

## IUPUI Deans' and Vice Chancellors' Reports

for

### 2012 Reaccreditation by NCA's Higher Learning Commission

*Based on 2001-2010 Annual Reports*

#### **Deans and Vice Chancellors:**

Please review the annual reports for your unit dated **2001-2010** at <http://planning.iupui.edu/apbr/> and **by Friday, January 14, 2011**, please send as an email attachment, using Word or a pdf, the following information to Amol Patki (apatki@iupui.edu): On a **single page for each topic**, list major accomplishments, current status, and plans for the next five years, using the outline below.

#### **Teaching and Learning**

Major Accomplishments:  
Current Status:  
Plans for the Next 5 Years:

#### **Research, Scholarship, and Creative Activity**

Major Accomplishments:  
Current Status:  
Plans for the Next 5 Years:

#### **Best Practices**

Major Accomplishments:  
Current Status:  
Plans for the Next 5 Years:

#### **Campus Climate for Diversity**

Major Accomplishments:  
Current Status:  
Plans for the Next 5 Years:

#### **Civic Engagement**

Major Accomplishments:  
Current Status:  
Plans for the Next 5 Years:

#### **Collaboration**

Major Accomplishments:  
Current Status:  
Plans for the Next 5 Years:

## **Indiana University-Purdue University Columbus**

As you think about organizing your own activities for the 2001-2010 report, it may be helpful to see the following outline of IUPUI's 3 major themes and associated goals that suggest how we will implement the 3 themes over time.

### **Goals for Implementing IUPUI's Mission**

#### **Excellence in Teaching and Learning**

- I. Attract and support a better prepared and a more diverse student population
- II. Support and enhance effective teaching
- III. Enhance undergraduate student learning and success
- IV. Provide effective professional and graduate programs and support for graduate students and post-doctoral fellows

#### **Excellence in Research, Scholarship, and Creative Activity**

- I. Conduct world-class research, scholarship, and creative activity relevant to Indianapolis, the state, and beyond
- II. Provide support to increase scholarly activity and external funding
- III. Enhance infrastructure for scholarly activity

#### **Excellence in Civic Engagement, Locally, Nationally, and Globally**

- I. Enhance capacity for civic engagement
- II. Enhance civic activities, partnerships, and patient and client services
- III. Intensify commitment and accountability to Indianapolis, Central Indiana, and the state

## Indiana University-Purdue University Columbus

### Teaching and Learning

#### **Major Accomplishments 2001-2010**

Assurance of Learning System: In 2001 PUL workshops were offered and a committee was established to review syllabi for incorporation of the Principles of Undergraduate Learning. In 2006 and 2008 faculty teams received ePortfolio grants to support artifact archival and data management related to student learning outcomes.

Quality of Faculty: In 2001 work began on the design of a new Center for Teaching and Learning and a CTL Director search. In 2005 an IUPUC promotion and tenure committee met for the first time and a virtual (IUPUI liaison-supported) Research and Sponsored Program office was established at IUPUC. In 2005 the CTL began workshops to support faculty in designing online and hybrid courses. In 2006 several new faculty awards were created to recognize faculty excellence. In 2007 eight new full time faculty were hired and funds were made available for teaching assistants; eleven new faculty were hired in 2008. Online faculty annual reporting became available in 2008, the CTL increased focus on grant writing workshops and academic divisions created discipline-specific criteria for excellence related to promotion and tenure. P and T workshops were offered by the P and T Committee. The IUPUC Faculty Colloquium series began in 2009.

Quality of Learning Experience: In 2004 eight new student clubs were established, one of which was an honor society. The Executive Education Center was also created in 2004. In 2005 the first IUPUC

career networking event took place and in 2006 the IUPUC Alumni Association started a leadership speaker series for students. The first Internship Fair was held in Fall 2009.

Student Support Services: In 2004 academic divisions were established; more focused student support was possible, including direct admission to programs where appropriate. In 2004 financial aid personnel were hired and new scholarships were created; subsequent increases in scholarship support occurred in 2005, 2006, 2008, and 2009. A Retention and Graduation Taskforce was created in 2006 and an Early Warning System for students at risk went into operation in 2007. Additional student support personnel were hired in 2007, including a Career Counselor. The Academic Resource Center (ARC) was created in 2008 to more efficiently provide academic support to IUPUC, PCOT and ITCC.

