

## Background and Context to the Strategic Plan

The year 2012 was marked by reflection and strategic visioning at IUPUI. The campus completed an extensive self-study for the reaffirmation of accreditation by the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools and hosted a vision by the HLC team during fall semester. The campus also launched a strategic planning initiative under the direction of Nasser Paydar, newly appointed Executive Vice Chancellor and Chief Academic Officer. By the end of the academic year, the campus received praise and renewed accreditation through 2022-23; the campus also completed the first stages of strategic planning, generating a new vision statement and recommendations for necessary actions to achieve it.

*Sidebar: Graduating high school seniors who will enter IUPUI in 2025 were born in 2006 and started kindergarten in 2012.*

Chancellor Charles Bantz frequently refers to IUPUI as a partnership not only between two excellent institutions of higher education—Indiana University and Purdue University—but a partnership between the campus and the city of Indianapolis. Thus, we have entitled the plan *IUPUI 2025: A Commitment to Indiana and Beyond*, as a way of reaffirming the campus’ commitment to the city of Indianapolis, the state of Indiana, and through the impact IUPUI continues to make nationally and globally. This title also directs our thinking toward a quarter-century mark—**the year 2025**—that is also an important milestone for major local and national goals for college degree attainment and economic development, as summarized in the following table:

Group(s)	2025 Summary
<i>Indiana Commission for Higher Education</i>	Presently, only one-third of Hoosiers have completed education beyond high school, ranking Indiana 40 <sup>th</sup> in the nation. <i>Reaching Higher, Achieving More</i> outlines a big goal: Indiana must increase the proportion of Hoosiers with a high-quality degree or credential to 60% by 2025. (source: <a href="http://www.in.gov/che/2349.htm">http://www.in.gov/che/2349.htm</a> )
<i>Indiana Chamber of Commerce</i>	<i>Indiana Vision 2025: A Plan for Hoosier Prosperity</i> calls for Indiana to be a global leader in innovation and economic opportunity where enterprises and citizens prosper. (source: <a href="http://www.indianachamber.com/index.php/2025">http://www.indianachamber.com/index.php/2025</a> )
<i>Lumina Foundation</i>	<i>Goal 2025</i> : mobilizes action at the local, state, and national levels to reach a goal of 60% higher education attainment. (source: <a href="http://www.luminafoundation.org/goal_2025.html">http://www.luminafoundation.org/goal_2025.html</a> )
<i>American Association of State Colleges and Universities</i>  <i>and</i>  <i>Association of Public and Land Grant Universities</i>	Through a joint effort of both associations entitled <i>Project Degree Completion: A Public University Initiative</i> , nearly 500 four year public colleges and universities have pledged to boost college completion by 3.8 million bachelor's degrees to help the nation reach the goal of 60% of adults possessing a college degree by 2025. (source: <a href="http://www.aplu.org/page.aspx?pid=2529">http://www.aplu.org/page.aspx?pid=2529</a> )

## **Processes Used in Strategic Plan Creation**

The IUPUI Strategic Planning process began during fall semester 2012, with the formation of the Executive, Steering, and Planning Committees, comprised of representative faculty, staff, student, and community members, to provide oversight and guide progress for the strategic plan (See Figure 1: IUPUI Strategic Planning Structure.). Assisting us in the formative stages of the planning process was Dr. Brent Ruben is Professor II (distinguished professor) of communication; and Founder and Executive Director of the University Center for Organizational Development and Leadership at Rutgers University.



**Figure 1: IUPUI Strategic Planning Structure (B. Ruben)**

While on an aggressive timeline, the planning initiative was designed to be highly participatory and collaborative. The campus achieved this goal by ultimately engaging more than 250 IUPUI faculty, staff, students, alumni, and community partners in planning committees and task groups to develop the plan. Throughout fall semester, IUPUI's planners engaged many more campus and community in focus groups and forums to explore the following questions:

1. By 2025, how would you like IUPUI to be known? What will distinguish us from other universities?
2. What are the assets we can leverage to accomplish this?
3. What are the challenges we face?

(Appendix A contains a list of stakeholder groups that have been consulted-to-date or who are planned to provide additional input into IUPUI 2025 throughout the summer and fall semesters in 2013.)

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Answers to these questions helped the campus identify important goals, spark new ideas for achieving them, and achieve greater unity of vision and purpose. By mid-fall, a number of themes emerged from campus and stakeholder conversations that evolved to become IUPUI's 10 Strategic Initiatives.

Twelve task forces were charged with developing transformative recommendations to support each of the 10 Strategic Initiatives. These groups submitted their prioritized recommendations in the spring, which were distributed for additional review and input. The outcome is presented here: a plan that supports IU's Principles of Excellence and brings together all the IUPUI leaders, students, faculty and staff toward bold thinking, a shared commitment to excellence, shared vision, and shared priorities for the next decade and beyond.

### **Timeline**

#### July 2012

- Chancellor Charles Bantz appoints Executive Vice Chancellor Nasser Paydar to lead the strategic planning initiative. Vice Chancellor Dawn Rhodes serves as vice chair of the planning.
- IUPUI enlists the assistance of Dr. Brent Ruben, Professor II (distinguished professor) of communication, and founder and executive director of the University Center for Organizational Development and Leadership at Rutgers University.

#### August 2012

- Executive, Steering, and Planning Committees are appointed, comprised of representative faculty, staff, student, and community members, to provide oversight and guide progress of our strategic plan development.

#### September 2012

- Planning launches with a retreat on September 26, 2012.
- Website is created (<http://strategicplan.iupui.edu/>) to disseminate information and receive input related to IUPUI 2025
- A situational analysis (strengths, weaknesses, opportunities, and threats) is conducted of IUPUI

#### October 2012 – March 2013

- More than 50 groups are consulted, including both on- and off-campus stakeholders, to elicit their input and ideas concerning what they want and need from IUPUI in the future
- An environmental scan is conducted of our official peer institutions to learn about their strategic planning efforts and to identify areas of distinction and differentiation for IUPUI
- A vision statement is developed that encapsulates IUPUI's strengths and inspires us for the future
- 10 strategic initiatives are identified that form the basis of the IUPUI 2025 strategic plan
- Task forces are appointed, involving more than 250 individuals, to develop transformative recommendations for each of the 10 strategic initiatives

#### March 1, 2013

- Transformative recommendations for IUPUI 2025 received from each task force.

