IUPUI

IUPUI FACULTY COUNCIL COMMITTEE

CAMPUS PLANNING COMMITTEE
2009-2010 ANNUAL REPORT

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IUPUI FACULTY COUNCIL CAMPUS PLANNING COMMITTEE
COMMITTEE COMPOSITION AND DUTIES

a) COMPOSITION. This committee shall include at least one representative from the IUPUI Executive Committee and from the other IUPUI Faculty Council standing committees, plus other members appointed by the Executive Committee. The IUPUI Vice-Chancellor for Planning and Institutional Improvement shall be an ex officio member.

b) DUTIES. Broad faculty involvement in institutional planning is valued. The Committee is not itself the faculty planning body, but works to facilitate involvement and communication between the Faculty Council, Executive Committee, Budgetary Affairs Committee, and committees and academic units concerning institutional planning and improvement at IUPUI. This Committee shall be responsible for continued communication with the Administration, particularly the Vice-Chancellor for Planning and Institutional Improvement.

CAMPUS PLANNING STANDING COMMITTEE ROSTER

Members with Term Expiring June 30, 2010
Baldwin, Dan *(E&T) (Chair)*	danbaldw@iupui.edu
Boruff-Jones, Polly *(University Library)*	pboruffj@iupui.edu
Jackson, Richard *(Dentistry)*	rjackson@iupui.edu
Lahiri, Debomoy *(Medicine: Psychology)*	dlahiri@iupui.edu
Wheeler, Corinne *(Nursing)*	cawheele@iupui.edu

Members with Term Expiring June 30, 2011
Belcher, Anne *(Nursing)*	abelche@iupui.edu
Cantor, Louis *(Medicine)*	lcantor@iupui.edu
Grahame, Nick *(Science: Psychology)*	ngrahame@indiana.edu
Kowolik, Joan *(Dentistry)*	jkowolik@iupui.edu
Westhuis, David *(Social Work)*	dwesthui@iupui.edu

Liaisons for 2009-10 (or Ex Officio)
Banta, Trudy *(Administrative Liaison)*	tbanta@iupui.edu
Rhodes, Dawn *(Administrative Member)*	dawnrhod@iupui.edu
Windsor, Jack *(Executive Committee Liaison)*	ljwindso@iupui.edu

Campus Planning Committee Meetings Dates

Campus Planning Committee Meetings:
1. October 1, 2009
2. November 5, 2009
3. December 3, 2009
4. January 21, 2010
5. March 25, 2010
6. April 22, 2010

Joint Meeting of the Budgetary Affairs Committee and the Campus Planning Committee with Chancellor Bantz:
1. November 4, 2009

Spring 2010 IUPUI Planning and Budget Conversations:
1. January 30, 2010
2. February 20, 2010

Campus Planning Committee Summary of Activities

The following priorities from the IUPUI Faculty Council Executive Committee were shared with the Chair of the Campus Planning Committee as potential foci for the 2009-2010 year:
1. Continue to work on faculty diversity issues
2. Examine the proposed School of Public Health
3. Examine the question, "What happens when the stimulus money runs out?"
4. Examine the IUPUI Master Plan

For the 2009-2010 academic year, the Campus Planning Committee decided to focus their efforts on the IUPUI Master Plan, including the development of short and long-term planning goals. Short-term planning agenda items, or item(s) that could be addressed thoroughly by the committee within the academic calendar year, included presentations and discussions centered upon the IUPUI Master Plan and Parking Services. The discussion of long-term planning goals, items that could be studied and assessed over multiple semesters and years, included space utilization on campus.

On November 5, 2009, the committee met with Roger Schmenner, IUPUI Chief of Staff, to discuss the current status of the IUPUI Master Plan. Discussion centered upon the main themes of the current plan, including:
1. Parking space
2. Built space
3. Green space
4. Traffic plans
5. Indiana Avenue
6. Medical quadrant
7. General discussion

On December 3, 2009, the committee met with Emily Wren, Associate Vice Chancellor for Facilities, and Carol Pferrer, Director, Parking and Transportation Services, to discuss parking on the IUPUI campus. Discussion centered upon:

1. California Parking Garage
2. Future campus parking projects
3. Marketing
4. General discussion

On April 22, 2010, the committee met with Becky Porter, Executive Director of Enrollment Services and Associate Vice-Chancellor for Student Services, to discuss space utilization and the general inventory IUPUI classroom spaces. Discussion centered upon:

1. Student enrollment
2. Admissions
3. Classroom utilization times on campus
4. Classroom capacities
5. General discussion

IUPUI Campus Priorities for 2010-2011

The committee also provided feedback and revisions to the draft of the IUPUI Campus Priorities for 2010-2011.

2010 IUPUI Planning and Budget Conversations

A main focus of the Campus Planning Committee was to attend and participate in the 2010 IUPUI Planning and Budget Conversations. The committee provided input for the newly structured meetings, and offered questions, processes, and suggestions for the Saturday meetings.

From the 2010 IUPUI Planning and Budget Conversations, the committee also developed a draft of the top themes from the cluster conversations.

CAMPUS PLANNING COMMITTEE FINDINGS AND RECOMMENDATIONS

Campus Planning Committee Findings

IUPUI Campus Priorities for 2010-2011

The committee provided feedback and revisions to the draft of the IUPUI Campus Priorities for 2010-2011. These included:
1. Achieving Faculty Excellence through Recruitment, Mentoring, and Faculty Development
2. Enhancing Research and Information Technology Infrastructure
3. Undergraduate Experience Focused on Fostering Student Academic Success
4. Academic Initiatives Focused on Life and Health Sciences, Arts and Humanities, and International Partnerships
5. Provide Educational Value to All Levels of Learners
6. Implementation of the New Master Plan
7. Commitment to Economic Development Within Our Community
8. Cost Effectiveness in Support of our Missions of Education, Research, and Service
9. Increased Partnership and Philanthropy
10. Enhanced Patient Experiences While Interacting with our Institutions

2010 IUPUI Planning and Budget Conversations

The committee also provided input for the newly structured 2010 IUPUI Planning and Budget Conversations. The committee offered questions, processes, and suggestions for the Saturday meetings, and developed the following questions:

1. What value has been added to your unit through the transition of technology to UITS? What return of investment have you seen from this service?
2. In what manner is your unit investigating methods to utilize space more effectively?
   a. Are spaces being utilized on Fridays and weekends?
   b. Are spaces being utilized year-round?
   c. Are online / hybrid / distance education courses being offered?

In response to question 1, the cluster conversations yielded the following:
1. 1 unit expressed a positive experience with the transition of technology to UITS

In response to question 2, the cluster conversations yielded the following:
1. 17 units stated they do not have the space necessary
2. 15 units currently offer, or plan to offer, weekend classes
3. 12 units currently offer, or plan to offer, online or hybrid classes
4. 2 units plan to offer larger classes

From the 2010 IUPUI Planning and Budget Conversations, the committee also developed a draft of the top themes from the cluster conversations. These included:

Collaboration
1. Departments and schools with "mutually supportive" academic programs should work together in recruitment of high-ability students, faculty and researchers in the development of interdisciplinary majors.

2. Encourage more collaboration in teaching, encouraging those who enjoy teaching Emphasize the scholarship of teaching—promoting this at the campus level and attempting to influence faculty at school/department levels to do the same.
3. Need an inventory of faculty research/scholarship that will permit potential partners to find each other (using Community of Science and/or ScholarWorks?)

Undergraduate Degrees
1. Find ways to encourage collaboration and minimize turf wars, especially in course/degree offerings.
2. Develop an array of strategies for increasing the retention of sophomores, including the Personal Development Plan, RISE, and ePort.
3. Develop an approach to providing financial literacy education for IUPUI students.

Facilities
1. Need space—temporary and permanent.
2. Development of a campus wide classroom scheduling resource to insure that current available classrooms are being used to highest level of efficiency.

RCM
1. Develop an extended discussion among deans about RCM—its advantages and disadvantages and best practices for managing within this system.

Campus Planning Committee Recommendations

Master Plan and Parking Services
1. Car-pool options would be beneficial
    a. Example: trade in two B permits, and receive one A permit
2. Better utilization of buses would be beneficial
    a. Better people moving is needed
    b. Improve upon the current utilization of buses on campus
3. Improved marketing would be beneficial
    a. Better tell the story of parking opportunities and options on campus
4. Additional staff is needed in the office of Parking Services
    a. Including more security for those who park off campus, or on campus during evening and night classes
5. Additional covered shelters would be beneficial
    a. Well-lit structures while waiting on the bus system
    b. Secure structures for bicycles and other alternatives to vehicles
6. Improved parking lots would be beneficial
    a. "Real," safe, and comfortable lots are important factors if off-campus parking is to become a reality
    b. Examine temporary, free solutions, such as off-site parking (example: The Indianapolis Zoo)
7. Better understand how many students IUPUI can serve
    a. What is the threshold?
8. Better connectivity and reliability to Indianapolis transportation (IndyGo) is needed
9. Offer "bike to work" incentives
10. Increase and develop bike lanes
    a. Tie these lanes into the Cultural trail and to the Campus Center
11. The creation of Michigan and New York as two-way streets would be beneficial
    a. Provides flexibility for entering and leaving the campus

b. Crossing safety will become an important issue
12. Future parking garages must offer multiple exits

Space Planning and Utilization
1. More data is needed to better understand space planning and utilization on the IUPUI campus
   a. If physical capacity has been reached, how is the size of enrollment managed?

CAMPUS PLANNING COMMITTEE MINUTES

MINUTES
IUPUI Faculty Council Campus Planning Committee
Thursday October 1, 2009
12:30 - 2:00 pm, AO 102

1. **CALL TO ORDER AND INTRODUCTIONS**
   a. The meeting was called to order at 12:32 p.m.
   b. Members Present - Dan Baldwin (Chair), Trudy Banta, Louis Cantor, Nick Grahame, Richard Jackson, Joan Kowolik, and Jack Windsor.
      i. Guest – John Hassell (Chair, Faculty Council Budgetary Affairs Committee)

2. **CHAIRS REPORT**
   a. Baldwin thanked Windsor for his past service as Chair of the Campus Planning Committee
   b. Baldwin called for a committee member willing to record minutes at monthly meetings
   c. Minutes from the last spring 2009 Campus Planning Meeting to be posted to the Campus Planning Committee Oncourse site, forthcoming
   d. 2008-2009 Campus Planning Committee Annual Report to be posted to the Oncourse site, forthcoming
      i. Committee review to take place at the November 5th meeting
   e. Reminder – Joint Campus Planning / Budgetary Affairs meeting with the Administration to take place on November 4, 2009 in Campus Center room 405 from 2:00 – 3:30 p.m.
      i. Banta would like a numbers confirmation before October 30th
         1. Please email Baldwin at danbaldw@iupui.edu if you will be attending

3. **DISCUSSION OF SHORT TERM PLANNING GOALS**
   a. The committee reviewed the charge of the Campus Planning Committee (Handout 1)
   b. The concept of *short term planning goals* was defined as an item(s) that could be addressed thoroughly by the committee within the academic calendar year
   c. Baldwin shared possible *short term planning goals* passed down from the Executive Committee:
      i. **Faculty Diversity Issues** (Campus Planning would work with Faculty Affairs and the Diversity Committee)
         1. Committee thought this topic was addressed last year, and this could be redundant
         2. Committee thought this topic may be better suited for a later action item
      ii. **Examination of proposed School of Public Health**
         1. Committee thought this topic may yield only one presentation by Marie Swanson
         2. Committee discussed a future focus may be on the logistics of moving people from other units on campus to the proposed school
      iii. **Examination of the question "What happens after the stimulus money runs out?"**