#### **Current Status**

Assurance of Learning System: All academic divisions at IUPUC are working on documentation of student learning framed by the Principles of Undergraduate Learning. Divisions of Nursing and Education were successful in re-accreditation and the Division of Business has achieved eligibility status with AACSB International. An Assessment Committee has been established as a standing committee of the IUPUC Faculty Senate.

Quality of Faculty: Eight new faculty have been hired in the areas of business, nursing, education, physics, and psychology. Resources have been allocated to enrich new faculty orientation. A new course evaluation system has been purchased and will be piloted in Fall of 2010.

Quality of Learning Experience: IUPUC faculty have embraced the RISE initiative, promoting student research, international experiences, service-learning, and experiential learning through a range of projects and initiatives.

Student Support Services: To ensure student learning in all programs, IUPUC recently developed the Pre-Advising Worksheet, restructured the curriculum of the first-year seminar course as well as the role of the student mentor, and conducted a First Year UCOL Advisee Cohort Study to better understand factors influencing freshman success.

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### **Strategic Planning Goals for 2010 forward include:**

Assurance of Learning System: Establish an assurance of learning team with faculty and staff representation to: 1) ensure quality of programs through external validation and/or accreditation, 2) monitor student learning outcomes across and within all academic divisions and departments and 3) apply PULs to improve general education core.

Quality of Faculty: Promote effective pedagogy for all delivery methods, promote the library as a locus for teaching and learning, support continuous professional development for faculty including international teaching experiences, and recognize excellence in teaching by sustaining teaching award programs.

Quality of Learning Experience: Provide internship and job opportunities for students in IUPUC degree programs, support the growth of the newly established IUPUC Office of Student Research, and establish a chapter of Alpha Lambda Delta freshman honor society,

Student Support Services: Improve academic support services by 1) strengthening academic advising 2) strengthening peer mentoring and tutoring programs, 3) integrating advising with Ivy Tech where indicated, 4) creating academic advising reports for programs completed at IUPUC, and 5) providing programs for international students to transition from ESL to basic skills.

## Indiana University-Purdue University Columbus

### Research Scholarship and Creative Activity

#### **Major Accomplishments**

The administration and faculty at IUPUC have implemented a number of strategies to maintain and increase research, scholarship, and creative activity on this campus. In 2001-2002, faculty had two reprints, 11 articles, one technical report published, seven articles accepted, nine articles submitted, 15 articles in progress, five data collection studies completed, two book chapters published, three abstracts published, two journals reviewed, four research activity projects completed, and 25 talks given for peers.

In 2006-2007, a new policy was implemented that granted junior tenure-track faculty a reduced teaching load to assist the faculty in their research requirement at IUPUC.

In 2007-2008, IUPUC faculty published one book, twelve peer-reviewed articles, two book chapters, one book review, forty-one conference proceedings/presentations, and three other scholarly works. In addition, IUPUC Faculty Senate established a reduced teaching load policy for administrative positions and junior tenure-track faculty to assist them with their research requirement. Finally, the IUPUC Vice Chancellor and Dean attended New Faculty Orientation and discussed research expectations with all new faculty.

In 2008-2009, Three IUPUC faculty were awarded grants during 2008-09: Douglas Gardner, Ph.D., Lecturer in History, Indiana Humanities Council grant; Steven Schmidt, M.L.S., Librarian, Indiana State Library grant; and Allison Howland, Ph.D., Visiting Assistant Professor of Special Education, Bartholomew Consolidated School Corporation grant.

#### **Current Status**

Faculty at IUPUC continue to attend workshops provided by the Center for Teaching and Learning at IUPUC to assist them with their grant writing efforts. New Promotion and Tenure Guidelines were recently established that make clear what research expectations are required to earn tenure at IUPUC. Faculty and staff also attend international, national, and regional conferences within their disciplines to present their research. Faculty are also currently expected to continue publishing research in peer-reviewed journals and other publication types.

