

## IUPUI Academic Plan

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### Introduction

IUPUI is Indiana's premier urban public research institution. It is a place where IMPACT is made, and the Academic Plan provides a roadmap for ensuring that this impact is significant and long-lasting. Starting in Fall 2006, the IUPUI community has been engaged in activities that have supported the development of this Academic Plan – a strategic document aimed at making IUPUI's academic programs as strong as possible and showcasing them aggressively. The Academic Plan is organized around four major goals, three which are the key components of the IUPUI mission, and a fourth that is intended to facilitate attainment of the other three goals in light of resource constraints:

- 1) Excellence in teaching and learning
- 2) Excellence in research, scholarship, and creative activity
- 3) Excellence in civic engagement
- 4) Enhancement of the resource base

Between October 2006 and May 2007, Action Teams composed of faculty, staff, and students worked together to evaluate the current state of affairs and to make recommendations for improvements aligned with 70 specific action items that comprised the building blocks for the plan. The resulting Action Team reports were summarized and then shared with the campus community in Fall 2007 in order to foster further discussion and to invite feedback. The resulting Academic Plan has been carefully constructed through the synthesis and integration of these reports and the feedback that was received, as well as from other recent campus developments. Each of the four goals of the Academic Plan has a major underlying initiative:

- 1) Goal 1: Enrollment Shaping Initiative
- 2) Goal 2: Signature Centers Initiative
- 3) Goal 3: Translating Research into Practice (TRIP)
- 4) Goal 4: Fundraising Campaign

These initiatives have been shaped and chosen because of their fit with existing campus strengths, their alignment with strategic plans for Indiana University, their potential for helping IUPUI to achieve excellence as an urban research institution – and their capacity to immediately begin generating revenue that ensures their sustainability as well as the growth of related endeavors. Indeed, given the transformative potential of the major initiatives, considerable work to implement them is already in progress, even as the initiatives themselves acquire better definition.

Although the four major initiatives are clearly the pillars on which the IUPUI Academic Plan rests, other key focus areas have been identified that help to further refine and shape the plan.

## **1. Excellence in Teaching and Learning**

Given its comprehensive range and central location, IUPUI has a vast array of educational programs. At this time, IUPUI offers over 70 graduate degrees in whole or in part to students interested in pursuing a Ph.D., a professional degree, or a master's degree. Graduate education is critical to the campus mission, with more graduate and professional students completing their degrees at IUPUI than at any other Indiana campus. In terms of undergraduate education, IUPUI has been a national leader in the design of a process-oriented curriculum based on six principles of learning. In addition, the assessment of student learning – often with the support of cutting-edge technology – has shaped curricular revisions and enhanced faculty teaching. Faculty leaders have developed creative solutions to help beginning students to succeed through Learning Communities and Summer Bridge Programs, and have implemented service learning initiatives that have had global impact. Yet, as far as undergraduate student retention and graduation rates are concerned, IUPUI continues to lag behind its peer institutions. Aggressive planning is necessary in order to attract and support a better prepared, more diverse student body and to further enhance undergraduate learning and success. Once admitted, students must be retained and supported as they progress toward timely graduation. Student learning must be enhanced by inspiring faculty practicing innovative pedagogies – and these faculty must be appropriately rewarded for their efforts.

### **Major Initiative: Enrollment Shaping**

The [Enrollment Shaping Initiative](#) will play a central role in enhancing student learning and achievement at IUPUI. Enrollment increases coupled with better retention will ensure higher rates of graduation among undergraduates. Shaping enrollment requires aggressive recruitment in conjunction with attention to ethnic diversity, students' intended majors, the proportions of in-state, out-of-state, and international students, and the academic preparedness and financial needs of admitted students. Planning aligned with this initiative reflects Indiana University's commitment to provide access and opportunity for the broadest range of learners. We must meet the needs of at-risk students as well as improve retention and graduation rates. Toward this end, \$2.1 million has been dedicated to further support Pell Grant recipients and 21<sup>st</sup> Century Scholars. These funds represent the largest commitment of IUPUI financial resources for need-based aid in the history of the campus, and will help to ensure that qualified students succeed and graduate from IUPUI.

