

2011-2012 Columbus Campus

Section	Document Name
Fiscal Health	• Columbus 2012 Fiscal Health.pdf

Mission

Mission

IUPUC's Mission is to be the first choice for those who seek a small university experience in south central Indiana, emphasizing intellectual and personal development, community engagement and preparation to enter the global workforce.

Reflecting the hopes and dreams of the community it serves, IUPUC aspires to be...

- distinguished as a destination university of choice for students seeking professional degrees or education in liberal arts and science, known for graduating students who are uniquely well-prepared for successful careers in the regional and global economies,
- recognized as an institution of focused academic inquiry guided by an outstanding faculty and staff who create a world-class intellectual, creative, and scholastic experience in a small campus environment, and
- known internationally as a uniquely creative, cost-effective, and nimble collaborator in the delivery of high-quality education solutions aligned with the needs of the learners, employers, and communities in South Central Indiana and beyond.

Strategic Priorities

IUPUC, serving South Central Indiana, delivers higher education through selected degree programs and the advancement of knowledge aligned with regional and global needs.

IUPUC accomplishes this through close collaboration with other regional primary, secondary and post-secondary educational enterprises and in partnership with key regional sources of economic opportunity.

IUPUC will pursue the following **strategic priorities**:

1. **Regional and Global Impact** – IUPUC will meet the global workforce needs of regional industry with the right programs at the right times.
2. **Academic & Scholastic Achievement** – IUPUC will attract and retain faculty members who are motivated by our Mission and Strategic Plan and who will deliver academic programs of regional distinction and global quality with high student success rates. IUPUC will attract and retain students who are prepared and who seek a best-in-class small institution experience.
3. **Welcoming Campus** – IUPUC, as a place of higher learning, will possess a sense of campus community that welcomes the personal and intellectual growth of its students, faculty, and staff by demanding critical thinking and creative expression, cross-disciplinary collaboration, civic engagement, student-directed leadership, and creative development activities.
4. **Collaboration and Service** – IUPUC will serve cultural, intellectual and economic development in the region through collaboration and innovation.

Goals and Objectives

▶ 01. IUPUC will meet the global workforce needs of regional industry with the right programs at the right times.

☑ 1.1 Program Development

Campus Planning Theme: Civic Engagement

Secondary Goals: Goal 1.1.A Expand IUPUC programs in ways that address regional interest Goal 1.1.B. Address relationship with Ivy Tech in context with regional needs Goal 1.1.C. Maintain regional market needs database

Sub Unit:

Time Frame: 2011-2012

Actions taken for 2011-2012:

1.1.A. Expand IUPUC programs in ways that address regional interest

- A1. Launch Masters program in Mental Health Counseling
- A2. Develop and implement Division of Education programs for
 - Liberal Arts majors leading to licensure in secondary education
 - Transition to Teaching licensure
 - Graduate licensure in collaboration with IUB and IUPUI
- A3. Develop and implement English, Communications, and Science degree programs

1.1.B. Address relationship with Ivy Tech Community College in context of regional needs

- B1. Update and explore articulation agreements with Ivy Tech
 - Complete update to joint University Library Columbus administration agreement

1.1.C. Maintain regional market needs database

- C1. Center for Business and Economic Development (CBED) will complete build of IUPUC market needs database
 - Includes new market needs assessments for new programs in Liberal Arts and Science
 - Updates market needs assessments for Business, Education, Engineering, Mental Health Counseling, and Nursing programs
 - Includes prospect list for External Relations

Evidence of Progress for 2011-2012:

1.1.A. Expand IUPUC programs in ways that address regional interest

- A1. Launch Masters program in Mental Health Counseling - ICHE approval secured. Program will launch Fall 2012
- A2. Develop and implement Division of Education programs for
 - Liberal Arts majors leading to licensure in secondary education - not completed in this cycle
 - Transition to Teaching licensure - not completed in this cycle
 - Graduate licensure in collaboration with IUB and IUPUI - not completed in this cycle
- A3. Develop and implement English, Communications, and Science degree programs - Carried over and on target. Degree program proposals for English (in June 2012), Communications (in November 2012), are targeted to be delivered to VC&D

1.1.B. Address relationship with Ivy Tech Community College in context of regional needs

- B1. Update and explore articulation agreements with Ivy Tech - Carried over and on target for July 2012
 - Complete update to joint University Library Columbus administration agreement - Completed

1.1.C. Maintain regional market needs database

- C1. Center for Business and Economic Development (CBED) will complete build of IUPUC market needs database
 - Includes new market needs assessments for new programs in Liberal Arts and Science
 - Updates market needs assessments for Business, Education, Engineering, Mental Health Counseling, and Nursing programs
 - Includes prospect list for External Relations
- Not completed. Carried over with design completion scheduled for July 2012 and full report on 2012 regional business needs survey completed by December 2012.

Activities planned for 2012-2013:

