IUPUI Academic Plan

October 27, 2009

IUPUI Vision, Mission, Values & Diversity

Vision of IUPUI

The vision of IUPUI is to become an outstanding urban university, recognized for its achievements locally, nationally, and internationally.

Mission of IUPUI

Indiana University-Purdue University Indianapolis (IUPUI), a partnership between Indiana University and Purdue University, is Indiana's urban research and academic health sciences campus. IUPUI's mission is to advance Indiana and the intellectual growth of its citizens through national and international research, creative activity, teaching and learning, and civic engagement. IUPUI offers a distinctive range of bachelor's, master's, professional, and Ph.D. degrees, promoting Indiana through educational, cultural, and economic development in innovative collaborations, external partnerships, and a strong commitment to diversity.

In pursuing its mission and vision, IUPUI provides for constituent excellence in:

- Teaching and learning
- Research, scholarship, and creative activity
- Civic engagement, locally, nationally, and globally

Each of these core activities is characterized by:

- Collaboration within and across disciplines and the community
- A commitment to ensuring diversity
- Pursuit of best practices

Statement of Values

IUPUI values the students' learning commitment and the highest faculty teaching standards, scholarship, service, and staff service.

IUPUI recognizes students as partners in learning. Our location in Indiana's capital city affords us opportunities to serve the needs of our community. Involvement by our students, faculty, and staff provide educational programs while working and serving a wide variety of Indianapolis and Central Indiana community partners. They offer expert care and assistance to patients and clients, and engage in field research spanning virtually every academic discipline.

As a leader in fostering collaborative relationships, IUPUI values collegiality, cooperation, creativity, innovation, entrepreneurship, honesty, integrity, supporting inquiry and dissemination of findings. IUPUI is committed to the personal and professional development of a diverse campus community of students, faculty, and staff, continuous improvement of its programs and services, and building a strong, welcoming campus community.

Statement of Diversity

Develop ambitious, institutionally integrated, campus-specific approaches toward advancing the broad context of diversity (race, ethnicity, gender, age, geography, social class, religion, sexual orientation, disability), equity, and multiculturalism. Additionally, increase underrepresented student minority enrollment, faculty and professional staff recruitment, and utilization of minority and women-owned businesses. (*IUPUI Diversity Plan*, 2007).

Introduction

IUPUI is Indiana's premier urban public research institution. The Academic Plan provides a roadmap ensuring significant and permanent IMPACT. Starting in fall 2006, the IUPUI community has engaged in activities supporting the development and implementation of this Academic Plan – a strategic document designed to greatly strengthen IUPUI's academic programs and showcase them aggressively. The Academic Plan is organized around four major goals, three of which are the key components of the IUPUI mission. The fourth is intended to facilitate attainment of the other three goals, despite resource constraints:

1) Excellence in teaching and learning

2) Excellence in research, scholarship, and creative activity

3) Excellence in civic engagement

4) Enhancement of the resource base

Between October 2006 and May 2007, Action Teams composed of faculty, staff, and students worked together to evaluate the current state of affairs and make recommendations. Seventy specific action items comprised the building blocks plan. The resulting Action Team reports were summarized and shared with the campus community in fall 2007, encouraging further discussion and feedback. The resulting Academic Plan, which includes feedback and recent campus developments, has been carefully constructed through the synthesis and integration of these reports. Each of the four goals of the Academic Plan has a major underlying initiative:

1) Goal 1: Enrollment Shaping Initiative

2) Goal 2: Signature Centers Initiative

3) Goal 3: Translating Research into Practice (TRIP)

4) Goal 4: Fundraising Campaign

These four initiatives have been shaped and chosen with existing campus strengths, alignment with strategic plans for Indiana University, potential for achieving excellence as an urban research institution, growth of related endeavors, and capacity to begin immediate revenue sustainability.

Indeed, given the transformative potential of the major initiatives, considerable implementation has already begun. The initial outcomes are extremely positive and encouraging!

Although the four major initiatives are clearly pillars on which the IUPUI Academic Plan rests, other key focus areas have been identified to further refine and shape the plan.