The principal elements of the Enrollment Shaping Initiative include the following:

- Implementation of action team recommendations on transforming the Honors Program into the IUPUI Honors College and the launch of the Honors Professional Admissions Program
- Aggressive, planned recruiting of out-of-state and international students in order to increase academic diversity and to give Indiana students a broader perspective
- Offering of free summer courses (mandatory in introductory mathematics and optional in writing) for newly admitted at-risk students
- Substantial expansion of the successful Summer Bridge Programs and Themed Learning Communities
- Continued experimentation with shorter course formats
- Provision of early feedback to students enrolled in all first-year courses, stressing high expectations and the benefits of timely graduation

- Increased funding for additional advisors, tutors, and mentors to help students succeed.

The Enrollment Shaping Initiative will enhance tuition revenue and thereby increase the stability of the campus budget. Enrollment shaping will inevitably have a positive impact on national rankings such as those published in the U.S. News and World Report, as scores should improve in several key areas that drive these rankings (e.g., graduation and retention, selectivity, graduation rate performance).

**Additional Areas of Focus:**

**1. Enrich campus diversity**

IUPUI must attract and support a more diverse student population, as well as aggressively recruit faculty from underrepresented groups. A national search is in progress to hire a Vice Chancellor for Diversity, Equity, and Inclusion to oversee the development of a Multicultural Center and to provide leadership for initiatives related to increasing the diversity of students and faculty. The Multicultural Center will support the entire student population by promoting the value of diversity, broadening multicultural awareness and sensitivity, and advancing and supporting cultural competence and civic responsibility among *all* members of the IUPUI community. It also will function as a safe haven for students from underrepresented groups, and as a clearinghouse for materials, visual media, and publications that speak to the experiences of diverse groups in higher education. The campus is committed to expanding the offering of diversity scholarships aligned with successful programs, such as the Norman Brown Diversity Scholars Program.

**2. Increase and strengthen international, undergraduate research, and service learning experiences**

Every undergraduate student will be challenged have at least two learning experiences that augment the typical curriculum and that fall within four areas of excellence that are consistent with IUPUI's mission: 1) [study abroad](#) experiences that enhance students' learning and understanding of the world; 2) undergraduate research experiences that augment students' understanding of research, scholarship, and creative activities; 3) service learning courses that increase students' commitment to civic engagement, and 4) credit-bearing [experiential learning](#) opportunities, such as internships, practica, or fieldwork. Students will be introduced to these experiences through Summer Orientation programs, student-oriented publications, academic advisors, and Learning Communities. A strong infrastructure to support increased participation in such experiences exists through the Center for Research and Learning (particularly the Undergraduate Research Opportunities Program), the Office of International Affairs, the Career Center, and the Center for Service and Learning. However, funds will be needed to support additional staff and to provide scholarships or financial assistance to deserving students. Innovative partnerships, such as those supporting International Service experiences, are particularly commendable and their reach should be broadened to include more students participating in a wider variety of field sites around the globe. International study is evolving into an essential component of a world-class education, and developments in this area fit well with the international imperative of Indiana University.

**Status of Additional Action Items Related to Excellence in Teaching and Learning:**

Subgoal	Action Item	Recommendations
Attract and Support a	<a href="#">Honors Professional Admissions (HPA)</a>	<ul style="list-style-type: none"> <li>• Implement HPA Program in Fall 2008 with each professional program (Law, Dentistry, Business, Health</li> </ul>