#### March – April 2013

- Task force recommendations are distributed on campus and in the community for review and continued input.
- Town hall meetings are conducted on and off campus to gather feedback for the developing plan.

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May 2013

- The second draft of the planning document is distributed and reviewed with campus groups.

June – August 2013

- Refinement of strategic planning document based on feedback received from stakeholder groups.

September 10, 2013

- Campus/community celebration for IUPUI 2025 at Hine Hall Auditorium, 3:00-5:00pm.

September – December 2013

- Task forces reaffirm strategic actions and prioritize implementation items for IUPUI 2025.

## **IUPUI Vision, Mission, and Values Statements**

The IUPUI 2025 strategic planning process resulted in the creation of a new vision statement and a reaffirmation of our campus mission, values, and commitment to diversity.

### *Vision Statement*

IUPUI's vision for 2025 is to be a leading urban research institution recognized for the success of its students, its advances in health and life sciences, and its intellectual, economic, and cultural contributions to the well-being of the citizens of Indianapolis, the state of Indiana, and beyond.

### *Mission Statement*

Indiana University-Purdue University Indianapolis (IUPUI), a partnership between Indiana and Purdue Universities, is Indiana's urban research and academic health sciences campus. IUPUI's mission is to advance the State of Indiana and the intellectual growth of its citizens to the highest levels nationally and internationally through research and creative activity, teaching and learning, and civic engagement. By offering a distinctive range of bachelor's, master's, professional, and Ph.D. degrees, IUPUI promotes the educational, cultural, and economic development of central Indiana and beyond through innovative collaborations, external partnerships, and a strong commitment to diversity.

### *Statement of Values*

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

IUPUI recognizes students as partners in learning. We value the opportunities afforded by our location in Indiana's capital city and are committed to serving the needs of our community. Our students, faculty, and staff are involved in the community, providing educational programs, working with a wide array of community partners who serve Indianapolis and Central Indiana, offering expert care and assistance to patients and clients, and engaging in field research spanning virtually every academic discipline.

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

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### *Diversity*

IUPUI, as educators and advocates, provides student-centered services, consulting, facilities, learning experiences and programs for students, faculty, staff, alumni and the community. Guided by theoretical frameworks of student development, the university contributes to an intentionally inclusive, accessible campus community and inspires educational, personal, social and professional achievement.

### **Overview of the Ten Strategic Initiatives for IUPUI 2025**

The following strategic initiatives are not listed in any particular priority order, but are grouped in alignment around three central themes of our vision statement: the success of our students; advances in health and life sciences; and for the well-being of the citizens of Indianapolis, the state of Indiana, and beyond.

#### IUPUI 2025: The Success of Our Students

- Promote Undergraduate Student Learning and Success
- Optimize our Enrollment Management
- Increase Capacity for Graduate Education
- Transform Online Education

#### IUPUI 2025: Advances in Health and Life Sciences

- Leverage our Strengths in Health and Life Sciences

#### IUPUI 2025: For the Well-being of the Citizens of Indianapolis, the State of Indiana, and Beyond

- Accelerate Innovation and Discovery
- Deepen our Commitment to Community Engagement
- Strengthen Internationalization Efforts
- Promote an Inclusive Campus Climate
- Develop Faculty and Staff

### **IUPUI 2025 Strategic Initiatives Align with IU's *Principles of Excellence***

IUPUI's strategic plan advances Indiana University's *Principles of Excellence* that guide the university over the next decade (source: <http://pres.iu.edu/vision/principles-of-excellence/index.shtml>). IUPUI's continuing evolution as a leading urban center for research, education, and community engagement will contribute to fulfillment of the university's vision to be one of the great research universities of the 21<sup>st</sup> century and to be the pre-eminent institution of higher education in Indiana.

Through IUPUI 2025, the campus will lead by example in fulfilling IU's six core principles of excellence: an excellent education; an excellent faculty; excellence in research; the international dimension of excellence; excellence in the health sciences and in health care; and excellence in engagement and economic development.

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### *An Excellent Education*

IUPUI's strategic initiatives to promote undergraduate learning and success, optimize enrollment management, increase capacity for graduate education, strengthen internationalization efforts, and promote an inclusive campus climate will ensure the campus is educating outstanding students, contributing to their academic success and completion, offering a high quality student life, and achieving access and affordability for Hoosiers.

IUPUI's academic programs will be enhanced through innovative teaching and rigorous, contemporary programs that meet the needs of Indiana, the nation, and the world through the actions recommended to transform online learning, accelerate innovation and discovery, leverage our strengths in health and life sciences, and deepen our commitment to community engagement.

### *An Excellent Faculty*

IUPUI acknowledges the importance of teamwork among its faculty and staff to achieve its vision and execute its mission with excellence. Strategic initiatives to develop faculty and staff, accelerate innovation and discovery, strengthen internationalization efforts, and promote an inclusive campus climate will advance the campus's ability to recruit and retain an outstanding, diverse, and inclusive faculty from researchers, scholars, teachers, and creative artists worldwide who are recognized as among the very best in their fields.

### *Excellence in Research*

As centers of population, talent, and economic development, cities are foundations for our nation's social, cultural, and economic health and well-being. IUPUI is Indiana's only urban campus and an exemplar of urban revitalization; its scholars are well-positioned to tackle the big issues and challenges of local importance and significant to urban areas worldwide. IUPUI's professionals, scholars, and students value the campus's connectedness to the city of Indianapolis and the capacity to work in partnership with central Indiana communities to connect learning with positive action, to translate research into practice, and to contribute to the health and well-being of the citizens of central Indiana, the state of Indiana, and the global communities beyond. Advancing research by accelerating innovation and discovery at IUPUI will enable increased research and scholarship, intercampus collaboration, and a commitment to outstanding professional education and research. Research at IUPUI leverages our strengths in health and life sciences, and also stimulates the arts and humanities.

*Sidebar: In the state's landscape of opportunity, IUPUI brings the resources and responsibilities of a great public research university to Indiana's economic, demographic, and civic capital.*

### *The International Dimension of Excellence*

The HLC team recognized the concerted effort at IUPUI to create strategic partnerships globally and to provide a more international experience to its graduate and undergraduate students. This was acknowledged as an important activity for the future development of IUPUI. IUPUI's strategic initiative to strengthen international efforts and its participation in the American Council on Education's (ACE) Internationalization Laboratory will position the campus as a leader in

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international engagement. Efforts to promote an inclusive campus climate and deepen our commitment to community engagement will enable the campus to connect more intentionally with the city of Indianapolis and its goals for further internationalization. All IUPUI's students, faculty, and staff will have the opportunity to make their place in a bigger world through IUPUI's internationalization efforts.

