

# IUPUI Faculty Council Committee Annual Report 2010-2011

**Committee Name:** Campus Planning Committee

**Co-Chairs:** Joan Kowolik (Dentistry), Dan Baldwin (ET)

**Members:** Dan Baldwin (ET), Anne Belcher (Nursing), Louis Cantor (Medicine), Jan Froehlich (Medicine), Nick Grahame (Science), Richard Jackson (Dentistry), Joan Kowolik (Dentistry), Debomoy Lahiri (Medicine), Mike Polites (Liberal Arts), Ian Sheeler (Mike Polites), Mark Volpatti (Columbus), and Jeremy Wilson (Liberal Arts)

**Ex Officio Liaisons:**

Trudy Banta, Dawn Rhodes, and Jack Windsor

**Action Items:** *see details below*

Action Item(s)	Status
Joint meeting, BAC and Campus Planning	Feedback provided to administration on the Goalposts planning document. No response yet received.
Cluster Conversations	Report to IFC is incomplete at this time. CPC is still awaiting unit reports from members. CPC members performed their usual oversight role by attending the Cluster Conversations and posing questions. However, during this time fiscal concerns dominated the discussions.
IFC Diversity Committee	Ken Durgans attended the November 11, 2010 CPC meeting, and discussed the state of Diversity at IUPUI. Durgans answered questions from the committee about a possible standing IFC Diversity Committee.
Public Health at IUPUI	Dr. G. Marie Swanson attended the March 10, 2011 meeting, and discussed in general terms the composition of the School and some of its planning issues.
IUPUI Self-Study 2012 NCA Reaccreditation (Criterion Two: Preparing for the Future)	CPC engaged in a long-term effort as a subcommittee for the 2012 NCA Reaccreditation for IUPUI. Furthermore, CPC was divided into subcommittees to research and analyze the progress of IUPUI via four core components dealing directly with planning at the campus level.

Criterion Two, Core Component 2a	Baldwin, Jackson and Wilson presented their Core Component 2a findings at the January 27, 2011 CPC meeting. CPC discussed the merits of those findings.
Criterion Two, Core Component 2b	Baldwin, Cantor and Volpatti presented their Core Component 2b findings at the February 17, 2011 CPC meeting. CPC discussed the merits of those findings.
Criterion Two, Core Component 2c	Baldwin, Kowolik and Lahiri presented their Core Component 2b findings at the April 14, 2011 CPC meeting. CPC discussed the merits of those findings.
Criterion Two, Core Component 2d	Baldwin, Kowolik and Belcher presented their Core Component 2d findings at the April 14, 2011 CPC meeting. CPC discussed the merits of those findings.
Town Hall, Criterion Two: Preparing for the Future	On April 18, 2011 Baldwin and Kowolik, on behalf of the CPC, led a Town Hall to discuss the findings of the committee with the IUPUI community.

**Action Items to be carried over to 2011-2012:**

Action Item(s)	Status
Completion of Resource Planning Committee work on assessments and appropriations	CPC chair is member of RPC. Activities of the RPC after the issues of appropriations/ assessments have been finished are uncertain, but meetings have been scheduled through December.
IUPUI Self-Study 2012 NCA Reaccreditation (Criterion Two: Preparing for the Future)	The role of CPC as a subcommittee of the 2012 reaccreditation will continue through the next year.

**Actions and issues of the Campus Planning Committee, 2010-2011**

Joint Planning – BAC and CPC meeting.

Campus planning/”road map.” At this meeting, a document called “Goalposts” was distributed and discussed. It was in a preliminary stage having been discussed among administrators.

Cluster Conversations

CPC members along with BAC members again attended four “clusters” which involved deans and administrative unit heads. Each dean/head gave a brief presentation, there was discussion among the deans about ideas sparked by listening to each other, and the BAC / CPC members could ask questions. At this time, CPC is still awaiting the finalized reports from its members.

### Possibility of a standing IFC Diversity Committee

The committee discussed the possibility of the creation of a standing IFC Diversity Committee. Assistant Chancellor for Diversity, Equity and Inclusion Ken Durgans was invited to the November 11, 2010 CPC meeting.

CPC recommendations and comments:

1. The committee stated that much recent progress has been made by Durgans' office
  - a. New hires
  - b. New faculty orientation, training, and mentoring
  - c. Establishment of teaching awards
2. The committee discussed the fact that Durgans, himself, stated that he believed an IFC Diversity Committee was not needed
  - a. Durgans worried that its creation would cause a level of bureaucracy that currently does not exist. In his presentation to the committee, Durgans credited this directness to the recent success of diversity issues on campus
3. The committee discussed other diversity support options
  - a. Including simply more support for the Office of Diversity, Equity and Inclusion, itself
4. The committee unanimously agreed to recommend to the IUPUI Executive Faculty Council that a standing IFC committee on Diversity was, at this time, not needed and could cause a replication of efforts on the campus

More information can be found in the attached November 11, 2010 minutes.

### IUPUI School of Public Health

Dr. G. Marie Swanson, Associate Vice Chancellor for Public Health Professor and Chair, Department of Public Health, Dr. Greg Wilson, Associate Chair for Community and Global Programs, Dr. Carole Kacius, Associate Chair for Academic Programs presented to the CPC on March 18, 2011.

Following the presentation, CPC discussion centered upon:

1. *How many PhD degrees have been approved?*
  - a. 3 = Biostatistics in 2009; Epidemiology in 2010; Health Policy in 2011
2. *How will the Bloomington and Indianapolis schools differ?*
  - a. IUB is currently working alone. IUPUI will leverage the resources available on this campus, including the Schools of Medicine, Dentistry, and Nursing.
3. *Did you offer PhD's as a department?*
  - a. Yes, PhD's were granted.
4. *Are there grants available specifically for Public Health?*
  - a. No, not really. There are opportunities through collaborative efforts with other schools on campus.
5. *What types of interaction do you have with the State Board of Health?*
  - a. A close working relationship. Moreover, there is a solid connection with a strong Marion County Public Health Department.
6. *Do you have any space concerns?*
  - a. Yes, we are already limited with regard to space. Currently, offices are housed in the Safeco building downtown.
7. *Are there any issues with taking two schools of Public Health to the state?*
  - a. Perhaps, but each school has different foci.
8. *Are there research themes developing among faculty?*

- a. Yes, although it will evolve with more faculty hiring. Current interests range from cancer research to AIDS research and adolescent care. There are great opportunities for collaborative research on this campus.
- 9. *What can the campus do to support the School of Public Health?*
  - a. Provide more money and space.

More information can be found in the attached March 18, 2011 minutes.

IUPUI 2012 NCA Reaccreditation: Criterion Two: Preparing for the Future

Throughout the 2010-2011 year, CPC has participated as a 2012 reaccreditation subcommittee. These efforts have yielded discussion points and exemplars that will be summarized into an outline in the fall 2011 semester, and passed along to the IUPUI 2012 writing committee. For more information, please see the attached documents.

More information can be found in the Spring 2011 minutes, as well as the Criterion Two draft Core Component 2a, 2b, 2c and 2d self-study documents.

**Suggested new action items for 2011-2012:**

Action Item(s)	Status
A systematic examination of space utilization on campus	A systematic examination of space utilization on campus, a long-term goal of the CPC, should be investigated next year. This topic was frequently addressed during the Spring 2011 Cluster Conversations.
New Members	Considering the additional 2012 NCA Reaccreditation efforts, CPC needs more <i>participating</i> members.

Please attach any completed documents or recommendations made by your Committee during this report year. One copy of this report and supporting documents will be sent to the IUPUI University Archives.

**Report due: June 30, 2011**

**Submit to\*:** Karen Lee  
 Faculty Council Office  
 UL 3115N  
 IUPUI  
[klee2@iupui.edu](mailto:klee2@iupui.edu)

**\*Preferred submission method is via email.**

**AGENDA**

IUPUI Faculty Council Campus Planning Committee  
Thursday September 23, 2010  
3:30 - 5:00 pm, Location AO 102

**2010-2011 Members:**

Dan Baldwin (Chair), Anne Belcher, Louis Cantor, Jan Froehlich, Nick Grahame, Richard Jackson, Joan Kowolik, Debomoy Lahiri, Mike Polites, and Jeremy Wilson

**Ex Officio Liaisons:**

Trudy Banta, Dawn Rhodes, and Jack Windsor

- 5. Call to Order and Introductions**
- 6. Approval of April 22, 2010 Minutes**
- 7. Chair's Report**
  - a. Meeting Times
  - b. Campus Planning Committee Composition and Duties
  - c. 2009-2010 Annual Report
  - d. Faculty Council Executive Committee Charge to Campus Planning
- 8. Short Term Planning Goal 1 – IUPUI Diversity Committee**
  - a. Discussion
- 9. Short Term Planning Goal 2 – School of Public Health**
  - a. Discussion
- 10. Long Term Planning Goal – IUPUI Self-Study 2012 NCA Reaccreditation**
  - a. Criterion Two: Preparing for the Future
  - b. Higher Learning Commission - Handbook of Accreditation
- 11. Chancellor's "Roadmap"**
- 12. Response to the Spring 2010 Cluster Conversation Recommendations**
- 13. IUPUI Assessment Allocation Consumption Model**
- 14. Other Business**
- 15. Adjournment**
  - a. Next meeting scheduled on Thursday October 21, 2010
    - i. 3:30 – 5:00 pm (AO 102)