<b>Better Prepared and More Diverse Student Population</b>	<a href="#">Program</a>	and Rehabilitation Sciences, Nursing, Medicine) determining admission criteria <ul style="list-style-type: none"> <li>Admit students directly to IUPUI Honors Program</li> <li>Identify additional sources of funding for student support</li> </ul>
	<a href="#">Bachelor's Degree Students</a>	<ul style="list-style-type: none"> <li>Improve coordination of recruitment initiatives among IUPUI Schools, University College, and the Office of Admissions</li> <li>Help students to transition between schools and programs as expediently as possible</li> </ul>
	<a href="#">High School Contacts</a>	<ul style="list-style-type: none"> <li>Expand practices that coordinate contacts with high school teachers and prospective students</li> </ul>
	<a href="#">Student Ambassadors</a>	<ul style="list-style-type: none"> <li>Create a centrally coordinated program that trains students to host on-campus recruitment events, correspond with newly-admitted students, and serve as panelists in high school outreach events</li> </ul>
	<a href="#">Honors College</a>	<ul style="list-style-type: none"> <li>Draft a Vision Paper to guide strategic planning and share paper with broader campus community in Spring 08 to refine plan and take steps toward expanding honors course offerings</li> <li>Conduct external review of Honors Program in Spring 08; feedback will inform planning process</li> <li>Implement Honors College by AY 09-10</li> </ul>
	<a href="#">Cooperative Education</a>	<ul style="list-style-type: none"> <li>Focus on enhancing internship and campus employment opportunities rather than undertaking a formal cooperative education program at this time</li> </ul>
	Student Employment	<ul style="list-style-type: none"> <li>Create a centralized network of student work programs</li> <li>Promote student employment as a valuable resource for both students and employers, and enhance student employment opportunities on campus</li> </ul>
<b>Emphasize and Reward Effective Teaching</b>	<a href="#">Increase Number of Faculty in the Health Disciplines by Increasing Flexibility of Faculty Appointments</a>	<ul style="list-style-type: none"> <li>Publicize policies more effectively for part-time appointments and semester leaves</li> <li>Support part-time employees in health fields with clinical practices by offering benefits proportional to their percent FTE (Flexible Faculty Roles Task Force work in progress; focus is on part-time benefits for faculty and staff in all units)</li> </ul>
<b>Enhance Undergraduate Student Learning and Success</b>	<a href="#">Sampler Course</a>	<ul style="list-style-type: none"> <li>Pilot a 'Health Sciences Career Options' course in Spring, 2008 to introduce students to trends, research, and career opportunities in the health sciences</li> <li>Consider adding a Liberal Arts Sampler Course</li> <li>Build the 'Sampler Course concept' into existing Learning Communities</li> <li>Assist faculty and staff in order to provide better career advising to students</li> </ul>
	Alternative Course Formats	<ul style="list-style-type: none"> <li>Make non-standard format courses available in each semester and advertise directly to students who drop classes late</li> <li>Develop 3-term, 12-week alternative format degree and certificate programs.</li> </ul>
	Undergraduate Research Opportunities	<ul style="list-style-type: none"> <li>Raise awareness of CRL activities to increase participation in undergraduate research and use research as a tool for recruiting students into graduate and professional schools</li> <li>Recognize and reward faculty research mentors and assist faculty in obtaining funding through collaborative proposals</li> <li>Improve and/or create new outcome assessment tools to measure the benefits of undergraduate research on campus, and use outcomes to leverage support for the expansion of the CRL</li> </ul>

	<a href="#">Summer Programs</a>	<ul style="list-style-type: none"> <li>• Review IUPUI summer offerings to determine whether demands are being met and to guide their expansion</li> <li>• Coordinate summer program offerings through an individual or office and advertise through an information clearinghouse</li> </ul>
<b>Improve Retention and Graduation Rates</b>	<a href="#">Stress Benefits of Timely Graduation</a>	<ul style="list-style-type: none"> <li>• Share information with students and parents on the economic benefits of timely graduation</li> <li>• Roll out 'Bring Your Dreams to Life at IUPUI' marketing campaign through External Affairs</li> <li>• Increase financial literacy of students and family members</li> </ul>
	<a href="#">Faculty Development</a>	<ul style="list-style-type: none"> <li>• Help faculty to develop skills in responding to the needs of underserved, underrepresented, and under-prepared students. (Support will be provided through interactions among the Consortium on Learning and Scholarship, the Center for Teaching and Learning, the Office for Multicultural Professional Development, the Office of International Affairs, and the Community of Practice on Understanding Society and Culture)</li> </ul>
	<a href="#">Retention Issues</a>	<ul style="list-style-type: none"> <li>• Undertake a campus-wide effort to address retention issues in a systematic, sustained fashion by prioritizing initiatives, coordinating efforts, and providing ongoing assessment tied to attainable goals</li> <li>• Link improvements in retention and graduation to the institutional reward structure</li> <li>• Streamline readmission and transfer policies, and support students through specialized advising and financial planning services</li> </ul>
	<a href="#">Senior Year Experience</a>	<ul style="list-style-type: none"> <li>• Gather assessment data in 2008 to inform the development of an 'exit strategy' plan to support more expedient graduation of seniors in Liberal Arts and Science.</li> </ul>
	<a href="#">Aggressive Advising</a>	<ul style="list-style-type: none"> <li>• Establish a campus-wide Advising Council to shape a campus-wide philosophy and to define learning outcomes for advising</li> <li>• Hire staff in schools to conduct intrusive advising with targeted student populations deemed important to that school (e.g., transfer students, seniors, students on probation)</li> </ul>
	<a href="#">Summer Courses</a>	<ul style="list-style-type: none"> <li>• Offer free summer courses (mandatory in mathematics, optional in writing) for newly admitted students who are at risk</li> <li>• Work with high school counselors to identify candidates for summer courses and make placement tests available in area high schools</li> </ul>
	<a href="#">Learning Communities</a>	<ul style="list-style-type: none"> <li>• Continue to grow Learning Communities and Themed Learning Communities with support of Schools, and develop specialized TLCs aligned with life science initiatives and to support new transfer students</li> <li>• Better publicize the successful outcomes of LCs and TLCs across campus and beyond</li> </ul>
	<a href="#">Fitness Center</a>	<ul style="list-style-type: none"> <li>• Begin preliminary planning for a campus Wellness Center to incorporate intramural and recreational sports, sports clubs, student health service and counseling and psychological services</li> <li>• Designate on the IUPUI master plan the area immediately south of the Campus Center as the proposed site for a wellness center</li> </ul>
<b>Provide Effective Professional and Graduate Programs</b>	Professional Science Masters (PSM) Degrees	<ul style="list-style-type: none"> <li>• Continue to offer an array of PSM degrees (through new and existing masters programs with non-thesis options) and graduate certificates that emphasize training in science or math along with professional skill development</li> </ul>