1. *Excellence in Teaching and Learning*

Given its comprehensive range and central location, IUPUI has a vast array of educational programs. At this time, IUPUI offers over 200 degrees from 20 schools, the most comprehensive program offering in Indiana. Graduate education is critical to the campus mission, with more graduate and professional students completing their degrees at IUPUI than at any other Indiana campus. IUPUI has been a national leader in the design of a curriculum based on six principles of undergraduate learning (PUL). In addition, the assessment of student learning, supported by cutting-edge technology, has shaped curricular revisions and enhanced faculty teaching. Faculty has developed creative solutions to foster new student success through Learning Communities and Summer Bridge Programs. In addition, implementation of student service learning initiatives has produced global impact. Yet, IUPUI continues to lag behind its peer institutions in undergraduate student retention and graduation rates. Therefore, aggressive planning is necessary to attract and support a better prepared, more diverse student body, and enhance undergraduate learning and success. IUPUI must provide the necessary support for new student retention and timely graduation. Faculty must be appropriately rewarded as they practice innovative pedagogies enhancing student learning.

Major Initiative: Enrollment Shaping

The IUPUI Enrollment Shaping Initiative plays a central role in enhancing student learning and achievement. Enrollment increases, coupled with increased retention, ensure higher undergraduate graduation rates. Shaping enrollment requires aggressive recruitment focusing on ethnic diversity, students' intended majors, proportions of in-state, out-of-state, and international students, academic preparedness, and financial needs of admitted students. Planning aligned with this initiative reflects IUPUI's commitment to provide access and opportunity for the widest range of learners. We must meet the needs of at-risk students, as well as improve retention and graduation rates. Toward this end, $2.1 million has been dedicated to support Pell Grant recipients and 21st Century Scholars. These funds represent IUPUI's largest financial commitment for need-based aid and will ensure qualified students succeed and graduate.

The principal elements of the Enrollment Shaping Initiative include the following:

A. IUPUI Honors College established with a new founding dean and the Honors Professional Admissions Program launched. The College will be housed in a dedicated space in the University Library and will feature:

- An improved website for recruitment
- Exciting curriculum – dedicated new offerings and enhanced existing courses
- Increased programming in Honors residence halls
- Enrichment via the *RISE* initiative, community activities, *Cutting Edge Lecture Series*

- $1 million annual budget from Honors Program, ensuring continuity from additional resources
- Recruitment of high ability students – Bepko, Cox, Presidential Scholars, and the Honors Professional Admissions Programs

B. Recruitment -- the goal is to:

- Ensure wider reach and increase academic diversity (more out-of-state and gifted students)
- Have better web sites, Dashboard Project [clickable information, key indicators at a glance]
- Ensure high school outreach [IUPUI Poetry Contest (800 entries, 200 schools) IUPUI Mathematics contest, etc.]
- Create IUPUI classes that meet strategic goals [SPAN (300 students), Crispus Attucks partnership (F08 9 students, S09 23 students, F09 47 student)]
- Recruit more International students (targeted recruiting, 2+2 agreement with University of Tehran, Sun-Yat Sen University).

C. Improved Retention and Graduation through:

- Improve Summer Preparatory Program enrollment by offering free summer courses (mandatory in introductory mathematics and writing) for newly admitted at-risk students. IUPUI is spending $150K on free preparatory Math and English courses for students;
- Increasing scope of nationally-recognized first year experiences; *US News & World Report* has recognized IUPUI for freshman experience – learning communities, service learning, and undergraduate research experimenting with shorter course formats
- Increasing funding for additional advisors, tutors, and mentors helping students succeed
- Monitoring non-attendance and dismal performance in the first semester; early warning in all gateway courses
- Using graduate assistants as advisors, tutors, and mentors
- Substantial expansion of the successful Summer Bridge Programs and Themed Learning Communities

D. Continuing Education (satellite campuses) -- the goal of this important unit is facilitating degree completion

The Enrollment Shaping Initiative enhances tuition revenue, thereby increasing the stability of the campus budget. Enrollment shaping will inevitably have a positive impact on national rankings, such as those published in the *U.S. News and World Report*. Scores should improve in several key areas that drive these rankings (e.g., graduation and retention, selectivity, graduation rate performance).

IUPUI has emerged as a major player in the medical and life sciences arena, with an award-winning campus for undergraduate education and service learning activities. Quality students, faculty, and staff are attracted to IUPUI's location in the economic, cultural, and industrial population center of Indiana.

