2006-2007 Columbus Campus

Section	Document Name
Fiscal Health	• Columbus.pdf

Mission

Mission:

The mission of Indiana University-Purdue University Columbus is to provide the educational leadership and resources of teaching and learning, scholarship, and civic engagement needed to enhance the economic opportunities, enrich the intellectual and cultural environment, and improve the quality of life of the individuals and communities in south central Indiana.

Vision:

Indiana University-Purdue University Columbus will create a world-class, small city regional university tailored to regional strengths and economic development priorities. The university will educate and retain an advanced workforce and thoughtful, diverse, and committed citizenry to build a stronger future for south central Indiana.

Strategies:
** **
The vision of Indiana University-Purdue University Columbus is to be a world-class model of regional higher education serving the needs of south central Indiana. This model combines the unique strengths of IU, Purdue, and our educational partners to deliver with excellence a portfolio of undergraduate, graduate and continuing education programs tailored to the diverse needs of our citizens and communities. IUPUC will continue to provide access to higher education in a collaborative teaching/learning environment that facilitates the open exchange of ideas and values, research, scholarship and creative activity, and community partnerships.

1. **Educational service:** Indiana University-Purdue University Columbus will deliver with excellence a portfolio of Indiana University and Purdue University undergraduate, graduate, and continuing education programs tailored to the needs of south central Indiana in a receptive teaching/learning environment, conducted in an atmosphere of concerned moral inquiry, that facilitates

- the open exchange of ideas,
- research, scholarship, creative activity, and
- community partnerships.

2. **Educational support: ** Given the low educational attainment in south central Indiana, Indiana University-Purdue University Columbus serves many first generation college students. Hence, our commitment to providing superior support for such students begins with communications about the reasons to pursue a baccalaureate degree and continues into recruitment and onward through admission, financial aid and scholarships, course advising, career counseling, internships, student life and leadership opportunities on campus, placement, and alumni support.

3. **Educational partnerships for efficient, effective delivery:** IUPUC is an active

partner in developing new models of educational alliance amongst Indiana public higher educational institutions. We are committed to continuing our work with the Columbus Education Coalition, Ivy Tech Community College-Columbus, and the Purdue College of Technology-Columbus/Greensburg to increase levels of service to the region and efficiently utilize taxpayer support.

Goals and Objectives

1. Create appropriate faculty groups and governance.

1.1. Create an academic division organizational structure that includes six divisions with decision-making authority and budgetary control.

Campus Planning Theme: Teaching and Learning, Best Practices, Collaboration
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2006-2007:

Six academic divisions were created by campus leadership, including Business, Education, Liberal Arts, Nursing, Science, and University College. All academic campus activities have been shifted to appointed Division Heads, including budget management, courses to be offered, hiring of faculty including adjunct faculty, hiring of staff to support the division, compiling reports representing the divisison, and planning for the future. See http://www.iupuc.edu/academics/.

Evidence of Progress for 2006-2007:

By assigning students to Divisions as early as possible following our restructuring, enrollment growth has been evidenced in those divisions in which there is a baccalaureate program that can be completed at IUPUC.   Once again, articulation with Ivy Tech Community College has increased.

2006-07 was another outstanding year for IUPUC with significant accomplishments. Student credit hours increased by 8.8% in the fall and 4.2% in the spring, resulting in seven consecutive semesters of enrollment growth. Student headcount also increased by 5.9% and 4.1% in the fall and spring semesters respectively.

Activities planned for 2007-2008:

Ongoing

1.2. Implement faculty governance structure, including a Faculty Senate.

Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Best Practices, Campus Climate for Diversity, Collaboration
Secondary Goals:
Sub Unit: Faculty Senate

Time Frame:

Actions taken for 2006-2007:

With the development and growth of new academic programs in the last several years at IUPUC, the campus was in need of appropriate academic policies and procedures. A comprehensive and complete Academic Bulletin was developed and approved by the IUPUC Faculty Senate. For more information: www.iupuc.edu/academics/IUPUC%20Academic%20Bulletin.pdf

A Faculty Workload Policy was developed and implemented. This policy calls for a reduced teaching load for the faculty in their probationary years to encourage scholarly activities and professional development.   A copy of the policy is available at: http://www.iupuc.edu/facstaff/agenda_files/COFS-FA-0506-D003.pdf

Several faculty awards were created by an ad hoc committee of faculty to recognize faculty excellence, including Outstanding Full-Time Faculty Award, Outstanding Full-Time Faculty Teaching Award, and Outstanding Full-Time Faculty Service Award.

The new Constitution and Bylaws of the IUPUC Faculty Senate adopted in 2004 is available at: www.columbus.iupui.edu/facstaff/faculty_senate_bylaws.doc

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Evidence of Progress for 2006-2007:

The development of several new certificate programs.

IUPUC Conflict of Comitment forms were established and completed during the 2006-07 academic year.

The new promotion and tenure document approved for IUPUC.

As a result of last year´s faculty survey, requested presentations and workshops are being provided through the Center for Teaching and Learning at IUPUC.

Activities planned for 2007-2008:

Academic Affairs

Early Warning System

- This policy was written in 2006-07 and can be found at: http://www.iupuc.edu/facstaff/agenda_files/Early%20Warning%20to%20Senate%20April%2020.pdf

Probation, dismissal, and reinstatement

Dean's List

- Criteria for the Dean´s List in each of the undergraduate divisions was finalized in January 2007. Information appears at the following site: http://www.iupuc.edu/facstaff/agenda_files/IUPUC%20Deans%20List%20Criteria%200701.pdf

Honors program

- Designated faculty are exploring the possibilities of establishing honors courses at IUPUC.

E-Portfolio

- As part of their accreditation process, the IUPUC Division of Education faculty are working to establish e-portfolio for education majors that may serve as a template for other IUPUC Divisions as well as other IU campuses.

Faculty Affairs

CTL Professional Development Programs

- Surveys were distributed to faculty in 2006-07 to determine the types of programs they would like to attend. The results of the survey was shared with the staff of the Center for Teaching and Learning. Requested programs will be scheduled during 2007-08 and beyond.

Faculty and Course Evaluation forms – online process

- During 2006-07, arrangements were made with IUPUC Registrar Services and the IUPUI Testing Center to move towards all-electronic student course evaluations by the end of 2007. If and when this format proves workable, an asynchronous test will be conducted in which students complete the evaluations on their own time rather than during a class meeting. Plans are to implement the all-online evaluations during 2007-08, but organizational changes at the IUPUI Testing Center have delayed implementation. The Committee is monitoring the situation, and hope to have online evaluations in place for all classes by December 2007.