**AGENDA**

IUPUI Faculty Council Campus Planning Committee  
Thursday October 21, 2010  
3:30 - 5:00 pm, Location AO 102

**2010-2011 Members:**

Dan Baldwin (Chair), Anne Belcher, Louis Cantor, Jan Froehlich, Nick Grahame, Richard Jackson, Joan Kowolik, Debomoy Lahiri, Mike Polites, Ian Sheeler, and Jeremy Wilson

**Ex Officio Liaisons:**

Trudy Banta, Dawn Rhodes, and Jack Windsor

- 1. Call to Order and Introductions**
- 2. Approval of September 23, 2010 Minutes**
- 3. Chair's Report**
  - a. Minutes
  - b. Update on Short Term Planning Goal 1 – IUPUI Diversity Committee
  - c. Update on Short Term Planning Goal 2 – School of Public Health
- 4. Long Term Planning Goal – IUPUI Self-Study 2012 NCA Reaccreditation**
  - a. Orientation to binders
    - i. Criterion Committees
    - ii. Criteria for Accreditation
      1. Minimum Expectations within the Criteria for Accreditation
    - iii. Timeline
  - b. 2002 IUPUI Self-Study Materials
    - i. Online Resources
  - c. Additional Online Resources
- 5. Other Business**
- 6. Adjournment**
  - a. Next meeting scheduled on Thursday November 11, 2010
    - i. 3:30 – 5:00 pm (AO 102)

**AGENDA**

IUPUI Faculty Council Campus Planning Committee  
Thursday November 11, 2010  
3:30 - 5:00 pm, Location AO 102

**2010-2011 Members:**

Dan Baldwin (Chair), Anne Belcher, Louis Cantor, Jan Froehlich, Nick Grahame, Richard Jackson, Joan Kowolik, Debomoy Lahiri, Mike Polites, Ian Sheeler, Mark Volpatti, and Jeremy Wilson

**Ex Officio Liaisons:**

Trudy Banta, Dawn Rhodes, and Jack Windsor

**Guest:**

Ken Durgans, Assistant Chancellor for Diversity, Equity, and Inclusion

1. **Call to Order and Introductions**
2. **Approval of October 21, 2010 Minutes**
3. **Chair's Report**
  - a. Mike Polites to record minutes (thank you)
  - b. Criterion Two – SharePoint Seminar Dates
4. **(45 minutes) IFC Diversity Committee (Ken Durgans)**
  - a. Discussion
5. **(10 minutes) Questions for Spring Planning and Budget Cluster Conversations**
  - a. Initial discussion
6. **(30 minutes) Criterion Two – Core Components**
  - a. SharePoint site Organization
  - b. Assignments
7. **Adjournment**
  - a. Next meeting scheduled on Thursday December 2, 2010
    - i. 3:30 – 5:00 pm (AO 103)

**AGENDA**

IUPUI Faculty Council Campus Planning Committee  
Thursday December 2, 2010  
3:30 - 5:00 pm, Location AO 103

**2010-2011 Members:**

Dan Baldwin (Chair), Anne Belcher, Louis Cantor, Jan Froehlich, Nick Grahame, Richard Jackson, Joan Kowolik, Debomoy Lahiri, Mike Polites, Ian Sheeler, Mark Volpatti, and Jeremy Wilson

**Ex Officio Liaisons:**

Trudy Banta, Dawn Rhodes, and Jack Windsor

1. **Call to Order and Introductions**
2. **Approval of November 11, 2010 Minutes**
3. **Chair's Report**
  - a. Spring Schedules
4. **IFC Diversity Committee**
  - a. Discussion
  - b. Moving forward
5. **Criterion Two – Core Component 2a**
  - a. Discussion
6. **Adjournment**
  - a. Next meeting scheduled TBA



**AGENDA**

IUPUI Faculty Council Campus Planning Committee  
Thursday January 27, 2011  
1:30 - 3:00 pm  
2115G of the University Library

**2010-2011 Members:**

Dan Baldwin (Chair), Anne Belcher, Louis Cantor, Jan Froehlich, Nick Grahame, Richard Jackson, Joan Kowolik, Debomoy Lahiri, Mike Polites, Ian Sheeler, Mark Volpatti, and Jeremy Wilson

**Ex Officio Liaisons:**

Trudy Banta, Dawn Rhodes, and Jack Windsor

**Guests:**

Dr. G. Marie Swanson, Associate Vice Chancellor for Public Health Professor and Chair, Department of Public Health; Dr. Carole Kacius, Associate Chair for Academic Programs; Dr. Greg Wilson, Associate Chair for Community and Global Programs, and Ms. Pinkie Evans, Assistant Chair for Finance and Administration

1. **Call to Order and Introductions**
2. **Approval of December 12, 2010 Minutes**
3. **Chair's Report**
  - a. Cluster Conversations
4. **(45 minutes) Criterion Two – Core Component 2a** (*Baldwin, Banta, Jackson, Wilson*)
  - a. Updates to SharePoint
  - b. Criterion Subcommittees
  - c. Criterion 1 and 2 Town Hall: April 18, 3:30-5:00 in the Lilly Auditorium
  - d. Discussion of 2a
5. **(45 minutes) School of Public Health Discussion** (*Swanson*)
  - a. Discussion
  - b. Questions
6. **Adjournment**
7. **Adjournment**
  - a. Next Meeting:
    - i. Thursday, February 17th (1:30pm-3pm), Room 2115G of the University Library
      1. Guest: Camille Broeker, Associate Vice Chancellor for Finance

**AGENDA**

IUPUI Faculty Council Campus Planning Committee  
Thursday February 17, 2011  
1:30 - 3:00 pm  
2115G of the University Library

**2010-2011 Members:**

Dan Baldwin (Chair), Anne Belcher, Louis Cantor, Jan Froehlich, Nick Grahame, Richard Jackson, Joan Kowolik, Debomoy Lahiri, Mike Polites, Ian Sheeler, Mark Volpatti, and Jeremy Wilson

**Ex Officio Liaisons:**

Trudy Banta, Dawn Rhodes, and Jack Windsor

**Guest:**

Camille Broeker, Associate Vice Chancellor for Finance

1. **Call to Order**
2. **Approval of January 27, 2011 Minutes**
3. **Chair's Report**
4. **Cluster Conversation Wrap-Up**
  - a. Discussion
  - b. Emerging Ideas
5. **Criterion Two – Core Component 2b** (*Baldwin, Banta, Cantor, Sheeler, Volpatti*)
  - a. Updates to SharePoint
  - b. Discussion of 2b
6. **Adjournment**
  - a. Next Meeting:
    - i. Thursday, March 10th (1:30pm-3pm), Room 2115G of the University Library
      1. Guest: Dr. G. Marie Swanson, Associate Vice Chancellor for Public Health Professor and Chair, Department of Public Health

**AGENDA**

IUPUI Faculty Council Campus Planning Committee  
Thursday March 10, 2011  
1:30 - 3:00 pm  
2115G of the University Library

**2010-2011 Members:**

Dan Baldwin, Anne Belcher, Louis Cantor, Jan Froehlich, Nick Grahame, Richard Jackson, Joan Kowolik, Debomoy Lahiri, Mike Polites, Ian Sheeler, Mark Volpatti, and Jeremy Wilson

**Ex Officio Liaisons:**

Trudy Banta, Dawn Rhodes, and Jack Windsor

**Guests:**

Dr. G. Marie Swanson, Associate Vice Chancellor for Public Health Professor and Chair, Department of Public Health; Dr. Carole Kacius, Associate Chair for Academic Programs; Dr. Greg Wilson, Associate Chair for Community and Global Programs, and Ms. Pinkie Evans, Assistant Chair for Finance and Administration

1. **Call to Order and Introductions**
2. **(45 minutes) School of Public Health Discussion** (*Swanson et al*)
  - a. Discussion
  - b. Questions
3. **(5 minutes) Approval of February 17, 2010 Minutes**
4. **(5 minutes) Chair's Report**
5. **(35 minutes) Criterion Two – Core Component 2c** (*Baldwin, Banta, Kowolik, Polites, Lahiri*)
6. **Adjournment**
  - a. Next Meeting:
    - i. Thursday, April 14th (1:30pm-3pm), Room 2115G of the University Library

