

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

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The following table lists task force recommendations related to IUPUI’s intellectual, economic, and cultural contributions to the well-being of the citizens of Indianapolis, the state of Indiana, and beyond. Recommendations span a number of the IUPUI 2025 Strategic Initiatives. They also support implementation of IU’s Principles of Excellence.

Strategic Initiative	Strategic Recommendations	Emerging Performance Indicators	Related Strategic Initiatives	IU Principle of Excellence
Deepen our Commitment to Community Engagement	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.	Community conversations convened Outcomes and measurements for each element of our model: IUPUI Scorecard Widespread buy-in and support across campus and in the community Resources dedicated – internal and external Carnegie re-classification	Accelerate Innovation and Discovery Leverage our Strengths in Health and Life Sciences	An Excellent Education Excellence in Engagement and Economic Development Translating innovation Strong communities Promote an Inclusive Campus Climate
Deepen our Commitment to Community Engagement	Develop an innovative, inclusive, and impactful Community Engagement Agenda , with special focus on Central Indiana, in collaboration with campus, community, and consortia	Scholarly output around Community Engagement increases. Social return on investment	Accelerate Innovation and Discovery Develop Faculty and Staff	An Excellent Education Excellence in Engagement and Economic Development Translating innovation Strong communities

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	<p>partners that leverages collective capabilities, identifies “bold ideas” for engagement, and employs strategic opportunities to address community needs.</p> <p>Align activities with the strategic goals of the campus.</p> <p>Fund Indiana Sabbaticals for faculty and staff.</p>			
<p>Deepen our Commitment to Community Engagement</p>	<p>Coordinate resources more effectively in a decentralized environment, advocating, championing, and leading IUPUI’s efforts related to Community Engagement.</p>	<p>Ratification of success by stakeholders</p> <p>Criteria collaboratively developed</p>		<p>An Excellent Education</p> <p>Excellence in Engagement and Economic Development Translating innovation Strong communities</p> <p>Responsible stewardship of IU’s resources Accountability Excellence in Administration Communicating Excellence</p>
<p>Deepen our Commitment to Community Engagement</p>	<p>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</p>	<p>Impact model in place and used</p> <p>IUPUI Scorecard</p>		<p>An Excellent Education</p> <p>Excellence in Engagement and Economic Development Translating innovation Strong communities</p> <p>Responsible stewardship of IU’s resources Accountability Excellence in Administration</p>

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	indicators regularly communicated to various stakeholders.			Communicating excellence The Centrality of Information Pervasive deployment of IT
Deepen our Commitment to Community Engagement	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.	Faculty Annual Reports Staff Performance Appraisals Internal/external awards RISE experiences & metrics increase	Promote Undergraduate Student Learning and Success Develop Faculty and Staff	Excellence in Engagement and Economic Development Translating innovation Strong communities An Excellent Education: High quality student life Innovative teaching An Excellent Faculty
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 Increase Capacity for Graduate Education	An Excellent Education: High quality student life Innovative teaching Excellence in Engagement and Economic Development Translating innovation Strong communities
Accelerate Innovation and Discovery	Invest in a “Big and Bold” research project that addresses critical quality of life issues of national and	Specific metrics to be determined once the project is defined	Deepen our Commitment to Community Engagement	An Excellent Education Excellence in Research

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	international importance by establishing a transdisciplinary, long-term, longitudinal study in collaboration with Indianapolis communities and citizens.	<p>Indianapolis thinks of IUPUI as a resource as evidenced by increased inquiries for help and research</p> <p>Expansion of research internships</p> <p>Metrics: Number of proposals and awards; amount of research expenditures; amount of awards; sources of awards</p> <p>Community collaboration surrounding: Number of proposals and awards; amount of research expenditures; amount of awards; source of awards</p> <p>Extent of faculty participation in research collaborator</p> <p>Number, nature, amount, etc. of undergraduate research efforts</p>	Leverage our Strengths in Health and Life Sciences	<p>Excellence in Engagement and Economic Development</p> <p>Translating innovation</p> <p>Strong communities</p>
Accelerate Innovation and Discovery	Create a “collaboratory” – a virtual and personal clearinghouse for the entire IUPUI campus to permit focused (one stop), rapid, and multidisciplinary responses to	Increased number of research projects, contracts, publications, esp. those that involve the community	<p>Deepen our Commitment to Community Engagement</p> <p>Transform Online Learning</p>	<p>Excellence in Research</p> <p>Excellence in Engagement and Economic Development</p> <p>Translating innovation</p> <p>Strong communities</p>