### *Excellence in the Health Sciences and Health Care*

IUPUI is distinguished by its unique health and life sciences focus and by its interdisciplinary, collaborative, and translational approaches to education and scholarship. Contributions toward better Hoosier, national, and global health will be achieved as IUPUI asserts its national leadership position in health and life sciences to advance capabilities and contributions in interprofessional education and collaborative practice.

### *Excellence in Engagement and Economic Development*

The city of Indianapolis is a critical element of IUPUI's identity and implicit in its mission. A signature initiative of IUPUI 2025 is its expanded definition of community engagement and pledge to deepen this engagement with Central Indiana and other communities with which we partner across the globe. Through accomplishment of all of the strategic initiatives of IUPUI 2025, the campus will actively engage the university's strengths to support the health, economic, and social development of Indiana, the nation, and the world.

## IUPUI 2025: The Success of our Students

To support the success of our students, IUPUI will

- Build on its strengths to create more effective environments, practices, and support for student learning and success;
- Improve campus-wide communication and coordination of enrollment planning and will create and use a strategic enrollment management plan to expand our reach, optimize enrollments, retain students, and increase degree attainment;
- Develop tomorrow's intellectual leaders and scholars through enhanced opportunities in graduate education, in particular Ph.D. programs, and through interprofessional education; and
- Increase its efforts to promote access and opportunities for learners through technology-enhanced tools and practices.

These goals will be accomplished through specific actions that support the following strategic directions:

- Promote Undergraduate Student Learning and Success
- Optimize our Enrollment Management
- Increase Capacity for Graduate Education
- Transform Online Education

### **Promote Undergraduate Student Learning and Success**

IUPUI has a strong track record of success in developing innovative undergraduate curricula and in creating opportunities for students to engage in high impact practices. IUPUI is nationally recognized for excellence in areas such as the first year experience, service learning and themed learning communities, and the IUPUI Principles of Undergraduate Learning provide a flexible, competency-based framework for curricular and co-curricular learning. Support for undergraduate student learning and success is infused across the curriculum and co-curriculum and outcomes are routinely assessed and tracked to help ensure continuous improvement. Student persistence and on-time degree completion are systemically addressed through academic policies and procedures (e.g., IU-FLAGS, Administrative Withdrawal), community-based college readiness initiatives (e.g., SPAN, Upward Bound, Project SEED), cohort-based and scholarship-based support programs (e.g., Cox Scholars, Twenty-First Century Scholars), and campus resources devoted to supporting student learning (e.g., Bepko Learning Center, Math Assistance Center, University Writing Center). IUPUI shares a model program of collaboration with Ivy Tech Community College and we have recently enhanced our support services for transfer students. Councils exist to promote networking and sharing of best practices among academic advisors, career professionals, and faculty and staff engaged in retention efforts.

IUPUI's highest priority initiatives and actions are those that will result in reduced attrition of undergraduates, degree completion for transfer and returning adult students, improved graduation rates for our students, and fulfillment of our commitment to the state of Indiana to develop a talented and adaptable workforce. Through its initiative to promote undergraduate student learning and success, IUPUI will build on its strengths to create more effective environments, practices, and support for student learning, success, and degree attainment.

As an urban-serving institution, the IUPUI campus provides a nexus for several individuals and groups, including commuter and residential students, faculty, staff, community members, and

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visitors. Vital to the engagement of all of these stakeholders is the need to create venues and opportunities for connections to be established, nurtured, improved, and sustained. The quality of campus life plays an increasingly important role in the retention, satisfaction, growth, and success of our students, faculty, and staff. As such, IUPUI also positively contributes to enhancing the quality of life in downtown Indianapolis. While IUPUI has made tremendous investments in campus life and co-curricular programming, interventions, and infrastructure, future needs call for renewed thinking, planning, and action to create environments that foster the holistic development of the campus community.

### Strategic Actions

- IUPUI will actively work with transfer students as early as possible prior to enrollment in order to ensure seamless transitions and credit transfer by implementing processes for potential transfer students to 1) receive early advising at their initial 2-year institution and 2) have transfer credit information available based on inquiry. IUPUI will reduce the time needed to make (or automate) decisions regarding undistributed transfer credit within schools.
- Expand student engagement in high-impact practices through the RISE initiative, particularly combinations of High Impact Practices for underrepresented groups.
- Monitor DFW rates across sections of same course and intervene when there is high variability across instructors.
- Create Campus-Level Position to provide strategic oversight for the Sophomore year, including the development and implementation of intentional communication plans targeting 2<sup>nd</sup> semester freshmen, sophomores and families to connect them with increased programming and support, the creation of peer mentoring programs for second-semester freshmen and sophomores, and the development of extended (2 semester) first year seminars.
- Develop systems to enhance credit distribution from prior (transfer) institutions, early college, dual enrollment and military credit as well as credit from nationally accredited institutions. At the same time, institutionalize a campus wide structure for Prior Learning Assessment (PLA). Develop specific policies and procedures for PLA. Create website with a database for students to access information on how departments accept PLA credits including identification of specific classes.
- Support integrated academic and career planning and reflection on goals through mechanisms such as the ePDP (electronic personal development plan) and the development of online modules to foster career exploration.
- Expand and develop transition support services for underrepresented student populations (minority students, international students, and students with disabilities) that support campus engagement. Services should include intentional programming, Indianapolis host family program development, and American Disabilities Act (ADA) education and training for students.
- Build a multipurpose facility designed to house the cultural arts including music, theater, and dance.
- Create intentional curricular and co-curricular connections that increase opportunities for students to connect in-class learning with out of-class experiences that provide practical application of knowledge gained.
- Identify and create more formal and informal learning spaces that will provide students with a wide variety of learning laboratories in order to accommodate diverse learning styles and increase student engagement.

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- Build a state-of-the-art health and wellness facility that provides optimal wellness resources for all students, faculty, and staff in order to advance IUPUI's academic mission and to exemplify the standard of excellence for health science education for the state.
- Redefine the IUPUI experience to strengthen community, educate students, and build upon traditions with students, faculty and staff in order to increase student engagement and success.

### Feedback from Higher Learning Commission accreditation report:

The HLC Team advised, IUPUI needs to develop strategies to increase student pride in IUPUI as their institution of choice, perhaps through a stronger portfolio and involvement of Student Life.