Additional Areas of Focus for Enhancing *Excellence in Teaching and Learning*

1. Enrich campus diversity

IUPUI considers diversity a key value and is committed to nurturing and celebrating diverse people and ideas. To that end, IUPUI continues to attract and support a more diverse student population, as well as aggressively recruit underrepresented faculty. A Vice Chancellor for Diversity, Equity, and Inclusion has been hired to oversee the development of a Multicultural Center and provide leadership for initiatives increasing student and faculty diversity. The Multicultural Center will support the entire student population by promoting diversity and broadening multicultural awareness and sensitivity. The Center will advance and support cultural competence and civic responsibility among *all* members of the IUPUI community. It will also function as a safe haven for students from underrepresented groups, and serve as a clearinghouse for materials, visual media, and publications that highlight experiences of diverse groups in higher education. The campus is committed to expand offerings of diversity scholarships aligned with successful programs, such as the Norman Brown Diversity Scholars Program, which has already funded 45 scholars at $2,500 each. Under President McRobbie's "*Degrees of Excellence*" initiative, program funding is provided to encourage undergraduate student retention and graduation in a timely manner.

IUPUI has established the SRUF (Support for the Recruitment of Under-Represented Faculty) Program to attract under-represented tenure-track faculty to IUPUI. Since its implementation in November 2006, SRUF has seen a strong IUPUI financial commitment of $1.2 million per year. It has resulted in hiring 46 under-represented faculty in the past three years. (Gender: 25 male, 21 Female; Ethnicity: 17 African American; 8 Hispanic, 1 Native American, 17 Asian, 3 Caucasian.)

All SRUF hires have been assigned faculty mentors to increase scholarly success opportunities.

2. Increase and strengthen international, undergraduate research, and service learning experiences

RISE to the IUPUI Challenge, which was launched in fall 2009, is a new initiative focused on increasing undergraduate participation in research (R), international (I), service (S), and other experiential learning (EL); it is also an important piece of the IUPUI Academic Plan and an integral part of the "My IUPUI Experience." Thus, RISE will "brand" an IUPUI degree for new graduates, unique and relevant to "*Employer Identified Skills*" (Association of American Colleges & Universities, 2007).

RISE emphasizes four critical dimensions of EL that hallmark an IUPUI degree:

R: credit-bearing undergraduate research experiences augmenting understanding of research, scholarship, and creative activities
I: study abroad curricular experiences enhancing learning and understanding of the world
S: service learning courses enhancing commitment to civic engagement, and
E: credit-bearing experiential learning experiences, such as internships, practicum, clinical or fieldwork experiences

IUPUI challenges all students, prior to graduation, to participate in at least two or more RISE experiences. Each RISE category incorporates qualified experiences, integration of knowledge, reflection and assessment, and documentation on the students' transcript.

The RISE course offerings for fall 2009 include:

	Courses	Sections
Research*	61	236
International**	5	6
Service Learning***	28	89
Experiential Learning	222	514
Total	**316**	**845**

*Number of undergraduates engaged in research has risen from 379 (2006-07) to 492 (2008-09)
**400 Study Abroad students; 1400 international students at IUPUI
***4000 students participate every year in service learning, providing 75K hours of service with 250 community partners.

Faculty release time grants for developing 6 new RISE courses were awarded for summer, 2009 [IUPUC, Informatics, Engineering &Technology, Nursing, Physical Education & Tourism Management (2)]. These grants will be repeated annually.

The IUPUI undergraduate education is distinctive because it facilitates student preparation for experiential learning in graduate school, careers, and citizenship. Specifically:

- IUPUI undergraduate student experiences include continuous intellectual growth and well-prepared citizen graduates

- Students begin creating their personal plans during new student orientation. These evolving plans guide them through their entire IUPUI undergraduate experience

- Students, through curricular and co-curricular activities, develop competencies in the principles of undergraduate learning – core communication and quantitative skills, critical thinking, integration and application of knowledge, intellectual depth, breadth, adaptation, values and ethics

Status of Additional Action Items related to Excellence in Teaching and Learning:

3. Improve Retention and Graduation Rates

The 2008 cohort year retention rate is at an all-time high and is expected to reach about 70.5% through improved retention. The slope has increased in the past 3 years, and incentives were awarded for high performances. For example, in fall 2009, 860 students (Road Scholars) received free campus parking for sustaining GPAs of 3.7 and above during the 2008 academic year. We anticipate additional Road Scholars for subsequent Classes.

