2003-2004 Columbus Campus

<table>
<thead>
<tr>
<th>Section</th>
<th>Document Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission Statement</td>
<td>foundations laid 12 pg.FINAL 9.04.pdf</td>
</tr>
<tr>
<td>Goals and Objectives</td>
<td>IUPUC Faculty Senate and Committees 2004-05.pdf</td>
</tr>
</tbody>
</table>

Mission

IUPUC’s mission/vision/strategy has been redefined this year and the draft version proposed below is still under review by campus groups.

Mission:

Indiana University-Purdue University Columbus will enrich the intellectual and cultural life and enhance economic opportunity for the diverse individuals and communities we serve in south central Indiana.

Vision:

Indiana University-Purdue University Columbus will create a world-class small city regional university tailored to regional strengths and economic development priorities. The university will educate and retain an advanced workforce and thoughtful, diverse and committed citizenry to build a stronger future for south central Indiana.

Strategies:

IUPUC has bold aspirations for growth. Our plans to increase the numbers of degree programs and student FTEs can be achieved only if the campus puts the infrastructure in place to support growth effectively. Hence, much work in 2003-2004 has focused on obtaining the degree programs and building the infrastructure and organizational culture needed to implement the regional university model with excellence. With these systems in place, the IUPUC will then be positioned to take on the role the region needs-- as the regional leader in undergraduate and graduate education, consistent with the vision of the Regional Campus Agreement, which was subsequently supported by the Subcommittee on Higher Education of the State Commission on Efficiency. Our 9 goals and objectives each support one or more of the three following strategies:

1. Educational service: Indiana University-Purdue University Columbus will deliver with excellence a portfolio of Indiana University and Purdue University undergraduate, graduate and continuing education programs tailored to the needs of south central Indiana in a receptive teaching/learning environment that facilitates

   - the open exchange of ideas,
   - research, scholarship, and creative activity and
   - community partnerships

   conducted in an atmosphere of concerned moral inquiry.

2. Educational support: Given the low educational attainment in south central Indiana, Indiana University-Purdue University Columbus serves many first generation college students. Hence, our commitment to providing superior support for such students begins with communications about the reasons to pursue a baccalaureate degree and continues into recruitment and onward through admission, financial aid and scholarships, course advising, career counseling, internships, student life and leadership opportunities on campus, placement and alumni support.
3. **Educational Partnerships for efficient, effective delivery:** IUPUC is an active partner in developing new models of educational alliance amongst Indiana public higher educational institutions. We are committed to continuing our work with the Columbus Educational Coalition, Ivy Tech-Columbus and Purdue School of Technology-Columbus to increase levels of service to the region and efficiently utilize taxpayer support.

**Goals and Objectives**

1. Create appropriate faculty groups and governance.
   
   1.1. Create academic division organizational structure with 6 divisions with decision- making authority and budgetary control.

   **Campus Planning Theme:** Teaching and Learning, Best Practices, Collaboration
   **Secondary Goals:**
   **Sub Unit:**
   **Time Frame:** Ongoing

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**Actions taken for 2003-2004:**

In January of 2004, with new campus leadership, six academic divisions were created, as follows: Business, Education, Liberal Arts, Nursing, Science, and University College. Division chairs were selected for each division. A budget was assigned to each division, with budgetary control and decision-making authority resting with the division chair. See [http://www.columbus.iupui.edu/academics/](http://www.columbus.iupui.edu/academics/).

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**Evidence of Progress for 2003-2004:**

Enrollment growth has been evidenced in those divisions in which there is a baccalaureate program that can be completed at IUPUC, as a result of assigning students to divisions as early as possible. A concurrent advantage is the rate of transfers out of University College to the various divisions. Articulation with Ivy Tech State College has increased between IUPUC and Ivy Tech, especially in those divisions in which articulation becomes valid.

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**Activities planned for 2004-2005:**

All campus academic work has been shifted from the former structure to the new division structure, implemented in January of 2004. Such work includes listing of courses to be offered, hiring adjunct faculty, hiring staff to support the division, compiling reports representing the division, and planning for the future.

1.2. Implement faculty governance structure, including a Faculty Senate.

   **Campus Planning Theme:** Teaching and Learning, Research, Scholarship and Creative Activity, Best Practices, Campus Climate for Diversity, Collaboration
   **Secondary Goals:**
Sub Unit: Faculty Senate

Time Frame: January 2004 - May 2004

Actions taken for 2003-2004:

In the spring of 2004, the Faculty of IUPUC adopted a new Constitution and Bylaws which changed our faculty governance structure. The Faculty are now represented by a President and a Faculty Senate. The President of the Faculty is elected by a vote of the entire faculty, and represents the Faculty to administrators of IUPUC, IUPUI, Indiana University, Purdue University, and to other appropriate bodies. The IUPUC Faculty Senate is the legislative body of the IUPUC Faculty; the faculty of each IUPUC academic division and the Purdue School of Technology at Columbus elect two Senators to serve on the IUPUC Faculty Senate. The Faculty are also involved in campus governance through service on standing Boards and Committees established by the Constitution and Bylaws, as well as through Administrative Committees established by the Vice Chancellor and Dean.

The Constitution and Bylaws of the IUPUC Faculty Senate is available at http://www.columbus.iupui.edu/facstaff/faculty_senate_bylaws.doc

Evidence of Progress for 2003-2004:

Several new Certificate programs, new admission requirements, new Promotion and Tenure document, among other items are being developed for approval by the Faculty Senate.

Activities planned for 2004-2005:

As the attached document, IUPUC Faculty Senate and Committees 2004-05, indicates, a set of priorities has been identified for the Senate consideration and action in this academic year.

1.3. Develop campus promotion and tenure process.

Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Best Practices, Collaboration

Secondary Goals:

Sub Unit: Tenured Faculty

Time Frame: Ongoing

Actions taken for 2003-2004:

A committee of tenured faculty has been formed to draft a Promotion and Tenure document for the campus. The document will include the criteria for satisfactory and excellence performance in the areas of teaching, research, and service, as well as identifying an appropriate process for Promotion and Tenure at IUPUC.

Evidence of Progress for 2003-2004:

For the first time, a Tenure Track faculty at IUPUC was evaluated by the campus P&T Committee.
Activities planned for 2004-2005:

Promotion and Tenure Committee will complete their work by the mid spring 2005 semester.

Faculty Senate will discuss and approve the final document before May 2005.

IUPUC’s Promotion and Tenure document will be forwarded to IUPUI at the end of academic year 2004-05.

10. Increase faculty research and scholarship.

10.1. Develop and maintain faculty, Division, and Campus research plans.

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: Divisions
Time Frame: Ongoing

Actions taken for 2003-2004:

A virtual Research and Sponsored Program Office has been established at IUPUC to assist the faculty in their proposal preparation as well as being the liaison to IUPUIs Research and Sponsored Programs Office.