To help with these research expectations, new faculty are provided with a series of Orientation Sessions that should help familiarize them with resources available for research, scholarly and creative activity. Also, a new Office of Student Research was established to promote mentoring of student research, which should lead to increased conference presentations and publications.

A Faculty Colloquium was established in 2009-2010 to encourage faculty to present their research and to exchange feedback and ideas. This venue is also ideal for forming interdisciplinary partnerships that should increase research productivity in the long-term.

#### **Plans for the next 5 years**

In the next 5 years, faculty will continue to be encouraged to apply for external grant opportunities to support ongoing research endeavors. In addition, tenure-track faculty will be required to maintain a productive research program and publish to earn tenure and promotion.

## Indiana University-Purdue University Columbus

### **Best Practices**

In January of 2004, six academic divisions were created by campus leadership, including Business, Education, Liberal Arts, Nursing, Science, and University College. All academic campus activities have been shifted to appointed Division Heads, including budget management, courses to be offered, hiring faculty including adjunct faculty, hiring staff to support division, compiling reports representing the division, and planning for the future.

In spring of 2004, the faculty of IUPUC adopted a new constitution and bylaws which changed the faculty governance structure allowing the faculty to be represented by a president and a faculty senate.

Beginning in 2003-2004, initiatives to support sport and recreation for students began with collaborative efforts with the Columbus Parks and Recreation Department. Agreements were established in 2008-2009 with local fitness facility to offer intramural sports and discounted gym memberships.

In 2003-2004, IUPUC began to establish a PASSPORT-IUPUC program to provide students of Ivy Tech Community College-Columbus the freedom to transfer courses and associate degree credits to IUPUC. In 2008-2009, a new advertising campaign was introduced to bring awareness to the program.

In 2004-2005, the development of more effective promotional materials, including success stories and student placement information, was designed and implemented for increased efforts in student recruitment and heighten awareness of IUPUC degree program. This is considered an on-going strategy with continuous monitoring for improvements.

In 2007-2008, IUPUC reevaluated and redesigned the processes to interact with high school students by establishing early college programs with two local high schools corporations which offers dues credit options for high school students.

In 2008-2009, the process of identifying peer institutions for IUPUC began using database of institutional characteristics. In the preliminary analyses, the following institutions were identified: University of Hawaii at Hilo, IU East, IU Kokomo, Purdue North Central, and Ohio University-Southern Campus.

In 2008-2009, a newly assembled IUPUC assessment subcommittee established preliminary goals of identifying current sources of campus assessments; identifying assessment needs; and creating an assessment footprint/matrix/timeline that will meet the needs of the campus and can be monitored and evaluated.

In 2008-2009, priority was again given to improve retention and graduation rates under the direction of the Retention and Graduation Taskforce which focused on advising practices, peer reviews of teaching for new adjunct faculty, reviewing W/D/F rates by course, and providing support for students and first-time, part-time faculty who are struggling.

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### Campus Climate for Diversity

#### **Major Accomplishments 2001-2010**

Institutional Leadership and Commitment: In 2004 and 2005 IUPUC created and expanded a Diversity Task Force; in 2006 a Diversity Cabinet was formed and a vision statement was created. Members of the cabinet surveyed divisions and offices on campus to determine the status of diversity and inclusion initiatives. In 2008, Business students helped the cabinet develop a plan to improve campus climate in terms of diversity and inclusion.

Curricular and Co-curricular Transformation: IUPUC had in place in 2001 a precedent for invited talks for a campus and community audience on the topic of cultural diversity. Beginning in 2007, the Alumni Association consistently offered films in their Film Series related to diversity and inclusion. In 2007 the Division of Education began an ESL program for pre-service teachers. The 2007 diversity survey identified that Business, Nursing and Education have established and consistently monitor curricular strands addressing diversity topics; similar curricular requirements are in place for the degree in General Studies.

Campus Climate: In 2006 a system was put in place to track applications by international students in order to provide more efficient student support. In 2007 the Library emphasized diversity and inclusion in the expansion of the collections. The Fall 2008 Faculty Convocation focused on diversity and inclusion with subsequent related professional development opportunities for faculty and staff. In 2009 ADA compliant restrooms became available on both floors of the CC building.