4. Created the Undergraduate Curriculum Advisory Council in fall 2008 which began reviewing undergraduate programs and certificates. This committee assures integration of PULs into new courses, programs, course syllabi, and teaching strategies.

2. Excellence in Research, Scholarship, and Creative Activity

As Indiana's premier urban public research institution, IUPUI supports world-class research and creative activities relevant to Indianapolis, Indiana, and beyond. Achieving research excellence depends on external funding for scholarly activity, as well as a strong campus infrastructure. Multidisciplinary research, particularly in areas aligned with the health and life sciences mission of the campus, is currently a high priority.

Major Initiative: Signature Centers

The IUPUI Signature Centers Initiative, one of the cornerstones of the Academic Plan, is a $3 million a year investment aimed at raising IUPUI's research profile. Supporting the interdisciplinary collaboration of campus faculty with common research interests capitalizes on IUPUI's many assets. Building on existing strengths, campus funding provides seed money for promising ideas, and improves existing centers of innovation and excellence. Building on the close proximity to the hub of state government and business community, Signature Centers will be enhanced by partnerships with leaders throughout the for-profit and nonprofit sectors. The fruits of these collaborations will have local and global impact and support training of the next generation of researchers.

In January 2007, 19 Signature Center proposals (from 81 applicants) received equal funding approval by the IUPUI central administration and relevant academic units. Several of these Centers have already successfully secured external research funds. Progress of others will be closely monitored through routine assessments and ensuring strategic invested resources. In January 2008, another 10 Signature Centers proposals (from 54 applicants) received $3 million annually. Over 3 years, 28* projects (18+10+0) have been approved. The Signature Center Initiative has received

*One school withdrew matching funds.

approximately 200 federally-funded proposals representing $65 million, yielding over 600 publications and 400 presentations, involving participation of 300 faculty, 25 postdocs, 110 graduate and 40 undergraduate students. Academic distinction and significant external funding should bring self-sufficiency to the Centers in the next 3-5 years.

The Signature Centers define IUPUI's areas of excellence and serve as powerful tools fostering multi-school collaborations with medicine, nursing, liberal arts, informatics, science and engineering. The Centers' academic quality and accountability are assured through a systematic assessment process.

Other research activities to stimulate research at IUPUI include:

- Research Day in spring, 2009–first event very successful
- IUPUI and IUB collaboration on energy and environmental research issues
  IUPUI has consistently generated more applications for larger interdisciplinary grants. Such efforts have enabled the Vice Chancellor for Research to hire a coordinator and 2 proposal writers
- Granting faculty research release time
- IUPUI Conference Fund funding 21 proposals at $1500 each
- Grants stimulating cutting-edge research in the College of Humanities and the Arts
- New doctoral degree opportunities stimulating additional research activities and increasing doctoral student enrollment in various programs. Some examples are the PhD in Health Economics, PhD in Epidemiology, PhD in Biostatistics
- Clinical and Translational Sciences Award (CSTA)
- Lilly award to the Solutions Cent
- Woodrow Wilson Foundation, SMTI (the Science and Mathematics Teachers Imperative), science education, P-20
- Lugar Center for Energy Alternatives, including cellulosic ethanol, and
- American Recovery and Reinvestment Act (ARRA) funding – about $4 million before August 2009

Graduate programs are vital to IUPUI's mission:

- Crucial for research mission
- Facilitates teaching, retention and graduation
- Facilitates attracting high quality faculty
- Facilitates "research extensive" status for IUPUI
- Enhances credit procurement for Purdue doctorates with Indianapolis research
- ICHE* approval of several new degrees, more in the pipeline;
  Professional science and masters degrees
- $180 base money to Science for teaching assistantships
- Increase student employment
- Creation of 10 graduate assistantships for 2 years
- $100 K was awarded in 2009 by Graduate College Fellowship Subcommittees
  publications and 400 presentations, involving participation of 300 faculty, 25 postdocs,

- The schools and the Graduate College have a number of programs –
- UniversityFellowships, block grants for new degree programs (forensic science, biostatistics), conference travel
- Continued support by the central administration

The following new degrees have been approved (or are in the process of being approved by the Indiana Commission on Higher Education (ICHE):

