

A high-angle, wide shot of a modern lecture hall. The room features large, white, cylindrical columns and a sloped floor. Students are seated in rows of dark blue armchairs, many of which have attached writing surfaces. They are engaged in various activities: some are looking at papers, some are using laptops, and others are talking. The lighting is bright and even, highlighting the architectural details and the students' focused expressions.

IUPUI

WHERE

**IMPACT**

IS MADE

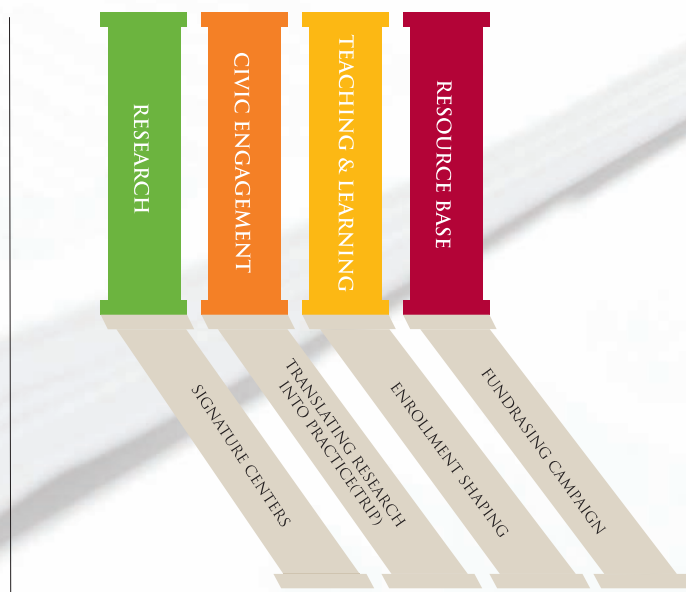
ACADEMIC PLAN: A ROADMAP FOR SUCCESS  
2008

*"I am pleased to present a summary of the hard work of many people . Between October 2006 and May 2007, Action Teams composed of faculty, staff, and students worked together to make recommendations for improvements aligned with 70 specific action items that comprised the building blocks for the IUPUI Academic plan."*

— Executive Vice Chancellor and  
Dean of the Faculties, Dr. Uday Sukhatme,  
Professor of Physics



## GOALS AND MAJOR INITIATIVES



**For a complete version of the Academic Plan:**  
[www.iupui.edu/administration/acad\\_affairs/](http://www.iupui.edu/administration/acad_affairs/)

These initiatives have been shaped and chosen because of their fit with existing campus strengths and their alignment with strategic plans for Indiana University. They have great potential for helping IUPUI to achieve excellence as an urban research institution, and to immediately begin generating revenue that ensures their sustainability as well as the growth of related endeavors



## A R O A D M A P F O R S U C C E S S

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 for making IUPUI's academic programs as strong as possible and showcasing them aggressively. The Academic Plan is organized around four major goals, each of which is aligned with a major initiative. These initiatives have been shaped and chosen because of their fit with existing campus strengths, their alignment with strategic plans for Indiana University. They have potential for helping IUPUI to achieve excellence as an urban research institution, and to immediately begin generating revenue that ensures their sustainability as well as the growth of related endeavors.



### The Signature Center Initiative

*is designed explicitly to foster the creation of new centers of excellence and to strengthen existing centers and research activity at IUPUI."*

*—Executive Vice Chancellor and Dean of the Faculties, Dr. Uday Sukhatme, Professor of Physics*

# 525

*IUPUI currently has more than \$525 million in construction occurring on campus – much of this space is designed to increase research capacity in the health and life sciences.*

# 294.5

*IUPUI faculty garnered \$294.5 million in external grants and contracts in 2006-2007, more than any other campus in Indiana.*

# 8

*The School of Nursing ranked number 8 nationally in 2006-2007 in amount of funding awarded by the National Institutes of Health.*

## ADDITIONAL AREAS OF FOCUS:

CONDUCT WORLD-CLASS RESEARCH  
AND CREATIVE ACTIVITIES

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PROVIDE SUPPORT FOR SCHOLARLY  
ACTIVITY AND ENHANCE  
EXTERNAL FUNDING

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ENHANCE INFRASTRUCTURE TO  
SUPPORT RESEARCH



## IMPACT:

### 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 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 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. Drawing 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. Drawing 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 grantees' 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.

