Mission

IUPUC is currently undergoing a process to define its mission/vision/strategy. A 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 FTE can be achieved only if the campus puts the infrastructure in place to support growth effectively. With these systems in place, IUPUC will then be positioned to assume the role the region needs— as the regional leader in undergraduate and graduate education, consistent with the vision of the Subcommittee on Higher Education of the State Commission on Efficiency. Each of our twelve goals and objectives 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, conducted in an atmosphere of concerned moral inquiry, that facilitates

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

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 Education Coalition, Ivy Tech Community College,
are committed to continuing our work with the Columbus Education Coalition, Ivy Tech Community College-Columbus, and the Purdue College 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 an academic division organizational structure that includes six divisions with decision-making authority and budgetary control.

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

Actions taken for 2004-2005:

Six academic divisions were created by new campus leadership in 2004, as follows:

- Business
- Education
- Liberal Arts
- Nursing
- Science, and
- University College

Division Heads were selected for each division, and they were given budgetary control and decision-making authority. See [http://www.iupuc.edu/academics/](http://www.iupuc.edu/academics/).

Evidence of Progress for 2004-2005:

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

Activities planned for 2005-2006:

All campus academic work has been shifted from the former structure to the new division structure implemented in 2004. Such work includes a listing of courses to be offered, hiring of adjunct faculty, hiring of 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,
Actions taken for 2004-2005:

In 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 University College of Technology-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 2004-2005:

Among the items developed for approval by the Faculty Senate are the development of several new certificate programs, new admission requirements, and a new promotion and tenure document.

Activities planned for 2005-2006:

The attached document, titled IUPUC Faculty Senate and Committees 2004-05, indicates a set of priorities has been identified for 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 2004-2005:

A committee of tenured faculty drafted a promotion and tenure document for the campus. The document includes 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 2004-2005:
For the first time, a tenure-track faculty at IUPUC was evaluated by the campus Promotion and Tenure Committee.

Activities planned for 2005-2006:

The Promotion and Tenure Committee completed its work in the Spring 2005 semester.

IUPUC’s Promotion and Tenure document has been forwarded to IUPUI for review by the Office of the Dean of the Faculties.

The Faculty Senate will discuss and approve the final document in this academic year.

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 2004-2005:

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 IUPUI’s 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 2004-2005:

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

Activities planned for 2005-2006:

All tenure-track faculty, divisions, and the 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 2004-2005:

With significant help from the IUPUC Campaign Committee, a case statement was established for the $4 million **Bold Aspirations: The Campaign for IUPUC**. For a summary of the case for support, please visit [http://www.iupuc.edu/news/boldaspirations5.asp](http://www.iupuc.edu/news/boldaspirations5.asp)

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Evidence of Progress for 2004-2005:

With more than four months remaining in the campaign, the campaign has raised over $3.5 million in pledges. The public announcement of **Bold Aspirations: The Campaign for IUPUC** was held on June 14, 2005. President Herbert attended the event.

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Activities planned for 2005-2006:

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).

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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

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Actions taken for 2004-2005:

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.

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Evidence of Progress for 2004-2005:

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 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/Fallo4_Newsletter.pdf](http://www.iupuc.edu/alumni/connections_newsletter/Fallo4_Newsletter.pdf) on page two of the **IUPUC Connections** Fall 2004 newsletter.
Activities planned for 2005-2006:

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 and Design. A second exhibition from Herron was held in the spring of 2005. 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 the building interior.

**Campus Planning Theme:** Best Practices  
**Secondary Goals:**
**Sub Unit:**
**Time Frame:** Ongoing

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Actions taken for 2004-2005:

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

- Vice Chancellors office and administrative assistants’ office--furniture, painting, art
- Kimball Board Room--furniture, painting, HVAC installed, art
- Student lounge area--The Commons--repainting, furniture, replacing carpet with tile, art
- Student study areas--The Cove and the North wing--furniture and art
- West Wing--painting, art
- Outdoor classroom

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**Evidence of Progress for 2004-2005:**

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.

