Development
Phil Cochran, Associate Dean, Kelley School of Business

Ayca Coskunpinar, Graduate Student, School of Science
Eric Dannenmaier, Professor of Law & Dean's Fellow, School of Law
Jeffery Dean, Executive Associate Dean & Associate Dean of Academic Affairs, School of
    Dentistry
Valerie Eickmeier, Dean, Herron School of Art & Design
Andrew Fraser, Undergraduate, School of Engineering & Technology
Janice Froehlich, Professor of Medicine; Faculty Council appointee
Dominique Galli, Assistant Vice Chancellor for Research
Judith Halstead, Professor & Executive Associate Dean, School of Nursing
Wayne Hilson, Director of Multicultural Academic Relations
Stephen Hundley, Associate Professor of Organizational Leadership & Supervision
Kate Julius, Assistant Vice Chancellor for Auxiliary Services
Joan Kowolik, Chair, Faculty Council Planning Committee
John Krauss, Director, Indiana University Public Policy Institute; Director, IU Center for Urban
    Policy & the Environment (SPEA)
Elizabeth Kryder-Reid, Associate Professor & Director, Museum Studies Program, School of
    Liberal Arts
Steven Lacey, Associate Professor, Department of Public Health, School of Medicine
Gil Latz, Associate Vice Chancellor for International Affairs; IU Associate Vice President for
    International Programs
David Lewis, Dean, University Libraries, IUPUI
Terry Loghmani, Clinical Associate Professor, School of Health & Rehabilitation Sciences
Jane Luzar, Dean, Honors College
Joyce MacKinnon, Co-Chair, IUPUI Faculty Council Budgetary Affairs Committee
Steve Mannheimer, Professor, Media Arts & Science
Stacy Morrone, Dean, Information Technology
Sylvia Payne, Assistant to the Chancellor for Communication
Jennifer Pease, Community Learning Network, (Staff Council representative)
Sherry Queener, Associate Dean, IU Graduate School; Director IUPUI Graduate Office
James Scheurich, Professor of Urban Education, School of Education
Katherine Schilling, Associate Professor, School of Library & Information Science
Matt Souza, Assistant to the Vice Chancellor for Strategy, IUPUC
Damon Spight, School of Dentistry (Staff Council representative)
Stephan Viehweg, Interim Director, Translating Research Into Practice (TRIP), IUPUI (Alumni
    Relations representative)
G. Michael Witte, Alumnus (Alumni Relations representative)
Jane Williams, Associate Professor of Psychology, School of Science

IUPUI Strategic Plan Task Forces

Promoting Undergraduate Student Learning and Success

Kathy Johnson, Chair
Robert Aaron
Sarah Baker
Cathy Buyarski
Zebulun Davenport
Andrea Engler
Gary Felsten
Margie Ferguson
Mary Fisher
Gina Sanchez Gibau
John Gosney
Steve Graunke
Michele Hansen
Julie Hatcher
Denise Jennings
Susan Kahn

Gil Latz
Tralicia Powell Lewis
Kathleen Marrs
Khaula Murtadha
Howard Mzumara
Nasser Paydar
Gary Pike
Rebecca Porter
David Sabol
Ketwana Schoos
Khalilah Shabazz
Regina Turner
Pratibha Varma-Nelson
Rick Ward
Jeff Watt
Marianne Wokeck

Task Force on Campus Life

Zeb Davenport, Chair
Tim Anno
Sarah Baker
Gayle Barksdale
Jennifer Boehm
Brandon Cole
Jay Gladden
Jen Halford
Joe Hayes
Mike Hines
Amy Jones-Richardson
Sandy Lemons
Allison Loyal
Jane Luzar

NaShara Mitchell
Khaula Murtadha
Ketwanna Schoos
Khalilah Shabazz
Diana Sims-Harris
Terry Talbert-Hatch
Bob True
Rick Ward
Phyllis Washington
Emily Werner
Winnie Wilson
Emily Wren
Eric Wright

Graduate Education Task Force

Sherry Queener, Chair
Pat Gallagher
Razi Nalim
Mathew Palakal

David Skalnik
Marianne Wokeck
Eric Wright

Out-of-the-Box for Learning Task Force

Steve Mannheimer, Chair
Teresa Bennett
Andy Gavrin
Carolyn Gentle-Genitty
Sara Hook
Stephen Hundley