*Conduct world-class  
research, scholarship,  
and creative activity  
relevant to Indianapolis,  
the state, and beyond*

### Having an IMPACT

*"You're going to school and at the same time helping the community... I feel connected, a sense of purpose. And not only are you making things better, you're meeting people and building relationships."*

— Kimberly Patterson, IU School of Public and Environmental Affairs student

# 13,748

*Federally-funded work-study students at IUPUI contributed 13,748 hours of free tutoring in reading and math at 10 community sites through the America Reads and America Counts programs.*

# 52,459

*The School of Medicine and its partner hospitals are directly or indirectly responsible for creating more than 52,459 jobs, according to a report by the Association of American Medical Colleges.*

# 14,400

*Sam H. Jones Community Service Scholars provided 14,400 hours of service to the Indianapolis and IUPUI communities.*

### ADDITIONAL AREAS OF FOCUS:

BUILD ON IUPUI'S OUTSTANDING NATIONAL REPUTATION IN COMMUNITY ENGAGEMENT AND SERVICE LEARNING

INTENSIFY COMMITMENT AND ACCOUNTABILITY TO INDIANAPOLIS AND INDIANA

A close-up portrait of a woman with short brown hair and glasses, smiling slightly. She is wearing a dark shawl with colorful, intricate patterns. The background is blurred, showing warm colors like yellow and orange, and a blue railing.

## IMPACT: 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 communities, 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 centrally-located 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 to study and promote translational research that can benefit industries aligned with the health and life sciences. Goals of this initiative include, 1) increasing the level of entrepreneurial activity among IUPUI faculty and administrators, 2) increasing the level of campus oversight and faculty involvement in IURTC in order to

enhance its value to the campus, 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. Improved communications among IUPUI faculty, university counsel, and the IURTC will help to promote an entrepreneurial culture, the transfer of technology, and the rapid commercialization of inventions that will benefit the state of Indiana.

*Enhance civic activities,  
partnerships, and patient  
and client services locally,  
statewide, nationally,  
and globally*

### Meeting the Needs of Students

*"An engaged student is connected on at least one of three planes – with course material, with other students, and with me. Engagement is a moving vehicle that supports all forms and levels of learning, from basic skills to abstract thinking."*

— Dr. Lisa Ehrmann, Department of Psychology

# 3,204

*There were 3,204 enrollments in Summer Academy Bridge programs, Themed Learning Communities, and First-Year Seminars, all of which help ensure first-year students' successful transition to college.*

# 71

*71 percent of class sections at IUPUI number 30 or fewer students.*

# 20

*IUPUI ranks among the top 20 universities in the country in the number of first professional degrees and the number of health-related degrees conferred.*

## ADDITIONAL AREAS OF FOCUS:

### 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 brought to the campus a new Assistant 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 diversity, broadening multicultural awareness and sensitivity, and advancing and supporting cultural competence and civic responsibility among all members of the IUPUI community. It will also 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.

### RISE: RESEARCH, INTERNATIONAL, SERVICE LEARNING, AND EXPERIENTIAL LEARNING – AN INITIATIVE TO EXPAND STUDENT ENGAGEMENT

Every undergraduate student will be challenged to have at least two learning experiences that augment the typical curriculum: 1) undergraduate research experiences that augment students' understanding of research, scholarship, and creative activities; 2) international study abroad experiences that enhance students' learning and understanding of the world; 3) service learning courses that increase students' commitment to civic engagement, and 4) credit-bearing experiential learning opportunities, such as internships, practica, or fieldwork. 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.



## IMPACT: EXCELLENCE IN TEACHING AND LEARNING

Given its comprehensive missions 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.

### **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 students. 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 21st 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:**

- Transforming the Honors Program into the IUPUI Honors College
- 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 a free summer course to newly admitted at-risk students and continued experimentation with shorter course formats
- Expansion of the successful Summer Bridge Programs and Themed Learning Communities
- Provision of early feedback to students enrolled in all first-year courses, stressing high expectations and the benefits of timely graduation.
- Hiring additional advisors, tutors, and mentors to help students succeed.

*Attract and support*

*a well-prepared*

*and diverse*

*student body*

### More than a Slogan

*“IUPUI: Where Impact Is Made” is an attribute that resonates in the halls of the Indiana General Assembly, City County Council chambers, offices of municipal and state agencies, and the board rooms where community leaders and policy makers assemble to try to make the best choices for Indiana and its citizens. IUPUI informs that conversation through the work of its faculty, particularly their essential work of knowledge creation and dissemination. The recently established Commissions on Local Government Reform and Health Care Reform, staffed by IUPUI faculty experts, are examples.*

—Chancellor Charles Bantz

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## ADDITIONAL AREAS OF FOCUS:

INCREASE STATE FUNDS AND SUPPORT  
FROM CORPORATE AND ALUMNI DONORS

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INCREASE RESEARCH FUNDING AND  
RESEARCH INFRASTRUCTURE

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INCREASE EFFICIENCY IN  
EVERYDAY OPERATIONS

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RECRUIT AND RETAIN  
EXCELLENT FACULTY



## IMPACT: ENHANCEMENT OF RESOURCE BASE

As a percentage of the campus budget, 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: 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 21st 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. The plan is slated to be completed by December 2008.

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**IUPUI**

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