1.Program	A.Expand IUPUC	2012-2013
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Development	programs in ways that address regional interest	A1. Launch Masters program in Mental Health Counseling (SCI) A2. Develop program proposals for English, Communication Studies, Biology, and Sociology/Criminal Justice (LA and SCI) A3. Develop minors: International Studies Minor, Women's Studies Minor, Mathematics Minor, and Leadership Minor (LA and SCI) A4. Explore the feasibility of extending selected Masters of Science in Nursing course offerings to regional populations through the IU core school of nursing (NURS) A5. Pursue post-graduate certification in secondary education in STEM content areas (EDUC) A6. Identify a set of aviation-related courses (ADAA) A7. Work with IUPUI School of Engineering and Technology to complete development of a BS in Mechanical Engineering Program launched in 2011; when ready, develop proposal for IUPUC program (ME) A8. Research the feasibility of a Foods and Nutrition certificate at IUPUC (UC) A9. Create new courses that would be of interest to a wide audience of students (Ecology, Genetics -SCI) A10. Develop new and/or revise MBA modules (BUS) A11. Investigate the degree proposal process via ICHE, as well as other approvals needed (REG)
	B.Address relationship with Ivy Tech in context with regional needs	B1. Conduct complete review of programs articulated with ITCC (ADAA) B2. Work with VC of Academic Affairs at ITCC to develop agreements according to new guidelines (ADAA) B3. Grow the collaborative nursing project with Ivy Tech by increasing the pre-licensure ASN program students by 2% per year (NURS) B4. Quarterly meetings with ITCC Columbus Dean of Nursing (NURS) B5. Expand the number of articulation agreements with Ivy Tech Community College (BUS)
	C.Maintain regional market needs database	C1. Center for Business and Economic Development (CBED) will complete build of IUPUC market needs database <ul style="list-style-type: none"> •Includes new market needs assessments for new programs in Liberal Arts and Science •Updates market needs assessments for Business, Education, Engineering, Mental Health Counseling, and Nursing programs •Includes prospect list for External Relations

☑ 1.2 Quality of Learning Programs

Campus Planning Theme: Teaching and Learning, Best Practices

Secondary Goals: Goal 2.1.A. Insure quality of programs through external validation and/or accreditation.

Sub Unit:

Time Frame: 2011-2012

Actions taken for 2011-2012:

2.1.A. Insure quality of programs through external validation and/or accreditation

A1. Obtain program re-accreditation (or program approval) from the following:

- Complete narrative portion of IUPUC self-assessment by December, 2011 in preparation for IUPUI Higher Learning Commission (HLC) re-accreditation
- Continue making IUPUC contributions to IUPUI 2012 re-accreditation process
- Achieve AACSB (Business Div) accreditation by 2014 (Wadsworth)

A2. Establish data reporting needs for each academic division and administrative department. Develop a management reporting system that supports strategic decision-making and program quality.

- Include IUPUC in IU CRM (Talisma) system (working through CBED)

A3. Build framework for IUPUC campus accreditation process

Evidence of Progress for 2011-2012:

2.1.A. Insure quality of programs through external validation and/or accreditation

A1. Obtain program re-accreditation (or program approval) from the following:

- Complete narrative portion of IUPUC self-assessment by December, 2011 in preparation for IUPUI Higher Learning Commission (HLC) re-accreditation - completed
- Continue making IUPUC contributions to IUPUI 2012 re-accreditation process - completed
- Achieve AACSB (Business Div) accreditation by 2014 (Wadsworth) - carried over and on target

A2. Establish data reporting needs for each academic division and administrative department. Develop a management reporting system that supports strategic decision-making and program quality. - carried over and on target for completion by or before December 2012.

• Include IUPUC in IU CRM (Talisma) system (working through CBED) - carried over and on target for implementation

A3. Build framework for IUPUC campus accreditation process - carried over and on target for completion in first half of 2013.

Activities planned for 2012-2013:

1. Quality of Learning Programs	A. Insure quality of programs through external validation and/or accreditation	A1. Obtain program re-accreditation (or program approval) from the following: <ul style="list-style-type: none">• Successfully complete November, 2012 IUPUI reaccrreditation process with the Higher Learning Commission (HLC - OIR)• Achieve AACSB (Business Div) accreditation by 2015 (BUS) A2. Provide support to IUPUC and academic divisions/programs for accreditation processes (OIR)
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02. IUPUC will attract and retain faculty members who are motivated by our Mission and Strategic Plan and who will deliver academic programs of regional distinction and global quality with high student success rates. IUPUC will attract and retain students who are prepared and who seek a best-in-class small University experience.

2.1 Quality of Faculty

Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Campus Climate for Diversity

Secondary Goals: Goal 2.1.A Establish campus-wide assurance of learning system Goal 2.1.B. Improve quality of learning experience Goal 2.1.C. Assess and improve general education Goal 2.1.D. Broaden faculty creative and scholarly projects Goal 2.1.E. External recognition of program quality Goal 2.1.F. Recognize excellence in teaching (full time and adjunct)

Sub Unit:

Time Frame: 2011-2012

Actions taken for 2011-2012:

2.1.A. Establish campus-wide assurance of learning system

A1. Assurance of learning team develops AOL plan for campus

- Coordinate University performance measurement and monitoring systems across all academic divisions and departments
- Complete initial IUPUC self-assessment narratives
- Determine appropriate quality oversight process for IUPUC AOL efforts

2.1.B. Improve quality of learning experience

B1. Complete evaluation of experiential learning as a required student learning outcome in the general education curriculum

B2. Increase international teaching experiences

B3. Increase scholarly activity through research and professional development grants

B4. Increase faculty service to university, community and profession

B5. Promote faculty mentoring roles

2.1.C. Assess and improve general education

C1. Implement the new plan for the assessment of general education

C2. Establish the guidelines through which the Assurance of Learning Committee will monitor the IUPUC general education process

2.1.D. Broaden faculty creative and scholarly projects

D1. Increase scholarly activity through research and professional development grants

2.1.E. External recognition of program quality

E1. Increase faculty efforts to publish and present scholarly work

E2. Evolve faculty ratios to meeting HLC criteria for small university

2.1.F. Grant Writing

F1. Establish a grant writing resource on campus for faculty use

Evidence of Progress for 2011-2012:

2.1.A. Establish campus-wide assurance of learning system

A1. Assurance of learning team develops AOL plan for campus - completed

- Coordinate University performance measurement and monitoring systems across all academic divisions and departments - completed
- Complete initial IUPUC self-assessment narratives - completed
- Determine appropriate quality oversight process for IUPUC AOL efforts - carried over to 2012-2013