1. Committee thought this would be a topic better suited for Budgetary Affairs
2. Committee thought this topic would be revealed during the annual Planning / Budget Hearings
3. Committee interest in salary raises and faculty / staff retention were discussed

    iv. **Examination of the IUPUI Master Plan**
1. Committee discussed what aspects of the master plan could be studied
2. Committee was informed that the plan had been accepted
3. Baldwin has tentatively scheduled Roger Schmenner to deliver an overview of the current plan at the November 5th Campus Planning Meeting

d. The committee also discussed the concepts of parking and traffic flow as a possibility of a *short term planning goal*
    i. Discussion included reduced rates for off-campus parking, study of existing transportation options, including ride sharing
    ii. Discussion also included the new construction of Michigan Street parking garage
    iii. The committee believed the study of this topic as important
1. To be followed up at next meeting
2. Baldwin will contact Carol Pferrer and attempt to schedule a presentation at the December meeting

4. **DISCUSSION OF LONG TERM GOALS**
a. The concept of *long term planning goals* was discussed as an item that could be studied and assessed over multiple semesters and years
b. Discussion on one item, included the fiscal relationship between IUPUI and Purdue University (West Lafayette)
    i. Transparency of moneys was discussed, specifically:
1. PhD students
2. Tuition costs
3. Indirect costs
c. Discussion on space utilization
    i. How are schools currently utilizing their space?
    ii. How is technology affecting this space scheduling?
    iii. How are schools utilizing their space on Fridays and the weekends?
1. Banta discussed a plan to evaluate this item with the Deans and units
    iv. How are the 12 peer institutions of IUPUI handling these concepts?
1. Handout 2 was circulated among the committee
    a. Discussion included the 12 peer institutions
        i. This list captures the official campus peers, not necessarily unit peers
2. Are units taking advantage of the entire year (summer classes)
    v. Discussion on the concept of a campus health or wellness center

5. **BRIEF OVERVIEW OF JOINT CAMPUS PLANNING / BUDGETARY AFFAIRS MEETINGS**
a. Hassell (Chair of the Budgetary Affairs Committee) discussed the history of these joint meetings

    b. The committee discussed the relationship of these committees
        i. Planning is tied to the budget
    c. Hassell discussed the joint annual meeting with the Chancellor

6. SPRING 2010 PLANNING / BUDGET HEARINGS
    a. The committee discussed the input requested on the following items
        i. Please provide any questions / processes to include for the Spring 2010 Budget Hearings.
            1. The committee discussed the following question: *How is the transition of technology to UITS being handled?*
        ii. Please provide suggestions for which units should be included.
            1. The committee discussed, due to the nature of the current budget, that all units should be involved
                a. *With regard to the 10.6 million stimulus funding, how was this money proportioned to the units?*
        iii. Please provide feedback on the scheduling of Saturday meetings.
            1. Windsor stated that this method worked well with his schedule, as it is difficult to schedule meetings throughout the week
                a. It was beneficiary to see the relationships between multiple units in the same time span
            2. Hassell stated that he experienced lesser participation by members of the Budgetary Affairs Committee
    b. Banta asked that the committee forward all questions to her directly within one week

7. IUPUI RESOURCE PLANNING COMMITTEE
    a. The committee discussed the Academic Planning Template (handout 3)
    b. Discussion about the relationship of this document to strategic planning
    c. Discussion about the development of this document into a clearer sense of purpose
    d. Committee will review this document and discuss further at the November meeting
        i. More information on Informational Management and Institutional Research can be found here: http://www.imir.iupui.edu/

8. OTHER BUSINESS
    a. The committee discussed the number of students IUPUI can currently handle and how that number can be estimated
    b. The committee discussed the possibility of adding more members to the Campus Planning Committee
        i. Help to accomplish the goals (short term and long term)
        ii. Help to gain broader representation from units
            1. Baldwin will follow up on this item with Karen Lee

9. ADJOURNMENT
    a. The meeting was adjourned at 1:50 p.m.

IUPUI Faculty Council Campus Planning Committee
Thursday November 5, 2009
12:30 pm - 2:00 pm, AO 102

1. **CALL TO ORDER AND INTRODUCTIONS**
    a. The meeting was called to order at 12:32 p.m.
    b. Members Present - Dan Baldwin (Chair), Trudy Banta, Anne Belcher, Nick Grahame, Richard Jackson, Joan Kowolik, and Jack Windsor.
        i. Guest – Roger Schmenner (Chief of Staff, IUPUI)
    c. October 1, 2009 Minutes approved

2. **CHAIRS REPORT**
    a. Baldwin called for a committee member willing to record minutes at monthly meetings
    b. Per the committee's discussion last month, I did report that we need more members to help accomplish our goals
        i. David Westhuis has agreed to join our committee

3. **IUPUI MASTER PLAN DISCUSSION**
    a. Roger Schmenner discussed the current status of the IUPUI Master Plan
        i. Planners - Smith Group JJR, Ann Arbor
    b. Schmenner discussed the main themes of the current plan
    c. Space planning
        i. Parking Space
            1. The need for better utilization
                a. More garages and less surface lots
        ii. Built Space
            1. IUPUI has 40% less built space than peer institutions
            2. Currently IUPUI has 10 million square feet of built space
                a. Needs additional 4 million
                    i. This number includes replacement of bad space
            3. Shortage of lab space
            4. Shortage of teaching and research space
        iii. Green Space
            1. More interior courtyards
            2. More designed green spaces
            3. "Build Up, Build to end."
            4. Committee discussed a future focus may be on the logistics of moving people from other units on campus to the proposed school
    d. Traffic and parking
        i. W. Michigan, New York, Blackford to become two-way
        ii. Parking
            1. Parking on periphery for faculty and students
            2. Parking in center for hospital
            3. Currently 17 thousand parking spaces
                a. Need 4 thousand more
    e. Indiana Avenue
        i. Historic and cultural center
        ii. Plan to tie-in Indiana Avenue with Herron and Eiteljorg
            1. Development of green space

      2. Development of ground floor retail space
          a. "Mass Ave look and feel"
    iii. Blackford Street will be located on the west edge of the cultural trail
  f. Medical quadrant
  g. General discussion
    i. Additional office locations? Does it matter where?
    ii. Wishard to Lockerbie transition
      1. Full-time position needed

4. **CHANCELLOR BANTZ JOINT CAMPUS PLANNING / BUDGETARY AFFAIRS MEETING NOTES**
   a. Baldwin thanked those who attended the Joint Planning / Budgetary Affairs Meeting yesterday with Chancellor Bantz
   b. Highlights included:
      i. Dawn Rhodes stated there would be a 15 Million dollar budget cut over the next biennium
         1. Some funds will be given back to the University via targeted initiatives such as undergraduate graduation rates
         2. The Resource Planning Committee is discussing how best to allocate these funds to the units
      ii. Chancellor Bantz discussed a new IUPUI fundraising campaign to be announced in October 2010
         1. The IUPUI campaign will immediately follow the IU Bloomington campaign
         2. Themes will include:
            a. Student Success
            b. Health and Life Sciences
            c. Civic Engagement
            d. Diversity
         3. The Chancellor discussed facilities planning, including the Wishard land swap
            a. Important to this committee was the announcement that by March 550+880+500 = 1930 parking spaces will be lost due to Wishard and the new garage on West Street
            b. Traffic Flow is still being addressed with the city
      iii. With regard to this committee's work on Diversity Issues last year
         1. The Chancellor is working with Ken Durgan's office on a Multicultural Center
         2. Has paused funding of SRUF funding
            a. Indicated still a priority

5. **SPRING 2010 PLANNING / BUDGET HEARINGS**
   a. The committee discussed the finalization of questions to be considered for the 2010 Planning and Budget Hearings
   b. The committee discussed the following two questions:
      i. *What value has been added to your unit through the transition of technology to UITS? What return of investment have you seen from this service?*
      ii. *In what manner is your unit investigating methods to utilize space more effectively?*
         1. *Are more spaces being offered on Fridays and weekends?*

2. *Are spaces being utilized year-round?*
3. *Are online / hybrid / distance education courses being offered?*

6. OTHER BUSINESS
    a. There was no other business

7. ADJOURNMENT
    a. The meeting was adjourned at 1:59 p.m.

MINUTES
IUPUI Faculty Council Campus Planning Committee
Thursday December 3, 2009
12:32 pm - 2:11 pm, Parking Services Conference Room (Vermont Street)

1. **CALL TO ORDER AND INTRODUCTIONS**
   a. The meeting was called to order at 12:32 p.m.
   b. Members Present - Dan Baldwin (Chair), Trudy Banta, Anne Belcher, Nick Grahame, Richard Jackson, Joan Kowolik, Debomoy Lahiri, and Jack Windsor.
      i. Guests – Emily Wren (Associate Vice Chancellor for Facilities) and Carol Pferrer (Director, Parking and Transportation Services)
   c. November 5, 2009 Minutes approved

2. **CHAIRS REPORT**
   a. Baldwin discussed the upcoming Saturday dates for the Spring 2010 Planning and Budget Hearings: January 30 and February 20
      i. Belcher availability – January 30 (AM Session)
      ii. Windsor availability – February 20
   b. Tone of hearings: *What can we collaboratively do to help your school?*
   c. IUPUI Mission, Vision, Values, Goals and Action Steps - 2009
      i. http://www.iport.iupui.edu/iupui/visionmission/

3. **2010-2011 Campus Priorities (Banta)**
   a. Trudy Banta discussed the 2010-2011 Campus Priorities
      i. Important priorities of the *Campus*
      ii. Recommendations on how dollars will be allocated at the Campus Level
         1. Broader discussion than what each Unit is considering
      iii. Campus Priorities > Campus Planning / Budgetary Affairs Committee > Resource Planning Committee > Deans > Schools > Students
   b. Committee Feedback
      i. Discussion must include teaching and learning goals and the relationship to graduation in four years
      ii. Creative Activity should be included in the verbiage alongside Research
      iii. Clarification on verbiage on the second point under Best Practices: Service with Distinction = Customer Service
      iv. *How do we move ahead (implement) after planning*? Next year the focus will be upon implementation
      v. *How are graduation goals mandated*?
      vi. *How will this affect Admissions*?
      vii. *Clarity is needed when discussing the decrease in students and increase in student graduation?*
      viii. *How do we differentiate between full-time and part-time students?*
      ix. *There are limited resources available for "at-risk" students*
         1. Summer Bridge Programs help
      x. *How do we improve the offering of classes?*
         1. Online courses, summer classes, etc.
      xi. *How do we increase the proportion of graduating students?*
      xii. *What efforts have been made to increase the collaboration with IUB?*
         1. Exists primarily between Units
         2. CTSI (2 campuses involved)
      xiii. Future efforts will help IUPUI monetarily

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1. Indiana Avenue
2. Improved Parking

4. **Parking Services (Wren and Pferrer)**
   a. Background
      i. Emily Wren has been engaged with parking for 2 years and has been with IUPUI for 27 years
      ii. Carol Pferrer has 15 years of service at IUPUI
   b. New Garage Discussion
      i. New Garage, temporarily named the "California Parking Garage"
         1. Under budget
         2. Contractor = Wilhelm
      ii. Handouts (3)
         1. New parking garage map (NewParkingGarage.pdf)
         2. Draft campus parking projects (DraftCampusParkingProjects.pdf)
         3. Wishard replacement facility (Wishard.pdf)
      iii. Construction set to begin next week and finish pre-fall 2010
         1. Net gain of 550 parking spaces
         2. 5-story garage
         3. Parking spaces = 9' wide X 18' long
         4. Lead certified, electric outlets
         5. 2 entrances, 2 exits
      iv. Aggressive marketing campaign
         1. Hired a marketing consultant
         2. Email, JagTV, Insider, flyers, Chancellor's email
   c. Committee Discussion
      i. *Should there be a discount for compact cars?*
         1. Input taken into consideration
      ii. *Should there be a discount for car-pooling?*
         1. Yes, but not sure how to mandate
         2. Expensive
            a. IUPUI Parking is less expensive than our Urban 13 peers
         3. *Ride Share benefits: Turn in 2 B Permits, get 1 A Permit*
      iii. *Should there be focus group testing with students?*
         1. Input taken into consideration
      iv. *More focus on people moving could help alleviate parking pressure*
      v. *Interactive multimedia showing current parking openings*
         1. Currently updated every 15 minutes on Twitter
            a. http://twitter.com/IUPUIPARK

5. **OTHER BUSINESS**
   a. There was no other business

6. **ADJOURNMENT**
   a. The meeting was adjourned at 2:11 p.m.

