2010-2011 Columbus Campus

Section	Document Name
Fiscal Health	• COLC.pdf

Mission

Mission

IUPUC is a leading resource in South Central Indiana for the university-based education of its citizens through excellence in teaching, scholarship, creative activity, and service which together yield competent and motivated graduates.

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

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

Strategic Priorities

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

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

The University will pursue the following strategic priorities:

1. Regional and Global Impact – The University will meet the global workforce needs of regional industry with the right programs at the right times.

2. Academic & Scholastic Achievement – The University will attract and retain faculty members who are motivated by our Mission and Strategic Plan and who will deliver academic programs of regional distinction and global quality with high student success rates. The University will attract and retain students who are prepared and who seek a best-in-class small University experience.

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

4. Collaboration and Service – The University will serve cultural, intellectual and economic development in the region

through collaboration and innovation.

Goals and Objectives

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

1.1 Program Development

Campus Planning Theme: Civic Engagement
Secondary Goals: Goal 1.1.A Expand IUPUC programs in ways that address regional interest Goal 1.1.B.Address relationship with Ivy Tech in context with regional needs Goal 1.1.C. Maintain regional market needs database
Sub Unit:
Time Frame: 2010-2011

Actions taken for 2010-2011:

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

A1. Offer complete BSN program

A2. Initiate undergraduate degree program in Mechanical Engineering

A3. Develop graduate program in Mental Health Counseling

A4. Revamp graduate program (MBA) in Business

A5. Update plan for off-campus programs

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

B1. Update and explore articulation agreements with Ivy Tech that maintain high academic standards and promote continuing partnership and collaboration

B2. Maintain regular meetings of combined IUPUC and Ivy Tech leadership including academic and staff support teams

1.1.C. Maintain regional market needs database

C1. Work with Community Education Coalition to identify best update paths for existing regional database

C2. Build IUPUC market needs database

Evidence of Progress for 2010-2011:

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

A1. Offer complete BSN program - offered Fall 2011

A2. Initiate undergraduate degree program in Mechanical Engineering - offered Fall 2011

A3. Develop graduate program in Mental Health Counseling - development complete, pending ICHE approval for implementation Fall 2012

A4. Revamp graduate program (MBA) in Business - redesign complete for Fall 2011

A5. Update plan for off-campus programs - Focus on Jackson County Learning Center, IUPUC presence upgraded

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

B1. Update and explore articulation agreements with Ivy Tech that maintain high academic standards and promote continuing partnership and collaboration - Completed articulation agreements for the Associate of Science in Social and Behavioral Science/Psychology with the Bachelor of Arts/Bachelor of Science, and the AS Business Administration, Accounting, and Computer Information Systems to Bachelor of Science in Business degrees. An update to the Library joint administration agreement is under review.

B2. Maintain regular meetings of combined IUPUC and Ivy Tech leadership including academic and staff support teams - joint enrollment committee formed. Passport group formed (admissions).

1.1.C. Maintain regional market needs database

C1. Work with Community Education Coalition to identify best update paths for existing regional database

C2. Build IUPUC market needs database - Database is under construction, completion target is 2011-2012 academic year.

Activities planned for 2011-2012:

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

A6. Develop and implement Division of Education programs for:

Liberal Arts majors leading to licensure in secondary education

Transition to Teaching licensure

Graduate licensure in collaboration with IUB and IUPUI

A7. English, Communications, and Science degree programs

1.1.C. Maintain regional market needs database

C2. Build IUPUC market needs database - Completion of the database is a Center for Business and Economic Development (CBED) project carried over into 2011-2012

1.2 Quality of Learning Programs
Campus Planning Theme: Teaching and Learning, Best Practices
Secondary Goals: Goal 2.1.A. Insure quality of programs through external validation and/or accreditation.
Sub Unit:

Time Frame: 2010-2011

Actions taken for 2010-2011:

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

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

National Council for Accreditation of Teacher Education (NCATE)

Commission on Collegiate Nursing Education (CCNE)

Start self-assessment in preparation fo Higher Learning Commission (HLC) reaffirmation of accreditation

Achieve AACSB (Division of Business) accreditation by 2014

A2. Clinical and product partnerships

A3. Establish data reporting needs for each academic division and administrative department. Develop a management reporting system that supports strategic decision-making and program quality.