A reduced teaching load policy for junior tenure track faculty has been established to assist the faculty in their research requirement at IUPUC.

Evidence of Progress for 2003-2004:

Research funding will be the basis for determination of effectiveness of this requirement.

Activities planned for 2004-2005:

All tenure track faculty, divisions, and campus will prepare short-term and long-term research plans.

11. Conduct “Bold Aspirations – The Campaign for IUPUC.”

11.1. Develop a Case Statement for a $4 million IUPUC campaign

Campus Planning Theme: Civic Engagement
Secondary Goals:
Sub Unit: Gift Development Office
Time Frame: Ongoing

Actions taken for 2003-2004:

With significant help from the IUPUC Campaign Committee, a case statement was established for the $4 million Bold
Evidence of Progress for 2003-2004:

With more than one year remaining in the campaign and while still in the quiet phase, the campaign has eclipsed the $2 million mark in gifts and pledges. The public announcement of **Bold Aspirations: The Campaign for IUPUC** will come in early 2005.

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Activities planned for 2004-2005:

The campaign will end at the conclusion of the 2005 calendar year. Currently, IUPUC staff and members of the IUPUC Campaign Committee are using this case for support to make major gift solicitations. Specific campaign priorities can be seen at [www.iupuc.edu/alumni/CampaignGoals.pdf](http://www.iupuc.edu/alumni/CampaignGoals.pdf).

- 11.2. Recruit members for establishing a campaign committee.
  - **Campus Planning Theme:** Civic Engagement
  - **Secondary Goals:**
  - **Sub Unit:**
  - **Time Frame:** Ongoing

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Actions taken for 2003-2004:

The IUPUC Campaign Committee was established to help the campus raise $4 million for **Bold Aspirations: The Campaign for IUPUC**. A total of 14 community leaders were successful recruited to serve on the committee. Dick Johnson, chairman of Johnson Ventures, is serving as honorary chair, and Loretta Burd, president and CEO of Centra Credit Union, is serving as campaign chair. There are two members of the IU Foundation Board of Directors (Dick Johnson and Gregg Summerville) on the committee. For a complete listing of the committee, please visit [www.iupuc.edu/alumni/alumni_office_development_campaign Steeringcomm.asp](http://www.iupuc.edu/alumni/alumni_office_development_campaign Steeringcomm.asp).

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Evidence of Progress for 2003-2004:

With more than one year remaining in the campaign (conclusion is December 31, 2005) and while still in the quiet phase, the campaign has eclipsed the $2 million mark in gifts and pledges. The public announcement of **Bold Aspirations: The Campaign for IUPUC** will come in early 2005.

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Activities planned for 2004-2005:

The committee members have been asked to make a personal gift to the campaign and help the campus by: identifying prospective donors, rating and screening prospective donors, hosting cultivation events, and contacting prospective donors and asking them to make a gift to IUPUC. The committee members are all currently engaged in these activities. Quarterly Campaign Committee meetings are being held.

- 11.3. Establish cultivation meetings with community leaders
Campus Planning Theme: Civic Engagement
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2003-2004:

The IUPUC Vice Chancellor and Dean and Director of Development and Alumni Relations have hosted a number of small group breakfast meetings with community leaders and prospective donors. The purpose of the meetings has been to provide a campus update, seek feedback, and discuss the IUPUC campaign. More than 50 community leaders have attended these meetings.

Evidence of Progress for 2003-2004:

The breakfasts have proven to be very successful - not only in terms of informing and engaging key community leaders - but also in terms of raising money for the campus. Guests from these breakfast meetings have made gifts to the IUPUC campaign.

Activities planned for 2004-2005:

The breakfast meetings will continue to take place throughout the 2004-05 academic year. The goal is to host a minimum of one per month.

12. Build a welcoming campus environment

12.1. Establish an Arts Initiative program on the campus.
Campus Planning Theme: Civic Engagement
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2003-2004:

The IUPUC Art Advisory Committee has been established. The committee consists of leaders in the area of art in south central Indiana. The committee has established the following mission statement: the IUPUC arts mission is to enrich lives by creating a culturally stimulating environment through art experiences and education.

Evidence of Progress for 2003-2004:

The Arts Initiative is continuing to broaden its efforts thanks to the addition of new IUPUC Art Advisory Committee members, including the executive director of the Columbus Area Arts Council and the executive director of the Southern Indiana Center for the Arts. Subcommittees of the Art Advisory Committee have been established to enhance the campus' efforts to bring artwork to the attention of students and others. More information on the IUPUC Arts Initiative can be found at [www.iupuc.edu/alumni/connections_newsletter/Fall04_Newsletter.pdf](http://www.iupuc.edu/alumni/connections_newsletter/Fall04_Newsletter.pdf) on page two of the IUPUC Campus 2004-05 newsletter.
Activities planned for 2004-2005:

More than a dozen pieces of artwork have been acquired and are on display at IUPUC. Some of have been donated by prominent local artists, and others have come on a permanent loan basis from the IU Art Museum. In addition, IUPUC hosted its first exhibition, "A Woman's Heart," from the Herron School of Art. A second exhibition from Herron is scheduled for the 2005 spring semester. In addition, the IUPUC Art Advisory Committee is developing strategies to add to the permanent IUPUC collection and bring more exhibitions to the campus.

12.2. Renovate building interior.

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** Ongoing

Actions taken for 2003-2004:

Areas completely renovated and furnished this year, using donations and in-house labor:

Vice Chancellor’s office and administrative assistant’s office—furniture, painting, art

Kimball Board Room—furniture, painting, HVAC installed, art

Student lounge area--The Commons—repainting, furniture, re-tiling, art

Student study areas--The Cove and the North wing—furniture and art

West Wing—painting, art

Evidence of Progress for 2003-2004:

Areas renovated within budget, on time and with quality workmanship and materials that will last. Customer evaluation: areas to date have been enthusiastically received by the students, faculty and staff and by campus visitors.

Activities planned for 2004-2005:

Areas to be renovated:

Gallery re-furnished to encourage student life.

East stairwell (customer visits and main student stairwell): drywall, paint, lighting, new ceiling, tile and carpet

West stairwell: painting, tile flooring, lighting, art

Central stair: painting, flooring, art
Community reception rooms--moved from 143 to second floor east wing--proposal under development.

MBA facility proposal under development.

Division suites and faculty offices--from 143--proposal under development.