MINUTES
IUPUI Faculty Council Campus Planning Committee
Thursday January 21, 2010
12:33 pm – 1:46 pm, AO 102 and AO 103

1. **CALL TO ORDER AND INTRODUCTIONS**
    a. The meeting was called to order at 12:33 p.m.
    b. Members Present - Dan Baldwin (Chair), Polly Boruff-Jones, Louis Cantor, Nick Grahame, Richard Jackson, and Joan Kowolik.
    c. December 3, 2009 Minutes approved

2. **CHAIRS REPORT**
    a. Baldwin discussed the upcoming Saturday dates for the Spring 2010 Planning and Budget Hearings: January 30 and February 20
    b. New format of hearings: *Purpose*
        i. Broad and positive approach – moving ahead together
        ii. Discovery of new collaborative opportunities across campus
        iii. Derive consensus on campus planning priorities
    c. New format of hearings: *Questions*
        i. What are your unit's strengths and opportunities in advancing the mission of IUPUI
        ii. What help do you need?
    d. New format of hearings: *Structure*
        i. Deans have 7 minutes to answer questions
        ii. Major ideas will be noted on a flip chart
        iii. 30 minutes will be allotted to questions and conversations among Deans
        iv. 30-45 minutes of questions from Campus Planning and Budgetary Affairs committees
    e. Campus Planning resources
        i. http://planning.iupui.edu/apbr
        ii. http://imir.iupui.edu
        iii. CPC needs a one paragraph report per unit

3. **IUPUI MASTER PLAN AND PARKING SERVICES REFLECTION**
    a. General Discussion and Recommendations
        i. Car Pooling
            1. Trade in 2 B permits and receive an A permit, to encourage car pooling
        ii. Better Utilization of Buses
            1. Better people moving is needed
            2. What is the current utilization of buses on campus? Can this be improved?
        iii. Improved Marketing
            1. Better tell the story of parking opportunities and options on campus.
        iv. More Parking Services Staff is Needed
            1. Including more security for those who park off campus, or on campus during evening and night classes
        v. More Covered Shelters
            1. Well lit structures for waiting on the bus system
            2. Secure structures for bicycles and other alternatives to vehicles

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      vi. Parking Lots
- 1. "Real," safe, and comfortable lots are important factors if off-campus parking is to become a reality
- 2. Examine temporary, free solutions, such as off-site parking (example, The Indianapolis Zoo).
- 3. How many students can IUPUI serve? What is the threshold?

   vii. Better connectivity and reliability to Indy transportation
- 1. IndyGo

 viii. Offer Bike to Work Incentives

    ix. Increase and Develop Bike Lanes
- 1. Tie these into the Cultural Trail and to the Campus Center

     x. Michigan and New York as 2-Way Streets
- 1. Provides flexibility
- 2. Crossing safety will become important

    xi. Future Parking Garages must offer multiple exits

4. CAMPUS PRIORITIES DISCUSSION
   a. The Campus Planning Committee revised and created the following list of Campus Priorities:
- **i.** Achieving Faculty Excellence through Recruitment, Mentoring, and Faculty Development
- **ii.** Enhancing Research and Information Technology Infrastructure
- **iii.** Undergraduate Experience Focused on Fostering Student Academic Success
- **iv.** Academic Initiatives Focused on Life and Health Sciences, Arts and Humanities, and International Partnerships
- **v.** Provide Educational Value to All Levels of Learners
- **vi.** Implementation of the New Master Plan
- **vii.** Commitment to Economic Development Within Our Community
- **viii.** Cost Effectiveness in Support of our Missions of Education, Research, and Service
- **ix.** Increased Partnership and Philanthropy
- **x.** Enhanced Patient Experiences While Interacting with our Institutions

5. OTHER BUSINESS
   a. There was no other business

6. ADJOURNMENT
   a. The meeting was adjourned at 1:46 p.m.

MINUTES
IUPUI Faculty Council Campus Planning Committee
Thursday March 25, 2010
12:33 pm – 1:51 pm, AO 103

1. **CALL TO ORDER AND INTRODUCTIONS**
   a. The meeting was called to order at 12:33 p.m.
   b. Members Present - Dan Baldwin (Chair), Trudy Banta, Anne Belcher, Louis Cantor, Nick Grahame, Joan Kowolik, David Westhuis and Jack Windsor.
   c. January 21, 2009 Minutes approved, pending spelling error.

2. **CHAIRS REPORT**
   a. Baldwin thanked Belcher, Kowolik, and Windsor for attending and contributing to the 2010 Spring Planning and Budget Cluster Conversations.

3. **2010 SPRING PLANNING AND BUDGET CLUSTER CONVERSATIONS**
   a. Baldwin asked for opinions on the new format of the Planning and Budget Hearings
      i. Positive feedback from all who attended
      ii. The general discussion time was well received.
         1. Committee members felt the discussions were more interactive than prior years
         2. Committee members felt it was valuable to hear discussions concerning recent collaborations among schools
   b. General discussion on the handout – *ClusterSummariesCPC.docx*
      i. Based upon the summaries, Windsor asked what the committee can do to help Chancellor Bantz
         1. Banta stated that the committee should pull together all resources and make a recommendation in the annual report
         2. Baldwin stated that after the April meeting (the last of the year), final recommendations can be discussed via email
   c. General discussion on the Planning and Budget Hearing Cluster Conversation questions (regarding the transition of technology to UITS and space utilization) generated from the Campus Planning Committee last semester
      i. 17 Units stated that they do not have the space necessary
      ii. Baldwin stated that 15 Units currently offer, or plan to offer, weekend classes
      iii. Baldwin stated that 12 Units currently offer, or plan to offer, online or hybrid classes
      iv. Baldwin stated that 2 Units plan to offer larger classes
      v. Baldwin stated that 1 Unit (Dentistry) expressed a positive experience with the transition of technology to UITS
   d. General committee discussion
      i. Windsor discussed the idea of fires or leaves affecting space
      ii. Windsor discussed whether these fires or leaves will impact service
         1. Banta stated there will be a delay or loss in services
      iii. Westhuis discussed the idea of higher compensation for increased responsibility
         1. Banta discussed the timeframe on reclassification of positions
      iv. Cantor asked how this affects externally funded positions

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1. Banta stated that externally funded positions are not typically affected by fires, and that reclassification offers another possibility
    v. Belcher discussed classroom sizes on the IUPUI campus
        1. *What is the largest classroom on campus?*
        2. *Can we use the campus center on campus for classroom space?*
        3. *Is there a general inventory to examine?*
        4. Baldwin stated that he would contact Mary Anne Black about acquiring a list
    vi. Banta discussed a study with architects that Becky Porter has initiated, and that she may be able to add value to the discussions of the committee
        1. Baldwin stated that he would contact Becky Porter and arrange for her to meet with the committee, and discuss her study

4. **TOP THEMES FROM THE CLUSTER CONVERSATIONS**
    a. General discussion on the handout – *CPCtopThemes.docx*
    b. Cantor discussed changing the verbiage in the first theme under Collaboration
        i. *Original*: Departments and schools with "mutually supportive" academic programs should work together in recruitment of high ability students, and in developing interdisciplinary majors.
        ii. *Revision*: Departments and schools with "mutually supportive" academic programs should work together in recruitment of high-ability students, faculty and researchers in the development of interdisciplinary majors.
    c. Belcher discussed eliminating unit-specific references in the verbiage in the second theme under Collaboration
        i. *Original*: Encourage more collaboration in teaching, encouraging those who enjoy teaching and may not be outstanding in research. Emphasize the scholarship of teaching—promoting this at the campus level and attempting to influence faculty at school/department levels to do the same. Bear in mind that the competence-based SOM curriculum and excellence in teaching on the part of Nursing faculty are considered distinctive strengths that are admired by peers and attract students to these programs.
        ii. *Revision*: Encourage more collaboration in teaching, encouraging those who enjoy teaching. Emphasize the scholarship of teaching—promoting this at the campus level and attempting to influence faculty at school/department levels to do the same.
    d. General Committee Discussion
        i. Grahame discussed the idea of departments "divorcing" themselves from the UITS phone line service
            1. *Are there a minimum number of lines a department must have?*
        ii. Banta stated that the Campus Priorities and Top Themes from the Cluster Conversations will inform future directions for the campus
            1. Banta believes developing financial literacy is important to IUPUI

5. **OTHER BUSINESS**
    a. There was no other business

6. **ADJOURNMENT**
    a. The meeting was adjourned at 1:51 p.m.

School of Dentistry

Dean Larry Goldblatt reported on the strengths and opportunities for the School of Dentistry. Dean Goldblatt will be retiring in the summer of 2010, and Dean John Williams from the University of North Carolina, Chapel Hill will become the new dean for the school.

Strengths:
- The school has engaged in a contemporary format for dental education with the problem based learning classes. This small group learning has enhanced other formats for course delivery, and the school has embarked on several service learning initiatives (local, statewide and international) to broaden the experiences for dental students.
- The research core of the dental school is in a rebuilding phase. Young and middle career faculty are being nurtured to expand research funding.
- Clinical core has expanded due to a partnership with Wishard, which has resulted in over 100,000 patient contacts over a 12-month period.
- Civic engagement has been enhanced with the appointment of a Director for Community Dentistry that oversees the "Seal Indiana" program, the alternative spring break trip and the Partnership in Global Health Center.

Opportunities:
- As a new dean comes to the school there is an opportunity to forge collaborative models of research and practice with colleagues in Medicine, Engineering and Technology, Science, and other units on the campus.
- A need to encourage central administration to consider building expanded facilities for the clinical practice and research areas of the school. Dentistry must consider shared space or long term leasing of facilities in order to accommodate the expanding needs of the school.
- Explore partnership with the Marion County Health Department in order to expand clinical services, and practice sites for faculty and students.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- No, we do not have physical space to accommodate an increase in credit hours. We currently use rooms in other campus buildings to help with our current course schedules. We have introduced a dental assisting distance learning program that meets for classes on Saturdays during the semesters, but the standard programs, Dental Assisting, Dental Hygiene, Dental Hygiene Bachelor Program, Doctorate of Dental Surgery, and several graduate programs hold classes Monday through Friday. We do have a continuing education program that uses the lecture halls and labs on weeknights and weekends periodically.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?