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Activities planned for 2005-2006:

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 stairs: painting, flooring, art

Community reception rooms--moved from CC 143 to second floor East wing--proposal under development.

MBA facility proposal under development.

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

☑ 12.3. Develop a campus park.
   
   **Campus Planning Theme:** Best Practices
   
   **Secondary Goals:**
   
   **Sub Unit:**
   
   **Time Frame:** Ongoing

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**Actions taken for 2004-2005:**

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 an university park, which would also become one of the city parks.

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**Evidence of Progress for 2004-2005:**

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.

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**Activities planned for 2005-2006:**

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 sports and recreation for the students.

   **Campus Planning Theme:** Best Practices
   
   **Secondary Goals:**
   
   **Sub Unit:**
   
   **Time Frame:** Ongoing

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**Actions taken for 2004-2005:**

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 2004-2005:**

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 2005-2006:**

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.

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

2. 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 2004-2005:**

In 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 2004-2005:**

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 the expectation that grants received will also increase.
Activities planned for 2005-2006:

Plans are in place to streamline and improve the work of each of the campus offices 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 three 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 2004-2005:

The first Student Council was formed during the 2004-05 academic year. Three representatives from each academic division serve on the Student Council. The Student Council developed a constitution (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 2004-2005:

With encouragement from the Student Council, eight new official student clubs were established in 2004. Several of these clubs have applied for and have received funding for activities from the Student Council. 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 2005-2006:

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 for drinks at the campus snack bar.) The Student Council has been and continues to work 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
The membership of the IUPUC Board of Advisors has been increased from 14 to 47, including community leaders representing Bartholomew and the surrounding counties in our service area. Individuals who have been asked to become new board members represent stronger leadership in their respective communities than has been the case in the past. Division Heads have been included in board membership, as well as the presidents of the Faculty Senate, the Staff Council, and the Student Council. Therefore, broad representation has been implemented. Board members have selected one of the following committees on which to serve: Curriculum Development, Community and Government Affairs, Campus Activities and Community Outreach, Non-Degree Program Development, and Gift Development.

Evidence of Progress for 2004-2005:

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 ongoing IUPUC campaign has been increased through stronger relationships between board members and the university.

Activities planned for 2005-2006:

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 2004-2005:

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 2004-05 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
Evidence of Progress for 2004-2005:

New events took 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 2005-2006:

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 2004-2005:

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 in which students can apply for admission is available at: http://www.iupuc.edu/academics/.
Evidence of Progress for 2004-2005:

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

Activities planned for 2005-2006:

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

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

5.1. Re-evaluate 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 2004-2005:

In 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, inserts in local high school parent newsletters; new, coordinated marketing materials developed for each of our six academic divisions for use at college fairs and the Prospective Student Saturday program; a new display board and materials created for the admissions office to use at fairs and presentations; and similar table top 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. On November 5th, the first "Explore IUPUC" event was held for 53 high school counselors as part of a completely redesigned 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 additional marketing materials.

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

Students and faculty from the two Columbus high schools were invited to the first ever "Explore IUPUC" event via colorful, postcard invitations to the faculty and a public address system announcement in the high schools for the students.

Evidence of Progress for 2004-2005:

Following the successful Counselors Breakfast in 2004, we were approached by a local high school requesting their seniors and juniors be bused to IUPUC for a college day.
Requesting they seniors and juniors be bused to IUPUC for a college day.

The effectiveness of the Counselors Breakfast will be partially measured by the number of scholarships given and accepted.

Applications and admittances for the fall semester of 2006 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 a complete repositioning of 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.

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Activities planned for 2005-2006:

We are re-evaluating our Prospective Student Saturday 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 by marketing each of the divisions--a photo bank, a bank of student success stories, better student databases for database marketing, and an improved information packet.