12.3. Develop Campus Park.

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** Ongoing

Actions taken for 2003-2004:

The newly established Student Council received feedback from students that they would like to have more outside study spaces, eating areas, and recreation opportunities. These recommendations were presented to the City of Columbus Parks and Recreation Department. The City developed an initial plan that would create a university park, which would also become one of the city parks.

Evidence of Progress for 2003-2004:

IUPUC staff and the IUPUC Campaign Committee are currently in the process seeking major gifts to create this park. One prospective donor has expressed an interest in funding a sculpture that would serve as the centerpiece of the park.

Activities planned for 2004-2005:

IUPUC and the City of Columbus Parks and Recreation Department will be signing a memorandum of understanding to outline the respective roles in this partnership and will begin moving forward.

12.4. Plan for sport and recreation for the students.

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** Ongoing

Actions taken for 2003-2004:

The newly established Student Council received feedback from students that they would like to have more recreation opportunities at the campus. Suggestions focused on "extreme sports" such as sand volleyball and rock climbing. These recommendations were presented to the City of Columbus Parks and Recreation Department. The City developed an initial plan that included an extension of the People Trail (walking/running/biking trail throughout Columbus) through the campus, sand volleyball courts, a quarter-mile trail adjacent to the People Trail with exercise stations, a climbing wall, and bouldering areas.
Evidence of Progress for 2003-2004:

IUPUC staff and the IUPUC Campaign Committee are currently in the process of seeking major gifts for the outdoor recreation facilities. Also, the Parks and Recreation Department will request funding from the City of Columbus to provide some financial support. The collaboration between IUPUC and Columbus Parks and Recreation Department on this project has been outstanding. IUPUC is excited about the prospect of recreation opportunities to attract and retain students. The Columbus Parks and Recreation Department is excited about having a park with sand volleyball and a climbing wall among its nationally recognized city parks.

Activities planned for 2004-2005:

IUPUC and the City of Columbus Parks and Recreation Department will be signing a memorandum of understanding to outline the respective roles in this partnership and will begin moving forward.

2. Divided work flow among 10 campus offices, each with decision-making authority and budgetary control.

2.1. Create campus support offices with appropriate responsibilities and authorities: Admissions and recruitment, gift development and alumni relations, enrollment management, facility services, finance and administration, information technology, personnel administration, registrar services, research and sponsored programs, and university relations.

   **Campus Planning Theme:** Best Practices, Collaboration

   **Secondary Goals:**

   **Sub Unit:**

   **Time Frame:** January 2004 - May 2004

Actions taken for 2003-2004:

In January of 2004, existing campus offices were expanded to include Admissions and Recruitment, Gift Development and Alumni Relations, Enrollment Management, Facility Services, Finance and Administration, Information Technology, Personnel Administration, Registrar Services, Research and Sponsored Program, and University Relations. A director for each of these offices was appointed, with budgetary control and decision-making authority. All campus work that is not strictly academic is carried out by these offices, and each office works in conjunction with the others. Directors of selected offices meet weekly with the Vice Chancellor and Dean to make non-academic decisions regarding campus operations.

Evidence of Progress for 2003-2004:

Personnel have been added in the areas of marketing and financial aid. Outreach to high school counselors in south central Indiana has been broadened; marketing materials have been created that emphasize the increasing number of baccalaureate degrees offered at the campus. New scholarships have been created and offered to high school graduates. New internship opportunities have been created. Technological capabilities have been increased. Grant-writing has been increased, with grants received expected to increase.

Activities planned for 2004-2005:

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it is planned that the work of each or the campus offices will be streamlined and improved over that of previous years. Where there is a need for increased personnel, personnel will be added; where there is a need for streamlining, this will occur. Much emphasis has been placed on recruitment and retention, and this emphasis will become stronger in future years, since IUPUC needs to expand its enrollments. Also planned is a more targeted marketing approach and an initiative to educate residents of south central Indiana regarding the need for higher education in their families, businesses, and communities.

3. Restructure and empower five stakeholder organizations with managerial decision-making roles:

3.1. Create a Student Council.

**Campus Planning Theme:** Best Practices, Campus Climate for Diversity, Collaboration

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** January 2004 - May 2004

Actions taken for 2003-2004:

The first Student Council was formed during the spring semester of 2004. There are three representatives from each academic division serving on the Student Council. The Student Council developed a constitution ([www.iupuc.edu/students/studentcouncil_constitution.asp](http://www.iupuc.edu/students/studentcouncil_constitution.asp)) and gained feedback from students about what initiatives they would like to see the Student Council undertake.

Evidence of Progress for 2003-2004:

With encouragement from the Student Council, eight new official student clubs have been established during the 2004 fall semester. In addition, three of these clubs have applied to the Student Council for funding for activities and received it. The Student Council also surveyed students and developed a list of recommendations regarding outdoor recreation. IUPUC is pursuing this in partnership with the City of Columbus Parks and Recreation Department.

Activities planned for 2004-2005:

The Student Council is planning events to promote the formation of student clubs and organizations. In addition, Student Council recommendations have been acted upon (for example, offering a refillable plastic mug at the campus snack bar), and therefore, the Student Council has been working on developing other recommendations to improve student experiences at IUPUC.

3.2. Create a new Board of Advisors.

**Campus Planning Theme:** Best Practices, Campus Climate for Diversity, Civic Engagement, Collaboration

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** January 2004 - March 2004

Actions taken for 2003-2004:

The membership of the IUPUC Board of Advisors has been increased from 14 to 47. Community leaders representing Bartholomew and the surrounding counties have become board members. Individuals who have been asked to become new board members represent stronger leadership in their communities than has been the case in the past.
Evidence of Progress for 2003-2004:

IUPUC is seen as a much stronger influence and asset in this region through the increase in the number of board members. The campaign committee has been strengthened through the membership of board members. Advice regarding campaign materials has been sought from board members and followed by staff. Relationships between IUPUC and community organizations have been strengthened, so that internships, offers to speak to other boards about the academic programs offered by IUPUC, and new ideas for programs to benefit the community have been suggested and established. Giving to the on-going IUPUC campaign has been increased through stronger relationships between board members and the university.

Activities planned for 2004-2005:

The IUPUC Board of Advisors will play an increasingly important role in the growth of IUPUC. Discussions among committee members will focus on such issues and projects as making the residents of south central Indiana more aware of the importance of higher education; the potential role of IUPUC in assisting with downtown revitalization; supporting **Bold Aspirations: The Campaign for IUPUC** with leadership on the campaign committee; suggesting special programs that will benefit the community, such as seminars and workshops on such subjects as architecture, the arts, etc.; assisting in effective communication and relationship-building between the campus and city and county governmental units in our service area; assessing the needs of the region for non-credit, continuing education courses, certificate programs, and off-campus credit programs.