Evidence of Progress for 2010-2011:

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

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

National Council for Accreditation of Teacher Education (NCATE) - completed

Commission on Collegiate Nursing Education (CCNE) - completed for 2010 cycle

Start self-assessment in preparation fo Higher Learning Commission (HLC) reaffirmation of accreditation - Completed initial review, ongoing for 2012 HLC visit

Achieve AACSB (Division of Business) accreditation by 2014 - initiated

A2. Clinical and product partnerships - project to be carried over into 2011-2012

A3. Establish data reporting needs for each academic division and administrative department. Develop a management reporting system that supports strategic decision-making and program quality. - Created Office of Institutional Research, hired Director.

Activities planned for 2011-2012:

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

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

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

Continue preparation for Higher Learning Commission (HLC) reaffirmation of accreditation

Achieve AACSB (Division of Business) accreditation by 2014

A2. Clinical and product partnerships

A3. Establish data reporting needs for each academic division and administrative department. Develop a management reporting system that supports strategic decision-making and program quality.

02. IUPUC will attract and retain faculty members who are motivated by our Mission and Strategic Plan and who will deliver academic programs of regional distinction and global quality with high student success rates. IUPUC will attract and retain students who are prepared and who seek a best-in-class small University experience.

2.1 Quality of Faculty

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

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

Sub Unit:

Time Frame: 2010-2011

Actions taken for 2010-2011:

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

A1. Establish an assurance of learning team with faculty and staff representation

A2. Assurance of learning team develops Assurance of Learning plan for campus

Assess all academic programs, including graduate programs, general education, and academic support operations with respect to appropriate student learning outcomes

Coordinate university performance measurement and monitoring systems across all academic divisions and departments

2.1.B. Improve quality of learning experience

B1. Promote effective pedagogy for all delivery methods - face-to-face, blended, hyprid, online instruction

Assess the success of online methodology in current online courses

Increase experience based learning as part of curricula

B2. Promote the library as a locus for teaching and learning

Support acquisition of library resources to support curricula

Develop strategies to enhance collaboration between faculty and staff

Develop stronger collaboration among library, faculty and staff

Improve student skills in using scholarly resources

B3. Support continuous professional development for faculty

Implement a structured orientation program for new faculty

Increase international teaching experiences

Increase scholarly activity through research and professional development grants

Increase faculty service to university, community, and profession

Promote faculty mentoring roles

2.1.C. Assess and improve general education

C1. Use PUL (Principles of Undergraduate Learning) assessment to improve general education

2.1.D. Broaden faculty creative and scholarly projects

D1. Increase scholarly activity through research and professional development grants

2.1.E. External recognition of program quality

E1. Faculty efforts to publish and present scholarly work

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

2.1.F. Recognize excellence in teaching (full time and adjunct)

F1. Sustain faculty teaching awards

Evidence of Progress for 2010-2011:

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

A1. Establih an assurance of learning team with faculty and staff representation - completed

A2. Assurance of learning team develops Assurance of Learning plan for campus

Assess all academic programs, including graduate programs, general education, and academic support operations with respect to appropriate student learning outcomes - completed first phase of self-assessment, initiated plan drafting stage

Coordinate university performance measurement and monitoring systems across all academic divisions and departments - initiated using a coordinated approach under leadership of the Director of Institutional Research

2.1.B. Improve quality of learning experience

B1. Promote effective pedagogy for all delivery methods - face-to-face, blended, hyprid, online instruction

Assess the success of online methodology in current online courses - initiated and ongoing

Increase experience based learning as part of curricula - in progress, evaluating experiential learning as a required student learning outcome in the general education curriculum

B2. Promote the library as a locus for teaching and learning

Support acquisition of library resources to support curricula - initiated, in progress with faculty

Develop stronger collaboration among library, faculty and staff - in progress: library instruction, library journal collection, comment box

Improve student skills in using scholarly resources - initiated and in progress

B3. Support continuous professional development for faculty

Implement a structured orientation program for new faculty - completed

Increase international teaching experiences - initiated by Vice Chancellor and Dean

Increase scholarly activity through research and professional development grants - initiated by Associate Dean for Academic Affairs

Increase faculty service to university, community, and profession - initiated by Associate Dean for Academic Affairs

Promote faculty mentoring roles - initiated by Associate Dean for Academic Affairs

2.1.C. Assess and improve general education

C1. Use PUL (Principles of Undergraduate Learning) assessment to improve general education - initiated by new Director of Institutional Research, continues in 2011-12

2.1.D. Broaden faculty creative and scholarly projects

D1. Increase scholarly activity through research and professional development grants - ongoing support of scholarly activity through conference travel and research support fund, including support for students who assist faculty. The new Associate Dean for Academic Affairs also assists faculty and liaises with IUPUI.