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

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Actions taken for 2004-2005:

In the last year, IUPUC has completely redesigned 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.iupuc.edu/scholarships/](http://www.iupuc.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 four scholarships to students of their choice who meet the high academic criteria set by the IUPUC scholarships, and the student is admitted by March 1.
Evidence of Progress for 2004-2005:

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 2005-2006:

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 prior years
- the caliber and diversity of students attracted by the scholarships versus prior years’ scholarship recipients
- the campus student profile in general, and
- the retention of scholarship recipients.

We will work with local scholarship-giving organizations, particularly the Heritage Fund and other 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 web links 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

Actions taken for 2004-2005:

This section addresses Return to College students. See comments on 5.1 regarding 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 seven-county primary target area. The number of institutions reached in the next year should easily double previous distributions of class schedules, and the quality of the materials has significantly improved, focusing on key marketing messages and consistent images. These same images and messages are being reinforced in all advertising, effective Fall 2004.
Evidence of Progress for 2004-2005:

The final outcome measure, of course, is a change in the 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 recordkeeping systems to track the data available in-house and on those students who contact us as a result of our outreach efforts. In the future, IUPUC will expand marketing research to other constituencies.

Activities planned for 2005-2006:

Initiate regular sales calls to 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 web links from their site to ours and provide direct access to their reimbursement policies for our students who are their employees.

Build and consolidate database of return to college student prospects, including our students who have dropped out in the prior five semesters.

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 2004-2005:

Improved marketing materials have been described under previous goals.

Progress toward the next round of promotional materials, success stories, and student placement has begun. Three individuals who could research and write success stories have been interviewed. The idea has been raised with Division Heads and we will look into the possibility of involving alumni in this process.

Evidence of Progress for 2004-2005:

Evidence of progress will be indicated by the number and quality of the contacts in our file that can be used to publish success stories to support the marketing effort.

Activities planned for 2005-2006:
Collect contact information and rough write-ups from faculty and Division Heads; develop a web-based filing system/database for reference by all campus Directors, then release a story to a writer when a specific need is developed. Use on website, printed collateral, and advertising.

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

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** Ongoing

**Actions taken for 2004-2005:**

Enrollments of high school students in the higher percentiles of their graduating class will increase this year at IUPUC because of the changes we have made during the past year:

- 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 of these internal improvements.

**Evidence of Progress for 2004-2005:**

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

Annual measures of retention of students by decile.

**Activities planned for 2005-2006:**

We will continue to build and refine infrastructure that supports these higher performing students. Activities include plans to:

- reach parents with the message about new opportunities at IUPUC
- target high schools with lower rates of college attendance
- continue to visit high schools to give away merit-based scholarships in awards ceremonies
- encourage high school counselors to give out their "Pursuit of Excellence" scholarships
- launch a communication effort to re-position IUPUC in the eyes of middle school-high school juniors--based on real changes in the way IUPUC operates.

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

**Actions taken for 2004-2005:**
The dramatic need for classes to be offered via distance education was communicated to Division Heads, and they have been asked to propose plans for engaging faculty in course development.

Evidence of Progress for 2004-2005:

Number of courses developed.

Number of faculty involved in online/distance education development.

Degree of support services available in the Learning Center (LC) for online/distance education development.

Number of students enrolled in and completing online/distance education courses.

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

Activities planned for 2005-2006:

Activities under discussion:

- Release time for development of courses. Pay faculty an overload in a semester they develop an online/distance education course while being paid to teach the same course in the classroom. Pay 10-month faculty to develop courses over the summer.
- Identify a "hit list" of the top 10 courses IUPUC would like to offer online/distance education and solicit faculty interest, assuming some additional monetary award.
- Encourage faculty to develop hybrid courses, rather than pure online or pure distance education.
- Identify an "online champion" faculty member and a "distance education champion" faculty member on campus. Send this person to IUPUI’s "Jumpstart course."
- Have OPD bring a couple of online workshops to IUPUC.
- Offer TA support to faculty who develop an online/distance education 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

Actions taken for 2004-2005:

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.iupui.edu/students/advising.asp.
Evidence of Progress for 2004-2005:

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

Activities planned for 2005-2006:

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

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

Actions taken for 2004-2005:

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

Evidence of Progress for 2004-2005:

Work is ongoing in this area.