3.3. Expand the scope and activities of Alumni Board.

**Campus Planning Theme:** Best Practices, Campus Climate for Diversity, Civic Engagement, Collaboration

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** Ongoing

Actions taken for 2003-2004:

The IUPUC Alumni Association was officially chartered in June of 2003 as a constituent society of the IU Alumni Association. A number of annual activities were implemented during the 2003-04 year, including a campus ice cream social, an IU vs. Purdue TV basketball party, a blood drive, and a trip to the Statehouse with Hoosiers for Higher Education. Also, more than 4,000 former IUPUC students have been identified and coded as such in the IU alumni/foundation information system. IUPUC alumni also started receiving an e-newsletter, **IUPUC Alumni E-News**, (in addition to receiving the IUPUC Connections newsletter.)

Evidence of Progress for 2003-2004:

New events have already taken place during 2004-05. One was a career networking event, where representatives from area businesses came to campus to meet with students and talk to them about their own careers and businesses. Student
evaluations showed that the event was very helpful to students, and nearly $1,000 was generated to establish an IUPUC Alumni Association scholarship. This event was initiated by board members, who successfully solicited SIHRA (Southeast Indiana Human Resource Association) to co-sponsor the event. With the addition of excellent board members and the formation of committees, many new services, programs, and activities will take place. More information on the IUPUC Alumni Association can be found at www.iupuc.edu/alumni/alumni_association.asp.

Activities planned for 2004-2005:

The IUPUC Alumni Association board was recently expanded to 17, and four committees (Awareness and Membership, Service and Scholarship, Student Programming, and Alumni Programming) were formed. These committees are working on a number of new projects, including a "senior shindig" event and an etiquette event for current students and recent graduates.

☐ 4. Increase the number of academic programs offered by the campus

☐ 4.1. Establish articulation agreements with IU and Purdue Schools at IUPUI for joint programs.

**Campus Planning Theme:** Teaching and Learning, Research, Scholarship and Creative Activity, Collaboration  
**Secondary Goals:**  
**Sub Unit:** Administration  
**Time Frame:** Ongoing

Actions taken for 2003-2004:

Articulation agreements have been signed between IUPUC and Schools at IUPUI for joint academic programs. These agreements include offering joint baccalaureate degree programs in engineering, general studies, informatics, labor studies, liberal arts, nursing, public and environmental affairs, science, tourism, conventions and event management.

A total of 21 Bachelor of Science or Arts degree programs are now available at IUPUC, including the joint programs with IUPUI. The list of programs that students can apply for admission is available at: http://www.columbus.iupui.edu/academics/.

Evidence of Progress for 2003-2004:

The success of these programs will be assessed in the years to come.

Activities planned for 2004-2005:

The new joint degree programs are being promoted in the community. All new programs will be available Fall 2005.

☐ 5. Attract and support a better prepared and a more diverse student population.

☐ 1. Reevaluate and redesign the process to interact with high school students.  
**Campus Planning Theme:** Teaching and Learning, Best Practices, Campus Climate for Diversity  
**Secondary Goals:**  
**Sub Unit:**  
**Time Frame:** Ongoing
Actions taken for 2003-2004:

Actions taken: In March, 2004, the enrollment management process was audited, using questions suggested by Becky Porter of IUPUI. Based on this report, beginning in August, 2004, IUPUC began evaluating each phase of its recruiting interaction with students as the academic year progressed.

Changes made to date have focused on creating communications materials: direct mail correspondence with parents of students initiated summer 2004, inserts in local high school parent newsletters begun; new, coordinated marketing materials were developed for each of 11 academic divisions for use at college fairs and prospective students Saturdays; a new display board and materials were created for the admissions office to use at fairs and presentations; similar tabletop displays were created for each IUPUC based academic division.

A key part of interacting with high school students is encouraging their counselors to recommend IUPUC. November 5th, the first "Explore IUPUC" event was held for 53 high school counselors, as part of a completely re-designed annual Counselors Breakfast. Counselors were empowered with scholarships to award to their own students, with notebooks describing our academic programs and with marketing materials. More counselors attended this breakfast than any other breakfast in the past. Their evaluations were very positive--41 requested more marketing materials.

A critical way to interact with high school students is via the website. The IUPUC website was completely redesigned in the summer of 2004 and went live in October.

Students and faculty from the two Columbus high schools were invited to the first ever Friday "Explore IUPUC" event via colorful, post card invitations to the faculty and public address systems in the high schools.

Evidence of Progress for 2003-2004:

After the successful Counselor’s Breakfast, we were approached by a local high school to bus their seniors and juniors to IUPUC for a college day. The effectiveness of the Counselor’s Breakfast will also be partially measured in the number of scholarships given and accepted.

Applications and admittances for fall semester 2005 should be impacted by these efforts; without them, we would have no visibility in the market, since these efforts are the first marketing (versus information) communication program the campus has undertaken in recent history.

These first efforts are the beginning of completely re-positioning the IUPUC campus in the eyes of its constituents; it will take several semesters before enough tools are in place and momentum is generated to impact student numbers significantly. As we become more adept at designing and using the tools with different constituencies, we will become more adept at measuring the impact of individual communications initiatives.

Activities planned for 2004-2005:

We are re-evaluating our Prospective Student Saturdays program and have plans to make it more extensive and enriching.

We plan to continue to enrich our marketing communications materials and to revise those that need updating. We are
building—-for the first time---resources that can be used to support developing an interactive, ongoing communication process with high school students.market each of the divisions—a photo bank, a bank of student success stories, better student data bases for database marketing, and an improved information packet.

We are engaging in a key message refinement project, which will result in a list of FAQ’s from high school students and the answers—key messsages—we want to use in conversations with prospective high school students and their parents. These FAQ’s will first be used for inhouse staff training, then released to the website, high school counselors and students and their parents.

5.2. Increase the number of merit- and admission-based scholarships.

Campus Planning Theme: Teaching and Learning, Campus Climate for Diversity
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2003-2004:

In the last year, Indiana University-Purdue University Columbus has completely re-designed and expanded its scholarship program. The newly designed program more closely parallels and builds on the strengths of the IUPUI scholarship programs, with a more aggressive focus on attracting top students from area high schools and encouraging first generation college students. The new scholarship program is described at http://www.columbus.iupui.edu/scholarships/.

Comparing it with the previous program, the new program demonstrates a significant dollar value increase, driven by a focus of reaching a wider range of diverse student types and encouraging students to commit to IUPUC earlier in the planning cycle. The most innovative new scholarship program involves area high school counselors. They are empowered to give 4 scholarships to students of their choice who meet high academic criteria set by IUPUC scholarships, if the student is admitted by March 1.