		(Market needs are currently being met through existing PSM programs)
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**2. Excellence in Research, Scholarship, and Creative Activity**

As Indiana’s premier urban public research institution, IUPUI supports the conduct of world-class research and creative activities that are relevant to Indianapolis, the state, and beyond. Achieving research excellence depends on support for scholarly activity through external funding, as well as a strong campus infrastructure. Multidisciplinary research – particularly in areas aligned with the health and life sciences mission of the campus, is a particularly high priority at this point in the institution’s history.

**Major Initiative: Signature Centers**

The IUPUI [Signature Centers Initiative](#) is one of the cornerstones of the Academic Plan. It capitalizes on the many assets at IUPUI by supporting the interdisciplinary collaboration of faculty with common research interests from across the campus. Building on existing strengths, campus funding provides seed money for fledgling ideas with tremendous potential for success, or enables existing centers of innovation and excellence to achieve new heights. Building on the close proximity to the hub of state government and the business community, Signature Centers will be enhanced by partnerships with leaders throughout the for-profit and nonprofit sectors. The fruits of these collaborations will have local and global impact and support the training of the next generation of researchers.

In January 2007, 19 Signature Center proposals (from 81 applicants) received awards that guaranteed \$5.7 million in flexible funding – supported equally between the IUPUI central administration and the relevant academic units. Several of these Centers have already demonstrated success in securing external research funds, and progress of the others will be closely monitored through routine assessments to ensure that resources are invested strategically. In January 2008, another 10 proposals for Signature Centers (from 54 applicants) received \$3 million in funding. The Signature Centers define IUPUI’s areas of excellence and will serve as a powerful recruiting tool for talented faculty and students.

**Status of Additional Action Items Related to Excellence in Research, Scholarship, and Creative Activity:**

Subgoal	Action Item	Recommendations
<b>Conduct World-Class Research and Creative Activities</b>	<a href="#">Hiring Foreign Adjuncts for Brief Periods to Enrich Research and Teaching</a>	<ul style="list-style-type: none"> <li>• Increase teaching by foreign adjuncts to enhance internationalization efforts at IUPUI, yet implementation should be left up to individual schools at this time</li> </ul>
	TA and RA Stipends	<ul style="list-style-type: none"> <li>• Strive to increase budgets for RA support in external research applications</li> <li>• Build better support for TAs into base budgets for key teaching units</li> <li>• Actively seek external funding to support graduate student training, and support faculty efforts to obtain such funds at both the school and campus levels</li> </ul>
	Increase Faculty Diversity via Multi-cultural Visiting Appointments	<ul style="list-style-type: none"> <li>• Develop mechanisms to both recruit and track visiting faculty from underrepresented groups, including the use of appropriate advertisements aimed at increasing diversity among scientists/scholars</li> <li>• Extend use of the Support for Underrepresented Faculty fund to include visiting research/teaching appointments</li> </ul>