HLC team noted importance of summer research and bridge programs devoted to underrepresented minority groups, including those from IVTC and area high schools. The team urged the institution to replace the funding lost for these important programs.

## **Optimize our Enrollment Management**

Strategic and managed enrollment growth is a priority for IUPUI. Concurrent with IUPUI's strategic planning initiative, we will be constructing a plan for IUPUI's enrollment that is strategic, proactive, and anticipatory of future trends. Strategic enrollment management is a concept and process that is an institution-wide responsibility and will be a central component of IUPUI's overall strategic plan. Our plan will focus on the future, not the past. It will acknowledge that the fundamental role that IUPUI must serve within IU, the state, and nation is not the same as it has been, or as it is today.

Given decreases in state and research funding and the likelihood of small tuition increases and additional cuts in other revenue streams, managing enrollments at IUPUI is critical to the future of the campus. Enrollment funding is the funding source over which we have the most control in order to maintain a viable and sustainable campus. Moreover, our student body and its success are increasingly the attributes that most define us in the eyes of the public, as well as the government. Because of these trends, it is imperative that we develop and implement a strategic enrollment management plan that is designed to fulfill students' educational goals and to provide a means by which our resources can be effectively utilized to support those goals. It will be based upon and foster an active partnership and coordination between academic and administrative units, the recruitment and enrollment units, resource planning, space allocation, and academic missions of the campus.

Our plan will be data-driven and grounded in both historical trend data as well as indicators of future demographic and market trends. The planning process will recognize changes within our environment and bring into alignment student service, fiscal, academic, and delivery resources in order ensure long-term enrollment success and institutional fiscal health. In the absence of data, decisions should be made based on the overall consensus of the group, but marked to be revisited as soon as data is available.

Broad goals for this process include:

- Implementing long-term coordinated enrollment planning

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- Providing realistic, quantifiable goals for student recruitment and student success as measured by increases in retention and graduation
- Maximizing enrollment efficiency and meeting budget using available space, time, budget and teaching capacity

### Strategic Actions

- Implement strategic, anticipatory enrollment management and coordinated enrollment planning to meet quantifiable goals for student recruitment and student success. This implementation will translate into meeting a number of specific enrollment management-related targets:
  - Increase the Indianapolis campus undergraduate, graduate and professional enrollment to 35,000 students.
  - Increase the number of degrees awarded to 7,500 total degrees granted in AY 2025-26 (4,800 baccalaureate; 2,700 graduate/professional).
  - Shorten the length of time necessary to complete an undergraduate degree.
- Establish a Division of Enrollment Management
  - Led by the senior administrator charged with the responsibility, authority, and accountability for implementation of the campus's enrollment planning and management activities
  - Incorporating both recruitment and retention strategies
  - supported with the campus policies, processes, and data infrastructure necessary to accomplish the campus and academic unit goals

#### Feedback from Higher Learning Commission accreditation report:

The HLC team recommended that IUPUI develop an enrollment plan for the transfers from IVTC using the Passport program and also for the recruitment and admission of adult and returning students including veterans, working adults who have completed several years of college, and adult learners seeking degree completion either on campus or through distance learning.

“An urban area like greater Indianapolis has many residents who need to add to their educational credentials or change their career directions to be able to contribute to the economy and improve their own lives. It is important that IUPUI has an enrollment management plan and appropriate student services for these Indiana residents.

### **Increase Capacity for Graduate Education**

IUPUI has shown remarkable growth in graduate education over the last 15 years. As the campus engages in strategic planning, we have an opportunity to assess how graduate education contributes to a new vision and goals for IUPUI and to create strategies that will ensure the health of graduate education on our campus far into the future. The Task Force on Increasing Capacity for Graduate Education reviewed enrollment trends and data, graduation figures, and funding for graduate programs at IUPUI and compared our outcomes with those of our peer institutions. The task force developed recommendations for graduate education at IUPUI, building on our current accomplishments, aligning with Indiana University's Principles of Excellence, and inform our new strategic plan.

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### Strategic Actions

- Move toward more autonomous Ph.D. programs at IUPUI.
- Expand capacity for Ph.D. education.
- Develop unique interdisciplinary Ph.D. degrees and Ph.D. degrees that link to special research areas.
- Develop professional master's degrees aggressively.
- IUPUI should offer degrees that are malleable and intentionally translational in partnership with businesses and other entities in the state.

### **Transform Online Education**

Discussions of this task force resulted in initiatives that will greatly benefit IUPUI students and add distinction to their educational experiences. While Indiana University and our campus work to expand online programs and courses, there are other innovative learning experiences that could be developed and delivered via technology for all students, outside the context of a course, and across our curricula. Experiences such as modules, tutorials, games, and immersive environments could be vital supplements to coursework, giving our students an edge and enhancing their learning.

### Strategic Actions

- Create Technology-Enabled Learning Experiences (TELE)
  - Break open the traditional 3-cr./15-wk. “course” to discover new packages of learning that can be in a significant way enabled via some form of technology. TELEs can be very short (days or weeks), or even extended duration, with students able to complete a TELE and be evaluated at his/her own rate. TELEs can also be delivered to/from off-campus sites and thus engage extramural partners and learning contexts.
- Foster Cyber Peer-Led Teaching Learning
  - Using technology platforms, social media, etc. to enhance peer-to-peer student learning. The campus should introduce this strategy to all programs, departments and schools as they develop new courses, TELEs and hybrid experiences.
- Promote Gamification of Education
  - Develop teaching learning experiences that are structured as games, including various game dynamics such as the use of avatars, the ability for students to be “resurrected” after some failure, the accumulation of points to gain access to a new level, etc.
- Localize MOOCs
  - We can incorporate MOOCs and other online experiences developed by other institutions into IUPUI learning experiences. We can offer lower-cost alternatives and/or reduce classroom usage by leveraging MOOC content as an alternative to lectures. We could have recitations or tutoring services here, build social networks among our students, and give our own examinations.
- Develop a Super Platform that includes:
  - An interactive Cyber Course Catalogue for all campus offerings, including traditional courses, TELEs, public lectures, etc. with video.
  - Individual student “smart transcripts”
  - An “IU-Tube” channel, a growing online repository of lectures, presentations, etc.
  - A “cyber-agera” or marketplace-matching service for potential community partners to find teachers/students to fulfill projects, for teachers and students to suggest innovations

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- Help Desk for all questions and suggestions
- Consider Grand Challenge Learning Experiences
  - Creating broad cohorts of multi-disciplinary teaching/learning experiences centered on large-scale societal and/or scientific challenge and themes such as childhood obesity, immigration, urban ecology, etc. The idea is to engage as many schools as possible for a given duration to engage students and the community on any given theme.