- S116 & S117 Audio visual upgrades (Completed): New instructor stations; Upgraded outdated components; Increased number of available microphones per room.
- New printers for the student computer lab (Completed): 2 duplexing printers (One for in the computer lab and one in the main library for when the computer lab is occupied for a class)
- Podcasting (In-process): Working on improvements, we currently utilize Snapkast and it does not provide chaptering. We will be trying Profcast for Windows starting next semester to see if this meets the needs of both faculty and students. UITS is currently running a pilot program for podcast and are just moving into Phase 2 of the program. Their solution does not offer chaptering and still does not address the issue of back to back lectures such as what we have scheduled in our lecture halls. They still have another Phase of the program that is slotted to begin in Fall of 2010.
- Upgrading of Wireless Access Points (Completed): This upgrade was completed earlier in 2009. Working in conjunction with UITS, they replaced all the outdated hardware.
- SB05 renovation (in process)- This is installation of a state of the art preclinical simulation laboratory. The renovation project is just beginning and interaction with UITS to design the AV portion of the lab is critical. This will bring all aspects of audio/visual components up to date.

Installation of hardware and software to enable the use of digital radiography in the clinics.

School of Health & Rehabilitation Sciences
Dean Augustine Agho reported on the strengths and opportunities for the School of Health & Rehabilitation Sciences.

Strengths:
- Accreditation.
- High caliber of faculty in place.
- High caliber of students (3.78 average GPA).

Opportunities:
- High demand degrees (example – Health Sciences BS)
- Support of Science and Liberal Arts.
- Offering of classes on more regular basis.
- Offering of online / hybrid classes.
- Assistance for start-up funding.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- The School of Health and Rehabilitation Sciences does not have sufficient school-based labs and research spaces to meet the instructional and learning needs of students. There is no centrally-scheduled space in Coleman Hall. We have to schedule classes outside of our dedicated classroom space and many times the space allocated is not optimal. We are using the only conference room in the School for classes and renting space from the School of Medicine. Our large classrooms are at capacity. To maximize the use of

existing space and increase student access to courses, some graduate and undergraduate courses are offered online and classes offered on Fridays and weekends.   The distance education certificate program in Leadership Development in Pediatric Nutrition meets all day one Saturday/month.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
As a graduate school, the School of Health and Rehabilitation Sciences is responsible for developing and implementing plans to acquire, upgrade, and maintain its technology and to provide student technology support. Our priority is to make sure that students and faculty have access to up-to-date instructional technology.   We have a contract with the School of Medicine to provide computer and related support for faculty and staff. We have an ongoing working relationship with UITS to access the Oncourse platform. Recently, the School consulted with UITS in making plans for upgrading the technology in CF 205 to accommodate Adobe Connect.

School of Law Indianapolis
Dean Gary Roberts reported on the strengths and opportunities for the School of Law.

Strengths:
- Only School of Law in country that focuses on Indiana.
- 50% of attorneys in Indiana are alumni.
- Offer evening courses.
- Location of the school is near the capital, pro-bono programs, and externship programs. Therefore, 90% of students have real-world experience.
- Loyal cadre of alumni.

Opportunities:
- Could become a premiere public law school, with emphasis in needs such as Health Care Law, Intellectual Property, and State and Local Government Law.
- Expand clinics.
- More money!

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- The law school occupies its own building (Inlow Hall) and fully utilizes it. Except for a rare isolated single event, all law school classes and events are held in Inlow Hall, which we control and schedule, and no classes or events by other campus units are held in Inlow Hall, with rare isolated exceptions. As best we can determine, we are utilizing the space in Inlow Hall to near capacity. The few Monday through Friday time blocks in which any classrooms are not being utilized for scheduled classes are usually being used for meetings of various kinds and one-time events. In fact, some smaller enrollment classes, particularly in the evening, are currently being held in law firm conference rooms downtown because there is not sufficient classroom space available in Inlow Hall. Although we do offer one on-line and one distance education course, these are offered because of unique opportunities that have presented themselves and not because of a

conscious effort on our part to develop them. As of today, we have not systematically considered or tried to develop on-line or distance education courses, although occasionally it is mentioned as something that we might want to consider in the future. There is very little of that type of course being offered in legal education in the U.S., perhaps in part because when such courses are offered they have to conform to strict standards imposed by the ABA, our accrediting agency.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
The law school's priorities for student technology support are to provide internal assistance for students to connect to the IU wireless network, distribute and assist with installation concerns for the designated exam software required for law students to type their exams, and to provide day-to-day support with student laptop problems. We also provide classroom A/V equipment and support for students when presentations are being made. UITS does not play a significant role in the implementation of our internal IT support services, however they do provide service to our students concerning email and university supported systems.

School of Liberal Arts
Dean William Blomquist reported on the strengths and opportunities for Liberal Arts.

Strengths:
- Increased student retention and graduation.
- New graduate programs.
- Interdisciplinary collaboration.
- Development of programs that are complimentary with other units.
- Supporting and participating in Academic Plan and other campus initiatives, such as Honors College, enrollment shaping, public health and overseas study.
- Civic engagement.
- Progress in the promotion of diversity.
- Collaboration with the IUPUI Office of Communication and Marketing in promoting the Impact campaign and providing marketing content.

Opportunities:
- An adjustment to the allocation of campus funding (state appropriation).
- Enhanced processes for review and approval of undergraduate courses and programs.
- Find a way to avoid shifting the costs of the fundraising campaign onto the RC's.
- Streamlining the processes for students to return to school.
- Marketing and communication that emphasizes the arts-and-science core of the university.
- Assistance in planning and developing additional space for the school.
- Cooperation of UITS in implementing changes to student technology facilities in Cavanaugh Hall.
- Examine academic creep and duplication.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use

space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?

- We do not have enough space (school-based or centrally-scheduled) to accommodate much of an increase in credit hours without a significant investment. We are, therefore, taking a number of steps—none of which will fully address the need for additional classroom space, but which may help to a limited degree in the short term. One is the increased offering of online and hybrid courses that do not require classroom space as often throughout the semester. A second is the use of alternative schedule formats (such as13-week classes that start two weeks after other semester classes) which tend to push classes out of the traditional Monday-through-Thursday time blocks and into Fridays. A third is the use of a Learning Environments grant to transform a non-academic space in the basement of Cavanaugh Hall into a classroom.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
We have two principal priorities for student technology support. One is to maintain the technical services and facilities that we developed over several years to support student learning in a variety of courses and programs—for example, the composition-by-computer classrooms used by students in the Writing Program, the language labs used by students in our world languages and our American Sign Language Interpreting programs, the social sciences lab used by students in research-related courses in the social sciences including geographic information science (GIS) classes, the Speaker's Lab used by students in Communication Studies R110 and other courses, and the ComTech Lab used by students in telecommunication courses. The second is to relocate several of those facilities to the basement of Cavanaugh Hall where the equipment could be sustained longer (climate control in particular would be simpler in windowless facilities) and where staffing of multiple adjacent labs near the offices of the technical services staff would be more efficient.
These student support services and facilities in Liberal Arts were developed and maintained using student technology fee revenue. During 2009, we worked with UITS staff to keep those services and facilities funded with student technology fee revenue for 2009-2010. We hope to be able to continue to do so, as well as to achieve the above-mentioned transition of facilities within Cavanaugh Hall, in 2010-2011 and beyond.

School of Physical Education and Tourism Management
Dean Jay Gladden reported on the strengths and opportunities for PETM.

Strengths:
- School has a history of preparing physical education teachers for the local community and beyond.
- Faculty in the school have initiated successful community engagement programs and incorporated service learning into their courses.
- Strong core of exercise science/kinesiology faculty interested in being leaders in the fight to address obesity in the community.
- Sustained partnerships with the campus and the community: Nursing, Medicine, Education, HRS, Science, Student Affairs, Indianapolis Public Schools, Indianapolis Housing Authority, American College of Sports Medicine. Corporate partners: Clarian, WellPoint.
- Presence in event tourism, cultural tourism, event management with an emerging focus on sports management. Connections with IUPUI's interest in sports business, and

Indianapolis's focus on tourism and conventions/events that are sports related (Big Ten Basketball Tournament, Final Four, Super Bowl 2012).
- Tourism partnerships with Kelly School of Business, HPER-IUB, Indianapolis Convention and Visitors Association, NCAA, Indianapolis Motor Speedway, NGB's.

Opportunities:
- Health and Wellness Promotion – Sports and Tourism Management
- Contribute to public health research through collaborations and increased grant funding to support faculty.
- Revise the graduate program for PE with emphasis on interdisciplinary graduate work/experiences.
- Promote research on the impact of the school's service learning activities. Seek funding to report and disseminate outcomes of these initiatives.
- Establish strategic partnerships for PETM within and outside of IUPUI. Expanding the academic program in sports management will help to forge these connections with local professional sports teams, ICVA, etc.
- Capitalize on upcoming local sports and tourism events to strengthen the visibility of PETM in the community.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- The School of Physical Education and Tourism Management has employed the following strategies to manage the significant growth it has experienced over the past five years:
    Divided the Department of Tourism, Conventions, and Event Management faculty between the   Natatorium and an off-site location on Waterway Boulevard. This has not added classroom space, but has added to our ability to support students in advising and provide each full-time FTE faculty member with a private office. Offered classes both face-to-face and online, particularly in the Department of Tourism, Conventions and Events Management (increased our capacity to   generate credit hours.) Developed relationships with both IU-East and IUPUI-Columbus to offer classes in our TCEM curriculum to their students. Converted a faculty office to a research lab to facilitate more interaction of our students with research initiatives. Increased class sizes where possible. We will continue to explore this option as we also attempt to reduce the teaching load of research active faculty.
    The school has seen a leveling of its overall growth in 2009. However, deeper analysis shows that the Department of Physical Education's enrollment has increased while Tourism, Conventions and Events Management has decreased. Therefore, we are continually exploring ways to support the increase in credit hours in the Department of Physical Education.
4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
- With the change in policy with respect to the distribution of undergraduate student technology fees, PETM had two objectives: 1) ensure the current level of student access to technology through our consortium with the School of Education and School of Social Work; and 2) Maintain our 1 FTE dedicated to IT. Through several conversations with UITS, we have reached an agreement to gradually phase out their financial support for the 1 FTE we have in-house for technology support.   In three years, our school will fund

100% of this position. The funding of this position is vital to our achievement of work related to technology. It is assumed that the transition of the consortium computer labs to UITS managed labs will be seamless in the student's eyes.

IUPUI Office of Academic Affairs
Executive Vice Chancellor and Dean of the Faculties *Uday Sukhatme* reported on the strengths and opportunities for the Office of Academic Affairs.

Strengths:
- The Office of International Affairs (OIA) internationalizes IUPUI.
- Faculty Appointments and Advancement (FAA) operates solely to support academic units in the hiring process for faculty, faculty leadership development related to promotion and tenure, assisting with faculty concerns, and supporting academic units in establishing best practices related to faculty issues.
- FAA has greatly increased programming in the last year.
- FAA supports major academic initiatives such as RISE to the IUPUI Challenge and SRUF.
- The Center for Teaching and Learning (CTL) has added programming of specific interests to academic units, including grant-writing workshops.
- The Center for Service and Learning (CSL) upholds its mission to help IUPUI faculty, staff, students, and community partners become more civically engaged through educationally meaningful service.