		<ul style="list-style-type: none"> <li>and postdoctoral fellows</li> <li>• Adopt best practices aligned with programs that have been conceived to produce more minority Ph.Ds and create an administrative position to manage a multi-cultural visiting appointment program</li> </ul>
<b>Provide Support for Scholarly Activity and External Funding</b>	<a href="#">Start-up Funds</a>	<ul style="list-style-type: none"> <li>• Recruit senior faculty by having Deans guarantee return of ICR to PIs for periods of 3 years.</li> <li>• Allocate campus administration's share of ICR to schools for use as start-up funds.</li> </ul>
	Reporting Lines and Assessment of Centers	<ul style="list-style-type: none"> <li>• Document current practices and share information about strategies with deans, center directors, and other administrators prior to drafting new policies</li> <li>• Clearly distinguish "campus-wide" centers and "school centers" in center policies and establish an IUPUI Advisory Committee that will advise on policies and implementation</li> <li>• Institute regular program reviews of centers reporting to the Office of the Vice Chancellor for Research; reviews should be conducted with due consideration for differences in center structures and purposes</li> </ul>
	Promote Interdisciplinary Research	<ul style="list-style-type: none"> <li>• Create infrastructure (e.g., Faculty Annual Reports; database of sharable equipment; common colloquium calendar) that provides opportunities for collaboration and sharing</li> <li>• Reward interdisciplinary research in P&amp;T review and through sabbatical leaves</li> <li>• Grant graduate degrees that are interdisciplinary, develop procedures for interdisciplinary hires, and create cross-disciplinary mentoring programs for new faculty</li> </ul>
	<a href="#">Grant-matching Funds and Bridge Funds</a>	<ul style="list-style-type: none"> <li>• Provide early assurance to faculty writing proposals involving matching funds that institutional funds will be available for the match (Draw matching funds from 2 sources – funds from the Graduate Office can be used for proposals that clearly offer support to graduate students; a different fund should be created for matches that require infrastructure or equipment)</li> <li>• Provide bridge funding quickly to productive faculty</li> </ul>
<b>Enhance Infrastructure</b>	<a href="#">Space Planning</a>	<ul style="list-style-type: none"> <li>• Continue to work on a Master Space Plan to support the need for research and creative space</li> <li>• Communicate space needs to the public more openly and prioritized space needs in fundraising campaigns.</li> </ul>

### **3. Excellence in Civic Engagement**

IUPUI already has an enviable reputation in service learning and community engagement. Students, faculty, and staff are deeply involved in their community, working with a wide array of partners in service to our city and state. Members of the IUPUI community offer expert care and assistance to patients and clients, support P-12 education through partnerships in formal and informal learning contexts, and engage in field research spanning virtually every academic discipline. As a leader in fostering collaborative partnerships, IUPUI values collegiality, cooperation, creativity, innovation, and entrepreneurship. IUPUI continues to enhance its capacity for civic engagement and to intensify its commitment and accountability to Indianapolis and to the state of Indiana. Locally, IUPUI is invested in strategic partnerships to take advantage of the diversity in our neighborhood. On a global scale, IUPUI is engaged in a number of strategic partnerships across a range of academic disciplines and in a diverse array of countries including China, Thailand, Mexico, and South Africa. A partnership aimed at responding to the HIV/AIDS pandemic in Moi, Kenya, was nominated in 2007 for the Nobel Peace Prize. On campus, the Multicultural Center, with a strong academic component, the

Office of International Affairs, and the new Campus Center will play significant roles in enhancing student engagement within both local and global contexts.

**Major Initiative: TRIP (Translating Research Into Practice)**

As a public institution, IUPUI is obligated to strengthen the state’s economy through discovery and innovation. Technology transfer at IUPUI is supported through the IU Research and Technology Corporation (IURTC), an independent not-for-profit corporation. The [TRIP Initiative](#) was launched at IUPUI in February 2007, with the purposes of studying and promoting translational research that can benefit industries aligned with the health and life sciences. Goals of this initiative include, 1) increasing the level of campus oversight and faculty involvement in IURTC in order to enhance its value to the campus, 2) increasing the level of entrepreneurial activity among IUPUI faculty and administrators, and 3) strengthening science, engineering, and technology programs, particularly within the life sciences, to enable IUPUI to respond quickly and flexibly to new opportunities created by emerging technologies in the region and nation. Improved communications among IUPUI faculty, university counsel, and the IURTC will help to promote entrepreneurial culture, the transfer of technology, and the rapid commercialization of inventions that will benefit the state of Indiana.