2.1.B. Improve quality of learning experience

B1. Complete evaluation of experiential learning as a required student learning outcome in the general education curriculum - completed

B2. Increase international teaching experiences - carried over to 2012-2013

B3. Increase scholarly activity through research and professional development grants - carried over to 2012-2013

B4. Increase faculty service to university, community and profession - carried over to 2012-2013

B5. Promote faculty mentoring roles - carried over to 2012-2013

2.1.C. Assess and improve general education

C1. Implement the new plan for the assessment of general education - completed

C2. Establish the guidelines through which the Assurance of Learning Committee will monitor the IUPUC general education process - completed, implementation carried over

2.1.D. Broaden faculty creative and scholarly projects

2.1.D. Broaden faculty creative and scholarly projects

D1. Increase scholarly activity through research and professional development grants - carried over

2.1.E. External recognition of program quality

E1. Increase faculty efforts to publish and present scholarly work - carried over

E2. Evolve faculty ratios to meeting HLC criteria for small university - On target due to strategic faculty hiring in 2011-2012. Carried over to 2012-2013 for continuation.

2.1.F. Grant Writing

F1. Establish a grant writing resource on campus for faculty use - Carried over. CTL will support grant writing in the interim. Will add grant writing skills to staff of Development and External Affairs.

Activities planned for 2012-2013:

1. Teaching and Learning	A. Establish campus-wide assurance of learning system	<p>A1. Implement assessment and planning software necessary to support all levels of accreditation work (Class Climate, WEAVEonline, Chalk and Wire -OIR)</p> <p>A2. Develop a reporting and a survey cycle to provide direct, indirect, internal, and external data for program improvement (OIR)</p> <p>A3. Create an IUPUC performance dashboard (OIR)</p> <p>A4. Further refine assessment plan in nursing; assess student, faculty and staff satisfaction, monitor course evaluations, collect feedback from clinical partners, and identify need for ATI remediation in order to improve student success (NURS)</p> <p>A5. Review and measure program quality; review curriculum, assessment process and methods, metrics of student success including preparedness for graduate work (PSY)</p> <p>A6. Assess student competencies across the curriculum, incorporate APA standards, develop a 5 year plan to manage the program (PSY)</p> <p>A7. Measure post-graduation success of program graduates (PSY)</p> <p>A8. Draft proposal for changes to the general studies program including student learning outcomes, capstone course and performance metrics (GS)</p> <p>A9. Identify faculty members for General Studies Faculty Advisory Committee (GS)</p> <p>A10. Develop learning outcomes that can be assessed across the curriculum (SCI)</p> <p>A11. Improve student learning outcomes in history courses (LA)</p> <p>A12. Design a database to manage student performance data that meets needs of IR; investigate vendors (REG)</p> <p>A13. Implement assessment strategies for Liberal Arts student learning (LA)</p> <p>A14. Provide a framework for assessing student information literacy (UL)</p>
	B. Improve and enhance quality of learning experience	<p>B.1 Appoint director and committee members for the IUPUC Honors Program, establish schedule of meetings (LA)</p> <p>B.2. Ensure that 90% of full time nursing faculty achieve doctoral degrees by funding and other means of support (NURS)</p> <p>B.3. Provide professional development to faculty wishing to create new online or hybrid courses or convert existing course to online or hybrid (CTL)</p> <p>B.4. Provide ongoing technology support to faculty teaching online or hybrid courses, and promote and deliver "no cost" technology-related courses for faculty either remotely or on-site (CTL)</p> <p>B.5. Provide instructional technology support for faculty (CTL)</p> <p>B. 6. Design and deliver introductory sessions on use of new technologies (CTL)</p>

		(CTL) B.7. Provide professional development to support initiatives across campus (CTL) B.8. Develop interdisciplinary courses, fostering collaboration among faculty and supporting students with diverse interests (SCI) B.9. Continue Synergy Meetings at least monthly to ensure teaching content and delivery is uniform and inclusive in regard to content and the meeting of course outcomes and competencies (NURS) B10. Promote continuing education and peer review for all faculty (NURS) B.11. Increase student research and conference presentations (PSY) B12. Establish a chapter of Alpha Lambda Delta freshman honorary society (UC) B13. Embed a librarian to enhance collection development; actively engage in collaboration with faculty on the development of library collections to support curricular and research needs (UL) B14. Embed a librarian to enhance library services; actively engage in collaborations with faculty to develop assignments and instructional experiences that develop students' information competency skills (UL) B15. Provide information literacy instruction which helps students develop information literacy skills (UL) B16. Provide cutting edge reference and search services, including print and media, and access to specialized software/hardware (UL) B17. Provide access to external resources via interlibrary loan (UL) B18. Collect and provide access to a variety of primary and secondary print, media, and electronic resources to support the research needs of students, faculty and staff (UL) B19. Focus on hiring and retaining faculty who are effective teachers (BUS) B20. Expand online course offerings (BUS) B21. Promote faculty development (BUS) B22. Expand development opportunities for students and staff (BUS)
	C. Assess and improve general education	C.1 Continue to support the IUPUC general education initiative through data collection, reporting, and professional development (OIR)
	D. Broaden faculty creative and scholarly projects	D.1. Support faculty research and conference presentations (PSY) D.2. Update promotion and tenure guidelines, create P and T calendar, and provide P and T workshops for faculty (ADAA) D.3. Update faculty annual report tutorial so that Faculty Annual Reports will be easier to fill out and will deliver useful, actionable data (ADAA) D.4. Plan workshops with Center for Teaching and Learning for faculty professional development related to creative and scholarly projects (ADAA) D5. Focus on hiring and retaining faculty who publish in quality outlets (BUS)
	E. External recognition of program quality	E.1. Improve the full time to part time faculty ratio (SCI) E.2. Begin evaluation of clinical partner satisfaction with traditional BSN program (NUS) E.3. Implement ABET standards to the ME program to insure accreditability.
	F. Grant writing	F1. Form a grants committee that will determine available grant opportunities appropriate for IUPUC (DEV) F2. Collaborate with academic divisions to identify grant funding needs (DEV) F3. Develop a process for providing grant management support (CTL) F4. Assist with grant proposals (CTL) F5. Gather information to discern whether there is justification for a student intern to support and manage SoTL grants (CTL)