Evidence of Progress for 2003-2004:

The activities taken section indicates the dramatic increase in the number of merit and admissions-based scholarships. The future activities section describes how this change of strategy will be assessed.

Activities planned for 2004-2005:

We plan to monitor and assess the effectiveness of the new, dramatically different program before instituting additional change. Variables to monitor include: the absolute number of students receiving scholarships versus the prior year, the caliber and diversity of students attracted by the scholarships versus the prior years’ scholarship recipients and the campus student profile in general, the retention of scholarship recipients.

Work with local scholarship-giving organizations, particularly the Heritage Fund and local firms to develop more scholarships defined for IUPUC students. Many local organizations give scholarships; if approached with the value of the regional university model and the new degree programs at IUPUC, they will encourage IUPUC students to apply and will see the value of giving local scholarships to students who are committed to this region.

Build stronger weblinks for our students from our website to south central Indiana scholarship granting institutions.
5.3. Develop a more effective student recruitment strategy.

**Campus Planning Theme:** Teaching and Learning, Best Practices, Campus Climate for Diversity

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** Ongoing

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**Actions taken for 2003-2004:**

This section addresses Return to College students. See comments on 5.1 re: high school students.

IUPUC is re-evaluating its strategy toward return to college students as well. In July 2004, key human resources leaders attended a luncheon to exchange ideas on how to engage their employees in pursuing degrees. Several employers indicated interest in working on this issue.

New communications materials were developed and distributed directly to key organizations throughout our 7 county primary target area. The number of institutions reached in the next week should easily double past distributions of class schedules and the quality of the materials has significantly improved, as they focus on key marketing messages and consistent images. These same images and messages are being reinforced in all advertising, effective fall 2004.

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**Evidence of Progress for 2003-2004:**

The final outcome measure, of course, is a change in number of new student applications.

Better diagnostic measures would be changes in measures of awareness of IUPUC degree programs, likelihood of applying to IUPUC, and measures of changes in the number of telephone and walk-in inquiries.

At this point, IUPUC must develop simple, disciplined record keeping systems to track the data available in-house and on those students who contact us as a result of outreach efforts. In the future, IUPUC will expand marketing research to other constituencies.

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**Activities planned for 2004-2005:**

Initiate regular sales calls on top managers in key firms to set up new communications strategies. Ask for the opportunity to put IUPUC information on their intranet sites and in-house electronic newsletters, in addition to posting hard copies in employee break rooms. Set up weblinks from their site to ours and provide direct access to their reimbursement policies for our students who are their employees.

Build/consolidate database of return to college student prospects, including our students who have stopped out in the prior 5 semesters.

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5.4. Develop more effective promotional materials, including success stories and student placement information.

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** Ongoing
Actions taken for 2003-2004:

The improved marketing materials have been described under previous goals.

Progress toward the next round of promotional materials, success stories and student placement has begun. Interviewed 3 individuals who could research and write success stories; raised idea with Division Heads, discussed with Dr. Paydar the method to involve alumni in this process.

Evidence of Progress for 2003-2004:

Number of contacts in file and quality of contacts for stories. Number of success stories actually published to support the marketing effort.

Activities planned for 2004-2005:

Collect contact information and rough write-ups from faculty and division heads; develop an web-based filing system/data base for reference by all campus directors, release story to writer when need specific is developed. Use on website, printed collateral and advertising.

☐ 5.5. Increase the number of high school graduates enrolling at IUPUC in top 25% of their graduation class.

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit:

Time Frame: Ongoing

Actions taken for 2003-2004:

Expansion of degree programs and faculty; increased student life; more personal admissions support; expanded scholarship program that targets high performing students; stronger relationships with high school counselors and strong communication of all these internal improvements are all aspects of change at IUPUC this year that will increase the number of students in higher percentiles of their graduating class that enroll at IUPUC.

Evidence of Progress for 2003-2004:

Annual measures of numbers of newly admitted and enrolled students, by decile.

Annual measures of retentions of students by decile.

Activities planned for 2004-2005:

Continue to build and refine infrastructure that supports these higher performing students. Reach parents with the message about new opportunities at IUPUC. Target high schools with lower rates of college attendance. Continue to visit high schools a to give away merit based scholarships in awards ceremonies. Encourage high school counselors to give out
5.6. Increase the number of classes offered via distance education.

**Campus Planning Theme:** Teaching and Learning, Civic Engagement  
**Secondary Goals:**  
**Sub Unit:**  
**Time Frame:** Ongoing

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Actions taken for 2003-2004:

The dramatic need for these courses was communicated to Division heads. They have been asked to propose plans for engaging faculty in course development.

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Evidence of Progress for 2003-2004:

Number of courses developed.

Number of faculty involved in online/distance ed development.

Degree of support services available in the LC for online/distance ed development.

Number of students enrolled in/completing online distance ed courses.

Number of students living in geographic locations outside of Bartholomew County who are taking online/distance ed courses—or hybrid courses through regional learning centers.

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Activities planned for 2004-2005:

Activities under discussion:

Release time for development of course. Pay faculty overload in a semester they develop an online/distance ed course whilst being paid to teach the same course in the classroom. Pay 9 month faculty to develop courses over the summer.

Identify a "hit list" of the top 10 courses IUPUC would like to offer online/distance ed and solicit faculty interest, assuming some additional monetary award.

Encourage faculty to develop hybrid courses, rather than pure online or pure distance ed.

Identify an "online champion" faculty member/"distance ed champion" faculty member on campus. Send this person to IUPUIs "Jumpstart course."

Have OPD bring a couple of online workshops to IUPUC.

Offer TA support to faculty who develop an online/distance ed course that enrolls over 30 students.

6.1. Enhance undergraduate student learning and success through improved advising practices.

**Campus Planning Theme:** Teaching and Learning, Best Practices

**Secondary Goals:**

**Sub Unit:** University College

**Time Frame:** Ongoing

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Actions taken for 2003-2004:

Academic Advising is an important resource in helping students to achieve their academic and career goals. IUPUC students are now being moved to academic divisions for advising. We have increased the number of University College Advisors. More information on student advising at IUPUC may be found at: [http://www.columbus.iupui.edu/students/advising.asp](http://www.columbus.iupui.edu/students/advising.asp).

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**Evidence of Progress for 2003-2004:**

The student retention rate at IUPUC will be assessed as an evidence of progress and effectiveness of the changes made in advising at IUPUC.

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**Activities planned for 2004-2005:**

With the creation of IUPUC Faculty Senate, direct admission to degree programs at IUPUC will become a reality, which will affect the way students are advised.

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6.2. Ensure that all programs provide relevant and coordinated course offerings.