Procedures for implementation of Conflict of Commitment and Conflict of Interest Policy

- Working with the Vice Chancellor and Dean, special procedures were created in 2006-07 and approved by the Faculty Senate for implementation of these university-wide policies. Implementation of the Conflict of Interest Policy form has been delayed in 2007 due to the unavailibility of the new IUPUI 07-08 online report

form. The procedure is in place, however, and will be implemented as soon as the form is available.

New initiatives

- The Committee will investigate possible changes in course evaluations that can be implemented once the more flexible all-online format is in place. In particular, they will investigate the possibility of additing questions that relate to each course´s fulfillment of IUPUI´s Principles of Undergraduate Learning.
- Committee members have been asked to review their Divisions´ evaluation policies and needs, since all-online evaluations may permit more flexibility than in the past, in both question selection and statistical breakdown.
- Once the new IUPUC Promotion and Tenure Guidelines have been finalized, the Committee will work on their dissemination and implementation. Excellence in teaching, research, and service will be defined for each of the IUPUC Divisions.

Budgetary Resources Policy Committee

Review of budgeting process

- This Committee continues to play a vital role in reviewing the budgeting process and providing input for budget resources.

Collection of issues concerning computing facilities at the campus

- These issues surfaced too late in the 2006-07 academic year for any action to be taken. They will be addressed during 2007-08.

Faculty awards

- Outstanding full-time faculty awards were established and awarded during the 2006-07 academic year. During 2007-08, the awards will be reviewed to consider the addition of a research award.

Student Affairs Committee

Student retention

- A Retention and Graduation Taskforce was created in 2006-07.
- Student retention has increased by 9% in the last three years at IUPUC. First-year beginners were retained 3% more in 2006-07 than in 2005-06. The Committee continues to look at additional ways to increase student retention.

Student issues and concerns

Student athletics programs

1.3. Develop campus promotion and tenure process.

Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Best Practices, Collaboration
Secondary Goals:
Sub Unit: Tenured Faculty
Time Frame: Ongoing

Actions taken for 2006-2007:

A committee of tenured faculty drafted a promotion and tenure document for the campus that includes the criteria for satisfactory and excellence performance in the areas of teaching, research, and service, as well as identifying an appropriate process for promotion and tenure at IUPUC. IUPUC´s Promotion and Tenure document was forwarded to IUPUI for review by the Office of the Dean of the Faculties. The document was approved in June 2007.

Evidence of Progress for 2006-2007:

An IUPUC tenure-track faculty will be evaluated in Fall 2007 using the new IUPUC guidelines for promotion and tenure.

Activities planned for 2007-2008:

IUPUC´s Promotion and Tenure document guidelines apply to all IUPUC faculty, whether they are in Indiana or Purdue University schools, and apply to both promotion and tenure for tenure-track faculty and promotion for all other categories. For faculty tenured after July 2007, tenure of IUPUC faculty appointees is specific to IUPUC. The tenure status of IUPUC faculty appointees does not apply to IUPUI, Purdue University, IU Bloomington, or other university campuses and units. At this time, IUPUC librarians at IUPUC seek promotion and tenure through Indiana University. Probationary faculty may choose to use guidelines when they began their appointment, but should designate this clearly when so doing. See: http://www.iupuc.edu/facstaff/IUPUC%20PT%20Guidelines%202007%20Final.pdf

Create a more diverse full-time faculty using new state funding.

Campus Planning Theme: Teaching and Learning, Best Practices, Campus Climate for Diversity
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2006-2007:

In anticipation of new state funding, eleven searches for full-time faculty were initiated in 2006-

In anticipation of new state funding, eleven searches for full-time faculty were initiated in 2006-07. With IUPUC´s first major appropriation in the approved state budget, we agressively moved forward with the searches. All of the new positions were in areas where new programs were created in years 2001 through 2003, including business, education, nursing, psychology, and MBA.

Evidence of Progress for 2006-2007:

With the addition of the new faculty, the quality of the programs offered in Columbus will increase. This will also assist the campus in the accreditation of its professional degree programs.

Activities planned for 2007-2008:

Eight new faculty will be added in August 2007; the remaining three searches were unsuccessful. One minority faculty member was hired as a result of the searches. Searches for the positions not filled will be completed in 2007-08. In addition, new searches will begin for faculty in the Divisions of Business, Education, Liberal Arts, Nursing, and Science using the new state funding.

10. Increase faculty research and scholarship.

10.1. Develop and maintain faculty, division, and campus research plans.
Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: Divisions
Time Frame: Ongoing

Actions taken for 2006-2007:

A reduced teaching load policy for junior tenure-track faculty was established to assist the faculty in their research requirement at IUPUC.

Evidence of Progress for 2006-2007:

Faculty are attending presentations provided by the Center for Teaching and Learning at IUPUC that will assist them in their grant writing efforts.

Activities planned for 2007-2008:

New Faculty Orientation sessions will be implemented at the start of the 2007-08 academic year due to the large number of new full-time faculty expected to begin in August 2007. The IUPUC Vice Chancellor and Dean will discuss his research expectations with all new faculty at the New Faculty Orientation. In addition, he will provide them with sources of

information for support offices within Indiana University where they can obtain necessary information and support.

The Center for Teaching and Learning at IUPUC has developed a plan to assist faculty in their professional grant writing. For more information: www.columbusctl.com.

11. Conduct "Bold Aspirations – The Campaign for IUPUC."

11.1. Develop a Case Statement for a $4 million IUPUC campaign.
Campus Planning Theme: Civic Engagement
Secondary Goals:
Sub Unit: Gift Development Office
Time Frame: Ongoing

Actions taken for 2006-2007:

"Bold Aspirations: The Campaign for IUPUC "concluded in the summer of 2006, raising over $4.5 million in the largest fundraising campaign in the history of IUPUC. We reached our goal of $4 million on March 1, 2006, and once again obtained 100% participation from IUPUC faculty and staff in our annual Campus Campaign. For a summary of the campaign, please visit http://www.iupuc.edu/boldaspirations/support.asp.

Evidence of Progress for 2006-2007:

The Campaign raised over $4,550,000.

Activities planned for 2007-2008:

For a listing of specific campaign priorities that monies from "Bold Aspirations: The Campaign for IUPUC" continue to provide, please visit: www.iupuc.edu/alumni/CampaignGoals.pdf.