☑ 2.2 The Student Experience

Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Best Practices

Secondary Goals: Goal 2.2.A.Ensure student learning in all programs and improve academic support services Goal 2.2.B. Establish the IUPUC Office of Student Research to add more structure to student creative and scholarly projects. Goal 2.2.C. Strengthen academic advising for

students.

Sub Unit:

Time Frame: 2011-2012

Actions taken for 2011-2012:

2.2.A. Ensure student learning in all programs and improve academic support services

A1. Improve academic mentoring, tutoring and support programs for domestic and international students

A2. Improve peer mentoring programs

2.2.B. Strengthen student placement opportunities

B1. Establish a relationship manager for regional employers who might hire IUPUC students

B2. Broaden assistance to students who are pursuing internships

B3. Establish a career planning and job search program for students

B4. Establish a chapter of Alpha Lambda Delta freshman honorary society

2.2.C. Strengthen academic advising for students

C1. Provide structured student advising that is integrated where necessary with Ivy Tech and Purdue College of Technology

C2. Create academic advising reports for programs that can be completed at IUPUC

Evidence of Progress for 2011-2012:

2.2.A. Ensure student learning in all programs and improve academic support services

A1. Improve academic mentoring, tutoring and support programs for domestic and international students - completed and carried over. Use of ARC, under direction of new Student Affairs Director, increased 25% over prior academic year.

A2. Improve peer mentoring programs - not completed

2.2.B. Strengthen student placement opportunities

B1. Establish a relationship manager for regional employers who might hire IUPUC students - carried over

B2. Broaden assistance to students who are pursuing internships - completed

B3. Establish a career planning and job search program for students - carried over to 2012-2013

B4. Establish a chapter of Alpha Lambda Delta freshman honorary society - carried over and on target for completion in 2013

2.2.C. Strengthen academic advising for students

C1. Provide structured student advising that is integrated where necessary with Ivy Tech and Purdue College of Technology - ongoing

C2. Create academic advising reports for programs that can be completed at IUPUC - carried over to 2012-2013.

Activities planned for 2012-2013:

1. Quality of Student Experience	A. Improve academic support services	A1. Develop a program that facilitates peer mentoring and provide support through tutors and student mentoring (SCI) A2. Evaluate academic support services for psychology students and develop strategies to increase effectiveness (PSY) A3. Investigate best practices and programs for academic support (UC) A4. Provide AES services for students with disabilities, encourage utilization of services (SA)
	B. Strengthen student placement opportunities	B1. Participate in statewide program Indorsed Career Ready Graduate, track student progress and award certificates of completion (SA)
	C. Strengthen academic advising for students	C1. Assist with students in BSME program, providing focused advising, class scheduling recommendations, and other tasks in support of students entering the program (UC) C2. Review current policy and business practices for incoming inter-campus transfer students (UC) C3. Develop implementation plan for IU-FLAG system (UC) C4. Review and if needed revise transfer student orientation (UC) C5. Integrate Bridge Program planning and management into UCOL (UC) C6. Re-establish placement testing center at IUPUC (UC) C7. Revise UCOL-U110 curriculum (UC) C8. Develop process for assessment of academic advising services (UC) C9. Increase advising staff to meet growing nursing student population (NURS) C10. Compile portfolio of information for transfer students to help acclimate to IUPUC (UC) C11. Improve advising in Liberal Arts; LA collaborates with other divisions and division advisors for better advising (LA)

03. IUPUC, as a place of higher learning, will possess a sense of campus community that welcomes the personal and intellectual growth of its students, faculty, and staff by demanding critical thinking and creative expression, cross-disciplinary collaboration, civic engagement, student-directed leadership, and creative development activities.

3.1 Student Life

Campus Planning Theme: Best Practices, Campus Climate for Diversity

Secondary Goals: Goal 3.1.A. Promote a Welcoming Campus that thrives on diversity of faculty, staff, students, academic programs and experiences. Goal 3.1.B. Support athletic, cultural and recreational opportunities on campus. Goal 3.1.C. Improve health awareness on campus. Goal 3.1.D. Maintain safety awareness on campus.

Sub Unit:

Time Frame: 2011-2012

Actions taken for 2011-2012:

3.1.A. Promote a welcoming campus that thrives on diversity of faculty, staff, students, academic programs and experiences

A1. The IUPUC Diversity Council will create an IUPUC Strategic Plan for Diversity

A2. Establish long-term plan for Diversity Education and MLK day sponsorship

3.1.B. Support athletic, cultural, and recreational opportunities on campus

B1. Create collaborative opportunities for cultural and intellectual events on campus with outside community and region – internal collaborators include Alumni Affairs, student Arts Club, student life, CTL, Office of Communications and Marketing, Office of Vice Chancellor & Dean

3.1.C. Improve health awareness on campus

C.1 Create and implement a campus health and wellness program – IUPUC Healthy Campus Committee (Donald)

3.1.D. Maintain safety awareness on campus

D.1 Upgrade and implement the campus safety and security plan – collaborative with IU security, ITCC, private vendor

Evidence of Progress for 2011-2012:

3.1.A. Promote a welcoming campus that thrives on diversity of faculty, staff, students, academic programs and experiences

A1. The IUPUC Diversity Council will create an IUPUC Strategic Plan for Diversity - carried over to 2012-2013 (and completed Fall 2012)

A2. Establish long-term plan for Diversity Education and MLK day sponsorship - long-term plans not completed. Diversity education and MLK day recognitions continue as ongoing.