## IUPUI 2025: Advances in Health and Life Sciences

To support advances in health and life sciences, IUPUI will:

- Assert its national leadership position in health and life sciences to advance capabilities and contributions in interprofessional education and collaborative practice.

This goal will be accomplished through specific actions that support the following strategic direction:

- Leverage our Strengths in Health and Life Sciences

### **Leverage our Strengths in Health and Life Sciences**

[More information forthcoming from stakeholder conversations, such as Biocrossroads, the Center for Interprofessional Health Education and Practice, among others]

#### Strategic Actions

- Create and scale the Center for Interprofessional Health Education and Practice with a goal of achieving sustainability through internal and external acquisition of funds.
- Facilitate the engagement of students and faculty from the various health and life sciences schools to collaborate in the classroom and clinical settings to deliver higher quality, comprehensive patient care.
- Implement, integrate, and evaluate interprofessional health education programs and exemplary practices sites and translate outcomes into collaborative practice models with a goal of improving patient outcomes.
- Evaluate the cost effectiveness of innovative interprofessional education models.
- Promote excellence in interprofessional health education and practice in three areas:
  - Curriculum development and integration
  - Faculty development and leadership training
  - Outcome evaluation and scholarship
- Leverage Indiana University's collaborative national and international partnerships, such as the one with the National Coordinating Center for Interprofessional Practice and Education, to develop demonstration projects with health care partners that support implementation of interprofessional education and collaborative practice models.
- Form a community/university advisory group to advise the Center for Interprofessional Health Education and Practice on strategies by which to link IU's health education programs with health care partners for the purposes of meeting the goals of the Center.
- Elevate IU's national status as a leader in developing models of interprofessional health education and collaborative practice that focus on the interrelationships of education, practice and patient outcomes, by disseminating best practices and lessons learned with implementation and evaluation of the work accomplished through the Center.
- Graduate health care providers who are prepared to impact the health care system through the delivery of care that addresses the triple aim of quality, patient satisfaction and cost effectiveness.

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# IUPUI 2025: For the Well-being of the Citizens of Indianapolis, the State of Indiana, and Beyond

To support well-being of the citizens of Indianapolis, the State of Indiana, and beyond, IUPUI will:

- Enhance its capacity and support for research, scholarship, and creative activity that improves quality of life, accelerates generation of new knowledge, and advances economic development;
- Build on its strengths, improve coordination, and expand community outreach and engagement to increase service and experiential learning opportunities, promote economic development, and address urban community needs;
- Broaden and deepen internationalization, forge and expand effective international partnerships, and position our students to be global citizens;
- Nurture and promote a campus climate that seeks, values, and cultivates diversity in all of its forms and that provides conditions necessary for all campus community members to feel welcomed, supported, included, and valued by the campus and each other; and
- Invest in and develop its human capital in order for individuals to realize their fullest potential, contribute to institutional excellence, and succeed in this rapidly changing higher education environment.

These goals will be accomplished through specific actions that support the following strategic directions:

- Accelerate Innovation and Discovery
- Deepen our Commitment to Community Engagement
- Strengthen Internationalization Efforts
- Promote an Inclusive Campus Climate
- Develop Faculty and Staff

### **Accelerate Innovation and Discovery**

IUPUI is known for the cutting-edge research its faculty, research scientists, and students undertake, and the ability to translate research into practical applications for the betterment of society. The academic diversity of the campus promotes a rich environment where inter- and multi-disciplinary innovations and discoveries are forged. Our strengths in health and life sciences and STEM, augmented by the arts and humanities, social sciences, and other work in professional Schools, reflect a comprehensive and impressive set of intellectual capabilities on campus. And our inclusive approach to valuing and promoting an array of research, scholarship, and creative activities—in disciplinary research, the Scholarship of Teaching and Learning, and through community-engaged research—provide IUPUI researchers and scholars an opportunity to make significant impacts locally, nationally, and globally. The Task Force on Innovation and Discovery was charged with: (1) identifying current initiatives, best practices, and future trends related to the broadly-defined research enterprise at IUPUI; and (2) making specific recommendations that can better position IUPUI's ability to conceptualize, support, conduct, translate, and disseminate its wide-ranging innovations and discoveries in appropriate outlets to sustain and achieve prominence.

### Strategic Actions

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- Invest in a “Big and Bold” research project that addresses critical quality of life issues of national and international importance by establishing a transdisciplinary, long-term, longitudinal study in collaboration with Indianapolis communities and citizens.
- Create a “collaboratory” – a virtual and personal clearinghouse for the entire IUPUI campus to permit focused (one stop), rapid, and multidisciplinary responses to research requests and opportunities to enable IUPUI to be recognized as a willing and able research collaborator for industry, government, nonprofit, and academic partner institutions.
- Address Promotion and Tenure guidelines:
  - Align faculty rewards with IUPUI goals
  - Develop rewards and incentives to participate in entrepreneurial and translational work and team scholarship
  - Develop guidelines for faculty work that improve retention of faculty
  - Charge a committee to develop comparative guidelines between traditional measures of research success and success in entrepreneurship, creative work, and public scholarship
  - Expand understanding among Promotion and Tenure committees about equivalencies between publications and other forms of creative work and scholarship
- Develop nationally recognized graduate programs in critical areas that cross disciplinary boundaries (e.g., Cancer Biology) and expand the campus capacity for graduate education.
- Expand and integrate research experiences for undergraduates across all disciplines at IUPUI and develop new programs that foster interdisciplinary research and training that involve undergraduate students.
- Explore methods to incentivize research/scholarly productivity to enhance engagement of all faculty and review policies related to Indirect Cost Recovery for designated research centers.
- Encourage open access to the data and articles that result from research conducted on the campus by providing researchers with appropriate incentives and support to make the open distribution of results easy and inexpensive.

### **Deepen our Commitment to Community Engagement**

One of IUPUI’s greatest strengths is our commitment to community engagement. Civic engagement is a key element of our mission, and through the dedicated work of students, faculty, and staff, IUPUI has gained national recognition and numerous awards for our commitment and our accomplishments. As we launch the strategic planning initiative, we have a prime opportunity to build on our accomplishments and develop strategies to enhance and expand IUPUI’s engagement with the community.