12. Build a welcoming campus environment.

12.1. Establish an arts initiative program on the campus.
Campus Planning Theme: Civic Engagement
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2006-2007:

The IUPUC Art Advisory Board consists of leaders in the area of art in south central Indiana, including the executive director of the Columbus Area Arts Council and the executive director of the Southern Indiana Center for the Arts. The purpose of

the Committee includes advising IUPUC officials on art collection, policies and procedures, and developing ways to bring art to the attention of IUPUC students, faculty, staff, alumni, and friends through programs and exhibitions.

The Art Advisory Board enjoyed another active and productive academic year in 2006-07. The Duke Energy Sculpture Garden, part of IUPUC University Park, was opened in June of 2006 with three works from faculty members from the Herron School of Art and Design at IUPUI. Two sculptures from local artists were added to the two-acre park within its first two months, and a total of five pieces were on display as the fall 2006 semester began. Later in the fall semester, the Board selected several hanging works from the IU Campus Art Collection to display in IUPUC's main campus building.

Over the winter, as part of a unique partnership with Herron, the Board commissioned two works from proposals created by students. The partnership provides an opportunity for Herron sculpture students to apply their creativity and craft in a real-world setting, considering not only their vision, but also the demands of a client and the installation environment. The two pieces were installed during the spring semester of 2007, bringing the total number of sculptures on display to seven. Through the Board, IUPUC also maintains a presence on the art advisory panel of the Columbus Learning Center, which the university shares with Ivy Tech Community College and other entities. In addition, during the 2006-07 year, Board members finalized plans for "Discovery," the first permanent sculpture on the IUPUC campus.

Evidence of Progress for 2006-2007:

The Art Advisory Board continues to broaden its efforts, resulting in beautiful additions to the campus.

Activities planned for 2007-2008:

That first permanent sculpture, made possible by a designated gift, was installed between the CC and LC buildings at the beginning of the 2007-08 academic year and has quickly become a signature piece on campus. The Columbus Area Visitors Center, which often drove tour buses past IUPUC University Park for a quick glance at the sculptures on campus, has now begun stopping and escorting visitors to the kinetic sculpture. During the Fall 2007 semester, the Art Advisory Board will continue its partnership with Herron, reviewing proposals from sculpture students and ultimately commissioning one or two new pieces for installation in the spring of 2008.

Board members will select additional hanging works from the IU Campus Art Collection for display in a fully renovated faculty wing and a completely remodeled MBA/Executive Education suite, both scheduled to be complete by the spring 2008 semester. In response to an increasing number of requests from faculty (who want to integrate the information into their curriculum) and from the community, the Board will also assist in documenting all of the art in the CC Building, consistent with its approach to the sculptures on campus. As always, members will work to identify sources of new art from local artists to further populate the Sculpture Garden.

The Art Advisory Board will also monitor progress on the Reeves Sculpture Plaza in 2007-08. The project will create a new front door for IUPUC, include a unique outdoor gathering space, link the university with Columbus' extensive People Trails, and add a second permanent – and unforgettable – sculpture to campus.

12.2. Renovate the building interior.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2006-2007:

Areas completely renovated and furnished:

- New floor tiles were installed in the main building.
- Gallery area was refurnished to include seating areas, desk areas, television, and vending machines to encourage student life.
- Campus Cafe was renovated with new flooring, paint, cabinetry, and appliances.
- East stairwell: drywall, paint, lighting, new ceiling, tile, and carpet
- West stairwell: painting, tile flooring, lighting, and art
- Central stairs: painting, floor tile, lighting, and art

New project planning:

- Plans were developed for MBA facility in the space occuped by the former library.
- Plans were developed for a new suite of faculty offices, a conference room, and two state-of the art classrooms by renovating CC 143 and an existing classroom.
- Plans were developed to renovate the Student Services reception area, including carpet, paint, furniture, and countertop and new cabinetry behind the reception desk.
- Plans were developed to build an interior garden with a water feature near the entrance to the building in close proximity to the Division of Business.
- Chilled water system was upgraded.
- Campus telephone system was upgraded.
- Community reception room proposal that was under development is still being reviewed at the present time.

Evidence of Progress for 2006-2007:

Areas renovated in 2006-07 were completed within budget, on time, and with quality workmanship and materials that will last. Internal and external customer evaluation of the renovated areas has been extremely positive.

Activities planned for 2007-2008:

Plans have been finalized and construction will begin in Summer 2007 to create a new faculty wing, including twelve new faculty offices, a conference room, and two state-of-the-art classrooms. Construction of the new MBA facility will also begin in late Summer 2007. These projects, as well as the renovation of the reception area in Student Services and construction of an interior water garden, will be completed during the 2007-08 academic year.

12.3. Develop a campus park

12.3. Develop a campus park.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2006-2007:

The IUPUC Student Council reported that our students would like more outside study spaces, eating areas, and recreation opportunities. These recommendations were presented to the City of Columbus Parks and Recreation Department. The City developed an initial plan that would create an university park. IUPUC and the City of Columbus Parks and Recreation Department signed a memorandum of understanding to outline the respective roles in this partnership.   Outdoor study spaces and eating areas were created during 2006-07 and include plantings such as evergreens and seasonal plants. Recreational equipment such as footballs, basketballs, frisbees, etc., were purchased for students´ use and can be checked out in Student Services.

The Duke Energy Sculpture Garden was created in 2006-07. The sculpture garden includes a wildflower meadow with 33 wildflower species and lighted paths that connect to the city´s People Trail system. Seven sculptures are now in place, five from the IU Herron School of Art and Design and two from regional artists.

Plans were finalized to commission a sculpture that will serve as the centerpiece of the park.

Evidence of Progress for 2006-2007:

The new outdoor space is used and enjoyed by faculty, staff, and students on a regular basis.

Activities planned for 2007-2008:

We will continue to collaborate with the City of Columbus Parks and Recreation Department to enhance our outdoor spaces.

12.4. Plan for sports and recreation for the students.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2006-2007:

The IUPUC Student Council received feedback from students that they would like to have more recreation opportunities at the campus. Suggestions focused on "extreme sports" such as sand volleyball and rock climbing. Those recommendations were presented to the City of Columbus Parks and Recreation Department. The City developed an initial plan that included an extension

of the People Trail (walking/running/biking trail throughout Columbus) through the campus, sand volleyball courts, a quarter-mile trail adjacent to the People Trail with exercise stations, a climbing wall, and bouldering areas. However, due to liability issues and cost, this intiative was put on hold for the forseeable future.

