

IUPUI 2025 Strategic Initiatives: For the Success of our Students

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The following table lists task force recommendations related to efforts to promote the success of IUPUI students. Recommendations span a number of the IUPUI 2025 Strategic Initiatives, not only those most directly related to student success. They also support implementation of IU’s Principles of Excellence.

Primary Strategic Initiative	Strategic Recommendations	Emerging Performance Indicators	Related Strategic Initiatives	IU Principle of Excellence
Promote Undergraduate Student Learning and Success	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.	Reduced time to degree completion Increased transfer student graduation rates Increased transfer student enrollment Increased yield of transfer student applications	Optimize our Enrollment Management	An Excellent Education: Educating outstanding students Academic success and completion High quality student life
Promote Undergraduate Student Learning and Success	Expand student engagement in high-impact practices (HIPs) through the RISE initiative , particularly combinations of HIPs for underrepresented groups	Increase in retention and decrease in time-to-degree Successful entry into career of choice or graduate program	Promote an Inclusive Campus Climate	An Excellent Education: The best academic programs Educating outstanding students High quality student life Innovative teaching
Promote Undergraduate Student Learning and Success	Monitor DFW rates across sections of same course and intervene when there is high variability across instructors	Reduced DFW rates in undergraduate courses and less variability across class sections; Improved retention and on-time degree completion	Optimize our Enrollment Management	An Excellent Education: Academic success and completion
Promote Undergraduate Student Learning and Success	Create Campus-Level Position to provide strategic oversight for the Sophomore year , including the development and implementation of intentional communication plans targeting 2nd semester freshmen,	Improved 1-year retention rates Accelerated entry into degree programs	Optimize our Enrollment Management	An Excellent Education: Academic success and completion Responsible Stewardship of IU’s Resources:

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	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	Improved on-time degree completion		Accountability; Excellence in administration; Communicating excellence
Promote Undergraduate Student Learning and Success	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.	Decrease in number and percent of UNDI credit Decrease in number of credits taken at IUPUI to complete degree Decrease time to graduation Increase transfer student graduation rates Decrease in time to complete credit analysis Number of students requesting PLA Number of PLA credits earned Time to degree for students with PLA credit Student satisfaction with PLA process Graduation rate for students with PLA credit Time to degree for students with PLA credit Student satisfaction with	Optimize our Enrollment Management	An Excellent Education: Academic success and completion The Centrality of Information Responsible Stewardship of IU's Resources

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		PLA process Graduation rate for students with PLA credit		
Promote Undergraduate Student Learning and Success	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	Increase in retention and on-time degree completion. Participation in internships. Employment in career of choice.	Optimize our Enrollment Management	An Excellent Education: Academic success and completion Access and affordability for Hoosiers Expand intercampus collaboration The Centrality of Information
Promote Undergraduate Student Learning and Success	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.	Increased recruitment and retention of international students. Increased social engagement of international students.	Optimize our Enrollment Management Strengthen Internationalization Efforts Promote an Inclusive Campus Climate	An Excellent Education: Educating outstanding students Academic success and completion. High quality student life The International Dimension of Excellence
Promote Undergraduate Student Learning and Success	Establish financial literacy education and access to financial resources that are relevant to all students (especially international students): emergency grants, student loan opportunities that do not require a US co-signer, scholarships for continuing students based on financial	Improved retention and on-time completion rates. Reduced debt burden of undergraduates.	Optimize our Enrollment Management Strengthen Internationalization Efforts	An Excellent Education: Access and affordability for Hoosiers Responsible Stewardship of IU's Resources