Glen Larsen
Les Lenkowsky
Kathy Marrs
John Parrish-Sprowl
Pratibha Varma-Nelson

Enrollment Management Task Force

Rebecca Porter, Chair
Bill Blomquist
Camy Broeker
Chris Foley
Jay Gladden
Kathy Johnson
Khaula Murtadha
Sherry Queener

Gary Pike
Simon Rhodes
David Russomanno
Jason Spratt
Jack Windsor
Amy Warner

Innovation and Discovery Task Force

David Burr, Chair
Simon Atkinson
Silvia Bigatti
Randy Brutkiewicz
Ken Carow
Christine Fitzpatrick
Jim Hall
Rob Helfenbein
Jason Kelly
Karen Kovacik

Anna McDaniel
Craig McDaniel
Razi Nalim
Sherry Queener
David Skalnik
Jeff Wilson
Rick Ward
Merv Yoder
Dom Zero

Community Engagement Task Force

John Krauss, Chair
Chad Ahren
Trudy Banta
Teresa Bennett
David Bodenhamer
Jennifer Boehm
Jerry Conover
Christine Fitzpatrick
David Gard
Jay Gladden
Julie Hatcher

Stephen Hundley
Kate Julius
Andy Klein
Liz Kryder-Reid
Terry Loghmani
Khaula Murtadha
Pat Rogan
David Russomanno
Maggie Stevens
Amy Warner
Karen Yoder

Campus Internationalization Task Force

Advisory Group

Mark Gerstle

Nancy Langdon

Patty Martin

Dee Metaj

Matthew Neff

William Plater

Stephen Akard

Diane Thomas

Mari Yamaguchi

David Zaret

Leadership Group

Bill Blomquist, Chair

Austin Agho

Sarah Baker

Mark Bannatyne

Angela Bies

Karen Bravo

Ken Carow

Zeb Davenport

Robert Einterz

Estela Ene

Tony Faiola

Chao Guo

Julie Hatcher

Sotiris Hji-Avgoustis

Maymanat Jafari

Hilary Kahn

Khadija Khaja

Michael Kowolik

Gil Latz

Becky Porter

Elizabeth Riner

Pat Rogan

Michael Snodgrass

Maggie Stimming

Sara Suarez

Rebecca Van Voorhis

Marwan Wafa

Greg Wilson

Marianne Wokeck

Task Force on Inclusive Campus Climate

Zeb Davenport, Chair

Marsha Baker

Gail Barksdale

Richard Bray

Darrell Brown

Aron DiBacco

Charli Champion-Shaw

Aye Nu Duerksen

Angela Espada

Gina Sanchez Gibau

Gary Pike

Johnny Pryor

George Rausch

Jim Scheurich

Pamela Shaw

Dan Griffith

Kathy Grove

Amanda Helman

Wayne Hilson

Robin Hughes

Julie Lash

Jayme Little

Monica Medina

Khaula Murtadha

Kim Stewart-Brinston

Carleen Thompson

Winnie Wilson

Jack Windsor

IUPUI Dialogue Group Members Participating

Kathy Cabello

Steven Ramos

Joseph A. Slash

Jamal Smith

Faculty Talent Task Force
Mary Fisher, Co-Chair
Marianne Wokeck, Co-Chair
Andrew Barth
Lorraine Blackman
Jeffrey Crabtree
Terry Daley
Todd Daniels-Howell
Jan Fulton
Linda Adele Goodine
John Hassell

Kelly Hayes
Sara Hook
Robert Katz
Alan Mikesky
Anne Ociepka
Megan Palmer
Jim Scheurich
John Schild
Tom Stucky
Gail Williamson
Jack Windsor

Staff Talent Task Force
Sue Herrell, Co-Chair
Lee Stone, Co-Chair
Vicki Bonds
Gary Curto
Caitie Deranek
Alicia Gahimer
Deanna Hart
Leslie Kidwell

Jim Klenner
Karen Lee
Darrel Marcum
Theresa Martin
Dan Rives
Carleen Thompson
Courtney Wooton