The work of the Task Force on Community Engagement builds upon IUPUI’s self-study for the Higher Learning Commission, aligns with Indiana University’s Principles of Excellence, and informs IUPUI’s new strategic plan. The group took broad view of community engagement at IUPUI, reviewed our activities, and recommended policies, strategies, priorities, procedures, and structures that can enhance the effectiveness and extent of community engagement at IUPUI. Civic and community engagement is diffuse at IUPUI, involving multiple centers, school, and faculty initiatives. Consistent with its focus, the task force developed recommendations that seek to unite activities in a comprehensive, systemic, and strategic manner.

#### Strategic Actions

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- Develop a “big and bold” plan for Community Engagement in and with various communities, consistent with our vision and mission.
  - Build on our legacy of leadership in civic engagement and expand our definition of Community Engagement to reflect a broader array of campus activities, inclusive of
    - Civic engagement
    - Clinical outreach and engagement with community organizations
    - Commercialization and technology transfer
    - Community-based research/TRIP
    - Economic development and impact
    - P-20 education pipeline
    - Workforce development
  - Resolve tensions between different definitions to develop an operational model, and embrace democratic principles of reciprocity and working “in and with” and not “to and for” various communities.
  - Develop an innovative, inclusive, and impactful Community Engagement Agenda, with special focus on Central Indiana, in collaboration with campus, community, and consortia partners that leverages collective capabilities, identifies “bold ideas” for engagement, and employs strategic opportunities to address community needs.
    - Align activities with the strategic goals of the campus
    - Fund Indiana Sabbaticals for faculty and staff
- Build a nationally-distinctive contemporary model for Community Engagement at IUPUI.
  - Coordinate resources more effectively in a decentralized environment, advocating, championing, and leading IUPUI’s efforts related to Community Engagement.
  - Develop and sustain the appropriate capacity for Community Engagement activities at IUPUI in a manner that continues to position the campus as a leader, resource, and effective civic actor in working with various communities.
  - Measure and determine impact of Community Engagement outcomes through a robust information system (to inventory, analyze, and report on activities and impact), an effective economic model for Community Engagement developed with community stakeholders, and accurate, transparent performance indicators regularly communicated to various stakeholders.
- Re-envision and articulate what it means to be a student, staff, or faculty member in a contemporary, engaged urban institution.
  - Encourage and support the involvement of all students, faculty and staff in Community Engagement efforts and effectively reward, recognize, and incentivize activities and accomplishments related to this important campus priority, with Community Engagement work (distinct from *service*) explicitly captured and reflected in Faculty Annual Reports, P&T guidelines, staff reward mechanisms/performance appraisals, and student RISE experiences.
  - Articulate learning outcomes for students to prepare them for lives as active citizens through their communities and professional work.

### Strengthen Internationalization Efforts

In coordination with the strategic planning process at IUPUI, the campus is participating in a two-year planning process with the American Council on Education’s (ACE) Internationalization Laboratory, 2012–2014.

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The [Internationalization Laboratory](#) is an invitational learning community of the American Council on Education that assists participating colleges and universities to achieve comprehensive internationalization. The primary goals are for ACE to guide the processes of reviewing the array of international activities; articulating student learning goals for international learning; assessing progress towards those goals; and developing a strategic plan to broaden and deepen internationalization.

Members were nominated to serve on the IUPUI ACE Leadership Team by their units. In coordination with the IUPUI ACE Executive Committee, the Leadership Team has overall responsibility for coordinating the planning process, creating the plan document, and coordinating the implementation of the plan, as well as interfacing with the campus community in each of these activities by leading conversations, listening, and initiating other means of gathering input.

ACE is working with each institution to customize an engagement that best suits its needs. In IUPUI's case, the Leadership Team is working with the IUPUI leadership, faculty, and staff to clarify a Vision for Internationalization for each school through 2015-2020, extending the international education work that IUPUI has engaged in over the past decade.

### Strategic Actions

- Develop curricular and co-curricular at IUPUI together to assure that by 2025 every student at IUPUI has had at least one meaningful international experience during his or her IUPUI career.
  - Continued development of overseas study and overseas service opportunities
  - Create more “I-Scholarships” (whether structured as IUPUI RISE scholarships, IU international scholarships, or otherwise), and invite international communities in Indianapolis to sponsor them or partner with us in raising support for them
  - Expand the number of international internship opportunities for students at IUPUI.
  - Continue to take advantage of interactive technologies to provide opportunities for direct engagement between IUPUI students and students elsewhere
  - For undergraduate students, use the “Cultural Understanding” component of IUPUI’s General Education Core Curriculum as a lever to promote enrollment and completion of at least one international studies, foreign language, or other inter-cultural course by every student by 2025
  - For undergraduate and graduate and professional students, use IUPUI’s Inter-Group Dialogue initiative to encourage participation in constructive conversations across cultural distinctions
  - By 2025, re-design select courses in each school to intentionally achieve global learning outcomes
  - To the extent feasible and when it will promote efficient use of resources, work with the School of Global and International Studies at IU-Bloomington on curriculum innovations and the development of international experiences for students
  - Review and revise curricula as needed to encourage and accommodate overseas study and other international opportunities for students
  - Review and revise faculty review and reward processes to create or strengthen incentives for faculty to develop and participate in international education for IUPUI students
- Provide internationalization opportunities for every staff and faculty member at IUPUI by 2025.
  - Use our existing Strategic International Partnerships and add a fourth or fifth Strategic International Partnership so teaching, research, engagement, and exchange opportunities exist in many parts of the world for IUPUI staff and faculty.