Opportunities:
- OIA: Additional funding for scholarships.
- FAA: Increased value in efforts to encourage interdisciplinary activities.
- CTL: Increased communication with Deans and Chairs about valued programming.
- CTL: More funding.
- CSL: Comprehensive strategic planning on IUPUI's Civic Agenda would contribute to enriching IUPUI's civic engagement.

Academic Affairs: Center for Service and Learning Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- No Response.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
- No Response.

Academic Affairs: Center for Teaching and Learning Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use

space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- No Response.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
- No Response.

Academic Affairs: Community Learning Network Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- No Response.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
- No Response.

Academic Affairs: Enrollment Services & Registrar Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- No Response.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
- No Response.

Academic Affairs: Graduate Office Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- No Response.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
- No Response.

Academic Affairs: Internal Affairs Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- No Response.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
No Response.

IUPUI Office of the Vice Chancellor for Research

Executive Vice Chancellor and Dean of the Faculties Kody Varahramyan reported on the strengths and opportunities for the OVCR.

Strengths:
- Research Development Office: Provides a wide range of resources and services (e.g. internal grants, training programs, grant writing, communications, guidance), and facilitates new initiatives and partnerships within campus, as well as with entities outside campus.
- Signature Centers Initiative: Creates strong research units that are uniquely identifiable with IUPUI, and conducts cutting-edge research and creative activities that substantially enhance IUPUI's reputation. Currently the 27 centers have generated over 200 grants totaling $65M in support of sponsored research projects.
- Center for Research and Learning: Implements partnerships with campus units that yield innovative inquiry-based learning programs that integrate research and education to provide students effective pathways for lifelong active learning and professional development (e.g. MURI, UROP, DSRP, McNair, LSAMP, AGEP, Bridges, Cancer, CTSI).
- Solution Center: Serves as IUPUI's front door to the community, assists in the economic development of Central Indiana, by connecting the university's intellectual capital to the pressing needs of business, government, and the nonprofit sector (e.g. business partnerships, student internships, nonprofits partnerships).

Opportunities:
- Provide adequate resources (e.g. start-up support and reduced teaching load) to faculty to conduct high value research.
- Make needed changes in the P&T Guidelines to raise expectations for faculty to conduct high value research.
- Support interdisciplinary collaborations from across campus.
- Make any needed changes in the P&T Guidelines to give significant credit to faculty who engage in interdisciplinary collaborations.
- Develop and optimize distinctive graduate programs that align well with the campus' strategic research directions, with emphasis on the development of interdisciplinary doctoral programs.
- Foster systematic integration of the research experience in undergraduate programs.
- Raise expectations for faculty to conduct research that has a great potential for technology transfer and commercialization, and can have significant economic and societal impact.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- No Response.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
No Response.

Kelley School of Business Indianapolis

Associate Dean Philip L. Cochran reported on the strengths and opportunities for the Kelley School of Business.

Strengths:
- National Research Recognition: Top 20 Business School.
- National Teaching Recognition: Top 4-6 Business School.
- Teaching: 1000 undergraduate students and 600 graduate students.
- Teaching: IUPUI Kelley graduates are Hoosiers.
- Diversity: 15% of undergraduate students are minorities.
- Diversity: Recent faculty hires.

Opportunities:
- Increase the number of MD/MBA students.
- RCM: Seminars should be provided for this incredibly important matter.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- The only "school-based" spaces available to the Kelly School are the "learning spaces" between the classrooms on the second floor. We developed these spaces with substantial private donations from friends of the school. While this has been a significant improvement, it does not provide enough space to significantly increase student interaction and expand a sense of student community. We would like to have additional space to provide students a place to study and enhance a connection with the Kelley School and each other. Centrally-scheduled space
  None.

We have increased the number of courses that are required of all business students on Fridays and Saturdays. We also began offering several courses for business minors on Fridays. The courses have been well received and we anticipate continuing to increase Friday and Saturday offerings as rapidly as the market permits.

We are exploring the possibility of offering some of our undergraduate business classes in a hybrid format. This will increase the utilization of classroom space and offer students the opportunity to select a variety of course offerings. We currently offer online courses as part of our certificate program, but few online courses are allowed in the major. We have decided to work first with hybrid course offerings.

We are seriously space constrained. Our ability to support any significant growth in programs is classroom. We do not have any additional space where we could create larger classrooms in our building. We do offer large classes in other buildings but find it difficult to schedule those.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
- The transfer of the student technology fee to UITS costs the Kelley School approximately $250,000 per year. In return UITS has agreed to manage a computer lab (which we paid roughly $50,000 to do on our own), and have provided approximately 1000 of our students with a credit of about $26 each for printing on campus. Since our student technology fees were re-allocated to UITS, we have not had any further contact of any

significance with UITS.

We do have access to a part time UITS staff person to serve as a resource for KSB and to expedite the resolution of problems with OnCourse. UITS has also assisted us to educate our faculty on distance learning technologies and their application in the event of a business continuity crisis. However, our own staff made videos of the session we put together to educate our faculty on distance learning technology – its strengths and limitations.

A critical priority is to get a stable system for course management system. We believe we have achieved this with the use of ANGEL in our Kelley Direct MBA program and with the use of our own staff. Unfortunately we continue to experience serious problems with OnCourse. The continuing lack of reliability in crucial times for OnCourse is a major problem that we would like to see resolved as soon as possible.

Indiana University-Purdue University Columbus

Vice Chancellor and Dean Marwan A. Wafa reported on the strengths, opportunities, and weaknesses for IUPUC.

Strengths:
- Small campus, small classrooms.
- Proximity to Ivy Tech.
- Growth: 5.77% over the past 5 years.

Opportunities:
- Only 4 complete degree programs offered.
- 61% full time students.
- Diversity needs improvement.

Weaknesses:
- IUPUC identity needs improvement.
- No main entrance to campus.
- Only 5 tenured faculty on campus.
- Property size.
- No housing.
- No student center.

Response to Campus Planning Committee:

3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- Division of Liberal Arts

a.   We have repeatedly attempted to offer courses on Fridays (and occasionally Saturdays). The most frequent result has been cancellation of the courses due to insufficient enrollment.

b.   The DLA has offered (and continues to offer) online courses in English, Geography, History, Religious Studies and Sociology, as well as worked with the School of Continuing Studies to make

c.   Introductory courses in History and Sociology are typically some of the largest course sections on the IUPUC campus.

d.   We also offer courses at our outreach sites in Greensburg and Seymour each semester.

- Division of Business

MBA/Executive Education space will allow moderate growth in MBA
a.   We are offering a few courses on Fridays (X103, X220, L203) or Friday/Saturday (Z443, Z404). We have tried Saturdays, but have had very limited enrollment.
b.   We have developed some hybrid courses via IUPUI CTL summer (supported) projects. We use OnCourse extensively. We have a few courses delivered via PolyCom to Greensburg and/or   Seymour.
c.   The freshman level Intro to Business uses large classroom (LC 1000). A couple of other courses may grow to that size (like Bus Law), but most sophomore classes are too interactive to be successfully delivered in huge classrooms – especially given this campus' philosophy.

- Division of Education

a.   Current classrooms are adequate for our courses. We teach some of our courses in partner schools, and can increase the number of courses taught in the field.
b.   The most challenging space issue for Division of Education is lab space for our Science Education courses. Scheduling has been effective in providing appropriate space in recent semesters, but the addition of secondary science as a degree will present challenges to existing space.
c.   We are investigating weekends in scheduling courses for teacher professional
development. We are also planning on developing hybrid courses for future teacher professional development programming.

- Division of Nursing

We have the Nursing Lab (CC201). It has been renovated and houses a classroom for 20, three   hospital rooms with simulation manikins, a control room for realism with simulation, and a 10 computer room separate space.
If nursing is to increase the numbers in the traditional BSN program, we would need a larger   classroom than the Nursing Lab. For classroom didactic, we could use a room in the LC.
Classroom space at Columbus Regional Hospital is not available at this time due to a change in hospital configurations from the 2008 flood.

a.   We are not opposed to this and some of our clinical / practicum time may fall on Fridays and/or weekend time.
b.   The RN to BSN program is already online primarily. If we offer anything in the face to face classroom, we are using our nursing lab space / classroom.
c.   The classroom available to us for up to 60 students is the LC 2205. We have used this room   this fall for a pre-BSN course taught and had enrollment of 60.

- Division of Science
  a.   Yes for investigating methods to use space more effectively for Fridays and weekends
  b.   Yes for offering online/hybrid/distance education course offerings.
  c.   No for developing larger classrooms

- University College

The only course University College offers is the First-year Seminar. We have had discussions in the past regarding the possibility of offering the course Online and our concern is that an online section defeats many of the purposes of the course – building community among

first year   students, connecting students to the resources (physical and human) of the campus, and offering support as first-year students travel through their first semester of college. Fall semester 2009 UCOL offered five, one credit hour course sections; we generally offer one section for spring   semester and no sections in the summer. Sections are generally at maximum capacity which is 25 students. This seems to be a small use of the physical space on campus.

   We have experimented with offering this course on Fridays and the attendance rate plummeted. We would be willing to try Friday offerings again if the divisions would work together to create a full schedule for students to take so that it would not be tempting to skip a one credit course on a Friday.

- University Library
   The library is the home for the largest computer cluster on campus, with over 80 high-level machines available for our students. While we occasionally are near capacity during peak periods, there is still unrealized usage available. We have expanded our Saturday hours in the past year at the request of the students. We have discussed the possibility of offering library instruction in this manner, but staffing shortages have prevented us from moving forward. We have instituted Email and Chat based Ask-a-Librarian services with some success.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
- Division of Liberal Arts
  a. The DLA does not have a technology plan separate from that of the IUPUC campus.
  b. We make extensive use of Oncourse in the vast majority of our courses and rely on it functioning to its fullest capacity. Whenever Oncourse is down, it tends to create significant issues for our students.
  c. Numerous instructors also make regular use of Turnitin.com, requiring students to submit their papers for review prior to turning them into the instructor.

- Division of Business
  a. While we do not have a formal technology plan, we are planning to add use of podcasting and ePortfolio. To expand development of hybrid courses, we need local (onsite) Instructional   Systems Technology professionals to work with faculty in transitioning courses.
  b. We also need students throughout the region to have high speed access from home to be able to successful receive and participate in technology-based or –enhanced courses. That initiative is in early stages now.
  c. UITS (particularly the local IT group) provide onsite responsiveness to problems; classrooms are recently installed with presentation software systems; IUPUC CTL is providing a few introductory training sessions for students. We need more students trained with greater depth in the basics: OnCourse, OneStart, Excel. IT is responsive, but not proactive in educational technology leadership.

- Division of Education
  a. Priority 1: Teacher Candidate use of instructional technologies in teaching and learning. The   Division of Education is in the 7th year of a $50,000 per year grant from the Reeves Foundation; these funds support ongoing development of the use of technology in K-6 instruction. Our students have benefitted from the availability of these funds and the resources provided by them. We recently catalogued hardware and software resources for our NCATE accreditation report. The IUPUC IT Staff work closely with faculty and staff on acquisition and support of resources.
  b. Priority 2: Student ownership of learning goals, specifically focusing on the PULs and standards for teachers. The Division of Education has consistently benefitted from faculty

involvement with the ePortfolio initiative through IUPUI OPD. We have been involved in two consecutive ePortfolio internal grants to support this work. The ePortfolio functions within Oncourse and is supported by UITS.

        c.   Priority 3: Management of student data. The Division of Education has used program application fees to implement Chalk and Wire, a data management system for program assessment (monitoring student performance related to target learning outcomes). IUPUC IT staff have provided support with this and other databases.

        d.   Priority 4: OneStart degree plans as advising tools for Education majors. This is an area of great need; our programs of study have not yet been set up in the system for our students to use to monitor progress in meeting program requirements.