**Status of Additional Action Items Related to Excellence in Civic Engagement:**

Subgoal	Action Item	Recommendations
Enhance Capacity for Civic Engagement	<a href="#">Tabulate Ongoing Activities</a>	<ul style="list-style-type: none"> <li>Update 2002 <a href="#">Civic Engagement Inventory</a> via collaborations among Web developers and staff in Planning and Institutional Improvement (PAII), External Affairs, UITS, and the Center for Teaching and Learning</li> <li>Phase in the collection of Civic Engagement information via the Faculty Annual Summary Report</li> <li>Develop a database to document IUPUI translational research for both internal and external marketing purposes</li> </ul>
	<a href="#">K-12 Education</a>	<ul style="list-style-type: none"> <li>Double IUPUI enrollment in science and mathematics teacher education by Fall, 2009 in order to meet at least 50% of the projected need in central Indiana</li> <li>Implement mechanisms to increase enrollment and improve retention of beginning teacher education students and nontraditional T2T students</li> </ul>

**4. Enhancement of the Resource Base**

State funding for higher education has steadily declined throughout the last decade. Strategic growth must be nurtured through entrepreneurial ventures, external research funds, and fundraising. In September 2007, a Master Plan was launched to shape the growth of Indiana University on both the Bloomington and the IUPUI campuses. IUPUI is poised to initiate an aggressive campaign for funds that will support the initiatives outlined in this plan. We must increase state funds, expand our recruitment efforts to attract and retain students, communicate more frequently with donors and friends, create more space for research and teaching activities, streamline our day-to-day operations to boost efficiency, and recruit and retain additional faculty.

**Major Initiative: Fundraising Campaign Using IUPUI’s Academic Plan as a Driver**

Fundraising is enhanced by a good academic plan. A strong plan will help spark the imaginations of members of the campus community, and will help engage prospective friends

and donors. The previous Campaign for IUPUI raised over \$1 billion, more than double the total of any previously completed campaign conducted by a public university in Indiana. The time is ripe to begin again – this plan must be circulated broadly, both within the campus community, as well as across the state. The plan must be used to articulate IUPUI's vision for excellence, and to serve as a platform to help create the resources that will enable that vision to ultimately become reality.

**Additional Area of Focus:**

**1. Develop a master plan for IUPUI**

Achieving excellence is impeded by the pressing needs for additional research and creative space, as well as shortages in classrooms and student housing. Our faculty and students must have tools in order for IUPUI to be one of the best urban public research institutions of the 21<sup>st</sup> century – they must have the facilities and the space necessary to support learning, research, and creative activity. Facilities that support the cross-fertilization of ideas across traditional academic disciplines are particularly important. As an example, the Innovation Center at IUPUI is being designed to enhance collaborative activity among science, engineering, and business faculty. The Center will promote innovation and economic development in Indiana, with a particular focus on the expected role for the life sciences in the future economic growth of our state.

The Master Plan will serve as a template for all future growth and construction on the IUPUI campus. When difficult decisions present themselves with regard to construction of new facilities and expansion of existing ones, the Master Plan, which integrates the needs of the IUPUI campus with those of IU Bloomington, will help guide the choices that are made. The process of planning will involve collaborations with the cities of Indianapolis and Bloomington, particularly with regard to expansions on the peripheries of the campuses. The plan is slated to be completed by December 2008.