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	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.	More campus-wide IUPUI and professional schools) collaborations Streamlining of CDA, MTA, IRB and IP protocols		The Centrality of Information Pervasive Deployment of IT
Accelerate Innovation and Discovery	Develop nationally recognized graduate programs in critical areas that cross disciplinary boundaries (e.g. 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
Strengthen Internationalization Efforts	Provide internationalization opportunities for every staff and faculty member at IUPUI by 2025.	Annual increase in the number of faculty and staff at IUPUI participating in one or more international experiences.	Promote an Inclusive Campus Climate Develop Faculty and Staff Deepen our Commitment to Community Engagement	The International Dimension of Excellence An Excellent Faculty
Strengthen Internationalization Efforts	Develop IUPUI as an inter-cultural hub where members of the community link with one another and with the rest of the world. IUPUI will be the place where service organizations,	Increase in number of events and activities held at IUPUI or sponsored by IUPUI Increase in attendance by	Deepen our Commitment to Community Engagement Promote an Inclusive Campus Climate	An Excellent Education: High quality student life The International Dimension of Excellence

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	businesses, local communities and their governments and the campus come together for programs, planning, dialogue, enrichment, and entertainment.	IUPUI faculty, staff, and students Increase in attendance by community participants Media attention to the “GlobalIndy” report locally		Excellence in Engagement and Economic Development Translating innovation Strong communities
Strengthen Internationalization Efforts	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.	Increase in IUPUI participation (faculty, staff, students) in events and exchanges with Indianapolis sister cities and with countries that have honorary consuls in Indianapolis Increase in community participation in IUPUI Strategic International Partnerships Increase in IUPUI students’ community engagement (service learning, internships, etc.) that have an international focus or dimension Increase in Indiana international economic development activities that include an IUPUI partnership in the form of research and/or engagement	Promote Undergraduate Student Learning and Success Deepen our Commitment to Community Engagement Promote an Inclusive Campus Climate Accelerate Innovation and Discovery	The International Dimension of Excellence An Excellent Education: High quality student life Excellence in Engagement and Economic Development Responsible stewardship of IU’s resources Communicating Excellence
Strengthen	Place IUPUI at the heart of	Annual increase in	Promote Undergraduate	An Excellent Education:

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Internationalization Efforts	<p>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.</p>	<p>number of successfully recruited and retained international students, faculty, and staff</p> <p>Annual increase in number of international visitors to IUPUI and Indianapolis</p> <p>Utilization of short-term housing by international visitors</p>	<p>Student Learning and Success</p> <p>Deepen our Commitment to Community Engagement</p> <p>Optimize our Enrollment Management</p> <p>Increase Capacity for Graduate Education</p> <p>Promote an Inclusive Campus Climate</p> <p>Develop Faculty and Staff</p>	<p>High quality student life</p> <p>The International Dimension of Excellence</p> <p>Excellence in Engagement and Economic Development</p> <p>Translating innovation</p> <p>Strong communities</p>
Strengthen Internationalization Efforts	<p>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</p>	<p>Completion of draft comprehensive plan by end of 2013. Site visit in Spring Semester 2014. Revisions to and completion of the comprehensive plan by May 2014.</p>	<p>Promote Undergraduate Student Learning and Success</p> <p>Deepen our Commitment to Community Engagement</p> <p>Optimize our Enrollment Management</p> <p>Increase Capacity for Graduate Education</p> <p>Promote an Inclusive Campus Climate</p> <p>Develop Faculty and</p>	<p>The International Dimension of Excellence</p> <p>An Excellent Education</p> <p>The best academic programs</p> <p>High quality student life</p> <p>Responsible stewardship of IU's resources</p> <p>Accountability</p> <p>Excellence in Administration</p> <p>Communicating Excellence</p>