- Division of Nursing

All of the nursing faculty and staff is computer savvy. However, I have talked with Bill Fields   about the possibility of having a web master available to us at least once a week. Nick Klusman is wonderful and has helped us some (developing our online BSN application and the nursing web site for IUPUC) but he is only 1 person and it would be great to have someone dedicated to our division on a consistent basis (weekly or biweekly). Since our RN to BSN program is delivery primarily online, we are constantly working on better ways to engage students and deliver the courses at a distance.

 IT has also been supportive and helpful with the technology end of the Nursing Simulation Lab. Bill Fields attended a tech specific workshop to support our manikins and simulation equipment. He has been present at installations and updates of our new equipment. We will continue this relationship with IT as our simulation lab gets up and running.

- Division of Science

Our most important priority for technology support lies in UITS doing a better job of providing networking and enterprise applications that are more stable and that do not suffer major   outages. These events cripple our faculty and staff and make it much harder for our students to learn.

- University College

At this point University College's role with technology has been to educate new students in the   technology being used on campus (primarily OneStart, Oncourse and the university web site) which we do both at the New Student Orientation programs and again in the First-year Seminar courses.

- University IT

The IUPUC OIT supports all functions of Student Technology on the Columbus campus. Students utilize centralized systems such as Onestart, Oncourse and University supplied email systems for all course work.

- University Library

The library is the home for the largest computer cluster on campus, with over 80 high-level machines available for our students. The library works closely with our local IT staff to make   these machines as useful and user friendly as possible. In the past year we have also added to handicapped accessible works stations with special software for the visually impaired.

School of Education

Dean Gerardo M. Gonzalez and Executive Associate Dean Patricia Rogan reported on the strengths and opportunities for the School of Education.

Strengths:
- Research: Center on Urban & Multicultural Education (CUME).
- Teaching and Learning: Undergraduate teacher education and graduate program development.
- Innovative Collaborations: Urban Center of the Advancement of STEM Education (UCASE).
- Civic Engagement: Project Impact. Summer Youth Programs with all 11 Indianapolis Neighborhood Centers.
- International: RISE. International study abroad activities.
- Commitment to Diversity: Faculty and Staff (4 SRUF hires).

Opportunities:
- Research: Space to expand CUME/Signature Center.
- Research: Graduate Assistantships.
- Teaching and Learning: Technology funding.
- Teaching and Learning: Hire at least one full-time professor.
- Teaching and Learning: Secure assistantships for doctoral students.
- Innovative Collaborations: Space for UCASE expansion.
- Innovative Collaborations: Graduate Assistantships for research.
- International: Funding for international travel.
- Commitment to Diversity: Scholarship support.
- Commitment to Diversity: Space for new staff and faculty offices.
- A Development Offer for fundraising.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- We have priority classrooms assigned to the School of Education. These include ES 1114, 1116, 1117, 1122, 1126, 2102, and 2106. We also have priority in ES 1128 for music classes only (otherwise it is a priority room for HPER), and ES 2127 for counseling classes (otherwise it is priority for Social Work).
  We can support an increase in credit hours in terms of higher enrollments if we wanted to increase class sizes. We can also use space more effectively by better utilizing Friday and weekend time periods. Currently we offer E201 on Fridays and G598 on Saturdays, but we can do more. We can also offer more classes during the 4:30-5:45 time period.
  We are offering more online / hybrid courses, but not enough. We need to develop the undergraduate program courses. Regarding distance ed classes, we are offering more distance education classes (grad level only), but those spaces are at capacity as well.
  In terms of larger classrooms, no. We don't have any control over this.
  We are completely out of space for faculty offices in the School of Education and we have multiple needs for renovating our existing space on the 3rd floor of our building. We will

be taking over some space from our technology area to build several additional offices, and will be applying for grant funds to build space for graduate students in our Commons area. The space   where the Urban Center for the Advancement of STEM Education (UCASE) was built took away two classrooms on the first floor of the Education building. Both UCASE and the Center on Urban and Multicultural Education (CUME) need to expand into more space. We took away one of our technology rooms on the second floor for CUME.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?

- We are unhappy that our undergraduate student technology fees were pulled. We were very satisfied with our technology consortium agreement with Social Work, SLIS, PE/Tourism, and Education. The funding helped to support two technology staff members, and funding for their positions is being eliminated after the next two years. In addition, the technology fees were used to support the acquisition of cutting edge technology for our education students, and to prepare them to use the technology as teachers. This funding is no longer available from UITS. Finally, the computer labs on the second floor of the Education-Social Work building belong to the SOE inventory. We may need to take back 1-2 of these spaces in the not-too-distant future as our need for offices and meeting space grows, so our agreement with UITS must allow this.

    Our priorities for student technology support are:

    Purchase a sufficient supply of technology equipment (including, but not limited to interactive Whiteboards and Slates, iPods, digital video cameras) for our faculty to use with education students to ensure they know how to use technology to enhance instruction.

    Improve our distance education capacity in the School of Education. Our current space is cramped and outdated.

    Ensure students electrical outlets throughout the Education building, including outlets on the first floor where we have set up work spaces. (No outlets are available in a section of the main hallway.)

    Increase our online course offerings and support to both students and faculty. UITS can play a large role in preparing students and supporting them as they take online courses. They could increase their support for online students, or students new to online learning.

    A state of the art, interactive room for both distance education as well as a place for our faculty to experiment with new technologies and host interactive demonstrations.

School of Public and Environmental Affairs
Dean John D. Graham reported on the strengths and opportunities for SPEA.

Strengths:
- Sustainability is an undergraduate emphasis.
- Research.
- Civic Engagement.

Opportunities:
- Limited awareness of what is happening elsewhere on campus.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?

- As with most schools on campus, we have very limited space to expand course offerings at the most popular times. We also have difficulty increasing the size of a closed class, because a larger alternative classroom is seldom available. Over the past year we have offered a required undergraduate course on Friday afternoon, developed several online courses, and offered graduate classes in the summer. All of these were successful enough to continue. In addition, we continue to offer some courses in an intensive format, usually in a week-long format or on Fridays. This latter format has been very successful for our one-credit courses.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
We have decided, in consultation with UITS, to maintain our student computer lab. UITS staff has worked with us to develop a plan for maintenance of this space. We are currently developing a plan for the use of STF funds under the revised policy.

University Information Technology Services

Vice President for Information Technology & CIO Bradley C. Wheeler reported on the strengths and opportunities for UITS.

Strengths:
- Helping schools and faculty reach their respective educational and research goals.
- Technological progress.

Opportunities:
- Marketing.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- No Response.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
- No Response.

University College

Dean Scott Evenbeck reported on the strengths and opportunities for University College.

Strengths:
- Mission: Provide a common gateway to the academic programs available to entering students.
- Mission: Coordinates existing university resources and develops new initiatives to promote academic excellence and enhance student persistence.
- Mission: Provides a setting where faculty, staff and students share in the responsibility for making IUPUI a supportive and challenging environment for learning.
- Orientation: During the summer and fall of 2009 – 3,908 students attended orientation.
- Summer Bridge Program: 408 students were served in 8 programs during the 2009 Summer Bridge Program.

- Summer Preparatory Program: 189 students participated in the 2009 Summer Preparatory Program.
- During 2008-2009, over 2,700 students participated in learning communities in 143 sections.
- Over 4,000 students received academic support through the Bepko Learning Center with 29, 557 student visits during 2008-2009.
- There were 33 themed learning communities in 2009. This is a 371% increase from 2003.
- Gateway to Graduation Program: 54 course coordinators and over 450 Gateway faculty.
- Fall 2009: 6,782 students had University College as their academic home (33% of the undergraduate population).
- 2008-2009: 21,982 student visits to undergraduate advisors.
- 2008-2009: 810 student visits to career counselors.
- 2008-2009: Career counselors offered 1,907 workshops and presentations.
- 2008-2009: The Office of Student Employment staff had 1,889 student visits.
- 17,911 students enrolled in the Twenty-first Century Scholar Program of Central Indiana.

Opportunities:
- Funding. Seeking opportunities for funding to support RISE initiatives.
- Financial literacy among students.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- University College offers few classes. The spaces for first-year seminars and mentoring are at maximum capacity. Spaces are used on Fridays. The MAC is open on weekends as is the Advising Center on Saturday.
  We offer a number of online sections of UCOL U110 each semester, and we are continuing to assess and improve those offerings. Based on assessment from 2009, changes have been implemented for 2010. We are continuing our testing of hybrid learning communities (LCs) and are in the early stages of a plan to develop a framework for modularizing content in the LCs. This project could provide a basis for making all of our LCs hybrids, allowing us to greatly increase the number of LCs that could utilize our classroom space.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
- University College Techology Services, which operates independently of UITS, has implemented or continued with the following initiatives:
  Implemented software to provide automated appointment scheduling for advising, career counseling, and student employment; the system allows for better tracking and reporting on student needs and traffic for increased data-driven decision making.
  Utilized Facebook and Twitter in career development and student employment.
  Increased the capabilities on JagJobs to include training materials for student employees as well as the option to document transferrable skills learned in on-campus jobs.

Developed and implemented online orientation registration system.

Started a process to develop a pre-online orientation system, which we hope to launch on a pilot basis this summer. Created the Jag 4.0 program in preparation for the pre-online orientation system. Jag 4.0 provided an online environment where beginning students could interact with student mentors during the summer to prepare for the start of school. Coordinated with admissions to computerize the Administrative Withdrawal system.

Developed a computerized scheduling system for themed learning communities that should be helpful in streamlining the course scheduling process for all University College courses.

Worked on creating a classroom attendance monitoring project. Provided services to students at orientation to help resolve technology accounts issues. Provided new kiosk hardware and software throughout the UC and BS buildings. Offered free student printing in Academic and Career Development. Provided new laptop labs with free printing for use in orientation and learning communities. Provided new laptop checkout for Student Support Services students.

Provided specifications, building, and support for Nina Mason Pulliam Scholars laptop program.

Supported Honors House lab with free printing. Supported the Student Support Services computers. Created, set up, and supported the Upward Bound account. Provided technology support for the Upward Bound summer program. Provided the Gateway to Graduation video project support. Provided funding for the Jag Internship Program. Investigated providing services to students by leveraging mobile devices. Rewrote the software for the ASPIRE learning modules.

Participated in a Jumpstart grant to develop learning modules for online learning communities.

Provided support and training for digital signage on four out of the eight IU campuses. Provided troubleshooting, walk-in student account/computer services. Provided checkout technology for learning communities students to accomplish projects. Provided and supported level 3 classrooms. Coordinated and administered the freshman registration process in order to register students in groups in learning communities. Converted the IUPUI Navigator (student planner) to a Web-based project that is directed by an interactive avatar. The project contains leading edge 3-D components. We have included a link to the new Transitions Web site, which focuses on questions from pre-college students.

IUPUI Division of Finance and Administration

Vice Chancellor for Finance and Administration Dawn M. Rhodes reported on the strengths and opportunities for the Division of Finance and Administration.

Strengths:
- Dedicated and personal staff with strong technical background.
- Focus on relationships.
- Transparency.

Opportunities:
- Financial assistance with the Wishard land swap.

- Placing money in areas that will reap profits.
- Safety: Only 32 campus police officers; there should be more.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- No Response.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
No Response.