**AGENDA**

IUPUI Faculty Council Campus Planning Committee

Thursday April 18, 2011

1:30 - 3:00 pm

2115G of the University Library

**2010-2011 Members:**

Dan Baldwin, Anne Belcher, Louis Cantor, Jan Froehlich, Nick Grahame, Richard Jackson, Joan Kowolik, Debomoy Lahiri, Mike Polites, Ian Sheeler, Mark Volpatti, and Jeremy Wilson

**Ex Officio Liaisons:**

Trudy Banta, Dawn Rhodes, and Jack Windsor

1. **Call to Order and Introductions**
2. **(2 minutes) Approval of February 17, 2010 Minutes**
3. **(3 minutes) Chair's Report**
  - a. 2012 Criterion 2 Town Hall (Please plan on attending)
    - i. Monday April 18, 2011
    - ii. Lilly Auditorium (3:30-5:00)
4. **(15 minutes) Additional Discussion on School of Public Health**
  - a. Discussion
  - b. Recommendations to Executive Faculty Council
5. **(35 minutes) Criterion Two – Core Component 2c** (*Baldwin, Banta, Kowolik, Polites, Lahiri*)
6. **(35 minutes) Criterion Two – Core Component 2d** (*Baldwin, Banta, Kowolik, Belcher, Grahame*)
7. **New Business**
8. **Adjournment**

## MINUTES

### IUPUI Faculty Council Campus Planning Committee

Thursday September 23, 2010

3:30 p.m. – 5:00 p.m., AO 102

#### 16. CALL TO ORDER AND INTRODUCTIONS

- a. The meeting was called to order at 3:33 p.m.
- b. Members Present - Dan Baldwin (Chair), Trudy Banta, Anne Belcher, Louis Cantor, Nick Grahame, Debomoy Lahiri, Mike Polites, and Jeremy Wilson.

#### 17. APPROVAL OF APRIL 22, 2010 MINUTES

- a. The minutes of April 22, 2010 were unanimously approved.

#### 18. CHAIR'S REPORT

- a. Baldwin asked the committee if the fall semester meeting times of 3:30 p.m. – 5:00 p.m., were acceptable. The committee agreed that this scheduled time worked well.
- b. Baldwin discussed the Campus Planning Committee Composition and Duties handout.
  - i. This handout can be found on the FC Campus Planning Oncourse Site
    1. FC Campus Planning Resources > 2010-2011 > Handouts > September23\_2010 > FC Planning Charge.doc
- c. Baldwin discussed the 2009-2010 Annual Report for the Campus Planning Committee.
  - i. This report can be found at:  
[http://www.iupui.edu/~fcouncil/committees/campus\\_planning/annual\\_report\\_2009-2010.pdf](http://www.iupui.edu/~fcouncil/committees/campus_planning/annual_report_2009-2010.pdf)
- d. Baldwin discussed the Faculty Council Executive Committee Charge to the Campus Planning Committee
  - i. Investigate the possible creation of a standing IUPUI Faculty Council Committee for Diversity
  - ii. Investigate the impact for the proposed School of Public Health

#### 19. SHORT TERM PLANNING GOAL 1 – IUPUI DIVERSITY COMMITTEE

- a. The committee discussed the possible creation of a standing IUPUI Faculty Council Committee for Diversity, and how best to offer recommendations to the Faculty Council Executive Committee.
- b. Belcher discussed her past service on the Executive Committee
  - i. A broader range of discussion and representation that would provide recognition, opportunity, and visibility for faculty across campus
- c. The committee discussed arranging a time when Ken Durgans, Assistant Chancellor for Diversity, Equity and Inclusion, could address these ideas.
  - i. After this discussion, the committee felt it might be appropriate to invite additional speakers to planning meetings.
  - ii. Baldwin agreed to contact the office of Ken Durgans to arrange a presentation.
- d. The committee discussed what outcomes these groups might want.
  - i. Belcher stated that perhaps they don't feel broadly represented at the campus level.

#### 20. SHORT TERM PLANNING GOAL 2 – SCHOOL OF PUBLIC HEALTH

- a. The committee discussed the impact of the proposed School of Public Health, and how best to offer recommendations to the Faculty Council Executive Committee.
- b. Cantor asked if the school was established, or still proposed.

- i. Banta stated that after accreditation, the next stage would be to become a full school.
  - ii. Accreditors are visiting campus next week.
- c. Banta added that the approved PhD in Health Policy will begin next year.
  - i. PhD in Environmental Health Policy is in the process of being approved.
- d. Cantor asked if there an impact analysis has been created.
- e. The committee discussed what the term *impact*, in terms of planning, might mean.
  - i. Strategic positioning?
  - ii. Curricular overlap?
  - iii. Collaboration?
  - iv. What is the plan for the Bachelor's degree in public health?
- f. The committee discussed arranging a time when Marie Swanson, IUPUI Associate Vice Chancellor for Public Health, could address these ideas.

## **21. LONG TERM PLANNING GOAL – IUPUI SELF-STUDY 2012 NCA REACCREDITATION**

- a. Banta offered history to accreditation on the campus.
  - i. In 2002, a regional accreditor visited and gave IUPUI full accreditation for 10 years.
    - 1. Important because no accreditation = no federal money (no student aid, etc).
- b. Criterion Two: Preparing for the Future
  - i. 1 of 5 criteria
  - ii. Criterion 2 involves planning
- c. Higher Learning Commission - Handbook of Accreditation handout
  - i. The committee examined the section detailing Criterion 2
    - 1. Page 3.1-3
  - ii. This handout can be found on the FC Campus Planning Oncourse Site
    - 1. FC Campus Planning Resources > 2010-2011 > Handouts > September23\_2010 > Handbook\_of\_Accreditation.pdf
- d. Campus Planning will examine planning documents over the next few months and see how they align with Criterion 2.
- e. Banta stated that a narrative should exist that discusses the merits of IUPUI for each of these points.
- f. The self-study will be created from the campus level.
- g. Cantor asked if there was a document or tool that exists that the committee could use as a starting point.
  - i. The identification of these existing documents and sources will be the focus of the next meeting.
- h. By the end of the academic year, the expectation is an organizational plan
  - i. A list of big ideas and where data is located.
- i. A paper and Web-based study will be the final outcome.
  - i. Accreditors will visit IUPUI in the fall of 2012.
- j. The work and conversation of the Campus Planning Committee should be critical.
- k. SharePoint technology will be available to the committee.
- l. Baldwin and Banta will gather documents for the next meeting.

## **22. CHANCELLOR'S "ROADMAP"**

- a. The Chancellor's review was published approximately one year ago.
  - i. Planning was an issue in which the committee felt the Chancellor could improve.
  - ii. The term "roadmap" was first utilized in these discussions.
- b. The Vice Chancellor for Research hired a position to facilitate collaborative grant proposals.

- c. New Performance reports – 6 colors, each color has a separate meaning as to who is responsible.
  - i. Banta will supply the committee with these reports.
  - ii. Guideposts and Strategies – Banta's office would like comments from the committee.
    - 1. Do these numbers examine part-time student graduation rates?
    - 2. How do these numbers compare to other institutions?
  - iii. Grahame asked how we are shaping admissions criteria?
    - 1. How do we reproach the economics of the situation?
  - iv. The committee discussed the building of more housing, marketing techniques, student mentoring, and learning communities.
  - v. The committee discussed how we define ourselves.
- d. Additionally, questions for the Annual Planning and Budget Cluster Conversations will need to be developed.

**23. Response to the Spring 2010 Cluster Conversation Recommendations**

- a. The committee discussed their impressions of the cluster conversations.
- b. Members, who attended last spring, expressed their favor of this new format.

**24. IUPUI Assessment Allocation Consumption Model**

- a. Baldwin discussed the recent work of the Resource Planning Committee (RPC)
- b. Baldwin presented a recent RPC document, outlining the alignment of drivers, to the committee for feedback
  - i. Grahame asked why only three drivers?
  - ii. The committee discussed how this would affect UITS, as technology prices are continually dropping.

**25. Other Business**

- a. There was no other business.

**26. Adjournment**

- a. The meeting adjourned at 4:58 p.m.
- b. The next meeting is scheduled on Thursday October 21, 2010
  - i. 3:30 – 5:00 pm (AO 102)

**MINUTES**  
**IUPUI Faculty Council Campus Planning Committee**  
Thursday October 21, 2010  
3:30 p.m. – 5:00 p.m., AO 102

**1. CALL TO ORDER AND INTRODUCTIONS**

- a. The meeting was called to order at 3:37 p.m.
- b. Members Present - Dan Baldwin (Chair), Trudy Banta, Karen Black, Louis Cantor, Nick Grahame, Richard Jackson, Joan Kowolik, Mike Polites, and Mark Volpatti.

**2. APPROVAL OF SEPTEMBER 23, 2010 MINUTES**

- a. The minutes of September 23, 2010 were unanimously approved.