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- Encourage staff and faculty engagement with international communities here in Indianapolis and Central Indiana.
- Use IUPUI's Inter-Group Dialogue initiative to encourage participation in constructive conversations across cultural distinctions for all staff and faculty at IUPUI.
- Increase staff and faculty participation in Fulbright and other opportunities for overseas experiences and engagement.
- Support staff development of second-language competency and other means (including overseas experience) of more effectively interacting with our local international communities and serving international students and visitors.
- Assure that campus and unit-level HR policies encourage and accommodate staff engagement in internationalization activities such as those identified above.
- In 2025 Indiana residents will recognize IUPUI as an inter-cultural hub where they link with one another and with the rest of the world. IUPUI will be the place where service organizations, businesses, local communities and their governments and the campus come together for programs, planning, dialogue, enrichment, and entertainment.
  - IUPUI could host regular planning and coordination meetings among participants from IUPUI, City-County government, the International Center of Indianapolis, the Nationalities Council of Indiana, other interested community organizations, and other institutions interested in internationalization and inter-cultural exchange (including other area universities).
  - IUPUI could host an annual "GlobalIndy" summit in partnership with City-County government, the Indy Chamber, and the International Center, for reporting on and reviewing progress toward internationalization goals—a la the annual Chancellor's Report to the Community and/or the IUPUI Diversity Report.
  - Inter-cultural events—speakers, films, discussions, food tastings, etc.—to which the community as well as IUPUI faculty, staff and students are welcome are held regularly at IUPUI (or held elsewhere in Indianapolis with IUPUI sponsorship and support).
  - Inter-Group Dialogue sessions open to community participants are provided by IUPUI.
  - Draw upon alumni with international interests, experiences, or personal/family ties to attend, help organize, and (where appropriate) sponsor these events and activities.
- Maximize the impact of existing and planned international activities on the campus and in and with the community. Through coordinated events, communications, and partnerships between campus and community, build a network of opportunities for students, staff, faculty, and our fellow residents of Indianapolis and central Indiana. In addition to the new initiatives recommended in item 3 above, here we recognize that a great deal of international events and activities occur in and around Indianapolis already, but their success and impact can be enhanced through coordination, collaboration, and partnership.
  - Expand the International House facility and program at IUPUI to accommodate and facilitate these campus and community activities and interactions.
  - Adding more community participants to our IUPUI Strategic International Partnerships in China, Kenya, and Mexico.
  - Build upon the Indianapolis sister-city relationships to develop and strengthen connections with universities in those cities, so that students, staff, and faculty can join community participants in those relationships.
  - Provide advice to the city of Indianapolis and State of Indiana on the strategic development of other sister-city and sister-state relationships.
  - Strengthen Central Indiana's international business relationships and economic development activities through collaborations in research and internship opportunities.

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- Increase service opportunities for students, staff, and faculty with international communities within Indianapolis and Central Indiana and their partners overseas.
- Use the presence of honorary consuls in Indianapolis to generate and strengthen connections with governments and communities in their respective countries that can enhance learning, service, and economic opportunities for students, staff, and faculty at IUPUI and for residents and businesses in our region.
- Involve alumni with international interests, experience, or personal/family ties to generate and strengthen connections with governments, businesses, and communities in other countries.
- Place IUPUI at the heart of the effort to make Indianapolis a more welcoming and attractive city and Central Indiana a more welcoming and attractive region for international students, faculty, staff, and visitors.
  - Continue to provide leadership and support for greater transportation options in Central Indiana.
  - Expand the International House facility and program at IUPUI to accommodate and facilitate campus and community activities and experiences that will improve the welcome and integration of visitors and new arrivals at IUPUI and in the region.
  - Through partnerships with community organizations and businesses, develop additional on-campus and near-campus short-term housing and local hosting opportunities for international students and visitors.
  - Expand support services as needed—English-language training, inter-cultural education, visa assistance, etc.—that aid students, staff, and faculty visiting IUPUI or relocating permanently to the Indianapolis area.
  - Involve alumni with international interests, experiences, and personal/family ties in opportunities to improve the reception and integration of visitors and new arrivals to IUPUI and the region.
- By the end of Spring Semester 2014, complete an IUPUI Internationalization Plan to be implemented from 2014 through 2025. This effort combines the work of the American Council on Education (ACE) Internationalization Laboratory and the ACE Center for Internationalization and Global Education with the IUPUI Office of International Affairs, the IUPUI Office of Academic Affairs, and all schools and service units of the campus plus our Advisory Board of community leaders. The result is a set of concrete goals, objectives, and actions steps to be taken that will transform IUPUI into a global campus by 2025.

### **Promote an Inclusive Campus Climate**

IUPUI's role as Indiana's urban, public institution of higher education inspires us to seek, value, and cultivate diversity in all of its forms, and to provide an environment where every individual feels welcomed, supported, valued, and can achieve their fullest potential. To do so requires a commitment to a healthy, inclusive campus climate, one that emanates from IUPUI's leadership and permeates throughout the entire campus. IUPUI has a strong track record of serving an array of students—high-ability, first-generation, veteran, returning adult, historically underrepresented, to name a few—and our ability to effectively educate these diverse learners is highly contingent upon ensuring sufficient diversity reflected in our faculty and staff. An inclusive campus climate is fostered, in part, through our curricular and co-curricular activities, and it is improved and sustained through the structures, policies, processes, and opportunities where diverse people and perspectives can thrive.

### Strategic Actions

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- Create pathways for success to enhance the diversity of students, faculty, and staff at IUPUI
  - Remove barriers to access and advancement for specific populations
    - Be a “Premier Institution for Service Members” seeking an education in Indiana
    - Increase institutional commitment to a family friendly environment in which faculty, staff, and students are free to focus on their IUPUI obligations and commitments
- Educate and learn from the campus and the communities we serve to advance the knowledge, skills, competencies and academic excellence of our community, region, and state.
  - Hold faculty, staff and students responsible for continuously pursuing cultural competency
    - Develop, implement, and institutionalize curriculum to continuously develop the cultural literacy of faculty and staff at IUPUI
    - Require all undergraduate, graduate, and professional students on the IUPUI campus to engage in high impact curricular and co-curricular experiences that are designed to enhance cross-cultural knowledge, attitudes, and skills
- Achieve and sustain excellence in diversity and inclusion for the betterment of our campus and surrounding community.
  - Create an “Institute for Excellence in Diversity, Equity, and Inclusion” that supports research, practice, and teaching focused on cultural diversity and social justice.
  - Hold each unit at IUPUI accountable to develop and sustain recruitment and retention strategies at each level to increase underrepresented faculty, staff, and students that reflect the communities we serve.
    - Each unit will be responsible for developing a Diversity Plan and will be held accountable for their success in implementing their plan by the Chancellor in collaboration with the Department head, the Vice Chancellor of Diversity, Equity, and Inclusion (DEI), and the Director of the Office of Equal Opportunity (OEO).
    - Develop, expand, and provide additional institutional funding for the recruitment and retention of traditionally underrepresented faculty and staff.
    - Develop intentional pipeline programs to recruit and retain traditionally underrepresented students starting in elementary school through graduate school who will become future leaders and/or faculty members at IUPUI through engagement.