2.1.E. External recognition of program quality

E1. Faculty efforts to publish and present scholarly work - initiated by Associate Academic Dean

E2. Evolve faculty ratios to meet HLC criteria for small university - initiated by Vice Chancellor and Dean

2.1.F. Recognize excellence in teaching (full time and adjunct)

F1. Sustain faculty teaching awards - Several faculty (full time and adjunct) awards made for teaching, service, creativity, research and scholarship (committee of faculty appointed by Vice Chancellor and Dean)

Activities planned for 2011-2012:

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

A1. Assurance of learning team develops Assurance of Learning plan for campus

Coordinate university performance measurement and monitoring systems across all academic divisions and departments

Support IUPUI 2012 reaffirmation of accreditation process

Complete initial IUPUC self-assessment narratives

Determie appropriate quality oversight process for IUPUC continuous improvement efforts

2.1.B. Improve quality of learning experience

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

B2. Increase international teaching experiences

B3. Increase scholarly activity through research and professional development grants

B4. Increase faculty service to university, community, and profession

B5. Promote faculty mentoring roles

2.1.C. Assess and improve general education

C1. Implement new plan for assessment of general education

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

2.1.D. Broaden faculty creative and scholarly projects

D1. Increase scholarly activity through research and professional development grants

2.1.E. External recognition of program quality

E1. Increase faculty efforts to publish and present scholarly work

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

2.1.F. Grant writing

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

2.2 The Student Experience

Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Best Practices
Secondary Goals: Goal 2.2.A.Ensure student learning in all programs and improve academic support services Goal 2.2.B. Establish the IUPUC Office of Student Research to add more structure to student creative and scholarly projects. Goal 2.2.C. Strengthen academic advising for students.
Sub Unit:
Time Frame: 2010-2011

Actions taken for 2010-2011:

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

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

A2. Provide internship and job opportunities for students in IUPUC degree programs

A3. Provide programs for international students to transition from ESL program to basic skills

A4. Improve peer mentoring programs

2.2.B. Establish the IUPUC Office of Student Research to add more structure to student creative and scholarly projects.

B1. Appoint first Director and complete IUPUC application

B2. Develop a structured student research program which supports faculty, student, and CBED projects and which emphasizes student/faculty collaboration

B3. Establish a chapter of Alpha Lambda Delta freshman honor society at IUPUC

2.2.C. Strengthen academic advising for students

C1. Provide structured student advising that is integrated where necessary with Ivy Tech and PCoT

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

Evidence of Progress for 2010-2011:

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

A1. Improve academic mentoring, tutoring and support programs for domestic and international students - Initiated, administrative responsibility for ARC clarified and reassigned to Student Services (new Director)

A2. Provide internship and job opportunities for students in IUPUC degree programs - Initiated reorganization of career center (Student Services)

A3. Provide programs for international students to transition from ESL program to basic skills - Initiated, seeking to establish English as a Second Language support for international students on campus. Will carry over to 2011-2012 goals.

A4. Improve peer mentoring programs - Initiated by Psychology faculty and CTL Interim Director

2.2.B. Establish the IUPUC Office of Student Research to add more structure to student creative and scholarly projects.

B1. Appoint first Director and complete IUPUC application - completed

B2. Develop a structured student research program which supports faculty, student, and CBED projects and which emphasizes student/faculty collaboration - completed

B3. Establish a chapter of Alpha Lambda Delta freshman honor society at IUPUC - Not initiated, carry over to 2011-12 goals

2.2.C. Strengthen academic advising for students

C1. Provide structured student advising that is integrated where necessary with Ivy Tech and PCoT - Initiated and ongoing (Admissions, Associate Dean for Academic Afairs)

C2. Create academic advising reports for programs that can be completed at IUPUC - Structured academic advising now in place for most disciplines at IUPUC. Oversight provided by Asociate Dean for Academic Affairs

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Activities planned for 2011-2012:

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

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

A2. Improve peer mentoring programs.

2.2.B. Strengthen student placement opportunities

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

B2. Broaden assistance to students who are pursuing internships

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

B4. Establish a chapter of Alpha Lambda Delta freshman honor society at IUPUC

2.2.C. Strengthen academic advising for students

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

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

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

3.1 Student Life

Campus Planning Theme: Best Practices, Campus Climate for Diversity
Secondary Goals: Goal 3.1.A. Promote a Welcoming Campus that thrives on diversity of faculty, staff, students, academic programs and experiences. Goal 3.1.B. Support athletic, cultural and recreational opportunities on campus. Goal 3.1.C. Improve health awareness on campus. Goal 3.1.D. Maintain safety awareness on campus.
Sub Unit:
Time Frame: 2010-2011

Actions taken for 2010-2011:

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

A1. Create first IUPUC Strategic Plan for Diversity

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

B1. Identify and develop

An athletic identity and program

Cultural opportunities on the campus

Scholarly experiences open to all who are interested

Recreational opportunties

B2. Create collaborative opportunities for cultural and intellectual events on campus with outside community and region

3.1.C. Improve health awareness on campus

C1. Create campus health and wellness program

3.1.D. Maintain safety awareness on campus

D1. Create campus safety and security plan

Evidence of Progress for 2010-2011:

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

A1. Create first IUPUC Strategic Plan for Diversity - - Vice Chancellor sponsored Diversity Council, first Excellence in Diversity Awards presented. Faculty and staff hiring success improved campus diversity at campus

Excellence in Diversity Awards presented. Faculty and staff hiring success improved campus diversity at campus leadership level.

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

B1. Identify and develop

An athletic identity and program - intramural level maintained

Cultural opportunities on the campus - Initiated, student club and faculty sponsored events

Scholarly experiences open to all who are interested - Continued via faculty colloquia series, exhibits

Recreational opportunties - Initiated through efforts of new Director of Student Services

B2. Create collaborative opportunities for cultural and intellectual events on campus with outside community and region - Initiated via efforts of student Arts Club, Office of Alumni Affairs

3.1.C. Improve health awareness on campus

C1. Create campus health and wellness program - Initiated via faculty and staff participation in IU system-wide wellness program

3.1.D. Maintain safety awareness on campus

D1. Create campus safety and security plan - Initiated. Written program under development via collaboration with IU Security, Ivy Tech and private vendor

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Activities planned for 2011-2012:

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

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

A2. Establish long-term plan for MLK day sponsorship

3.1.B. Support opportunities for cultural and recreational opportunites on campus

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

3.1.C. Improve health awareness on campus

C1. Create campus health and wellness program - IUPUC Healthy Campus Committee

3.1.D. Maintain safety awareness on campus

D1. Create campus safety and security plan - collaborate with IU security, ITCC, private vendor

3.2 Campus Capability

Campus Planning Theme: Best Practices, Campus Climate for Diversity
Secondary Goals: Goal 3.2.A. Maintain network infrastructure that is consistent with campus needs. Goal 3.2.B. Establish marketing and communications to support IUPUC brand. Goal 3.2.C. Upgrade physical facilities following a campus master plan
Sub Unit:
Time Frame: 2010-2011

Actions taken for 2010-2011:

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

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

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

B1. Determine IUPUC branding strategy

B2. Develop and implement a marketing strategy including a communications program for promotion of IUPUC

3.2.C. Upgrade physical facilities following a campus master plan

C1. Housing - engage community to provide housing options for IUPUC students

C2. Student Center - Identify design and secure funding

C3. Establish main entry for campus

C4. General improvements -secure funding to upgrade classrooms, resurfacing parking lots, maintenance of building CC exterior, and renovation of tennis and basketball courts

C5. Create campus master plan for space usage

Evidence of Progress for 2010-2011:

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

A1. Complete upgrades to network infrastructure that are consistent with IU System technology plan - Initiated, carried over into 2011-12; new IT leadership from IU system, CIO for Information Technology

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

B1. Determine IUPUC branding strategy - Initiated as one of the key projects under the Office of Communications and Marketing strategy

B2. Develop and implement a marketing strategy including a communications program for promotion of IUPUC - completed

3.2.C. Upgrade physical facilities following a campus master plan

C1. Housing - engage community to provide housing options for IUPUC students - Initiated, discussions held with several community providers

C2. Student Center - Identify design and secure funding - Not initiated, carried over to 2011-2012

C3. Establish main entry for campus - Carried over to 2011-12 as part of campus master plan goal

C4. General improvements -secure funding to upgrade classrooms, resurfacing parking lots, maintenance of building CC exterior, and renovation of tennis and basketball courts - Initiated on funding; completed on resurfacing and facility maintenance; renovation of tennis and basketball courts not initiated

C5. Create campus master plan for space usage - Initiated

Activities planned for 2011-2012:

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

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

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

B1. Complete and implement a marketing strategy including a communications program for promotion of IUPUC

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

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

C2. Housing - Identify provider of housing options for students adjacent to or near campus and coordinate their efforts with students, Board of Aviation Commissioners, City of Columbus, and other parties

C3. Student Center - Identify design and secure funding

C4. Establish main entry for campus

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

C6. Create campus master plan for space usage

3.3 Service to Students, Faculty and Staff
Campus Planning Theme: Best Practices, Campus Climate for Diversity, Collaboration
Secondary Goals: 3.3.A. Provide development opportunities for staff and administrative services.
Sub Unit:
Time Frame: 2010-2011