Representational Diversity: In 2001 IUPUC diversity matched that of the community: 1% African American, 5% Latino, 3% Asian. New staff hires in 2004 increased IUPUC staff diversity. New faculty hires in 2007, 2008 and 2009 increased IUPUC faculty diversity. In 2007 the Division of Education established a dual credit program with local high school early teaching programs in order to recruit students from less-represented groups. In 2008 marketing of the MBA program especially focused on diverse groups.

#### **Current Status**

##### Institutional Leadership and Commitment:

- The Diversity Cabinet at IUPUC has been in place for four years and has expanded membership to include a wider representation of community and regional perspectives.
- A Diversity Award has been created to recognize and honor internal and external commitment to a diverse and inclusive community.
- IUPUC will begin co-hosting the community Martin Luther King, Jr. Day Celebration in January 2011.

##### Curricular and Co-curricular Transformation:

- Current assurance of learning efforts include a faculty discussion of the frequency of the appearance of the PUL related to diversity in course syllabi.
- Under discussion by Faculty Senate and the Academic Affairs Committee is an experiential requirement related to diversity in courses with related content.
- Alumni Affairs and other groups continue to host or co-host events that promote cultural competence.

##### Campus Climate:

- The IUPUC website highlights diversity initiatives and events.

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- The Office of Student Life actively recruits new clubs that will increase the campus climate of inclusion.

### Representational Diversity:

- Strategies used to recruit faculty, staff and students continue to maintain a presence of colleagues from less-represented groups at a higher rate of representation than in the general population of the IUPUC service area.

### **Strategic Planning Goals for 2010 forward**

#### Institutional Leadership and Commitment:

- Create and implement the first IUPUC strategic plan for diversity

#### Curricular and Co-curricular Transformation:

- Through a newly developed campus-wide assurance of learning plan, assess the breadth, depth and effectiveness of teaching and learning focused on diversity.
- Continue to provide collaborative opportunities for cultural and intellectual events on campus with outside community and region following the IUPUC vision for developing cultural competence throughout the IUPUC service region

#### Campus Climate:

- As the Small University experience initiative evolves at IUPUC, the Enrollment Management Team will continue to address diversity as a major component of the student experience: a welcoming campus that thrives on diversity of faculty, staff, students, academic programs and experiences.

#### Representational Diversity

- As a major focus of a new IUPUC strategic plan for diversity, implement strategies for recruitment of students, faculty and staff aimed at increasing the presence of less-represented groups on the IUPUC campus.

## Indiana University-Purdue University Columbus

### Civic Engagement

#### **Major Accomplishments 2010-2001**

IUPUC faculty and staff have served on numerous community committees, boards, and councils in the region providing leadership across the spectrum of activities including civic, social, arts and humanities and educational, not for profit, economic development and industry, etc. The singular most significant accomplishment during this period has been IUPUC's role as a major educational partner in the creation of the Community Education Coalition and the work that has resulted from this unique partnership is unparalleled in Indiana Educational history. New articulation agreements, new undergraduate and graduate degree programs available to be completed in their entirety locally, the building and colocation of 3 institutions of higher education along with the State Workforce development offices in community owned and shared space, a center for teaching and learning to support all learners and those who teach them. Senior portfolios and dual credit offerings with area high schools, reading buddy programs in the elementary schools are just examples of the work that has been accomplished.

#### **Current Status**

IUPUC faculty and staff serve on numerous community committees, boards, and councils including Arvin Gift Committee, Bartholomew Consolidated School Corporation (BCSC), Bartholomew County on the Move, Bartholomew County Health Department, BCSC Board of School Trustees, Brown County Community Foundation, Chamber of Commerce, Children, Inc., Columbus Area Arts Council,

Columbus Department of Parks and Recreation, Columbus East High School Senior Projects Committee, Columbus Indiana Architectural Activities Board, Columbus Learning Center Management Committee, Columbus Regional Hospital Foundation Board, Columbus Technology Advisory Committee, Community Education Coalition, Community Literacy Taskforce, Connected Communities Partnership Executive Committee, EcO15 Advanced Manufacturing Advisory Board, Economic Development Board, Environmental Consciousness Organization, Healthy Communities Council, Hospitality and Tourism Advisory Board, Human Rights Commission, Indiana Campus Compact, IU Council for Regional Engagement and Economic Development, Jennings County High School English Department, Kelley Economic Outlook Panel, Leadership Bartholomew County, March of Dimes, Partners in Education Steering Committee, Partnership for Health Equity, The Entrepreneurial Network, Tipton Lakes Community Association, United Way of Bartholomew County, Visitor Center Board, and Volunteers in Medicine Board.