**3. CHAIR'S REPORT**

- a. Baldwin discussed that Assistant Chancellor Ken Durgans is scheduled to address the committee regarding faculty diversity during the November meeting.
- b. Baldwin stated that discussion centered upon the impact for the proposed School of Public Health would commence after recommendations are made on the proposal for an IUPUI Faculty Council Committee.
  - i. With input from the committee, Baldwin will schedule the appropriate speakers after Dr. Durgans' presentation.

**4. LONG TERM PLANNING GOAL – IUPUI SELF STUDY 2012 NCA REACCREDITATION**

- a. Richard Jackson, member of the 2012 Committee, explained the binders and how they were assembled.
  - i. Jackson discussed the individual criterion team members, and the various sections within each binder
  - ii. Jackson discussed the technology, SharePoint, being employed and advised the committee that Amol Patki will serve as the technology lead on the project
- b. Banta discussed the role of the committee in relation to the study, "Are we satisfied that IUPUI meets the standards?" Or more simply, "Is IUPUI what it says it is?"
- c. The committee discussed initial concerns.
  - i. Cantor discussed that many of these ideas could be interpreted as vague, or ethereal.
  - ii. Grahame discussed how unit diversity might affect this study.
  - iii. The committee asked why these minimum expectations exist.
    1. Banta explained the minimum expectations in context of recent events in Washington, which dealt with accreditation institutions.
- d. The main role of this committee will involve the following:
  - i. Identify supporting documentation
  - ii. Invite content experts to speak to the committee
  - iii. Debate the performance of IUPUI
  - iv. Comment and make suggestions for improvement
- e. Jackson discussed the timeline for reaccreditation and the organizational chart
- f. The committee discussed the following items:
  - i. Past NCA reports and responses
  - ii. Current NCA "hot button" topics
    1. Karen Black discussed utilizing the NCA Website for these topics
  - iii. URLs for other self-studies
    1. Looking to these documents as models for our study



- g. Jackson explained that the writing team is looking for a very succinct outline, not a lot of verbiage.
- h. The committee spent significant time reviewing each part of the *Higher Learning Commission's Documenting Fundamental Understandings: Minimum Expectations within the Criteria for Accreditation* (Section 2 in the provided binders). Those parts included:
  - i. Part 1. Fiduciary Responsibility
  - ii. Part 2. Public Information
  - iii. Part 3. Programs and Instruction
  - iv. Part 4. Faculty
  - v. Part 5. Student Support Services
  - vi. Part 6. Resources
- i. During this discussion, the committee discussed the role (if any) of Criterion Two
  - i. These conversations detailed where additional information and documentation could be found.
  - ii. Additionally, these conversations yielded names that could aid the committee through future presentations.
- j. The committee discussed the general strategy for this study.
  - i. Organize > Upload > Analyze
- k. The committee discussed an organizational system on SharePoint to aid in this process.
  - i. Baldwin offered to create a folder system within this environment.  
Organized in the following manner:
    - 1. Criterion Two – Criterion 2a
    - 2. Criterion Two – Criterion 2b
    - 3. Criterion Two – Criterion 2c
    - 4. Criterion Two – Criterion 2d
- l. Banta discussed the general idea behind the implementation of a town hall to seek comments from faculty and the IUPUI community.

## 5. OTHER BUSINESS

- a. Baldwin stated that questions for the upcoming Spring Planning and Budget Cluster Conversations would be due in November.
  - i. Time will be allotted for this discussion in the November meeting, but may need to be finalized via email.
- b. There was no other business.

## 6. Adjournment

- a. The meeting adjourned at 4:58 p.m.
- b. The next meeting is scheduled on Thursday November 11, 2010
  - i. 3:30 – 5:00 pm (AO 102)
  - ii. Ken Durgans will be our guest.

## MINUTES

### IUPUI Faculty Council Campus Planning Committee

Thursday, November 11, 2010

3:30pm – 5:pm, AO 102

#### 1. CALL TO ORDER AND INTRODUCTIONS

- a. The meeting was called to order at 3:37
- b. Members present – Dan Baldwin (Chair), Louis Cantor, Richard Jackson, Jeremy Wilson, Mike Polites (minutes), Mark Volpatti, Dawn Rhodes, Trudy Banta, Jan Froehlich, Karen Black, and guest speaker Dr. Ken Durgans

#### 2. APPROVAL OF OCTOBER 21<sup>st</sup>, 2010 MINUTES

- a. The minutes of October 21<sup>st</sup> were unanimously approved

#### 3. CHAIR'S REPORT

- a. Baldwin discussed the email sent around about SharePoint seminar
- b. The dates for the seminars are:
  - i. Tuesday, Nov. 16<sup>th</sup> 10:am-12:noon
  - ii. Friday, Nov. 19<sup>th</sup> 10:am-12:noon
  - iii. Monday, Nov. 22<sup>nd</sup> 10:am-12:noon
- c. Baldwin yielded to Dr. Ken Durgans, guest speaker

#### 4. DR. KEN DURGANS – *Assistant Chancellor for Diversity, Equity, and Inclusion*

- a. We are doing well in making progress to be better in the area of diversity on campus.
- b. There were 102 new faculty hires for 2010-2011: 46 women, 6 African-American, 3 Hispanic/Latino, 1 Native American, and 22 Asian. “We are doing pretty well in the area of diversity hiring.”
- c. We work with new faculty orientation and also with Mary Fisher's office.
- d. We just partnered with a group from Multicultural Teaching Community of Practice and are sponsoring multiple multicultural teaching awards.
- e. We have awarded over \$100,000 in grants to faculty in various schools on campus.
- f. *Compact for Faculty Diversity* is a mentoring program we are involved in which provides mentorships for minority and underrepresented graduate students.
- g. We just opened the Multicultural Success Center in Taylor Hall.
- h. We also work closely with Adaptive Educational Services.
- i. We do have graduate students working for us as well.
- j. “The inclusion of diverse perspectives is something the university has been working on, especially at the Center for Teaching and Learning, for some time now.” – Trudy Banta
- k. GLBT (gay, lesbian, bi-sexual, transgender) issues are being considered for inclusion in upcoming surveys put out by the office.
- l. Baldwin asked about the Exec Council possibly requesting that there be a committee composed of Campus Planning Committee members and also people from Dr. Durgans' office. What sorts of things does Ken imagine this committee would do? Dr. Durgans answered by saying that helping individual departments., problem-solving focus, making sure the work is done at the ground level (assuring that multicultural hiring is occurring, support, retention, mentoring etc.),

working within accountability, and also building the next generation (IE: working with PhD. students).

m. Dr. Durgans closed his portion of the meeting at 4:28pm

**5. QUESTIONS FOR SPRING PLANNING AND BUDGET CLUSTER CONVERSATIONS**

- a. Baldwin posed the question: "What questions do we want to ask at this meeting? What's going to help us?"
- b. Cantor suggested focusing on questions about our criterion that we are responsible for.
- c. Polites suggested we ask questions that will help us in finishing the task we are charged with (the criterion).
- d. Froehlich suggested we ask how they are spending their budget. Also to find out what they want to do (the planning and budget committee).
- e. A spirited discussion about that committee ensued with clarification as to what *their* job was and what questions should be asked.

**6. CRITERION TWO – CORE COMPONENTS**

- a. Baldwin asked, "How do we want to approach these components?"
- b. Banta said that by March we need to know what questions we have regarding the criterion. In other words, do we have all we need in order to decide whether or not IUPUI has met the criterion?

**7. ADJOURNMENT**

- a. The meeting adjourned at 5:05pm
- b. Next meeting scheduled for Thursday, December 2<sup>nd</sup>, 2010
  - i. 3:30 – 5:pm in AO 103

**MINUTES**  
**IUPUI Faculty Council Campus Planning Committee**  
Thursday December 2, 2010  
3:30 p.m. – 5:00 p.m., AO 102

**1. CALL TO ORDER AND INTRODUCTIONS**

- a. The meeting was called to order at 3:33 p.m.
- b. Members Present - Dan Baldwin (Chair), Anne Belcher, Trudy Banta, Louis Cantor, Nick Grahame, Richard Jackson, Joan Kowolik, Mike Polites, and Jeremy Wilson

**2. APPROVAL OF NOVEMBER 11, 2010 MINUTES**

- a. The minutes of November 11, 2010 were unanimously approved.

**3. CHAIR'S REPORT**

- a. Baldwin stated that he would be inquiring about spring schedules this week, and hopes to plan the spring meeting times soon thereafter.
- b. Baldwin reminded the committee that the Spring Cluster Conversations (Planning and Budget Hearings) will be held on January 22 and February 12. Participation is needed.