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	goals, objectives, and actions steps to be taken that will transform IUPUI into a global campus by 2025.		Staff	
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 “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.	Evidence of enhanced diversity Number, nature of appointments, and demographic profile of faculty and staff	Promote Undergraduate Learning and Success Develop Faculty and Staff Deepen our Commitment to Community Engagement	An Excellent Education Educating outstanding students Academic success and completion High quality student life Access and affordability for Hoosiers
Promote an Inclusive Campus Climate	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.	Evidence of community and intercultural collaboration	Promote Undergraduate Learning and Success Develop Faculty and Staff Deepen our Commitment to Community Engagement	Excellence in Engagement and Economic Development Strong communities
Promote an Inclusive Campus Climate	Achieve and sustain excellence in diversity and inclusion for the betterment of our campus and surrounding	Appropriate measures	Promote Undergraduate Learning and Success Develop Faculty and Staff	Excellence in Engagement and Economic Development Responsible stewardship of IU’s resources

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	community.		Deepen our Commitment to Community Engagement	Accountability Excellence in Administration Communicating Excellence
Develop Faculty and Staff (Staff Talent)	IUPUI will become an employer of choice by 2025 by recognizing staff as a valued investment, who are evaluated and awarded for their performance and are given priority in promotion and transfer thereby allowing them to reach their fullest potential.	<p>Improved employee retention.</p> <p>Strong administrative support for Staff Council and opportunities for staff input is provided in decisions impacting IUPUI.</p> <p>Campus decisions are transparent and effectively communicated with the staff.</p> <p>More opportunities for staff recognition are created.</p> <p>Improved employee retention.</p> <p>Verification that all employees have been given some type of performance review.</p> <p>Opportunities for merit raises are provided.</p>	Promote an Inclusive Campus Climate	Responsible stewardship of IU's resources Accountability Excellence in Administration Communicating Excellence
Develop Faculty and Staff (Staff Talent)	IUPUI will become an employer of choice by 2025 through its Staff Development	Successful progression of 10% per year. Reduction of posting out to increase	Promote an Inclusive Campus Climate	Responsible stewardship of IU's resources Accountability

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	Office programs such as professional and career development, mentoring, and continuing education.	salary Creation of SDP Survey of general and job-specific training Appointing a staff person to manage the career plans and to conduct career counseling.		Excellence in Administration Communicating Excellence
Develop Faculty and Staff (Staff Talent)	By 2025, the benefit program the university offers will be adaptable to individual needs and recognize the evolution of the family	Fees are credited or not posted by Bursar Increased enrollment in courses by Staff and Faculty Increased discount and approval for payroll deduction Increased enrollment in IUPUI CLN continuing education/personal development courses by Staff and Faculty Addition of Family Leave to benefit package for Staff Addition of Adoption Leave to benefit package for Staff and Faculty Addition of expanded PTO	Promote an Inclusive Campus Climate	Responsible stewardship of IU's resources Accountability Excellence in Administration Communicating Excellence

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Develop Faculty and Staff (Staff Talent)	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.	<p>Options to benefit package for Staff</p> <p>Significant decisions made regarding relevant policies, practices, and procedures are vetted with staff prior to implementation.</p> <p>Staff members are provided an opportunity to have conversations and provide input regarding the given decision.</p> <p>Decisions are quickly and effectively communicate to staff.</p> <p>Communication should include the context and reasoning of the decision.</p> <p>Staff should be surveyed on given decisions to seek feedback as to whether they were consulted for input before or after the given decision was made and if the decisions were communicated appropriately.</p>	Promote an Inclusive Campus Climate	<p>An Excellent Education</p> <p>Responsible stewardship of IU's resources</p> <p>Accountability</p> <p>Excellence in Administration</p> <p>Communicating Excellence</p>
Develop Faculty and Staff (Staff Talent)	By 2025, IUPUI will be an employer of choice by making strategic investments in programs and personnel to	IUPUI will conduct an evaluation of current flexible schedule practices as they are implemented	Promote an Inclusive Campus Climate	<p>Responsible stewardship of IU's resources</p> <p>Accountability</p> <p>Excellence in Administration</p>

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	<p>establish a workplace which respects the value and importance of work/life balance for all employees.</p>	<p>around campus. Strengths, weaknesses, and benefits will be identified and analyzed.</p> <p>All supervisors will be given training in managing employees with flexible schedules that equips them to make needed arrangements and handle any issues as they arise.</p> <p>All units on campus will have a process in place to evaluate flexible schedule requests. This process will be user-friendly and will allow staff to understand why requests were approved or denied.</p> <p>All staff on a flexible schedule will be given regular reviews to identify any issues. During this time, supervisors will clearly outline goals and objectives for their roles so staff are equipped to succeed.</p> <p>IUPUI will consider the current childcare available on and around campus as well as invite ideas for</p>		<p>Communicating excellence</p>