Activities planned for 2005-2006:

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

Actions taken for 2004-2005:

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.
Evidence of Progress for 2004-2005:

The Student Council, on behalf of the students at IUPUC, has expressed its pleasure with the improvements made to the Student 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.

Activities planned for 2005-2006:

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.

6.4. Improve student retention and persistence rates.

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

Actions taken for 2004-2005:

IUPUC has developed a new student advising system, dramatically increased student scholarships, 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.

Evidence of Progress for 2004-2005:

Work is ongoing to develop assessment tools and measures.

Activities planned for 2005-2006:

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 Community College—Columbus.

7.1. Establish articulation agreements with Ivy Tech Community College—Columbus.

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

Actions taken for 2004-2005:

Given our limited resources and the proximity of Ivy Tech Community College to the 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 the two institutions was signed in 2004 at the Learning Center. See http://www.iupuc.edu/passport/articulatedprograms.asp.

Evidence of Progress for 2004-2005:

The number of Ivy Tech students with AS degrees pursuing BA/BS degree programs at IUPUC.

Activities planned for 2005-2006:

New areas for agreement are being investigated.

7.2. Increase the number of Ivy Tech graduates pursuing bachelors programs at IUPUC.

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

Actions taken for 2004-2005:

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

Evidence of Progress for 2004-2005:

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 2005-2006:

See http://www.iupuc.edu/passport/.

7.3. Continue developing the 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 2004-2005:

IUPUC will establish a PASSPORT-IUPUC program to provide students of Ivy Tech Community 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 Community College-Columbus.
Ivy Tech Community College-Columbus will provide support in facilitating the communication with its students, as well as provide an office space for the PASSPORT-IUPUC staff that 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.iupuc.edu/passport/

Evidence of Progress for 2004-2005:

The number of Ivy Tech graduates transferring courses and associate degree credits to IUPUC will be a measure of the effectiveness of this program.

Activities planned for 2005-2006:

Above mentioned activities will be completed in this academic year.

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 2004-2005:

An agreement has been made to provide library services to Ivy Tech Community College-Columbus for a fee.

Evidence of Progress for 2004-2005:

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

Activities planned for 2005-2006:

Librarians from IUPUC and Ivy Tech are meeting on a regular basis to make the providing of library services to all Ivy Tech students available.

8. Establish an Alliance with Purdue College of Technology (PCOT)—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 2004-2005:

In order to include Purdue College of Technology Faculty in faculty governance at IUPUC, the IUPUC Faculty Senates Constitution and Bylaws were written in 2004 to include PCOT faculty as voting members, like any other faculty from an IUPUC Division.

Evidence of Progress for 2004-2005:

Faculty and student satisfaction will be measure of effectiveness of the alliance formed by the two institutions.

Activities planned for 2005-2006:

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

8.2. Create an opportunity for PCOT 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 2004-2005:

This is a new goal which is in the exploratory stages.

Evidence of Progress for 2004-2005:

Measure of students ability to move seamlessly between IUPUC and PCOT courses.

Measure of students’ perceptions and attitudes.

Activities planned for 2005-2006:

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

Integrate the two student service offices physically with joint telephone support, easier flow, link literature display sections, etc.

Identify an IUPUC advisor who specializes in helping PCOT students with critical problems--and vice versa. Ask them to serve as leaders for the integration effort.
8.3. Include PCOT Director as a member of the IUPUC Board of Advisors.

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

**Secondary Goals:**

**Sub Unit:**

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

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**Actions taken for 2004-2005:**

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

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**Evidence of Progress for 2004-2005:**

A strong and smooth relationship has been established between the Director of the Purdue College 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 Learning Center that is nearing completion.

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**Activities planned for 2005-2006:**

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

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8.4. Include PCOT in all student recruitment efforts and activities.