**4. IFC DIVERSITY COMMITTEE**

- a. The committee discussed the Assistant Chancellor for Diversity, Equity and Inclusion Ken Durgans', November presentation in more detail
  - i. The committee stated that much recent progress has been made by Durgans' office
    - 1. New hires
    - 2. New faculty orientation, training, and mentoring
    - 3. Establishment of teaching awards
- b. The committee discussed the fact that Durgans, himself, stated that he believed an IFC Diversity Committee was not needed
  - i. Durgans worried that its creation would cause a level of bureaucracy that currently does not exist. In his presentation to the committee, Durgans credited this directness to the recent success of diversity issues on campus
- c. The committee discussed other diversity support options
  - i. Including simply more support for the Office of Diversity, Equity and Inclusion, itself
- d. The committee unanimously agreed to recommend to the IUPUI Executive Faculty Council that a standing IFC committee on Diversity was, at this time, not needed and could cause a replication of efforts on the campus

**5. Criterion Two – Core Component 2a**

- a. Baldwin discussed the current SharePoint organizational structure
  - i. Demonstrated the site, and where information can be found
- b. Baldwin discussed the current information and resources that exist on the site and where additional information can be found
  - i. Cantor stated that he thought the committee's time would be better served evaluating the information, rather than finding the information
    - 1. The committee agreed
    - 2. Banta stated that she would work with Baldwin and Black to locate the necessary information and upload that content to the site
  - ii. Baldwin discussed, again, the role of the committee in this process
    - 1. Evaluate existing documentation

2. Invite content experts to speak to the committee (if necessary)
  3. Debate the performance of IUPUI, based upon these criterion
  4. Comment and make suggestions for improvement
- c. Baldwin asked the committee how they would like to divide their efforts for Core Components 2a, 2b, 2c, and 2d
- i. The committee asked that roles simply be assigned and a schedule of presentations be made by the Chair
  - ii. Baldwin agreed to make those decisions on behalf of the committee
    1. Look for emails soon.
- d. There was no other business.

**6. Adjournment**

- a. The meeting adjourned at 4:28 p.m.
- b. The next meeting is scheduled on Thursday January 27, 2010
  - i. Location TBA
  - ii. Guest: School of Public Health

**MINUTES**  
**IUPUI Faculty Council Campus Planning Committee**  
Thursday January 27, 2011  
1:30 - 3:00 pm  
2115G of the University Library

**1. CALL TO ORDER AND INTRODUCTIONS**

- a. The meeting was called to order at 1:34 p.m.
- b. Members Present - Dan Baldwin (Chair), Trudy Banta, Anne Belcher, Karen Black, Jan Froehlich, Richard Jackson, Mark Volpatti, Jeremy Wilson, and Jack Windsor

**2. APPROVAL OF DECEMBER 2, 2010 MINUTES**

- a. Baldwin asked the committee to review / add to the recommendations for a standing IFC Faculty Committee on diversity
  - i. No additional recommendations were given
- b. The minutes of December 2, 2010 were unanimously approved.

**3. CHAIR'S REPORT**

- a. Baldwin stated Dr. Marie Swanson could not present today on behalf of the School of Public Health
  - i. A new date will be scheduled
- b. Baldwin reminded the committee that participation is needed for the next Spring Cluster Conversation (Planning and Budget Hearings) to be held on February 12.
  - i. Baldwin shared the Chancellor's disappointment for the lack of this committee's attendance this past Saturday

**4. CRITERION TWO – CORE COMPONENT 2A (BALDWIN, JACKSON, WILSON, BANTA)**

- a. Baldwin discussed the new additions and updates to the 2012 SharePoint site
- b. Baldwin discussed the Criterion Two subcommittee groups
  - i. Team members were detailed
- c. Baldwin discussed the Town Hall date for Criterion One and Two
  - i. April 18, 3:30-5:00pm in the Lilly Auditorium
  - ii. This is the last Town Hall meeting for the 2012 Criterion Groups
    1. Baldwin will attend the other Town Halls and update the committee
- d. Jackson discussed the forthcoming 2012 newsletter
  - i. Monthly release
  - ii. Will begin as a small circulation (Deans, Chairs, Directors)
  - iii. The newsletter will be electronic and public
- e. The committee, led by Baldwin, Jackson, and Wilson, discussed the initial findings for Core Component 2a
  - i. Conversations centered upon:
    1. Strengths
    2. Challenges
    3. Additional Discussion
    4. Data Support Needs
  - ii. Specific discussion points can be found on the 2012 SharePoint site, in a document entitled:
    1. Criterion2CoreComponent2aDraftSelfStudy\_V2.docx (attached)
  - iii. Baldwin and Black will work together on gathering supporting data

**5. SCHOOL OF PUBLIC HEALTH DISCUSSION**

- a. The School of Public Health will be rescheduled

**6. ADJOURNMENT**

- a. The meeting adjourned at 2:54 p.m.
- b. The next meeting is scheduled on Thursday February 12, 2011
  - i. 2115G of the University Library
  - ii. Guest: Camille Broeker, Associate Vice Chancellor for Finance

**DRAFT MINUTES**  
**IUPUI Faculty Council Campus Planning Committee**  
Thursday February 17, 2011  
1:30 - 3:00 pm  
2115G of the University Library

**1. CALL TO ORDER AND INTRODUCTIONS**

- a. The meeting was called to order at 1:33 p.m.
- b. Members Present - Dan Baldwin (Chair), Trudy Banta, Anne Belcher, Karen Black, Richard Jackson, Joan Kowolik, Mark Volpatti, and Jeremy Wilson. *Guest* - Camille Broeker, Associate Vice Chancellor for Finance
- c. Introductions were made to the committee's guest: Camille Broeker, Associate Vice Chancellor for Finance

**2. APPROVAL OF JANUARY 27, 2011 MINUTES**

- a. Baldwin discussed the packet of documents distributed at the meeting:
  - i. Agenda
  - ii. Draft minutes from January 27 meeting
  - iii. Revised Core Component 2a self study
  - iv. Ideas from 2011 Cluster Conversations (2/15/11)
  - v. Initial Core Component 2b self study
- b. The minutes of January 27, 2011 were unanimously approved, pending the following changes:
  - i. Joan Kowolik was not present at the January meeting
  - ii. Alteration of Criterion 2, Core Component 2a: Examples of Evidence, first discussion points

**3. CHAIR'S REPORT**

- a. Baldwin expressed his gratitude for all who contributed to the success of the 2011 Cluster Conversations
- b. Baldwin requested school summaries as soon as possible
- c. Baldwin asked Banta if and when the minutes will be available
  - i. Banta advised Baldwin to contact Karen Lee for the transcript
  - ii. Wilson asked where he could locate the Medicine and Nursing reports
    1. Banta advised Wilson to contact Tim Brown
- d. Baldwin noted item 4 on the Ideas from 2011 Cluster Conversations that details a need for a comprehensive campus-wide look at space utilization. A concept that is in-line with the long-term goal of this committee, as discussed last year.
- e. Baldwin also discussed the frequency of the collaboration theme during the Cluster Conversations.

**4. CRITERION TWO – CORE COMPONENT 2B (BALDWIN, CANTOR, SHEELER, VOLPATTI, BANTA)**

- a. Baldwin discussed the new additions and updates to the 2012 SharePoint site
- b. The committee, led by Baldwin and Volpatti, discussed the initial findings for Core Component 2b
  - i. Conversations centered upon:
    1. Strengths
    2. Challenges
    3. Additional Discussion
    4. Data Support Needs
  - ii. Specific discussion points can be found on the 2012 SharePoint site, in a document entitled:
    1. Criterion2CoreComponent2bDraftSelfStudy\_V2.docx (attached)



**5. ADJOURNMENT**

- a. The meeting adjourned at 2:58 p.m.
- b. The next meeting is scheduled on Thursday March 10, 2011
  - i. Thursday, March 10th (1:30pm-3pm), Room 2115G of the University Library
  - ii. Guest: Dr. G. Marie Swanson, Associate Vice Chancellor for Public Health Professor and Chair, Department of Public Health

**DRAFT MINUTES**  
**IUPUI Faculty Council Campus Planning Committee**  
Thursday March 10, 2011  
1:30 - 3:00 pm  
2115G of the University Library

**1. CALL TO ORDER AND INTRODUCTIONS**

- a. The meeting was called to order at 1:32 p.m.
- b. Members Present - Dan Baldwin (Chair), Trudy Banta, Karen Black, Jan Froehlich, Richard Jackson, and Jeremy Wilson.
- c. *Guests* - Dr. G. Marie Swanson, Associate Vice Chancellor for Public Health Professor and Chair, Department of Public Health, Dr. Greg Wilson, Associate Chair for Community and Global Programs, Dr. Carole Kacius, Associate Chair for Academic Programs
- d. Introductions were made to the committee's guests.