Faculty and staff will continue to be supported and encouraged to participate in a full range of civic activities in the region.

#### **Plans for the next 5 years**

Increased focused effort to meet area training and development needs through the newly created Center for Business and Economic Development CBED which will provide opportunities for connecting faculty and students with internship, coop and consulting opportunities, and executive education programs for area business and industry. Continued engagement with the Community Education Coalition to increase IUPUC's role as the regions producer of baccalaureate and masters prepared graduates to meet the workforce needs of area employers. Increase IUPUC's involvement with ECO15 to drive economic growth and opportunity in the region targeted in the areas of advanced

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manufacturing, healthcare, and tourism and hospitality. Offer a critically needed BS in mechanical engineering to meet the technical workforce needs of manufacturing companies in the region.

### Collaboration

#### **Major Accomplishments**

- IUPUC faculty, at the invitation of the Columbus Education Coalition, led the community/institution design team for a new Center for Teaching and Learning and chaired the search for its first Director.
- Following recommendations received from the Student Council, IUPUC collaborated with the City of Columbus Parks and Recreation Department to create a university park on campus.
- The IUPUC Alumni Association was officially chartered in 2003.
- A Student Council, with representatives from each academic division, was formed in 2005.
- A comprehensive program articulation agreement with Ivy Tech was signed in 2004. An articulation agreement was signed in 2008 to consider Ivy Tech graduates for admission to the Elementary Education Program with junior status. In 2009, IUPUC suspended its ASN program in nursing so that IUPUC could expand the RN-BSN option to better meet the needs of IUPUC's region. IUPUC also partnered with Ivy Tech to create the Academic Resource Center for joint tutoring in writing, math and science. In addition, IUPUC partnered with Ivy Tech to provide

shared security services on campus for evenings and weekends. Finally, the IUPUC library was renamed the University Library of Columbus which is symbolic of the collaborative efforts among IUPUC, Ivy Tech and Purdue College of Technology to provide good education to students in the region.

- The IUPUC Art Advisory Committee was established with leaders from South Central Indiana. In 2006, the Duke Energy Sculpture Garden was opened with works from faculty of Herron School of Art and Design, local artists, and eventually students. In 2007, new articulation agreements with the IU School of Music and IUPUI were completed to facilitate the introduction of several new joint degree programs at IUPUC.
- Explore IUPUC, a collaborative program with area high schools for the purpose of introducing IUPUC as a good alternative for higher education, was begun in 2005.

#### **Current Status**

- The Columbus Learning Center construction was completed in 2005 and now houses multiple classrooms, the University Library of Columbus, the Center for Teaching and Learning, the Academic Resource Center, Work One Indiana, administrative offices for IUPUC, Ivy Tech, Purdue College of Technology, and the Columbus Education Coalition as well as public meeting spaces and a 300 seat tiered lecture hall. The IUPUC Office of Information Technology manages all technology services for the CLC.
- The Student Council continues its good work and there are now over 30 official student clubs on campus.

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- Over 4,000 IUPUC alumni now receive regular news. Many alumni are involved in leadership and advisory roles on IUPUC's behalf.
- The Passport program with Ivy Tech is functional and helping improve student transfers.
- Explore IUPUC events have materially improved the flow of applications to IUPUC from regional high schools.

### **Plans for the Next 5 Years**

- IUPUC will continue addressing collaborative opportunities with Ivy Tech and Purdue College of Technology to meet regional needs.
- IUPUC will support and collaborate with the newly established Office of Student Research to add more structure to student creative and scholarly projects.
- IUPUC will collaborate with Columbus Education Coalition and Indiana University, as well as with Ivy Tech, to create a new campus master plan in Columbus.
- Through the new Center for Business and Economic Development, IUPUC will collaborate with regional interests to include higher education input to important economic development initiatives, both public and private.