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	need, etc.; Expand availability of on-campus employment opportunities not restricted to work-study			
Promote Undergraduate Student Learning and Success	Reduce dependence on developmental education by matching supports to the needs of the learner . Supports may include technology-assisted learning and summer programming to reduce need for developmental courses in math and writing. Offer supplemental instruction as co-requisite to credit-bearing math courses as an alternative to developmental math.	Reduced enrollment in noncredit remedial education courses. Reduced DWF rates in credit-bearing math and writing. Improved retention and on-time degree completion.	Transform Online Learning	An Excellent Education: Academic success and completion Innovative teaching
Promote Undergraduate Student Learning and Success	To meet the goals of increased degree completion, develop strategies for near-completers that include specific (cohort-based and/or accelerated) degree completion programs. These might include high-quality certificates that can be earned in 1 or 2 semesters	Number of students enrolled in degree completion package programs Student satisfaction with programs Graduation rate for students in programs	Optimize our Enrollment Management	An Excellent Education: Academic success and completion Innovative teaching
Promote Undergraduate Student Learning and Success	Develop more comprehensive pedagogies supported by technology (e.g., Symplicity’s Career Services Manager) for helping students to plan, reflect upon, and monitor progress toward their career goals . Online modules should be developed to enhance career exploration and development and to support students in their preparation for internships and job interviews	Increased participation in internships Increased rates of post-internship hiring Improved satisfaction of IUPUI alumni.	Transform Online Learning	An Excellent Education: Academic success and completion Innovative teaching
Promote Undergraduate Student Learning and	Develop and promote centrally-managed toolkits and other	Number of students accessing services and	Optimize our Enrollment	An Excellent Education: Academic success and

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Success	resources that allow quick deployment to and adoption by the schools without having to reinvent wheels (such as CRM, advising support, etc.)	participating in programming Website utilization Improvements in retention and on-time degree completion	Management Transform Online Learning	completion Innovative teaching The Centrality of Information
Promote Undergraduate Student Learning and Success	IUPUI should become a " destination location " for students with disabilities . Provide education and training so that students have a better understanding of the differences between the accommodation services provided by the Individuals with Disabilities Education Act (IDEA) in high school and the American Disabilities Act (ADA) in college. Increase awareness for faculty, staff and students of what ADA is and how to proactively provide accommodation services to students in need	Increase recruitment, retention, and satisfaction of students with disabilities.	Optimize our Enrollment Management Promote an Inclusive Campus Climate	An Excellent Education: Educating outstanding students High quality student life Access and affordability for Hoosiers
Promote Undergraduate Student Learning and Success (Campus Life)	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.	A comprehensive list of co-curricular learning opportunities	Increase Capacity for Graduate Education	An Excellent Education High quality student life
Promote Undergraduate Student Learning and Success (Campus Life)	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	Results will identify potential formal and informal space availability and usage needed Student satisfaction	Increase Capacity for Graduate Education	An Excellent Education High quality student life Innovative teaching Building for Excellence

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	and increase student engagement.			
Promote Undergraduate Student Learning and Success (Campus Life)	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.	Increase of number of students, faculty, and staff using the health and wellness space Satisfaction with facility Increase in overall health and wellness activities	Increase Capacity for Graduate Education Develop Faculty and Staff Leverage our Strengths in Health and Life Sciences	An Excellent Education High quality student life Building for Excellence Excellence in the Health Sciences and Health Care
Promote Undergraduate Student Learning and Success (Campus Life)	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.	Student satisfaction Retention and graduation rates Increase in student engagement Increase in community engagement	Increase Capacity for Graduate Education Deepen our Commitment to Community Engagement	An Excellent Education High quality student life Excellence in Engagement and Economic Development Strong communities
Optimize our Enrollment Management	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.	Promote Undergraduate Student Learning and Success	An Excellent Education Educating outstanding students Academic success and completion High quality student life Access and affordability for Hoosiers Responsible Stewardship of IU's Resources Accountability Excellence in Administration