**2. SCHOOL OF PUBLIC HEALTH PRESENTATION**

- a. Swanson delivered a PowerPoint presentation entitled: *School of Public Health on the IUPUI Campus* (distributed to the committee via email) that discussed the following items:
  - i. Institutional decisions and historical timeline
  - ii. IUPUI Public Health Task Force members
  - iii. Administrative infrastructure
  - iv. Faculty recruitment and transfers by discipline
    1. *Biostatistics, Epidemiology and Environmental Health, Health Policy and Management, Social and Behavioral Sciences*
  - v. Keeping the university community informed (presentations and discussions)
  - vi. Master's academic programs
    1. MPH in 5 core areas: *Biostatistics, Epidemiology, Environmental Health, Health Policy and Management, and Social and Behavioral Sciences*
  - vii. Doctoral programs
    1. PhD in 3 core areas: *Biostatistics, Epidemiology, and Health Policy*
  - viii. Undergraduate academic programs
    1. BSHSM (Bachelor of Science in Health Services Management) and BSPH (Bachelor of Science in Public Health)
  - ix. Timeline for renewal of Public Health program accreditation
  - x. Resources
  - xi. Timeline for the remaining steps to establish the school
- b. Discussion from the IUPUI Campus Planning Committee centered upon the following:
  - i. *How many PhD degrees have been approved?*
    1. 3 = Biostatistics in 2009; Epidemiology in 2010; Health Policy in 2011
  - ii. *How will the Bloomington and Indianapolis schools differ?*
    1. IUB is currently working alone. IUPUI will leverage the resources available on this campus, including the Schools of Medicine, Dentistry, and Nursing.
  - iii. *Did you offer PhD's as a department?*
    1. Yes, PhD's were granted.
  - iv. *Are there grants available specifically for Public Health?*

1. No, not really. There are opportunities through collaborative efforts with other schools on campus.
- v. *What types of interaction do you have with the State Board of Health?*
  1. A close working relationship. Moreover, there is a solid connection with a strong Marion County Public Health Department.
- vi. *Do you have any space concerns?*
  1. Yes, we are already limited with regard to space. Currently, offices are housed in the Safeco building downtown.
- vii. *Are there any issues with taking two schools of Public Health to the state?*
  1. Perhaps, but each school has different foci.
- viii. *Are there research themes developing among faculty?*
  1. Yes, although it will evolve with more faculty hiring. Current interests range from cancer research to AIDS research and adolescent care. There are great opportunities for collaborative research on this campus.
- ix. *What can the campus do to support the School of Public Health?*
  1. Provide more money and space.

**3. APPROVAL OF FEBRUARY 17, 2010 MINUTES**

- a. The minutes of March 10, 2011 minutes were unanimously approved.

**4. CHAIR'S REPORT**

- a. Baldwin discussed the updates to the 2012 SharePoint site, including:
  - i. 2b Data needs
  - ii. 2b Self-Study v2
  - iii. 2b Financial links

**5. CRITERION TWO – CORE COMPONENT 2C (BALDWIN, KOWOLIK, POLITES, LAHIRI, BANTA)**

- a. Due to attendance and time, Baldwin tabled the Criterion Two – Core Component 2c discussion until the April 14 meeting.
  - i. Core Component 2c and 2d will be addressed during that time.

**6. ADJOURNMENT**

- a. The meeting adjourned at 2:46 p.m.
- b. The next meeting is scheduled for Thursday April 14, 2011
  - i. 1:30pm-3pm, Room 2115G of the University Library

**Criterion Two: Core Component 2a**  
**Draft – Self Study**

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The organization realistically prepares for a future shaped by multiple societal and economic trends.

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Fundamental to preparing for the future is an inventory of the trends that will create multiple new contexts for the organization. Some of the trends will inevitably shape aspects of the organization; others may not. Change often opens new opportunities and closes old ones. In creating its preferred future, an organization must also attend to its history and heritage and to its resource capacity as it determines which new opportunities to grasp. In identifying the trends and understanding which trends will require organizational attention, an organization displays its ability to prepare realistically for its future.

While many organizations providing quality higher learning are finding ways to be more nimble and responsive, the predominant culture of colleges and universities has involved careful study and limited risk-taking. In fact, the expectation has been that shared governance, for example, will serve as a check and balance to ensure academic integrity. The effect of shared governance can change if the total organization values innovation, experimentation, and risk-taking. However, even the most entrepreneurial college knows that there are boundaries to what it can and should attempt. The organization defines clearly how its goals are set by recognizing and honoring those boundaries.

**Examples of Evidence**

As it defines and interprets evidence related to this Core Component, an organization may wish to consider the following Examples of Evidence.

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**1. The organization's planning documents reflect a sound understanding of the organization's current capacity.**

Strengths

- Mission, Vision, Goals, Action Steps (2009)
- IUPUI Master Plan
  - Physical Plant: Glick Eye Institute, IUPUI Sports Precinct, Riley Hospital for Children Simon Family Tower, Wishard Hospital, Campus Center, Eskenazi Hall, Campus Housing, Gateway Garage, IT Building
- Office of Information Management and Institutional Research (IMIR) (sites provide evidence)
  - Student profile data, financial data, degrees conferred, retention data, management ratios, faculty and staff data, credit hour data
- IUPUI Profile of Progress
- IUPUI Roadmap (how IUPUI melds into the IU system)

Challenges

- Space Planning: attributed to the growth of programs, faculty, enrollment, and research
  - Enrollment Management Council (maximizing space, dashboard report)
  - Improvements include: Park 100, Greenwood (efforts to offer satellite locations)

Discussion

- Sustainability / Green initiatives
  - Urban garden
- Parking
- Additional classroom space

**2. The organization's planning documents demonstrate that attention is being paid to emerging factors such as technology, demographic shifts, and globalization.**

Strengths

- UITS

- Service and support
- IUware (software and hardware)
- Cyberinfrastructure
- Online Journals
- Laptop Initiatives on campus

Challenges

- Student enrollment projections beyond current economic downturn
- Keeping up with the technology demands of the physical plant

Discussion

- Is data available that discusses campus / school trends in non-traditional course delivery?
- Should we investigate Indianapolis-specific data as it impacts IUPUI? <http://www.developindy.com/> is one such source example.
  - Economic Development report
- Demographic shifts of student population
  - Freshman course offerings vs. upper level undergraduate course offerings

**3. The organization's planning documents show careful attention to the organization's function in a multicultural society.**

Strengths

- Civic engagement
  - Often referred to as the Third Pillar of IUPUI
  - 2010 Outreach Scholarship W.K. Kellogg Foundation Engagement Award
  - RISE
  - Solution Center
  - Center for Service and Learning
- Diversity: increased attention and success
  - Diverse student population
  - Multicultural center
  - Recruitment rates of a diverse student population
  - Retention rates of a diverse undergraduate population
  - Graduation rates of a diverse undergraduate population
  - Curriculum
  - Civic engagement
  - Increasing campus leadership
- International partnerships and collaborations
  - Sun Yat-sen University (China)
  - Moi University (Kenya)
  - Universidad Autonoma del Estado de Hidalgo (Mexico)
  - Study Abroad initiatives
- Marketing efforts
  - As a vehicle for recruitment of out-of-state and international students
- IUPUI International Affairs

Challenges

- Diversity
  - Faculty and Staff: growing representation, but percentages are still below peer institutions
    - SRUF retention
  - Incoming freshman still primarily from Central Indiana and there is a need to expand not only racial/ethnic diversity but also geographic diversity
    - Marketing
    - Enrollment shaping initiatives

Discussion

- International collaborations: would we like to discuss these items (obtain exemplars) with Linda Haas, Interim Associate VP for International Affairs?
- Engineering and Technology is #1 in the country for engineering technology degrees offered to women.

- Development of a US university sister program as an alternative/supplement to study abroad

**4. The organization's planning processes include effective environmental scanning.**

Strengths

- Diversity
  - Diversity Portfolio Project (2006)
  - SRUF
  - Multicultural Center (2009)
  - IUPUI Office of Diversity, Equity, and Inclusion (2008)
  - Assistant Chancellor for Diversity, Equity, and Inclusion (2008)
- Economic Development Report
  - Look to Gary Pike, IMIR for state reports

Challenges

- 

Discussion

- Provision of incentive to top HS graduates from other areas who are members of an underrepresented minority that advisors/mentoring will be available to increase their chances of acceptance to professional programs. Possible tuition incentives in professional school?

**5. The organizational environment is supportive of innovation and change.**

Strengths

- Training and workshops
  - UITS, Center for Teaching and Learning (CTL)
- IU Emerging Technologies Center
- Recent establishment of the IUPUI Signature Centers
- Curriculum development: the creation of new degree programs and areas of study to better align with industry / community needs
- Richard G. Lugar Center for Renewable Energy
- Institutional Portfolio
- E-Text
- Number of Patents / Innovations on campus

Challenges

- Innovation and change is inherent due to declining appropriation income.
- Space allocation
- Retention of faculty
- Continuing and distance (online) education programs
- Capital Campaign > endowed chairs, chancellor professorships
- UITS
- Purchasing, payroll, efficiency

Discussion

- Number of faculty served by CTL through workshops, etc?
- Data for Signature Centers (number funded, number of applications, funds generated)?
- Data for new academic programs? Courses?