3.1.B. Support athletic, cultural, and recreational opportunities on campus

B1. Create collaborative opportunities for cultural and intellectual events on campus with outside community and region – internal collaborators include Alumni Affairs, student Arts Club, student life, CTL, Office of Communications and Marketing, Office of Vice Chancellor & Dean - completed via several events and ongoing programs established in 2011-2012 (Diversity Circles, Leadersip Series, JAG regional conference, others). Carried over for continuing momentum.

3.1.C. Improve health awareness on campus

C.1 Create and implement a campus health and wellness program – IUPUC Healthy Campus Committee - A written program was not completed. Healthy Campus Committee continues service to the campus and IU system programs continue.

3.1.D. Maintain safety awareness on campus

D.1 Upgrade and implement the campus safety and security plan – collaborative with IU security, ITCC, private vendor - not completed and carried over. Campus safety/security structure was substantially upgraded with the hiring of Doug Johnson in July 2012.

Activities planned for 2012-2013:

1. Campus Life	A. Promote a Welcoming Campus that thrives on diversity of faculty, staff, students, academic programs and experiences	A1. Develop a workshop that focuses on LGBT issues in the university setting and deliver to three institutions on the shared campus (CBED) A2. Provide support for service learning and volunteer opportunities for students (CTL) A3. Identify courses in each division or program that address issues related to equity and inclusion, and identify curricular and programmatic gaps (DC) A4. Determine level of faculty participation in professional development events that integrate cultural competency and instruction/pedagogy, and develop strategies to increase participation (DC) A5. Incorporate cultural competency and related pedagogy into course content (DC) A6. Design core objectives (diversity and student development) and require that all student life activities meet one or more (DC) A7. Create and promote scholarships aimed at diverse applicants; review application and enrollment practices to reflect diversity of high school populations (DC) A8. Achieve an employee population that is representative of the available workforce using the Office of Equal Opportunity statistics as a baseline (DC) A9. Connect diverse and underrepresented faculty and staff with community groups (DC) A10. Increase links to local K-12 schools in order to attract diverse high performing pre-college students to IUPUC (DC) A11. Student leadership development: provide workshops for officers in student organizations to expand their personal leadership development (CA)
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		(SA) A12. Continue the Excellence in Leadership initiative (SA) A13 Increase educational co-curricular programming; work with faculty to offer programs, lectures and trips that integrate all aspects of co-curricular programming (SA)
	B. Support opportunities for cultural and recreational events on campus	B1. Establish and connect with campus programming for educational opportunities to improve cultural competence (DC) B2. Offer at least two intramural sport opportunities per semester (SA) B3. Hold a Fall student involvement fair to promote student involvement in recognized student organizations (SA) B4. Increase and improve annual events; Implement New Student Orientation, Welcome Week, Excellence in Leadership, Dance Marathon, Student vs. Faculty Flag Football, Spring Fling Week (SA)
	C. Improve health awareness on campus	C.1 Create and implement a campus health and wellness program – IUPUC Healthy Campus Committee (AF)
	D. Maintain safety awareness on campus	D.1 Provide a safe, secure, and welcoming environment that supports the spirit of higher learning; integrate fully with local, regional, and state safety efforts (AF) D2. Continue efforts to sustain a safe environment for faculty, staff and students (NURS)

3.2 Campus Capability

Campus Planning Theme: Best Practices, Campus Climate for Diversity

Secondary Goals: Goal 3.2.A. Maintain network infrastructure that is consistent with campus needs. Goal 3.2.B. Establish marketing and communications to support IUPUC brand. Goal 3.2.C. Upgrade physical facilities following a campus master plan

Sub Unit:

Time Frame: 2011-2012

Actions taken for 2011-2012:

3.2.A. Maintain network infrastructure that is consistent with campus needs

A1. Complete upgrades to network infrastructure that are consistent with IU System technology plan

3.2.B. Establish marketing and communications to support IUPUC brand.

B1. Complete and implement IUPUC branding strategy

3.2.C. Upgrade physical facilities following airport and campus master plan

C1. Participate on Board of Aviation Commissioners airport district master plan subcommittee and assist in the delivery of a master plan that adequately contemplates the strategic goals of IUPUC

C2. Housing – Link private developers of housing for students with airport director to identify adjacent to or near campus properties and collaborate with Board of Aviation Commissioners, City of Columbus, and other parties in the community to meet student needs

C3. Student Center – Establish need and work with community and University to define plan to bring project to life

C4. Establish main entry for campus

C5. General improvements –upgrade classrooms, resurfacing parking lots, maintenance of building CC exterior, and renovation of tennis and basketball courts

C6. Create campus master plan for space usage

Evidence of Progress for 2011-2012:

3.2.A. Maintain network infrastructure that is consistent with campus needs

A1. Complete upgrades to network infrastructure that are consistent with IU System technology plan - completed

3.2.B. Establish marketing and communications to support IUPUC brand.

B1. Complete and implement IUPUC branding strategy - not completed. Deferred pending completion of new IUPUC web site.

3.2.C. Upgrade physical facilities following airport and campus master plan

C1. Participate on Board of Aviation Commissioners airport district master plan subcommittee and assist in the delivery of a master plan that adequately contemplates the strategic goals of IUPUC - completed

C2. Housing – Link private developers of housing for students with airport director to identify adjacent to or near campus properties and collaborate with Board of Aviation Commissioners, City of Columbus, and other parties in the community to meet student needs - completed, two vendors identified

C3. Student Center –Establish need and work with community and University to define plan to bring project to life- not completed, carried over.