Actions taken for 2010-2011:

3.3.A. Provide development opportunities for staff and administrative services

A1. Improve electronic access to Bursar/Administration information

A2. Improve cross-campus communications

A3. Update plan for off-campus programs

A4. Increase number of student clubs and organizations on campus

A5. Create a professional development program for administrative professional staff

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Evidence of Progress for 2010-2011:

3.3.A. Provide development opportunities for staff and administrative services

A1. Improve electronic access to Bursar/Administration information - Initiated by Office of Bursar

A2. Improve cross-campus communications - Initiated as part of new OCM strategy

A3. Update plan for off-campus programs - Completed, implemented for JCLC in Seymour

A4. Increase number of student clubs and organizations on campus - Initiated and carried over to 2011-12 by Student Services

A5. Create a professional development program for administrative professional staff - Professional development seminar for staff delivered; Staff Council has new professional development committee

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Activities planned for 2011-2012:

3.3.A. Provide development opportunities for staff and administrative services

A1. Improve electronic access to Bursar/Administration information

A2. Improve cross-campus communications

A3. Increase number of student clubs and organizations on campus

3.4 Small university

Campus Planning Theme: Best Practices, Campus Climate for Diversity, Collaboration
Secondary Goals: Goal 3.4.A. Move total enrollment to target for small university. Goal 3.4.B. Academic support and administrative processes with the feel of a small university. Goal 3.4.C. Academic and administrative unit alignment with IUPUC Strategic Plan
Sub Unit:
Time Frame: 2010-2011

Actions taken for 2010-2011:

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

A1. Initiate Enrollment Management Team to address the student experience

A2. Increase retention rates

A3. Increase applications, admissions, and registrations

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

B1. Enhance customer service focus in all academic support and administrative areas

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

C1. Vice Chancellor and Dean communications plan

Sponsor Division/Department Head retreat to focus on University, Department and Division Strategic Plans

Quarterly meetings with Division/Department Heads to discuss progress on action items

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Evidence of Progress for 2010-2011:

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

A1. Initiate Enrollment Management Team to address the student experience - Completed. Rate of enrollment increased for Spring and Fall 2011 semesters. Several elements of enrollment strategy being implemented so this will carry over into 2011-12.

A2. Increaste retention rates - 2nd, 3rd, and 4th year enrollments increased in 2011 due in part to retention initiatives

A3. Increase applications, admissions, and registrations - All increased in 2011; identified non-traditional students as overlooked recruiting opportunity

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

B1. Enhance customer service focus in all academic support and administrative areas - Initiated via brand identification strategy focused on the culture and experience of IUPUC

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

C1. Vice Chancellor and Dean communications plan

Sponsor Division/Department Head retreat to focus on University, Department and Division Strategic Plans - Completed, August leadership retreats in 2010 and 2011

Quarterly meetings with Division/Department Heads to discuss progress on action items - Carry over to 2011-2012 and include new Associate Dean of Academic Affairs in this process

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Activities planned for 2011-2012:

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

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

A2. Increase applications, admissions, and registrations

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

3.4.B. Develop and implement retention and graduation strategy

B1. Add retention goals to Division and Department strategic plans

B2. Broaden new student participation in Bridge Program

B3. Respond to NSSE data on student perception of IUPUC

B4. Establish retention benchmarks

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

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

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

D1. Vice Chancellor and Dean communications plan

Quarterly meetings with Division/Department Heads to discuss progress on Strategic Goals

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

4.1 Community and Regional Development
Campus Planning Theme: Civic Engagement, Collaboration
Secondary Goals: Goal 4.1.A. Contribute to local and regional economic development. Goal 4.1.B. Establish Center for Business and Economic Development. Goal 4.1.C. Collaborate with other education institutions.
Sub Unit:
Time Frame: 2010-2011

Actions taken for 2010-2011:

4.1.A Contribute to local and regional economic development

A1. Create database of existing civic engagement programs and determine new opportunities

A2. Establish IUPUC representation on community and regional economic development organizations

4.1.B. Establish the IUPUC Center for Business and Economic Development

B1. Appoint first Executive Director and complete IUPUC application

B2. Identify technical leadership and support staff

B3. Expand executive education, custom programs, and open enrollment offerings

4.1.C. Collaborate with other education institutions

C1. Broaden regular contacts with Ivy Tech and Purdue College of Technology

C2. Identify collaborative strategic opportunities with other institutions

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Evidence of Progress for 2010-2011:

4.1.A Contribute to local and regional economic development

A1. Create database of existing civic engagement programs and determine new opportunities - Initiated, the database is being built under CBED guidance