The IUPUC Alumni Association started a leadership speaker series for students for students. Former congressman Lee Hamilton was the fall semester speaker, and Jared Fogle of Subway fame was the spring semester speaker. Both events were very well attended. For more information: www.iupuc.edu/alumni/.

Evidence of Progress for 2006-2007:

IUPUC staff and the IUPUC Campaign Committee have sought major gifts for the outdoor recreation facilities. Also, the Parks and Recreation Department has requested funding from the City of Columbus to provide some financial support. The collaboration between IUPUC and Columbus Parks and Recreation Department on this project has been outstanding. IUPUC is excited about the prospect of recreation opportunities to attract and retain students.

IUPUC Alumni Association events planned for students have been very well attended.

Activities planned for 2007-2008:

We continue to ask for students' input and explore ways to increase opportunities for recreation and student life on campus. Student participation in student activities such as Student Council and other student organizations will continue to grow in the 2007-08 academic year.

Create an internal customer service initiative to ensure quality service.

Campus Planning Theme: Best Practices, Collaboration
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2006-2007:

Knowing that quality service is a key to recruitment and retention efforts, the campus developed and implemented a customer satisfaction initiative in the 2006-07 academic year. An internal customer survey was conducted to provide baseline information for improvement and to help identify internal best practices from which we can all learn.

Five Standards of Service that reflect the level of service we will provide to every customer - internal and external - were identified and introduced. The standards are: I for Individualized Approach, U for Unique Situations, P for Pride, U for Unified Team, and C for Caring.

Evidence of Progress for 2006-2007:

Areas of improved customer service resulting from changes made following survey findings will provide evidence of progress.

Activities planned for 2007-2008:

The IUPUC Vice Chancellor and Dean will meet with Division Heads as well as Directors of campus offices to discuss survey results and identify possible areas for improvement. Implemention of change will occur.

4. Increase the number of academic programs offered by the campus.

4.1. Establish articulation agreements with IU and Purdue Schools at IUPUI for joint programs.
Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Collaboration
Secondary Goals:
Sub Unit: Administration
Time Frame: Ongoing

Actions taken for 2006-2007:

An articulation agreement was signed in May 2007 between IUPUC and the Indiana University School of Music to offer joint baccalaureate degree programs. Articulation agreements have also been signed to offer joint degree programs in the following Indiana University and Purdue University Schools at IUPUI: engineering, general studies, informatics, labor studies, liberal arts, nursing, public and environmental affairs, science, and tourism, conventions and event management.

A total of 21 Bachelor of Science or Arts degree programs are now available at IUPUC, including the joint programs with IUPUI. The list of programs in which students can apply for admission is available at: http://www.iupuc.edu/academics/.

Evidence of Progress for 2006-2007:

The success of these programs will be assessed in the years to come.

Activities planned for 2007-2008:

We will continue to seek opportunities for articulation.

5. Attract and support a better prepared and a more diverse student population.

5.1. Re-evaluate and redesign the process to interact with high school students.
Campus Planning Theme: Teaching and Learning, Best Practices, Campus Climate for Diversity
Secondary Goals:
Sub Unit:

Time Frame: Ongoing

Actions taken for 2006-2007:

An Early College Program agreement was signed between IUPUC and Bartholomew Consolidated School Corporation (BCSC) to establish dual credit options for high school students and to cooperate in providing college credit opportunities to high school students in the Early College Program. Students may take courses in fall, spring, or summer sessions and are limited to two courses per semester. Acceptance is based upon academic motivation, years completed in high school, and acadeic success. The following items will be considered in the review of applications to the IUPUC Early College Program:

- Seniors should be ranked in the upper 30% of their class.
- Juniors should be ranked in the upper 20% of their class.
- 1000 SAT (Math and Critical Reading) or 21 ACT
- Written endorsement from the high school principal or counselor.
- Student should be enrolled in Indiana Core 40 curriculum or Academic Honors Diploma.

Other changes made to date have focused on creating communications materials: direct mail correspondence with parents of students, inserts in local high school parent newsletters; new, coordinated marketing materials developed for each of our six academic divisions for use at college fairs and the Prospective Student Saturday program; a new display board and materials created for the admissions office to use at fairs and presentations; and similar table top displays were created for each IUPUC-based academic division.

A key part of interacting with high school students is encouraging their counselors to recommend IUPUC. On November 10, 2006, IUPUC was visited by 70 counselors as part of a completely redesigned annual Counselors Breakfast. Counselors were empowered with scholarships to award to their own students, with notebooks describing our academic programs, and with marketing materials. More counselors attended this breakfast than any other breakfast in the past.

Students and faculty from the two Columbus high schools were invited to the first ever "Explore IUPUC" event via colorful, postcard invitations to the faculty and a public address system announcement in the high schools for the students.

Evidence of Progress for 2006-2007:

Following the successful Counselors Breakfast in 2004, we were approached by a local high school requesting their seniors and juniors be bused to IUPUC for a college day. We have held several of these events each year since that time.

The effectiveness of the Counselors Breakfast will be partially measured by the number of scholarships given and accepted. Counselor participation grows each year, and 2007 is expected to be our largest year yet.

Applications and admittances for Fall 2007 were significantly impacted by these efforts; without them we would have no visibility in the market, since these efforts are the first marketing (versus information) communication program the campus has undertaken in recent history.

These efforts are a continuing effort to completely reposition the IUPUC campus in the eyes of its constituents; it will take several semesters before enough tools are in place and momentum is generated to impact student numbers significantly. As we become more adept at designing and using the tools with different constituencies, we will become more adept at measuring the impact of individual communications initiatives.

Activities planned for 2007-2008:

We will seek opportunities to expand the Early College Program agreement to other area school corporations during the 2007-08 academic year.

Our Prospective Student Saturday program was evaluated in 2006-07 for possible changes. The Office of Admissions made their campus visitations more extensive and enriching by hosting Funtastic Fridays with a couple of those events held on Saturdays. IUPUC plans to host 23 of these events in the 2007-08 academic year. In conjunction with these events, we also plan to host two summer Discover IUPUC events in June and July 2008 that will target returning adult students.