C4. Establish main entry for campus - not completed, carried over.

C5. General improvements –upgrade classrooms, resurfacing parking lots, maintenance of building CC exterior, and renovation of tennis and basketball courts - completed

C6. Create campus master plan for space usage - not completed

Activities planned for 2012-2013:

1. Campus Capability	A. Maintain network infrastructure that is consistent with campus needs	<p>A1. Improve learning environments to enhance pedagogy (IT)</p> <p>A2. Improve media streaming and storage capabilities by providing media services for campus that will allow for improved delivery of media (IT)</p> <p>A3. Improve telecommunications by implementing common telephone and fax systems to all IUPUC faculty and staff (IT)</p> <p>A4. Improve student learning environments by designing new common spaces that encourage student collaboration (IT)</p> <p>A5. Improve IUPUC technology support by leveraging Indiana University IT resources from regional and core campuses (IT)</p> <p>A6. Maintain state-of-the art technology infrastructure by continuing lifecycle replacement of all technology equipment (IT)</p> <p>A7. Improve communications to campus community (IT)</p>
	B. Establish marketing and communications to support IUPUC brand	<p>B1. Continue promotion and development of the IUPUC branding effort for IU School of Nursing at IUPUC; promote the brand at events (NURS)</p> <p>B2. Update, refresh, and streamline admissions materials of all types (OCM)</p> <p>B3. Create and deliver new marketing material as needed (OCM)</p> <p>B4. Participate in the Common Data Set (CDS) to establish an IUPUC identity and establish peer institutions (OIR)</p> <p>B5. In collaboration with Communication and Marketing, improve the IUPUC website by aligning it with Indiana University web standards and leveraging existing resources (IT)</p>
	C. Upgrade physical facilities following airport and campus master plans	<p>C1. Secure building infrastructure appropriate for effective science laboratory instruction (SCI)</p> <p>C2. Work with IU and regional resources to promote simulation and IPE (NURS)</p> <p>C3. Develop and implement a response to the airport campus master planning process (VCD)</p>

☑ 3.3 Service to Students, Faculty and Staff

Campus Planning Theme: Best Practices, Campus Climate for Diversity, Collaboration

Secondary Goals: 3.3.A. Provide development opportunities for staff and administrative services.

Sub Unit:

Time Frame: 2011-2012

Actions taken for 2011-2012:

3.3.A. Provide development opportunities for students, faculty, staff and administrative services

A1. Improve electronic access to Bursar/Administration information

A2. Improve cross-campus communications

A3. Increase number of student clubs and organizations on campus

Evidence of Progress for 2011-2012:

3.3.A. Provide development opportunities for students, faculty, staff and administrative services

A1. Improve electronic access to Bursar/Administration information - completed

A2. Improve cross-campus communications - ongoing

A3. Increase number of student clubs and organizations on campus - completed. Ten new student organizations established by May 2012. Eight old organizations discontinued.

Activities planned for 2012-2013:

This objective has been incorporated into Goal 2 for 2012-2013.

☑ 3.4 Small university

Campus Planning Theme: Best Practices, Campus Climate for Diversity, Collaboration

Secondary Goals: Goal 3.4.A. Move total enrollment to target for small university. Goal 3.4.B. Academic support and administrative processes with the feel of a small university. Goal 3.4.C. Academic support and administrative processes with the feel of a small university. Goal 3.4.D. Academic and administrative unit alignment with IUPUC Strategic Plan

Sub Unit:

Time Frame: 2011-2012

Actions taken for 2011-2012:

3.4.A. Move total enrollment to target for small university

A1. Re-design enrollment management processes to support a targeted long-term enrollment of 3,000 students with 10% of this number being international students

A2. Increase applications, admissions, and registrations

A3. Initiate Board of Advisor strategic committee structure – Programs, Campus Master Plan, Government Relations, Campus of the Future

3.4.B. Develop and implement retention and graduation strategy

B1. Add retention goals to Division and Office strategic plans

B2. Broaden new student participation in Bridge program

B3. Respond to NSSE (National Survey of Student Engagement) data on student perception of IUPUC as their experience in higher learning

B4. Establish retention metrics

3.4.C. Academic support and administrative processes with the feel of a small university

C1. Enhance customer service focus in all academic support and administrative areas through training in Shared Values & Beliefs and the culture and experience of IUPUC as brand features

3.4.D. Academic and administrative unit alignment with IUPUC Strategic Plan

D1. Quarterly meetings with Division and Administration Heads to discuss progress on Strategic Goals

D2. Use annual leadership retreat to address issues relevant to IUPUC strategic plan

Evidence of Progress for 2011-2012:

3.4.A. Move total enrollment to target for small university

A1. Re-design enrollment management processes to support a targeted long-term enrollment of 3,000 students with 10% of this number being international students - partially completed. Process design ongoing. Responsibility for developing and implementing strategy to increase retention and completion was delegated to Associate Dean for Academic Affairs.

A2. Increase applications, admissions, and registrations - Fall 2011 admissions (797) up 17%, and registrations (1,715) up 3.9% over Fall 2010. Completed.

A3. Initiate Board of Advisor strategic committee structure – Programs, Campus Master Plan, Government Relations, Campus of the Future

3.4.B. Develop and implement retention and graduation strategy

B1. Add retention goals to Division and Office strategic plans - completed. Additionally, new campus priorities for retention (short-term focus) were added to institutional goals.

B2. Broaden new student participation in Bridge program - completed. Bridge program opened to all students. Bridge management responsibility was transferred to UCOL.