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		Number of undergraduate (UG), graduate, and professional students Number of degrees awarded Yield ratios (applicants/admits/enrolled)		
Optimize our Enrollment Management	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	Return-on-Investment of Enrollment Management expenditures (e.g., Scholarships) Stakeholder satisfaction with Enrollment Management activities	Promote Undergraduate Student Learning and Success Increase Capacity for Graduate Education	An Excellent Education Educating outstanding students Academic success and completion High quality student life Access and affordability for Hoosiers Responsible Stewardship of IU's Resources Accountability Excellence in Administration
Strengthen Internationalization Efforts	Develop curricula and co-curricula 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.	Annual increase in the number of IUPUI students with at least one international experience by graduation. Increase in gifts developed by and with the IU Foundation to support international education at IUPUI.	Promote Undergraduate Student Learning and Success Increase Capacity for Graduate Education	An Excellent Education The best academic programs Innovative teaching The International Dimension of Excellence
Increase Capacity for Graduate Education	Move toward more autonomous PhD programs at IUPUI	Number of Ph.D. programs offered at IUPUI Number of Ph.D. students enrolled	Accelerate Innovation and Discovery	An Excellent Education The best academic programs Educating outstanding students

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		Number of degrees awarded Number of and type of support provided to graduate students		Access and affordability for Hoosiers Excellence in Research Excellence in Health Sciences and Health Care Excellence in Engagement and Economic Development
Increase Capacity for Graduate Education	Expand capacity for PhD education	The numbers of full time, fully supported PhD students	Accelerate Innovation and Discovery	An Excellent Education The best academic programs Educating outstanding students Access and affordability for Hoosiers Excellence in Research Excellence in Health Sciences and Health Care Excellence in Engagement and Economic Development Translating innovation Strong communities
Increase Capacity for Graduate Education	Develop unique interdisciplinary PhD degrees and PhD degrees that link to special research areas	Steady state enrollments of at least 20 students	Accelerate Innovation and Discovery	An Excellent Education The best academic programs Educating outstanding students Access and affordability for Hoosiers

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				<p>Excellence in Research</p> <p>Excellence in Health Sciences and Health Care</p> <p>Excellence in Engagement and Economic Development Translating innovation Strong communities</p>
Increase Capacity for Graduate Education	Develop professional masters degrees aggressively	<p>Number of Professional Masters Programs</p> <p>Number of Graduate Certificates</p> <p>Number of sponsored or cohort-based programs</p> <p>External rankings of programs</p>	Deepen our Commitment to Community Engagement	<p>An Excellent Education The best academic programs</p> <p>Excellence in Engagement and Economic Development Strong communities</p>
Increase Capacity for Graduate Education	IUPUI should offer degrees that are malleable and intentionally translational in partnership with businesses and other entities in the state	<p>Number of Professional Masters Programs</p> <p>Number of Graduate Certificates</p> <p>Number of sponsored or cohort-based programs</p> <p>External rankings of programs</p>	<p>Accelerate Innovation and Discovery</p> <p>Deepen our Commitment to Community Engagement</p>	<p>An Excellent Education The best academic programs</p> <p>Excellence in Engagement and Economic Development Translating innovation Strong communities</p>
Promote an Inclusive Campus Climate	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	Increased recruitment, retention, and graduation of service members and their families	<p>Promote Undergraduate Student Learning and Success</p> <p>Increase Capacity for</p>	<p>An Excellent Education Educating outstanding students Academic success and completion</p>