The Office of Admissions and the Office of Marketing and Recruitment are developing a new communications programs to stay connected with admitted students to increase matriculation. A series of letters and postcards was developed by Marketing that will be sent to new admits weekly by the Admissions staff. Prior to implementing this program, it was very possible that a student could apply in the fall and be accepted to IUPUC and then not be contacted again until the spring. These communications bridge that gap and invite admitted students to immediately become part of the campus community by contacting faculty and staff, attending IUPUC events, and even joining the IUPUC Student Alumni Association.

 Admissions, in partnership with other offices in Student Services, is also developing a contact management program to better track and proactively follow-up on IUPUC information requests made via e-mail, over the phone, or in person. The process is being finalized and we hope to have it in place by the end of the Fall 2007 semester.

5.2. Increase the number of merit- and admission-based scholarships.
Campus Planning Theme: Teaching and Learning, Campus Climate for Diversity
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2006-2007:

IUPUC completely redesigned and expanded its scholarship program in 2005. The newly designed program more closely parallels and builds on the strengths of the IUPUI scholarship programs, with a more aggressive focus on attracting top students from area high schools and encouraging first generation college students. The new scholarship program is described at http://www.iupuc.edu/scholarships/.

Evidence of Progress for 2006-2007:

The number of merit and admissions-based scholarships continues to increase; funding for scholarships has significantly increased during 2006-07. The previous section describes our strategy for assessment.

Activities planned for 2007-2008:

We continue to monitor and assess the effectiveness of the new program before instituting additional change. The new program demonstrates a significant dollar value increase over the old program, driven by a focus of reaching a wider range of diverse student types and encouraging students to commit to IUPUC earlier in the planning cycle. The innovative new scholarship program involves area high school counselors. They are empowered to give four scholarships to students of their choice who meet the high academic criteria set by the IUPUC scholarships, and the student is admitted by March 1.

Variables to monitor include:

- the absolute number of students receiving scholarships versus prior years
- the caliber and diversity of students attracted by the scholarships versus prior years´ scholarship recipients
- the campus student profile in general, and
- the retention of scholarship recipients.

We will continue to work with local scholarship-giving organizations, particularly the Heritage Fund and other local firms, to develop more scholarships defined for IUPUC students. Many local organizations give scholarships; if approached with the value of the regional university model and the degree programs offered at IUPUC, they will encourage IUPUC students to apply and will see the value of giving local scholarships to students who are committed to this region.

5.3. Develop a more effective student recruitment strategy.

Campus Planning Theme: Teaching and Learning, Best Practices, Campus Climate for Diversity
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2006-2007:

This section addresses Return to College students. See comments on 5.1 regarding high school students.

IUPUC re-evaluated its strategy toward return to college students in 2006-07. Communication materials are continually being developed and distributed directly to key organizations throughout our seven-county primary target area. The number of institutions reached continually increases. The quality of the materials has significantly improved, focusing on key marketing messages and consistent images. These same images and messages are being reinforced in all advertising.

At this point, IUPUC must develop simple, disciplined recordkeeping systems to track the data available in-house and on those students who contact us as a result of our outreach efforts. In the future, IUPUC will expand marketing research to other constituencies.

Evidence of Progress for 2006-2007:

The final outcome measure, of course, is a change in the number of new student applications.

Better diagnostic measures would be changes in measures of awareness of IUPUC degree programs, likelihood of applying to IUPUC, and measures of changes in the number of telephone and walk-in inquiries.

Activities planned for 2007-2008:

A database of return to college student prospects was created to track students who have stopped out in the prior five semesters or who were admitted but never attended IUPUC. The database will be used to contact these types of students to invite and encourage them to attend various programs/events at IUPUC.

5.4. Develop more effective promotional materials, including success stories and student placement information.
Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2006-2007:

Progress toward the next round of promotional materials, success stories, and student placement has begun.

Evidence of Progress for 2006-2007:

Evidence of progress will be indicated by the number and quality of the contacts in our file that can be used to publish success stories to support the marketing effort.

Activities planned for 2007-2008:

IUPUC has begun to collect testimonials and success stories from students and categorize them by theme, such as "quality," "convenience," and "affordability" (among others). The Office of Marketing will continue to collect testimonials, taking care to sample a range of people to reflect a variety of voices (non-traditional and traditional, male and female, student and alumni, etc.). Some of these stories have already been highlighted in the new IUPUC eNewsletter, which debuted in April 2007, and have been proposed and developed into features in the local newspaper, The Republic.

In addition, the campus is in the process of conducting a survey to determine why students chose IUPUC. This empirical – rather than anecdotal – evidence will help inform future marketing decisions. After the Integrated Image Initiative assets and requirements are provided to IUPUC, these testimonials will feature prominently into the redesign of future marketing efforts, including a revamped Web site. Formalized routines for gathering stories will assist these efforts greatly, and

procedures for acquiring success stories and testimonials are being developed.

5.5. Increase the number of high school graduates enrolling at IUPUC in the top 25% of their graduating class.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2006-2007:

Enrollments of high school students in the higher percentiles of their graduating class increased this year at IUPUC because of the changes we made during the past year:

- expansion of degree programs and faculty
- increased student life
- more personal admissions support
- expanded scholarship program that targets high performing students
- stronger relationships with high school counselors, and
- strong communication of all of these internal improvements.

An Early College Program agreement was signed between IUPUC and Bartholomew Consolidated School Corporation (BCSC) to establish dual credit options for high school students and to cooperate in providing college credit opportunities to high school students in the Early College Program. Students may take courses in fall, spring, or summer sessions and are limited to two courses per semester. Acceptance is based upon academic motivation, years completed in high school, and acadeic success. The following items will be considered in the review of applications to the IUPUC Early College Program:

- Seniors should be ranked in the upper 30% of their class.
- Juniors should be ranked in the upper 20% of their class.
- 1000 SAT (Math and Critical Reading) or 21 ACT
- Written endorsement from the high school principal or counselor.
- Student should be enrolled in Indiana Core 40 curriculum or Academic Honors Diploma.

Evidence of Progress for 2006-2007:

Annual measures of numbers of newly admitted and enrolled students by decile.

Annual measures of retention of students by decile.

Activities planned for 2007-2008:

We will seek opportunities to expand the Early College Program agreement to other area school corporations during the 2007-08 Academic year.

We will continue to build and refine infrastructure that supports higher performing students. Activities include plans to:

- continue to reach out to parents with messages about the opportunities at IUPUC
- target high schools with lower rates of college attendance
- continue to visit high schools to give away merit-based scholarships in awards ceremonies
- continue to encourage high school counselors to give out their "Pursuit of Excellence" scholarships
- continue the communication effort to re-position IUPUC in the eyes of middle school-high school juniors--based on real changes in the way IUPUC operates.