A2. Establish IUPUC representation on community and regional economic development organizations - IUPUC representation in these groups continues

4.1.B. Establish the IUPUC Center for Business and Economic Development

B1. Appoint first Executive Director and complete IUPUC application - Completed

B2. Identify technical leadership and support staff - Completed

B3. Expand executive education, custom programs, and open enrollment offerings - Initiated and carried over; new Asociate Director of Executive Education hired in 2011

4.1.C. Collaborate with other education institutions

C1. Broaden regular contacts with Ivy ech and Purdue College of Technology - Completed

C2. Identify collaborative strategic opportunities with other institutions - Initiated, dual credit program with high schools expanded

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Activities planned for 2011-2012:

4.1.A Contribute to local and regional economic development

4.1.A Contribute to local and regional economic development

A1. Create database of existing civic engagement programs and determine new opportunities

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

4.1.B. Collaborate with other education institutions

B1. Identify collaborative strategic opportunities with other institutions

Dual credit programs in high schools

Ivy Tech Community College - Partners in Enrollment

4.2 Funding Sources

Campus Planning Theme: Research, Scholarship and Creative Activity, Best Practices, Campus Climate for Diversity
Secondary Goals: Goal 4.2.A. Establish funding from external sources for student and faculty research. Goal 4.2.B. Establish funding for facilities improvements. Goal 4.2.C. Establish funding from external sources or university endowments for cultural and intellectual events.
Sub Unit:
Time Frame: 2010-2011

Actions taken for 2010-2011:

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

A1. Initiate relationships with funding sources

A2. Establish central tracking resource

A3. Regular reporting on results

4.2.B. Establish funding for facilities improvements

B1. Increase the amount of private support available to IUPUC

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

C1. Increase the amount of private support available to IUPUC

Evidence of Progress for 2010-2011:

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

A1. Initiate relationships with funding sources - Initiated by Development Office

A2. Establish central tracking resource - This goal will be modified and carried over into 2012 following a needs assessment by the Development Office to establish funding priorities; IUPUC currently uses the AIS (IU

Foundation reporting system) as a cenral tracking resource for general fundraising

A3. Regular reporting on results - Completed. The Development Office reports twice each year to the campus Asembly and in the Annual Report as well.

4.2.B. Establish funding for facilities improvements

B1. Increase the amount of private support available to IUPUC - Initiated by the Development Office

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

C1. Increase the amount of private support available to IUPUC - Initiated by the Development Office; private support for IUPUC increased meaningfully over the past year

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Activities planned for 2011-2012:

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

A1. Establish central tracking resource

A2. Regular reporting on results

4.2.B. Establish funding for facilities improvements

B1. Increase the amount of private support available to IUPUC

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

C1. Increase the amount of private support available to IUPUC

C2. Establish a funding source for summer bridge programs

C3. Establish a funding source for faculty teaching award programs

Fiscal Health

Reallocation Plan

IUPUC had no reallocated funds in 2010-2011.

Other Question(s)

1. What initiatives have you undertaken, or have planned, to improve retention and graduation rates?

- Overhaul Office of Communications and Marketing and the creation of new communications, marketing, and public relations strategies.
- Introduced Summer Bridge Program for "at risk" students, Sophomore Mentor Program, improved processes in

the Academic Resource Center, expanded student engagement opportunities through student clubs, campus housing initiative, and a plan to expand internship opportunities.

- Have been creating campus life programs with the objective of connecting students to the campus through social events, educational seminars, workshops and events that are family friendly. The big challenge is that IUPUC has no campus center.
- Expansion of more academically related student clubs such as
    - Business Society
    - Communications Club
    - Debate Club
    - English Club
    - Marketing Club
    - MBA Association
    - National Science Teachers Association (NSTA)
    - Psychology Club
    - Sociology Club
    - Student Nurses Association
- The General Education initiative will provide data about student performance on general education student learning outcomes; instructors will have a clearer picture of the areas in which students struggle and can thus strengthen instruction more specifically in those areas.
- Emphasis on faculty promotion and tenure standards that are specific to the IUPUC campus will enable us to successfully attract and retain a faculty that is more in sync our region, mission, and goals. Because faculty will be evaluated based on standards more targeted to our Columbus campus, we believe our retention and graduation will also increase.
- Because the majority of our students live and work in southern Indiana for their entire lives, increased emphasis on academic programs that are aligned with regional employment market needs will provide students with more post-graduation opportunities and encourage them to complete their degrees at IUPUC because they know our programs meet regional needs
- Currently, 40 percent of IUPUC's student population is nontraditional students. Work is in progress to establish a nontraditional student recruiting and retention strategy with dedicated resources and unique targets
- Providing more need-based scholarships by allowing students to work on campus and have flexible work schedules
- Created the Associate Dean for Academic Affairs position who is currently working with the Retention and Graduation Committee on developing a careful analysis of courses with high DFW rates and of characteristics and course selections of non-retained students.