	Doctoral Degrees	Masters Degrees	Bachelor's Degrees
Approved by ICHE			
	Biostatistics (May '08)	MFA Visual Art (Dec. 2006)	BS Motorsports Engineering (May '08)
	Economics (June '09)	Health and Rehab. Sciences (March 2008)	BS Music Tech. (Sept. '08)
	Epidemiology (8/09)	MA Public Relations (3/08)	
Proposals to reach ICHE in May 2010			
	Applied Earth Sciences	MA Applied Anthropology	BA Africana Studies
	Urban Education	MS Event Tourism	BS Energy Engineering
		MA Art Therapy	BA Philanthropic Studies
			BS Health Sciences

3. Excellence in Civic Engagement

IUPUI already has an enviable reputation in service learning and community engagement. Students, faculty, and staff are widely involved in their community, working with a variety of city and state service partners. IUPUI community members offer expert care and assistance to patients and clients; support P-12 education partnerships in formal and informal learning contexts; and engage in field research spanning virtually every academic discipline. As a leader in fostering collaborative partnerships, IUPUI values collegiality, cooperation, creativity, innovation, and entrepreneurship. IUPUI continues to enhance its capacity for civic engagement and intensify its commitment and accountability to Indianapolis and Indiana. Locally, IUPUI is invested in advantageous strategic partnerships facilitating diversity in our neighborhood. On a global scale, IUPUI is engaged in strategic partnerships in China, Thailand, Mexico, and South Africa , across a wide range of academic disciplines. A partnership responding to the HIV/AIDS pandemic in Moi, Kenya, was nominated for the Nobel Peace Prize in 2007.

The Multicultural Center, with a strong academic component, the Office of International Affairs, and the new Campus Center, will play significant roles enhancing local and global student engagement.

Major Initiative: TRIP (Translating Research into Practice)

As a public institution, IUPUI is obligated to strengthen the state's economy through discovery and innovation. Technology transfer at IUPUI is supported through the IU Research and Technology Corporation (IURTC), an independent not-for-profit corporation. The TRIP Initiative was launched at IUPUI in February 2007, with the purpose of studying and promoting translational research that benefits industries aligned with the health and life sciences. Goals of this initiative include,

> 1) Enhancing IURTC 's campus value through an increased level of oversight and faculty involvement
> 2) Increasing the level of entrepreneurial technology programs, particularly life sciences, enabling quick and flexible responses to new opportunities created by local and national emerging technologies; improved communications among IUPUI faculty, university counsel; IURTC will facilitate an entrepreneurial culture, transfer of technology, and rapid commercialization of inventions benefiting Indiana.

TRIP Translational scholars' presentations have produced research providing positive results in people's lives, such as the success of Angel Learning (need a description here????), transformation of generated knowledge from scientific inquiry or humanistic scholarship into practices and solutions, and enhancing IUPUI's strong national reputation for civic engagement.

Additional areas and opportunities for achieving excellence in civic engagement include:

- IUPUI continuing to play a leadership role on the national scene. The future of American higher education will be increasingly influenced by urban universities and community engagement, and vice versa--a clear emerging trend
- IUPUI improving the social, educational, economic, cultural, and health sectors of the community
- IUPUI continuing to maintain a national reputation in service learning and community engagement
- IUPUI striving to become a pace-setter in STEM teacher training
- IUPUI maintaining a strong reputation in first-year experiences
- IUPUI demonstrating IMPACT through projects such as *American democracy Project*, and *eCitizenship.*
- IUPUI hosting the annual CUMU meeting in 2011

P-20 Initiative

The *Central Indiana's P-20 Community Alliance* vision is "the success of every learner from cradle to career, linking inextricably improvement of educational outcomes and economic development and well-being of the entire community." A group designed to foster activities, both within IUPUI and between IUPUI and the community, has formed between IUPUI members and the community at-large, along with several sub-committees.

4. Enhancement of the Resource Base

 A Master Plan was launched in September 2007 to shape growth of Indiana University on the Bloomington and IUPUI campuses. IUPUI is poised to initiate an aggressive funds campaign that will

support the initiatives outlined in this plan. We must increase state funds, expand student recruitment and retention, increase communication with donors and friends, increase research and teaching activities space, boost efficiency by streamlining day-to-day operations, improve parking, and increase faculty recruitment and retention. Academic activities should not be restricted by space issues. To this end, the following have either been completed or are in various stages of completion:

- Science Engineering Building, parking, student housing, Social Work, Public Health, SHRS, Dentistry, Liberal Arts, etc.
- Re-modeling – Multicultural Center, Honors College
- Master Plan now complete – revealed about 30% less available space than comparable size peers – timely implementation is essential – speed up process   .