5.6. Increase the number of classes offered via distance education.

Campus Planning Theme: Teaching and Learning, Civic Engagement
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2006-2007:

The dramatic need for classes to be offered via distance education was communicated to Division Heads, and they have been asked to propose plans for engaging faculty in course development.

In order to encourage faculty to develop online courses, they were offered options of release time or overload payment during a semester they develop an online/distance education course while being paid to teach the same course in the classroom. Ten-month faculty were also encouraged to develop courses over the summer for additional pay.

An "online champion" and "distance education champion" were identified. These faculty attended IUPUI´s "Jumpstart course."

OPD provided a couple of online workshops at IUPUC.

Evidence of Progress for 2006-2007:

Number of courses developed.

Number of faculty involved in online/distance education development.

Number of students enrolled in and completing online/distance education courses.

Number of students living in geographic locations outside of Bartholomew County who are taking online/distance education courses--or hybrid courses--through regional learning centers.

Increased amount of support services available in the Learning Center at IUPUC for online/distance education development.

Activities planned for 2007-2008:

Activities under discussion:

- Identify a "hit list" of the top 10 courses IUPUC would like to offer online/distance education and solicit faculty interest, assuming some additional monetary award.
- Encourage faculty to develop hybrid courses rather than pure online or pure distance education.

Faculty who develop an online/distance education course that enrolls over 30 students will be offered TA support.

6. Enhance undergraduate student learning and success.

6.1. Enhance undergraduate student learning and success through improved advising practices.
Campus Planning Theme: Teaching and Learning, Best Practices
Secondary Goals:
Sub Unit: University College
Time Frame: Ongoing

Actions taken for 2006-2007:

Academic advising is an important resource in helping students to achieve their academic and career goals. IUPUC students are now being moved to academic divisions for advising. We have increased the number of University College academic advisors and will continue to do so as funding is available. Additional information on student advising at IUPUC may be found at: http://www.iupuc.edu/students/advising.asp.

Evidence of Progress for 2006-2007:

The student retention rate at IUPUC will be assessed as an evidence of progress and effectiveness of the changes made in advising at IUPUC.

Activities planned for 2007-2008:

With the approval of the IUPUC Faculty Senate, direct admission to degree programs at IUPUC has become a reality and affects the way students are advised.

An additional academic advisor will be hired during the 2007-08 academic year.

6.2. Ensure that all programs provide relevant and coordinated course offerings.
Campus Planning Theme: Teaching and Learning, Best Practices, Collaboration
Secondary Goals:
Sub Unit: Divisions
Time Frame: Ongoing

Actions taken for 2006-2007:

The responsibility and budget for course offerings at IUPUC have shifted to appropriate divisions at IUPUC.

Evidence of Progress for 2006-2007:

Work is ongoing in this area.

Activities planned for 2007-2008:

Coordination of course offerings at IUPUC continue to be handled by IUPUC IUPUC Division Heads.

6.3. Create additional spaces for student learning and relaxation.
Campus Planning Theme: Best Practices, Campus Climate for Diversity
Secondary Goals:
Sub Unit: Administration
Time Frame: Ongoing

Actions taken for 2006-2007:

Student Council members worked with administrators in developing a plan to make improvements to the Student Commons at IUPUC. This is one of the most heavily used areas by students for studying and relaxing. The campus was able to get furniture donated to make this space a more comfortable place for students. Furthermore, artwork was added.

Plans developed to make improvements to the second most heavily used area, the Gallery, were completed in 2006-07. Rectangular tables were removed, and tables, chairs, couches, a television, and vending machines were added to change the space to a multi-purpose area where students can work individually or in groups, relax, and socialize.

Evidence of Progress for 2006-2007:

The Student Council, on behalf of the students at IUPUC, has expressed its pleasure with improvements made to all interior and exterior spaces.

Activities planned for 2007-2008:

We will continue to work closely with the Student Council to discuss possible upgrades to other areas to provide more comfortable spaces for student learning and relaxation.

6.4. Improve student retention and persistence rates.
Campus Planning Theme: Teaching and Learning, Best Practices
Secondary Goals:
Sub Unit: Divisions
Time Frame: Ongoing

Actions taken for 2006-2007:

IUPUC developed a new student advising system, dramatically increased student scholarships, substantially increased the number of degree programs available to students on campus during the past few years, and a number of other activities to affect its retention rate.

Evidence of Progress for 2006-2007:

Retention of students increased in 2006-07. First-year beginners were retained 3% more than the previous year. Student retention has increased by 9% in the last three years at IUPUC. Credit hours, student headcount, and retention rate increases have resulted in a 45% increase in student fee income in the last three years.

Work is ongoing to develop assessment tools and measures.

Activities planned for 2007-2008:

The full implementation of above mentioned initiatives are planned to continue in this academic year.

7. Continue active involvement in developing articulation agreements with Ivy Tech Community College--Columbus.

7.1. Establish articulation agreements with Ivy Tech Community College-Columbus.
Campus Planning Theme: Teaching and Learning, Collaboration
Secondary Goals:
Sub Unit: Enrollment Center
Time Frame: On going

Actions taken for 2006-2007:

Given our limited resources and the proximity of Ivy Tech Community College to the IUPUC Campus, partnership of the two institutions is imperative and on the list of priorities of the campus. Following discussions, meetings, and coordinated work, a comprehensive agreement between the two institutions was signed in 2004 at the Learning Center. See http://www.iupuc.edu/passport/

Evidence of Progress for 2006-2007:

The number of Ivy Tech students with AS degrees pursuing BA/BS degree programs at IUPUC.

Activities planned for 2007-2008:

IUPUC plans to suspend the Associate of Science Degree in Nursing (ASN) in early 2008 in order to direct our resources to the development and expansion of the RN-BSN mobility option to better meet the needs of the southeast central Indiana region. Ivy Tech Community College-Columbus will expand their ASN program to accommodate the students who have enrolled in the IUPUC program.

IUPUC continually seeks ways to create a new model of education alliance in this part of the state with Ivy Tech Community College-Columbus. The two institutions have joined forces in providing many joint services on the campus. This approach not only provides a better service to our students, but also is necessary for the future growth of IUPUC. The key for success of all small campuses of Indiana University is a strong relationship with local Ivy Tech campuses. IUPUC has been leading these efforts in the state.