**Status of Additional Action Items Related to Enhancement of the Resource Base:**

<b>Subgoal</b>	<b>Action Item</b>	<b>Recommendations</b>
<b>Increase State Funds</b>	<a href="#">Inviting Legislators and Community Members to Campus</a>	<ul style="list-style-type: none"> <li>• Invite local, state, and federal elected officials to special events on campus (this should be coordinated through the Offices of Community Relations, External Affairs, and Alumni Relations with support from select faculty)</li> <li>• Schedule forums and lunches to invite discussions among legislators, students, and faculty</li> </ul>
	<a href="#">Economic Impact</a>	<ul style="list-style-type: none"> <li>• Publicize economic impact markers internally and externally to ensure that all IUPUI stakeholders are aware of IUPUI's impact on the state's economy</li> </ul>
<b>Increase Research Funds</b>	Grant Facilitators	<ul style="list-style-type: none"> <li>• Increase awareness among investigators that the Office for Research and Sponsored Programs can help identify funding sources</li> <li>• Create an administrative structure within the Office of the Vice Chancellor for Research to facilitate applications for center grants or other large multidisciplinary grants</li> </ul>
<b>Increase Corporate and Alumni Donors</b>	<a href="#">Newsletters</a>	<ul style="list-style-type: none"> <li>• Survey departments to identify the types of communications sent to alumni (Evaluation of these data will inform future recommendations)</li> </ul>
<b>Space Issues</b>	<a href="#">Capital Resources</a>	<ul style="list-style-type: none"> <li>• Review state matching grant programs to determine the potential for whether such legislative action might be pursued in Indiana (Implementation should move forward through the IUPUI Office of External Affairs and the IU</li> </ul>

		Division of Public Affairs and Government Relations, should the economic and political climate be viewed as supportive)
	<a href="#">Space Shortage</a>	<ul style="list-style-type: none"> <li>Form a Space Management Advisory Council to assist administrators with analysis and monitoring of space needs</li> </ul>
<b>Increased Efficiency</b>	<a href="#">Duplication of Effort</a>	<ul style="list-style-type: none"> <li>Establish an Undergraduate Curriculum Committee and restructure the Office for Professional Development to enhance communication and reduce duplication of effort (OPD has now been dissolved and a Consortium formed among CTL, CRL, and CSL)</li> <li>Streamline mentoring programs and internship programs through partnerships between academic and administrative units</li> <li>Track and discuss resource utilization at the campus level through established committees or offices</li> </ul>
	Responsibility Center Management	<ul style="list-style-type: none"> <li>Institute a true flat tax that is based on a fixed percentage of budgeted expenditures to provide the budget for the support centers and the Chancellor's Reallocation Fund</li> <li>Implement the flat tax on a hold-harmless basis and at the lowest breakeven tax rate possible for the support centers</li> </ul>
	<a href="#">Information Technology and Telephone Systems</a>	<ul style="list-style-type: none"> <li>Conduct a thorough financial review of the student technology fee and other funds used to support technology</li> <li>Create a mechanism to enable UITs to support school-based technology centers directly, without decreasing program flexibility</li> </ul>
	<a href="#">Examine Low-enrolling Courses</a>	<ul style="list-style-type: none"> <li>Continue to monitor the ongoing effectiveness of current policies through the Enrollment Management Committee (Current processes for monitoring low-enrollment courses are working)</li> </ul>
	<a href="#">Re-examine Day-to-Day Operations</a>	<ul style="list-style-type: none"> <li>Improve efficiency of Human Resource Management Systems, including access to the system, Human Resource transactions, the Time Information Management Environment, and the Faculty Appointment Monitor</li> </ul>
<b>Faculty Recruitment and Retention</b>	<a href="#">Faculty Club</a>	<ul style="list-style-type: none"> <li>Move club to a more accessible and larger space in University Place to attract wider faculty/staff participation and expand club activities</li> </ul>
<b>Quality of Life</b>	<a href="#">Parking</a>	<ul style="list-style-type: none"> <li>Increase convenience and access of existing parking facilities and on-campus transportation</li> <li>Partner with city/county government to share stops and plan collaboratively for future improvements in mass transit</li> </ul>
	Campus Culture and Student Housing	<ul style="list-style-type: none"> <li>Develop a housing master plan that includes stronger academic components, remodeling of existing facilities, and addition of a traditional dining hall, being mindful of competitive rental rates</li> <li>Increase the number of indoor informal gathering spaces and outdoor seating</li> </ul>
	Public Art on Campus	<ul style="list-style-type: none"> <li>Allocate funds to initiate, support, and promote art and cultural activities on campus, including a full-time staff position to develop and administer a comprehensive plan for art and cultural activities</li> <li>Create sculpture gardens that include permanent works of public art as well as temporary installations, and support rotating art exhibitions in public spaces</li> <li>Develop arts programming for students, faculty, staff, and community members and implement marketing strategies that highlight IUPUI's commitment to excellence in the arts</li> </ul>
	Recognition	<ul style="list-style-type: none"> <li>Develop an inventory of existing faculty/staff/student recognition awards (Inventory of 370 awards has been completed)</li> </ul>