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	<p>“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</p>	<p>Increased employment and retention of service members and their families</p> <p>Increased number of faculty, staff, and students that use family support facilities</p> <p>Improvement in ratings of satisfaction regarding institutional support of families (faculty, staff, student surveys)</p>	<p>Graduate Education</p> <p>Develop Faculty and Staff</p>	<p>High quality student life</p> <p>Access and affordability for Hoosiers</p>
<p>Promote an Inclusive Campus Climate</p>	<p>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.</p> <p>Hold faculty, staff and students responsible for continuously pursuing cultural competency</p> <p>Develop, implement, and institutionalize curriculum to continuously develop the cultural literacy of faculty and staff at IUPUI</p> <p>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</p>	<p>Number of faculty and staff attending trainings and implementing culturally relevant practice, as reflected by the annual review process</p> <p>Number of faculty and staff participating in IUPUI sponsored learning opportunities</p> <p>Improved scores on NSSE and Student Satisfaction Survey questions related to diversity and inclusiveness</p> <p>Increased retention and graduation of traditionally underrepresented students. Increased recruitment and employment of IUPUI graduates due to employers recognizing preparation of</p>	<p>Promote Undergraduate Student Learning and Success</p> <p>Increase Capacity for Graduate Education</p> <p>Strengthen Internationalization Efforts</p> <p>Deepen our Commitment to Community Engagement</p> <p>Develop Faculty and Staff</p>	<p>An Excellent Education</p> <p>The best academic programs</p> <p>High quality student life</p> <p>Access and affordability for Hoosiers</p> <p>The International Dimension of Excellence</p> <p>Excellence in Engagement and Economic Development</p>

Primary Strategic Initiative	Strategic Recommendations	Emerging Performance Indicators	Related Strategic Initiatives	IU Principle of Excellence
		students to function in a global society		
	<p>Achieve and sustain excellence in diversity and inclusion for the betterment of our campus and surrounding community.</p> <p>Create an “Institute for Excellence in Diversity, Equity, and Inclusion” that supports research, practice, and teaching focused on cultural diversity and social justice.</p> <p>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.</p> <p>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).</p> <p>Develop, expand, and provide additional institutional funding for the recruitment and retention of traditionally underrepresented faculty and staff.</p> <p>Develop intentional pipeline programs to recruit and retain</p>	<p>Number of publications by Institute affiliates</p> <p>Funding dollars received by Institute affiliates</p> <p>National recognition of programs developed within the Institute</p> <p>Recruitment and retention of scholars affiliated with Institute</p> <p>Number of curricula and internally-developed resources available</p> <p>Mutually beneficial partnerships with diverse communities, businesses, and agencies</p> <p>Increase representational diversity within each unit</p> <p>Diversity related goals met by faculty and staff, as reflected on annual reviews</p> <p>Salary equity across differences in identity</p> <p>Increased retention of traditionally underrepresented faculty</p>	<p>Promote Undergraduate Student Learning and Success</p> <p>Increase Capacity for Graduate Education</p> <p>Strengthen Internationalization Efforts</p> <p>Deepen our Commitment to Community Engagement</p> <p>Develop Faculty and Staff</p>	<p>An Excellent Education Educating outstanding students</p> <p>Academic success and completion</p> <p>The International Dimension of Excellence</p> <p>Excellence in Engagement and Economic Development</p>

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	traditionally underrepresented students starting in elementary school through graduate school who will become future leaders and/or faculty members at IUPUI through engagement.	and staff with promotion to positions of leadership Leaders sought and cultivated from within IUPUI Student Satisfaction Survey questions related to diversity, equity, and inclusion Increased retention and graduation of traditionally underrepresented students Increased number of pipeline program participants enrolled in IUPUI undergraduate and graduate programs		
Accelerate Innovation and Discovery	Develop nationally recognized graduate programs in critical areas that cross disciplinary boundaries (eg Cancer Biology) and expand the campus capacity for graduate education	Recruitment of students with stronger credentials Control of IUPUI's own graduate programs Improved Carnegie classification Increased numbers of graduate programs More training grants	Increase Capacity for Graduate Education Leverage our Strengths in Health and Life Sciences	An Excellent Education The best academic programs Educating outstanding students Excellence in Research Excellence in Health Sciences and Health Care Excellence in Engagement and Economic Development Translating innovation Strong communities
Accelerate Innovation and	Expand and integrate research	New grants programs aimed	Promote	An Excellent Education