**Campus Planning Theme:** Teaching and Learning, Best Practices, Collaboration

**Secondary Goals:**

**Sub Unit:** Divisions

**Time Frame:** Ongoing

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Actions taken for 2003-2004:

The responsibility and budget for course offerings at IUPUC have shifted to proper division at IUPUC.

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**Evidence of Progress for 2003-2004:**

Work is ongoing in this area.

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**Activities planned for 2004-2005:**
Coordination of course offerings at IUPUC will shift to IUPUC Division Heads.

6.3. Create additional spaces for student learning and relaxation.

**Campus Planning Theme**: Best Practices, Campus Climate for Diversity

**Secondary Goals:**

**Sub Unit**: Administration

**Time Frame**: Ongoing

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**Actions taken for 2003-2004:**

Student Council members worked with administrators in developing a plan to make improvements to the Student Commons at IUPUC. This is the most heavily used area by students for studying and relaxing. The campus was able to get furniture donated to make this space a more comfortable place for students. A new area, the Cove, was also developed to provide additional study areas. Furthermore, artwork was added to both locations.

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**Evidence of Progress for 2003-2004:**

The Student Council, on behalf of the students at IUPUC, has expressed its pleasure with the improvements made to the Commons. The Student Council continues to be closely involved in the discussions about upgrades to other areas to provide more comfortable areas for student learning and relaxation.

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**Activities planned for 2004-2005:**

Plans are being developed to make improvements to the second most heavily used area, the Gallery. Currently, the space includes a number of rectangular tables. The goal is to make this area a multi-purpose area, where students can work individually or in groups, relax, and socialize.

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6.4. Improve student retention and persistence rates.

**Campus Planning Theme**: Teaching and Learning, Best Practices

**Secondary Goals:**

**Sub Unit**: Divisions

**Time Frame**: Ongoing

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**Actions taken for 2003-2004:**

IUPUC has developed a new student advising system, dramatically increased student scholarship, substantially increased the number of degree programs available to students on campus, and a number of other activities to affect its very low retention rate.

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**Evidence of Progress for 2003-2004:**

Work is ongoing on developing assessment tools and measures.
Activities planned for 2004-2005:

The full implementation of above mentioned initiatives are planned to continue in this academic year.

7. Continue active involvement in developing articulation agreements with Ivy Tech State College – Columbus.

7.1. Establish articulation agreements with Ivy Tech-Columbus.

Campus Planning Theme: Teaching and Learning, Collaboration
Secondary Goals:
Sub Unit: Enrollment Center
Time Frame: January 2004 - August 2004

Actions taken for 2003-2004:

Given the limited resources, and availability of Ivy Tech State College next to IUPUC Campus, partnership of the two institutions is on the list of priorities of the campus. Following discussions, meetings, and coordinated work, a comprehensive agreement between two institutions were signed on September 20, at the Columbus Learning Center. See http://www.columbus.iupui.edu/passport/articulatedprograms.asp.

Evidence of Progress for 2003-2004:

The number of Ivy Tech students with AS degree pursuing BA/BS degree programs at IUPUC will be the Evidence of Progress.

Activities planned for 2004-2005:

New areas for agreement are being investigated.

7.2. Increase the number of Ivy Tech graduates pursuing bachelor's programs at IUPUC.

Campus Planning Theme: Teaching and Learning, Best Practices, Collaboration
Secondary Goals:
Sub Unit: Enrollment Center
Time Frame: Ongoing

Actions taken for 2003-2004:

The newly signed agreements between Ivy Tech State College - Columbus and IUPUC will facilitate Ivy Tech graduates pursuing baccalaureate degree programs at IUPUC.

Evidence of Progress for 2003-2004:

The first AS recipient of Ivy Tech State College - Columbus was admitted at IUPUC in November 2004 through the established agreements between the two institutions.
Activities planned for 2004-2005:

See [http://www.columbus.iupui.edu/passport/](http://www.columbus.iupui.edu/passport/).

7.3. Continue developing PASSPORT-IUPUC program.

**Campus Planning Theme:** Teaching and Learning, Best Practices, Campus Climate for Diversity, Collaboration

**Secondary Goals:**

**Sub Unit:** Enrollment Center

**Time Frame:** Ongoing

Actions taken for 2003-2004:

IUPUC will establish a PASSPORT-IUPUC program to provide students of Ivy Tech State College Columbus the freedom to transfer courses and associate degree credits to IUPUC. An IUPUC staff member will be responsible for communication of programs created by this office to the faculty, staff, and students at Ivy Tech State College Columbus. Ivy Tech State College Columbus will provide support in facilitating the communication with its students, as well as an office space for the PASSPORT-IUPUC staff, who would be available on a part-time basis in the Ivy Tech building.

IUPUC will create and maintain the official website providing information on how Ivy Tech students can transfer specific courses and credits into the IUPUC undergraduate and graduate degree programs. See [http://www.columbus.iupui.edu/passport/](http://www.columbus.iupui.edu/passport/)

Evidence of Progress for 2003-2004:

The number of Ivy Tech Graduates will be a measure of effectiveness of this program.

Activities planned for 2004-2005:

Above mentioned activities will be completed in this academic year.

7.4. Develop a referral program for remedial courses with Ivy Tech.

**Campus Planning Theme:** Best Practices, Collaboration

**Secondary Goals:**

**Sub Unit:** Admissions

**Time Frame:** Ongoing

Actions taken for 2003-2004:

IUPUC will create a referral System for remedial courses for students that are inadmissible at IUPUC.

Evidence of Progress for 2003-2004:

The number of Ivy Tech State College - Columbus graduates at IUPUC will be the measure of effectiveness of the
Activities planned for 2004-2005:

To create the referral system in Spring 2005.

7.5. Arrange for providing library resources to Ivy Tech students on a contractual basis.

Campus Planning Theme: Collaboration
Secondary Goals:
Sub Unit: Library
Time Frame: Ongoing

Actions taken for 2003-2004:

An agreement in principle has been made to provide library services to Ivy Tech State College Columbus for a fee.

Evidence of Progress for 2003-2004:

Providing transparent services to over 5,000 students of IUPUC, Ivy Tech, and Purdue School of Technology in Columbus is a measure of effectiveness of this program.

Activities planned for 2004-2005:

A committee of librarians from IUPUC, IUPUI, and Ivy Tech are meeting on a regular basis to make the providing of library services to all Ivy Tech students available effective summer 2005.

8. Establish an Alliance with Purdue School of Technology (PST) – Columbus.

8.1. Include PST faculty in faculty governance at IUPUC.

Campus Planning Theme: Collaboration
Secondary Goals:
Sub Unit: Administration
Time Frame: January 2004 - May 2004

Actions taken for 2003-2004:

To include Purdue School of Technology Faculty in faculty governance at IUPUC, the IUPUC Faculty Senate’s Constitution and Bylaws were written in Spring 2004 to include PST faculty as voting members, like any other faculty from IUPUC Divisions.