2. What are the priorities that shape your decisions about initiatives you will undertake and maintain?

IUPUC's priorities are shaped by our four overarching Strategic Goals:

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

in the region through collaboration and innovation.

3. How is the move to centralized services affecting your operations? How are you dealing with these effects?

Given the nature of the IUPUC campus and its relationship to IUPUI, we provide "front office" student service (i.e., admission, bursar, registrar, financial aid, and HR) with back-end administration located at IUPUI. We will continue working with IUPUI to improve processes, procedures, and effective opportunities where/when possible.

Other areas where centralization, in some cases, could use critical analysis in order to improve the response rates would be the "real estate" and current core school structure as it pertains to faculty. In particular tenure/promotion which are campus specific.

Because of IUPUC's campus status/identity, and given that the university is primarily a teaching institution with a regionally focused mission, these factors must be acknowledged when faculty are considered for tenure/promotion in all cases including core school programs.

The impact of centralization on student services is not clear at this point in time since this is a new initiative. From IUPUC's perspective, it is not clear what functions will be changed by the centralization plan. IUPUC was not invited to provide input. On the basis of our campus history, we do know that a lack of on onsite enrollment management expertise has been detrimental to our current and future enrollment development plans.

4. What changes are you seeing in the characteristics of incoming and returning students, and how are you preparing these students to meet the changing needs of the future workforce?

Observed changes in characteristics of incoming and returning students:

- Nontraditional students prefer online course/degree alternatives.
- Traditional age students now entering college have 6-24 early college/dual credit hours impacting financial aid, scholarships, and course/degree offerings.
- Transfer students continue to increase bringing similar impacts while freshman class continues to decline (dropped 7 percent over the past three years).
- Not seeing a significant change in military/Latino populations/21st century scholars.
- Female students constitute 68% of the overall population.

How we are preparing students to meet changing needs and future workforce:

- IUPUC continues to hire new full time faculty and support staff to improve the quality of delivered programs and services and reduce heavy reliance on adjuncts.
- IUPUC continues to introduce programs that are aligned with regional and global market needs.
- IUPUC works closely with the Community Education Coalition in identifying degree program opportunities that would help meet regional employer needs and expectations.
- IUPUC is implementing a comprehensive assurance of learning system.

5. What are the priorities that shape your decisions about initiatives you will undertake and maintain?

- We do not anticipate using the fund balance in the immediate future.
- We may need to use a portion of the surplus for renovation projects to improve the learning environment and to accommodate new academic programs.

6. How is the move to centralized services affecting your operations? How are you dealing with these effects?

- IUPUC is in desperate need for office space for the new faculty and staff hires as well as space for student workers who

support our operations. We have no additional office space in the IU building.

- We also need better space for our maintenance crew separate from the main building – safety and efficiency reasons
- We are currently conducting a space utilization study with the university architect's office to better understand and configure existing classroom and faculty space as we grow degree programs.

Short-term plans:

- Continue improving the current IU building which has classrooms, faculty and staff offices, and facilities and maintenance.
- Continue using the Columbus Learning Center (owned by the Community Education Coalition) which houses the University Library of Columbus, the IUPUC information technology department, and key student services staff.
- Continue leasing space in the AMCE facilities where the ME program, Physics lab, and some office space are located.
- Seek approval to purchase buildings adjacent to the campus in order to provide immediate space relief for additional classroom and office space.
- Prepare for a capital campaign

Long-term plans:

- Launch a capital campaign to meet campus needs:
    - Campus Center that provides the needed space to accommodate student needs between classes and an inviting space that keeps them on campus
    - Wellness Center – IUPUC has neither exercise facilities nor showers to allow a healthier life style on campus for students or employees.
    - Support private student housing development. Our students have expressed a strong need for near campus housing (there is NO IU land for housing).

The above three strategic projects are critical for our continued ability to attract, retain, and graduate students and establish a strong reputation as a viable, thriving, forward-thinking higher education campus that is respected and utilized by the residents of our served region. The lack of these key issues limits IUPUC's ability to respond to growing regional market needs in south central Indiana.

We are gradually introducing a selection of on-line courses with the goal of having such courses offered during summer. We are also gradually increasing the proportion of hybrid courses to be offered during the academic year.