School of Engineering and Technology
Dean H. Öner Yurtseven reported on the strengths and opportunities for the School of Engineering and Technology.

Strengths:
- School offers Purdue degrees in the largest city in the state.
- School offers the only engineering and the only engineering technology (BS and MS) degree programs in Indianapolis.
- School is the closest location for the southern half of the state for Purdue engineering degrees.
- School offers the only engineering and the only engineering technology programs in the IU system.
- School has Centers of Excellence in strong research areas such as: Biomedical Engineering, Renewable Energy, Transportation Active Safety, and Information Technology.
- School has high grants and contracts income per research faculty as compared to other units on campus ($7M annual research income by 32 research track faculty).
- School offers a number of high demand, innovative and marketable degree programs.
- School has a large number of articulation agreements with local, regional, and international higher education institutions.
- School has laid a strong foundation in STEM (Science, Technology, Engineering and Math) education through partnerships. In 2009, the school received $1.2M in STEM-related research funds.
- School created engineering and technology magnet tracks in selected IPS through Project Lead the Way and Pathways to Engineering Programs.
- School course offerings are predominantly in small class sizes.
- More than 75% of graduates live and work in Indiana after graduation.

Opportunities:
- More investment from the administration and state to grow engineering and technology programs at IUPUI.
- Larger engineering programs would better position themselves to attract more research funding.

- The strengths of the school could be leveraged to serve graduate education needs of central Indiana in a more multidisciplinary environment.
- Providing a more comprehensive motorsports education would benefit the local motorsports industry.
- School can be one of the strong partners in institutionalizing the internships, experiential learning, and undergraduate research at IUPUI through the use of labs, industry connections, and faculty expertise and connections.
- School is the potential destination for close to 5,000 engineers and technologists who work in and around Indianapolis. To better serve a spectrum of graduate courses and degree programs, some investment is needed.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- School does not have space to support an increase in credit hours and it relies on the campus teaching space both on the main campus and on satelliet teaching facilities in the north and south of Indianapolis.
  School implemented the following steps to increase the student credit hours:
  Department of Design and Communication Technology introduced 4-week courses.
  Organizational Leadership and Supervision Program offers late-start (12- and 8-week) courses.
  Computer and Information technology Program offers late-start (12- and 8-week) courses.
  School leverages OnCourse to provide more hybrid course offerings, thereby using on-campus space for more engaging student learning and using OnCourse to disseminate content in asynchronous ways. Technology courses are being offered at Park 100 and scheduled for Greenwood. School offers several components of the M.S. in Technology on the weekend; plans are underway to offer the entire M.S. in Technology via OnCourse and weekend options.
  To serve veterans, school will apply for an NSF grant related to innovations in education, curriculum, and infrastructure to be able to redesign some courses to accommodate unique veteran needs. To serve adult learners, school is leveraging existing Organizational and Leadership degrees and certificates to be offered in accelerated formats at Greenwood and Park 100. The initiative being developed is Adult Programs in Leadership for Undergraduate Students (A-PLUS) and is designed to be a competitive response to other market entrants (e.g. University of Phoenix and Indiana Wesleyan University).

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
- As a result of the reallocation of the undergraduate student technology fees from schools to UITS, the school had worked with UITS administrators to put together a transition plan. The draft memorandum of understanding is now in its final stages. Based on this, six school based computing laboratories will be turned over to UITS for a period of three years for UITS to provide the equipment upgrade, computing service and maintenance for the use of these laboratories. The agreement will be in effect starting July 1, 2010.

School of Informatics
Executive Associate Dean Tony Faiola reported on the strengths for the School of Informatics.

Strengths:
- Four Foci of Informatics: Health Informatics (including a search for a new HI Director), Increased Research (including Health Gaming), Enhanced Teaching, and Raising Visibility.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- We have school-based space, but the faculty is divided between the IT building and the Walker Plaza building. This arrangement negatively impacts our ability to collaborate. We have, however, recently informed Emily Wren of this issue for consideration by the Administration. The School already uses centrally-scheduled space for classes that so not need computer labs. Space to expand is becoming a concern. In particular, space for students to congregate for research activities and community-building activities. Currently, the School of Informatics occupies a very small percentage of the IT Building relative to the size of the School.
 On Fridays and weekends. N399, a portfolio class, is taught on Saturdays. A MAS Friday class, taught for two semesters was dropped because of low enrollment. A 12 week class was taught for two semesters; it was also dropped because students were enrolling at the start of the semester which defeated the purpose. Also, HIA faculty members are planning a curriculum revision and anticipate utilizing their classroom on Fridays. Twenty two courses are now taught online. Distance education is an important part of the School's pedagogy. In addition, we have a total of eight 8-week classes (Y195, Y295, M315, M316, M445, M461, N199 and N299). There are currently no plans for developing larger classrooms.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
- IT256, a computer lab, has been turned over to UITS. A laptop program is being undertaken in order to save money and continue supporting the School's two high-end labs. The program will be rolled out in the fall of 2010 with a comprehensive communication plan to regular classrooms through the laptop program. One classroom is scheduled for replacement computers in summer 2010; another is due for replacement in summer 2011.

School of Medicine
Dean D. Craig Brater reported on the strengths and opportunities for the School of Medicine.

Strengths:
- Teaching: Continue to attract talented students, where rich talent pools exist.
- Clinical: Services include approximately 150 locations in the state.
- Clinical: Services include every county in Indiana, all 50 states, and over 180 countries worldwide.
- Research: Efforts greater than $250M are expected this year.

Opportunities:
- Financial costs are over $150K per researcher to maintain.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- IUSM's increase in credit hours has been from the medical school expansion which has taken place almost entirely on the regional medical campuses. Gross Anatomy teaching laboratories have been expanded and additional anatomy tables added where necessary to accomodate the expansion students. The South Bend and Ft. Wayne campuses have new buildings, with more than adequate space. In terms of Indianapolis based undergraduate programs, space is adequate. However, in terms of medical student teaching, as well as research and administrative space on the Indianapolis campus, IUSM is at or beyond capacity and badly in need of additional space.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
- IUSM generally manages student technology issues within the school, rather than through UITS. Priorities for FY 2010 (i.e. spanding plan) includes:

  Total anticipated recurring expenses: $104,875 (pagers, half of CERTTS position, hardware/software support for Mediasite system, etc.)
  Anticipated AV upgrade – MS 122A, MS 326, MS B13 and MS B14
         Total estimated cost: $173,864
  Screen filters for the testing center: $13,920
  Cable locks and surge suppressors for the testing center computers: $5225
  AV upgrade for histology labs (MS 109-117): $70,000
  Planning is underway for these projects.

School of Nursing
Dean Marion E. Broome reported on the strengths and opportunities for the School of Nursing.

Strengths:
- Largest Nursing School in country.
- Only Ph.D. program in Indiana (60 Ph.D. students currently).
- 460 Masters students and 820 Undergraduate students.
- 85 Faculty (40% hold clinical rank).
- Good infrastructure and skilled staff.
- Good mentoring for young faculty.
- Online education at the graduate level (Ph.D. is distance accessible).
- Very strong collaborations across campus.

Opportunities:
- Space issues: 40 year-old building.
- Space issues: Fourth floor renovation is needed.
- "Unsmart Classes."
- St. Vincent and Marian University Partnership.
- 820 Undergraduate students "pay the bills, for the most part."

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?

- On Fridays and weekends? The classrooms in the building are nearly always scheduled. With online/hybrid/distance education course offerings? We are one of the pioneer schools in offering distance education courses, with an all online RN-BSN proposed, all graduate core courses offered online, an online DNP beginning in Fall 2010, and a distance accessible PhD program. By developing larger classrooms? The only way to make any of the classrooms larger in this building would be to combine smaller classrooms into larger ones, thus requiring significant funds from the campus.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?

- We are committed to providing the highest level of student technology support. In addition to that provided by UITS, the School supports audio visual, web conferencing and videoconferencing. We also provide desktop, laptop, and mobile device support; server and storage systems support; application development; simulation support; and student training and development. We recently opened a new $2 million state-of-the-art student learning environment, the Resource Center for Innovation in Clinical Nursing Education. Designed to provide an innovative teaching and learning environment for the development of clinical skills in undergraduate and graduate nursing students, it houses the latest in high-fidelity simulation technology. In addition, we house one of many public computer clusters available on campus. We are also committed financially: $300,000 annually to support the Interdisciplinary Simulation Center in Fairbanks Hall which houses numerous types of sophisticated technologies that will require continually updating and replacement.

School of Science
Dean Bart Ng reported on the strengths and opportunities for the School of Science.

Strengths:
- The School of Science's academic programs offer undergraduate training that prepares students for almost all the life and health science programs at IUPUI. The research and graduate programs are central to IUPUI's mission as the Life and Health Sciences Campus of Indiana.
- An increasing high percentage of graduates are going to graduate and professional schools.
- The school attracts a large percentage of prestigious scholarship recipients (i.e. Bepko Scholars).
- The academic preparation and ability of the school's direct admits continue to rise rapidly.
- The latest PIC data shows an increase of 34% in the number of direct admits to Science compared to 2009.

- Large number a faculty openings offer opportunities to reshape the future direction of the school.
- Increased collaboration with other schools, especially Medicine.
- Seeking senior hires to support interdisciplinary areas.

Opportunities:
- Keep assessments to a minimum.
- Continue to strengthen IUPUI's capability to recruit out of state students.
- Departments and Schools with "mutually supportive" academic programs should work together in recruitment and interdisciplinary major developments.
- Continue to strengthen the academic identity of the IUPUI Honors College.
- Find ways to make the "average" scholarship package competitive with those offered by IUB and PUWL.
- Consider realigning advising resources.
- A broad policy on the recruitment, funding and the development of graduate students should be developed.
- Develop and commit additional campus resources to fund more graduate teaching assistants.
- Administration on the campus needs to find ways to encourage collaboration and minimize turf wars, especially in course/degree offerings.
- Develop a clear set of criteria for evaluating new degree programs.
- The Chancellor's allocation funds should be clearly explained to all deans.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- The simple answer to the above question is NO. Space, or more specifically school-based laboratory space, continues to be the single biggest roadblock to the growth of our academic programs. We have absolutely "maxed out" on our ability (irrespective of hours of the day, or days of the week) to offer more lab sections in almost all the foundational courses in Biology and Chemistry. Courses requiring laboratory work cannot be easily adapted to an online or distant education format. This in turn has resulted in long wait-lists every semester for many of these courses. The situation with Chemistry will improve beginning Spring 2010 after we repurposed some space in LD and turned it into an instructional lab for organic chemistry. In the long run, the proposed Science-Engineering Research Complex (SERC), once it comes on one, will enable us to renovate and repurpose of some of the existing space in SL and LD for instructional use.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
- Using income from student technology fees, the School of Science has developed and maintained a testing center that serves a large of number of students, both within and outside the school, taking introductory courses in psychology, chemistry, physics, and mathematics. Now that UITS has taken over the administration of the student

technology fees, we are in negotiation with UITS to ensure that there will continue to be adequate support for the center and that students across our campus will be well served by the center. We have also engaged UITS in a discussion on the development of a Student Advising Scheduling System that we believe could greatly facilitate communication between students and their advisors. This web-based system would enable an advisor (or faculty member) to publish his or her availability (i.e., a block of time on his or her calendar) so that a student can make an appointment conveniently online. The student's request will then be automatically entered into Microsoft Outlook or any other calendar software that the advisor is using. After the appointment, the system would send a request to the student to fill out a quick multiple-choice survey (plus room for comments). The responses from students could then be included in a data base that is accessible to, say, only the department chair or dean. The information can be used for performance assessment or for developing ways to improve our advising effort.