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

**Secondary Goals:**

**Sub Unit:**

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

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**Actions taken for 2004-2005:**

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

PCOT participated in "Explore IUPUC" and the Counselors Breakfast, as did all divisions. They received marketing support for developing their display.

PCOT programs are seamlessly incorporated into the new IUPUC website.

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**Evidence of Progress for 2004-2005:**

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

The system is so designed that students experience IUPUC/PCOT as coordinated entities that support each other and each other’s students.

Measure of student perceptions.

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Activities planned for 2005-2006:

Continue to treat PCOT 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 PCOT as a division and offer the same level of support. When IUPUC and PCOT need to have separate presences at an event, we will cross list our tables and be prepared to present the programs of the other entity, or to refer them to the other entity’s table.

The marketing people for PCOT and IUPUC have developed good working relationships and continue to explore how to enhance each others work.

☐ 8.5. Join forces with PCOT and combine resources in Seymour and Greensburg.

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

Secondary Goals:

Sub Unit:

Time Frame:

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Actions taken for 2004-2005:

An initial meeting was held in November 2004 to agree on strategy and to confirm the mode of operation with the Director of PCOT and the Vice Chancellor of IUPUC. 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.

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Evidence of Progress for 2004-2005:

Students perceive PCOT/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 PCOT and the Vice Chancellor of IUPUC are satisfied with the operating agreements implementation at the end of next year.

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Activities planned for 2005-2006:

The Enrollment Management Director for IUPUC met with lead employees in Seymour and Greensburg to determine marketing support needed. Marketing materials were provided, and these
Greensburg to determine marketing support needed. Marketing materials were provided, and 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.

The 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 2004-2005:

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.

Evidence of Progress for 2004-2005:

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

Activities planned for 2005-2006:

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

9.2. Develop a 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

Actions taken for 2004-2005:

Planning for the offering of non-credit, continuing study courses has been undertaken with IUPUC.  

[ 22 ]
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 non-degree programs, for the expansion of existing non-degree programs, and for a new home base for all of these programs is continuing.

Evidence of Progress for 2004-2005:

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.

Activities planned for 2005-2006:

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

Reallocation Plan

Other Question(s)

Doubling goals. In what ways has and will your responsibility center contribute to the Chancellor’s doubling goals for enrollment (retention and graduation rates and degree conferrals), research and scholarship (grants and contracts), and civic engagement (service learning, internships, community collaborations)?

We have changed the mission of IUPUC from a good place to start to a place where students can finish their studies and receive their IU and Purdue degrees in Columbus. With this change in mission, we are now focusing our attention to recruiting students that we can retain and graduate with BA/BS degrees.

We are in the process of identifying ways that we can quantify our service activities to be able to assess our progress toward the doubling goal.

IUPUC does not have a research mission.

Diversity. What actions have you taken and what results have you achieved in diversifying your student body (particularly in improving the success rates of minority students) and your faculty and staff?

In 2004, we hired our first director-level African American staff member and an African faculty member in the Division of Education. The following areas of focus in Diversity and Enrichment at IUPUC have been identified:

[23]
• recruitment and K-12 outreach
• campus climate
• curriculum infusion
• chair Vice Chancellor’s Diversity Committee
• best practices, training, campus and community programs

We are currently in the process of fleshing out the activities and measurements for success in these areas.

_Campus coordination and cooperation._ Are you willing to work with an adjudicative group in resolving conflicts in course and program offerings in the spirit of reducing campus duplication and overlap? If so, what forum or format would be most helpful to you? Please cite examples of your cooperation with other units in resolving such conflicts.

Even though we are 40 miles from the IUPUI campus, we created over 10 academic cooperation agreements with the following IUPUI Schools:

• Engineering and Technology
• Physical Education and Tourism
• Informatics
• SPEA
• Liberal Arts
• Science
• Nursing
• Education

4) What actions have you taken to promote the retention of all students, and in particular, individuals who would diversify the student body, e.g., ethnic, racial, and gender minorities?

5) What uses are you making of the student technology fee?