The Academic Plan is key to effective fundraising. It requires immediate, full engagement of deans and development officers. Donors want to know the campus's passion and priorities.

Major Initiative: Fundraising Campaign Driving IUPUI's Academic Plan

State funding for higher education has steadily declined throughout the last decade and accounts for a smaller percentage of the campus budget. Strategic growth must be nurtured through entrepreneurial ventures, external research funds, and fundraising. Fundraising is enhanced by a good academic plan. A strong plan will help spark imaginations of campus community members and engage prospective friends and donors. The previous Campaign for IUPUI raised over $1 billion, more than double the total of previously conducted campaigns by any Indiana public university. The time is ripe to begin again! This plan must be circulated broadly within the campus community and across the state. The plan must articulate IUPUI's vision for excellence and serve as a platform creating resources enabling the vision becoming a reality.

Appendix A

Additional Action Items Related to Excellence in Teaching and Learning

Sub-goal	Action Item	Recommendations
Better Prepared and More Diverse Student Population	High School Contacts	• Expand practices coordinating contacts with high school teachers and prospective students • Improve coordination of recruitment initiatives among IUPUI Schools, University College, and the Office of Admissions
	Student Ambassadors	• Create a centrally coordinated program that trains students to host on-campus recruitment events, corresponding with newly- admitted students, and serve as panelists in high school outreach event
	Cooperative Education	• Focus on enhancing internship and campus employment opportunities rather than undertaking a formal cooperative education program
	Student Employment	• Create a centralized network of student work programs • Promote student employment as a valuable resource for both students and employers, and enhance student employment opportunities on campus
	Increasing Flexibility of Faculty Appointments	• Effectively publicize policies for part-time appointments and semester leaves • Support part-time employees in health fields with clinical practices by offering benefits proportional to their percent FTE (Flexible Faculty Roles Task Force work in progress; focus is on part-time benefits for faculty and staff in all units) • Effectively publicize policies for part-time appointments and semester leaves
	Sampler Course	• Pilot a 'Health Sciences Career Options' course in Spring, 2008 introducing students to trends, research, and career opportunities in the health sciences • Consider adding a Liberal Arts Sampler Course • Build the 'Sampler Course concept' into existing Learning Communities • Assist faculty and staff to provide improved career advising to students • Increase financial literacy of students and family members•

Improve Retention and Graduation Rates	Retention Issues	• Undertake a campus-wide effort addressing retention issues in a systematic, sustained fashion by prioritizing initiatives, coordinating efforts, and providing ongoing assessment tied to attainable goals • Link improvements in retention and graduation to the institutional reward structure • Streamline readmission and transfer policies, and support students through specialized advising and financial planning services
	Senior Year Experience	• Gather assessment data in 2008 to form the development of an 'exit strategy' plan to support quicker graduation of seniors in Liberal Arts and Science.
	Aggressive Advising	• Establish a campus-wide Advising Council to shape a campus-wide philosophy and define learning outcomes for advising • Hire schools'staff to conduct intrusive advising with targeted student populations deemed important to that school (e.g., transfer students, seniors, students on probation)
Provide Effective Professional and Graduate Programs	Professional Science Masters (PSM) Degrees	• Develop and offer an array of PSM degrees (through new and existing masters programs with non-thesis options) and graduate certificates that emphasize training in science or math along with professional skill development.

Additional Action Items Related to Enhancement of the Resource Base:

Sub-goal	Action Item	Recommendations
Increase State Funds	Inviting Legislators and Community Members to Campus	• Invite local, state, and federal elected officials to special events on campus (this should be coordinated through the Offices of Community Relations, External Affairs, and Alumni Relations with support from select faculty) • Schedule forums and lunches inviting discussions among legislators, students, and faculty
	Economic Impact	• Publicize economic impact markers internally and externally ensuring that all IUPUI stakeholders are aware of IUPUI's contribution to the state's economy
Increase Research Funds	Grant Facilitators	• Increase awareness among investigators the Office for Research and Sponsored Programs can help identify funding sources • Create an administrative structure within the Office of the Vice Chancellor for Research to facilitate applications for center grants or other large multidisciplinary grants
Increase Corporate and Alumni Donors	Newsletters	• Survey departments to identify all alumni communication (Evaluation of these data will inform future recommendations)