### **Develop Faculty and Staff**

Planning for this initiative will develop from the work of the Task Force on Faculty Talent and the Task Force on Staff Talent.

Faculty and librarians are the lifeblood of any institution, and IUPUI faculty make significant contributions to the teaching and learning, research and creative activity, and community engagement foci of our mission. The nature of faculty and librarian work is increasingly defined by inter- and multi-disciplinary approaches; technology that redefines when, where, and how work is performed; and a need to frequently develop and enhance individual and collective knowledge, skills, and perspectives to keep pace with changing student demographics, technology, external stakeholder expectations, disciplinary ways of knowing, and broader societal needs. Thus, IUPUI should regularly revisit its policies, approaches, and resources related to faculty and librarians to

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ensure that the campus is well-positioned to attract, develop, retain, support, reward, and advance its wide-ranging faculty and librarian talent.

As part of the work emerging from the Task Force on Faculty Talent, the faculty request that the definition of IUPUI that will emerge from this strategic planning process reflect the campus's uniqueness: operationally (the complexity of both our structure as well as the span of disciplines and degrees represented here); our focus on team and translational science; and our dynamic nature as an urban health science campus with a diverse student population. Our impact niche is regional to central Indiana as well as global.

### Strategic Actions (from Faculty Talent Task Force)

- Align promotion and tenure guidelines to a new and dynamic definition of faculty work that is inclusive of emerging technologies (podcasting, social media, web teaching, and other technologically grounded high impact teaching practices), the interdisciplinary nature of future research (team science, shared principle investigator designations, translational research, patent work as well as economic impact of the research), and the integrated roles faculty will play in the future. This is the first priority item.
- Make IUPUI an employer of choice for associate faculty because we recognize their impact, evaluate and reward their performance.
- Provide appropriate developmental support and mentoring to faculty to enhance their success (academic travel, statistical support, assistance in paying for publications, etc.).
- Create a flexible benefit and support package that is competitive with high quality peer research institutions to help recruit and retain talented faculty. [Ex: dependent care support (elder and child day care), long-term care insurance] by paying equal benefit dollars for all employees, providing flexible work options, etc.
- Make our health science campus a leader in promoting faculty, staff and student health by investing in a state-of-the-art campus fitness/wellness center, supporting employer-sponsored health clinics, providing resources for health/wellness programs, and promoting a physically active campus environment by providing safe, innovative campus infrastructures that encourage walking, biking and other activity in the workplace.
- Encourage state of the art corporate partnerships - engage faculty in solving real world problems for Indianapolis, surrounding cities and the state and give faculty credit for such academic service work that visibly demonstrates IUPUI's impact to our constituents.
- Engage faculty in leading the way related to governmental relations in the areas of student learning accountability and economic and workforce development.
- Provide twice as many resources for teaching facility upgrades to the CTL Learning Environments Committee.
- Better engage the senior academy in helping the campus with its priorities.

IUPUI's dedicated staff is chief among its assets and strengths. As IUPUI embarks upon a new vision and strategic plan, we must plan to invest in and develop our staff in order for individuals to realize their fullest potential, contribute to institutional excellence, and succeed in this rapidly changing higher education environment. As part of this, IUPUI will revisit its policies, approaches, and resources related to staff to ensure that the campus is well-positioned to attract, develop, retain, support, reward, and advance its staff talent.

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### Strategic Actions (from Staff Talent Task Force)

- IUPUI will become an employer of choice by 2025 if staff are recognized as a valued investment, are evaluated and awarded for their performance and are given priority in promotion and transfer thereby allowing them to reach their fullest potential.
  - Ensure IUPUI employees are recognized as a valued investment
  - Ensure all IUPUI employees are evaluated and awarded for their performance
  - Ensure current IUPUI employees are given priority in promotion and transfer
- IUPUI will become an employer of choice by 2025 through its Staff Development Office programs such as professional and career development, mentoring, and continuing education.
  - Develop a career plan for each staff member from date of hire
  - Create a culture of professional development
  - Create a mentoring program for staff
- By 2025, the benefit program the university offers will be adaptable to individual needs and recognize the evolution of the family.
- In 2025, IUPUI will be a campus with an established tradition of communication between Staff, Administration, and Faculty. Members of the campus community will openly and safely engage in dialogue about relevant campus, division, and school policies, practices, and procedures at IUPUI; fostering advocacy with administration and communication across all campuses in a diverse and inclusive environment.
- By 2025, IUPUI will be an employer of choice by making strategic investments in programs and personnel to establish a workplace which respects the value and importance of work/life balance for all employees.

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## Appendix A

### Stakeholders Involved in the Strategic Plan Creation

Academic Deans	IUPUI Board of Advisors
AFSCME employees	IUPUI Impact Campaign Council
Biocrossroads	IUPUI Senior Academy
CICF	Ivy Tech
City County Council representatives	Japan American Society of Indiana
Connexus	Madame Walker Theatre
Consortium for Urban Education (CUE)	Mayor's Office – Indianapolis, Carmel, Greenwood, Lawrence, Speedway
Deans	NCAA
Dialogue Group	Near Eastside partners
Diversity Cabinet	Near Westside partners
Downtown Kiwanis Club	Nonprofit Community, Central Indiana
Eiteljorg	Planning and Institutional Improvement Staff
Graduate Student Org [GPSG]	Program Review and Assessment Committee
Hispanic Business Council, La Plaza, Office of Latino Affairs-State	Ransom Place
IFC - Executive Committee, Planning Committee, Budgetary Affairs Committee	Resource Planning Committee
Indiana Black Caucus	Staff Council
Indiana Black Expo Board	Student Leaders [organization presidents]
Indiana Council on China	Student Life Staff
Indiana Health Industry Forum	Superintendents Association, IPS and Townships
Indiana Mental Health Association	TechPoint
Indiana Women's Caucus	Undergraduate Admissions Advisory Committee
Indianapolis Arts Council	Urban League of Indianapolis
Indianapolis Chamber of Commerce (formerly Indy Partnership, Develop Indy et al)	Undergraduate Student Government Leaders
Indianapolis Downtown Inc.	Visit Indy [formerly Indianapolis Convention & Visitors Association]
IndyGo	Westside Community Development Corporation Board
International Center of Indianapolis	White River State Park
IU Health Board	
IUPUI Alumni councils and boards of advisors in each school	