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		<p>potential improvements to expense and provision.</p> <p>Implement an annual campus-wide survey to evaluate the ongoing effects of these programs. Measures include improved job satisfaction, staff morale, feeling of civic engagement, and satisfaction with dependent care opportunities.</p>		
Develop Faculty and Staff (Faculty Talent)	<p>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.</p>	<p>External recognition of workplace practices for faculty and staff (e.g., Employer of Choice award)</p> <p>Consistent and timely performance management/feedback</p> <p>Mentoring and coaching availability, utilization, and impact</p>	<p>Accelerate Innovation and Discovery</p> <p>Deepen our Commitment to Community Engagement</p> <p>Transform Online Learning</p>	<p>An Excellent Faculty</p> <p>An Excellent Education</p> <p>Excellence in Research</p> <p>Excellence in Engagement and Economic Development</p> <p>Translating innovation</p>
Accelerate Innovation	Address promotion and	Development of a revised	Promote an Inclusive	An Excellent Faculty

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and Discovery	<p>tenure guidelines:</p> <ul style="list-style-type: none"> -- Align faculty rewards with University 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 P+T committees about equivalencies between publications and other forms of creative work and scholarship 	<p>policy document that better describes the different kinds of work</p> <p>More faculty tenured/promoted based on nontraditional activities</p> <p>Use of outside academic experts to evaluate non-published activities (nontraditional scholarly outputs)</p>	<p>Campus Climate</p> <p>Develop Faculty and Staff (Faculty Talent)</p> <p>Deepen our Commitment to Community Engagement</p>	
Develop Faculty and Staff (Faculty Talent)	<p>Make IUPUI an employer of choice for associate faculty because we recognize their impact, evaluate and reward their performance.</p>	<p>Type, nature, and impact of recognition and development for associate faculty</p>	<p>Promote Undergraduate Learning and Success</p> <p>Increase Capacity for Graduate Education</p>	<p>An Excellent Faculty</p> <p>An Excellent Education</p> <p>Stewardship of Indiana University's Resources</p> <p>Accountability</p>

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Develop Faculty and Staff (Faculty Talent)	Provide appropriate developmental support and mentoring to faculty to enhance their success (academic travel, statistical support, assistance in paying for publications, etc.).	Type, nature, and impact of professional development for faculty and staff	Promote Undergraduate Learning and Success Increase Capacity for Graduate Education Accelerate Innovation and Discovery	An Excellent Faculty
Develop Faculty and Staff (Faculty Talent)	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.	Faculty satisfaction Improved retention of faculty and staff; balance of faculty/staff trade	Promote an Inclusive Campus Climate	An Excellent Faculty Stewardship of Indiana University's Resources Accountability Excellence in Administration
Develop Faculty and Staff (Faculty Talent)	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	Availability of robust health, wellness, and work-life programs, participation, and interventions	Leverage our Strengths in Health and Life Sciences	An Excellent Education: High quality student life Excellence in the Health Sciences and Health Care Building for Excellence

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	campus infrastructures that encourage walking, biking and other activity in the workplace.			
Develop Faculty and Staff (Faculty Talent)	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.	Type, nature, extent, and impact of partnerships	Deepen our Commitment to Community Engagement Accelerate Innovation and Discovery	Excellence in Engagement and Economic Development Translating innovation Strong communities Responsible Stewardship of Indiana University's Resources Communicating Excellence
Develop Faculty and Staff (Faculty Talent)	Engage faculty in leading the way related to governmental relations in the areas of student learning accountability and economic and workforce development.	Type, nature, extent, and impact of engagement	Deepen our Commitment to Community Engagement	An Excellent Education An Excellent Faculty Excellence in Engagement and Economic Development Translating innovation Strong communities
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
Develop Faculty and Staff (Faculty Talent)	Better engage the Senior Academy in helping the campus with its priorities	Increased engagement of the Senior Academy	Develop Faculty and Staff	Excellence in Advancement