**6. The organization incorporates in its planning those aspects of its history and heritage that it wishes to preserve and continue.**

Strengths

- IUPUI embraces the vast heritage that encompasses the campus through year-round programming.
- Spirit of IUPUI
- Annual Joseph T. Taylor Symposium

- Ransom Place Archaeology
- RISE
  - Highlight efforts that take place across campus

Challenges

- IUPUI is a relatively young institution.
- Encouraging recent alumni to become vested in IUPUI
- 

Discussion

- Ralph D. Gray's book, IUPUI: The Making of an Urban University
- Efforts to serve the community that has been displaced

**7. The organization clearly identifies authority for decision making about organizational goals.**

Strengths

- IUPUI Mission, Vision, Values, Goals, and Action Steps (2009)
- Office of Planning and Institutional Improvement: Information Management and Institutional Research (IMIR), Office of Institutional Effectiveness (OIE), Office of Program Review, Testing Center (TC)
- IUPUI Faculty Council

Challenges

- Integrated planning across all units.
- PhD credit
- Co-hires and dual appointments

Discussion

## Criterion Two: Core Component 2b

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The organization's resource base supports its educational programs and its plans for maintaining and strengthening their quality in the future.

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An organization's resource base includes human resources as well as financial and physical assets. One test of the realism of an organization's preparation for the future is its capacity to make a valid assessment of the strength of its existing resources. Particularly in this time of straitened finances, most colleges and universities are discovering that they cannot maintain the quality of all educational offerings, but must instead make very difficult decisions about how to delete or merge programs or find partners to share costs. Realistic plans, therefore, will inevitably include a variety of shifts in the organization's educational programming, but all plans must evidence concern with ensuring the quality of those programs, whether continuing or new, and their consistency with the mission.

It is a fundamental premise that every affiliated organization wants to provide the best education it can. To be able to do this, the organization must know what it does well and create strategies to continue that excellence even as it focuses on improving programs that do not meet the standard the organization has set for itself. Improvement might be as simple as experimenting with a different pedagogy, or it might require significant investment in personnel and learning support.

Some organizations may face a future of substantial change—creating new delivery systems, moving to higher degree levels, establishing new instructional sites, recruiting and admitting new student bodies, for example. Some changes will be made to enhance the organization's financial health, some to be responsive to new educational markets, and others because a profession has changed expectations for the entry-level credential necessary for licensure. How well the organization understands the relationship between its resource base and those changes is also a test of commitment to educational quality.

### Examples of Evidence

As it defines and interprets evidence related to this Core Component, an organization may wish to consider the following Examples of Evidence.

- **The organization's resources are adequate for achievement of the educational quality it claims to provide.**

#### Strengths

- IUPUI Mission, Vision, and Values (<http://iport.iupui.edu/iupui/visionmission/>)
- Goals for Implementing IUPUI's Mission
- IUPUI Mission-Related Goals and Action Steps (Integrating Content from the Academic Plan)
- UITS Strategic Plan
- Desktop replacement program
- Development of learning spaces in Business / Social Work / etc. on campus

#### Challenges

- Wishard land swap
  - Loss of Union Building
  - Uncertainty where everyone will go
  - Utilization of newly acquired building needs to be addressed
- Chancellor's discretionary funds
- Keeping classroom / lab spaces updated with current technology

#### Discussion

- What (and how many) examples of the IUPUI Mission-Related Goals and Action Steps are needed?

#### Data Needs

- Wishard numbers
- Dollar amounts allocated toward 1) Research and Creative Activity 2) Teaching 3) Service



- Tie goals and action steps to finances
- This all needs to tie back into the *Minimum Expectations* with regard to **Part 6. Resources**
  - The institution is fiscally viable (2b)
  - The accredited entity has an external financial audit by a certified public accountant or a public audit agency. For private institutions the audit is annual; for public institutions it conforms with state practice. (2b, 2c, 2d)
  - The institution's resources are adequate to ensure the quality of the academic programs and services it claims to provide. (2b)
  - The institution maintains an annual statement of revenue and expense. (2b, 2c)
  - The institution has a prepared budget for the current year and the capacity to compare it with budgets of previous years. (2b, 2c)
  - The institution has a system of ongoing planning and a current operational plan. (2b, 2c)
  - The institution's planning processes are linked with its budgeting process (2b, 2c)
  - The institution maintains systems for collecting, analyzing, and using institutional information (2a, 2d)
  - The institution has a process for regular review of its physical infrastructure at all locations. (2b)

• **Plans for resource development and allocation document an organizational commitment to supporting and strengthening the quality of the education it provides.**

Strengths

- "Impact" the campaign for IUPUI to raise 1.25B; with school goals; last capital campaign raised over 1B making IUPUI one of the first public institutions to surpass the billion-dollar mark
- "RCM" as a budget system with deans having a larger role in the sustainability of programs within her/his school
- Chancellor's reallocation fund and enrollment shaping initiatives

Challenges

- The funding of the Chancellor's reallocation fund and enrollment shaping initiatives
- State not funding the maintenance of the academic buildings

Discussion

- 

Data Needs

- Dollar amount for the "Impact" campaign
- Chancellor's reallocation funding
- Enrollment shaping initiatives

• **The organization uses its human resources effectively.**

Strengths

- Analyzing the benchmarking processes as part of IU
- Faculty and Staff Councils
- Growth of both faculty and students at IUPUI (institutional profile)
- Collaboration via faculty and research
- Staff satisfaction surveys

Challenges

- Retaining faculty
- Faculty salaries
- Faculty morale

Discussion

-

Data Needs

- **The organization intentionally develops its human resources to meet future changes.**

Strengths

- HR training sessions; IT STEPS classes; FIS/EPIC training classes; CTL workshops
- Health plan changes
- PRAC grants
- Free software and services such as Lynda.com
- Grant funds available for professional development
- 22 accounts

Challenges

- Financial support to attend conferences
- Improving diversity
- Allowing “down time” for faculty

Discussion

- 

Data Needs

- Numbers for people enrolled in seminars / training sessions

- **The organization’s history of financial resource development and investment documents a forward-looking concern for ensuring educational quality (e.g., investments in faculty development, technology, learning support services, new or renovated facilities).**

Strengths

- HOLD FOR ADDITIONAL RESEARCH
- ~~Center for Teaching and Learning; implementation of Honors College; Master Facilities Plan?~~

Challenges

- HOLD FOR ADDITIONAL RESEARCH
- ~~Student housing~~
  - ~~300 bed freshman dorm, 60 townhomes, leased spaces (Park Place Apartments)~~

Discussion

- HOLD FOR ADDITIONAL RESEARCH
- ~~Physical plant growth~~

Data Needs

- HOLD FOR ADDITIONAL RESEARCH

- **The organization’s planning processes are flexible enough to respond to unanticipated needs for program reallocation, downsizing, or growth.**

Strengths

- Use of Responsibility Centered Management System (RCM) as a budget system and connecting the universities are loosely coupled systems; each school has a mandatory minimum 3% of the total budget as a reserve
- Executive Vice Chancellor’s allocation of money, augmented by enrollment enhancing initiatives
  - SRUF
  - Signature Centers
  - RISE
- Annual Cluster Conversations (annual reports of fiscal health)

- Creation of the Resource Planning Committee

Challenges

- FRAME POSITIVELY: Ongoing discussions of the RCM model, with regard to: state appropriation, cost of delivering education in the unit's discipline, increased support for Medicine, undergraduate graduation rates, enhancement of graduate and professional programs, efficiency via Responsibility Centers, affordable education, increased revenue enhancement strategies, strategic directions of Indiana, and IUPUI.

Discussion

Data Needs

- Applicable data for RISE, SRUF, Signature Centers

• **The organization has a history of achieving its planning goals.**

Strengths

- Integrating the Doubling Goals in IUPUI Planning (September 2, 2004)
  - *Teaching and Learning*: Using 2002 as the basis for doubling, increase to 4,000 the number of baccalaureate degrees granted by 2010.
    - Progress: 2009-2010: 3,181 bachelor's degrees conferred
  - *Teaching and Learning*: Increase to at least 75% the freshman-to-sophomore retention rate for first-time full-time students beginning in Fall 2008.
  - *Teaching and Learning*: Increase the 6-year graduation rate to 40% for first-time full-time students entering in Fall 2004
  - *Research and Scholarship*: Implement a strategic plan for research designed to increase synergies and research activity comprehensively across the campus, and more specifically, double external funding by 2010.
    - 2009-2010, \$400.3 M in external funding
  - *Civic Engagement*: Double documented community-based learning by 2010.
    - 2004-2005
      - Number of classes incorporating service learning = 53
      - Faculty involved: 54
      - Student Enrollment: 2,079
      - Hours of Service: 49,048
    - 2009-2010:
      - Number of classes incorporating service learning = 309
      - Faculty involved: 138
      - Student Enrollment: 6,211
      - Hours of Service: 118,000
- Capital campaign reached, then surpassed
- Planning processes in place to adjust to budget cuts
- Campus Center

Challenges

- Integrating the Doubling Goals in IUPUI Planning (September 2, 2004)
  - *Civic Engagement*: Establish a campus wide expectation that by 2010 all graduates of IUPUI will have a documented reflective experience that enhances their understanding of the responsibilities of citizenship.
    - RISE
- Increasing 4-year graduation rates

Discussion

- What major goals are we missing?
- Integrating the Doubling Goals in IUPUI Planning (September 2, 2004)

- *Civic Engagement*: Develop the means to define and systematically collect information that reflects the broad range of civic engagement, including internships, service learning, and other forms of community-based learning.
  - ***How is IUPUI accomplishing this?*** Performance reports / hours of service / economic development dollars

Data Needs

- Freshman-to-sophomore retention rate for first-time full-time students beginning in Fall 2008
- 6-year graduation rates (2004-2010)
- 2004-2005 External Funding

## Criterion Two: Core Component 2c

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The organization's ongoing evaluation and assessment processes provide reliable evidence of institutional effectiveness that clearly informs strategies for continuous improvement.