7.2. Increase the number of Ivy Tech graduates pursuing bachelors programs at IUPUC.
Campus Planning Theme: Teaching and Learning, Best Practices, Collaboration
Secondary Goals:
Sub Unit: Enrollment Center
Time Frame: Ongoing

Actions taken for 2006-2007:

Signed agreements between Ivy Tech Community College-Columbus and IUPUC have facilitated Ivy Tech graduates pursuing baccalaureate degree programs at IUPUC.

Evidence of Progress for 2006-2007:

The first AS recipient of Ivy Tech State College-Columbus was admitted at IUPUC in November 2004 through the established agreements between the two institutions. IUPUC continues to receive e-mails from Ivy Tech students on a semi-regular basis to inquire as to how their coursework will transfer into an IUPUC baccaulareate degree.

Activities planned for 2007-2008:

See http://www.iupuc.edu/passport/.

7.3. Continue developing the PASSPORT-IUPUC program.
Campus Planning Theme: Teaching and Learning, Best Practices, Campus Climate for Diversity, Collaboration
Secondary Goals:
Sub Unit: Office of Admissions
Time Frame: Ongoing

Actions taken for 2006-2007:

IUPUC established a PASSPORT-IUPUC program to provide students of Ivy Tech Community College-Columbus the freedom to transfer courses and associate degree credits to IUPUC. An IUPUC staff member will be responsible for communication of programs created by this office to the faculty, staff, and students at Ivy Tech Community College-Columbus. Ivy Tech Community College-Columbus has provided support in facilitating communication with its students.

IUPUC created and maintains the official Website providing information on how Ivy Tech students can transfer specific courses and credits into the IUPUC undergraduate and graduate degree programs.

Evidence of Progress for 2006-2007:

The number of Ivy Tech graduates transferring courses and associate degree credits to IUPUC will be a measure of the effectiveness of this program.

Ivy Tech students continue to inquire as to how they can transfer specific courses into the IUPUC undergraduate degree programs.

Activities planned for 2007-2008:

Admissions staff and academic advisors of both institutions are familiar with the PASSPORT-IUPUC program and can facilitate student transfers when appropriate.

See http://www.iupuc.edu/passport/ for additional information.

7.5. Arrange for providing library resources to Ivy Tech students on a contractual basis.
Campus Planning Theme: Collaboration
Secondary Goals:
Sub Unit: Library
Time Frame: Ongoing

Actions taken for 2006-2007:

An agreement between IUPUC and Ivy Tech Community College-Columbus was signed to allow IUPUC to provide library services to Ivy Tech students for a fee.

Evidence of Progress for 2006-2007:

Providing transparent services to over 5,000 students of IUPUC, Ivy Tech, and Purdue College of Technology-Columbus is a measure of the effectiveness of this program.

Activities planned for 2007-2008:

Librarians from IUPUC and Ivy Tech continue to meet on a regular basis to review resources needed by Ivy Tech students. The Director of the IUPUC Library works to ensure that identical services and resources are provided to students of both IUPUC and Ivy Tech.

9. Develop Executive Education Program.

9.1. Develop non-credit, industry-specific courses.
Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: Executive Education Program

Time Frame: Ongoing

Actions taken for 2006-2007:

The organizational structure of Executive Education was put in place, with a full-time Associate Director. The program focus was on design and development of customized front-line management programs, primarily for various units at Cummins Inc.

Evidence of Progress for 2006-2007:

Space is being designed and renovated for an Executive Education and MBA center via a grant from the Arvin Gift Fund. We have received informal confirmation from individuals who will serve on the advisory group.

Activities planned for 2007-2008:

We will work on the following items during the 2007-08 academic year:

- Development of an advisory committee
- Refinement of the business partners´ roles
- Work on the business side of developing internship sites
- Ramp up work on non-credit courses open to the public

9.2. Develop a plan to offer non-credit, continuing study courses.
Campus Planning Theme: Teaching and Learning, Civic Engagement
Secondary Goals:
Sub Unit: Executive Education Program
Time Frame: Ongoing

Actions taken for 2006-2007:

Discussions began with individuals and groups committed to serve on the advisory committee. We began the early stages of establishing non-degree programs that will benefit our service area. Further discussions will take place with HR representatives of Bartholomew and the surrounding counties regarding which programs will be most beneficial for particular communities. Since the current IUPUC facility has no space available for offices to direct these activities, we will begin to look at other possible spaces to house the non-credit programs.

Evidence of Progress for 2006-2007:

Planning for non-credit programs to be offered by IUPUC is in its infancy. Progress made to date includes strengthening the relationships between community leaders

and campus officials in the process of planning for these programs. The report issued by the campus non-degree program committee to the Vice Chancellor is a step forward, and suggestions made in this report will be reviewed and, where appropriate, carried out.

Activities planned for 2007-2008:

Relocate non-credit offerings to a new space, which is designed for greater support. Upgrade the Web site for marketing purposes. With the help of the IUPUC faculty, develop the program offerings for non-credit programs.

IUPUC Board of Advisors and community involvement in Columbus and surrounding counties in our service area.

Creating a comprehensive committee structure for the IUPUC Board of Advisors

Campus Planning Theme:
Secondary Goals:
Sub Unit: IUPUC Board of Advisors
Time Frame: Ongoing

Actions taken for 2006-2007:

A comprehensive committee structure was developed and implemented for the IUPUC Board of Advisors. The following committees were created in the 2006-07 academic year: Community and Government Affairs, Corporate and Community Outreach, Curriculum Development, and Gift Development. For additional information: www.iupuc.edu/board/.

Evidence of Progress for 2006-2007:

Activities planned for 2007-2008:

In addition to the Community and Government Affairs, Corporate and Community Outreach, Curriculum Development, and Gift Development Committees established in 2006-07, there is also an Alumni Association Committee and Art Advisory Committee. Oversight of these Committees, whose membership includes members of the IUPUC Board of Advisors as well as IUPUC faculty and staff, is ongoing. Plans include adding a Diversity Committee during the 2007-08 academic year.

Increase community involvement and alliances

Campus Planning Theme:
Secondary Goals:
Sub Unit: Community
Time Frame: Ongoing

Actions taken for 2006-2007:

IUPUC significantly increased its presence in the community. For example, the IUPUC Alumni Association provided several opportunities:

- Their downtown lunch lecture series, "IUPUC Downtown: Connecting for Lunch" continued to grow in 2006-07. The series, held at City Hall, addressed timely and relevant topics and attracted community and business leaders.
- An on-campus film series was held to raise awareness of and encourage discussion about a variety of social issues. Each film screening was followed by a facilitated discussion. The 2006-07 films included Crash, A Day Without A Mexican, Glory Road, and China Blue.
- A Leadership Speaker Series for students began in 2006-07 and featured former congressman Lee Hamilton in the fall semester and Jared Fogle of Subway fame in the spring semester.
- For additional information: www.iupuc.edu/alumni/.