Evidence of Progress for 2003-2004:

Faculty and student satisfaction will be measures of effectiveness of the alliance formed by the two institutions.
Activities planned for 2004-2005:

Further integration of activities between PST and IUPUC will be implemented at IUPUC.

8.2. Create an opportunity for PST staff to participate in student services area.

**Campus Planning Theme:** Campus Climate for Diversity, Collaboration

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** January 2004 - March 2004

Actions taken for 2003-2004:

This is a new goal which is in exploratory stages.

Evidence of Progress for 2003-2004:

To the student, moving between IUPUC and PST courses is seamless. Measure student perceptions and attitudes.

Activities planned for 2004-2005:

Hold joint meetings of IUPUC and PST student services staffs once a month for information sharing and continue to explore the actual staff's ideas for integration.

Integrate the two student services offices physically. (Joint telephone support, easier flow, link literature display sections.)

Identify an IUPUC advisor who specializes in helping PST students with critical problems--and vice versa. Ask them to serve as leaders for integration effort.

8.3. Include PST in IUPUC Board of Advisor

**Campus Planning Theme:** Best Practices, Campus Climate for Diversity, Collaboration

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** January 2004 - March 2004

Actions taken for 2003-2004:

Along with the increase in the number of members of the IUPUC Board of Advisors, membership by the Director of the Purdue University School of Technology has been included. This Director has been consulted regarding specific individuals who were being considered for board membership, and on-going efforts of the board are discussed with this individual.

Evidence of Progress for 2003-2004:
A strong and smooth relationship has been established between the Director of the Purdue University School of Technology and the Vice Chancellor and Dean of IUPUC and between the two institutions. New joint academic programs have been created, and existing programs have been strengthened. The continuing relationship has been further strengthened by planning for the joint occupancy of the new Columbus Learning Center that is nearing completion.

Activities planned for 2004-2005:

The Director of the Purdue University School of Technology will continue membership on the IUPUC Board of Advisors, and all activities planned will include this individual and, when appropriate, the PST faculty.

☐ 8.4. Include PST in all student recruitment efforts and activities.

Campus Planning Theme: Best Practices, Collaboration

Secondary Goals:

Sub Unit:

Time Frame: January 2004 - March 2004

Actions taken for 2003-2004:

PST has been seamlessly incorporated into all literature developed and all advertising done in 2004. They received identical support for marketing to that received by any IUPUC division.

PST participated in Explore IUPUC and the Counselor’s Breakfast as did all divisions. They received marketing support for developing their display.

PST programs are seamlessly incorporated into the new IUPUC website.

Evidence of Progress for 2003-2004:

Measure community perception that IUPUC is an umbrella organization that offers a portfolio of programs, including PST programs, based on communication strategies outside the organization.

System is so designed that students experience IUPUC/PST as coordinated entities that support each other and each other’s students. Measure student perceptions.

Activities planned for 2004-2005:

Continue to treat PST as one of the portfolio of degree programs available at IUPUC in all IUPUC advertising and outreach efforts. When individual IUPUC divisions are invited to an event, treat PST as a division and offer the same level of support. When IUPUC and PST need to have separate presences at an event, cross list our tables, and each table is prepared to present the programs of the other entity or to refer them to the other entity’s table.

The marketing people for PST and IUPUC have developed good working relationships and continue to explore how to enhance each other’s work.

☐ 8.5. Maintain PST and IUPUC’s visibility.
8.5. Join forces with PST and combine resources in Seymour and Greensburg.

**Campus Planning Theme:** Teaching and Learning, Civic Engagement, Collaboration

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2003-2004:**

Initial meeting held to agree on strategy and confirm mode of operation with Director of PST and Vice Chancellor of IUPUC. November, 2004. Employees at both locations will serve students of both programs with similar services—admissions, placement testing, propose courses to offer, maintain contacts with local organizations, etc.

**Evidence of Progress for 2003-2004:**

Students perceive PST/IUPUC as virtually seamless.

Seymour and Greensburg lead employees perceive they are supported, relative to their student numbers and growth potential, as well as the main IUPUC campus in Columbus with information and marketing support.

Director of PST and the Vice Chancellor of IUPUC are satisfied with the operating agreements implementation at the end of next year.

**Activities planned for 2004-2005:**

Enrollment Management Director for IUPUC met with lead employees in Seymour and Greensburg to determine marketing support needed. Marketing materials provided, these lead employees will develop a list of key contacts and organizations and will distribute the marketing materials to them.

IUPUC advertising images will be consistent throughout the region, but will reflect the unique needs and messages of the Seymour and Greensburg centers. Similarly, other marketing support will use the IUPUC look, but can be tailored to regional needs.

Enrollment Management Director will visit both sites to evaluate support needed.

9. Develop Executive Education Program.

9.1. Develop non-credit industry-specific courses.

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:** Executive Education Program

**Time Frame:** Ongoing

**Actions taken for 2003-2004:**

The purpose of the Executive Education Programs is to engage the regional community in continuing education and professional development. More specifically, the Executive Education Programs will reflect:
innovative learning models; a variety of topics identified and delivered in consultation among academics, subject area experts, and practicing businesspeople; and involvement of managers, professionals, and executives from small business to large corporations in the region.

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Evidence of Progress for 2003-2004:

The number of short courses delivered in businesses and industry in south central Indiana will be the measure of effectiveness of this program.

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Activities planned for 2004-2005:

A business model has been prepared. Funding is being arranged for this activity.

☑️ 9.2. Develop plan to offer non-credit continuing study courses.

**Campus Planning Theme:** Teaching and Learning, Civic Engagement  
**Secondary Goals:**  
**Sub Unit:** Executive Education Program  
**Time Frame:** Ongoing

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Actions taken for 2003-2004:

Planning for the offer of non-credit, continuing study courses has been undertaken with IUPUC division heads, the Interim Vice Chancellor for External Affairs at IUPUI, community leaders, and the Non-Degree Program Development Committee of the IUPUC Board of Advisors. In addition, a campus committee reviewed the options for non-degree program development and sent a report to the Vice Chancellor for his review. Planning for the creation of new and expansion of existing non-degree programs and for a new home base for these programs is continuing.

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Evidence of Progress for 2003-2004:

Planning for non-credit programs to be offered by IUPUC is in its infancy. Progress that has been made to date includes strengthening the relationships between community leaders and campus officials in the process of planning for these programs. The report issued by the campus non-degree program committee to the Vice Chancellor is a step forward, and suggestions made in this report will be reviewed and, where appropriate, carried out.