7. What marketing strategies/materials are you planning to develop/disseminate during the coming year?

- **a. Who is the intended audience for each?**
- **b. What do you hope to accomplish with this strategy with this audience?**
- **c. How much are you planning to spend for each strategy?**
- **d. How will you tell if your expenditure was worth your investment? [Provide return on investment (ROI) data for past expenditures, if available, and plan to track ROI in the future.**

In FY 2011-12, IUPUC launched a new marketing campaign with the tagline "Small campus. Big degrees." This campaign will continue through FY 2012-13, FY 2013-14, and possibly beyond if evaluation and return-on-investment (ROI) measures prove the campaign resonates with target audiences.

The campaign is based on market research gathered in early 2011 in which students reported choosing IUPUC because: (1) the campus is close to where they live and work, making it convenient geographically, (2) they can earn prestigious IU

and PU degrees in Columbus, and (3) it is cost-effective because the need to relocate and/or commute to other campuses is eliminated.

Paid print and broadcast media buys are a key campaign component. The print advertising campaign includes (1) general image advertising and (2) call-to-action advertising, both of which are integrated visually with consistent graphic design and marketing messages. A radio campaign features: 30 spots broadcast during peak a.m. and p.m. drive times on stations delivering a heavy concentration of listeners in the multi-county "sweet spot" where more than 80 percent of IUPUC students live. Earned media coverage and PR focused on promoting major campus news, new academic programs, business development initiatives, community service, and faculty/student achievement is another important campaign tool.

A major strategic initiative is a complete overhaul and redesign of the iupuc.edu Web site. To keep costs low and complete the first phase of the work as quickly as possible, IUPUC will take advantage of existing expertise and resources within the IU system. The back-end coding and programming used for the IU Southeast Web site will be repurposed for IUPUC. Instead of hiring an outside agency to oversee creative development, information architecture, content development, and training the Office of Creative Services (OSC) in Bloomington has been engaged. The project will span FY 2011-12 and 2012-13, with the first phase expected to be complete in August of 2012. The first phase will focus on redesign of the home page, enrollment management pages (admissions, financial aid, registrar, and bursar), and academic program pages. It will include new creative design and written content. A second phase will begin later in 2012 and will utilize existing IUPUC staff to focus on redesign of the rest of the site.

Other materials include branded brochures, flyers, posters, campus signage, event invitations, and other print and Web-based material that is visually integrated with the advertising portion of the campaign and reflects the same marketing messages, when appropriate. In addition, plans are in progress to (1) design and purchase new recruiting display units and (2) design, purchase, and install new outdoor banners.

a. Who is the intended audience for each?

The primary audiences are: prospective students, parents, K-12 guidance counselors and teachers, and current students. Secondary audiences are the general public and key business partners including civic leaders, and business executives. IUPUC also plans to begin cultivating more international students, especially those of nontraditional age who may relocate to the region for employment.

b. What do you hope to accomplish with this strategy with this audience?

The campaign strategy encompasses four goals:

- Greater awareness about IUPUC and its degree programs
- Increased enrollments of traditional and nontraditional students
- Strengthened and improved IUPUC reputation and image in the region we serve
- We are investing in the marketing plan in order to increase market share through enrollment growth which is a driver of tuition based revenue increase.
- The IU and PU brands are valuable and key to marketing a big degree through a small campus.

c. How much are you planning to spend for each strategy?

The 52-week radio campaign costs $32K. Print advertising will comprise a total of $30K. The Web site redesign project will cost $30K, excluding expenses that may come from photography, video production, and existing IUPUC staff time. Approximately $10 K will go toward print materials. The display units are expected to cost about $5K and the outdoor banners are expected to cost about $10 to $15K.

d. How will you tell if your expenditure was worth your investment? [Provide return on investment (ROI) data for

past expenditures, if available, and plan to track ROI in the future.]

Plans to track ROI include:

- To date, the personal data of more than 220 prospective students has been captured through print and broadcast advertising. The advertising call-to-action is for prospects to visit the Web site, where they request information about specific academic programs be sent to them. They enter their personal data (name, address, phone, e-mail, degree program of interest, how they heard about IUPUC, etc.) as part of the process. Data is downloaded and provided to the Office of Admissions, who sends prospects the information they requested and adds them to mailing lists.
- Attendance of prospects attending open houses, information sessions, and other campus events will be benchmarked by year to track whether attendance has increased/decreased before and after direct mail, advertising, e-mail, and other call-to-action campaigns.
- Enrollment data will be benchmarked by year, with percentage increase/decrease measured each fall, spring, and summer semester.
- The amount of private support from community groups, corporate foundations, and other sources throughout the region