IUPUI Office of External Affairs
Vice Chancellor Amy Conrad Warner reported on the strengths and opportunities for External Affairs.

Strengths:
- Primary Audience: Adults (35-54), Parents, Influencers, Business Leaders, Legislators
- Campus Spokesman: Chancellor Charles Bantz
- Positive results on limited advertising budget of $250K per year.
- Advertising Television: 15-second spots (Local, Cable CNN, CNBC, FoxNC, HLN, Big10TV, WFYI, Meet The Press, Inside Indiana Business, Good Morning America, Good Morning Indiana, Early Show).
- Advertising Radio: WIBC, WFYI, ESPN, and 14-station mix.
- Advertising Newspaper: Indianapolis Star
- Advertising Billboards: I-65 North and South and I-70 East and West
- Advertising Outdoor: Modular news racks, mallscape signage
- Positive brand development and recognition of IUPUI.

Opportunities:
- Working diligently to develop Alumni programs.
- As advertising expenditures reduce, external affairs staff must shift attention to earned media, social media, and public and alumni relations to continue reaching the key audience.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- No Response.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?

- No Response.

IUPUI Office of Diversity, Equity, and Inclusion
Assistant Chancellor Kenneth Durgans reported on the strengths and opportunities for the Office of Diversity, Equity, and Inclusion.

Strengths:
- Works closely with Adaptive Educational Services *at* IUPUI.
- Enhancing national exposure to diversity.
- Creating an IUPUI Multicultural Center.

Opportunities:
- Encourage Faculty to push their own merits forward, and to be more vocal.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- No Response.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
- No Response.

Herron School of Art and Design
Dean Valerie Eickmeier reported on the strengths and opportunities for the Herron School of Art and Design.

Strengths:
- National Recognition: US News and World Report ranked Herron 45th nationally; Printmaking ranked 13th; Visual Communications ranked 14th.
- Public art making.
- Out-of-State recruitment.
- MFA Program students hail from multiple countries.
- Next year a MA in Art Therapy (the only program in Indiana) will be available.
- Herron has doubled enrollment since 2005.
- Supportive of RISE Initiative.
- Faculty demonstrates strong professional practice.
- Study Abroad Initiatives: China, France, Italy, Greece, and Germany.
- Fund Raising: $1M in fund-raising annually.
- Collaboration: Strength (examples - Informatics and Engineering and Technology)

Opportunities:
- Appropriation.
- Taxes on space.
- Better space utilization during the summer.

Response to Campus Planning Committee:

3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- Herron is taking advantage of the space that we have by offering more summer courses and elective courses on Fridays and over the weekends. We have utilized the 230-seat auditorium by increasing our student numbers for art history classes, which can be taken by any IUPUI student fulfilling a humanities requirement for their individual program. Herron currently has courses in art history and elective computer courses being offered on-line with several courses being considered for future on-line offerings. Our limitations are studio art courses with enrollment numbers of 20 or less. This is a requirement to meet NASAD accreditation. Community learning courses include evening and weekend offerings that in the past have increased income to the school. However, with the current economy the shift is changing and the program is now a break-even venture each year or it has lost money since we moved to main campus. Our Youth Art Camp (ages 5-16) and Honors Art Camp (offered to Jr and Sr high school students interested in attending an art college) are consistently full and offered only during the summer months. We are researching other ideas on summer art programming to increase revenue.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
- We have submitted a plan to UITS that includes our 5-year technology plans that were written when the technology funds were in a Herron account. To that end, we have worked with UITS to initiate the transition of three computer classrooms. One technology center that was used as a lab and open to all IUPUI students that was monitored by UITS was taken over immediately. Another computer classroom transition is underway with a turnover date to UITS scheduled for Fall 2010. The move to leverage funds from schools to UITS has not been beneficial to the art and design school. The original agreement included large art-based equipment that fit within the art/design field and wasn't always connected to technological advances per se. The turnover in this income to UITS has in fact hampered our ability to provide this equipment to students. UITS has provided (1) the Herron open lab (HR185) with a large format scanner, (2) the continuation of the license agreement with Adobe (as well as other applications-MS office, etc.) which will be beneficial to a large percentage of Herron students, and (3) UITS is continuing the wireless access in all areas of our building which is a plus for students and visiting artists. Printing availability is also a plus for students across campus.

School of Journalism
Executive Associate Dean James W. Brown reported on the strengths and opportunities for the School of Journalism.

Strengths:
- Student head count has increased.
- Two Masters degrees have been approved, including Sports Journalism.
- Center of Sports Journalism.

- Civic engagement has increased.
- Internships have increased.

Opportunities:
- Sports Law collaboration with the Law School.
- Often easier to collaborate outside of the IU system than within.
- Support for graduate students.
- Time modules and time management between IU and IUPUI.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- The only school-based spaces we have are two labs. Students use the labs when they are not used for instruction and when the building is open, including Friday, Saturday and Sunday. Currently all of our course sections can be handled with scheduling in the IT building. For the last two semesters we have offered some courses on both the Bloomington and IUPUI campuses using video conferencing technology. The structural barriers that IU allows to exist make such school-based efficiencies very difficult. The two core campuses of Indiana University do not have the same campus calendars, do not honor the same holidays and do not begin and end classes on a common schedule. We are developing a fully online version of our M.A. in Public Relations.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
The UITS capturing of the technology fees was done without a plan to use the money. There was no discussion with the deans before this maneuver was a firm decision. This action was a serious erosion of the principles of Responsibility Center Management. After the capture of student technology fees, UITS called for proposals for its use. For several years, Associate Dean Brown encouraged UITS to implement a mass storage system for storage and retrieval of rich media. He wrote a proposal for such a system that would use student technology fees and attended regular meetings on the matter. It looked like a system would be in place by this semester. Apparently that proposal is stalled or abandoned. This system would have benefitted journalism but also any program or administrative unit that needs to store and retrieve video, still photos, graphics, music files, etc. Journalism did its best to encourage a mass storage system that would benefit the university. We anticipate handling our own technology needs in the future but are open to discussions with UITS if they have future plans that would benefit our students.

School of Library and Information Science
Executive Associate Dean Marilyn Irwin reported on the strengths and opportunities for the School of Library and Information Science.

Strengths:
- Small, growing, agile, and profitable programs.
- Robust offering of evening and weekend classes.
- 80% retention rates.
- Civic Engagement: Over 11,000 hours annually of civic service.

- Developing an online MLIS degree.

Opportunities:
- Space.
- Speed response rate on e-payment.
- Review of IRB approval for humanities and social sciences.
- Funds for civic engagement.
- Blanket coverage for online degrees.
- Reduce committee work.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- SLIS has no school-based classroom space. Classroom space to meet the needs of increased credit hours would take a financial investment. SLIS currently offers classes on Fridays and weekends (including Sundays), provides a number of online classes, and frequently modifies face-to-face classes to hybrid formats. As a school that only offers a graduate program, it is difficult to increase class sizes beyond their current capacity without jeopardizing the quality of learning. Adding more online classes would ease the growth issues the school is experiencing; however, the faculty is currently at the maximum level they could be expected to teach while also maintaining a face-to-face program and finding qualified adjunct faculty who can teach well online is difficult. In summary, we are currently doing as much as we can in this area.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
- SLIS is collaborating with UITS as a member of the ES computer lab consortium. Priorities for student technology support are to maintain and upgrade the technology used in teaching to keep up with the information technology needs of our students and the prevailing market.

School of Social Work
Dean Michael Patchner reported on the strengths and opportunities for the School of Social Work.

Strengths:
- System school headquartered at IUPUI.
- Graduates make up the majority of social workers in Indiana.
- Ph.D. program in Social Work is the only one offered in Indiana.
- National Recognition: Masters of Social Work is ranked 27th nationally.
- Diversity: Embracing diversity is a strength of the School of Social Work.
- Service: Over 200K service-related hours last year.
- International Activity: Enhanced activity, including partnerships in Kenya, China, and Croatia.
- International Activity: Hosted international scholars.
- International Activity: Ph.D. students from around the world.

- Research: $3M in funding for research.

Opportunities:
- Space.
- Differential tuition.
- Increased flexibility on hospitality expenses.
- Time modules and time management between all 8 campuses.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- School-based space includes three conference rooms which are generally limited to meetings or exceptional cases when classes have guest speakers. All classes utilize centrally-scheduled space. The School already offers its curriculum on Saturdays and during the evenings and through online and hybrid courses. More attention is being devoted to the development of online courses in the graduate program and online delivery is already standard in both the BSW and Labor Studies programs. The School will give serious attention to increasing class sizes as a strategy to reduce costly course overload pay while at the same time recruiting more students.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
- The School currently utilizes centrally-controlled computer classroom space as well as maintains 2 small computer labs. Social work students have access to all software used in their classes and can print documents at no cost. In addition, the School has 3 videotaping rooms where students can simulate and record individual and group counseling sessions for class assignments.

University Libraries
Dean David Lewis reported on the strengths and opportunities for the University Libraries.

Strengths:
- Strong staff that yield good relationships with schools and departments.
- Good, centrally located physical facilities.
- Forward-looking vision that is in synch with campus priorities.
- Strong community partnerships.

Opportunities:
- Support/tolerance as a move is made away from old paradigms.
- Funding to support new programs, especially in graduate and research programs (example – Ph.D. in Economics or the Lugar Center)
- Facilities will be stressed as undergraduate students become more traditional, residential, and more academically focused.

Response to Campus Planning Committee:

3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- No Response.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
No Response.

IUPUI Division of Student Life
Vice Chancellor for Student Life and Dean of Students Karen Whitney reported on the strengths and opportunities for the Division of Student Life.

Strengths:
- Excellence in Community Building: SL is a campus leader in building community to support student learning and success.
- Excellence in Student Engagement: SL is committed to increasing student engagement to increase student graduation.
- Excellence in Professional Practice: SL is a leader in student development utilizing best professional practices.
- SL Departments: Campus Center, Campus and Community Life, Counseling and Psychological Services, Dean of Students, Housing and Residence Life, Intramural and Recreational Sports, Student Health Services, Student Life and Global Engagement, and Student Rights, Responsibilities, and Conduct.

Opportunities:
- Routinely use campus allocation funds to expand student services, programs and facilities.
- Support a Tuition-General Fee policy approach that would allow for the continued growth of the General Fee in order to expand/mature student services, programs and facilities.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- No Response.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
No Response.

Planning, Evaluation, and Improvement at IUPUI

Professor of Higher Education and Senior Advisor to the Chancellor for Academic Planning and Evaluation

Trudy Banta reported on the strengths and opportunities for the Planning, Evaluation, and Improvement at IUPUI.

Strengths:
- Annual report is the main outcome.
- Cyclical Process: Planning and Budgeting > Implementation > Evaluation > Improvement > Repeat
- Cyclical Culture of Evidence: Assessable Outcomes > Instrumentation > Tracking, Data Collection, Analysis > Application of Findings > Repeat
- National Recognition: Staff has earned 4 national awards for work.

Opportunities:
- Collaboration among other institutions on campus (Student Life, Center for Teaching and Learning, etc).
- Joint appointments.

Response to Campus Planning Committee:
3) Do you currently have school-based space and centrally-scheduled space to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively on Fridays and weekends? With online/hybrid/distance education course offerings? By developing larger classrooms?
- No Response.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?
- No Response.