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Activities planned for 2004-2005:

Having begun discussions with the individuals and groups mentioned above, the plan is to move forward with the establishment of non-degree programs that will benefit our service area. Further discussions will take place with board members representing Bartholomew and the surrounding counties regarding which programs will be most beneficial for particular communities. Since the current IUPUC facility has no space available for offices to direct these activities, a new space will be sought, where the administration, if not the delivery, of non-credit programs can be housed.
Fiscal Health

*** Fiscal health report for 2004-05 is attached as PDF file. ***

IUPUC’s strategic position in its market makes financial projections based on historical data unrealistic, either for sound operating decisions and for future fiscal planning. IUPUC is being re-designed from the inside out to position itself as the regional representative of IUPUI in south central Indiana. The last 10 months at IUPUC have been a time of exploring the potential in the region and making fundamental changes in the products offered, in the design of the organization and in the way it engages its stakeholdersits community partners, its education partners and its prospective students.

The critical need for IUPUC now is investment funding to fuel growth over the next five years. IUPUC has two investment priorities:

(1) Attracting the individuals needed for a leadership team capable of implementing the growth plans for the campus and
(2) Re-constructing the spaces inside the shell of the current facility to support the growth plan.

IUPUC could put a static, survival with no funding increases financial model together for the 2005 annual plan. However, a static plan based on the historical funding given to a small institution that served only as an outpost offering a few courses to get people started on degrees would ignore the opportunity that lies before IUPUC. The south central Indiana market has become more competitive; IUPUI needs a strong regional partner to retain market share here and to recruit students who will finish at IUPUI. The growth potential in Columbus justifies investment dollars that will generate a future payoff to IUPUI. If there is interest in considering a financial plan enabling IUPUC to grow at or above the Chancellors goals for IUPUI, IUPUC could develop a pro forma business plan.

Reallocation Plan

The Reallocation Funds are used to partially support the newly approved programs at IUPUC.

Other Question(s)

How do you plan to maintain/ increase quality in the face of diminishing resources? What processes do you have in place to do this, for example, how are faculty involved in decision-making?

Around 85% of the courses offered at IUPUC are at the remedial or first year level. A few feet from IUPUC, Ivy Tech State College at Columbus, has had a remarkable growth in the last few years and now offers more degree programs than IUPUC. For IUPUC to better serve the community in its service area, it should reconsider its mission and find ways to increase the percentage of course offerings in the third and fourth year and stop competing with Ivy Tech next door. To increase the numbers of degree programs and student FTEs at IUPUC, appropriate levels of funding and resources must be provided.

How do you cultivate a climate for diversity -- how do you recruit, develop, and retain diverse students, faculty, and staff? How do you incorporate diversity in the curriculum, in research, in civic engagement?

Cultivating a Climate for Diversity at IUPUC

IUPUCs student body and faculty membership currently reflect directly the relatively low levels of ethnic diversity in the region we represent. IUPUC would like to lead in creating more diverse, and hence more lively and challenging class interactions and student life.

In 2005, IUPUC will expand and empower its Diversity Task Force. Using the expertise of IUPUI faculty
In 2005, IUPUC will expand and empower its Diversity Task Force. Using the expertise of IUPUI faculty and staff and models that have proven successful at IUPUI will be the first step to deepening the diversity effort at IUPUC.

Columbus and south central Indiana have attracted a significant population of Japanese firms who bring employees to live in the state. The Vice Chancellor has spoken at meetings of the leaders of these firms, who are typically the first in the community to support new initiatives between the Japanese community and local leaders.

Columbus has a growing Hispanic population. In November, we were able to attract an Hispanic advisor, who is capable of helping us shape our outreach to this community group.

IUPUC employs a number of African-Americans. One faculty member is working on attracting international students from Africa—and has agreed to also work on a Diversity Task Force which would identify ways to make the campus more welcoming to minorities.

The IUPUC student population does not reflect the surrounding populations male/female ratio. As a socially responsible organization, we need to work harder at attracting more male first generation college students of all ethnic groups. Nationwide data indicate a concerning trend regarding the disengagement of these students. An initiative in this area would begin with a search for successful models amongst peer institutions in the US and tighter linkage with local high school counselors and with local C4 programs.

Five years from now what proportion of your faculty do you expect to be in the following categories: tenure track faculty, clinical faculty, research faculty, lecturers, or other academic specialties (percentages should total 100%)?

**IUPUC Faculty Distribution: Actual in 2004 and Goals for 2010**

**2004 2010**

**Actual Actual % Planned Planned %**

Tenure Track Faculty: Increase 33% to 60%

Clinical Faculty: Increase 15% to 15%

Research Faculty 0%

Lecturers: Decrease 30% to 15%

Other (Visiting): Substantially decrease 22% to 10%

Total: 100% 100%

Please prepare an EXECUTIVE SUMMARY of no more than one page summarizing your most significant accomplishments of the past year (including items from the period from July 1, 2003 to the present) and the major initiatives you plan to undertake in 2004-05.

**IUPUC Annual Report 2004 Executive Summary**

In 2004, IUPUC responded to the challenges set before it by a rapidly changing environment. IUPUC put in place the foundations necessary to deliver IUPUI-style regional undergraduate and graduate education in south central Indiana. Specifically, the campus is now

- Enacting a new mission and vision,
- Expanding its portfolio of educational offerings,
- Restructuring its organization to follow IUPUI models, and
- Forming an integrated team of higher education and community partners.
Mission: IUPUC is committed to implementing the regional university model with excellence, thereby enhancing the cultural and intellectual life and the economic opportunities of the individual students and communities we serve.

Educational portfolio: Developing a portfolio of educational offerings tailored to the need of the region was a first priority. In 2004, IUPUC added 14 new degree programs, many in partnership with IU and PU schools in Indianapolis, including programs in fields never before accessible in Columbus. See http://www.columbus.iupui.edu/academics/. An executive education program is under development, coursework has been expanded in Greensburg and Seymour.

Organizational restructuring: New organizational components initiated in 2004 and now operating include:

- Strengthening the Academic and Management Teams: Academic divisional structure established with budgetary control; Faculty governance established; Promotion and tenure process developed; Faculty review process linked to performance recognition. Divided work flow among 10 campus offices with decision-making authority and budgetary control. Initiated audit processes; Implemented new strategies for enrollment management and student support areas. Introduced new website. See http://www.columbus.iupui.edu/.

- Building Student Life: Originated student council; Encouraged formation of student clubs; Created more welcoming campus environment to encourage student life: renovated student spaces with corporate gifts; brought art on campus with aid of IU art museum; wrote memorandum of agreement with Columbus Parks and Recreation to develop University Park on campus with extreme sports, landscaping and other activities to enhance student life.