B3. Respond to NSSE (National Survey of Student Engagement) data on student perception of IUPUC as their experience in higher learning - completed

B4. Establish retention metrics - carried over to 2012-2013

3.4.C. Academic support and administrative processes with the feel of a small university

C1. Enhance customer service focus in all academic support and administrative areas through training in Shared Values & Beliefs and the culture and experience of IUPUC as brand features - partially completed. Carried over to 2012-2013.

3.4.D. Academic and administrative unit alignment with IUPUC Strategic Plan

D1. Quarterly meetings with Division and Administration Heads to discuss progress on Strategic Goals - completed

D2. Use annual leadership retreat to address issues relevant to IUPUC strategic plan - completed

Activities planned for 2012-2013:

4. Small University	A. Move total enrollment to target for small university	<p>A1. Update, refresh, and streamline admissions materials (OCM)</p> <p>A2. Create and deliver new marketing materials as needed, including new designs for Nursing, Mechanical Engineering, and University College (OCM)</p> <p>A3. Recruit home schooled students (RA)</p> <p>A4. Implement Talisma to recruit traditional students (RA)</p> <p>A5. Increase enrollment numbers of adult learners (RA)</p> <p>A6. Increase external transfers through passport program recruitment (RA)</p> <p>A7. Increase military personnel enrollment numbers (RA)</p> <p>A8. Increase home schooled enrollment numbers (RA)</p> <p>A9. Increase 21st century scholars enrollment numbers (RA)</p> <p>A10. Increase early college enrollment numbers (RA)</p> <p>A11. Recruit at elementary and middle schools and track related enrollments (RA)</p> <p>A12. Update General Studies materials, re-design web pages, develop marketing brochure and event display board (GS)</p> <p>A13. Promote marketing through professional literature (NURS)</p> <p>A14. Grow RN to BSN program by 6% per year (NURS)</p> <p>A15. Enroll traditional track cohort of 20 in Fall 2012, assess feasibility of Spring cohort in 2014 and all cohorts to 40 by 2016 (NURS)</p> <p>A16. Increase MHC graduate program visibility to potential students across the region and U.S. (PSY)</p> <p>A17. Gather data regarding current high school student rates of application, admission and enrollment; identify which feeder schools are most/least productive (REG)</p> <p>A18. Recruit and enroll students in BSME program at a pace that sustains appropriate growth of the program (ME)</p> <p>A19. Build strong connections with regional industry to promote BSME applications for admission from among their employees and extended connections (ME)</p>
	B. Develop and implement retention and graduation strategy	<p>B1. Conduct study of Liberal Arts recruitment, retention and graduation numbers (LA)</p> <p>B2. Retention and graduation analysis and report: conduct complete review of literature and data at IUPUC and other campuses as comparison (ADAA)</p> <p>B3. Track retention by program (ADAA)</p> <p>B4. Re-form Retention and Graduation Committee (ADAA)</p> <p>B5. Work to conduct exit interviews with former students (ADAA)</p> <p>B6. Six Sigma Initiative with regional colleagues to identify strategies that will improve retention and graduate rates (ADAA)</p> <p>B7. Evaluate Bridge Program and strengthen and expand where necessary; support transition of program to UCOL (ADAA)</p> <p>B8. Develop retention incentives/funds for students to encourage them to stay at IUPUC. These would include book funds, scholarships, activity funds, and support (DEV)</p> <p>B9. Continue to provide "just in time" data as requested by offices and divisions to make decisions regarding retention (REG)</p> <p>B10. Establish a strong rate of retention of BSME students (ME)</p> <p>B11. Establish a strong rate of BSME student completion (ME)</p> <p>B12. Contribute to campus activities designed to increase student completion standards (BUS)</p>
	C. Academic support and administrative processes with the feel of a small university	<p>C1. Provide a fiscal analysis, on a regular basis, for use in strategic analysis and decision-making (AF)</p> <p>C2. Empower staff to be proficient in knowledge of policies and provide easy access for students, staff and faculty to current policy and procedures. Update changes to written policy as they occur (AF)</p> <p>C3. Provide useful feedback during the annual review process, provide challenging assignments to staff as well as opportunities for</p>

		<p>advancement (AF)</p> <p>C4. Identify areas in Administration and Finance where additional resources may be needed with increases in enrollment; identify areas that can be reduced or eliminated for better efficiency (AF)</p> <p>C5. Use benchmarking to identify peer institutions for each office and division for the purpose of goal-setting and process improvement (OIR)</p> <p>C6. Create on IUPUC OIR web page for data and information sharing (OIR)</p> <p>C7. Establish a data repository in SharePoint (OIR)</p> <p>C8. Create an academic handbook for General Studies (GS)</p> <p>C9. Redesign web content for University College responsibility areas (UC)</p> <p>C10. Analyze current library workflows and practices related to joint use management (UL)</p> <p>C11. Analyze library collection to determine usage, size and age (UL)</p> <p>C12. Provide user-centered services that demonstrate professionalism (UL)</p> <p>C13. Maintain a physical environment in the library conducive to study and research (UL)</p> <p>C14. Provide library hours that take into consideration schedules of students and faculty as well as budget realities (UL)</p> <p>C15. Create new content for IUPUC website to promote career services. Obtain student testimonials (SA)</p> <p>C16. Create marketing tool for Career Point, visit classes and events to promote career services (SA)</p> <p>C17. Define relationship of IUPUC and IUPUI to better utilize processes and procedures (REG)</p> <p>C18. Develop a sustainable funding model (DEV)</p> <p>C19. Establish infrastructure necessary to support the full BSME program (ME)</p> <p>C20. Support campus efforts to make IUPUC a welcoming campus (BUS)</p> <p>C21. Participate in campus efforts to maintain the look and feel of a small university (BUS)</p>
	D. Academic and administrative unit alignment with IUPUC Strategic Plan	<p>D1. Document faculty and staff support for the campus strategic plan (EDUC)</p> <p>D2. Directly align School of Nursing plan with campus plan (NURS)</p>

04. IUPUC will serve cultural, intellectual and economic development in the region through collaboration and innovation.

4.1 Community and Regional Development

Campus Planning Theme: Civic Engagement, Collaboration

Secondary Goals: Goal 4.1.A. Contribute to local and regional economic development. Goal 4.1.B. Collaborate with other education institutions.