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Discovery	experiences for undergraduates across all disciplines at IUPUI. Develop new programs that foster interdisciplinary research and training that involve undergraduate students	at supporting undergraduate research	Undergraduate Student Learning and Success Leverage our Strengths in Health and Life Sciences	The best academic programs Innovative teaching Excellence in Research
Develop Faculty and Staff (Faculty Talent)	Provide twice as many resources for teaching facility upgrades to the CTL Learning Environments Committee.	Evidence of facility upgrades Measures of satisfaction	Promote Undergraduate Student Learning and Success (Campus Life)	An Excellent Education: High quality student life Innovative teaching Building for Excellence
Transform Online Education	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.	Incremental increased enrollment in credit hours above the departmental or school average Shortened time-to-graduation Increased student satisfaction with the overall educational experience	Promote Undergraduate Student Learning and Success Optimize our Enrollment Management	An Excellent Education Academic success and completion High quality student life Innovative teaching The Centrality of Information Pervasive Deployment of IT
Transform Online Education	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.	Improved learning, increased student engagement, improved learning for first-generation college students	Promote Undergraduate Student Learning and Success	An Excellent Education Academic success and completion High quality student life Innovative teaching The Centrality of Information Pervasive Deployment of IT
Transform Online Education	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	Increased enrollment, improved learning, self-sustaining enrollments.	Promote Undergraduate Student Learning and Success	An Excellent Education Academic success and completion High quality student life Innovative teaching

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	“resurrected” after some failure, the accumulation of points to gain access to a new level, etc.			The Centrality of Information Pervasive Deployment of IT
Transform Online Education	Localizing MOOCs: Incorporate MOOCs and other online experiences developed by other institutions into IUPUI learning experiences; offer lower-cost alternatives and/or reduce classroom usage by leveraging MOOC content as an alternative to lectures; have recitations or tutoring services here, build social networks among our students, and give our own examinations.	Increased credit-hour enrollment, improved learning in IUPUI courses.	Promote Undergraduate Student Learning and Success Optimize our Enrollment Management	An Excellent Education Academic success and completion High quality student life Innovative teaching The Centrality of Information Pervasive Deployment of IT IU Libraries
Transform Online Education	Develop a Super Platform: A one-stop Web-based platform that includes: An interactive Cyber Course Catalogue; 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; a Help Desk for all questions and suggestions.	Improved metrics in students’ engagement, community partners’ engagement, and distribution of learning content and educational experiences to existing and new audiences.	Promote Undergraduate Student Learning and Success Increase Capacity for Graduate Education Accelerate Innovation and Discovery Deepen our Commitment to Community Engagement Develop Faculty and Staff	An Excellent Education Academic success and completion High quality student life Innovative teaching The Centrality of Information Pervasive Deployment of IT IU Libraries
Transform Online Education	Grand Challenge Learning Experiences: Creating broad cohorts of multi-disciplinary teaching/learning experiences	Increased engagement of students in community-based research and learning.	Promote Undergraduate Student Learning and Success	An Excellent Education High quality student life Innovative teaching

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	centered on large-scale societal and/or scientific challenge and themes such as childhood obesity, immigration, urban ecology. The idea is to engage as many schools as possible for a given duration to engage students and the community on any given theme.	Increased prominence of IUPUI as a community, state and national leader in civic engagement, as seen in press coverage. Increased community contributions to campus collaborations.	Increase Capacity for Graduate Education Accelerate Innovation and Discovery Deepen our Commitment to Community Engagement	The Centrality of Information Pervasive Deployment of IT Excellence in Engagement and Economic Development Translating innovation Strong communities
Deepen our Commitment to Community Engagement	Articulate learning outcomes for students to prepare them for lives as active citizens through their communities and professional work.	PULs mapped to Community Engagement, RISE experiences and assessed in partnership with community stakeholders	Promote Undergraduate Student Learning and Success	An Excellent Education The best academic programs Excellence in Engagement and Economic Development Strong communities