Space Issues	Capital Resources	• Review state matching grant programs determining potential for legislative action that might be pursued in Indiana (Implementation should move forward through the IUPUI Office of External Affairs and the IU (need to complete the sentence here)
	Space Shortage	• Form a Space Management Advisory Council to assist administrators with analysis and space needs
	Responsibility Center Management	• Institute a true flat tax on support centers and the Chancellor's Reallocation Fund based on a fixed percentage of budgeted expenditures • Implement the flat tax at the lowest breakeven tax rate possible on a hold-harmless basis for the support centers
Quality of Life	Information Technology and Telephone Systems	• Conduct a thorough financial review of the student technology fee and other support technology Funds • Create a mechanism enabling UITS to support school-based technology centers directly, without decreasing program flexibility
	Examine Low- enrolling Courses	• Continue monitoring the effectiveness of current policies through the Enrollment Management Committee (Current processes for monitoring low-enrollment courses are working)
	Re-examine Day-to- Day Operations	• Improve efficiency of Human Resource Management Systems, including access to the system, Human Resource transactions, the Time Information Management Environment, and the Faculty Appointment Monitor
	Parking	• Increase convenience and access of existing parking facilities and on-campus transportation • Partner with city/county government to share stops and plan collaboratively for future mass transit improvements
	Campus Culture and Student Housing	• Develop a housing master plan including stronger academic components, remodeling of existing facilities, and addition of a traditional dining hall, being mindful of competitive rental rates • Increase indoor informal gathering spaces and outdoor seating
	Public Art on Campus	• Allocate funds to initiate, support, and promote campus art and cultural activities, including a full-time staff position to develop and administer a comprehensive plan • Create sculpture gardens that include permanent works of public art as well as temporary installations, support rotating art exhibitions in public spaces • Develop arts programming for students, faculty, staff, and community members, implement marketing strategies highlighting IUPUI's commitment to excellence in the arts
	Recognition	• Develop an inventory of existing faculty/staff/student recognition awards (Inventory of 370 awards has been completed)

	Fitness Center	• Begin preliminary planning for a campus Wellness Center incorporating intramural and recreational sports, sports clubs, student health service, and counseling and psychological services

Additional Action Items Related to Excellence in Research, Scholarship, and Creative Activity:

Sub-goal	Action Item	Recommendations
Conduct World-Class Research and Creative Activities	Hiring Foreign Adjuncts for Brief Periods to Enrich Research and Teaching	• Increase teaching by foreign adjuncts to enhance internationalization efforts at IUPUI, implementation to be determined by the individual schools
	Increase Faculty Diversity via Multi-cultural Visiting Appointments	• Develop mechanisms to recruit and track visiting faculty from underrepresented groups, including using appropriate advertisements targeting increased diversity among scientists/scholars • Extend use of the Support for Underrepresented Faculty fund to include visiting research/teaching appointments and postdoctoral fellows
Provide Support for Scholarly Activity and External Funding	Start-up Funds	• Recruit senior faculty by Deans guaranteeing return of ICR to PIs for periods of 3 years.
	Reporting Lines and Assessment of Centers	• Document current practices and disseminate information regarding strategies with deans, center directors, and other administrators prior to drafting new policies • Clearly distinguish "campus-wide" centers and "school centers" in center policies, establish an IUPUI Advisory Committee that will advise on policies and implementation • Institute regular program reviews of centers reporting to the Office of the Vice Chancellor for Research; reviews should be conducted with due consideration for differences in center structures and purposes
	Promote Interdisciplinary Research	• Create infrastructure (e.g., Faculty Annual Reports; database of sharable equipment; common colloquium calendar) that provides opportunities for collaboration and sharing • Reward interdisciplinary research in P&T review and through sabbatical leaves • Grant graduate degrees that are interdisciplinary, develop procedures for interdisciplinary hires, and create cross-disciplinary mentoring programs for new faculty

	Grant-matching Funds and Bridge Funds	• Provide early assurance to faculty writing proposals involving matching funds that institutional funds will be available for the match (Draw matching funds from 2 sources – funds from the Graduate Office can be used for proposals that clearly offer support to graduate students; a different fund should be created for matches that require infrastructure or equipment) • Provide bridge funding quickly to productive faculty
Enhance Infrastructure	Space Planning	• Communicate space needs to the public more openly and prioritized space needs in fundraising campaigns.