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Every organization of higher learning generates data and information. Participation in financial aid programs inevitably requires reporting a considerable amount of data. Evaluation, however, is the effort by the people within the organization to make sense of those data. Some organizations have institutional research offices that both gather and interpret data routinely; the test of their effectiveness is whether their work provides a reliable overview of performance and informs planning and budgeting processes. Other organizations may take a much less formal and consistent approach to evaluation and assessment, making more challenging the task of connecting the processes to one another and to overall planning initiatives. These organizations should determine whether their approaches should be more formal and regular or whether they actually provide sufficient evidence about performance to inform sound planning.

An organization affiliated with the Commission should desire to create a future in which it continuously performs better than it has in the past. Without stated goals for its own performance, an organization does not know what it is supposed to achieve. Without dependable and ongoing systems of self-evaluation, an organization is hard-pressed to know what it needs to improve. This basic need to create a culture of evidence has led some organizations to implement quality improvement principles. A Baldrige Award is now tailored to higher education. The Commission's Academic Quality Improvement Program (AQIP) option recognizes the connection between accreditation and continuous quality improvement. But an organization need not pursue either in order to appreciate the importance of having dependable data to evaluate performance and create strategies for improvement.

Again, it is worth noting that evaluation and assessment processes create data, but it is the interpretation of those data that creates reliable evidence. Data can be interpreted in a variety of ways, depending on the conceptual framework (or at times, the political agenda) brought to the task. Therefore, effective processes make the interpretation of data and information explicit, accurate, and clear.

### Examples of Evidence

As it defines and interprets evidence related to this Core Component, an organization may wish to consider the following Examples of Evidence.

- The organization demonstrates that its evaluation processes provide evidence that its performance meets its stated expectations for institutional effectiveness.

#### Strengths

- Unit annual reports
- PRAC reports
- Annual campus reports with performance indicators
- Faculty surveys
- Staff surveys
- Office of Institutional Effectiveness

#### Challenges

- IUPUI is data rich, we need to showcase this better (make the interconnectivity more understandable to the campus community)
- Seamless access to data in a user-friendly format would promote better collaboration

#### Discussion

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#### Data Needs

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- The organization maintains effective systems for collecting, analyzing, and using organizational information.

Strengths

- IMIR
- Management indicators
- Campus-wide performance indicators, and the faculty input in determining those
- Program reviews

Challenges

- Maintaining “fresh” data as much as is possible and relevant

Discussion

- Are there examples of data found that have been positively acted upon?
- What is the threshold for red, yellow and green indicators?

Data Needs

- Appropriate data and feedback loops are available and used throughout the organization to support continuous improvement.

Strengths

- Faculty governance – Faculty Council committees provide feedback for improvement
  - Campus Planning, Undergraduate Curriculum, Graduate Curriculum, Academic Policies and Procedures

Challenges

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Discussion

- Data is 1) good quality, 2) meets the relevant standards, or 3) if not, a plan is in place to reach the goal or the goal is reassessed
- Who is making the decisions, and what is informing their decisions?

Data Needs

- Periodic reviews of academic and administrative subunits contribute to improvement of the organization.

Strengths

- Campus-wide program reviews
- Accreditation of units and programs
- Advisory Boards

Challenges

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Discussion

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Data Needs

- The organization provides adequate support for its evaluation and assessment processes.

Strengths

- Faculty and Staff development opportunities
- Advanced Practice Group (?)
- Faculty participation in developing promotion and tenure documents
- Indicators of student learning
  - Board exams
  - Standardized Tests
  - Program Reviews
- Hackett Group – Benchmarking Study (2010-2011)

Challenges

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Discussion

- Must show that assessment permeates the entire institution. This is our main goal, and we NEED great examples.
- Examine closer other self-studies.

## Criterion Two: Core Component 2d

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All levels of planning align with the organization's mission, thereby enhancing its capacity to fulfill that mission.

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In most organizations, various kinds of planning take place simultaneously. Perhaps the chief executive officer has an organization-wide planning effort that results in a document adopted by the board and published in the organization's annual report to constituencies. Within such an organization, academic departments or schools may also create plans. Administrative-function areas usually do their own planning as well. Operational planning and strategic planning are not designed to achieve the same goals, but unless they are informed by a common understanding of the organization's mission, they run the risk of allowing areas to function at cross-purposes. Therefore, successful organizations not only endeavor to create tangible links among these processes, but also insist on grounding all planning in the organization's mission documents.

The Commission understands that successful planning can result from many different processes. But planning processes disconnected from budgeting processes will doom even the most inclusive and engaging planning effort. Without access to the resources—physical, financial, and human—supported through budget allocations, even the best-laid plans developed to strengthen capacity to fulfill the organization's mission will come to naught.

### Examples of Evidence

As it defines and interprets evidence related to this Core Component, an organization may wish to consider the following Examples of Evidence.

- Coordinated planning processes center on the mission documents that define vision, values, goals, and strategic priorities for the organization.

#### Strengths

- Mission differentiation process completed in 2006-2007 where IUPUI was identified as the urban research campus of Indiana University
- Fall 2009 President McRobbie called for a Strategic Planning Initiative for all schools/campuses. IUPUI identified as the urban university with emphasis on health and life sciences
- Each School on the IUPUI campus engaged in a strategic plan forwarded to the President

#### Challenges

- Implementation of the plan giving existing resources and potential impact of shrinking resources.

#### Discussion

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#### Data Needs

- Planning processes link with budgeting processes.

#### Strengths

- IUPUI cluster conversations with administration and faculty planning and budget committees focus the planning process around questions that impact all units across the campus. Deans and administrators dialogue about the successes, anticipated needs, and impact of shrinking resources.
- Resource Planning Committee. Budgetary Affairs Committee Chair and the Campus Planning Committee Chair are members.

#### Challenges

- Increased centralization of services within the university challenges the RCM process – assessments are difficult to manage for units. Unanticipated cutbacks may put programs at risk
- Diminishing state appropriations

#### Discussion

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#### Data Needs

- Implementation of the organization's planning is evident in its operations.

Strengths

- The Academic Plan, the RISE initiative, and enrollment shaping have improved retention, and graduation rates. These outcomes are valued by the Indiana Commission for Higher Education, and may be rewarded in the state budgeting process.
- Signature Centers, Solution Center, Talent Alliance
- Community service

Challenges

- Human and fiscal resources to sustain current programming.

Discussion

- Need to review the composition of tenure track, non-tenure track faculty and the number of part time faculty to meet specific unit/university needs
- Examine administrative structure looking for efficiencies

Data Needs

- Long-range strategic planning processes allow for reprioritization of goals when necessary because of changing environments.

Strengths

- IUPUI Chancellor's Road Map
- Current annual discussions provide a platform for determining priorities
- Empowering People: Indiana University's Strategic Plan for IT, 2009
- Research Roadmap between IU Health and IU School of Medicine

Challenges

- Examine the interface between the IUPUI Road Map and the Indiana University Strategic Plan
- Equitable distribution of resources

Discussion

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Data Needs

- Planning documents give evidence of the organization's awareness of the relationships among educational quality, student learning, and the diverse, complex, global, and technological world in which the organization and its students exist.

Strengths

- The IUPUI Academic Plan and related documents demonstrating the progress toward reaching the defined goals.
- New Directions in Teaching and Learning Committee – President McRobbie
- FACET
- Office of Diversity, Equity and Inclusion at IUPUI
- International Affairs

Challenges

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Discussion

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Data Needs

- Planning processes involve internal constituents and, where appropriate, external constituents.

Strengths

- IUPUI has an external advisory board. Most schools on the IUPUI campus have external advisory boards/committees that provide input to strategic planning. Annual reports from the campus and the individual units showcase progress toward university and school specific goals.
- Campus has a diversity cabinet and produces a diversity report on an annual basis.
- Board of Trustees
- Talent Alliance Group



- Hackett Group Study

Challenges

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Discussion

- Be sure to look at the IMPACT literature
- Motorsports Engineering would be a good example with regard to external planning on a new degree

Data Needs