Sub Unit:

Time Frame: 2011-2012

Actions taken for 2011-2012:

4.1.A Contribute to local and regional economic development

- A1. Create database of existing civic engagement programs and determine new opportunities
- A2. Continue IUPUC representation on community and regional economic development organizations

4.1.B. Collaborate with other education institutions

- B1. Identify collaborative strategic opportunities with other institutions
 - Dual credit programs in high schools
 - Ivy Tech Community College – Partners in Enrollment

Evidence of Progress for 2011-2012:

4.1.A Contribute to local and regional economic development

A1. Create database of existing civic engagement programs and determine new opportunities - not completed

A2. Continue IUPUC representation on community and regional economic development organizations - completed and ongoing

4.1.B. Collaborate with other education institutions

B1. Identify collaborative strategic opportunities with other institutions - completed and ongoing

- Dual credit programs in high schools
- Ivy Tech Community College – Partners in Enrollment

Activities planned for 2012-2013:

1. Community and regional development	A. Contribute to local and regional economic development	<p>A1. Create database of existing civic engagement programs and determine new opportunities (CBED)</p> <p>A2. FLM cohort waves: continue facilitating FLM waves and generating FLM revenue (CBED)</p> <p>A3. Non-profit workshops: complete curriculum development of two workshops (CBED)</p> <p>A4. Mental Health CEU Workshop Series: develop a workshop series that provides CEUs for mental health professionals (CBED)</p> <p>A5. Cultivate relationships with regional industry that will produce project-based learning ideas and opportunities (builds internal relationships through CTL and CBED)</p> <p>A6. Increase the impact of recognized students organizations on the IUPUC community and toward increasing overall IUPUC student engagement (SA)</p> <p>A7. Each faculty member is a member of at least one community organization, with specific membership in AHEC (NURS)</p> <p>A8. Increase the number of Science courses and programs that require service learning (SCI)</p>
	B. Collaborate with other education institutions	<p>B1. Work with representatives of regional school corporations to design mutually beneficial course work and field experiences. Assign appropriate resources to the project (EDUC)</p> <p>B2. Expand the number of regional school corporations with which IUPUC has negotiated field placement agreements (EDUC)</p> <p>B3. Convene P-16 partners to discuss shared or complimentary initiatives and ways in which CTL can support initiatives and goals. Identify funding strategies to enable CTL to provide the support (CTL)</p> <p>B4. Convene campus partners to clarify community engagement goals for students (CTL)</p> <p>B5. Convene a working group of educational leaders in the region to examine IUPUC's educational programs in terms of how well they meet the needs of the region (EDUC)</p> <p>B6. Develop a plan for initiating a new relationship with another education institution every two years (NURS)</p> <p>B7. Evaluate courses offered at Jackson County Learning Center and work with division heads to increase course offerings at the JCLC (ADAA)</p>
	C. Strengthen internship and employer partnerships	<p>C1. Require all students to register in Career Point, visit classes to promote Career Point (SA)</p> <p>C2. Develop a series of workshops including resume writing, social media, job search strategies. choosing a maior (SA)</p>

		C3. Connect with Chamber of Commerce and regional employers for jobs and internships (SA)
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☑ 4.2 Funding Sources

Campus Planning Theme: Research, Scholarship and Creative Activity, Best Practices, Campus Climate for Diversity

Secondary Goals: Goal 4.2.A. Establish funding from external sources for student and faculty research. Goal 4.2.B. Establish funding for facilities improvements. Goal 4.2.C. Establish funding from external sources or university endowments for cultural and intellectual events.

Sub Unit:

Time Frame: 2011-2012

Actions taken for 2011-2012:

4.2.A. Establish funding from external sources for faculty and student research

A1. Establish central tracking resource

A2. Regular reporting on results

4.2.B. Establish funding for facilities improvements

B1. Increase the amount of private support available to IUPUC

4.2.C. Establish funding from external sources or university endowments for program development, cultural and intellectual events

C1. Increase the amount of private support available to IUPUC

C2. Increase the amount of private support available to IUPUC

Evidence of Progress for 2011-2012:

4.2.A. Establish funding from external sources for faculty and student research

A1. Establish central tracking resource - not completed

A2. Regular reporting on results - not completed

4.2.B. Establish funding for facilities improvements

B1. Increase the amount of private support available to IUPUC - not completed

4.2.C. Establish funding from external sources or university endowments for program development, cultural and intellectual events

C1. Increase the amount of private support available to IUPUC - not completed

C2. Establish a funding source for summer bridge programs - not completed

Activities planned for 2012-2013:

1. Funding Sources	A. Establish funding from external sources for faculty and student research	A1. Re-establish successful annual and capital giving programs (DEV)
	B. Establish funding from external sources for facilities improvements	B1. Re-establish successful annual and capital giving programs (DEV)

	for facilities improvements	
	C. Establish funding from external sources or university endowments for program development, student recruitment, and cultural and intellectual events	C1. Work with CBED and local employers to identify employer needs and potential funding support (DEV) C2. Assemble Development Advisory Council (DEV) C3. Increase donor-funded scholarships to increase financial assistance to IUPUC students (DEV) C4. Leverage scholarship funds to attract students (DEV)

Fiscal Health

Reallocation Plan

Other Question(s)