IUPUC has forged a close alliance with the largest company in south central Indiana - Cummins Inc. The Cummins internal fundraising effort ("The Cummins Campaign for IUPUC") is a testimony to its support of IUPUC. The Cummins Foundation matched gifts from Cummins´ employees and retirees to IUPUC on a 2-to-1 basis. Cummins´ ongoing support for state appropriation for IUPUC was extremely significant and was the main determining factor in this process. For additional information: www.iupuc.edu/cummins.

Evidence of Progress for 2006-2007:

Increased links to the community, increased student involvement in campus events, and a strong, positive relationship with Cummins Inc.

Activities planned for 2007-2008:

Alumni Association activities will continue during 2007-08. IUPUC will continue to seek ways to form alliances in the community.

Fiscal Health

Finances and Planning Processes 2007-08

As a result of the state funding for IUPUC degree programs, we were able to hire eight new full-time faculty in August 2007. In addition, the campus has undertaken two major renovation projects which will provide 14 new faculty offices, two new MBA classrooms, and several conference rooms for students and faculty.

With the remaining half of the degree program funding occurring in 2008-09, searches are being established to hire an approximately 14-16 new full-time faculty in August 2008. In the near future, resources will be needed to upgrade and modernize space and equipment in our science and nursing labs. New staff positions will also be necessary to ensure adequate support for IUPUC's increasing student population. Funds for other support areas, such as for marketing materials, will continue to be needed to help attract and retain quality students. With Cummins Inc. and other local businesses serving as feeders, we

quality students. With Cummins Inc. and other local businesses serving as feeders, we expect to have a continued growth in international students. Resources will also be needed to provide additional scholarships and other financial aid support in order to attract a more diverse student population.

We continue to plan our budget to ensure that we maintain the three percent reserve required by the Indiana University Board of Trustees. However, unexpected expenses continue to be a concern as we deal with aging and out-of-date facilities.

IUPUC is on a sound financial foundation and the leadership will continue to make the best use of the financial resources to maximize the benefits as the campus works to retain students and ensure their graduation.

Annual Reporting 2006-07

IUPUC accomplished many of the goals and activities planned for 2006-07, including:

- IUPUC funds were decentralized with budgets established for Divisions and Campus Offices as Heads and Directors continued to manage their respective budgets.
- The Budgetary Resources and Policy Committee of the IUPUC Faculty Senate played a vital role in reviewing the budgeting process and providing input for budget resources.
- Computing facilities were upgraded, including hardware and software, to help ensure a safe computing environment for students and employees.
- Campus telephone system was upgraded.
- Chilled water system was upgraded.

Budgeting 2007-08

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Actions taken for 2006-07:

- IUPUC received a significant increase in state funding for degree programs.
- Internal fiscal controls have been improved.
- Eight new full-time faculty were hired in August 2007.
- Ivy Tech Community College-Columbus will fund a full-time Librarian in the IUPUC Library. Although it is located in the Learning Center building, the Library is under the administrative authority of IUPUC.
- Adjunct faculty stipends were increased in Fall 2007. This is the first increase given to adjunct faculty in several years.
- Funding will be provided to all full-time faculty for teaching assistants.
- Science lab equipment was upgraded and funding was increased for instructional materials.
- The number of online courses offered to IUPUC students increased through new and continuing agreements with Schools at IUPUI.
- Funding for scholarships significantly increased.
- All floor tiles in the main building were upgraded and replaced.
- Voicemail system will be upgraded and long distance authorization codes will be established. The use of SUVON will be discontinued as part of the communications plan.
- Work will continue to work on an Emergency Action Plan; training will be provided for safety officers.
- Major building renovations:

    - Renovation of current space to provide a new faculty wing which will include 12 new faculty offices and a conference room.
    - MBA and Executive Education facility to include two state-of-the-art classrooms, offices, and meeting rooms.
    - Renovation of the Student Services area to provide a more welcoming environment.
- Installation of the "Discovery" sculpture made possible by a local donor will provide an outdoor focal point for the campus.
- Additional staff will be hired to support the increasing number of support services.
- Additional academic advisors will be hired to support the increased student population.

Budgeting 2-3 years
2008-09 / 2009-2010

- State funding will increase.
- Fourteen to sixteen new full-time faculty will be hired in August 2008.
- Faculty support will be increased to allow funding for research and service. In addition, faculty will be encouraged to seek outside funding through contracts and grants.
- Travel funds will be increased to support faculty collaboration and interaction with peers.
- Funding for library acquisitions and enhanced learning resources and materials will be increased.
- The number of academic advisors will be increased.
- Funding will be provided to increase student diversity.
- Physical facilities will be upgraded, including:
    - Replacing outdated heating and cooling systems
    - Upgrading and modernizing nursing lab facilities and equipment
    - Faculty offices are scheduled to be renovated.
    - Student learning environment will be enhanced.
    - We will continue to upgrade computing facilities for students and employees.
- Connect to I-light, dark fiber cable to increase computing speed.
- We will continue to ensure adherence and compliance to university policies and procedures.

Reallocation Plan

Other Question(s)

1) *Diversity*. In the past year (July 1, 2006-June 30, 2007) what actions have you taken and what results have you achieved in retaining and graduating a diverse student body; enhancing diversity in research, scholarship, and creative activity; and recruiting, developing, and supporting diverse faculty and staff?

In 2006-07, IUPUC created it first ever Diversity Cabinet, with membership from faculty, staff, students, alumni, and community leaders as well as representatives from IUPUI and IU Bloomngton. The mission of the group is to assist in creating an environment supportive of all individuals and groups by serving as a forum for open and honest discussion of any and all issues related to equity and inclusion on campus, generating support from the campus for inclusive attitudes and activities, and becoming informed about issues in the broader community related to equity and inclusion and determining the role the campus should play in addressing them.

2) *International activities*. Over the past year, in what international projects and activities have your faculty, staff, and students engaged? What new efforts have been undertaken to internationalize the curriculum?

A system was established during 2006-07 to track international student admission applications